Writing Expected Learning and Operational Outcomes for Administrative Units

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Overview of Presentation

I. Context for Institutional Planning and Effectiveness (SACSCOC and VCCS Performance Funding Measures)
II. NOVA's Planning and Evaluation Process
III. Writing Effective and Measurable Expected Learning and Operational Outcomes for Administrative Units
IV. Mapping Outcomes to NOVA's Strategic Plan
V. NOVA's Planning and Evaluation Timeline

Part I.
Context for Institutional Planning and Effectiveness

Southern Association of Colleges and Schools: Commission on Colleges (SACSCOC) and VCCS Performance Funding Measures

Mission of SACSCOC

*The Commission's mission is the **enhancement of education quality** throughout the region and the improvement of the effectiveness of institutions by **ensuring that they meet standards established by the higher education community** that address the needs of society and students. It serves as the common denominator of shared values and practices among the diverse institutions in Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia…and other international sites…*

http://www.sacscoc.org/pdf/2018PrinciplesOfAcreditation.pdf

SACSCOC Revised *Principles of Accreditation: (Dec. 2017)*

Two sections of the revised Principles primarily relevant to this discussion:

Section 7: Institutional Planning and Effectiveness

Section 8: Student Achievement

VCCS Performance Funding Measures

*By 2020, the VCCS will award 20% of the annual state allocation funding to colleges based on performance funding measures based on the Loss-Momentum Framework. Colleges are awarded points based on the **progress**, **retention**, **completion**, and **transfer** of their students.*

http://trcenter.vccs.edu/data/

In Summary, Systematic Planning and Evaluation:

- Provides evidence of how well units are advancing:
  - o NOVA's mission and strategic plan
  - o The VCCS *Complete 2021* strategic plan
  - o SCHEV's goal to make Virginia the "*best educated state by 2030*"
- Enhances unit's effectiveness and the College's effectiveness
- Improves the unit's administration/staff KSAs and subsequently the unit's services
- Improves student success

Part II.
NOVA's Planning and Evaluation Process

Annual Planning and Evaluation Reports for Administrative Units

NOVA's Planning and Evaluation Steps

I. Fall 2018
    1. Determine measurable expected learning and operational outcomes for the next 5 years
    2. Map expected outcomes to NOVA's Strategic Plan Objectives, which align with NOVA's Mission
    3. Align expected outcomes with evaluation methods and set targets and acceptable thresholds

II. Spring 2019
    1. Collect data
    2. Analyze data
    3. Use results to make improvements
    4. Reassess for continuous improvement

Contents of the Annual Planning and Evaluation Report (APER)

- NOVA's Mission Statement
- Unit Purpose Statement
- Alignment with College's Mission and Strategic Objectives
- Expected Outcomes
- Evaluation Methods with Targets and Acceptable Thresholds
- Evaluation Results
- Use of Results and Planned Improvements

Example of Annual Planning and Evaluation Report (APER)

Expected Learning Outcomes	Evaluation Methods with Targets	Evaluation Results	Use of Results
EO Strategic Planning Objective #, if applicable:	Direct Measure: Expected Target/Data Point: Acceptable Threshold:	Semester/Year Data Collected: Data Table: Results: Strengths: Weaknesses: Results Compared to Past Evaluations(s):	Previous actions(s) to improve unit services: Target Met: [ ] Yes [ ] No [ ] Partially Areas Needing Improvement: Action Plan Based on Results: Next Evaluation of this Expected Outcome:
Expected Operational Outcomes	**Evaluation Methods with Targets**	**Evaluation Results**	**Use of Results**
EO Strategic Planning Objective #, if applicable:	Direct Measure: Expected Target/Data Point: Acceptable Threshold:	Semester/Year Data Collected: Data Table: Results: Strengths: Weaknesses: Results Compared to Past Evaluations(s):	Previous actions(s) to improve unit services: Target Met: [ ] Yes [ ] No [ ] Partially Areas Needing Improvement: Action Plan Based on Results: Next Evaluation of this Expected Outcome:

NOVA Mission Statement

Committed to the values of access, opportunity, student success, and excellence, NOVA's mission 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 Purpose Statement

- All units should have a purpose statement in place.

- A purpose statement reflects the fundamental reasons a unit exists.

- It outlines the values and functions of a unit.

- It identifies the stakeholders or constituents.

Example of Unit Purpose Statement

GPS for Success will improve students' academic planning skills through early and continued engagement with academic advisors.

Part III.
Writing Effective and Measurable Expected Learning and Operational Outcomes for Administrative Units

Expected Outcomes

- An expected outcome describes a desired improvement or change in a unit to benefit the community/student/faculty/staff/college.

- An expected outcome is written so that it is measurable.

- An expected outcome is mapped to the Mission and a specific Strategic Plan Objective

Two Types of Expected Outcomes

1. Expected **Learning Outcomes**: impact the <u>student, faculty, and/or staff</u>

2. Expected **Operational Outcomes**: impact the <u>unit and college</u>

Expected Learning Outcomes

- Impact the <u>student, faculty, and/or staff</u>

- The knowledge, skills, attitudes, and habits that students, faculty, and/or staff gain from a learning experience

- Examples Include
  - Students will participate in cultural activities organized through the College
  - First-time to college curricular students who are recent high school graduates will improve their academic planning skills.

Expected Operational Outcomes

- Impact the <u>unit and college</u>

- Include metrics to document how well operational aspects of a unit are functioning

- Examples include
  - Number of contact hours in the advising center
  - Satisfaction rates for facilities in a fitness center
  - Average number of students who frequent the student center during a certain month

Examples of Expected Learning Outcomes (Students/Faculty/Staff)

GPS for Success Expected **Learning** Outcomes

- <u>First-time to college curricular students</u> who are recent high school graduates will <u>improve their academic planning skills</u>.

- <u>Continuing curricular students </u>will <u>improve their academic planning skills</u>.

Example of Expected Operational Outcome (Unit)

GPS for Success Expected **Operational** Outcome

- <u>Advisors</u> will <u>increase the number</u> of GPS students served in a semester.

Example Methods of Evaluation

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

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

Expected Outcomes are SMART

- **S**pecific
  - o Clear and definite terms describing abilities, knowledge, values, attitudes, and performance
- **M**easureable
  - o It is feasible to get the data; data are accurate and reliable; it can be assessed in more than one way
- **A**chievable
  - o Has potential to move the unit/subunit forward
- **R**esults-Oriented
  - o Describe what standards are expected from students or the program/service
- **T**ime Bound
  - o Describe where you would like to be within a specified time period

Expected Outcomes Address

- Efficiency

- Effectiveness

- Customer Service

- Student Learning (where applicable)

- Data Quality (where applicable)

- Strategic Plan (where applicable)

Expected Outcomes Resource

Writing Operational Outcomes

- Service
    - Increase participation in community service
    - Increase the number of internship opportunities for students
    - Increase the number of community partners

- Faculty and Staff Excellence
    - Improve faculty/staff retention
    - Increase faculty satisfaction with the department
    - Increase department collegiality
    - Increase faculty engagement within the department

https://irap.appstate.edu/institutional-effectiveness/assessment/educational-support-and-administrative-units/example

Expected Outcomes Resource, Continued

Administrative and Support Services Outcomes: Best Practices in Assessment

- Administrative units should focus on critical functions, services, and processes that impact customer satisfaction.

- The outcomes may include the specification of expectations of demand, quality, efficiency and effectiveness, and other gauges of productivity.

https://bergen.edu/wp-content/uploads/CIE-10_administrative-assessment_best-practices.pdf

Expected Outcomes Resource, Continued

Operational Outcomes Assessment for Administrative Units

- The facilities Operations Department provides quality facilities operations and services to the campus community, while creating an environment that enhances the opportunity to learn, discover, and share.

- The libraries provide information resources and services to support and enrich the education, research, and community service missions of the College.

https://www.uky.edu/IRPE/workshoppowerpoints/IE_UKOperationalAssessmentAdministrative(9-16-12--1000).pdf

Expected Outcomes Resource, Continued

Administrative Services Unit Assessment Manual

- Library: Patrons will be satisfied with the library facilities.
- Food Services: Dining Services will increase student usage of the Dining Services card.
- Admissions and Records: Students will demonstrate an increased usage of technology through the provision of information and services to students regarding these functions showcasing the importance and ease of using current technology related to the services and programs we provide.
- Career/Transfer Services: Increase student, faculty and staff awareness of Career Placement and Transfer activities, events and services.
- Information Services: The Communications department will provide 3 education and training sessions for employees each year.

https://programs.honolulu.hawaii.edu/intranet/sites/programs.honolulu.hawaii.edu.intranet/files/2.3%20Administrative%20Services%20Unit%20Assessment%20Manual.pdf

Part IV.
Mapping Expected Outcomes to NOVA's Strategic Plan

Mapping Expected Outcomes to NOVA's Strategic Plan Objectives

Nine Strategic Plan Objectives

Objective 1. All students are **advised and have access to support** throughout their time at NOVA

Objective 2. Implement **VIP-PASS** (Technology System)

Objective 3. Develop Pathways to ensure **seamless transitions** from high school and other entry points to NOVA, and from NOVA to 4-year transfer institutions or the workforce

Objective 4. Develop **effective processes and protocols** for programmatic College-wide collective decisions

Mapping Expected Outcomes to NOVA's Strategic Plan Objectives, Continued

Objective 5: Align NOVA's **organizational structures**, position descriptions, and expectations for **accountability** with its mission

Objective 6: Enhance **community prosperity** by refocusing and prioritizing NOVA's **workforce development** efforts

Objective 7: Enhance NOVA's **IT and Cybersecurity programs** to position NOVA as the community college **IT leader** in the nation.

Objective 8: Re-envision **workforce development** and integrate into a NOVA core focus.

Objective 9: Plan to **expand NOVA's healthcare and biotechnology programs**, and prioritize future programs to **support regional economic development goals**

Part V.
NOVA's Planning and Evaluation Timeline

Timeline

Term	Action	Due
Fall 2018	Plan measurable expected learning and operational outcomes	**Oct. 15:** Subunits submit expected outcomes to Point of Contact (POC)
		Oct. 29: POCs submit expected outcomes to Office of Planning and Evaluation (OPE)
	Map expected outcomes to NOVA's Strategic Plan Objectives, which align with NOVA's Mission	**Nov. 12:** Submit map, evaluation methods, targets, and acceptable thresholds to OPE
	Align expected outcomes with evaluation methods and set targets and acceptable thresholds	
Spring 2019	Collect data	
	Analyze data	
	Use results to make improvement	
	Reassess for continuous improvement	

Discussion of Expected Learning and Operational Outcomes

- What are 2-3 most important duties of your subunit?

- Based on your subunit's responsibilities, how can your unit improve effectiveness and serve users better?

- What types of measurable expected outcomes do you suggest to improve your unit?

Questions?

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