

COCC ASSESSMENT MODEL

Academic and Administrative Mission Fulfillment

Student Success and Community Enrichment

ACADEMIC DEPARTMENTS AND DISCIPLINES

Student Learning Outcomes

ACADEMIC PROGRAM REVIEW - Academic Departments

AH

- Dental Assisting
- Massage Therapy
- Medical Assistant
- Pharmacy Technician
- Veterinary Technician

BUS

- Aviation-Prof. Pilot
- Business Administration
- Cascade Culinary Institute

CCI

CIS

- Computer and Information Systems
- Geographic Information Systems
- Health Information Technology

FA

- Art
- Communication
- Music

HHP

- Exercise Science
- Health
- Outdoor Leadership

HUM

- Humanities / Film

LIB

- Library

MTH

- Mathematics

NIR

- Automotive Technology
- Emergency Medical Svcs
- Forest Resource Technology Forestry
- Manufacturing Technology
- Structural Fire Science
- Wildland Fire/Fuels Mgmt

NUR

- Nursing
- Nursing Assistant

SCI

- Biology
- Chemistry
- Engineering and Engineering Physics
- Geology

SS

- Addiction Studies Human Services
- Criminal Justice
- Economics
- Education
- Human Development
- Psychology
- Sociology

WLC

- Anthropology
- Geography
- History
- World Languages

Secondary Programs

- ABS
- College Now

ADMINISTRATIVE UNITS AND DEPARTMENTS

Operational Outcomes

ADMINISTRATIVE UNIT REVIEW

Administration

- COCC Foundation
- Institutional Effectiveness
- Campus Services
- Campus Public Safety

CFO

- Fiscal Services
- Bookstore
- Contracts & Risk Mgmt.

College Relations

Student & Enroll Svcs

- Admissions & Records
- Financial Aid
- CAP Services
- Student Life
- Diversity and Inclusion
- Student Retention
- Technology Coordinator
- Student Module Manager

Human Resources

Instruction

- Instructional Deans
- Secondary Programs
- Curriculum & Assessment
- Library
- Testing & Tutoring

ITS

- ITS Infrastructure
- App & Web Services

Extended Learning

- Continuing Ed
- Small Business Development
- Deer Ridge
- RMP Campuses



Administrative Review Process



Administrative Unit Review (AUR) Summary – June 2017

Background:

Administrative Unit Review is used routinely in higher education to periodically evaluate administrative units as they support the mission of the College: student success and community enrichment. It is aligned with the intent of COCC's Strategic Plan and is an expectation identified by regional and independent accrediting agencies. In June of 2016, the College President initiated development of an Administrative Unit Review, which was piloted September 2016-May 2017.

Purpose of Administrative Unit Review:

- Give administrative units and departments an opportunity to discuss and document what is working, what can be improved, and specific plans for implementing improvements
- Provide a forum for each department's findings to be communicated to COCC administration to celebrate successes and jointly explore ways to address recommended improvements
- Provide documentation of needs, financial and other
- Inform the college community about a department or unit
- Collect information that will contribute to institutional assessment and improvement

Administrative Department Review seeks to answer the following key questions (abbreviated):

1. Department overview
2. Department mission and its relationship to fulfillment of College mission
3. Department purpose, with descriptions of staffing and budget
4. Department strengths, and challenges
5. Department outcomes
6. Measurement of success of outcomes with timeline
7. Annual documentation of data collection for outcomes
8. Summary and analysis of continuous improvement of department, including needs assessment

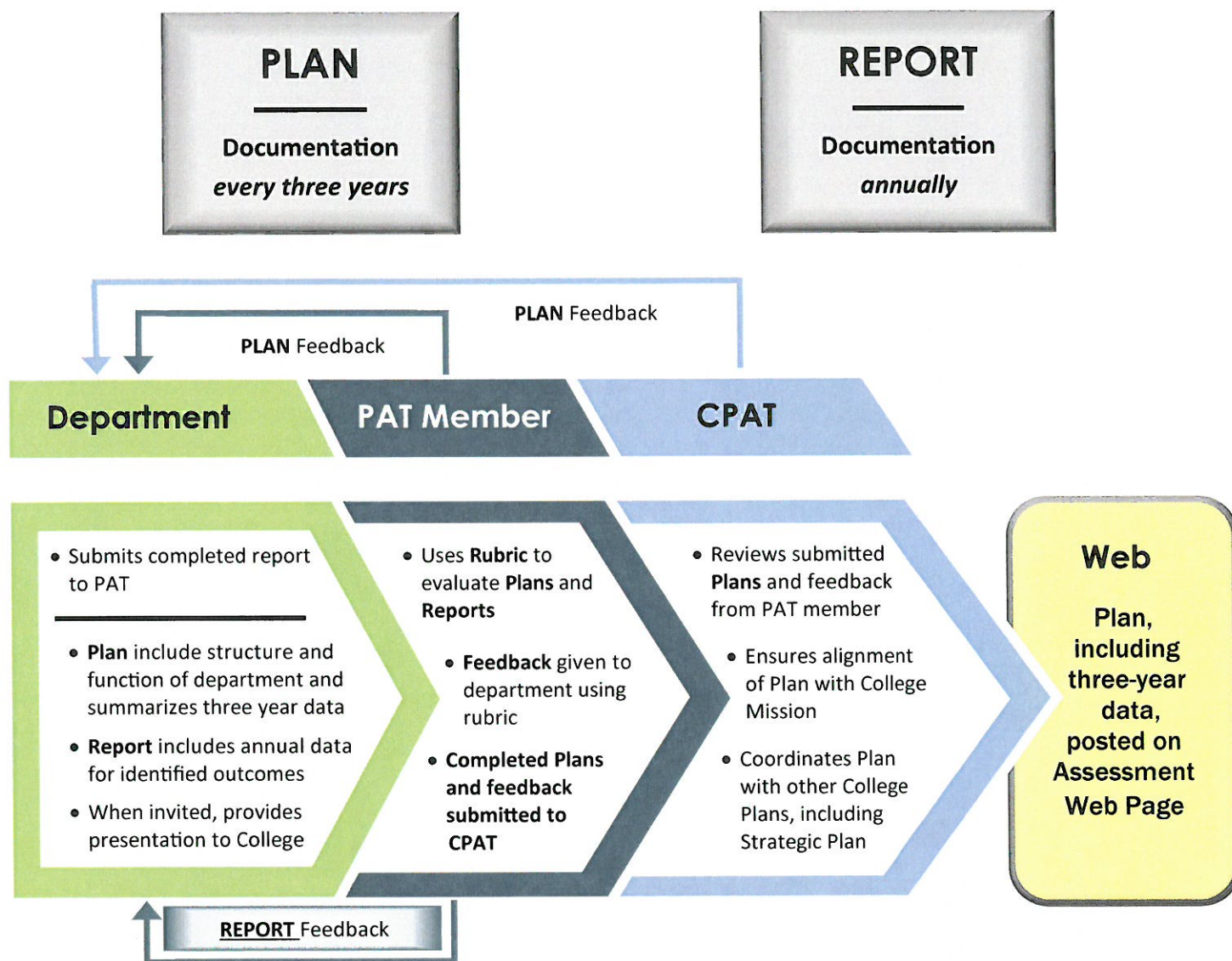
AUR Process:

Early Fall Term	AUR Preparation Workshop provides resources and support to departments undergoing AUR
Fall Term	Departments complete initial ADR Plan
Early Winter Term	Departments within a Unit come together to discuss analysis
Before Spring Break	First draft of ADR Plan shared within Unit
April 1	Department chair submits Plan to PAT Administrative Unit member
April/May	PAT Unit member reviews Plan with rubric and provides written feedback to department.
June	PAT member provides brief report to PAT and CPAT based on completed rubric.
July 1	ADR Plan and response posted to web
Before Spring Break, 1 year post	Department submits ADR Report with prior year's data to PAT member. Written feedback provided to department.
July 1, 1 year post	Annual Report posted with Plan

Administrative Unit: Groups of departments reporting to a specific PAT (President's Advisory Team) member comprise an Administrative Unit. Administrative Unit Review (AUR) encompasses many department reviews.

Administrative Department: A section of an Administrative Unit, dealing with a particular area of activity. (eg: Financial Aid (department) in Student Services (Administrative Unit). Administrative Department Review (ADR) is focused on a specific department within an administrative unit.

Flowchart: Administrative Department to Unit Review



Department:

A division of an Administrative Unit dealing with a particular area of activity. Example: Financial Aid (department) in Student Services (Administrative Unit)

Administrative Unit:

Groups of departments reporting to a specific PAT member

PAT:

President's Advisory Team



Administrative Department Review

Plan and Report

Administrative Department Review 2016-2017 Plan

Due: _____

Being an effective institution means the College is meeting its stated mission. Measuring degrees of effectiveness and modifying where needed to meet the mission is based on a philosophy of continuous improvement. The effectiveness of an institution isn't captured on what our "inputs" are, but what effect they have on students and the community. Administrative Department Review processes help to measure the effectiveness of the activities we do, and give strategic direction for improvement when needed.

Administrative Department Reviews are submitted to the President's Advisory Team, the President, and the Assessment Web Page every three years, and include:

- Review and confirmation of department mission, purpose, and expected outcomes related to College Mission and Vision.
- Identification of 1-3 assessment activities.
- Documentation of results and analysis of assessment activities.
- Identification of departmental needs related to goals.
- Provision of data for College Planning, including resource allocation.

Department Overview

Administrative Department:

Contact (Person responsible for reporting):

Participants:

Date Review Submitted:

Report Submitted to:

1. Mission Fulfillment

How does your department support/strengthen the college's ability to fulfill its mission and vision?

Mission: Central Oregon Community College promotes student success and community enrichment by providing quality, accessible, lifelong education opportunities.

Vision Statement: To achieve student success and community enrichment, COCC fosters student completion of academic goals, prepares students for employment, assists regional employers and promotes equitable achievement for the diverse students and communities we serve.

Please provide your department's mission statement, including specifically how your department contributes to (check one or both):

- ☐ Student Success
and/or
☐ Community Enrichment

Department Mission Statement:

2. Department Purpose

What are the key duties, responsibilities, and/or functions of your department that support your department mission? Include brief descriptions of staffing, budget, services, and location. (Location may be room or building specific, and/or branch campus specific.) Include any relevant recent changes. Response should be limited to one paragraph to one page maximum.

3. Department Strengths

What are your department's greatest strengths and/or most significant accomplishments during the past 1-3 years that support your department mission? What are the real, proven, consistent, documented elements of your department that make you stand out?

4. Department Challenges

Describe any challenges that may negatively impact accomplishing your department mission. What are the opportunities for improvement in your department? What internal and external factors challenge your area? Please use the terms “internal” and “external” in any way that is relevant to your department.

5. Department Goals → Department Outcomes

Based on your strengths and challenges, what are your department goals? What product or service do you want to provide?

To measure success: What are your department’s outcomes? What do you want to occur because of your services? (Limit total number of outcomes to 5 or 6 maximum). Identify 1-3 outcomes you will focus on this year.

- A goal describes the *output* (product or service) a department is planning to achieve through its organized activities.
- An outcome describes the *result for or impact on* a customer (internal or external), student, or the institution that is a consequence of the work you do.

Example of a goal: To provide training to students, staff, and faculty to increase awareness about diversity issues impacting student success.

Example of an outcome: The percentage of minority students graduating will be proportionately the same as non-minority student graduation rates.

6a. Procedure, Measurement Tool and Timeline

Describe the activities will you do to accomplish your Outcome(s). How will you measure your success toward the 1-3 outcomes and mission fulfillment? What tools will you use? (Survey, budget, Institutional Effectiveness department data, banner/Argos, etc.) How frequently will you gather relevant data? Provide any data references that you use. The Institutional Effectiveness department will provide relevant data upon request. Data will be reviewed and reported **annually** on the following page.

Plan submitted every three years.

It will serve as a reference for resource allocation, activities,
and planning during the three year cycle.

Administrative Unit Review Summary and Timeline

Department: _____

Department Mission: _____

Dates of Plan: _____

Annual Report Due: _____

Outcome	Activity(s) and Measurements What are you doing to accomplish outcomes? When and how will you assess effectiveness?		Data Report Schedule When will you collect and report data to PAT Lead? Document dates for collecting and reporting.	
	<u>Term/Year</u>		<u>Term/Year</u>	

Administrative Department Review 2016-2017 Report

Due: _____

6b. Procedure, Measurement Tool and Timeline
What activities did you do to accomplish your Outcome(s)? How did you measure your success toward the 1-3 outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.
7. Data
What data have you gathered that inform your department's effectiveness?
8. Summary and Analysis: Continuous Improvement (Report-to be completed annually when data are available)
What does the data suggest about your department's effectiveness? Which measurements are strong and affirming? Consider the following points. • Was your planned activity successful at accomplishing your Outcome(s)? • Have you accomplished your outcomes? Is there a need for a new direction? Which measurements indicate an area that you would like to focus on for improvement? • Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes. • What support do you need from the college to carry out your planned improvements? Identify your biggest area(s) of need to help accomplish outcomes. Review question #2, including staffing, budget, services, and location.

Report submitted annually.

Data and analysis from three annual **Reports** will inform a new **Plan**.



Administrative Unit Review Plan

Scoring Rubric

Administrative Unit Review Plan Scoring Rubric

Unit/Department:

Year:

	Satisfactory (All or most information included and accurate)	Unsatisfactory (Information minimal, not included or not accurate)	Comments/Notes
1. Mission Fulfillment			
Clear description of the department mission. Describes how department mission contributes to and supports student success and/or community enrichment. - Describes overall mission of department within the context of the College. - Reflects the institutional mission.			
2. Department Purpose			
Addresses department key duties, responsibilities, and functions. - Provides clear description of dept functions. - Functions are related to dept mission. - Describes constituents the department serves. - Defines specific activities or services provided to accomplish its mission.			
Describes staffing, budget, and location. - Provides summary or brief narrative of staffing, including any recent staffing changes. - Provides summary of budget including any relevant recent changes. - Describes location of department as it affects department mission and function. May be room or building specific, and/or satellite campus specific.			
3. Department Strengths			

Indicates at least two department strengths that may positively impact department's mission. • Describes how strengths support the department mission and ultimately the College mission.			
4. Department Challenges			
Describes at least one department challenge (internal and/or external) that may negatively impact department's key duties, responsibilities, functions. • Describes how challenge(s) negatively impact the dept mission, and ultimately the College mission. • Indicates whether challenges are from within the department or from external sources.			
5. Department Outcomes			
Provides up to 6 clearly stated department outcomes. • Outcomes are clear, achievable, observable or measurable • Align with dept mission. • Focus on end results (see definition of Outcomes/Goals below).			
Lists up to three outcomes to focus on for the next one to three years. • At least one outcome focuses on a stated department challenge			
6a. Measurement Tool and Timeline			
Describes how focus outcomes will be measured. • Measurement tool may be data already being gathered (Budget, Argos, banner, IE, Survey, other) or may be new source of data. • Measurement may be quantitative or qualitative data. • Describes frequency of gathering relevant data.			
Describes timeline for reporting data. • Reports at least annually to PAT member, using Administrative Unit Review Report form.			



Administrative Unit Review Schedules

Administrative Unit Review Schedule 2016-2020

Unit	Department	16-17	17-18	18-19	19-20	20-21
Administration	COCC Foundation			x		
	Institutional Effectiveness		x			
	Campus Services		x			
	Campus Public Safety			x		
College Relations	Web Designer					
	CR Assistant Director			x		
	Staff Writer					
	Information Office Coordinator					
CFO	Director Fiscal Services			x		
	Director of Auxiliary Serv.		x	x		
	Risk Management/Contracts Dir.			x		
	HRIS Bus Module Manager					
Student and Enrollment Services	Admissions & Registrar Director	x				
	Student Financial Aid Director	x				
	Career Advising and Placement Director	x				
	Student Campus Life Director	x				
	Director Diversity and Inclusion	x				
	Student Retention Director	x				
	Technology Coordinator	x				
	Student Module Manager	x				
Instruction	Instructional Deans					
	Secondary Programs			x		
	Library Services Director		x			
	Testing and Tutoring		x			
	Disability Services Coordinator					
	eLearning Director			x		
	Dir Curriculum and Assessment			x		
	Project Coord Title III					
Chief Information Officer	ITS Infrastructure Dir			x		
	Web and Application Systems Dir			x		
	Information Security Admin		x			
	Technology Project Manager		x			
Human Resources	Human Resources Director			x		

Extended Learning	Continuing Education Director			x		
	Director Small Business Dev.		x			
	Madras Campus Administrator			x		
	Corrections Education Director		x			
	Prineville Campus Admin			x		
	Director Redmond Campus			x		
	Instructional Deans Assistant					

Updated 9/18

Schedule for Department Plan Development (12-16 weeks)

Date	Topic	Handouts	Assigned Sections
Initial Meeting BB Modules 1 and 2	Intro to Plan/Report	<u>PowerPoint:</u> Administrative Unit Review and Mission Statements <u>Packet:</u> • Graphic • Flow Chart • Plan/ReviewTemplate • Scoring Rubric	1. Dept. Mission 2. Dept. Purpose 3. Dept. Strengths 4. Dept. Challenges e-Mail in before next meeting
4 Weeks Later BB Module 2	Review mission statements by peers (groups of two, then large group debrief) Begin Goals	Copies of Mission Statements	Modify own statements as needed Begin department goals e-Mail modified mission and Goals before next meeting
4 Weeks Later BB Module 3	Outcomes training	Mission → Goal/Objective → Outcome Is it a Goal or an Outcome ? (small groups) Template for writing Outcomes statements	5. Dept. Outcomes What do you want to know? How will you know if you achieved it? e-Mail Outcomes before next meeting
2 Weeks Later	Optional group work on Outcomes		
2 Weeks Later BB Module 4	Adding measurements to Outcomes	Template for writing outcomes statements on agenda. Add measurement.	6. Measurement tools and timelines. Complete timeline on p.4 e-Mail final outcomes and timeline for intranet.
2-4 Weeks Later	Summary e-mail with suggestions for follow up. Schedule for presentations. Evaluation of process.		



Training Support Materials

[Interactive forms found on Blackboard]

**Moving from Mission
to
Goals/Objectives
to
Outcomes**

Mission

- College and Department
- How do you help the College Mission?
- What is your purpose

**Strengths
and
Challenges**

- What does your department do well?
- What challenges does your department face?

Goals

- How will you accomplish your mission?
- How can you leverage strengths and manage challenges to accomplish your mission?

Outcomes

- How do you know you are effective for the end user?
- How will you measure your effectiveness?

GOALS

Describes the **OUTPUT** (product or service) a department is planning to achieve through its organized activities.

OUTCOMES

Describes the **RESULT FOR** or **IMPACT ON** a customer (internal or external), that is a consequence of the work you do

Outcomes Statements Format

Who/What (the target subject)	Change/Desired Effect (action verb)	In What (expected results)	By When
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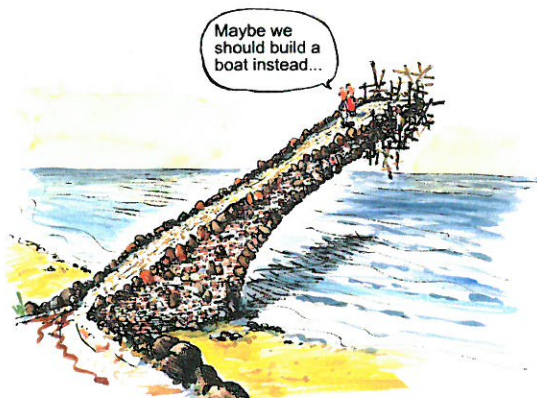
Examples:

Degree Seeking students	Will graduate	With an Associates degree	Within three years of admission
Faculty	Will proportionately represent the community	In ethnic diversity	Within five years
Students living On campus	Will be involved	In alcohol and drug awareness programs	During their first term in student housing

You may describe the measurement within the Outcome Statement,
or as an Outcome Indicator

Students living on campus	Will be involved	In alcohol and drug awareness programs	During their first term in student housing
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- OR -



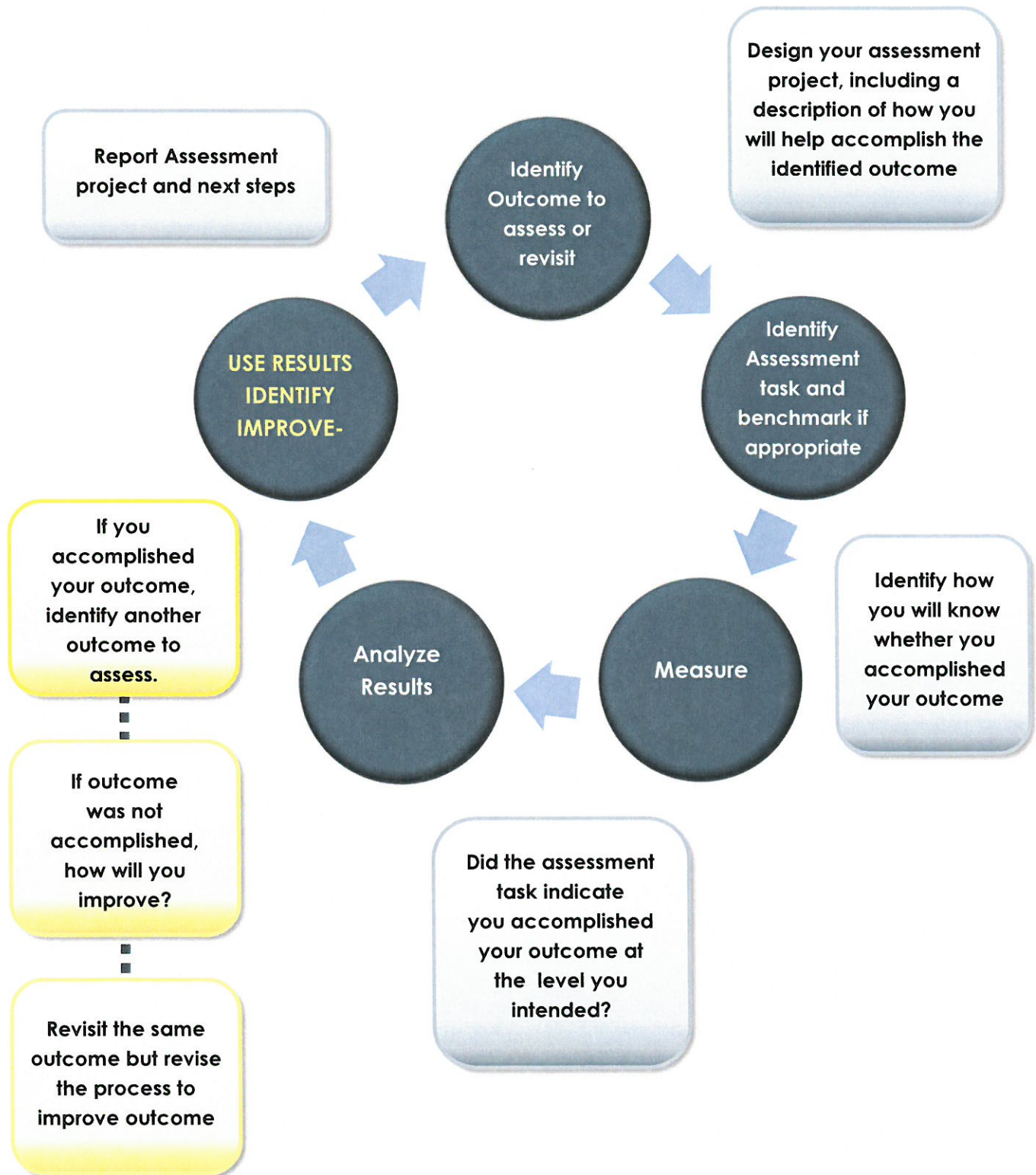
10% of students in student housing during the fall will attend monthly meetings about drug and alcohol programs

Is it a Goal/Objective or an Outcome?

Check the Correct Column

	Goal/Objective	Outcome	Notes
1. Provide technical training for Student Services and Instructional departments.			
2. Students are able to register in COCC courses via their preferred method.			
3. Offer a wide range of educational and cultural events that foster dialogue about diversity.			
4. The percentage of Latino students at COCC will reflect the percentage of Latinos in the community.			
5. Students will be involved in outside of the classroom social opportunities.			
6. Students will be advised on all four campuses.			
7. High school counselors will be provided resources through Financial Aid Nights.			
8. Students will be able to identify steps to enrollment.			
9. Placement exams will assist with success in Math and Writing.			
10. Students will be financially literate.			

ASSESSMENT CYCLE



CHECKLIST FOR ASSESSMENT PLANNING

Step	Considerations
1. Identify the purpose of assessment.	• Who is driving this? • What is the need? • Who will be impacted?
2. Determine where to obtain information.	• Are there existing campus databases? • Are there other assessments being conducted?
3. Determine the appropriate assessment method.	• Will the assessment be used to evaluate mid-program? • Will the assessment be used to evaluate a program after it is finished?
4. Determine whom to study.	• What is the population of study? • Can a sample be taken?
5. Determine how data will be collected.	• Can information be collected in person? • Should online methods be used to reach more people? • What resources are available to collect data?
6. Determine what instruments will be used.	• Are you collecting qualitative, quantitative, or mixed data? • How large is the sample and population? • Given your campus environment, would certain instruments be less likely to succeed?
7. Determine who should collect the data.	• Are you the sole person available to collect data? • Can you employ student workers or other campus staff to assist? • If conducting interviews or focus groups, who would be the most appropriate to run them taking into consideration bias and skill?
8. Determine how and who will analyze the data.	• Do you have software available to help with data analysis? • Who has advanced statistical skills to assist with analysis?
9. Determine how results will be communicated.	• What audiences will be interested in the outcomes of the assessment? • How do they prefer to receive information?
10. Determine what will be done with the results.	• Will the results affect future programming? • Will the results impact the future of the office or department? • Will the results be publicized? • Where will the results be stored after completion of the assessment?
11. Establish a complete timeline for the assessment.	• Are all parties aware of the timeline? • Is each step of the assessment process being given adequate time?