

May 20, 2013

**Columbia College
Integrated Planning Process and Cycle of Evaluation**

Overview

Columbia College has an integrated planning process that has evolved over the years and developed a cycle of evaluation that will be based on evidence and data to improve student learning and to analyze progress towards its Mission and improvements to the goals of the college.

Currently, the college has a planning calendar that reviews the Mission, which includes the Goals, on a two year cycle and has recently reduced the goals from ten goals to the following five:

- Goal 1 – Student Success
- Goal 2 – High Quality Programs and Services
- Goal 3 – Institutional Effectiveness
- Goal 4 – Campus Climate
- Goal 5 – Community Connections

<http://www.gocolumbia.edu/about/goals.pdf>

Each Goal has objectives specific to that goal that will be evaluated with data and surveys each year. An Institutional Effectiveness Report and analysis from the College Researcher will be prepared by the end of each spring semester. The report will be reviewed and discussed by College Council, at a year-end retreat, looking at trends and other data to ensure a continuous quality improvement.

The College Council will also review the planning process mechanisms in place at the College, including but not limited to Program Review, Student Learning Outcomes (SLO's), and allocation of resources for ease of use and effectiveness. The discussion will evolve from staff surveys regarding the integrated planning process used to achieve improved student achievement and learning. College Council will also review an Executive Summary from each division area; instruction, student services and administrative services. The Executive Summary will highlight areas of improvement, allocated resources, and areas of needed improvements.

The Integrated Planning Process and Cycle of Evaluation:

Program Review - annually updated in the fall semester with a comprehensive review every three years

Program Reviews are updated each fall by all divisions; instruction, student and administrative services and a complete comprehensive Program Review is completed every three years for all divisions. The update will be date stamped with an analysis of improvements, areas of concern and resources allocated to improve student learning. The comprehensive Program Review is a complete analysis of the previous three years and review of the program or service going forward. The Vice Presidents will provide an Executive Summary after the third year at the College Council Retreat.

To maintain continuous quality improvement for student success, the Program Review process uses data and other evaluation tools such as surveys to analyze the effectiveness of the program or service. Improvements identified result in the program or service creating appropriate Student Learning Outcomes, SLO's, so the continuous process of improvement can be monitored. The Program Review process also identifies resources necessary to accomplish the needed improvements.

Student Learning Outcomes - annually updated in the spring semester with a comprehensive review every three to five years

SLO's are identified from Program Review and documented in the software developed by the college on the intranet. Annual reviews take place each spring semester. A comprehensive review will be done every three to five years (see below). The purpose of SLO's is to track the improvement in student success for both the instructional, student and administrative services for the students attending Columbia College.

Instructional Programs, Administrative Services, and Student Support Services/Library Support Services will complete a comprehensive review every three years and courses will be done every five years.

Allocation of Resources – the needs identified in Program Review are prioritized and funded by the College in the spring semester

The allocation of resources starts in late fall, after Program Reviews are updated or the comprehensive is completed, and continues into the spring semester for all three divisions. At division meetings, the identified resource needs in Program Review are prioritized. The Dean or Administrator creates a prioritized list of the needs to submit to

the Vice Presidents. The lists are reviewed by the Vice Presidents and brought forward to the Administrative Council meeting in February for consideration.

At the Administrative Council in February, the lists of resource needs are reviewed and discussed. In March, the Administrative Council will finalize the approved items for funding, based on available resources, and make a recommendation to the President for his/her approval.

The President will approve the items deemed appropriate to fund and will present the list to College Council for review at the April meeting. After consultation with College Council, the list of approved items for funding will be included in the college budget.

Annual College Council Retreat for Evaluation of all Mechanisms for Continuous Quality Improvement

In March of each year, the College Council will meet to review the Institutional Effectiveness Report (IER), surveys completed, an Executive Summary and analysis from the College Researcher. The IER report will be a trend analysis of the College's goals and objectives that are supported with data from various sources. The College Council will discuss and make recommendations for improvement of learning outcomes and recommend to the President for direction going forward to the new academic year.

The College Council will also review, discuss, and make recommendations for improvements to the integrated planning process from surveys and other input for Program Review, SLO's, and the allocation of resources to the college President. The college President will take those recommendations to the Administrative Council for discussion and implementation.

Strategic Planning – Mission, Vision, Core Values and Goals review every two years

Columbia College has a timeline for reviewing and updating the Mission, Vision, Core Values and Goals every two years. The recommendations for improving the integrating planning process will assist in the development of evaluation mechanisms that lead to continuous quality improvement.