



Strategic Plan Report Mission Fulfillment and Institutional Effectiveness Report

Presented to the Board of Education

September 16, 2020

During Summer Term 2020, strategic plan progress was reviewed, strategic priorities set, and next steps identified for fulfilling the strategic goals. In addition, institutional indicators were reviewed and institutional effectiveness was assessed.

- The Senior Leadership Team and Provost Council members submitted their tactical plan assessments, which included progress made on objectives and priorities as well as next steps for continued forward progress. These tactical plan assessments were compiled into a single strategic plan document for review by the Strategic Plan Oversight Committee (SPOC).
- SPOC, made up of members of the SLT, PC, Institutional Effectiveness Committee, and academic departments chairs, met in July to review the plan. The meeting was facilitated by a consultant and included a follow-up meeting of a sub-committee of the SPOC.
- Five-year trend data for institutional indicators were compiled by the institutional researcher and reviewed by SPOC. See the [Institutional Indicators Annual Data Report](#).
- The outcomes of the meetings included identifying progress on goals and indicators, noting barriers to progress, refining priorities for the following year, and setting the foundational next steps for new tactical plans.
- The Institutional Effectiveness Committee assessed the College's institutional effectiveness processes, using a rubric adapted from one created by our institutional accrediting body, NWCCU.
- The summer's work culminated in the production of two reports: the [Strategic Plan Annual Report](#) and the [Mission Fulfillment and Institutional Effectiveness Report](#), available on UCC's website in the Institutional Effectiveness section (quickly found in the "About UCC" link on the home page).

SUMMARY OF REPORTS

1. Of the 13 strategic priorities for 2019-2020:
 - a. Three were on target and were related to establishing institutional effectiveness processes, increasing efficiencies in multiple areas of operation, and implementing a robust academic program review process. These improvements were essential to our accreditation process.
 - b. Four were making significant progress and included enhancing equity, creating clear academic program pathways, improving academic programs, and enhancing recruitment.
 - c. Six were significantly off target and were derailed by the impact of COVID-19 due to budget reductions and/or shifting major attention to remote delivery of courses and services; negatively impacted were improvements to instructional facilities, increasing student retention and program completion, improving transfer resources, implementing a donor relations program, enhancing campus engagement, and diversifying interactions with business and industry.

2. As a result of the review and of the continuing impact of COVID-19, priorities were streamlined and reduced in number from 13 to six. The priorities are used to guide tactical plans and resource allocation for 2020-2022.
 - I. Enhance the quality, efficiency, and effectiveness of academic programs utilizing pertinent campus collaborations.
 - II. Expand and diversify recruitment and retention through cross-divisional initiatives.
 - III. Implement guided pathway strategies through cross-campus partnerships.
 - IV. Enhance diversity, equity, and inclusion across all campus operations and services.
 - V. Integrate College programs and services with community agencies, schools, business, and industry.
 - i. Focus on service, service learning, workforce partnerships (CEP, CTE), etc.
 - VI. Enhance efficiencies and effectiveness of targeted cross-campus processes and services:
 - i. Moving to paperless, to include workflow and document storage
 - ii. Creating a unified system of record, to address registration and billing
 - iii. Onboarding and training employees
3. Institutional indicators were reviewed as part of the Strategic Plan review process. The 13 institutional indicators are the measures used by UCC to indicate fulfillment of the College's mission.
 - a. Institutional indicators include the following: retention, early momentum, completion, transfer, program learning outcomes, universal learning outcomes, gatekeeper courses, continuous improvement, equitable outcomes, admission rates, lifelong learning, satisfaction, and student experience.
 - b. Data were reviewed for 10 of the 13 indicators; 8 indicators were on target, 1 indicator was near target, and 2 indicators had split data, with some being on target and some off target.
 - c. Analysis of the data resulted in assignments of follow-up actions and responsible parties for making improvements. SLT and PC members committed themselves to making explicit connections between planned tactical actions/projects and the institutional indicators.
4. Institutional effectiveness processes were assessed, using a rubric based on the one developed by NWCCU. The assessments revealed that most processes were in the developing stage, and action plans for improvement were created.