Measuring Expected Outcomes and
Using Results to Improve Administrative Unit Effectiveness

Sharon Karkehabadi
Associate Vice President of Assessment
Office of Institutional Effectiveness and Student Success
Northern Virginia Community College

Overview of Presentation

I. Next Steps in the Annual Planning and Evaluation Report (APER) Process
II. APER Template
III. Measuring Expected Outcomes and Using Results
IV. APER Timeline

Part I.
Next Steps in the Annual Planning and Evaluation Report (APER) Process

Expected Outcomes

Expected Outcomes were created to be assessed for the length of NOVA's Strategic Plan to 2023.

Approved Expected Outcomes Checklist

Workforce Expected Outcomes Checklist

Unit: Workforce
Submitter: Keila Louzada
Date: 10-09-2018
Approved: 10-16-2018

Subunit	Expected Outcome	At least 1-3 Expected Outcomes per Subunit	Type of Outcome		Uses Action Verb?	Outcome is Measurable?
			Learning Outcome	Operational Outcome		
Workforce	NOVA Workforce will develop and implement a talent pipeline campaign to increase the number of students and career switchers interested in pursuing high-demand occupations.	1		✓	✓	✓
Workforce	NOVA Workforce will develop and serve the needs of regional employers by offering high-demand credentials and apprenticeships.	2		✓	✓	✓
Workforce	NOVA Workforce will increase community awareness of NOVA.	3		✓	✓	✓
Workforce	NOVA Workforce will increase the number of participants attaining credentials in high-growth and high-demand occupations that correlates with the workforce needs of regional employers.	4		✓	✓	✓

Unit Purpose Statement:
NOVA Workforce will advance NOVA's mission and strategic plan by providing informed data-driven career options and training opportunities to meet individual needs and business demands.

5

Approved Strategic Plan Map

Name of Submitter: Linda Barthelus
Date Submitted: 12/14/2018
Date Approved: 01/16/2019

Administrative Unit: Institutional Effectiveness and Student Success
Subunit: Call Center
Expected Outcomes Map to NOVA's Mission and Strategic Plan Objectives

Subunit	Expected Outcome (Include Learning-L or Operational-O)	Measure	Target, Acceptable Threshold, and Justification for Threshold	NOVA's Mission								
				Access and Success				Institutional Effectiveness		Competitive Workforce/Career Opportunity		
				NOVA's Strategic Plan Objectives								
				1	2	3	4	5	6	7	8	9
				Student Advising/ Support	VIP-PASS	Informed Pathways for Seamless Transitions	Effective Processes/ Protocols	Align for Accountability with College Mission	Workforce Dev/ Community Prosperity	IT and Cyber Programs	Re-envision Workforce Dev Strategies	Healthcare, Biotech, and Future Programs
Call Center	The Call Center will support institutional effectiveness by providing excellent quality customer service. (O)	Customer Satisfaction measured by: Real time, automated chat and email customer feedback surveys, phone call recordings and logs, agent chat transcripts, and email logs	**Target:** 90% customer satisfaction rate **Acceptable Threshold:** 87% customer satisfaction rate **Justification for Threshold:** Previous year's data.				✓					

Next Steps for 2018-19 APER
As Recommended by SACSCOC

I. **Refine measure** so the results break down into components of the outcome
II. **Provide results broken down** to address each component of the outcome
III. **Determine strengths of results and areas to improve** based on the results
IV. **Seek actions for improvement** based on results
V. **Decide action steps** for Fall 2019
VI. **Plan to reassess and implement actions** in Fall 2019

Part II.
APER Template

APER Template

Annual Planning and Evaluation Report for Administrative Units: 2018-2019
Unit:
Subunit:

NOVA Mission Statement: With commitment to the values of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.

Unit/Subunit Purpose Statement:

Expected Learning Outcome	Measure with Target	Results	Use of Results
ELO Strategic Planning Objective(s) #:	Measure: Target: Acceptable Threshold: Justification for Threshold: (ex. Benchmark based on last year's data. Benchmark based on national data. Data will be collected this year to set a benchmark.)	Semester/Year Data Collected: Data Table: Overall Results: Strengths of Results: Areas to Improve: Current results improved: [ ] Yes [ ] No [ ] Partially Explain:	Previous Actions(s) to Improve Unit Services (Who? How? When?): Target Met: [ ] Yes [ ] No [ ] Partially Acceptable Threshold Met: [ ] Yes [ ] No [ ] Partially Areas Needing Improvement Based on Results: Action Plan Based on Results (Who? How? When?): Next Evaluation of this Expected Outcome:
Expected Operational Outcome	**Measure with Target**	**Results**	**Use of Results**
EOO Strategic Planning Objective(s) #:	Measure: Target: Acceptable Threshold: Justification for Threshold: (ex. Benchmark based on last year's data. Benchmark based on national data. Data will be collected this year to set a benchmark.)	Semester/Year Data Collected: Data Table: Overall Results: Strengths of Results: Areas to Improve: Current Results Improved: [ ] Yes [ ] No [ ] Partially Explain:	Previous Actions(s) to Improve Unit Services (Who? How? When?): Target Met: [ ] Yes [ ] No [ ] Partially Acceptable Threshold Met: [ ] Yes [ ] No [ ] Partially Areas Needing Improvement Based on Results: Action Plan Based on Results (Who? How? When?): Next Evaluation of this Expected Outcome:

Part III.
Measuring Expected Outcomes and Using Results

Sample APER

See Handout.

Measuring Expected Outcomes and Using Results

Questions to ask while reviewing sample APERs

- Does the measure for evaluation align with the expected outcome?
- Are all the columns complete? If not, what is missing?
- Are the results broken down by outcome components? If not, how might you break them down?
- Where could there be more details/clarification?
- What might you replicate in your own subunit?

Example Measures of Evaluation

- **Direct Measures**
    - Data Collection
    - Assignment/Quiz
    - Pre-test and post-test
    - Email Log
    - Phone call log
    - Checklist or Rubrics for evaluating

- **Indirect Measures**
    - Satisfaction survey
    - Comment cards
    - Survey community/student/faculty/staff
    - Focus Groups

14

Part V.
APER Timeline

Timeline

Term	Action	Due
Fall 2018	Plan measurable expected learning and operational outcomes	**Fall 2018**
	Map expected outcomes to NOVA's Strategic Plan Objectives, which align with NOVA's Mission	
	Align expected outcomes with evaluation measures and set targets and acceptable thresholds	
Spring 2019	Collect data	**Spring 2019**
	Analyze data	
Summer 2019	Use results to make improvements	**July 1, 2019**
	Submit Report to OPE	
Fall 2019	Reassess for continuous improvement	**August 2019**

Questions?

Sharon Karkehabadi
Associate Vice President, Assessment
3924 Pender Drive Suite 116
Fairfax, Virginia
(703) 764-7390
skarkehabadi@nvcc.edu

Diana Bharucha, PhD
Senior Research Analyst
3924 Pender Drive Suite 114
Fairfax, Virginia
(703) 323-3092
dbharucha@nvcc.edu