

Institutional Effectiveness Committee 2018-19
Meeting #3 (1-9-2019, 3:30p, Building A - Boardroom)

Minutes

Attendees: Dr. Pamela Senegal, Dr. Doris Carver, Marvin Miller, Beverly Murphy, Dr. Barbara Buchanan, Kathy Duncan, Lisa Palmer, Lisa Cooley, Debra Harlow, Dr. Frank Wyman (chair)

Absent: Stephen DeSimone, Rodney Jackson, Shelly Stone-Moye, Brian Zappa, Ayla Dunn

Handouts:

- A. Policies re. IE Committee
- B. Goals of the 2015-2020 PCC Strategic Plan (w/ counts of "ownership" by SAO units)

- The minutes from IE Committee meeting #1, with slight amendments, was approved.
- Subsequent to a quick review of meeting #2's review/discussion of PCC's Mission, a motion (by Lisa C.) was made and carried that the PCC Mission statement not be changed this year.
- Reviewed handout on policies. Especially SACSCOC principle 7.1 and PCC policy 2.30. PCC may be overly restrictive regarding the continuum of "ensuring mechanisms are in place FOR effectiveness" versus "the institution IS effective." In PCC Policy 2.30 is the statement "that result in continuous improvement in institutional quality and demonstrate that PCC is effectively accomplishing its mission." That statement might place the IE Committee in a difficult position - to actually show evidence of attaining effectiveness. General agreement that IE Committee must go farther than the one end of the continuum of merely ensuring mechanisms are in place for effectiveness and actually at least review the progress made on many/all IE-related fronts. ...But perhaps reword the policy top stop short of having to provide evidence of attaining effectiveness.

Also, regarding the charge of "amending goals of the strategic plan" there was discussion of what that entails especially in light of the fact that the strategic plan now is done every 5 years but was likely done annually when that charge was created. Discussion of other goals too (e.g. from NCCCS, from BOT, from EC, etc.) and how those might feed into the review/amend process.

Again, was raised as to whether to amend PCC Policy 2.30 to be slightly less strict in its charge. Also, all agree that IE Committee is charged with and will review goals.

The IE Plan of 2011 contained too much information yet the recent IE Plans have have been too light. The current aim is for something in between. Two documents per year, an IE Plan (in Fall) and an IE Plan/Report (in Spring) is being considered. We want to provide information that is useful. However we do not want to be overly burdensome to those supplying data to be reported and putting together the report. At the very least, Frank wants to have a calendar up front in the Plan to provide a list – a checkoff list of sorts – for all that occurs in an academic year related to IE. That would make the IE

Plan, an actual plan, a document to follow throughout the year. The idea about the IE Plan/Report document is to simply assemble a digest of all the IE data that's available but currently is scattered far and wide and not distilled into a single document, into a single report where one can get a comprehensive summary view of PCC's effectiveness.

Barbara B. discussed the strategic plan she's seen/used to have had specific metrics assigned to goals set and those metrics are tracked etc. (which sounds a lot like our SLO/SAO assessment process, but smaller footprint). Resource allocation is driven by relative results. It is the size of a "trifold," a small footprint of major goals. Frank pointed out that our IE Plan is different from a Strategic Plan but perhaps our IE Plan could be fashioned to be like the strategic plan Barbara referred to.

This general discussion area regarding the charges to IE Committee, what the IE Committee this year will and won't do, and what documents the IE process and IE Committee are to produce was tabled for now with no action taken.

A handout of all the goals ("objectives") of the complete most-recent 5-Year 2015-2020 Strategic Plan ("Strategic Plan 2015-2020, Piedmont Community College, 2020 Vision for 2020") was distributed for review.

Only Service Areas – not curriculum programs – are assigned strategic goal ownership. In that way 11 of the 19 goals have owners. Counts of the # Service Areas addressing each goal are provided on the handout. Those numbers are NOT an indication of the degree to which each goal is being met; instead, they are how much "ownership" is officially being given to each goal. Ownership is the issue - and is a rather big issue, as lack of ownership can mean no-one is working on the goal.

Goal 5.2 (Bond Issue) was reviewed as an example of questions we need to ask about the goals: Is this still a goal? Do we still need to accomplish it? Who is taking charge (as owner)?

Barbara B. then stated that 2.1 only has 1 Service Area but in truth very much is being done on that goal. This underscores the fact that we do not have a format, a process, a structure to govern and keep track of strategic goals, except that Service Areas – but not program areas – are charged with ownerships.

But how do we assign ownership to the goals? And also how do we the IE Committee gauge how much each goal is being met?

IE Committee is charged with reviewing goals, today's plan is to assume any of the strategic plan goals that have a number at top have at least one owner and thus we the IE Committee have succeeded in "governing/reviewing" that goal.

Also, Barbara B. pointed out that what Frank is calling goals are actually being called objectives in the Strategic Plan. Frank stated he tries to not get wrapped up in semantics and differences in goals and objectives. Also, note that SACSCOC only uses "Goals" not "objectives" – so we may remove "objectives" down the road from our strategic plan parlance. Frank will continue to refer to things that are to be accomplished as goals.

So, we want to assign ownership to the goals (objectives) that have a "0" for now. We can expand further next year, for now we need to assign ownership and discuss how the

College has done on those to date. Considerable discussion took place on each of the following Strategic Plan goals that had no (Service Area) ownership. A summary:

- 3.1 – Barbara B. gave evidence suggesting PCC has attained the goal 100%. But then there are 3 subcomponents and we might not be at 100% for Caswell high school. But perhaps – it seems – PCC has done all it can for now on this goal.
- 3.1 (Public School Articulation): Ownership => CAO
- 3.2 (Transfer Articulation w 4-Year Institutions): Ownership => CAO
- 3.3 (Higher Education Center): no longer a goal.
- 4.1 (Institutional Research): Ownership => Director, ORIE
- 4.4 (Strategic Action Plans): This is not actually a goal, per se, but rather a mechanism for managing goals not being addressed by Service Areas.
- 5.1 (Facilities Master Plan): Ownership => VP Administrative Services
- 5.2 (Bond Issue): Ownership => VP Administrative Services; President
- 5.3 (Capital Fund-Raising Campaign): Ownership => VP Administrative Services; President; Exec. Director, PCC Foundation

Lisa P. was asked to send a SLO/SAO type template to each of the above owners to use to assess the goals from the Strategic Plan.

- Frank shared more detail on ideas regarding the IE Process and documents the IE Committee (via ORIE) could potentially author (i.e. the IE Plan and the IE Plan/Report). One slight issue is that it takes all Fall and some months into Spring to present to EC all the annual SLO and SAO assessment reports that were first due in August and so if amendments from those presentations are to be incorporated into those reports then any distillation of the entire set of results into the IE Plan/Report cannot take place until late Spring of the year after the year of the data. Also having two reports – a Plan in Fall and then a Plan/Report in Spring – seems very cumbersome/clumsy.
- Course-level SLO's were discussed very briefly. No protocol exists for governing which courses (outside those whose SLO's are used in annual assessment) must assess the course's attainment of their course SLO's once the course completes. No action was taken.
- The meeting adjourned at 5:00.

As recorded by Frank Wyman