



Andrew College

1854

Institutional Effectiveness Manual

2017-2018

This manual provides an overview of the Andrew College Strategic Planning and Institutional Effectiveness processes. It should serve as a guide to faculty, college administrators, and support staff in the processes of annual goal setting, assessment, review, and planning, which are the core elements of Institutional Effectiveness.

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Table of Contents

Contents

Introduction.....	3
The Mission Statement	3
Philosophy	3
History.....	4
Accreditation	4
Degrees Offered	5
Organization & Governance.....	5
Institutional Research & Institutional Effectiveness.....	5
College Initiatives and Goals.....	6
Planning.....	12
Strategic Planning Process.....	13
Strategic Planning and Budgeting.....	15
Annual Planning and Effectiveness Cycle.....	15
Assessment.....	17
Administrative and Academic Support Units Assessment.....	20
Student Success and Achievement.....	20
Surveys.....	21
Institutional Effectiveness	22
Conclusion	24
Appendices.....	25
APPENDIX I: Evaluation of Academic Unit IE Assessment Plans	26
APPENDIX II – Curriculum Map – A.A. Associate of Arts.....	27
APPENDIX III - Curriculum Map -A.M. Associate of Music	28
APPENDIX VII - Evaluation of Support Unit IE Assessment Plans	32
APPENDIX VIII - IEC Evaluation of Assessment Reports	33
APPENDIX IX – Institutional Effectiveness “Maturity” Rubric	33
APPENDIX X - IEC Review and IE Responsibility Table	34
APPENDIX XI - Glossary of Terms.....	37

Introduction

As a two-year college that offers 4 Associate Degrees and a Bachelor's Degree in Business Administration, university-parallel, church-related college, Andrew College exists to provide for typical students a "better beginning" for their college careers. Andrew College specializes in the education of their students to the senior level. Andrew College students enjoy the particular advantages of a small, residential campus. Students are afforded the opportunity to develop and demonstrate, in their freshman and sophomore years, participatory and leadership skills that many times would be delayed at larger senior institutions. As a United Methodist-related institution, the faculty is concerned with the spiritual as well as the intellectual development of students.

The Mission Statement

The Andrew College mission statement describes what the college is trying to do as an educational institution.

Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education relevant to its region and beyond.

Philosophy

In keeping with its Christian heritage, Andrew College provides an environment that prepares the majority of our students for further study at a senior college, with the exception of students majoring in BS, this enables them to understand themselves as persons of responsibility and potential within the global community. Andrew College is not sectarian and its services are open without regard to race, gender, ethnicity, creed, or economic status.

Andrew College seeks to achieve its mission by providing the following advantages, many of which are unique to a small campus with a church-related environment.

- Opportunity for intellectual, social and spiritual development;
- A professionally competent faculty dedicated to teaching;
- Individual attention to students at all levels of operation within the college;
- A two-year and a four- year curriculum that parallels that of four-year colleges and universities;
- A cultural enrichment program which encourages students to appreciate the arts;
- The opportunity to learn leisure time skills which lead to the development of a healthy body;
- Redemption in the basic skills;
- Orientation experiences for successful adjustment to college life;
- Academic advising
- Challenging programs for the intellectually gifted student;
- A student community committed to the earning of a college education;
- Cultural and academic resources for the community and the churches of the area.

History

The Andrew College charter is the second oldest charter in the United States for giving an educational institution the right to confer degrees upon women. The college opened in 1854 as a four-year college known as Andrew Female College. It was named in honor of Bishop James O. Andrew, who was responsible for the founding of the Methodist Episcopal Church, South. In 1856 Bishop Andrew came to Cuthbert to dedicate the school to “the service of God.”

During the period of the Civil War, classes were held in town and the College buildings and facilities were used by the government of the Confederacy as Hood Hospital. In 1866 the school included in its curriculum a course in physical training, the first such course to be required of women in the South. Then, in 1892, the existing Andrew Female College buildings burned; however, funds were raised immediately by the people of Cuthbert, and “Old Main,” the present administration building, was constructed. Warren Bush Hall, the first classroom building, was constructed in 1900 and Cuthbert Hall was constructed in 1912, thereby joining “Old Main” and Warren Bush into one unit. These facilities are currently in the midst of a multi-year renovation.

In 1917, Andrew College became a two-year college. Because it was still offering preparatory programs, it remained a member of the Southern Association of Secondary Schools. Andrew remained a college serving only women until 1956, when it became coeducational.

A period of expansion began in 1948 with the construction of the original Pitts Library. Patterson Hall was built in 1961, Rhodes Hall in 1963, and the Parker Physical Education Building in 1966. The year of 1967 brought construction of the new Pitts Library, Mitchell Hall, and the remodeling of the original library into the Suarez Fine Arts Building. In January of 1984, The Don Abbott Turner Dining Hall opened, and in 1985, the Charlotte and Idus Rhodes Science and Computer Center was completed. In September 1986, the Jinks Physical Education Complex was opened. A new three-story residence hall, the Fort Building, was completed in 1999 and the Phyllis and Jack Jones Chapel in 2001. In 2007, the intramural field was dedicated and renamed to Crispin and Jimmy Gilbert Field in honor of their longtime service to Andrew College. In 2015, the second female president, Dr. Linda Buchanan. Finally, a new two-year nursing program will begin this Fall 2017, approved by Georgia Board of Nursing and SACS. In addition to, Southern Association of Colleges and Schools approved the college request to offer a Baccalaureate Degree in Business Administration effective this Fall 2017. The last time a baccalaureate degree was available at Andrew College was 100 years ago in 1917.

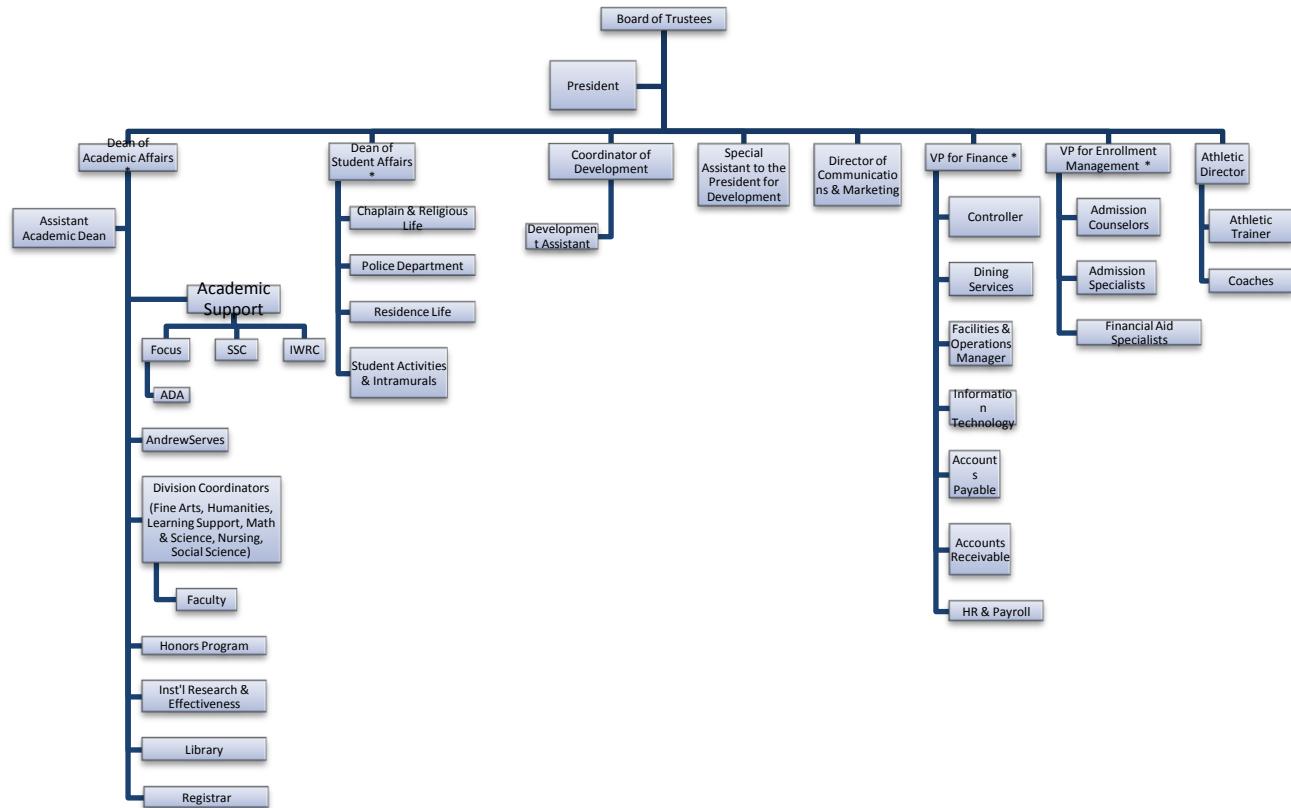
Accreditation

Andrew College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award associate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Andrew College. Andrew College is endorsed by the University Senate of The United Methodist Church as an affiliated United Methodist institution.

Degrees Offered

Andrew College offers the Associate of Arts, Associate of Science, Associate of Nursing, Associate of Music degree, and a Baccalaureate of Science Degree in Business Administration. The four-associate degree programs lead to advanced degrees in the arts and sciences.

Organization & Governance



Institutional Research & Institutional Effectiveness

In keeping with the College's commitment to ensure excellence and fulfillment of its mission and philosophy, Andrew College has implemented a continuous, institution-wide, research based program of institutional effectiveness. Through the ongoing assessment and critical review of its academic programs, administrative units, and services, along with surveys that monitor perceptions and attitudes of students, staff, faculty and others, the College is able to determine how well it is achieving its mission. Additionally, the activities of institutional effectiveness are helpful in determining College policy and strategic planning.

College Initiatives and Goals

The College established six imperatives and related goals during its 2016-2019 Strategic Plan that still serve to guide all services and programs of the institution. Institutional assessment and effectiveness of the College's programs and support units are viewed in light of these goals. These imperatives and goals are as follows:

Building Enrollment and Regional Service Capacity

Overview

During her first weeks in office in 2015, the president outlined a strategic planning process with charges and key questions for six task forces, each to be chaired by faculty with the single exception of the Mission task force, which would be chaired by the president. Faculty chairs were selected to encourage faculty voice and participation. The process would be intentionally focused on enrollment growth and regional service. In mid-October 2015, following the exit of the decennial SACS review team, Dr. Stuart Gulley, president of Woodward Academy and formerly president of LaGrange College, met with the task force chairs and led them in a process of discussing and establishing their responsibilities. No additional consultants were employed.

The focus on enrollment growth and regional service grows out of a shared understanding of Andrew College's mission of regional service and its need for long-term viability. For many years, the college has maintained a goal of enrolling 500 students per year; documentation from a 1995 SACS report and at least two previous strategic plans refer to 500 students. Yet the academic program has remained unchanged, even in the face of longitudinal enrollment data that reveal that the college has averaged 307 students per year for over 20 years. Andrew must grow in enrollment in order to attain financial viability, and Andrew must change in order to grow.

At the start of the planning process, a due date of March 1, 2016, was established for the presentation of final reports from the task forces, allowing sufficient time for each task force to gather data and to deliberate adequately. The task force charged with Academic Programming submitted their report before December 1, 2015. With both the faculty and board of trustees agreeing to fast-track the proposed nursing and regenerative agriculture programs, the task force also recommended the addition of several other academic programs, including a few at the baccalaureate level. Nursing and Regenerative Agriculture are pursuing an aggressive implementation schedule, with the intent of enrolling students for agriculture in the fall of 2016 and nursing in fall of 2017.

In the spring following submission of all reports, the president met with the task force chairs, and the group of chairs each discussed their own as well as the other reports. Highlights of each report were formulated and posted for discussion. A week or so later, the president invited the members of the cabinet to each assume responsibility for one of the reports, and the cabinet went through the same process, posting highlights from each report. These poster sheets were then compared to those from the previous meeting of task force chairs. Most major points triangulated fairly readily.

The result of this process is an intentionally focused, short-term strategic plan that aims to position the college for a subsequent phase of growth. The actions described in this plan include the following:

- the launch of several academic programs;
- a stabilized faculty and staff;
- enhanced facilities including instructional space on campus, beautified grounds, and development in town of existing space on or near the city square;
- intentional community involvement; and
- outreach to the United Methodist Church.

The academic years of 2016-17, 2017-18, and 2018-19 are included in this plan, setting the direction for growth and sustainability, and offering the flexibility to assess progress after this three year period and plot a forward or appropriately redirected tack into the year 2020 and beyond.

Task Force 1, Mission and Purpose

Current mission statement:

Andrew College is a small, residential, two-year college related to the United Methodist Church. Its mission is to provide an academically challenging liberal arts curriculum within a nurturing community.

Recommended mission statement:

Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education relevant to its region and beyond.

Values:

1. Support – Concern for academic and personal development
2. Integrity – Accountability and civility in discourse and behavior
3. Resilience – Flexibility and grace through challenges
4. Growth – Meeting students where they are and facilitating personal and professional progress
5. Service – Awareness of individual gifts to be used in both local and global communities

Slogan:

Reach Higher

Task Force 2, Academic Program Emphasis: grow enrollment

Key questions posed:

1. How do we position the college to attract at least 500-600 students?

2. How can we improve our current academic program to prepare students for success and for transfer to four-year institutions?
3. What are the educational needs within the region to which we can respond?

Key issue: As mentioned in the introduction, the academic program of Andrew College has not significantly changed for well over 20 years. One “labeling” effort designed to enhance marketing to prospective students resulted in over 50 concentrations which had no academic content, such as dental hygiene and turf management, and yet did not increase enrollment. In the October 2015 SACS site visit, one of four recommendations was to eradicate such misleading labels, and the 2016-17 catalogue shall reflect this adjustment. Increasing enrollment through new, quality academic programs, whether at the associate or baccalaureate level is the primary focus of this strategic plan.

The recommendations:

1. Launch an associate of science degree in regenerative agriculture in fall of 2016.
2. Launch an associate of science in nursing degree in fall of 2017.
3. Position the college to launch a baccalaureate degree in business in fall of 2017.
4. Position the college to launch baccalaureate degrees at some appropriate time after 2017 in elementary childhood education, agribusiness, mass media communication, fine arts, or social/behavioral sciences, while remaining open to new associate degree programs as well.
5. Develop a stronger set of practices for advising and retention to ensure student success.
6. Explore online and certificate programs in accordance with the needs of the region.
7. Establish internship opportunities for students.

Costs:

- nursing - \$1,000,000
- other program development and start up - \$200,000
- faculty-staff training for advising, software training, conference attendance - \$50,000

Task Force 3, Recruitment and Retention of Talented Faculty and Staff

Emphasis: Stabilize faculty/staff base in order to grow enrollment and reduce disruptions in program development

Key questions posed:

1. How can we better attract and retain talented employees to carry out the mission of Andrew College?
2. What is a fair and equitable salary structure that we might implement as resources allow?
3. Other than remuneration, what factors might we devise and implement as resources allow?

Key issue: The Andrew College faculty includes 20 full time lines. As of Spring 2016, three quarters of those faculty had been with the college fewer than ten years. Both faculty and staff are paid significantly below average for equally qualified professionals on any benchmark data used. In the

2015-16 faculty survey, six indicated intent to leave during the next three years. For program growth to occur, the college must stabilize its workforce.

The recommendations:

1. Increase base salaries.
2. Increase the current threshold of faculty members eligible to be granted tenure (currently 50%) to allow non-tenure track faculty lines to become tenure track.
3. Develop salary structure with promotion pay steps.
4. Develop non-salary benefits including professional development funding.
5. Develop means of illustrating employee value to the college.

Costs:

- Raise faculty baseline salaries - \$150,000
- Raise staff and cabinet salaries - \$100,000

Task Force 4, Facilities

Emphasis: accommodate enrollment growth and enhance existing structures/areas

Key questions posed:

1. How can the college best use existing space to accommodate enrollment growth?
2. What new space might be needed, such as residence hall beds, to accommodate growth?
3. What are the priorities for renovating existing space, whether currently used or not?

Key issue:

When the academic program grows, more teaching space will be needed, and current classroom venues are near maximum use. Andrew College is fortunate to have vast square footage under roof that is currently not in use. Besides the building known as Warren Bush Hall, the entire floor above the theater as well as both fourth and fifth floors of Old Main are not in use. All of that square footage would require extensive renovation. All units of the 400 current residence hall bed spaces need remodeling, some cosmetic, but all 100 bathrooms need new fixtures and finishes. The essential layout of the campus is attractive and intimate, but an investment in the grounds and external appearance would improve aesthetic appeal and the quality of life, as well as appeal to prospective students. In addition, existing real estate is available around the Cuthbert city square that would be low-cost to purchase and relatively inexpensive to renovate into useful space for a variety of purposes.

The recommendations:

1. Update existing indoor and outdoor spaces.
2. Renovate Warren Bush Hall.
3. Renovate student housing space whether on campus or using space purchased downtown/off campus.

4. Expand and update student space such as the student center and fitness space.
5. Explore renovation of the floor above the theater if fine arts degree offerings expand.

Costs:

- Campus grounds and parking lots - \$400,000
- Warren Bush renovation - \$2,000,000; furnish and equip - \$200,000
- Residence hall remodeling – Patterson \$1,000,000; other three \$1,000,000
- Acquisition and renovation of downtown properties - \$350,000
- New metal roofs on four residence halls – approximately \$1,000,000

Task Force 5, Community Involvement

Emphasis: Creating synergy between the college and the community so that both may benefit from advances that either one achieves.

Key questions posed:

1. How can the college strengthen relationships with Cuthbert and Randolph County?
2. How can the college participate more meaningfully in the life of the community? How can the community use the college more meaningfully?
3. Is there a need in the community for non-credit bearing continuing education or personal development offerings?

Key issue:

A pervasive and active perception exists both in the town and in the college that the college purposely isolated itself from the community. Enrollment trends would indicate that fewer students from a 20 mile radius commuted to the college during the last twenty years, and the anecdotal remarks about the college collected this academic year supported the “insular” and “isolated” perception. Since the beginning of this planning effort, the opportunity to obtain space downtown has presented itself and will be pursued as a way to bridge this image of separation between the college and the community.

The recommendations:

1. Regular meetings with regional stakeholders.
2. Serve as “convener and catalyst” for regional and community efforts whenever feasible.
3. Insert more college personnel into community organizations to ensure exchange of information.
4. Supply local media with more information about college news.
5. Pursue opportunities to obtain and utilize buildings downtown when in the best interest of the college for housing, fitness center, art gallery, etc.
6. Consider contributing to a daycare operation that would serve both the college’s non-traditional students and the community.

7. Consider offering credit or non-credit bearing classes or seminars on or off campus to meet needs in the community as the demand might justify.
8. Consider using the Carnegie Library as a convenient connection with the community.
9. Initiate new academic programs that respond to immediate regional workforce needs.

Costs:

\$50,000-\$500,000

Task Force 6, Church Involvement

Emphasis: Renewing and strengthening ties between the college and the United Methodist Church on the local, regional, and national level whenever appropriate.

Key questions posed:

1. How can Andrew College serve the United Methodist Church, with particular emphasis on the South Georgia Conference as well as on a national and international scale?
2. How can church connections be used to the mutual benefit of the church and the college?
3. How can the college serve as a resource to local churches of all denominations in the local community?

Key issue:

Similar to the relationship between Andrew College and its geographic host region, the historic ties between the college and the Church, and the Church and the college, need constant consideration in order to seek mutual benefit.

The recommendations:

1. Utilize United Methodist materials to educate and inform faculty/staff and students about what it means to be related to the church.
2. Serve as a venue for UM meetings in the SW Georgia region for ministers, lay leaders, or church groups, particularly during the summer.
3. Use the Choraliers and other musicians as ambassadors to extend the college's influence by providing music throughout the region.
4. Through Andrew Serves, place a student in the Cuthbert United Methodist Church to develop a youth ministry function.

Costs:

\$25,000-\$75,000

Total costs of all of the items listed above is approximately \$8 million. It may be possible that nearly \$6million of the total could be funded initially by a USDA loan. Summary of costs appear on next page.

Summary of Costs

1. Start-up costs of associate degree in nursing:	\$1,000,000
2. Other academic program development and start up:	\$200,000
3. Faculty staff training/development for new programs:	\$50,000
4. Raise faculty baseline salaries:	\$150,000
5. Raise staff baseline salaries:	\$100,000
6. Improve campus grounds and parking lots:	\$400,000
7. Renovate and equip Warren Bush building:	\$2,200,000
8. Renovate four residence halls:	\$2,000,000
9. Metal roofs for four residence halls:	\$1,000,000
10. Acquisition and renovation of downtown properties:	\$350,000
11. Various community initiatives:	\$50-500,000
12. Church initiatives:	\$25-75,000

Total: \$8 million

President Linda R. Buchanan, Ph.D. began her tenure in June 2015. The SACSCOC Board of Trustees reaffirmed the accreditation of Andrew College in June 2016. A new strategic plan was reviewed and approved by the Andrew College Board of Trustees during their meeting in September 2016.

This *Strategic Plan* focused on initiatives to grow enrollment. The Regenerative Agricultural program has been approved by SACS. This new concentration was added to the Associate of Science Degree in the Fall 2016. Regenerative Agricultural replaced the Associate of Science in Agricultural and Environmental Science. Secondly, the Interdisciplinary Writing and Reading Center (IWRC) Lab began last Fall 2016 under the leadership of Director, Caroline Collins. This program will serve all the students enrolled at Andrew College in all course-levels related to reading and writing. Finally, a new two-year nursing program will begin in the Fall 2017, approved by Georgia Board of Nursing and SACS.

Planning

Approximately every three years, the College undertakes the development of a three-year strategic plan. This strategic planning process is led by a steering committee selected by the President and augmented through various constituent groups. A comprehensive review of external and internal

factors impacting the College is developed. Based upon the data collected, the College formulates assumptions, reviews its mission statement, establishes a vision for the next three-years, and identifies initiatives and action plans to be accomplished toward the vision. The next strategic planning cycle which will include a review of the Andrew College mission, mission statement, philosophy statement, and establishment of the College's vision and initiatives and goals began in Fall 2016 and will conclude in 2019.

Andrew College has engaged in long-range planning efforts since the early 1960s. Andrew College's first institutional self-study was developed in 1963. A planning team developed a Strategic Plan (1993-1998) that included six strategic imperatives and 28 action goals: 1) Academic, Spiritual, and Cultural Development; 2) Comprehensive Student Services Program, 3) Quality; 4) Accessibility and Diversity 5) Articulation; and 6) Community Linkages. During this self-study process, the Institutional Effectiveness Committee (IEC) examined evaluation instruments that measure educational outcomes, methods for implementing educational results, and planning for improvement of the College's programs. The next Strategic Plan (2000-2005) was developed by the Campus Planning Committee and continued the on-going process to evaluate and ensure the effectiveness of the College's educational programs and related goals using the six aforementioned imperatives. The Strategic Plan *Collaborative Strategic Planning* -2009-2014 initiated a collaborative process to identify key actions necessary to increase the distinctiveness of the College and excellence of its programs and services. In the years leading up to the Southern Association for Colleges and Schools-Commission on Colleges (SACSCOC) reaccreditation in 2016, the College revisited the 2009-2014 Strategic Plan and developed a three-year bridge strategic plan known as *Strategic Plan, Making the Difference: Leading through Service, 2013-2016*. This strategic plan was intended to provide guidance to the College's decision in the years leading up to the Southern Association for Colleges and Schools Commission on College's (SACSCOC) reaccreditation and retirement of the sitting president. The strategic plan revisit began in the Fall of 2012 with the final plan approved by the Board of Trustees in April, 2013. Information about the new Strategic Plan will be available after the Andrew College Board of Trustees approves the new plan.

Strategic Planning Process

The general objectives of the strategic planning are: (1) to establish program initiatives and goals for the College's future that are responsive to the needs of the College and (2) to establish action steps toward continuous improvements which will demonstrate the College's fulfillment of its mission statement and identified initiatives.

The strategic planning process at Andrew College includes the following actions:

- The solicitation of input from the entire College community
- A comprehensive review of external and internal factors impacting the College and academic and administrative support unit reports
- The development of a Vision statement
- The review of key documents, including the College's mission statement
- The review of strategic goals from previous years to determine whether any of these need to

be carried over into the new plan.

- The development of implementation plans, selection of yearly goals, and the writing of the plan itself.
- A discussion of the plan with the campus community.
- The approval of the plan by the president and Board of Trustees

Review or Revision of the Institutional Mission Statement. The strategic plan includes a review of the current college mission statement by the Institutional Effectiveness Committee (IEC). The IEC is comprised of administrators, faculty, staff and students. Any modifications of the mission statement are then forwarded to the President's Cabinet (PC) for review and approval by the president. Any modification in the college mission statement must also be approved by the Board of Trustees and communicated to SACSCOC.

Evaluation of the Strategic Planning Process. At the end of the year-long strategic planning process, the Office of Institutional Effectiveness conducts a survey relating to the strategic planning process. Surveys are sent to members of the President's Cabinet (PC), faculty, and unit heads or directors. Respondents remark on the overall process, its strengths, weaknesses, and provide feedback on areas that could be improved or revised. The results are disseminated to the campus community through the OIRE web page.

Annual Review and Implementation of Strategic Initiatives and Action Plans. The annual assessment reports of the College's major functional units contain unit goals aligned with strategic goals and action items. From these reports, the Office of Institutional Effectiveness produces and presents an annual Strategic Plan Progress Report that documents the progress or (lack therefore) of every initiative and goal of the Strategic Plan. This annual Strategic Plan Progress Report is reviewed and discussed by the Institutional Effectiveness Committee (IEC). In the light of the Annual Strategic Plan Progress Report, the IEC discusses and may proposed corrections or modification of the next year's annual goals or action to the President's Cabinet (PC) for recommendation for the President's approval. This process provides for a thorough review and needed modifications of goals and action plans that meet the College's needs in a continuous, on-going, data-driven, College-wide process.

Annual Review and Implementation of Strategic Initiatives and Action Plans. The annual assessment reports of the College's major functional units contain unit goals aligned with strategic goals and action items. From these reports, the Office of Institutional Effectiveness produces and presents an annual Strategic Plan Progress Report that documents the progress or (lack therefore) of every initiative and goal of the Strategic Plan. This annual Strategic Plan Progress Report is reviewed and discussed by the Institutional Effectiveness Committee (IEC). In the light of the Annual Strategic Plan Progress Report, the IEC discusses and may proposed corrections or modification of the next year's annual goals or action to the President's Cabinet (PC) for recommendation for the

President's approval. This process provides for a thorough review and needed modifications of goals and action plans that meet the College's needs in a continuous, on-going, data-driven, College-wide process.

Strategic Planning and Budgeting

The planning, budgeting, and assessment cycle at Andrew College provides the framework for promoting an integrated model of institutional effectiveness. At Andrew College, overall responsibility for linking planning and budgeting resides with the President through his/her appointed cabinet members. The operating budget is established during each year of the five-year planning cycle. It is within the annual implementation plans that the linkage between planning and budgeting is made. To implement the planning-budgeting linkage, each budget cycle requires the College's resources to be in positions to achieve the annual strategic planning implementation plans. The alignment of resources is ongoing within each budget cycle: in the original budget and often in response to budget reduction.

Embedded in this process are appropriate budget management practices that ensure flexibility to accommodate unforeseen circumstances. The budget units are expected to concentrate on their goals and document result of their efforts. These results help determine the next year's budget decision so that the entire process is performance-based. Therefore, the linkage of planning and budgeting at Andrew College includes alignment between strategic planning priorities and the College's funding availability.

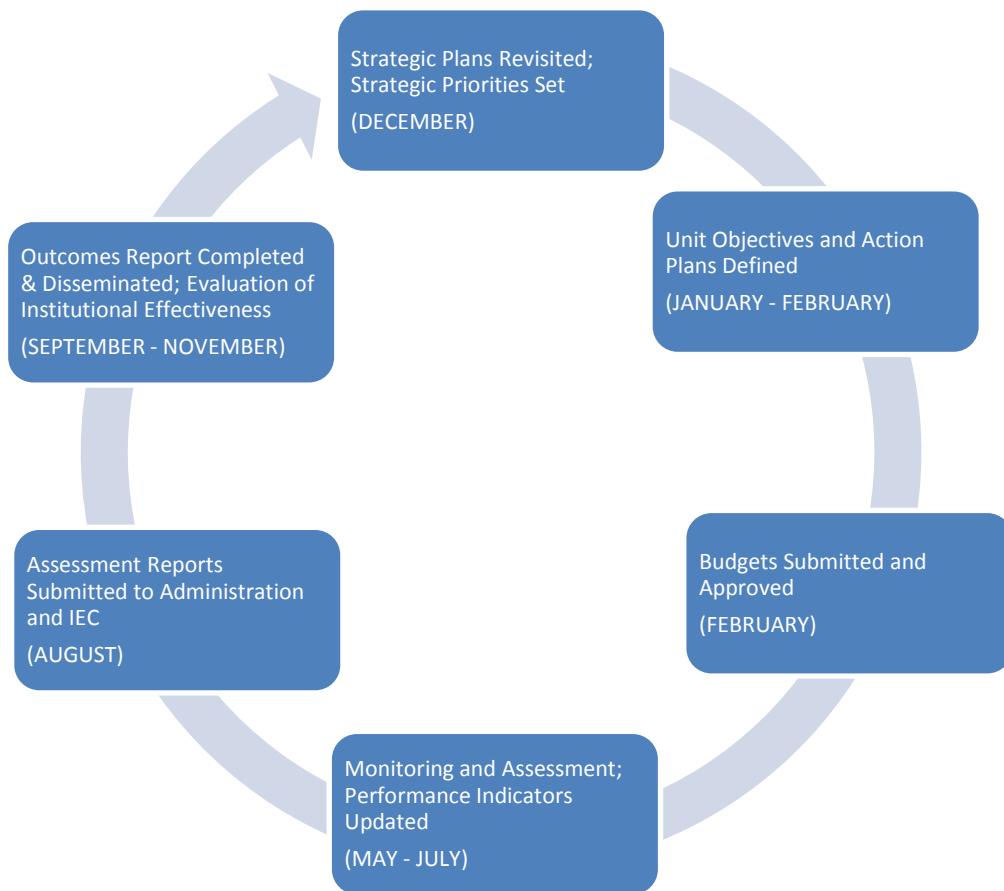
Annual Planning and Effectiveness Cycle

Andrew College has a comprehensive planning and evaluation process in place to ensure that the College continues to achieve its mission and operate within a culture of continuous improvement that is ongoing, integrated, college-wide, research-based, and systematic. The mission of the Office of Institutional Research and the Office of Institutional Effectiveness is the development and monitoring of a comprehensive system of planning and evaluation at the College.

In an effort to improve the overall strategic and institutional effectiveness cycle, Andrew College engages in an Annual Planning and Effectiveness Cycle (**Figure 1**). The Annual Planning and Effectiveness Cycle integrates strategic planning, decision-making and the budgeting process with the action items and outcomes for the College's educational, administrative and academic units. Each academic program and administrative unit of the College operates under a program or unit mission statement that supports the College mission statement.

Each unit has defined expected program and student learning outcomes that if achieved support the College's mission and strategic initiatives and goals. An overview of the Annual Planning and Effectiveness Cycle is described illustrated below:

Figure 1. Annual Planning & Effectiveness Cycle



Assessment

Assessment is a systematic and ongoing process of gathering, analyzing, and using data for the purpose of improving the student learning experience. Assessment processes are a critical component of the institutional strategic planning effort and effectiveness of Andrew College in fulfilling its educational mission.

Assessment is faculty or staff driven. Faculty members identify learning outcomes, specify the means of assessment, and decide what to do with the results; staff identify outcomes for non-instructional units, specify the means of assessment, and decide what to do with the results. The College mission and strategic initiatives serve to guide these decisions. Each unit and degree program assesses and evaluates outcomes annually in a submitted Annual Assessment Report. The annual assessment report, submitted to the OIRE each August, is the primary source for documentation and information about the College's planning and effectiveness efforts.

The Academic Dean and Division Coordinators, with the input of their faculty constituents, implement the academic assessments process in the following sequences:

- Create program mission statements
- Identify several measurable student learning outcomes
- Specify how student learning outcomes will be assessed
- Assess outcomes and determine the extent to which outcomes were achieved
- Define a corrective action plan to improve the program and/or student learning outcomes

The Director of Institutional Research and Effectiveness reviews and evaluates submitted academic division and degree assessment documents and provides feedback to ensure that assessment is presented in a consistent and meaningful way (**Appendix I**). The program mission statement must support the College mission statement. The identified student learning outcomes must be appropriate to the mission and stated in measureable terms. Student learning outcome descriptors such as "adequate", "proficient", etc. must be defined. Student learning outcome assessment tools must be appropriate and clearly defined. A time-line for the administration of the assessment and the person responsible for administering the assessment, evaluating and analyzing the results, and reporting the findings must be documented and on file in the OIRE.

Overview. Andrew College identifies both expected program outcomes and program-level student learning outcomes (PLOs) for each of its three associate degree programs. Degree program outcomes related to enrollment growth, retention, persistence, degrees awarded, and student satisfaction are compiled by the Office of Institutional Research and made available each fall in the annual *Fact Book* and Survey Results via the Institutional Research web page.

Since Andrew College degree programs are designed to parallel the general education programs of four-year institutions within the University System of Georgia and optimize transfer options, student

learning outcomes are closely related to the general education learning goals outlined in the *Academic & Student Affairs Handbook – University System of Georgia*, Section 2.4.1. Division Coordinators guided the process through the Campus Planning Council and identified competencies expected of graduates from each program. Andrew College emphasizes the following three Competency Areas (CA) within its general liberal arts curriculum:

1. Communication Skills
2. Critical Thinking Skills
3. Cultural Awareness and Appreciation

Program Level Learning Outcomes (PLOs). Using the College's competencies areas as a guide, expected student learning outcomes were formulated and linked to a specific competency for each degree program. PLOs are stated to identify the criteria used to measure the extent of student achievement. PLOs in the liberal arts general education curriculum were grouped by academic discipline. Division Coordinators through discussion with each other and with discipline faculty within their division identified the most appropriate course(s) in which to embed program-level student learning outcome assessment measures.

Table 1 provides the relationship between the liberal arts core PLOs and the four associate degree programs and a baccalaureate science degree program offered at Andrew College.

Table 1. Relationship between PLOs and Degree Programs

	Associate of Arts	Associate of Music	Associate of Science	Associate of Nursing	Baccalaureate of Science
1. 70% of students will demonstrate effective written communication skills (CA-1) (IO-A)	X	X	X	X	X
2. 70% of students will demonstrate effective oral communication skills. (CA-1) (IO-A)	X	X	X	X	X
3. 70% of students will demonstrate critical and analytical thinking skills. (CA-2) (IO-B)	X	X	X	X	X
4. 70% of students will articulate a broad understanding of global cultures (CA-3) (IO-C)	X	X	X	X	X
5. 70% of students will apply the scientific method to explore the physical universe. (CA-2) (IO-B)	X	X	X	X	X
6. 70% of students will demonstrate an understanding of social scientific methodologies as a means to explain human action (CA-2) (IO-B)	X	X	X	X	X
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness.(CA-2) (IO-B)	X	X	X	X	X
8. 70% of students will be able to identify, distinguish and notate written and aural elements of music theory (CA-3)		X			
9. 70% of students will demonstrate technical and artistic proficiency in performance of represented compositions (CA-3)		X			
10. 70% of students will demonstrate effective use of technology to navigate the electronic health record and to communicate with multi-professional teams.				X	

11. 70% of students will communicate with patients, families, and communities for planning and delivering of patient care.				X	
12. 70% of students will be able to apply economic analysis to a firm's decision-making and understand the impact of the economic environment financial decisions.					X
13. 70% of students will demonstrate proficiency in problem-solving and decision-making in a business context.					X

Since all five-degree programs offered at Andrew College have a common liberal arts core of courses, the seven student learning outcomes related to the core courses are the same in all five programs. Each degree program contains 18 -20 semester hours of course work related to a specific discipline or concentration of study. Only the Associate of Music, Associate Degree in Nursing, and Bachelor of Science are specific in the concentration selected by students seeking these degrees. For these reasons, the student learning outcomes include two identified outcomes related to the discipline of music, nursing, and business administration.

Course syllabi for courses identified as a point of assessment for a specific PLO include course student-learning objective (CLO) that connects back to the PLO. The CLO/PLO related assignment and evaluation results are used to measure the student's achievement. The Alignment of Core PLOs with Assessment Tools, Data Collection Calendar for Course Assessment, and the person responsible is maintained in the Office of Academic Affairs.

Curriculum Maps. A curriculum map is a matrix that documents the connection between outcomes (what the student will be able to do or demonstrate as a result of their studies) and where the curriculum addresses those outcomes. Curriculum Maps provide a means of verifying that all identified PLOs are adequately addressed in a coherent program of study, and they help identify the courses in which program competencies are most logically assessed. Annually, the Division Coordinator evaluates student achievement and reports assessment results for course embedded assessments of PLOs within their division. The curriculum maps for each degree program are provided in the Appendices (**AA – Appendix II; A.M. Appendix III; A.S. Appendix IV; A.N D. Appendix V; B.S. - Appendix VI**).

Evaluation of Outcomes. The Institutional Effectiveness Committee (IEC) reviews academic program – program outcome results in the fall. The Institutional Effectiveness Committee reviews the Division Assessment Reports to determine and report any significant trends or areas that need attention.

PLO assessment at the course level is performed each term, with results reported, compiled, and analyzed annually via Assessment Reports. OIRE compiles reported data to determine an achievement rate for each point of assessment for each degree program. PLO achievement within

academic divisions is shared with Division Coordinators for inclusion in the Academic Division Assessment reports. The Academic Division Assessment reports include an analysis of assessment data for PLOs embedded into the division's, which is presented to the Academic Leadership Team. Effectiveness for a specific program-level student learning outcome at the degree program level is determined using the weighted averages of all assessment measures across division for each PLO. Overall program effectiveness is determined by a minimum of 70% of the students achieving the standard of the PLO. Outcome data is compared and contrasted to ensure course content is equivalent in rigor and student learning outcome results are similar across all delivery methods.

Administrative and Academic Support Units Assessment

Administrative and academic support units define outcomes and operational plans consistent with their mission and related to the College's strategic plan and priority goals. Each unit has the responsibility to define annual initiatives, effectiveness targets, expected outcomes, assessment measures, and activities tied to the Strategic Plan and College mission statement. Each year administrative and academic support units submits an annual assessment report to OIRE.

The annual Assessment Report provides the foundation for each unit to assess institutional effectiveness and includes the following:

- Program outcomes
- Method of Outcomes Assessment
- Data Collection Calendar
- Assessment Results and Analysis of Results
- Plan for Improvement

All administrative and academic support units are required to have a minimum of 3-5 program outcomes that relate to the unit's mission and role at the College. Program outcomes are specific operational and administrative objectives that unit intends to accomplish. Program objectives are stated in a way that makes them measurable. Objectives are assessed using multiple methods and measures when possible, including both direct and indirect measures. The Director of Institutional Effectiveness reviews and evaluates submitted administrative and academic support units documents and provides feedback to ensure that assessment is presented in a consistent and meaningful way (**Appendix VII**).

Student Success and Achievement

Other than PLOs for the four associate degree programs and BS program, Andrew College annually evaluates student success and achievement by course completion, graduation rates, retention rates and persistence rates. All assessment data is compiled by the Director of Institutional Research, published in the *Fact Book*, and made available to the College community via the Institutional Research web page. Student success and achievement data are used by the IEC to direct the College's strategic initiatives and goals to focus on any areas of weakness.

Surveys

The Office of Institutional Research is responsible for the administration and/or collection of survey data. Andrew College administers a student satisfaction survey, graduate student survey, and faculty survey annually. Individual administrative and academic support units also use surveys to assess effectiveness; Results from these surveys are collected and archived in the Office of Institutional Research.

Institutional Effectiveness

Institutional Effectiveness (IE) is the dynamic and integrated process by which Andrew College is able to demonstrate how well it is succeeding in accomplishing its mission and meeting its goals. In this process, the faculty and administrators analyze actual outcomes against expected outcomes to determine the extent to which the outcomes were achieved. Through the analysis of assessment results, institutional effectiveness is measured and used as a basis for making changes in the upcoming year. In this way, a cycle of institutional effectiveness is established that is ongoing, integrated, research-based, and results in continuous planning for improvement in achieving the institutional mission.

The institutional effectiveness process consists of five dynamic and interactive steps, which comprise an ongoing opportunity for continuous improvement.

- 1. Stated Mission or Purpose:** The unit states its function within the larger context of the College's overall mission.
- 2. Identified Outcomes:** The unit identifies the outcomes it intends to achieve and criteria it will use to determine whether those outcomes have been achieved.
- 3. Outcome Assessment Methods:** The unit defines the methods by which it will assess whether the outcomes criteria have been met and analyzes the data gathered by that methodology.
- 4. Plan for Improvement:** The unit creates and implements improvement plans based on the information it gathered from assessment of its outcomes.
- 5. Stated Impact:** The unit states the impact of its plan for improvement has made on the quality of what it does.

The responsibility for institutional effectiveness lies with all members of the College. The Office of Institutional Effectiveness works with the President's Cabinet, the Institutional Effectiveness Committee (IEC), and unit and academic program heads to make sure that the institutional effectiveness process is followed in a way that allows for continuous improvement of College goals and outcomes.

Each degree program or institutional unit's progress toward fulfilling expected outcomes is accessed via Annual Assessment reports. The results are compiled each year to recognize and act on areas of improvement. This cycle, along with annual implementation and assessment/reports, guarantees

the College's regularly and systematically reviews its mission, goals, and outcomes, continuously improves; and documents its effectiveness in accomplishing its mission.

Improving Student Learning Outcomes. Andrew College is committed to using assessment results to improve processes, make informed, data-driven decisions, and formulate and implement plans designed to improve student learning. When PLO achievement is below 70% at an assessment point, the division faculty responsible for that PLO assessment assignment analyzes the data to determine the potential reason for the poor results and includes a proposed plan to improve the outcome data in the Division Assessment Report. The Academic Leadership Team collectively

analyzes the Division assessment reports and proposed plans for improvement and recommends educational strategies to improve student learning outcomes to the Academic Dean. Their findings and suggested plans for improvement are considered for the next year's budget cycle.

Improving Administrative and Academic Support Unit Outcomes. Assessment Reports for administrative and academic support units are evaluated annually by the unit staff and supervisors. Academic Support Unit Assessment Reports are evaluated by the academic support unit staff and Academic Dean. Annual assessment results are analyzed against the stated unit outcome and previous year's results and are used as a basis for the next year's planning.

Documenting and Evaluating Continuous Improvement. The Institutional Effectiveness Committee (IEC), with the support of the Directors of IR & IE are responsible for designing, reviewing, and improving the College's institutional effectiveness systems. The IEC is responsible for assuring that the institutional effectiveness system used by the college is ongoing, integrated, research-based, and continuously evolving to improve the fulfillment of the College mission.

Specific functions of the IEC include:

- Overall design of institutional effectiveness systems for the College
- Review of Academic and Administrative unit assessment process on a two-year cycle
- Review of evaluations and critiques of institutional effectiveness systems by SACSCOC
- Identification of best practices that can be used to improve the College's institutional effectiveness systems

Division and program assessment reports are forwarded on even years for review by the Institutional Effectiveness Committee (IEC). Administrative and academic support units are forwarded to the IEC for review every odd year. This two year evaluation cycle allows the institution to examine the effect of each plan implemented in one budget year and its impact on outcome results in the next.

IEC committee members evaluate the assessment reports of each functional unit and academic unit (**Appendix VIII**) and rates the Unit's effectiveness cycle for "maturity" (**Appendix IX**). Units and programs are evaluated in terms of their integrated IE Assessment Plan, and IE Assessment Results and Integration of assessment result for continuous improvement.

The IEC uses the two-year cycle to identify and document examples of efforts that have resulted in improved outcomes. The IEC also integrates the findings and identified needs of the academic programs, administrative units academic support units, and survey results into the annual strategic planning initiatives. Strategic planning initiatives related to academic units are communicated through the Academic Dean to the Division Coordinators who work with their respective discipline faculty to define new goals and or plans for continual improvement. Strategic planning initiatives related to the administrative units are communicated to unit supervisors through the appropriate Cabinet-level officer.

Table 2 provides a summary of IEC's two- year review cycle of institutional unit assessment reports. A more detailed table identifying the units and programs along with the persons identified responsible for assessment and improvements is provide in **Appendix IX**.

Table 2. Summary of IEC 2-year Review Cycle of Assessment Reports

	Odd years Administrative Support Units	Even Years Academic Program & Academic Support Units
August	Student Satisfaction Survey	Student Satisfaction Survey
	Graduate Survey	Graduate Survey
	Faculty Survey	Faculty Survey
September	Strategic Plan Progress Report	Strategic Plan Progress Report
	Athletic Department / OIRE	Academic Support Units
	Enrollment/Financial Aid	
October	Office of Development	
	Academic Affairs	
	Business Office & Axillary Services	Academic Divisions
November	Student Affairs	Degree Programs
	Institutional Effectiveness Manual	Institutional Effectiveness Manual

Conclusion

Andrew College is committed to the effective evaluation of its educational programs, its academic and administrative support services. Through the strategic planning and assessment of desired outcomes and action plans, the College is engaged in an ongoing, integrated, and College-wide research-based institutional effectiveness cycle. Andrew College seeks to improve its ability to achieve its mission by systematic and well-designed internal assessments, competitive benchmarking, the peer review process, and the willingness to embrace new processes and technology. A culture of continuous improvement is maintained at Andrew College by: a) systematic identification of opportunities for improvement; b) aggressive implementation of plans designed to bring about improvement; and c) insightful reflection of experiences.

Appendices

APPENDIX I.....	Evaluation of Academic Unit IE Assessment Plans
APPENDIX II.....	Curriculum Map – Associate of Arts
APPENDIX III	Curriculum Map – Associate of Music
APPENDIX IV	Curriculum Map – Associate of Science
APPENDIX V	Curriculum Map – Associate Degree of Nursing
APPENDIX VI	Curriculum Map – Bachelor of Science
APPENDIX VII	Administrative and Academic Support Unit IE Assessment
Plans APPENDIX VIII	IEC Evaluation of Assessment Reports
APPENDIX IX.....	IE Maturity Rubric
APPENDIX X	IEC Review and IE Responsibility Table
APPENDIX XI	Glossary of Terms

APPENDIX I: Evaluation of Academic Unit IE Assessment Plans

Academic Unit: _____

Date Reviewed: _____ Reviewed by: _____

Yes	No	1. Were any of last year's outcomes carried over from last year?	If no, suggested corrective action needed:
Yes	No	2. Does the academic unit mission clearly link to the College Mission?	
Yes	No	3. Do the academic unit learning and program outcomes clearly link to the College Strategic Plan goals?	
Yes	No	4. Do the Student Learning Outcomes identify what students should know and do?	
Yes	No	5. Is each academic unit learning and program outcome: a. Detailed and specific? b. Appropriate to the department? c. Measurable/quantifiable?	
Yes	No	6. Where appropriate and multiple methods used to assess learning and program outcomes?	
Yes	No	7. Are direct assessment measures used? Identify them:	
Yes	No	8. Are indirect assessment measures used? Identify them:	
Yes	No	9. Are the assessment methods appropriate for each outcome to be evaluated?	
Yes	No	10. Do the methods for assessment provide information that can be used for improvement?	
Yes	No	11. Are success criteria identified for each outcome?	
Yes	No	12. Are the criteria appropriate for each outcome?	
Yes	No	13. Are the proposed evaluation methods incorporated into the activities of the department?	

Assessment Reports needing modification will be returned for the department response or revision.

APPENDIX II – Curriculum Map – A.A. Associate of Arts

College Mission Statement: Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education that is relevant to its region and beyond.

Program Mission Statement: The Associate of Arts Degree program exists to support the College Mission of providing an academically challenging liberal arts curriculum by preparing students for lifelong learning by teaching them to communicate effectively, think critically, and understand and appreciate cultures different than their own.

Institutional Outcomes

- A. Communication Skills
- B. Critical Thinking and Analytical Skills
- C. Cultural Awareness and Appreciation

Program Level – Student Learning Outcomes (PLOs):

1. 70% of students will demonstrate effective written communication skills. (IO-A)
2. 70% of students will demonstrate effective oral communication skills. (IO-A)
3. 70% of students will demonstrate critical and analytical thinking skills. (IO-B)
4. 70% of students will articulate a broad understanding of global cultures. (IO-C)
5. 70% of students will apply the scientific method to explore the physical universe. (IO-B)
6. 70% of students will demonstrate an understanding of social science methodologies as a means to explain human action. (IO-B)
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness. (IO-B)

PROGRAM LEARNING OUTCOMES BY COURSE (A.A.)

Courses	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ENG 111	I						
ENG 112	I						
ENG 121	A						
ENG 123	A						
RPH 111/HUM 121		I					
EDU 111		I					
MAT 101			I				
MAT 111			I				
HIS 101/HIS 102				I			
ART 123/MUS 123/THE 123				I			
BIO 100					I		
CHE 111					I		
PHY 100					I		
POS 111						I	
Any PED Course or Team							I

I = Introductory; A = Application

APPENDIX III - Curriculum Map -A.M. Associate of Music

College Mission Statement: Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education that is relevant to its region and beyond.

Program Mission Statement: The Associate of Music Degree program exists to support the College Mission of providing an academically challenging liberal arts curriculum by preparing students for lifelong learning by teaching them to communicate effectively, think critically, and understand and appreciate cultures different than their own.

Institutional Outcomes

- A. Communication Skills
- B. Critical Thinking and Analytical Skills
- C. Cultural Awareness and Appreciation

Program Learning Outcomes (PLOs):

1. 70% of students will demonstrate effective written communication skills. (IO-A)
2. 70% of students will demonstrate effective oral communication skills. (IO-A)
3. 70% of students will demonstrate critical and analytical thinking skills. (IO-B)
4. 70% of students will articulate a broad understanding of global cultures. (IO-C)
5. 70% of students will apply the scientific method to explore the physical universe. (IO-B)
6. 70% of students will demonstrate an understanding of social science methodologies as a means to explain human action. (IO-B)
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness. (IO-B)
8. 70% of students will be able to identify, distinguish and notate written and aural elements of music theory.
9. 70% of students will demonstrate technical and artistic proficiency in performance of represented compositions.

PROGRAM LEARNING OUTCOMES BY COURSE (A.M.)

Courses	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9
ENG 111	I								
ENG 112	I								
ENG 121	A								
ENG 123	A								
RPH 111/HUM 121		I							
EDU 111		I							
MAT 101			I						
MAT 111			I						
HIS 101/HIS 102				I					
ART 123/MUS 123/THE 123				I					
BIO 100					I				
CHE 111					I				
PHY 100					I				
POS 111						I			
Any PED Course or Team Sport							I		
MUS 111								I	
MUS 162									I

I = Introductory; A = Application

APPENDIX IV - Curriculum Map - A.S. Associate of Science

College Mission Statement: Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education that is relevant to its region and beyond.

Program Mission Statement: The Associate of Science Degree program exists to support the College Mission of providing an academically challenging liberal arts curriculum by preparing students to pursue a Bachelor of Science degree in many possible fields. Examples include, but are not limited to, agriculture, biology, chemistry, computer science, engineering, mathematics, and physics.

Institutional Outcomes

- A. Communication Skills
- B. Critical Thinking and Analytical Skills
- C. Cultural Awareness and Appreciation

Program Level – Student Learning Outcomes (PLOs):

1. 70% of students will demonstrate effective written communication skills. (IO-A)
2. 70% of students will demonstrate effective oral communication skills. (IO-A)
3. 70% of students will demonstrate critical and analytical thinking skills. (IO-B)
4. 70% of students will articulate a broad understanding of global cultures. (IO-C)
5. 70% of students will apply the scientific method to explore the physical universe. (IO-B)
6. 70% of students will demonstrate an understanding of social science methodologies as a means to explain human action. (IO-B)
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness. (IO-B)

PROGRAM LEARNING OUTCOMES BY COURSE (A.S.)

Courses	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7
ENG 111	I						
ENG 112	I						
ENG 121	A						
ENG 123	A						
RPH 111/HUM 121		I					
EDU 111		I					
MAT 111			I				
MAT 113/201				A			
HIS 101/HIS 102					I		
ART 123/MUS 123/THE 123					I		
BIO 121						I	
BIO 123						A	
CHE 121						I	
CHE 201						A	
POS 111							I
Any PED Course or Team Sport							I

I = Introductory; A = Application

APPENDIX V - Curriculum Map - A.D.N. Associate Degree of Nursing

College Mission Statement: Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education that is relevant to its region and beyond.

Program Mission Statement: The mission of the nursing program is unique to the nursing profession providing a nurturing academic setting wherein caring, diversity, integrity and excellence are core values (NLN Core Values, 2007). To achieve its mission the Andrew College Nursing Division educates associate degree graduates who will safely practice nursing in evolving health care environments and apply professional and ethical principles sensitive to the diverse needs of individuals, families and communities.

Institutional Outcomes

- A. Communication Skills
- B. Critical Thinking and Analytical Skills
- C. Cultural Awareness and Appreciation

Program Level – Student Learning Outcomes (PLOs):

1. 70% of students will demonstrate effective written communication skills. (IO-A)
2. 70% of students will demonstrate effective oral communication skills. (IO-A)
3. 70% of students will demonstrate critical and analytical thinking skills. (IO-B)
4. 70% of students will articulate a broad understanding of global cultures. (IO-C)
5. 70% of students will apply the scientific method to explore the physical universe. (IO-B)
6. 70% of students will demonstrate an understanding of social science methodologies as a means to explain human action. (IO-B)
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness. (IO-B)
8. 70% of students will demonstrate effective use of technology to navigate the electronic health record and to communicate with multi-professional teams.
9. 70% of students will communicate with patients, families and communities for planning and delivery of patient care.

PROGRAM LEARNING OUTCOMES BY COURSE (A.D.N.)

Courses	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9
ENG 111	I								
ENG 112	I								
NUR 105		I							
NUR 215		A							
MAT 111			I						
NUR 205			A						
RPH 111				I					
NUR 105				A					
BIO 123					I				
BIO 124						I			
PSY 121						I			
NUR 115						A			
NUR 105							I		
NUR 220							A		
NUR 110								I	
NUR 220								A	
NUR 105									I
NUR 210									A

I = Introductory; A = Application

APPENDIX VI - Curriculum Map - B.S. Bachelor of Science

College Mission Statement: Andrew College - the United Methodist beacon of educational, spiritual, and cultural uplift to Southwest Georgia since 1854 - prepares students for lives of servant leadership and purpose through higher education that is relevant to its region and beyond.

Program Mission Statement: The Bachelor of Science in Business Administration Degree exists to support the College Mission of providing an academically challenging, relevant curriculum while preparing students for lifelong learning as well as teaching them to communicate effectively, think critically, and understand and appreciate cultures different than their own.

Institutional Outcomes

- A. Communication Skills
- B. Critical Thinking and Analytical Skills
- C. Cultural Awareness and Appreciation

Program Level – Student Learning Outcomes (PLOs):

1. 70% of students will demonstrate effective written communication skills. (IO-A)
2. 70% of students will demonstrate effective oral communication skills. (IO-A)
3. 70% of students will demonstrate critical and analytical thinking skills. (IO-B)
4. 70% of students will articulate a broad understanding of global cultures. (IO-C)
5. 70% of students will apply the scientific method to explore the physical universe. (IO-B)
6. 70% of students will demonstrate an understanding of social science methodologies as a means to explain human action. (IO-B)
7. 70% of students will demonstrate skill to engage in a lifetime of health and wellness. (IO-B)
8. 70% of students will be able to apply economic analysis to a firm's decision-making and understand the impact of the economic environment in evaluating financial decisions.
9. 70% of students will demonstrate proficiency in problem-solving and decision-making in a business context.

PROGRAM LEARNING OUTCOMES BY COURSE (B.S.)

Courses	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9
ENG 111	I								
ENG 112	I								
ENG 121	A								
ENG 123	A								
RPH 111/HUM 121		I							
EDU 111		I							
MAT 101			I						
MAT 111			I						
HIS 101/HIS 102				I					
ART 123/MUS 123/THE 123				I					
BIO 100					I				
PHY 100					I				
POS 111						I			
Any PED Course or Team Sport							I		
BUS 335								I	
BUS 340								A	
BUS 301									I
BUS 302									A

I = Introductory; A = Application

APPENDIX VII - Evaluation of Support Unit IE Assessment Plans

Administrative/Academic Support Unit: _____

Date Reviewed: _____ Reviewed by: _____

Yes	No	1. Were any of last year's outcomes carried over from last year?	If no, suggested corrective action needed:
Yes	No	2. Does the unit mission clearly link to the College Mission?	
Yes	No	3. Is each unit learning outcomes clearly linked to the College Strategic Plan goals?	
Yes	No	4. Is each Unit program outcome: a. Detailed and specific? b. Appropriate to the Unit? c. Measurable/quantifiable?	
Yes	No	5. Were appropriate and multiple methods used to assess program outcomes?	
Yes	No	6. Are direct assessment measures used? Identify them:	
Yes	No	7. Are indirect assessment measures used? Identify them:	
Yes	No	8. Are the assessment methods appropriate for each outcome to be evaluated?	
Yes	No	9. Do the methods for assessment provide information that can be used for improvement?	
Yes	No	10. Are success criteria identified for each outcome?	
Yes	No	11. Are the criteria appropriate for each outcome?	
Yes	No	12. Are the proposed evaluation methods incorporated into the activities of the unit?	

Assessment Reports needing modification will be returned for the department response or revision.

APPENDIX VIII - IEC Evaluation of Assessment Reports

Program or Unit: _____

Date Reviewed: _____ Reviewed by: _____

Yes	No	1. Did the assessment provide enough information to determine if outcomes had been achieved
Yes	No	2. Do the results provide information for decisions for improvement of each outcome?
Yes	No	3. Are recommended improvements based on assessment results?
Yes	No	4. For outcomes that were carried over were last year's recommended improvements made?
Yes	No	5. Is there reference to a plan implemented due to assessment results having a positive effect on outcomes in the current assessment report? If yes on #5, please provide a "Closing the Loop" narrative
Yes	No	6. Are plans significant enough to be considered during the annual review of the strategic plan? If yes on #6, explain and identify the initiative in which an action step should be added for the upcoming year.

Overall Maturity Rating _____

APPENDIX IX – Institutional Effectiveness “Maturity” Rubric

Level of Maturity	Plan	Assessment	Evaluation	Integration
MATURE	Program outcomes/ SLOs are in place and clearly specify criteria for success	Over three years of assessment data collected and evaluated with signs of improvement	Over three years of documented meetings evaluating outcome data	Plans for Further improvement implemented and assessed; new Plans for Further Improvement developed annually
DEVELOPING	Program outcomes / SLOs in place. Minor adjustments or refinement needed in some outcomes/SLOs.	At least one cycle of assessment has been completed for all expected outcomes	Documented meetings for at least one year but not three years showing evaluation of outcome data	Some plans for Further improvement implemented
NO SYSTEMATIC APPROACH	No program outcomes or SLOs in place.	No systematic collection of assessment data	No clearly defined committee/meeting used to evaluate assessment data	No stated Plans for Further Development

APPENDIX X - IEC Review and IE Responsibility Table

College Units	IEC Review Calendar	Cabinet Responsibility	Unit Level Responsibility
Degree Programs			
Associate of Arts	October, even years	Dean of Academic Affairs	Academic Leadership Team
Associate of Music	October, even years	Dean of Academic Affairs	Academic Leadership Team
Associate of Science	October, even years	Dean of Academic Affairs	Academic Leadership Team
Associate of Nursing	October, even years	Dean of Academic Affairs	Academic Leadership Team
Bachelor of Science	October, even years	Dean of Academic Affairs	Academic Leadership Team
Academic Divisions			
Fine Arts	October, even years	Dean of Academic Affairs	Fine Arts Division Coordinator
Social Sciences	October, even years	Dean of Academic Affairs	Social Science Division Coordinator
Math & Science	October, even years	Dean of Academic Affairs	Math & Science Division Coordinator
Learning Support	October, even years	Dean of Academic Affairs	Learning Support Division Coordinator
Humanities	October, even years	Dean of Academic Affairs	Humanities Division Coordinator
Academic Support Units			
Honor's Program	September, even years	Dean of Academic Affairs	Director of Honor's Program
AndrewServes	September, even years	Dean of Academic Affairs	Director of AndrewServes
Library	September, even years	Dean of Academic Affairs	Director of the Library
Focus Program & Disability Services	September, even years	Dean of Academic Affairs	Director of Focus/Coordinator of Disability Services

Student Success Center	September, even years	Dean of Academic Affairs	Coordinator of Academic Support and Retention
Retention	September, even years	Dean of Academic Affairs	Coordinator of Academic Support and Retention
Online/Distance Education	September, even years	Dean of Academic Affairs	Coordinator of Online Education
UPWRITE	September, even years	Dean of Academic Affairs	Co-Chairs of QEP steering committee/committee
Interdisciplinary Reading & Writing Center/QEP	September, even years	Dean of Academic Affairs	Director of the IRWC

Administrative Units – VP for Enrollment Services

Admissions/Enrollment	September, odd years	VP for Enrollment Services	VP for Enrollment/ Admissions staff
Financial Aid	September, odd years	VP for Enrollment Services	Director of Financial Aid

Administrative Unit – VP for Administration

Development Office	September, odd years	VP for Administration	VP for Administration
Information Technology	September, odd years	VP Administration	f Director of IT
Communications	September, odd years	VP Administration	f Associate Director of Communications

Administrative Unit – VP for Finance

Business Office	October, odd years	VP for Finance	Controller/VP for Finance
Bursar / HR	October, odd years	VP for Finance	Bursar
Dining Services	October, odd years	VP for Finance	Dining Service Director
Maintenance	October, odd years	VP for Finance	Director of Facilities

Administrative Units – Dean of Student Affairs

Residence Life	October, odd years	Dean of Student Affairs	Director of Residence Life
Religious/Spiritual Life	October, odd years	Dean of Student Affairs	Chaplain
Police Department/ Campus Safety	October, odd years	Dean of Student Affairs	Police Captain/ Campus Safety Committee
Intramurals/ Student Activities	October, odd years	Dean of Student Affairs	Director of Intramurals/Director of Student Activities
Student Conduct	October, odd years	Dean of Student	Director of Student Conduct

		Affairs	
Administrative Units - Dean of Academic Affairs			
Office of Academic Affairs	September, odd years	Dean of Academic Affairs	Dean of Academic Affairs
Registrar	September, odd years	Dean of Academic Affairs	Registrar
Administrative Units – President’s Office			
Athletic Department	September, odd years	President	Director of Athletics
Office of Institutional Research & Effectiveness	September, odd years	President	Director of Institutional Research & Effectiveness

APPENDIX XI - Glossary of Terms

Academic Leadership Team: This team is made up of all six academic Division Coordinators and the Dean of Academic Affairs. The Academic Leadership team is charged to collect and analyze program-level student learning outcomes for each associate degree program and to formulate, recommend, and implement plans to improve academic degree program student learning outcomes.

Action Plan: A specific remedy or process put in place to meet the desired criterion. Activities: The primary functions of an administrative planning unit.

Annual Planning: The college faculty and staff engage in an annual planning and budgetary process to assess the effectiveness of the planning units of the college, determine if annual goals and/or outcomes are being met and prepare strategically for the next fiscal year.

Assessment: Assessment is the ongoing process of establishing clear, measurable expected outcomes of student learning and/or processes; ensuring that students have sufficient opportunities to achieve those outcomes or planning units engage in adequate action plans designed to improve; systematically gathering, analyzing, and interrupting evidence to determine how well student learning matches expectations or criterion is met, and using the resulting information to understand and improve student learning and/or planning unit processes.

Assessment Methods: There are direct and indirect, quantitative and qualitative assessment methods. Direct methods require students to produce work so that reviewers can assess how well students meet expectations. Indirect methods provide opportunities for students to reflect on their learning. Indirect methods are often helpful in interrupting the findings of direct methods.

Assessment Plan: This is the complete plan that has been developed to assess effectiveness of either a student learning outcome or a process outcome. It includes an outcome, criterion, an identified assessment measure, a feedback loop, and an assessment schedule.

Assessment Schedule: When and how often each measure will be taken. It states start and end dates for assessment, if applicable, and frequency of assessment.

Benchmark: Benchmarks are stated outcomes expectations of academic performance used to provide feedback on student development and academic abilities.

Criteria: A criterion is a statement of the specific standards that identify successful achievement of the intended outcome, including the data that will be used, who will demonstrate achievement of the outcome, when, under what conditions, and to what degree.

Curriculum Maps: A matrix that connects goals or objectives to any courses within a particular program that allow for achievement of the goals/objectives; it is an auditing tool that helps identify potential gaps in the curriculum.

Direct Method of Assessment: Direct methods require students to produce work so that reviewers can assess how well students meet expectations.

Direct Indicator: Direct indicators of learning are immediately observable. Direct indicators of learning include pre-and post-testing; capstone courses; oral; examinations; internships; portfolio assessments; evaluation of capstone projects; standardized national exams; locally developed tests; performance on licensure, certification, or professional exams; and juried reviews and performances.

Evaluation of Assessment Method: This explains how the adequacy of the plan for assessing this desired outcome will be periodically evaluated. It specifies the process that will be used to periodically evaluate the adequacy of the plan for assessing the outcome. Faculty Evaluation: Andrew College evaluates its faculty and their supervisors on a regular basis to insure effectiveness in the teaching/learning process. These periodic evaluations are conducted to help the individual instructor assess and improve his or her own performance, to insure quality of instruction for our students, and to provide an index of acceptable job performance.

Feedback Loop: This explains how data collected on this outcome can be brought to impact the program. It specifies the process that will be used to insure that assessment results are reviewed and used to make program modifications when appropriate.

Finding: An observation made regarding the results of an assessment of an activity or performance, a problem encountered with the assessment process and/or any conclusions related to the desired outcome itself, Findings are usually classified as strengths and weaknesses.

Follow up: A follow up occurs after a finding has been determined. It may be a follow up to an action plan or it may involve an action plan being put in place.

Goal: A goal is a broad, future-oriented statement identifying what the unit is striving toward, hoping to become, or proposes to do to fulfill its unit purpose. Goals are used primarily in policy making and planning.

Improvement Plans: Courses of action to be taken to try improving the student outcome or improving the process if assessment results do not meet criteria or administrative expectations. The outcome is marked as “resolved” if outcome is met and no remedy is required.

Indirect Indicator: Indirect indicators of learning are subsequently observable. Indirect indicators might include information gathered from alumni, employers, and students; graduation rates; transfer studies, graduate follow-up studies; success of student in subsequent institutional settings; and job placement data.

Indirect Method of Assessment: Indirect methods provide opportunities for students to reflect on their learning. Indirect methods are often helpful in interpreting the findings of direct methods. Surveys are examples of indirect methods of assessment.

Methodology: The methodology is a description of the actions that must be taken to gather, analyze, and report the findings of the data that will be used to determine whether the outcome has been achieved and who is responsible for each.

Mission: A mission/purpose statement is a concise statement outlining the purposes of the college or program. For planning units, it is the link between the mission of the college and the planning unit.

Outcome: An outcome is the brief, clear statement identifying in measurable terms the indicated result of processes and services of the unit. Outcomes focus on the specific performances stakeholders are expected to demonstrate when the unit achieves its goal.

Planning Unit: A department, budgetary unit, administrative division, committee, or workgroup within the institution.

Program Outcome: These are the end results of what a program is to do, achieve, or accomplish. Program outcomes, just like learning outcomes, should be measurable, manageable, and meaningful.

Purpose: The unit's purpose is a broad statement identifying the major function of the unit.

Qualitative Assessment Tools: Qualitative assessment tools attempt to grasp the whole of a student's achievement with information that usually cannot be quantified or counted. However, when scoring rubric's (or criteria) are applied to qualitative assessments, they can provide quantitative data for program assessment.

Quality Enhancement Plan: The Quality Enhancement Plan (QEP) is the component of the SACSCOC accreditation process that reflects and affirms the commitment of the Commission on Colleges to the enhancement of the quality of higher education and to the proposition that student learning is at the heart of the mission of all institutions of higher learning. By definition, the QEP describes a carefully designed course of action that addresses a well-defined and focused topic or issue related to enhancing student learning. The QEP should be embedded within the institution's ongoing integrated institution-wide planning and evaluation process and may very well evolve from this existing process or from other processes related to the institution's internal reaffirmation review.

Quantitative Assessment Tools: Quantitative assessment tools produce numerical data which can easily be aggregated to indicate program performances. Examples of assessment tools that provide quantitative data include standardize tests, locally-developed tests, licensure exams, surveys, etc.

Rubric: A scoring tool that lists the criteria for a piece of work. Generally, rubrics specify the level of performance expected for several levels of quality in what is being measured.

Strategic Planning: The process of defining a strategy or direction, and making decisions on allocating resources to pursue this strategy, including capital and people, in order to reach the goals of planning unit or of the institution.

Student learning: The active process of effectively acquiring, utilizing, and applying knowledge in order to succeed in the classroom and achieve educational goal.

Student learning outcome: Student learning outcomes are identifiable actions that a student does to demonstrate knowledge, skills, etc. after completion of a course or learning experience.

Student Success: Student success occurs when a student attains his or her academic goals while reporting satisfaction with the collegiate experience.

Value Added Assessment: Value-added assessment is a tool for gauging how much students gain in academic achievement in a given program, course, etc. i.e., how much “value” has been added.