



COMMUNITY COLLEGE  

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OF RHODE ISLAND

**NEASC**  
**Phase I**  
**PRIORITIES**

**STANDARDS 1 - 11**



# Goals for Today's Meeting

- By committee, identify 3 – 5 *Key Priorities* to improve effectiveness
- Audience input
- Committee-of-the-Whole will discuss and attempt to rank what is most important for the College as a whole

# Priorities

## Standard 1 : Mission & Purpose

#1

Survey results necessary to find gaps.

Assumptions within the college community:

- ❑ Limited knowledge of mission and/or its elements
- ❑ Low visibility of mission
- ❑ OTHER: Need to consider the recommendations of the 21<sup>st</sup> Century Commission Report



# Priorities

## Standard 1: Mission & Purpose

#2

### Priorities:

- Increase the visibility, knowledge and acknowledgement of the mission statement
- Revitalize and re-evaluate the mission statement & vision statement (last draft 2001)
- Vision statement should reflect the future
- Should a committee be formed to do this? If so, who should be the members of the committee?



# Priorities

## Standard 1: Mission & Purpose

#3

### Action Steps:

1. Increase the visibility (and then, therefore, the knowledge) of the mission with use of the campus kiosks, posters (in classrooms, offices, at entrances), message on common syllabi (take to AAC), Web, opening day/PDD president remarks; include in student/faculty/staff handbooks if not already, etc.
  - A. Evaluate where having the mission more visible would be the most effective
  - B. Other suggestions?



# Priorities

## Standard 1: Mission & Purpose

#4

### Action Steps:

2. Make recommendation to the president that a committee be formed to re-evaluate the vision statement.
3. Compile considerations for revisions of mission & vision statements.



# Priorities

## Standard 2 : Planning & Evaluation #1

- Establishing a more comprehensive, integrated, participative and communicative “Planning & Evaluation”. **High Priority: Should be focus of narrative**
- Producing a demonstrable record of success in implementing the results of planning. **High Priority: Should be focus of narrative**
- Institutional Effectiveness: Determine the effectiveness of our planning & evaluation activities on an ongoing basis to enhance implementation of purpose and objectives. **High Priority: Should be focus of narrative**



# Priorities

## Standard 2 : Planning & Evaluation

#2

Key Issues: Description	Proposed Actions
<p>Many significant planning activities but fragmented; Need to be continuous &amp; integrated to be “comprehensive” (SD 2.1)</p>	<p>1. Conduct survey of all planning activities by division and return these surveys &amp; questionnaires to each VP &amp; NEASC Planning &amp; Eval Committee by 2-1-2012</p>
<p>Implementation (execution/actions) not always aligned with plan (intention); need to improve communications (SD 2.4)</p>	<p>2. Use results of the survey to inform the Council&amp; Planning Comm. For further actions on alignment and improved communications by 5-2012.</p>
<p>Need to establish and maintain an ongoing process to evaluate planning effectiveness (SD 2.8)</p>	<p>3. Establish a planning model, incl. metrics to integrate planning &amp; evaluation on ongoing basis. Charge a College Planning Committee(initially composed of VP’s).</p>





# Priorities

## Standard 3: Organization & Governance

#1

### ■ Administration

- Physically decentralized; administratively centralized
- No full-time administrator on each campus
- Two vacant Dean positions –  
AHSS - search ongoing  
Institutional Development – work in progress

# Priorities

## Standard 3: Organization & Governance #2

### ■ Governance System

Assessment and Action:

**Article II.** “Governance Councils ensure their own effectiveness.”

**Article IX.** “Councils...are responsible for ... evaluating the effectiveness of their activities.”

- Organizational Model
- Buy-In = Teach & Promote
- Participation – Incentivize
- **Article III. Rules and Responsibilities within the Governance System**

**Section 3.01** “...The College is responsible for supporting participation in governance through provision of release or compensation time and /or stipend.

- Communication – Website facilitates Transparency, Accountability and Functionality



# Priorities

## Standard 4: The Academic Program #1

- Course Syllabus
- Assessment of Student Learning Outcomes
- Development of Course Delivery and Content
- Elephants in the Room
  - General education student learning outcomes and assessment
  - Distance learning courses
  - Developmental education/Student preparation

# Priorities

## Standard 4: The Academic Program

#2

### ■ COURSE SYLLABUS

- Establish required elements on the syllabus
  - Must include measureable student learning objectives
  - Determine if standardization is necessary
- Ensure student learning objectives across all sections of a given course including DL courses



# Priorities

## Standard 4: The Academic Program

#3

### Activities in Progress 2011

#### ■ ASSESSMENT OF STUDENT LEARNING OUTCOMES

- Determine if the data we are collecting is useful
- Determine if we are collecting enough data
- Promote faculty involvement in analyzing assessment data
- Develop a plan for utilization of data collected from current quality control measures
  - APR
  - Program Assessment Process
  - Faculty Evaluation
  - Foundations of Excellence



# Priorities

## Standard 4: The Academic Program #4

### DEVELOPMENT OF COURSE DELIVERY AND CONTENT

- Connect **course** development to assessment data
- Continuing education is provided but is not always data-connected
- Determine if assessment tools are providing pertinent data

# Priorities

## Standard 4: The Academic Program #5

### ■ GENERAL EDUCATION

- Develop a better student learning outcome assessment process
- Demonstrate that completion of the general education core results in an educated person

# Priorities

## Standard 4: The Academic Program #6

### ■ DISTANCE LEARNING

- Ensure that the student taking the course is the student registered for the course
- Determine whether methods of communication between faculty and students are sufficient
- Improve instructional technology support for faculty providing DL courses



# Priorities

## Standard 4: The Academic Program #7

- **DEVELOPMENTAL EDUCATION/STUDENT PREPARATION**
  - Develop a more appropriate assessment process for developmental (non-credit) courses
  - Create a process for determining student readiness to be successful in college-level coursework
    - Testing
    - Developmental courses
    - Prerequisites

# Priorities

## Standard 5: Faculty

#1

- ❑ **Adjunct Faculty**
  - ❑ Better, more uniform training, orientation, evaluation, data, and communication with adjuncts.

# Priorities

## Standard 5: Faculty

#2

- ❑ **Diversity of faculty population**
  - ❑ The College must explore ways of increasing the minority applicant pool.



# Priorities

## Standard 5: Faculty

#3

### ❑ Implementation of common course outcomes

A measure is lacking across the institution to determine that course outcomes are, in fact, understood and foundational in different sections of the same course.



# Priorities

## Standard 6: Students

#1

### Admissions

- 6.2 Academic Standing Policy can be incorporated into the catalog beginning in 2013-14
- 6.3&6.4 Explore other supplementary placement tools such as Accuplacer Diagnostic, My Skills Tutor & TABE to see if better prescriptive remediation programs are cost-effective. While used in “pockets” throughout the institution they are not mandated.



# Priorities

## Standard 6: Students

#2

### Retention and Graduation

- 6.8 Currently, we do not have specific target goals in place for retention and graduation. This conversation would have to take place at the institutional level.
- 6.9 Data is available, but not mandated that the data has to be reviewed and utilized in conjunction with department decisions and proposals. How do we demonstrate that our decisions are based on the data.?



# Priorities

## Standard 6: Students

#3

### Student Services

- 6.10 VP Schertz has assigned Student Affairs departments to create/fine-tune their mission statements with the expectation that it will be congruent with mission statement of the division and the institution.
- 6.18 Ethical standards can be developed, reviewed and incorporated into policy.
- 6.19 Divisional and departmental records retention policies are being reviewed against national standards.
- 6.20 Co-curricular goals can be developed as learning outcomes and established for student life programs



# Priorities

## Standard 6: Students

#4

### *Institutional Effectiveness*

- 6.21 Dissemination protocols for new satisfaction survey can be developed.

#### Major concerns :

- Lack of goals for retention and graduation
- Lack of staffing in Advising & Counseling
- Over reliance on self service model





# Priorities

## Standard 7: Library & Information Resources #1

1. Define Information Literacy/Technological Literacy and make both more explicit in the definition of the Educated Person and in course outcomes. (AA, Gen.Ed Committee)
2. Establish an institutional vision for the DL program w/a mission and measurable outcomes/goals. Tie vision with budgetary resources (personnel & capital expenditures). (AA, DL Committee, IT)



# Priorities

## Standard 7: Library & Information Resources

#2

3. Improve communication/increase collaboration between IT and AA through existing governance structures (i.e., ATAC, DL committee) to assure alignment of IT and instructional technology services/procedures with AA and faculty goals/needs.

(AA, DL, ATAC, IT)



# Priorities

## Standard 7: Library & Information Resources #3

4. Strengthen overall support for faculty using technology. Specifically,
  - More help with CMS
  - Provide development opportunities for integrating technology into courses
  - Improve Help Desk to make it more responsive to end-user needs (IT, DL, and AA)
5. Explore the connection between ed. technology and student success, including an evaluation of the student experience w/ ed. Technology (IT, AA, ?)



# Priorities

## Standard 8: Physical & Technological Resources #1

### ■ Communications

- Additional Membership on Advisory Groups
- IT Governance
- Web, Mobile, Portal
- Monthly CIO Newsletter
- Meeting Agendas and Minutes
- Proactive Outreach Programs

# Priorities

## Standard 8: Physical & Technological Resources #2

- **Technology Awareness Programs**
  - Resource25, Schedule25 and X25
  - Virtual Desktop
  - Mobile Computing
- **Orientation and Awareness Programs**
  - Security
  - Integrated Professional Development
  - Lynda.Com
- **Priority Setting**
  - IT Governance
  - Advisory Groups Setting Priorities
  - Project Priority Schedule

# Priorities

## Standard 8: Physical & Technological Resources #3

- Desktop Support/ Help Desk Transition
  - Remote Assistance
  - Community Outreach and Training
- Space Utilization
  - R25/S25/X25
    - +Fewer Complaints About Room Assignments
    - +Fewer Requests for Room Changes
    - -Number of Classes Not Being Offered
    - -Number of Students Not Being Served
    - One Solution: Use of Block Scheduling

# Priorities

## Standard 9: Financial Resources

#1

- ❑ **BUDGET:** Communications still need improvement. Suggestions could include formal follow-up on budget cycle requests linking back to the web site updates; follow through on cross-dept responses such as facilities, IT and Personnel; email newsletters to community highlighting accomplishments & state of the budget;



# Priorities

## Standard 9: Financial Resources

#2

- recommend that council review budget cycle requests to create inter-divisional input
- **DATA BASED DECISION MAKING:** establish a working group responsible for identifying & agreeing upon data elements to be universally used for resource allocation & identifying useful benchmarks; integrate with a coordinated ARGOS reporting structure & dashboards





# Priorities

## Standard 9: Financial Resources

#3

- **STRATEGIC PLAN:** encourage leadership to actively begin updating college's Strategic Plan and create a mechanism by which the college at large is consistently aware of its activities; align these activities with the budget & other resources in a multi-year plan



# Priorities

## Standard 10: Public Disclosure

#1

- In consultation with affected departments, (a) develop a prioritized “punch list” of changes to CCRI’s Web site or portal that will enhance the quality of information communicated and the ease of its retrieval; (b) begin to implement these changes in order of priority; and (c) revise printed publications to reflect these changes



# Priorities

## Standard 10: Public Disclosure

#2

- Support OES and financial aid in their on-going efforts to enhance the functionality of their Web resources
- Generate a list of best practices from this process for possible use in academic or other administrative departments
- Begin a department-by-department process for implementing these practices – or not



# Priorities

## Standard 10: Public Disclosure

#3

- In cooperation with Standard 11, design and launch a process for generating written policies for academic and administrative matters through the governance system
- Priority should be given to completing policies required by the 2008 amendments to the federal Higher Education Act, such as credit hours and student complaints



# Priorities

## Standard 11 : Integrity

#1

### Summary

- Communications:
  1. Committee agenda and minutes not readily available online
- Policies and implementation
  1. No college-wide policy manual
- Governance
  1. Committee structure not working as designed
- Diversity
  1. Lack of diversity among FT and adjunct faculty
  2. Perception of unfair hiring remains
  3. No standard orientation, handbook, or policies for adjuncts



# Priorities

## Standard 11 : Integrity

#2

### Communication

- Policies not established or well communicated
- Governance is supposed to be the vehicle by which information is disseminated college wide
  - Committees must post online meeting dates and minutes consistently



# Priorities

## Standard 11 : Integrity

#3

### Policy Manual / Documentation

- Need to implement policy manual process (draft presented to President's Council 2007)
  - Reconstituted policy committee to review, revise, and update recommendations for President's Council and Presidential review
  - Needs gatekeeper; HR volunteering
- Need specific policies
  - Ethics
  - Conflict of Interest
  - Others, especially those indicated by NEASC study committees
- Need to transform established processes, procedures into formally stated policies
- Need to focus BOG, State, other policies on their specific applicability to CCRI
- Need change to governance process that expedites movement through system (i.e., initiation, review, approval)



# Priorities

## Standard 11 : Integrity

#4

### Integrity in Governance

- Committee on governance seems on top of at least part of this
- Written policies (vs informal practices) will provide baseline
- Commitment top-down and throughout college to following the rules
  - Fairness in hiring
- Improve communication of governance activities
  - Understanding scope and mission





# Priorities

## Standard 11 : Integrity

#5

### Adjuncts

- Letter of commitment each semester
- Orientation program
- Handbook that makes clear what FT policies apply to adjuncts
  - Policy of due process
  - Policy of rights and responsibilities
  - Policy for hiring adjuncts used and enforced across all departments
- Review policy of granting exceptions for overload teaching
- Increase diversity: Establish quantitative targets for diversity, perhaps by discipline
  - Ensure all departments post for adjuncts via HR online
  - Task force to brainstorm and make specific/targeted recommendations, including steps to accomplish (e.g., job fair, online pool)
  - What are current numbers? What is realistic goal?



# What Next?

- ❑ Consolidate Priorities/Next Steps
- Present findings to President and his team
  
- Formalize institutional priorities for the next 18-24 months
- ❑ Prepare for NEASC informational Sessions at CCRI Professional Development Day 2012
- ❑ Distribute timetable of activities for Spring 2012 semester (Emailed to you by February 1<sup>st</sup>).