Institutional Effectiveness Form

Department Name: Allied Health/Associate of Applied Science

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The College offers an Associate of Applied Science degree as a career ladder for persons who have successfully completed their certificate program of study in Dental Assistant, Diagnostic Medical Sonography, EMT-Paramedic, or Sleep Diagnostics.

Link between Institutional Mission and Departmental Mission: The Allied Health Division offers degree and certificate programs which are designed to prepare students for a career in specific health care occupations

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Demonstrate knowledge of the basic foundations and theories directly or indirectly related to functions of the career.	Employer Satisfaction Surveys	2014-2015
Master terminology within the career.	Employer Satisfaction Surveys	2013-2014
Demonstrate knowledge of rules and regulation of applicable boards and agencies.	Employer Satisfaction Surveys	2014-2015
Apply the ethical and professional standards of conduct expected in the career	Employer Satisfaction Surveys	2014-2015
Identify and make informed decisions about career options within a program of study	Job Placement Rates	2013-2014
Demonstrate the use of skills and knowledge of technology necessary to perform the duties within the career	Employer Satisfaction Surveys	2012-2013
Develop and apply problem-solving and decision-making skills	Employer Satisfaction Surveys	2013-2014

Institutional Effectiveness Outcome 1:	A minimum of 93% of all program graduates will be placed in their respective fields.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiative 3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Job Placement Survey
Baseline Data (Current Level of Performance):	2011 Baseline=93.9%
Three years of trend data (if available):	2011=93.9% 2010=100% 2009=85.7%
Target (Desired Level of Performance):	A minimum of 93% of all program graduates will be placed in their respective fields.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Certificate programs will work with the Office of Career Placement to teach students job hunting and placement skills. 2.) Identify program graduates. 3.) Administer Job Placement Survey 4.) Compile and analyze results
Results of the Institutional Effectiveness Effort:	2012=90.6% The goal was not met.
Future Plans Regarding	Certificate program faculty members will continue to work with

this Outcome:	the Office of Career Placement to teach students job hunting and placement skills

Institutional Effectiveness Outcome 2:	Program graduates will display problem solving skills.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Employer Satisfaction Survey item 10 (problem solving skills)
Baseline Data (Current Level of Performance):	2010-2011 Baseline=4.0
Three years of trend data (if available):	2011-2012 – no employers responded to survey 2010-2011 – 4.0 2009-2010 – 4.7
Target (Desired Level of Performance):	A benchmark of greater than 4.59 for this item on the Employer Satisfaction Survey will be achieved.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify the current employers of program graduates by utilizing information gained from Job Placement Surveys. 2.) Administer Employer Satisfaction Survey and conduct follow up as needed. 3.) Compile and analyze results

Results of the Institutional Effectiveness Effort:	A score of 4.13 was achieved for this item on the Employer Satisfaction Survey for 2012-13 graduates. The target was not met.
Future Plans Regarding this Outcome:	Will work with programs involved in Associate of Applied Science degree to address deficiency in problem solving skills and include that as measurement of program outcomes.

Institutional Effectiveness Outcome 3:	Program graduates will demonstrate effective oral and written communication skills using terminology within the career.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Employer Satisfaction Survey items 7 and 8 (effective written communication skills and effective oral communication skills)
Baseline Data (Current Level of Performance):	2010-2011 Baseline=5.0 for written, 5.0 for oral
Three years of trend data (if available):	2011-2012: no employers responded to the survey 2010-2011: 5.0 for written, 5.0 for oral 2009-2010: 4.9 for written, 4.7 for oral
Target (Desired Level of Performance):	A benchmark of 5.0 for this item on the Employer Satisfaction Survey will be maintained.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify the current employers of program graduates by utilizing information gained form Job Placement Surveys. 2.) Administer Employer Satisfaction Survey and conduct follow up as needed. 3.) Compile and analyze results.
Results of the Institutional Effectiveness Effort:	A score of 4.25 was achieved for this item on the Employer Satisfaction Survey for 2012-2013 graduates. The target was not met.
Future Plans Regarding this Outcome:	Will work with programs involved in Associate of Applied Science degree to address deficiency in communication skills and include that as measurement of program outcomes.

Institutional Effectiveness 2013-2014
Associate of Science in Teaching

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Associate of Science in Teaching Degree encourages students to think critically and creatively, communicate clearly, to develop leadership and ethical standards, and compete effectively in the global community. It also prepares a diverse student population for a successful career in elementary education through seamless transfer to a Tennessee Board of Regents four-year institution.

Link between Institutional Mission and Departmental Mission: The department mission is related to the college mission as our goal is to provide a quality program and prepare our students to be successful in their role as a teacher.

List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
Q.1 80% of students will pass PRAXIS I or have a composite of 22 on the ACT.	AST candidates forward Praxis score to records for graduation or have ACT scores on file	Spring 2014
Student Success S1 Students will demonstrate their knowledge of the factors involved in being a successful teacher with 90 % of the students scoring in the" Meets Expectations" category of the rubric.	Students will be given a pre and posttest related to the INTASC Principles which state what a teacher should know and be able to do.	Spring 2014
Student Success S1 80 % of students enrolled in EDU 101 will complete the class with a C or higher	Analyze student withdrawal and grades for previous semesters.	Spring 2014

Institutional Effectiveness Outcome 1:	80% of students will pass PRAXIS I or have a composite of 22 on the ACT.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.1
Funds Budgeted to Support this Outcome:	No funding allocated beyond existing departmental base budget.
This Outcome will be Assessed Using:	Information reported to records office indicating completion of A.S.T. graduation requirement of passing the Praxis 1 exam
Baseline Data (Current Level of Performance):	To be established spring 2014
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	80% of students who take the Praxis 1 will pass
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1) Summer Education Orientation for new students will discuss Praxis requirement 2) Fall Workshop given on how to prepare for the Praxis 1exam 3) Students encouraged to take advantage of Northstar Praxis Preparation computer program in the Learning Commons 4) Students encouraged to join the Student TEA which has Praxis Exam Training
Results of the Institutional Effectiveness Effort:	It is difficult to measure exactly how many of the AST candidates passed the Praxis as they do not report their scores to the Social Science Division. One hundred percent of the AST graduates pass the Praxis as this is a graduation requirement. Our concern is the students who are unable to receive the AST degree because they do not pass the Praxis. In the Spring of 2014, 17 students who applied to graduate with the AST degree in the Spring 2014 graduation did not graduate. Not passing the

	Praxis might have been a factor. There is no method to get an exact number of students who do not graduate because they did not pass the Praxis. Contract with NorthStar Praxis Preparation expired Few students joined STEA(Student Teachers Education Association)
Future Plans Regarding this Outcome:	Education coordinators across the TBR community colleges will discuss (meeting or via email) the best means to prepare AST students for the revised Praxis I Core Exam

Institutional Effectiveness Outcome 2:	Students will demonstrate their knowledge of the factors involved in being a successful teacher with 90 % of the students scoring in 80% or higher on the post test.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Students will be given a pre and posttest in EDU 101 related to the INTASC Principles which state what a teacher should know and be able to do.
Baseline Data (Current Level of Performance):	Data to be collected fall 2013 and spring 2014
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	90% of students will score 80% or higher on the post test.
Steps to Achieve the Target for this Outcome:	1) All EDU 101 instructions will be given directions and training on how to administer and score the INTASC Principle pre and

(add additional steps as needed)	posttest and record data 2) The EDU 101 syllabus will be revised to indicate learning outcomes and instruction related to the INTASC principles
Results of the Institutional Effectiveness Effort:	The results in analyzing the fall 2013 and spring 2014 data was that 92% of the students scored higher than 80% on the post test. The target was met.
Future Plans Regarding this Outcome:	We would like to further improve in this area. In the coming year we will revise the syllabus to include an assignment where students explain the purpose and significance of the INTASC principles.

Institutional Effectiveness Outcome 3:	80 % of students enrolled in EDU 101 will complete the class with a C or higher
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Information from records of students in EDU 101.
Baseline Data (Current Level of Performance):	Fall 2012 A = 75 B = 18 C = 8 D = 1 F = 18 I = 0 W = 9 Success Rate = 78.3% Retention = 79.1%

	Spring 2013 A=46 B=17 C=6 D=1 F=26 I=1 W=9 Success Rate =65.1% Retention =66.0%
Three years of trend data (if available):	Fall 2011 A = 73 B = 36 C = 8 D = 3 F = 29 I = 1 W = 18 Success Rate = 69.6% Retention = 71.4% Spring 2012 A=43 B=29 C=11 D=5 F=31 I=0 W=10 Success Rate =64.3% Retention =68.2% Fall 2012 A = 75 B = 18 C = 8 D = 1 F = 18 I = 0 W = 9 Success Rate = 78.3% Retention = 79.1% Spring 2013 A=46 B=17

	C=6 D=1 F=26 I=1 W=9 Success Rate =65.1% Retention =66.0%
Target (Desired Level of Performance):	Increase students who complete EDU 101 with a C or higher to 80%.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1) Inquiry letter sent to students withdrawing to determine reason for withdrawing 2) Investigate the possibility of making the AST a professional program where students would apply for the program, have a minimum GPA, and have completed all learning common courses 3) Encourage new students at Orientation not to take EDU 101 their first semester. 4) Investigate the possibility of forming partnerships with local schools for the 10 hour observation requirement 5) Make chart to analyze why students are making an F
Results of the Institutional Effectiveness Effort:	The success rate of students in the Introduction to Education Course improved from 65.1% in fall 2013 to 73.8% in Spring 2014.There were less Fs and withdrawals in the Spring 2014 that the Fall of2013. The target has not been met.
Future Plans Regarding this Outcome:	Use Early Alert Plan to notify students early in the semester if they are in jeopardy of failing the class.

Institutional Effectiveness Form

Department Name: **Biological Sciences (AGR, BIOL, BIOT, NRM)**

For the Academic Year: **2013-2014**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The department provides coursework and supporting services and facilities which allow students to meet the degree and certificate requirements in programs of the college or to build a foundation of skills and knowledge for pursuit of advanced degrees, a lifetime of learning, and enhanced career performance.

Link between Institutional Mission and Departmental Mission:

AS/AAS/Certificates
General education/ University transfer
Continuing Education
Career Preparation and Enhancement

(For Academic Departments Only) List all Learning Outcomes:

Outcome (TBR General Education Outcomes)	Means of Assessment	Year Outcome Assessed
• Apply established scientific methods to the interpretation of experimental results	Lab report rubric or exam question	2014-2015
• Use scientific principles to solve problems of a scientific nature.	SEEK/CAT rubric type exam question	2013-2014
• Demonstrate knowledge of scientific principles, processes and terminology	Comprehensive exam performance broken down by course specific LOs	2013-2014
• Discuss the impact of scientific discovery on human thought and behavior.	Essay, research paper, etc.; CURRI SUSSI pre/post	2014-2015

Institutional Effectiveness Outcome 1:	Science Program Learning Outcome: Demonstrate knowledge of scientific principles, processes and terminology
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	No funds budgeted beyond existing departmental base budget
This Outcome will be Assessed Using:	BIOL 2010: comprehensive final exam
Baseline Data (Current Level of Performance):	 BIOL 2010 comp final summary 11-12 12-13
Three years of trend data (if available):	(see embedded file above)
Target (Desired Level of Performance):	BIOL 2010: 10% increase in exam scores for selected course outcomes related questions over 11-12 baselines.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	BIOL 2010 1. Faculty will choose specific course outcomes for SEEK focused activities 2. Faculty will work collaboratively to improve consistency of instructors' exams 3. MasteringA&P assignments will be modified to target specific deficient learning outcomes 4. Pilot diagnostic quizzes: BIOL 2010: scientific literacy; BIOL 2020: A&P 1 LOs BIOL 1010-1020 1. Construct and pilot comprehensive exams Spring 2014

Results of the Institutional Effectiveness Effort:	BIOL 2010 Comp Exam results by LO: AY 2011-12 - 2013-14 A&P I_COMP BIOIL 1010-1020 comp exam pilot data: BIOL 1010 - 1020 Comp Exam Data.xlsx
Future Plans Regarding this Outcome:	Extend outcome assessment strategy to BIOL 1010, BIOL 1110 and BIOL 2020

Institutional Effectiveness Outcome 4:	Science Program Learning Outcome: Use scientific principles to solve problems of a scientific nature.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	No funds allocated beyond existing departmental base budget

This Outcome will be Assessed Using:	SEEK rubric evaluation item;
Baseline Data (Current Level of Performance):	Baselines determined for each course based on 2011-2012 and 2012-2013 SEEK course rubric measures Seek Rubric Scores - Science Courses 4 yr
Three years of trend data (if available):	(see embedded file above)
Target (Desired Level of Performance):	10% increase in SEEK evaluation item over baselines.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	• Assess validity of SEEK rubric score as measure of problem solving LO • Collect faculty input regarding use of SEEK rubric score as measure of problem solving LO • Develop new assessment to measure evaluation of conclusions based on scientific information 1.) PD regarding design of assessments and grading rubric 2.) Collection of question pools 3.) Pilot of assessments in selected classes during Spring 2014
Results of the Institutional Effectiveness Effort:	Science courses SEEK rubric scores 4 years: Seek Rubric Scores - Science Courses 4 yr

Future Plans Regarding this Outcome:	Implement newly designed problem solving assessments in multiple Biology courses designed for consistency by section and term

Institutional Effectiveness Outcome 2:	Increase student engagement via Undergraduate Research Initiative
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	No funds allocated beyond existing departmental base budget
This Outcome will be Assessed Using:	• Course enrollment • SEEK rubric scores
Baseline Data (Current Level of Performance):	2011-2012 baselines • No students directly involved in academic or community associated affiliated research • Institutional SEEK rubric data for associated Science courses Seek Rubric Scores - Science Courses 4 yr
Three years of trend data (if available):	(see embedded file above)

Target (Desired Level of Performance):	• A 10% improvement in SEEK rubric scoring for courses involved in Undergraduate research • 300 students will participate directly in UR
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Expand UR to additional sections of BIOL 1030, BIOL 1050, BIOL 2230, CHEM 1030, CHEM 1110, CHEM 2010, GEOL 1030 and ISCI 1030; 2. Continued development of electronic data collection form connected to a central data base 3. Student Poster Presentations Fall 2013, spring 2014, CCURI, Tennessee Academy of Science 4. Develop Case Studies in courses involved with Undergraduate Research
Results of the Institutional Effectiveness Effort:	 UNDERGRADUATE RESEARCH (BIOL & IS BIOL 1030 SEEK rubric scores and SRG: A total of 240 students during Spring 2014 were involved in some aspect of undergraduate research via field studies, experimental design, problem based learning and case studies as part of the course and laboratory curriculum. For Spring 2014 semester the following courses had imbedded undergraduate research activities, using field research, experimental design, problem base learning strategies and case studies: BIOL 1030- Essentials of Biology (Sections 803 and B20) – Macroinvertebrate studies of Lower Station Camp Creek as a water quality indicator (40 students). BIOL 2230 Microbiology (001) Methane production with bacteria (2 students).
Future Plans Regarding this Outcome:	UR outcomes will be redefined and moved to M&S IE plan in 2014-2015

Institutional Effectiveness Outcome 3:	Increase BIOL 2010 success and retention rates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S6, S7
Funds Budgeted to Support this Outcome:	No funds budgeted beyond departmental base budget
This Outcome will be Assessed Using:	Grade Distribution data
Baseline Data (Current Level of Performance):	BIOL 2010 SRG 11-12 12-13.xlsx
Three years of trend data (if available):	BIOL 2010 SRG 11-12 12-13.xlsx
Target (Desired Level of Performance):	Success: 60% Retention: 70%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1) Develop start of term diagnostic quizzes; determine correlation of quiz result and student success 2) Develop additional learning materials to complement existing MasteringA&P assignments; survey students to determine Mastering effectiveness 3) Organize group review of instructors' lecture exams 4) Track consistency of grades vs comp exam scores
Results of the Institutional Effectiveness Effort:	A&P SRG.docx BIOL 2010-2020 SRG :

	BIOL 2010 student Mastering Homework survey F13: MAP survey data F13 (4).docx BIOL 2010 Instructor Exam review F13: BIOL 2010 Faculty Review of Exams Res BIOL 2010 grading exam vs grade correlation: BIOL 2010 Comp Exam vs QP 3 years.) BIOL 2010-2020 diagnostic quiz SP14: BIOL 2010 & 2020 Pre-test Item Analysi
Future Plans Regarding this Outcome:	Course SRG will be tracked as part of BIOL program LO assessments by course

Institutional Effectiveness Outcome 5:	Increase online offerings of science courses
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A1
Funds Budgeted to Support this Outcome:	No funds allocated beyond existing base budget

This Outcome will be Assessed Using:	Number of courses migrated to online delivery methods
Baseline Data (Current Level of Performance):	Single course moved during the previous year to be piloted in online administration during 2013-2014 (BIOL 2010)
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	All science courses will be migrated to online delivery method integrating eLearn master course by start of Fall 2014.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) reorganize Science Department web materials (www2 files and volstate web pages) 2.) Identify individual faculty charged with migrating specific course materials to eLearn platform
Results of the Institutional Effectiveness Effort:	All courses were migrated to eLearn master courses during the spring 2014 semester. The target was met.
Future Plans Regarding this Outcome:	We will assess the enrollment in these course sections during the 2014-15 year.

Institutional Effectiveness Form

Department Name: Business Division

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: This career program is designed to prepare students for career entry, career sustaining, and career advancement positions. The program is designed to provide a common core of studies in humanities, social science, natural science, information systems technology, mathematics, and general business. Each concentration provides a limited opportunity to specialize in one area of study.

Link between Institutional Mission and Departmental Mission: This program provides quality educational opportunities for students to prepare them for successful careers in business fields.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students will demonstrate computer technology skills to support academic and professional achievement and general knowledge of the larger impact of computers on society.	INFS 1010 pre and post test results.	2012-2013
Increase students' proficiency in accounting concepts	ACCT 1010 pre and post test results.	2013-2014

Institutional Effectiveness Outcome 1:	Students will demonstrate computer technology skills to support academic and professional achievement and general knowledge of the larger impact of computers on society..
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6
Funds Budgeted to Support this Outcome:	none
This Outcome will be Assessed Using:	INFS 1010 pre and post test results.
Baseline Data (Current Level of Performance):	For 2012-13, students achieved 18.6% improvement.
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Year 1 – 20.00% improvement Year 2 –22.50% improvement Year 3 –25.00% improvement
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Administer the pre-test in INFS 1010 classes. 2.) Encourage students to review the missed questions as the material is taught during the semester. 3.) Administer the post-test in INFS 1010 classes.
Results of the Institutional Effectiveness Effort:	For 2013-14, students achieved 28.13% improvement. The goal was met.
Future Plans Regarding this Outcome:	We will continue to monitor this learning outcome in the coming year to ensure that we continue to achieve the target.

Institutional Effectiveness Outcome 2:	Increase students' proficiency in accounting concepts
Strategic Planning Goal to Which this Outcome is Linked:(Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6
Funds Budgeted to Support this Outcome:	none
This Outcome will be Assessed Using:	ACCT 1010 pre and post test results
Baseline Data (Current Level of Performance):	establishing a baseline, 2013-14
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Year 1 – 30.00% improvement Year 2 – 32.50% improvement Year 3 – 35.00% improvement
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Administer the pre-test in ACCT 1010 classes. 2.) Encourage students to review the missed questions as the material is taught during the semester. 3.) Administer the pre-test in ACCT 1010 classes.
Results of the Institutional Effectiveness Effort:	For 2013-14, students achieved 32.71% improvement. The target for year one was met.
Future Plans Regarding this Outcome:	We will continue to administer the pre- and post-test and will train faculty teaching this course to emphasize the importance of the tests to students so that they will do their best work when taking the assessments.

Institutional Effectiveness Form

Department Name: Computer Information Systems

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Computer Information Systems (CIS) department provides instruction for CIS majors pursuing the GBA/CIS concentration, instruction in the designated computer literacy course (CIS 100) for all degree seeking students and provides advising to GBA and B&C program majors.

Link between Institutional Mission and Departmental Mission: This department provides innovative educational programs that prepare students for successful careers in computer and technology fields.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students taking INFS 1010 (CIS 100) will demonstrate the ability to effectively use microcomputer application software, such as operating systems, word processing, electronic spreadsheets, the Internet and graphics.	INFS 1010 pre and post test	2013-2014
Students will be competent in computer based applications	CCE computer competency exam	2013-2014

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Students will be competent in computer based applications
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Computer competency exam CCE
Baseline Data (Current Level of Performance):	Students continuously meet the targets for the exam for computer competency; however, the exam has not been modified in a number of years.
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	We will review the content of the exam to ensure that it remains up-to-date with the competencies the faculty feel the students should have as they relate to computer skills
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Review the current CCE and recommend changes as required. 2. Revise current sample test and web page to reflect the recommended changes. 3. Implement the CCE changes in the testing center
Results of the Institutional Effectiveness Effort:	Computer Competency Exam reviewed. No changes to the current test.
Future Plans Regarding this Outcome:	We will be changing book publishers in fall 2014 and will convert the existing test to their testing software.

Institutional Effectiveness Outcome 2:	Review the current CIS curriculum to determine the feasibility of creating one the will have more INFS courses and fewer GBA courses. (i.e. a stand-alone INFS degree)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Course review
Baseline Data (Current Level of Performance):	n/a
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Curriculum review completed and recommendations made
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Determine the feasibility and demand for s stand-alone INFS degree. 2. Determine the effect on our 2+2 agreement(s). 3. If feasible, determine the degree requirements to be presented for approval.
Results of the Institutional Effectiveness Effort:	Letter of Intent submitted to TBR, and approved. New curriculum developed, presented to and approved by local curriculum committee. Sent to TBR in fall 2013. Held over until June 2014

	meeting of TBR. New curriculum approved at the June 2014 TBR meeting.
Future Plans Regarding this Outcome:	Implementation to begin fall 2014.

Institutional Effectiveness Outcome 3:	Students taking INFS 1010 (CIS 100) will demonstrate the ability to effectively use microcomputer application software, such as operating systems, word processing, electronic spreadsheets, the Internet and graphics.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	INFS 1010 pre- and post-test
Baseline Data (Current Level of Performance):	2012-2013: 16.2 average point difference between INFS 1010 pre- and post-test scores
Three years of trend data (if available):	2011-2012: 14.1 average point difference between INFS 1010 pre- and post-test scores 2012-2013: 16.2 average point difference between INFS 1010 pre- and post-test scores 2013-2014: 21.1 average point difference between INFS 1010 pre- and post-test scores
Target (Desired Level of Performance):	Average point difference of 24 points between INFS 1010 pre- and post-test scores.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	A pre-test encompassing the core concepts will be given at the beginning of the term. Through lecture, hands-on experience, and testing, students will be taught basic principles in the broad subject areas of word processing, spreadsheets, presentation software, microcomputer concepts, and the appropriate use of the Internet. A post-test encompassing the core concepts will be given at the end of the term and pre-post-test comparison will be made to assess improvement
Results of the Institutional Effectiveness Effort:	In 2013-2014, students demonstrated a 21.1 average point difference between pre- and post-test scores on the INFS pre- and post-tests. The goal was met.
Future Plans Regarding this Outcome:	We would like to continue to improve in this area. We will examine ways to better utilize our new textbook in the coming year.

Institutional Effectiveness Form

Department Name: Criminal Justice

For the Academic Year End: 2013-2014

Degree/Certificate Program: Associate of Applied Science (AAS)

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Division/Department Purpose (Mission): The Criminal Justice Associate of Applied Science encourages students to think critically, communicate clearly both verbally and in writing, and to compete effectively in the global community. In addition, it encourages students to evaluate the various methodologies used to measure crime, to compare and contrast theoretical perspectives, and to describe the functions of police, courts, corrections, and probation and parole. Finally, it prepares a diverse student population for a career in the area of criminal justice.

Link between Institutional Mission and Departmental Mission: The criminal justice program works to promote diversity and to establish workforce partnerships. In addition, the program prepares students for meaningful civic service and to be successful in their role as a criminal justice practitioner.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1) Define and demonstrate an understanding of the organizational structure, common terms, concepts, and roles of police, courts, and corrections.	Pre and Post multiple choice Exam for CRMJ 1010-Introduction to Criminal Justice.	Assessment will be completed every two years, beginning in spring 2014.
2) Demonstrate the ability to write a competent criminal justice report.	Students will watch a video involving a traffic stop by police officers and write a report containing who, what when, where, why and how. The report will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome #3. Baseline will be established in spring 2014.
3) Analyze an ethical issue in criminal justice and apply critical thinking and problem solving to evaluate the issue.	Using the same video in outcome #2, students complete an essay question. The essay questions will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome #2. Baseline will be established in spring 2014.
4) Understand and identify how crime statistics are used to analyze crime.	Using crime charts and graphs students will be asked a serious of short answer questions.	Assessment will be completed every two years. Baseline will be established in spring 2014.
5) Recall and explain four key United States Supreme Court decisions that have impacted the evolution of the United States criminal justice system.	Essay Question. Essay question will be assessed using a standardized rubric.	Assessment will be completed every two years. Baseline will be established in spring 2014.
6) Demonstrate the ability to effectively communicate orally and through written correspondence.	Pre and Post Evaluation CRMJ 1150, using a standardized rubric. Students will respond in writing to a request for information about their background. Students will respond to questions asked in a mock interview.	Assessment will be completed every year. Baseline will be established in spring 2014.

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase number of Associate of Applied Science (AAS) degrees awarded by 20%. There were 5 AAS degrees awarded from Summer 2012-Spring 2013. The goal will be to increase this to 6 AAS degree in the Summer 2013-Spring 2014.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.2. Increase in number of associate of applied science degrees.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from Records Office indicating Associate of Applied Science (AAS) degrees awarded.
Baseline Data (Current Level of Performance):	Current level of performance Summer 2012-Spring 2013 is 5 Criminal Justice Associate of Applied Science degrees awarded.
Three years of trend data (if available):	Summer 2009-Spring 2010: 0 (AAS not offered) Summer 2010-Spring 2011: 1 Summer 2011-Spring 2012: 7
Target (Desired Level of Performance):	6 Criminal Justice Associate of Applied Science degrees awarded.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Gather data from Records Division to obtain information concerning students who are eligible to graduate with AAS follow up with them by email and/or phone. 2.) Work with James Brown, instructor of Fast Track programs, to increase enrollment in fast track AAS.
Results of the Institutional Effectiveness Effort:	Goal was not met, however we increased from 5 AAS graduates to 9 graduates, an increase of 4 from the proceeding terms.
Future Plans Regarding this Outcome:	We will continue to work toward this goal in the coming year with the goal of working with currently enrolled students to ensure that more of them graduate through encouragement from faculty and communication of graduation requirements.

Institutional Effectiveness Outcome 2:	Increase student retention rates to 95% and student success rates to 95% for **CRMJ 1010-Introduction to Criminal Justice.**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Spring 2013 (Success Rate = 92% / Retention = 92%)
Three years of trend data (if available):	Spring 2012 (Success Rate = 81.1% / Retention = 83.3%) Fall 2012 (Success Rate = 82.3% / Retention = 91.9%) Spring 2013 (Success Rate = 92% / Retention = 92%)
Target (Desired Level of Performance):	Success Rate =95% Retention = 95%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 1010 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Goals not met; success rate averaged 72.9 and 79.6 for Fall 2013/Spring 2014.
Future Plans Regarding this Outcome:	The faculty have determined that this goal is probably not feasible. We will meet as a faculty and revisit our priorities and revise the goals for the 2014-15 IE.

Institutional Effectiveness Outcome 3:	Over the course of three terms, maintain average student retention rates of 80% and student success rates of 80% for **CRMJ 2040-Investigative Report Writing** (formerly CRMJ 212-Report Writing and Interviewing)**.**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Average success and retention rates for Fall 2012, Spring 2012 and Fall 2011 **(Success Rate = 65.8% / Retention = 74.7%)**
Three years of trend data (if available):	Fall 2011 (Success Rate = 66.7% / Retention = 85.7%) Fall 2012 (Success Rate = 100% / Retention = 100%) Spring 2012 (Success Rate = 30.8% / Retention = 38.5%)
Target (Desired Level of Performance):	Success Rate =80% average of three terms. Retention =80% average of three terms.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 2040 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Fall 2013 Success/retention rates 81.8% and Spring 2014 85.7%. The target was met.
Future Plans Regarding this Outcome:	The goal was met this year. We will continue to monitor this goal to ensure that it continues to be met in the coming years, but we will not create addition plans for improvement at this time.

Institutional Effectiveness Form

Department Name: Criminal Justice

For the Academic Year End: 2013-2014

Degree/Certificate Program: Associate of Science/Associate of Arts (AS/AA)

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Division/Department Purpose (Mission): The Criminal Justice Associate of Science/Associate of Arts encourages students to think critically, communicate clearly both verbally and in writing, and to compete effectively in the global community. In addition, it encourages students to evaluate the various methodologies used to measure crime, to compare and contrast theoretical perspectives, and to describe the functions of police, courts, corrections, and probation and parole. Finally, it prepares a diverse student population for a career in the area of criminal

Link between Institutional Mission and Departmental Mission: The criminal justice program works to promote diversity and to establish workforce partnerships. In addition, the program prepares students for meaningful civic service and to be successful in their role as a criminal justice practitioner.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1) Define and demonstrate an understanding of the organizational structure, common terms, concepts, and roles of police, courts, and corrections.	Pre and Post multiple choice Exam for CRMJ 1010-Introduction to Criminal Justice.	Assessment will be completed every two years, beginning in the spring 2014.
2) Demonstrate the ability to write a competent criminal justice report.	Students will watch a video involving a traffic stop by police officers and write a report containing who, what when, where, why and how. The report will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome 3. Baseline will be established in spring 2014.
3) Analyze an ethical issue in criminal justice and apply critical thinking and problem solving to evaluate the issue.	Using the same video in outcome #3, students complete an essay question. The essay questions will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome #2. Baseline will be established in spring 2014.
4) Understand and identify how crime statistics are used to analyze crime.	Using crime charts and graphs students will be asked a serious of short answer questions.	Assessment will be completed every two years. Baseline will be established in spring 2014.
5) Recall and explain four key United States Supreme Court decisions that have impacted the evolution of the United States criminal justice system.	Essay Question. Essay question will be assessed using a standardized rubric.	Assessment will be completed every two years. Baseline will be established in spring 2014.

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase number Associate of Science (AS)/Associate of Arts (AA) awarded by 10%. There were 23 AS/AA awarded in the Summer 2012-Spring 2013 academic year. The goal will be to increase this to 25 AS/AA in the Summer 2013-Spring 2014.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.2. Increase in number of associate of science degrees.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered Records Office indicating Associate of Science (AS)/Associate of Arts (AA) awarded.
Baseline Data (Current Level of Performance):	Current level of performance Summer 2012-Spring 2013 is 23 Criminal Justice Associate of Science (AS)/Associate of Arts (AA) awarded.
Three years of trend data (if available):	2009-2010: 1 2010-2011: 3 2011-2012: 28
Target (Desired Level of Performance):	25 Criminal Justice Associate of Science (AS)/Associate of Arts (AA) awarded.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop Criminal Justice Associate of Science (AS)/Associate of Arts (AA) information sheet indicating the benefits and requirements needed for graduating with an AS/AA prior to transfer to a four-year university, distribute to students. 2.) Gather data from Records Division to obtain information concerning students who are eligible to graduate with AS/AA follow up with them by email and/or phone.
Results of the Institutional Effectiveness Effort:	Our goal was met and we increased graduates for the AS/AA from over 10% (23 graduates) from the previous terms; to 28 graduates.
Future Plans Regarding this Outcome:	Will maintain and look to increase goals for 2014-15 IE.

Institutional Effectiveness Outcome 2:	Increase student retention rates to 95% and student success rates to 95% for **CRMJ 1010-Introduction to Criminal Justice**.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Spring 2013 (Success Rate = 92% / Retention = 92%)
Three years of trend data (if available):	Spring 2012 (Success Rate = 81.1% / Retention = 83.3%) Fall 2012 (Success Rate = 82.3% / Retention = 91.9%) Spring 2013 (Success Rate = 92% / Retention = 92%)
Target (Desired Level of Performance):	Success Rate =95% Retention = 95%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 1010 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Goals not met; success rate averaged 72.9 and 79.6 for Fall 2013/Spring 2014.
Future Plans Regarding this Outcome:	The goal was met this year. We will continue to monitor this goal to ensure that it continues to be met in the coming years, but we will not create addition plans for improvement at this time.

Institutional Effectiveness Outcome 3:	Increase student retention rates to 95% and student success rates by 95 % for students enrolled in **CRMJ 1020-Introduction to Legal Process**.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Spring 2013 (Success Rate = 91.8% / Retention = 91.8%)
Three years of trend data (if available):	Spring 2012 (Success Rate = 87.5% / Retention = 89.1%) Fall 2012 (Success Rate = 86% / Retention = 94%) Spring 2013 (Success Rate = 91.8% / Retention = 91.8%)
Target (Desired Level of Performance):	Success Rate = 95% Retention = 95%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 1020 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Goals not met; success rate averaged 85.3 and 88.2 for Fall 2013/Spring 2014.
Future Plans Regarding this Outcome:	The faculty have determined that this goal is probably not feasible. We will meet as a faculty and revisit our priorities and revise the goals for the 2014-15 IE.

Institutional Effectiveness Form

Department Name: Criminal Justice

For the Academic Year End: 2013-2014

Degree/Certificate Program: Criminal Justice Technical Certificate

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)
Departmental Mission: Division/Department Purpose (Mission): The Criminal Justice Technical Certificate encourages students to think critically, communicate clearly both verbally and in writing, and to compete effectively in the global community. In addition, it encourages students to evaluate the various methodologies used to measure crime, to compare and contrast theoretical perspectives, and to describe the functions of police, courts, corrections, and probation and parole. Finally, it prepares a diverse student population for a career in the area of criminal justice.

Link between Institutional Mission and Departmental Mission: The criminal justice program works to promote diversity and to establish workforce partnerships. In addition, the program prepares students for meaningful civic service and to be successful in their role as a criminal justice practitioner.

Criminal Justice Technical Certificate Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1) Define and demonstrate an understanding of the organizational structure, common terms, concepts, and roles of police, courts, and corrections.	Pre and Post multiple choice Exam for CRMJ 1010-Introduction to Criminal Justice.	Assessment will be completed every two years, beginning in the fall 2014.
2) Demonstrate the ability to write a competent criminal justice report.	Students will watch a video involving a traffic stop by police officers and write a report containing who, what when, where, why and how. The report will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome 3. Baseline will be established in fall 2014.
3) Analyze an ethical issue in criminal justice and apply critical thinking and problem solving to evaluate the issue.	Using the same video in outcome #3, students complete an essay question. The essay questions will be assessed using a standardized rubric.	Assessment will be completed every two years in conjunction with outcome #2. Baseline will be established in fall 2014.
4) Understand and identify how crime statistics are used to analyze crime.	Using crime charts and graphs students will be asked a serious of short answer questions.	Assessment will be completed every two years. Baseline will be established in fall 2014.
5) Recall and explain four key United States Supreme Court decisions that have impacted the evolution of the United States criminal justice system.	Essay Question. Essay question will be assessed using a standardized rubric.	Assessment will be completed every two years. Baseline will be established in fall 2014.

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase number of Certificates awarded by 10%. There were 59 certificates awarded in the Summer 2012-Spring 2013 academic year. The goal will be to increase this to 65 certificates awarded in the summer 2013- spring 2014 academic year.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.2. Increase in number of certificates.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office Records Technical Certificates awarded.
Baseline Data (Current Level of Performance):	Current level of performance 2012-2013 is 59 Criminal Justice Technical Certificates awarded.
Three years of trend data (if available):	Summer 2009-Spring 2010: 1 Summer 2010-Spring 2011: 3 Summer 2011-Spring 2012: 68
Target (Desired Level of Performance):	65 Criminal Justice Technical Certificates awarded.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop Criminal Justice Technical Certificate information sheet to distribute to current students to encourage them to complete certificate requirements. 2.) Promote Fast Track Criminal Justice Technical Certificate through dual enrollment and dual credit criminal justice programs.
Results of the Institutional Effectiveness Effort:	Summer 13: 1 Fall 13: 24 Spring 14: 23 **48**
Future Plans Regarding this Outcome:	Goal not met, however data was preliminary and not complete for summer 2014 grads. Will maintain goal.

Institutional Effectiveness Outcome 2:	Increase student retention rates to 95% and student success rates to 95% for CRMJ 1010-Introduction to Criminal Justice.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Spring 2013 (Success Rate = 92% / Retention = 92%)
Three years of trend data (if available):	Spring 2012 (Success Rate = 81.1% / Retention = 83.3%) Fall 2012 (Success Rate = 82.3% / Retention = 91.9%) Spring 2013 (Success Rate = 92% / Retention = 92%)
Target (Desired Level of Performance):	Success Rate =95% Retention = 95%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 1010 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Goals not met; success rate averaged 72.9 and 79.6 for Fall 2013/Spring 2014.
Future Plans Regarding this Outcome:	The faculty have determined that this goal is probably not feasible. We will meet as a faculty and revisit our priorities and revise the goals for the 2014-15 IE.

Institutional Effectiveness Outcome 3:	Increase student retention rates to 95% and student success rates by 95 % for students enrolled in **CRMJ 1020-Introduction to Legal Process**.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Key Indicators: S.1. Retention
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data gathered from the Office of Institutional Effectiveness, Research, Planning and Assessment showing grade distribution, success and retention rates for each term.
Baseline Data (Current Level of Performance):	Spring 2013 (Success Rate = 91.8% / Retention = 91.8%)
Three years of trend data (if available):	Spring 2012 (Success Rate = 87.5% / Retention = 89.1%) Fall 2012 (Success Rate = 86% / Retention = 94%) Spring 2013 (Success Rate = 91.8% / Retention = 91.8%)
Target (Desired Level of Performance):	Success Rate = 95% Retention = 95%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Early on, identify high risk students and use Alert. 2.) Encourage instructors to meet with students regularly to provide status of assignments and grades. 3.) Require instructors of CRMJ 1020 to email names of frequently absent students to Director of Criminal Justice for follow-up.
Results of the Institutional Effectiveness Effort:	Goals not met; success rate averaged 85.3 and 88.2 for Fall 2013/Spring 2014.
Future Plans Regarding this Outcome:	The faculty have determined that this goal is probably not feasible. We will meet as a faculty and revisit our priorities and revise the goals for the 2014-15 IE.

Institutional Effectiveness Form

Department Name: Commercial Music Studio/Recording Industry Management/Entertainment Media Production Programs

For the Academic Year: 2013-2014

Institutional Mission:

Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

The mission of the commercial music program, of the Recording Industry Management program, and the Entertainment Media Production programs are to provide industry standard training and experience to students in the areas of sound recording and engineering. The Entertainment Media Production program also provides industry standard training and experience to students in the areas of video production, music business, and multimedia and web design.

Link between Institutional Mission and Departmental Mission:

The department mission demonstrates work done to help prepare students for successful careers by offering innovative educational programs. Additionally, the department has many community partners through dual-enrollment, the advisory council, and through CMT, which helps students learn about the needs in the surrounding business community.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
To learn the basics of audio technology	Final exams	2014-15
To demonstrate knowledge of basic technology and techniques relating to commercial audio production	Student recording projects	2015-16
To gain hands-on experience in the audio industry	Final exams & agency vetting from internships	2016-17

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Create a Policies & Procedures Manual for the Commercial Music Studio.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Quality Goals: Volunteer State Community College will assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public services.
Funds Budgeted to Support this Outcome:	Existing Base budget
This Outcome will be Assessed Using:	Observation of workability of studio procedures
Baseline Data (Current Level of Performance):	Ongoing from previous IE plan. Review of old written policies, review of pertinent VSCC/TBR policies, input gathered from key stakeholders and relevant college officials complete.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Students will understand and adhere to qualities and expectations contained in manual
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create and edit draft of new manual 2.) Seek approval of new manual 3.) Supply manual to all students in program 4.) Observe workability of studio procedures and edit as needed
Results of the Institutional Effectiveness Effort:	1.) Manual is complete 2.) Manual approved by Dean of Humanities and Vice President for Academic Affairs 3.) Students received new manual and began working within the confines of the policies and procedures contained within 4.) Changes to VSCC policies and procedures have required ongoing revisions.
Future Plans Regarding this Outcome:	The Recording Studio Coordinator will continue to monitor for necessary edits.

Institutional Effectiveness Outcome 2:	Increase enrollment of dual enrollment students in the Entertainment Media Production program.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	TBR Access Goal 2: In order to increase access at all levels, the TBR System and its institutions will develop a methodology to utilize access and diversity resources to implement best practices for increasing participation levels of traditionally underserved populations
Funds Budgeted to Support this Outcome:	Online course development funds provided through Distributed Education
This Outcome will be Assessed Using:	Enrollment data
Baseline Data (Current Level of Performance):	None – new program
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Participation of 60 dual-enrollment students in EMP program at the conclusion of the 2014 academic year.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Review course offerings in EMP program 2.) Meet with high schools in VSCC service area to assess needs 3.) Meet with faculty to determine online course development needs to serve dual-enrollment population 4.) Work with Distributed Education to develop necessary online courses 5.) Develop online course offerings 6.) Review courses developed 7.) Schedule and offer online dual-enrollment classes as needed by high schools in service area.
Results of the Institutional Effectiveness Effort:	1.) Completed 2.) Completed – explored dual-enrollment relationships with McGavock H.S. and high schools in Metro Nashville Public Schools; received request from MNPS to offer courses. 3.) Completed 4.) Completed 5.) COMM 270, Audio for Media, and COMM 120, Introduction to Broadcasting, created.

	6.) Completed 7.) Ongoing; high schools encountered a challenge with undocumented and special needs students
Future Plans Regarding this Outcome:	VSCC will work with McGavock H.S. and MNPS to determine solutions for best serving undocumented and special needs students. Director of Entertainment Media Production Programs will explore dual-enrollment, dual service, and online course offerings to build connection between VSCC and high schools in service area.

Institutional Effectiveness Outcome 3:	Create and maintain a Record Label for Volunteer State Community College
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Student Success Goal: Volunteer State Community College will increase student academic achievement and persistence to degree and certificate attainment through innovative student success initiatives
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Observation of creation of and workability of record label
Baseline Data (Current Level of Performance):	Will build upon portions completed in last period and continue working toward completion of remaining goals
Three years of trend data (if available):	None – new program
Target (Desired Level of Performance):	Students will begin utilizing the record label to produce their work

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Determine name and establish Record Label hierarchy 2.) Utilize Commercial Music Advisory Board to determine best course of action in creation and maintenance of the Record Label. 3.) Coordinate with appropriate college offices to determine if contracts or contractual obligations are necessary. 4.) Coordinate with Director of Purchasing and Contracts to insure new Record Label will not conflict with any laws and regulations of the State of Tennessee 5.) Implement label
Results of the Institutional Effectiveness Effort:	1.) Name established; hierarchy establishment ongoing 2.) Advisory board has not yet met – will meet once TBR legal has completed review 3.) Paperwork is still pending TBR legal review. 4.) Meeting took place in 2012-2013 cycle, but we are waiting for TBR legal to complete review before checking for conflicts 5.) Not yet complete because of delay in review process Label Contract (2).doc This document shows the current draft of record label contract.
Future Plans Regarding this Outcome:	Director of Entertainment Media Production Programs will work with Vice President for Academic Affairs and other appropriate college personnel to address TBR legal questions and concerns. Once TBR legal review is complete, Advisory Board will convene to determine course of action concerning implementation of label.

Institutional Effectiveness Outcome 4:	Review and edit program-level learning outcomes for the Entertainment Media Production programs.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Quality Goal: Volunteer State Community College will assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public services.

Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Implementation of program-level learning outcomes
Baseline Data (Current Level of Performance):	AAS EMP Program Goals.docx
Three years of trend data (if available):	None – new program
Target (Desired Level of Performance):	Students will be assessed on each program-level learning outcome
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Review Entertainment Media Production A.A.S. programs to determine common courses across programs. 2.) Collect program syllabi 3.) Meet with program faculty to review required courses, common courses, syllabi, and draft of program-level learning outcomes 4.) Revise program-level learning outcomes 5.) Meet with Advisory Board to review revised program-level learning outcomes and revise as needed 6.) Meet with program faculty and administrators to determine how best to assess revised learning outcomes 7.) Develop plan for assessment of learning outcomes
Results of the Institutional Effectiveness Effort:	1.) Completed 2.) Completed 3.) Completed; current draft of outcomes: - To demonstrate knowledge of the creative and business aspects of various careers in the entertainment industry - To demonstrate communication, team, and leadership skills - To demonstrate knowledge of and ability to develop a commercially viable product - To demonstrate knowledge and competency of relevant computer skills - To understand project management - To demonstrate a fundamental understanding of the visual and verbal language of Art. 4.) Completed 5.) Meeting with Advisory Board on hold until TBR has completed review of record label legal documents 6.) Ongoing

	7.) Ongoing
Future Plans Regarding this Outcome:	Director of Entertainment Media Production Programs will work with division dean and department chair and other appropriate college personnel to determine how best to assess learning outcomes. Once TBR legal review is complete for Institutional Effectiveness outcome 3 above, Advisory Board will convene to discuss draft of program-level learning outcomes.

Institutional Effectiveness Form

Department Name: Communication

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The mission of the department is to provide excellent instruction in the areas of interpersonal, group, public and mass-mediated communication. The department provides instruction and co-curricular activities in support of general education as well as for the Speech Communication and Mass Communication TN Transfer Pathways. The department also offers coursework in support of the AA/AS Recording Industry Management program and the AAS Entertainment Media Production program.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
1. Analyze and evaluate oral and/or written expression…	Rubric	All
2. Distill a primary purpose into a single compelling statement…	Rubric	All
3. Develop appropriate rhetorical patterns…	Rubric	All
4. Understand that the writing/speaking process includes procedures such as planning…	Rubric	All
5. Make written/oral presentations…	Rubric	All
6. Manage and coordinate basic information gathered from multiple sources…	Rubric	All
7. Recognize the use of evidence…	Rubric	All
8. Recognize, describe, and explain social institutions…	Exam	All
9. Think critically about how individuals are influenced…	Exam, Assignment	All
10. Explore the relationship between the individual and society...	Exam, Assignments	All
11. Take ethical stands based on appropriate research in the social and behavioral sciences.	Exam, Assignments	All

Institutional Effectiveness Outcome 1:	Increase student success in oral communication SLO #6. (Students are able to manage and coordinate basic info gathered from multiple sources.)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	None.
This Outcome will be Assessed Using:	Standard Speech Rubric
Baseline Data (Current Level of Performance):	Satisfactory: 79.8% Unsatisfactory: 201.2%
Three years of trend data (if available):	Data reporting format changed for 2011-2012, so the data are not compatible in prior years, however evidence shows that This SLO consistently ranks as the least satisfactory for the past several years.
Target (Desired Level of Performance):	Satisfactory: 90% Unsatisfactory: 10%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Pilot online SPCH 103 section 2.) Gather data for 2013-2014 3.) Compare to previous results 4.) Modify course as necessary.
Results of the Institutional Effectiveness Effort:	The Spch 103 course was piloted and has had great success. Multiple sections run each semester.
Future Plans Regarding	The department will continue to offer online Spch 103 courses

this Outcome:	and revise the course as needed.

Institutional Effectiveness Outcome 2:	Students will be successful in achieving the student learning outcomes set forth by the communications department.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	None.
This Outcome will be Assessed Using:	Development of consistent assessment instrument(s) to measure SLOs 8-11
Baseline Data (Current Level of Performance):	establishing a baseline
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	80% satisfactory
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Faculty meeting to develop measures. 2.) Implement measures 3.) Analyze results

Results of the Institutional Effectiveness Effort:	Measures are being developed still under a redesign project. Faculty has met and will continue to meet to design a common assessment.
Future Plans Regarding this Outcome:	The department will go through a Spch 1010 redesign that will pilot and test the use of an oral final exam.

Department Name**: Dental Assistant**

For the Academic Year: **2013-2014**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

The mission of the Dental Assistant program at Volunteer State Community College is to produce entry-level graduates that are competent assistants, registry eligible and demonstrate professional concern for their patients.

Link between Institutional Mission and Departmental Mission:

"Preparing students for successful careers,"- **to produce entry-level graduates that are competent assistants, registry eligible"**

"Strengthening community and workforce partnerships"- **demonstrate professional concern for their patients.**

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
1. Students will apply and demonstrate problem solving and decision making skills w/in the parameters of dental assisting.	**1. Supervised Clinical Report** **2. Employer Survey**	**2013-2014**
2. Students will demonstrate and understand the basic techniques and concepts of infection control protocol.	**1. A written final exam,** **2. Laboratory final** **3. Supervised Clinical Progress Report**	**2013-2014**
3. Students will demonstrate knowledge and understanding of dental terminology	**Terminology final exams**	**2013-2014**

Institutional Effectiveness Outcome 1:	**Students will apply and demonstrate problem solving and decision making skills w/in the parameters of dental assisting.**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S1.1
Funds Budgeted to Support this Outcome:	**Existing** **Base budget**
This Outcome will be Assessed Using:	**Employer Surveys satisfaction rating on item "problem solving skills"; Supervised Clinical Progress Report**
Baseline Data (Current Level of Performance):	**3.75 score out of 5 on the Employer Survey Report for 2006-07 graduates**
Three years of trend data (if available):	Employer survey 2006-2007: 3.75 2007-2008: 3.60 2008-2009: 4.50 2009-2010: 4.78
Target (Desired Level of Performance):	**A score of 2 or higher on the Supervised Clinical Progress Report and at least a 3.8 or higher on the Employer Survey Report**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	**1.) Revise the Supervised Clinical Progress Report to include a section on critical thinking and decision making activities in the curriculum** **2.) Revise DES 110 to include critical thinking and decision making activities in curriculum** **3.) Revise DES 220 to include critical thinking and decision making activities in curriculum**
Results of the Institutional Effectiveness Effort:	**Goal met. Supervised clinical progress report scores averaged higher than 2.0. Employer satisfaction survey scores averaged 4.5.**
Future Plans Regarding this Outcome:	**We will continue to monitor this outcome to ensure that we maintain results at or above the targeted levels.**

Institutional Effectiveness Outcome 2:	**Students will demonstrate knowledge and understanding of dental terminology**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	**Existing** **Base budget**
This Outcome will be Assessed Using:	**A comprehensive terminology final in DES 110, DES 120, DES 221, DES 231, and DES 232.**
Baseline Data (Current Level of Performance):	**Establishing a baseline in fall 2013**
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	**80% or higher on the comprehensive terminology final**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) **Include a separate terminology exam for DES 110 DES 120, DES 221, DES 231 and DES 232.** 2.) **Revise the Supervised Clinical Progress Report to include assessment of terminology comprehension**
Results of the Institutional Effectiveness Effort:	**Goal not met- terminology exams for DES 120, 231 and 232 were not given.**
Future Plans Regarding this Outcome:	**The faculty will create a separate terminology exam for the courses of DES 120, 231, and 232 to assess the students' knowledge for each course.**

Institutional Effectiveness Outcome 3:	**Students will demonstrate and understand the basic techniques and concept of infection control protocol.**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	**Existing base budget**
This Outcome will be Assessed Using:	**1. A final written exam** **2. 2. Laboratory practicum exam** **3. Supervised Clinical Progress Report**
Baseline Data (Current Level of Performance):	**Baseline- 75% on comprehension exam of 2011-2012 students.** **Baseline for student check-offs – 2 or higher on comprehension** **Baseline for the Clinical Progress Report- 2 or higher on competency**
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	**Score of 80% or higher of the laboratory practicum; a score of 2 or higher on the Supervised Clinical Progress Report, and a score of 75% or higher on the comprehensive exam.**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	**1.) Add an infection control practicum to the laboratory final in the fall before students rotate to their first clinical site** **2.) Utilize student assessment check offs for additional instruction**
Results of the Institutional Effectiveness Effort:	**The student scores were at or above the required passing score of 75% with the highest grade at 100 and the lowest grade at the 75% for 20 students.** **Goal met**
Future Plans Regarding this Outcome:	**We will continue to monitor this outcome to ensure that we maintain results at or above the targeted levels.**

Institutional Effectiveness Form

Department Name: Health Sciences/ Diagnostic Medical Sonography Certificate

For the Academic Year: 2013-2014 Analysis of Results

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

Volunteer State CC Health Sciences division offers a technical certificate program in Diagnostic Medical Sonography to prepare students for a career in ultrasound. The certificate program enables graduates to successfully function as an entry level sonographer upon completion.

Link between Institutional Mission and Departmental Mission:

The DMS certificate program prepares students for a career in a specific health care occupation upon completion.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**	**Results**
Ability to communicate effectively within a healthcare setting	DMS Employer Survey	2013-2014	100% (5.0/5.0)
Overall quality of the graduate will be satisfactory to employers.	DMS Employer Survey	2013-2014	93% (4.63/5.0)
Students are prepared to perform up to date sonography procedures	DMS Graduate Survey	2013-2014	90% (4.5/5.0)

Institutional Effectiveness Outcome 1:	A minimum of 93% of program (certificate) graduates will be placed in their respective fields.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiative 3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Job Placement Survey
Baseline Data (Current Level of Performance):	2012 Baseline = 100%
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	A minimum of 93% of program (certificate) graduates will be placed in their respective fields.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) The DMS staff will work more closely with Office of Career Placement to assist graduates in job searches and placement. 2.) Administer Job Placement Surveys to monitor progress. 3.) Compile the above results and analyze them.
Results of the Institutional Effectiveness Effort:	2013= 91%; the goal was not met
Future Plans Regarding this Outcome:	The DMS staff will work more closely with Office of Career Placement to assist graduates in job searches and placement.

Institutional Effectiveness Outcome 2:	Certificate program graduates will display problem solving skills with the ability to use sound judgment while functioning in a healthcare setting.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 3
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	DMS Employer Satisfaction Survey problem solving item
Baseline Data (Current Level of Performance):	2012 Baseline = 4.67/5.0
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	A benchmark of greater than 4.59 for this item on the Employer Satisfaction Survey will be achieved.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify the current employers of program graduates by evaluating the Job Placement Surveys 2.) Administer additional surveys and follow up 3.) Compile and analyze the results

Results of the Institutional Effectiveness Effort:	A score of 4.88 was achieved for this item on the Employer Satisfaction Survey. The goal was met.
Future Plans Regarding this Outcome:	DMS Program staff will continue to work closely with the graduates (and existing students) to address deficiency problem solving skills. This will also be measured through program outcomes.

Institutional Effectiveness Outcome 3:	Graduates will have the sonographic knowledge necessary to function in a healthcare setting.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 3
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Employer Satisfaction Survey
Baseline Data (Current Level of Performance):	2012 Baseline 5.0
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	A benchmark of 4.59 for this item on the Employer Satisfaction Survey will be maintained.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Partner with the employers to ensure current data in taught. 2.) Administer Employer Satisfaction Surveys and conduct follow up as needed. 3.) Compile and analyze results.
Results of the Institutional Effectiveness Effort:	2013-2014 Employer Survey Results: 4.86; the goal was met.
Future Plans Regarding this Outcome:	Will work with employers and graduates to address any deficiencies in knowledge base. Also, include that as a measurement of program outcomes.

Institutional Effectiveness 2013-2014
Early Childhood Education

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Early Childhood Program encourages students to think critically and creatively, communicate clearly, to develop leadership and ethical standards, and compete effectively in the global community. It also prepares a diverse student population for a career in early childhood education in childcare centers.

Link between Institutional Mission and Departmental Mission: The department mission is related to the college mission as our goal is to provide a quality program and prepare our students to be successful in their work environment.

List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
A 1.2 Increase graduation of students with Technical Certificate by 10%. There were 18 2013 Technical Certificate graduates. The goal will be to increase this to 20 graduates.	Gather data from records office indicating Technical Certificate Graduates	Spring 2014
Students will demonstrate acceptable performance on NAEYC Standard 4: knowing and understanding effective strategies and tools for early childhood, including appropriate uses of technology.	NAEYC Key Assessment #4: Science Study Rubric and Data Collection Rubric Language:" The student demonstrates the ability to create a science study with multiple effective strategies using technology."	Spring 2015
Students will demonstrate mastery of NAEYC Standard 2:knowledge and use of parental involvement through NAEYC Key Assessment Cooking Assignment	NAEYC Key Assessment 1: Cooking Activity Rubric and Data Collection Language from the rubric: "1) The report thoroughly describes 3 or more strategies families could use to encourage healthy eating habits.(Standard 2c) 2) The report describes in-depth the background of the classroom children(.Standard 2b) 3) The report focuses on one culture of a child in the class to expand the information regarding the diet and major meals of that culture. A parent was interviewed.(Standard 2a) 4) The Activity Plan includes a creative strategy for involving parents as a follow-up activity (Standard 2b)	Spring 2015

Institutional Effectiveness Outcome 1:	Increase graduation of students with Technical Certificate by 10%.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.1.2.
Funds Budgeted to Support this Outcome:	Existing Base budget
This Outcome will be Assessed Using:	Gather data from records office indicating Technical Certificate Graduates
Baseline Data (Current Level of Performance):	Current level of performance 2012-2013 is 18 Early Childhood Technical Certificate graduates
Three years of trend data (if available):	2011-2012= 11 2012-2013 =18
Target (Desired Level of Performance):	20 Early Childhood Technical Certificate Graduates
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Initiate Early Childhood day cohort program beginning fall 2013 2.) Publicize program through the Volstate Public Relation 3.) Conduct orientation for new cohort Early Childhood Program in August 4) Provide advising worksheets for students enrolled in early childhood courses
Results of the Institutional Effectiveness Effort:	2013-2014= 7 The graduation number decreased. However, many of the early childhood students are going on to get the AAS degree and not

	applying for the Technical Certificate
Future Plans Regarding this Outcome:	Notify students who are eligible for the Technical Certificate

Institutional Effectiveness Outcome 2:	Students will demonstrate acceptable performance on NAEYC Standard 4: knowing and understanding effective strategies and tools for early childhood, including appropriate uses of technology.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Indicator 3 Student Learning Outcome
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	NAEYC Key Assessment 4: Science Study Rubric. Data will be collected in spring 2014
Baseline Data (Current Level of Performance):	Baseline will be established spring 2014
Three years of trend data (if available):	New measurement tool. Therefore, no data available.
Target (Desired Level of Performance):	100% of students show evidence of meeting or exceeding expectations on Science Study Rubric in criterion areas related to knowledge and use of parental involvement strategies.
Steps to Achieve the Target for this Outcome:	1.) Students will be enrolled in ECED 2385 Early Childhood Math and Science

(add additional steps as needed)	2.) Students will be given instruction (lectures, videos, samples) of creating a science study. 3.) Students will be given instruction (lectures, demonstrations) on using technology with young children. 4) Students will complete the NAEYC Key Assessment #4: Science Study which indicates that students will create a science study with multiple strategies including those using technology 5) Instructors will evaluate their success using Key Assessment #4 Science Study Rubric and revise teaching instruction for future classes if students score in the "Does Not Meet Expectations" category of the grading rubric.
Results of the Institutional Effectiveness Effort:	78.5% of the students met or exceeded expectations on the graded rubric for the assignment which evaluated NAEYC Standard element 2b: Supporting and engaging families and communities through respectful, reciprocal relationships.
Future Plans Regarding this Outcome:	Parent engagement class lectures, discussions and videos will be increased in ECED 2385

Institutional Effectiveness Outcome 3:	Students will demonstrate mastery of NAEYC Standard 2:knowledge and use of parental involvement through NAEYC Key Assessment Cooking Assignment
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Indicator 3 Student Learning Outcome
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	NAEYC Key Assessment #1: Cooking Activity Rubric

Baseline Data (Current Level of Performance):	Baseline data will be collected spring 2014
Three years of trend data (if available):	New grading rubric. Therefore, no existing data
Target (Desired Level of Performance):	100% of students show evidence of meeting or exceeding expectations on Science Study Rubric in criterion areas related to demonstrating knowledge of effective strategies and using technology.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Students enroll in ECED 2310:Safe and Healthy Learning Environments 2.) Instruction provided (lectures, videos) on how work with parents and involve them in their child's learning process 3.) Instruction provided (textbook readings, lectures, panel discussions, video demonstrations) of effective methods to communicate with parents 4) Students complete the NAEYC Key Assessment 1: Cooking Activity 5) Instruction given to instructors on how to grade assignment using the Cooking Key Assessment Rubric and instruction for future classes will be revised if students are scored in the "Does Not Meet Expectations" category
Results of the Institutional Effectiveness Effort:	90% of the students in ECED 2310 showed mastery of the NAEYC Standard 2c: Involving families and communities in young children's development and learning.
Future Plans Regarding this Outcome:	Increase class lecture, activities, and discussion to bring this score to 100%

Institutional Effectiveness Form

Department Name: Health Sciences / Emergency Medical Services (EMS) Education

For the Academic Year: 2013/2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Emergency Medical Services (EMS) Education provides qualified EMT's and Paramedics to function in pre-hospital care and first response roles in Middle Tennessee. Our graduates receive quality classroom instruction and hands-on clinical opportunities that utilize the National EMS Education Standards, advanced patient care technology, and the most up to date equipment available in the EMS field.

Link between Institutional Mission and Departmental Mission:

Quality innovative educational programs

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
The student will apply a fundamental knowledge in patient airway management including oxygen administration, artificial ventilation, and airway adjunct application.	NREMT practical skills exam	2013/2014
The student will be able to initiate basic interventions based on assessment findings.	Clinical rotation skills assessment forms and FISDAP reports.	2013/2014
The student will utilize the appropriate techniques to obtain and document a medical history from a patient.	Clinical rotation skills assessment forms and FISDAP reports.	2013/2014

Institutional Effectiveness Outcome 1:	Students will acquire the academic knowledge to become a licensed EMT.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Objective Q-1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	National Registry of EMT's computer-based EMT licensure exam.
Baseline Data (Current Level of Performance):	61% first time pass rate
Three years of trend data (if available):	Fall 2012 61% Spring 2012 64% Fall 2011 64% Spring 2011 71% Fall 2010 72% Spring 2010 69%
Target (Desired Level of Performance):	74% first time pass rate (2013 National Registry average)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Require students to utilize the FISDAP study tools package and submit 1 comprehensive test for a grade prior to EMT course completion. 2.) Provide the FISDAP study tools package to the students within 5 weeks of course completion. 3.) Encourage students to attempt the NREMT computer-based licensure exam within 30 days of program completion.
Results of the Institutional	Spring 2013 62%

Effectiveness Effort:	Fall 2013 65% Spring 2014 65%
Future Plans Regarding this Outcome:	Although we obtained better first time pass rates than in previous semesters, we did not meet the targeted National Registry average. We continue to struggle with students attempting the exam within 30 days of course completion. We will look for creative ways to encourage students to attempt the exam in a timely manner.

Institutional Effectiveness Outcome 2:	Recruit experienced Paramedics to pursue the AAS (Health Sciences) degree.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Objective S-2
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Academic year AAS graduate list from the Records Office
Baseline Data (Current Level of Performance):	14 students obtained the AAS degree in 2012/2013.
Three years of trend data (if available):	11 2011/2012 14 2012/2013 23 2013/2014
Target (Desired Level of Performance):	18 students will obtain the AAS degree in 2013/2014.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Conduct monthly AAS information sessions. 2.) Utilize adjunct faculty to recruit candidates. 3.) Develop an advertising plan including providing information on our webpage and distributing flyers to EMS services.
Results of the Institutional Effectiveness Effort:	23 students obtained the AAS degree in 2013/2014
Future Plans Regarding this Outcome:	We proudly exceeded the target goal for AAS degree graduates. We will continue to conduct recruitment activities at Tennessee Tech's Paramedic program, EMS Education Advisory Committee meetings, and preceptor training sessions.

Institutional Effectiveness Outcome 3:	Paramedic students will pass the PARA 2010 internship exam on the first attempt.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Objective Q-1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	FISDAP computer-based Comprehensive exam
Baseline Data (Current Level of Performance):	2012/2013 test results will be available by August 1, 2013.
Three years of trend data	2010/2011 69%

(if available):	2011/2012 73% 2012/2013 54%
Target (Desired Level of Performance):	80%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide FISDAP online study tools package during Spring semester. 2.) Workbook assignments will receive quiz grade status. 3.) Implement study groups
Results of the Institutional Effectiveness Effort:	2013/2014 79%
Future Plans Regarding this Outcome:	Although the pas rate improved from previous years, we fell just shy of our target. 3 of the 5 students that did not pass the exam on the first attempt failed to utilize the FISDAP online study tools. After using the study tools, all 5 students made a passing score on the exam and completed the PARA 2010.

Institutional Effectiveness Form

Department Name: English Department

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To ensure students will successfully master college level writing in essays which exhibit correct use of standard academic grammar, clarity of thought and organization, and critical and analytical processing skills.

Link between Institutional Mission and Departmental Mission: Providing quality academic programs in English.

Outcome	**Means of Assessment**	**Year Outcome Assessed**
Use problem solving as an application of critical thought in writing	CAT Test Scores CAT Mean Scores for English Courses 09-1(CAT Mean Scores Individual Items for E	2010-2012
Demonstrate effective written and oral communication skills	Program Assessments Writing General Education Assessmen	ENGL 1010 Gen Ed: 2011-2013

	ENGL 1020 3 Semester AVGS 2013	ENGL 1020 Program: spring 2013-2014
Identify and analyze both national and global societal changes	Literature course common short essay	Fall 2014
Analyze and respond to the arts demonstrating critical thought	Literature course common short essay	Fall 2014
Demonstrate mastery of documentation skills to write academic and professional essays free of plagiarism	ENGL 1010 Gen Ed Assessment Writing General Education Assessmen	2011-2013

Institutional Effectiveness Outcome 1:	Improve consistency among full-time and adjunct faculty in facilitating the achievement of student learning outcomes
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	$3000
This Outcome will be Assessed Using:	A comparison of the English Adjunct Faculty Survey of fall 2011 and an English Adjunct Faculty Survey of spring 2014.
Baseline Data (Current Level of Performance):	Comparison English Adjunct Faculty Survey Fall 2011/ Spring 2014 Overall, most respondents agreed that they felt connected with the English Department and that their contributions were valued and appreciated. The majority expressed being updated and informed about department practices and understanding how to incorporate tools available to students. Respondents also expressed confidence in using best practices and meeting learning objectives.
Three years of trend data (if available):	One year baseline data of Adjunct Survey and current spring 2014 data is available. English Academic Audit Adjunct Survey F
Target (Desired Level of Performance):	• Increase adjunct connections to the department. • Increase confidence in best practices. • Increase confidence in meeting learning outcomes. • Increase use of Vol State email. • Increase level of feeling valued by the department. • Increase confidence in use D2L. • Increase confidence in use tools, such as Turnitin or SmarThinking.

	• Increase understanding of Dual Enrollment. • Increase understanding of Learning Support.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Establish the Adjunct Coordinator in the position. 2. Establish adjunct faculty training needs. 3. Provide training for adjunct faculty. 4. Establish mentoring program between full-time faculty and adjunct faculty.
Results of the Institutional Effectiveness Effort:	 English Adjunct Faculty Report S14.do Since 2011, the majority of faculty has expressed less interest for professional development in D2L/My Volstate Online, SmarThinking Online Tutoring, Turnitin Plagiarism Software, Noodle Tools, and Using Textbooks Effectively (Tables 17b – 21b). The proportion of respondents who reported benefitting from a mentoring relationship with full-time faculty members increased from 73.9% in 2011 to 100% in 2014 (Table 22b). In conclusion, the adjunct faculty workshop has increased faculty confidence, ability, and engagement within the department between 2011 and 2014. Areas that require continued professional development are the regular use of the VSCC email system and the incorporation of departmental course objectives into teaching plans. The majority of faculty has expressed less need for professional development in Turnitin Plagiarism Software. Recommendations include the continuation of adjunct faculty workshops and the assessment of these activities.
Future Plans Regarding this Outcome:	The English Department and Adjunct Coordinator will continue to offer the English Adjunct Faculty Professional Development sessions based upon needs and responses from the surveys. The Adjunct Coordinator will continue to coordinate and strengthen the Adjunct Mentoring Program.

Institutional Effectiveness Outcome 2:	Improve demonstration of written and oral communication skills in writing across the curriculum.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Res	Q3

earch/Documents/StrategicPlan 1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	Sufficient
This Outcome will be Assessed Using:	Student CCSSE 4c, 4d, 5b, 5c, 5d, 5e, 6c, and 12c, ; Faculty CCSSEE 4c, 5b,5c, 5e, 6c, and 12; and review and assessment of random sample writing assignments from across the disciplines
Baseline Data (Current Level of Performance):	VSCC University Parallel Academic Audit Survey Q3. I talk with faculty in other disciplines to share ideas about teaching and learning. CCSSE 5b, 5c, 5d, and 5e.
Three years of trend data (if available):	 CCSSE Writing Data.xlsx
Target (Desired Level of Performance):	• Increase in performance of students writing across the curriculum. • Increase in satisfaction from faculty across the curriculum of student preparedness for writing in various disciplines.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Analyze data from three years of trend data from CCSSE student and faculty perceptions on writing at VSCC 2. Conduct an assessment of a random sample of student writing assignments from across the curriculum 3. Review student writing needs for ENGL 1010 for Allied Health and Criminal Justice cohort courses 4. Develop a college-wide WAC/WID plan to begin implementation in fall 2014
Results of the Institutional Effectiveness Effort:	 Copy of CCSSE Writing Means for Lau WID Assignments Overview 13-14.docx CCSSE Writing Analysis.docx
Future Plans Regarding this Outcome:	The English Department is working with the Science Department to develop an ENGL 1010 course that will emphasize writing for the sciences that will be piloted in spring 2015. Additionally, the English Department will be working to modify and strengthen the content in cohort ENGL 1010 of Allied Health and Criminal Justice to better meet the needs of these cohort writing students. The department will continue to review the data to further develop a college-wide WID plan.

Institutional Effectiveness Outcome 3:	Increase the retention and success rates of ENGL 1010 students with an ACT score of 13-16 or diagnostic scores formerly placing in LS Writing.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Sufficient
This Outcome will be Assessed Using:	ENGL 1010 success rates of students with an ACT 13-16 or low diagnostic scores formerly placing in LS writing.
Baseline Data (Current Level of Performance):	 Copy of 2011-12 and 2012-13 ENGL 1010 S
Three years of trend data (if available):	 Copy of 2011-12 and 2012-13 ENGL 1010 S
Target (Desired Level of Performance):	Implementation of co-requisite model in fall 2015 and an increase in retention and success rates of ENGL 1010 students with an ACT score of 13-16 or diagnostic scores formerly placing in LS Writing.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Form committees to review co-requisite, embedded remediation models 2. Review models of embedded remediation for the co-requisite models. 3. Submit action plan to TBR in spring 2014. 4. Pilot models for embedded remediation in spring 2015. 5. Establish and implement a pilot for fall 2015.
Results of the Institutional Effectiveness Effort:	The initial report is included. Corequisite Embedded Immediate
Future Plans Regarding this Outcome:	The action plan submitted to TBR in May 2014 is attached. Future plans will be determined based on departmental planning and from feedback and directions from TBR.

	CoRequisite Action Plan English Writing.d

Institutional Effectiveness Form

Department Name: English for Speakers of Other Languages (ESOL)

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide comprehensible listening, speaking, reading, and writing instruction for non-native speakers of English to prepare them for success in the American college and culture.

Link between Institutional Mission and Departmental Mission: The ESOL program contributes to the college mission by providing quality and innovative educational courses for non-native speakers of English that contribute to their personal, professional, and cultural development and success in a global society.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
ESOL students will improve their listening skills	Listening portion of the Michigan English Placement Test (EPT)	2015-2016
ESOL students will improve their speaking skills	To be created	2014-2015
ESOL students will improve their reading skills	COMPASS Reading Diagnostic and Reading Plus Appraisal	2016-2017
ESOL students will improve their writing skills	Demonstrated achievement of course objectives and student learning outcomes to advance to higher level writing course as observed by a group of ESOL and English instructors through the analysis of an in-class final exam writing.	2014-2015

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of students with F1 VISA's enrolled in ESOL courses/sections.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3 – Quality
Funds Budgeted to Support this Outcome:	One faculty 3- hour course leave each fall and spring semesters for ESOL Coordinator duties.
This Outcome will be Assessed Using:	Fall to fall, spring to spring, and summer to summer F1 ESOL course/section enrollment data from fall 2012 through summer 2015.
Baseline Data (Current Level of Performance):	Determined by AY 2012-2013 F1 VISA student ESOL course/section enrollment data. (See attached chart)
Three years of trend data (if available):	Additional trend data will be added to the above chart as it is collected.
Target (Desired Level of Performance):	By AY 2014-2015, F1 VISA student ESOL course/section enrollment will increase 30% of baseline.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue to pursue application through SEVIS (Student and Exchange Visitor Information System) to be a recognized Language Training Program. 2.) Track and record on above attached chart fall to fall, spring to spring, and summer to summer F1 ESOL course/section enrollment for AY 2013-2014. 3.) Offer highest priority ESOL courses at additional sites. 4.) Work with media services and Pam Carey for production of interesting and informative internet clips to target F1 international students.

Results of the Institutional Effectiveness Effort:	2013-2014 IE - Fall 13-Sum 14 ESOL Cou 2013-2014 IE - ESOL Summarized F1 VISA SACM requested we complete a newly revised application, so we are not yet on their list of approved SACM schools. In August of 2013 SEVIS officially approved VSCC as a recognized Language Training Program. This resulted in a 928.6% increase or 65 additional course enrollments in F-1 VISA student course/section enrollment from the AY 2012-2013. This was largely due to the increased Saudi Arabian Cultural Mission (SACM) enrollment at the Livingston site. The highest priority of ESOL courses were offered at the McGavock and Highland Crest sites as planned, but courses were cancelled due to a lack of student enrollment. Informative internet clips were made by Media Services, but they have not been incorporated into the website yet.
Future Plans Regarding this Outcome:	1.) Complete revised SACM applications to be on their list of approved colleges and language schools for students receiving a SACM scholarship. 2.) Continue to track and record fall to fall, spring to spring, and summer to summer F1 ESOL course/section enrollment for AY 2014-2015. 3.) Continue to offer highest priority ESOL courses at additional sites. 4.) Update the VSCC's website to include informative internet clips to target F1 international students.

Institutional Effectiveness Outcome 2:	ESOL students will improve their writing skills
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3 – Quality

Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Comparison data of students' beginning semester writing level placement from the Michigan English Placement Test (EPT) or from the most current successful completion of a writing prerequisite course, to writing level placement from in-class final paragraph/essay.
Baseline Data (Current Level of Performance):	Baseline data is determined by the Michigan English Placement Test (EPT) or successful completion of pre-requisite course.
Three years of trend data (if available):	To be determined.
Target (Desired Level of Performance):	70% of enrolled students will advance to the next higher level writing course each semester.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) First-day, in-class writing samples will be conducted to confirm correct writing level placement of all writing students. 2.) Collect in-class writing final exams for every writing course. 3.) A team of ESOL and English instructors will holistically grade in-class final exams to determine ending level of writing. 4.) Compare beginning and ending writing level placement for the fall to fall, spring to spring, and summer to summer ESOL writing courses of AY 2013-2014 to determine percentage of students in each course successfully reaching the next level of writing.
Results of the Institutional Effectiveness Effort:	 2013-2014 IE - ESOL Writing Course Result Data shown in the attached table allowed comparison of not only the percent of enrolled students passing (advancing to the next higher level writing course) by **each class**, but also the percent of enrolled students passing (advancing to the next higher level writing course) by the **total number of writing students in the program**. Results show the target of 70% was reached and surpassed with a class passing yearly average of 85% and a total student passing yearly average of 81%.

Future Plans Regarding this Outcome:	1.) Research aspects to include in an ESOL writing rubric to best measure writing progress and achievement. 2.) Design and create assessment tool for measuring student improvement in ESOL writing. 3.) Continue to track and record fall to fall, spring to spring, and summer to summer students who advance to the next level of writing for AY 2014-2015 to identify specific areas of writing that need improvement.

Institutional Effectiveness Outcome 3:	ESOL students will improve their speaking skills - To design a rubric to measure ESOL students' beginning oral placement.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3 – Quality
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Resulting rubric.
Baseline Data (Current Level of Performance):	Establishing a baseline
Three years of trend data (if available):	Not applicable.
Target (Desired Level of Performance):	To be determined pending the baseline data.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Research best practices for measuring speech production 2.) Create interview questions (requiring spoken responses) and rubric to be used in conjunction with the listening portion of Michigan Language Placement Test to identify ESOL students' level of conversational abilities and most successful placement.
Results of the Institutional Effectiveness Effort:	Rubric was created (below) and is ready to be piloted in the 2014-2015 AY. 2013-2014 IE - ESOL Oral Interview Respo
Future Plans Regarding this Outcome:	1.) The newly created Oral Interview Response Rubric will be measured for accuracy of placement during the 2014-2015 AY. 2.) Refine the scoring form, as needed.

Institutional Effectiveness Form

Department Name: Foreign Language

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The mission of the Department of Foreign Languages is to provide excellent instruction in introductory and intermediate French and Spanish. The department provides instruction and curricular activities in support of general education as well as for the Foreign Language area of emphasis in the University Parallel program.

Link between Institutional Mission and Departmental Mission:

The Department of Foreign Languages provides the foundation to cultural knowledge in Spanish and French. Through courses, instructions and events students learn more about the diversity, culture and economic development listed in the institutional mission.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students will attain effective oral and written communication skills in the target language	Family presentation in the target language graded by checklist	2014
Students should be able to compare cultural similarities and differences.	Problem based learning project- 1020 graded rubric	2014
Students will identify appropriate problem solving techniques when faced with cultural/language differences.	Problem based learning project- 1020 graded rubric	2014
Students will demonstrate the use of critical skills to assess and evaluate expressed and implied values.	Problem based learning project- 1020	2014
The department will work to increase student enrollment by 10% each in 2010 and 2020	Student enrollment numbers of	Yearly

<table>
<tr><td>Institutional Effectiveness Outcome 1:</td><td>Increase student enrollment in Intermediate 2010 and 2020 courses.</td></tr>
<tr><td>Strategic Planning Goal to Which this Outcome is Linked:

(Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)</td><td>Objectives: A.1 , A.2 and S.I.5.</td></tr>
<tr><td>Funds Budgeted to Support this Outcome:</td><td>None.</td></tr>
<tr><td>This Outcome will be Assessed Using:</td><td>Enrollment numbers from the Fall 2013 and Spring 2014 semesters in the department’s intermediate courses.</td></tr>
<tr><td>Baseline Data (Current Level of Performance):</td><td>Enrollment in intermediate courses has been low for the past 5 years. Students who make it to the intermediate level have more of an opportunity to develop themselves in another language- making it more useful to them. As students become fluent in the language and use their knowledge in their community, it positively influences the FL program, thus increasing all course numbers.</td></tr>
<tr><td>Three years of trend data (if available):</td><td>Spring 08 Fall 08 Spring 09 Fall 09 Spring 10 Fall 10 Spring 11 Fall 11 Spring 12
<table>
<tr><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td><td>Tot</td><td>%</td></tr>
<tr><td>130</td><td>46</td><td>173</td><td>61</td><td>174</td><td>67</td><td>218</td><td>71</td><td>201</td><td>72</td><td>252</td><td>72</td><td>223</td><td>71</td><td>216</td><td></td></tr>
</table></td></tr>
<tr><td>Target (Desired Level of Performance):</td><td>Increase enrollment by 10% in FL intermediate courses.</td></tr>
<tr><td>Steps to Achieve the Target for this Outcome:

(add additional steps as needed)</td><td>1.) Implement mandatory FL placement testing. Proper placement will increase enrollment in intermediate courses.
2.) Provide both Spanish and French tutors in Language center to assure students of resources available when they need help.
3.) Work with clubs and outreach to become more visible to students .</td></tr>
<tr><td>Results of the Institutional Effectiveness Effort:</td><td>The growth of the intermediate courses in the foreign language department only increased by 0.8% in Spanish and decreased 12% from the 2011-1012 school year.</td></tr>
</table>

Future Plans Regarding this Outcome:	Despite a low number of growth, a full time instructor was able to teach both Span 2010 and 2020 (something that has not happened in 6 years). The department will continue to support efforts of growth in intermediate courses. The department has already passed an initiative that gives credit to students for the courses in which they tested out. This incentive is giving a few more students each year.

Institutional Effectiveness Outcome 2:	Increase access to foreign language courses for our students.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objectives: A.2, S.4, S.6 S.I. 6
Funds Budgeted to Support this Outcome:	None.
This Outcome will be Assessed Using:	Implementation of course (s) and enrollment numbers.
Baseline Data (Current Level of Performance):	Currently Spanish 1010 courses are offered in an online format, while no other foreign language courses are offered online through Vol State. There were 77 online students total for the 2013 – 2014 school year.
Three years of trend data (if available):	Implementation of Spanish 1010 online began in the Fall 2012. There have been no other Vol State foreign language courses fully online.
Target (Desired Level of	Offering Spanish 1020 online by Spring 2014 with the possible

Performance):	development of an online intermediate course.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Receive approval from distance learning 2.) Pilot course in Spring of 2014 3.) Make any needed revisions to the course
Results of the Institutional Effectiveness Effort:	The implementation of Spanish 1020 online was successful in the spring of 2014 with an enrollment of 24 students.
Future Plans Regarding this Outcome:	The department will continue to offer more sections of Span 1020 online. This summer the department added an online section of 22 students and is offering 2 sections in the fall of 2015.

Institutional Effectiveness Outcome 3:	Develop assessment tools that accurately access student outcomes.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	None.
This Outcome will be Assessed Using:	The ability to use common rubric and checklist for family presentations and PBLP project.
Baseline Data (Current Level of Performance):	The deparment did not have a common rubric and checklist to access student performance previously.

Three years of trend data (if available):	TBD.
Target (Desired Level of Performance):	Implementation of new checklist by the new academic school year.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Department meeting to discuss types of tools 2.) Develop tools and receive approval from all members 3.) Implementation of tools in the fall 2014.
Results of the Institutional Effectiveness Effort:	TBD
Future Plans Regarding this Outcome:	The department will begin using the assessment tools in the fall of 2014. We will discuss if any changes need to be made for continued use in the spring of 2015.

Institutional Effectiveness Form

Department Name: Health Information Technology

For the Academic Year: 2013 - 2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Applied Science degree in Health Information Technology prepares competent entry-level health information technicians with the knowledge, technical skills, and professional attributes to enter the workforce with nationally recognized credentials that would afford our graduates an opportunity in any healthcare setting nationwide.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
1. Students will recognize basic Health Information concepts and practice Using results from the RHIT National Exam, graduates will achieve an average score of 4 on Domains 1- 5; 1. Health Data Management 2. Health Statistics, Biomedical Research and Quality Management 3. Health Services Organization and Delivery 4. Information Technology and Systems 5. Organizational Resources	Using results of the RHIT National Exam, graduates will achieve an average score of 4 on Domains 1-5	Annually
2. Competency in skill required in position - Students will apply and demonstrate critical, problem solving and decision making skills within the parameters of Health Information technology.	Using returned Employer Satisfaction Surveys, graduates will receive a knowledge base employer satisfaction rate of 4 (on a scale of 5.0)	Annually
3. Students will apply and demonstrate knowledge of health record principles, management principles, classification systems, design principles, and legal and statistical information as acquired over the course of the Health Information	80% of the HIT students will pass the mock RHIT exam in HIT 280.	Annually

Institutional Effectiveness Outcome 1:	Students will recognize basic Health Information concepts and practice
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	Existing base
This Outcome will be Assessed Using:	Results from the RHIT Exam
Baseline Data (Current Level of Performance):	2012 Graduates achieved an average score of 4 or above on Domains 1-5. Domain 1 – 18.84 Domain 2 – 15.11 Domain 3 – 15.05 Domain 4 – 10.32 Domain 5 – 11.47
Three years of trend data (if available):	2010 Graduates achieved an average score of 4 or above on Domains 1-5. Domain 1 – 7.13 Domain 2 – 5.88 Domain 3 – 8.0 Domain 4 – 6.5 Domain 5 – 8.12 2011 Graduates achieved an average score of 4 or above on Domains 1-5. Domain 1 – 6.13 Domain 2 – 5.5 Domain 3 – 7.83 Domain 4 – 6.16 Domain 5 – 13.8
Target (Desired Level of	Graduates will achieve an average score of 4 on Domains 1- 5;

Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Provide students with the following detailed information on basic Health Information concepts and practice/ Domains 1-5: 1. Power point presentations 2. Lecture notes 3. Terms to know and understand 4. Information from Annual THIMA meeting and encouraged student attendance at the meeting 5. Discussion boards
Results of the Institutional Effectiveness Effort:	Detailed information was provided to the students. The 2012 Graduates achieved an average score of 4 or above on Domains 1-5. 2012 Graduates achieved an average score of 4 or above on Domains 1-5. Domain 1 – 18.84 Domain 2 – 15.11 Domain 3 – 15.05 Domain 4 – 10.32 Domain 5 – 11.47 The goal was met
Future Plans Regarding this Outcome:	We will continue to monitor the results of this assessment to ensure that our students continue to reach the targets for this outcome.

Institutional Effectiveness Outcome 2:	Competency in skill required in position - Students will apply and demonstrate critical, problem solving and decision making skills within the parameters of Health Information technology
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	Existing base

This Outcome will be Assessed Using:	Using returned Employer Satisfaction Surveys, graduates will receive a knowledge base employer satisfaction rate of 4 (on a scale of 5.0)
Baseline Data (Current Level of Performance):	2012 Graduates received a 4.93 knowledge base employer satisfaction rate
Three years of trend data (if available):	2010 Graduates exceeded a knowledge base employer satisfaction rate of 4 2011 Graduates received a 4.45 knowledge base employer satisfaction rate 2012 Graduates received a 4.93 knowledge base employer satisfaction rate
Target (Desired Level of Performance):	4
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Students required to complete Professional Practice Experience including the following: 1. Interviews with the HIM Director 2. Professional portfolio with detailed explanations of experience/ assignments 3. Oral presentation of experience
Results of the Institutional Effectiveness Effort:	14 Employee Satisfaction Surveys were sent; 6 were received; 6 had satisfactory results with an average score above 4.0
Future Plans Regarding this Outcome:	We will continue to monitor the results of this assessment to ensure that our students continue to reach the targets for this outcome.

Institutional Effectiveness Outcome 3:	Students will apply and demonstrate knowledge of health record principles, management principles, classification systems, design principles, and legal and statistical information as acquired over the course of the Health Information Technology program as a whole. 80% of the HIT students will pass the mock RHIT exam in HIT 280.

Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	Existing base
This Outcome will be Assessed Using:	Results of the Mock RHIT exam in HIT 280
Baseline Data (Current Level of Performance):	establishing a baseline 2013-14
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	80% of the HIT students will pass the Mock RHIT exam in HIT 280
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Provide students with a fundamental and comprehensive review of program content 2. Examine all areas of national exam competencies 3. Provide guidance and materials for further study.
Results of the Institutional Effectiveness Effort:	2013 100% of the students passed the mock RHIT exam in HIT 280.
Future Plans Regarding this Outcome:	We will continue to monitor the results of this assessment to ensure that our students continue to reach the targets for this outcome.

Institutional Effectiveness Form

Department Name: History, Political Science, Geography, and Economics

For the Academic Year:

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To develop in students an understanding of the present that is informed by an awareness of past heritages, including the complex and interdependent relationships between cultures and societies.

Link between Institutional Mission and Departmental Mission: The department supports the institutional missions "preparing students for successful careers, university transfer, and meaningful civic participation in a global society."

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1. Analyze historical facts and interpretations. **(HIST)**	establishing assessments 2013-14	annual beginning 2013-14
2. Analyze and compare political, geographic, economic, social, cultural, religious and intellectual institutions, structures, and processes across a range of historical periods and cultures. **(HIST)**	establishing assessments 2013-14	annual beginning 2013-14
3. Recognize and articulate the diversity of human experience across a range of historical periods and the complexities of a global culture and society. **(HIST)**	establishing assessments 2013-14	annual beginning 2013-14
4. Draw on historical perspective to evaluate contemporary problems/issues. **(HIST)**	establishing assessments 2013-14	annual beginning 2013-14
5. Analyze the contributions of past cultures/societies to the contemporary world. **(HIST)**	establishing assessments 2013-14	annual beginning 2013-14
1. To provide information which enables students to identify and analyze the social aspects of culture and cultural heritage. **(ECON)**	establishing assessments 2013-14	annual beginning 2013-14
2. To provide information which enables students to recognize, describe, and explain social institutions, structures, and processes and the complexities of a global culture and diverse society. **(ECON)**	establishing assessments 2013-14	annual beginning 2013-14
3. To explore the relationship between the individual and society as it affects the personal behavior, social development and quality of life of the individual, the family, and the community. **(ECON)**	establishing assessments 2013-14	annual beginning 2013-14
4. To examine the impact of behavioral and social scientific research on major contemporary issues and their discipline's effects on individuals and society. **(ECON)**	establishing assessments 2013-14	annual beginning 2013-14
5. To analyze and communicate the values and processes that are used to formulate theories regarding the social context of individual human behavior in the social and behavioral sciences. **(ECON)**	establishing assessments 2013-14	annual beginning 2013-14
1. Recognize, describe, and explain social institutions, structures, and processes and the complexities of a global culture and diverse society. **(GEOG) (POLS)**	establishing assessments 2013-14	annual beginning 2013-14
2. Analyze historical facts and interpretations and draw on historical perspective to evaluate contemporary problems/issues. **(GEOG)(POLS)**	establishing assessments 2013-14	annual beginning 2013-14
3. Think critically about how individuals are influenced by political, geographic, economic, cultural and family institutions in their own and other diverse cultures and explain how one's own belief system may differ from others. **(GEOG) (POLS)**	establishing assessments 2013-14	annual beginning 2013-14
4. Explore the relationship between the individual and society as it affects the personal behavior, social development and quality of life of the individual, the family and the community. **(GEOG) (POLS)**	establishing assessments 2013-14	annual beginning 2013-14
5. Examine the impact of behavioral and social scientific research on major contemporary issues and their disciplines' effects on individuals and society. **(GEOG) (POLS)**	No clue how this is assessed; required by the state	Never Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Evaluate Department and Program Level Student Learning Objectives
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs. Baseline: Institutional Effectiveness process
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	To be determined when faculty returns in fall; likely some sort of across the board question on a quiz or test. Possibly a pre- and post-test situation.
Baseline Data (Current Level of Performance):	None exists.
Three years of trend data (if available):	None exists.
Target (Desired Level of Performance):	Unknown as no baseline data exists for reasonable conclusions.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Determine what Department level goals to evaluate 2.) Determine how data will be collected and evaluated 3.) Execute plan to establish baseline in fall
Results of the Institutional Effectiveness Effort:	The priorities of the department have changed and we will be focusing our initiatives in the following areas in the coming year: developing new IE goals and new IE plans.

Future Plans Regarding this Outcome:	N/A

Institutional Effectiveness Outcome 2:	Develop and teach International Politics course (POLS 207)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6. International Education: Create a global studies curriculum. *POLS 207 is not in and of itself creating a global studies curriculum, but it supports this goal.*
Funds Budgeted to Support this Outcome:	Existing budget.
This Outcome will be Assessed Using:	Course completed, course manual submitted, course offered.
Baseline Data (Current Level of Performance):	No course exists. It is listed in the catalog as a possible course, but has not been offered in over 10 years as there has been no Political Scientist. The course will be built from the ground up.
Three years of trend data (if available):	Not available.
Target (Desired Level of Performance):	Have the course make.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop course 2.) submit course manual 3.) offer the course

Results of the Institutional Effectiveness Effort:	The course did not make in the Fall 2013 term. The POLS instructor said he had completed the course and was ready to teach it. However, as this course was a rebuild of an existing course in the catalog and given the nature of the instructor, it is impossible to know if this work was actually done.
Future Plans Regarding this Outcome:	As the course had virtually no enrollment, it will not be offered again in the foreseeable future. New I. E. Goals will be created for POLS.

Institutional Effectiveness Form

Department Name: Humanities Division/LS Reading, English Department

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of these programs is to assist students in reading and/or writing skills to achieve a level of academic competence that will enable them to work successfully in college-level courses.

Link between Institutional Mission and Departmental Mission: Providing quality learning support programs in reading to prepare students for college-level courses.

(For Academic Departments Only) List all Learning Outcomes:

Outcome After successfully completing LS READ, students will:	**Means of Assessment**	**Year Outcome Assessed**
1. Students will identify main ideas in college entry-level passages.	85% or higher on Main Idea module in Connect Reading Program	Fall 2014
2. Students will locate important details in college entry-level passages.	85% or higher on Supporting details module in Connect Reading Program	Fall 2014
3. Students will achieve competency level 2.	IERPA Data	Fall 2013
4. Students will show improvement on the *Reading Plus* Insight Assessment.	Insight post- and pre-tests	Fall 2013
5. Students will show improvement on the Compass Reading Diagnostic.	Compass Reading Diagnostic scores	Fall 2012

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	After spring 2014, compare the student success rates from the previous two years to success rates of the emporium model used in fall 2013 and spring 2014.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	The percentage of students passing LS READ 0810, 0820 & 0830 in 2011-2012 and 2012-2013 vs. 2013-2014
Baseline Data (Current Level of Performance):	Success Rates: LS READ 0810: 67.2% LS READ 0820: 59.8% LS READ 0830: 78.3% (Fall 2010 – Spring 2013 average)
Three years of trend data (if available):	 LSR LSW Suc Ret Final.xlsx
Target (Desired Level of Performance):	Success Rates LS READ 0810: 77% LS READ 0820: 70% LS READ 0830: 90%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Request data from IERPA 2.) Analyze data to determine best practices 3.) Implement changes for best practices
Results of the Institutional Effectiveness Effort:	 LS Read Competency 2 Completion_Enrolle
Future Plans Regarding this Outcome:	Plans will be determined based on data and plans for the embedded remediation fall 2015.

Institutional Effectiveness Outcome 2:	Assess the improvement rates on the *Reading Plus* Insight Assessment pre- and post-test in LS READ courses
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	The *Reading Plus* Insight Assessment pre- and post-tests Spring 2014: 77% of students improved two levels or more.
Baseline Data (Current Level of Performance):	Currently establishing baseline data
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	Two levels of improvement
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Obtain pre- and post-test data for all LS READ students 2. Analyze data to assess level of improvement
Results of the Institutional Effectiveness Effort:	This assessment is still in progress.

Future Plans Regarding this Outcome:	We will continue to work toward this outcome.

Institutional Effectiveness Outcome 3:	Improve student success rates and improve student retention.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	Qualitative narrative reports of review. Embedded Model Concerns March 17 2 CoRequisite Action Plan for Reading.doc
Baseline Data (Current Level of Performance):	Gateway_DataAnalysis_Fall2012Cohort.p ENGL 1010 Success by Placement.docx
Three years of trend data (if available):	ENGL 1010 Success by Placement.docx
Target (Desired Level of Performance):	Implementation of embedded model in fall 2015. Success and retention goals will be determined based on baseline data.
Steps to Achieve the Target	1.) Review models for embedded model for LS Reading to

for this Outcome: (add additional steps as needed)	implement in fall 2015 for best model to implement. 2.) Form a committee for reading to review possible embedded models. 2.) Analyze data to assess improvement
Results of the Institutional Effectiveness Effort:	This assessment is still in progress.
Future Plans Regarding this Outcome:	To be determined based on analysis and results of data.

Institutional Effectiveness Form

Department Name: Humanities Division/LS English, English Department-WRITING

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of these programs is to assist students in reading and/or writing skills to achieve a level of academic competence that will enable them to work successfully in college-level courses.

Link between Institutional Mission and Departmental Mission: Providing quality learning support programs in writing to prepare students for college-level courses.

(For Academic Departments Only) List all Learning Outcomes:

Outcome After successfully completing LS ENGL, students will be able to achieve the following:	**Means of Assessment**	**Year Outcome Assessed**
1. Students will demonstrate adequate control of grammar, punctuation, and spelling.	LS Writing Rubric, Random samples	Beginning fall 2014 baseline data will be established.
2. Students will have a clear thesis, logical organization, relevant supporting points, and appropriate transitions.	LS Writing Rubric, Random samples	Beginning fall 2014 baseline data will be established.
3. Students will achieve competency level 2.	LS Write Competency 2 Compl	2014
4. Students will demonstrate adequate competency in writing essays.	LS Writing Rubric, Random Samples	Beginning fall 2014 baseline data will be established.
5. Students will successfully complete ENGL 1010.	ENGL 1010 Success Rates 2011-12 through 2013-14 Writing Place	2014

Institutional Effectiveness Outcome 1:	After spring 2014, compare the student success rates from the previous two years to success rates of the emporium model used in fall 2013.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	The percentage of students passing LS ENGL 0810, 0820 & 0830 in 2011-2012 and 2012-2013 vs. 2013-2014
Baseline Data (Current Level of Performance):	Success Rates: LS ENGL 0810: LS ENGL 0820: 52% in 2011-2012 and 54% in 2012-2013 LS ENGL 0830:
Three years of trend data (if available):	 LSR LSW Suc Ret Final.xlsx
Target (Desired Level of Performance):	Success Rates: LS ENGL 0810: 70% LS ENGL 0820: 60% LS ENGL 0830: 80%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Request data from IERPA 2.) Analyze data to determine best practices
Results of the Institutional Effectiveness Effort:	We have decided to wait until we have multiple semesters of assessment data to make any determination regarding the success of the new model.
Future Plans Regarding this Outcome:	To be determined

Institutional Effectiveness Outcome 2:	Review models for co-requisite/embedded remediation for LS Writing into ENGL 1010.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	Qualitative narrative reports of review
Baseline Data (Current Level of Performance):	Data provided by VSCC IERPA, Complete College Act, and TBR
Three years of trend data (if available):	Three-year data provided by VSCC IERPA—success rates for LS Writing and ENGL 1010. Data provided by CCA and TBR.
Target (Desired Level of Performance):	Implementation of co-requisite model in fall 2015
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Form committees (one for writing and one for reading) to review the co-requisite, embedded remediation models. 2. Review models of embedded remediation for the co-requisite models. 3. Establish and implement a pilot for fall 2014.
Results of the Institutional	We have formed committees and reviewed models for embedded

Effectiveness Effort:	remediation.
Future Plans Regarding this Outcome:	The English Department/ LS Writing faculty will be ready to implement the plan by fall 2015.

Institutional Effectiveness Outcome 3:	Examine the accuracy of the e-Write Diagnostic Exam.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Key Priority 3 (Quality) Goal 1
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	e-Write scores vs. success rates Success in ENGL 0830 and eWrite Scor
Baseline Data (Current Level of Performance):	N/A
Three years of trend data (if available):	Not available.
Target (Desired Level of Performance):	Desired level will be determined based on data analysis.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Request data from IERPA 2.) Compare e-Write scores to success rates in LS Writing ENGL 830
Results of the Institutional Effectiveness Effort:	Success in ENGL 0830 and eWrite Scor
Future Plans Regarding this Outcome:	Future plans will be discussed in the first faculty meeting of the fall semester.

Institutional Effectiveness Form

Department Name: LGM Technical Certificate

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Logistics and Supply Chain Management Technical Certificate is designed to provide entry level and career sustaining instruction for individuals seeking positions in the broad employment area of LGSCM including distributions centers, outbound or inbound shipping, transportation firms or merchandise firms.

Link between Institutional Mission and Departmental Mission: This program provides quality education to students to prepare them for successful careers.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Assessed**
1. Apply practical scenarios to real life	**Dropbox submissions**	**Continuous**
2. Define logistics elements & relationships	Quizzes & Exams	Continuous
3. Demonstrate knowledge of terminology	Quizzes & exams	Continuous
4. Demonstrate knowledge of concepts	Quizzes & exams	Continuous
5. Apply useful mgt. insight & techniques	Online discussions	Continuous

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase student enrollment by 10% for the technical certificate in Logistics and Supply Chain Management
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.1
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	Percent increase in student enrollment
Baseline Data (Current Level of Performance):	2011: 10
Three years of trend data (if available):	2012: 10 2011: 10 2010: 8
Target (Desired Level of Performance):	10% increase; 11 students
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue to partner with Electrolux to sustain cohort program 2.) Continue to develop industry partnerships to encourage enrollment
Results of the Institutional Effectiveness Effort:	2013: 15 students enrolled. The goal was met.
Future Plans Regarding this Outcome:	We will increase our target and continue to work to increase enrollment in the program through continued expansion of partnerships and exploration of using a cohort model for the

	program.

Institutional Effectiveness Outcome 2:	Graduates will be prepared for employment in their field of education
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.I.3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	Job placement rates
Baseline Data (Current Level of Performance):	Three year average (2009-2011): 83.3%
Three years of trend data (if available):	Three year average (2009-2011): 83.3%
Target (Desired Level of Performance):	92% placement rate
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Partner with the Institutional Effectiveness office to assist in locating graduates and providing placement information 2.) Continue to provide additional industry contacts for students through student participation in professional organizations, workplace tours, and internships 3.) Continue to work with students to improve resumes and job search skills

Results of the Institutional Effectiveness Effort:	The job placement rate for 2012 graduates was 90.9%. The goal was not met.
Future Plans Regarding this Outcome:	We will continue to work to achieve the 92% placement rate target in the coming year through increasing networking opportunities and career education for students.

Institutional Effectiveness Outcome 3:	Students will demonstrate a working knowledge of terms and concepts used in the Logistics and Supply Chain Management environment.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	LGM terms and competency exam
Baseline Data (Current Level of Performance):	Establishing a baseline 2013-14
Three years of trend data (if available):	Not applicable
Target (Desired Level of Performance):	75% of students will score 80% or higher on the exam

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Finalize development of exam 2.) Map exam questions to student learning outcomes 3.) Administer exam during Spring 2014 semester 4.) Analyze results and determine areas where improvement is warranted
Results of the Institutional Effectiveness Effort:	We have not yet completed the exam, so no results are available for this outcome at this time.
Future Plans Regarding this Outcome:	We will complete the exam and map it to course outcomes during the 2014-15 year.

Institutional Effectiveness Form

Department Name: **Mathematics**

For the Academic Year: End of Cycle 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide coursework, supporting services, and facilities to allow students to meet degree requirements and to build a foundation of skills for lifetime learning.

Link between Institutional Mission and Departmental Mission: Preparing students for successful careers, university transfer and lifelong learning.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students are able to use mathematics to solve problems and determine if results are reasonable.	Data from embedded questions in the Departmental Final Exam, Questions 1 & 2	2010 to current for MATH 1130 Pilot for MATH 1010 and 1530 Spring 2014 to get baseline data
Students are able to use mathematics to model real-world behaviors and apply mathematical concepts to the solution of real life problems.	Same as above, Questions 3 & 4	Same as above
Students are able to make meaningful connections between mathematics and other disciplines.	Same as above, Questions 5 &6	Same as above
Students are able to use technology for mathematical reasoning and problem solving.	Same as above, Questions 7 & 8	Same as above
Students are able to apply mathematical and/or basic statistical reasoning to analyze data and graphs.	Same as above, Questions 9 & 10	Same as above

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	To maintain (at least) the same level of retention and success in Learning Support Math as with the previous DSPM 0800/0850.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: Initiative #1
Funds Budgeted to Support this Outcome:	Budgeted staff and PD
This Outcome will be Assessed Using:	Retention and Success Data
Baseline Data (Current Level of Performance):	**BASELINE**: Data prepared by IERPA indicates the following baseline for **Fall 2010**. *(DSPM 0700 – Retention 48.5% Success 48.5%)* DSPM 0800 – Retention 41.6% Success 41.6% DSPM 0850 – Retention 45.6% Success 45.6%
Three years of trend data (if available):	**OUTCOMES**: **Spring 2011** Pilot semester for Traditional vs. Redesign Non-comparative data because of YC's given **Fall 2011** data: MATH 0810 – Retention 58.9% Success 58.9% MATH 0820 – Retention 23.1% Success 23.1% MATH 1000 – Retention 60% Success 56.4% **Spring 2012** data: MATH 0810 – Retention 50.1% Success 50.1% MATH 0820 – Retention 64% Success 64% MATH 0830 – Retention 72.7% Success 72.7% MATH 1000 – Retention 61.6% Success 57.7% **Fall 2012** data: MATH 0810 – Retention 53% Success 53%

	MATH 0820 – Retention 52.6% Success 52.6% MATH 0830 – Retention 54.5% Success 54.5% MATH 1005 – Retention 55.3% Success 46.3% **Spring 2013** data: MATH 0810 – Retention 45.7% Success 45.7% MATH 0820 – Retention 55.3% Success 55.3% MATH 0830 – Retention 100% Success 100% MATH 1005 – Retention 62.7% Success 56%
Target (Desired Level of Performance):	**Target: No decrease in retention or success rates for MATH 0810/20/30 or MATH 1005 for Fall 2013/Spring 2014**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Maintain memberships on TBR Redesign Task Force and TBR Math Curriculum Sub-Committee 2.) Continue training faculty for Redesign/Emporium model as needed 3.) Monitor full implementation of emporium courses for MATH 0810/0820/0830 and MATH 1005
Results of the Institutional Effectiveness Effort:	**Fall 2013** data: MATH 0810 – Retention 50.3% Success 50.3% MATH 0820 – Retention 52.1% Success 52.1% MATH 0830 – Retention 71.4% Success 71.4% MATH 1005 – Retention 49.3% Success 43.8% **Spring 2014** data: MATH 0810 – Retention 41% Success 41% MATH 0820 – Retention 61.7% Success 61.7% MATH 0830 – Retention 71.4% Success 71.4% MATH 1005 – Retention 61.9% Success 53.6% Data trends from Fall 2011–Spring 2014 indicate **no decrease in retention/success rates** among students taking Learning Support Math as compared to Fall 2010 baseline data for Developmental Math students. Most semesters show a significant increase, with the exception of Spring 2014 MATH 0810 the only semester where retention/success rates remained the same as the baseline. Overall indications are that the course is successful.
Future Plans Regarding	The department will continue to monitor retention and success

this Outcome:	rates for MATH 0810/20/30 and MATH 1005 over the next cycle. Fall 2015, with the expected corequisite model implementation, will be a catalyst for new data analysis for Learning Support Math.

Institutional Effectiveness Outcome 2:	To maintain (at least) the same level of retention and success in MATH 1010 and MATH 1530, Pre vs. Post Redesign.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: Initiative #1
Funds Budgeted to Support this Outcome:	Budgeted staff and PD
This Outcome will be Assessed Using:	Retention and Success Data
Baseline Data (Current Level of Performance):	**BASELINE**: IERPA data analysis indicated the following baseline data for **Fall 2010**. MATH 1010 – Retention 78.4% Success 70.3% MATH 1530 – Retention 60.9% Success 57.5%
Three years of trend data (if available):	**OUTCOMES**: **Fall 2011** data: MATH 1010 – Retention 74.1% Success 62.2% MATH 1530 – Retention 67.1% Success 63% **Spring 2012** data: MATH 1010 – Retention 70.2% Success 61.5% MATH 1530 – Retention 48.8% Success 39.5% **Fall 2012** data:

	MATH 1010 – Retention 72.3% Success 61% MATH 1530 – Retention 55.6% Success 50% **Spring 2013** data: MATH 1010 – Retention 75% Success 65.5% MATH 1530 – Retention 39.4% Success 33.3%
Target (Desired Level of Performance):	**Target: No decrease in retention or success rates for MATH 1010 or MATH 1530 for Fall 2013**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Maintain high standards in LSM 2.) Monitor appropriateness of eliminating intermediate algebra (MATH 1005) prerequisite
Results of the Institutional Effectiveness Effort:	**Fall 2013** data: MATH 1010 – Retention 73.9% Success 63% MATH 1530 – Retention 73.9% Success 56.5% MATH 1010 retention/success trends for 2 years (Fall 2011-Spring 2013) and Fall 2013 have remained somewhat consistent. Retention is down an average of approximately 5% and success is down 7.5% from baseline data. While data suggests that retention/success rates are down with the elimination of the Math 1005 prerequisite, it should be noted that 63% of students are able to successfully complete their gen ed math requirement and move on in their course of study, without the requirement of the prerequisite course. The baseline of 70.3% success is an increase of only 6.7% over those not required to take the course. MATH 1530 retention/success data has not remained consistent. The 2-year trend data shows retention down an average of 8.2% and success down 11.1%, yet with much variability from semester to semester. Fall 2013 data shows a sharp increase in retention (up 17%), and success consistent with baseline data. Further data collection and analysis are needed to determine long-term trends.
Future Plans Regarding this Outcome:	The department will continue to monitor retention and success rates for LSM completers in MATH 1010 and MATH 1530 over the next cycle. Specifically, MATH 1530 will be monitored for trends/patterns in retention and success rates.

Institutional Effectiveness Outcome 3:	Increase percent success in TBR's General Education Assessment Initiative (#1) in mathematics, "Students are able to use mathematics to solve problems and determine if results are reasonable."
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: Indicator #3 (Student Learning Outcomes), Indicator #4
Funds Budgeted to Support this Outcome:	Budgeted staff and PD
This Outcome will be Assessed Using:	Data from embedded questions in the Departmental College Algebra Final Exam
Baseline Data (Current Level of Performance):	Baseline: 2011/2012 results of 65.6% success for indicated outcome.
Three years of trend data (if available):	**OUTCOMES**: (Ongoing process through Spring 2014) 2009/2010 – 52.6% Success 2010/2011 – 57.7% Success 2011/2012 – 65.6% Success
Target (Desired Level of Performance):	**Target: Increase to at least 70% by Spring 2014.**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Allow more opportunities for student success by appropriate curriculum changes 2.) Departmental discussion regarding trends which suggest a need for curriculum change based on less than desired student performance.

Results of the Institutional Effectiveness Effort:	Outcome met, and exceeded. 2012/2013 – 73.7% Success The 3-year trend showed yearly increases in success in TBR's General Education Assessment Initiative (#1) in mathematics, "Students are able to use mathematics to solve problems and determine if results are reasonable." The trend has continued into year r with a 73.7% success rate.
Future Plans Regarding this Outcome:	The Department will continue to monitor all 5 of the TBR General Education Assessment Initiatives, as annual reports are submitted.

Institutional Effectiveness Outcome 4:	Pilot expansion of TBR's General Education Assessment to MATH 1010 and MATH 1530
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: Indicator #3 (Student Learning Outcomes), Indicator #4
Funds Budgeted to Support this Outcome:	Budgeted staff and PD
This Outcome will be Assessed Using:	Data from embedded questions in the Departmental Final Exams in Math for Liberal Arts and Statistics
Baseline Data (Current Level of Performance):	establishing a baseline
Three years of trend data (if available):	n/a

Target (Desired Level of Performance):	**To create baseline General Education Assessment data for MATH 1010 and MATH 1530 in order to expand future General Education Assessment Reporting to the TBR**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create MATH 1010 and MATH 1530 Departmental Final Exams and map appropriate questions to the 5 General Education Assessment Math Outcomes 2.) Make sure all faculty use the new Departmental Final Exam 3.) Get faculty to report the data!
Results of the Institutional Effectiveness Effort:	Because of the unexpected/upcoming TBR Corequisite model for Learning Support Math (Fall 2015), the Math Department is considering instructional/delivery changes, corequisite Learning Support requirements, etc. for these courses. This outcome has been delayed to the next cycle.
Future Plans Regarding this Outcome:	The department will create baseline General Education Assessment data for MATH 1010 and MATH 1530 Fall 2014 and Spring 2015.

Institutional Effectiveness Outcome 5:	Redesign MATH 1530 Probability and Statistics.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: Initiative #1
Funds Budgeted to Support this Outcome:	Budgeted staff and PD
This Outcome will be Assessed Using:	Redesigned course offered partially or fully in the Learning Commons
Baseline Data (Current	n/a

Level of Performance):	
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	**To Redesign the delivery of MATH 1530 for Fall 2014**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Research NCAT and other online sites regarding redesigning statistics courses 2.) Redevelop current course 3.) pilot redesign
Results of the Institutional Effectiveness Effort:	Pilots are currently under way with a redesigned MATH 1530. The piloted sections have been "flipped" and are taught in the Learning Commons. Additionally, 50% of the pilot students are part of a Corequisite model pilot, whereby students needing Learning Support Math are simultaneously taking MATH 1530. These pilots will help shape the future delivery/design of Learning Support Math deficiencies.
Future Plans Regarding this Outcome:	Data for retention/success rates of the current pilots will be collected and compared to traditional sections. Data collected will help shape the designs of upcoming Learning Support requirements for Fall 2015, as considerations of the corequisite model are encouraged by the TBR.

Institutional Effectiveness Form

Department: Allied Health Division/Medical Laboratory Technology

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

The Medical Laboratory Technology program at Volunteer State Community College serves northern Middle Tennessee by preparing students for careers in the medical laboratory profession. The department is committed to upholding the highest standards of curriculum and innovation; engaging our students in clinical learning experiences at local area hospitals through partnerships with local workforce; preparing students for successful careers; and their participation in the healthcare career environment.

Link between Institutional Mission and Departmental Mission:

Service to northern Middle Tennessee; innovation; workforce partnerships; preparing students for successful careers and civic participation in society.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1. Students will demonstrate knowledge of blood bank/transfusion medicine through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment 3) Clinical Evaluation	2013-14
2. Students will demonstrate knowledge of hematology/coagulation through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment* 3) Clinical Evaluation	2013-14*
3. Students will demonstrate knowledge of clinical chemistry through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment* 3) Clinical Evaluation	2011-12*
4. Students will demonstrate knowledge of microbiology through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment* 3) Clinical Evaluation	2011-12*
5. Students will demonstrate knowledge of immunology through application and written examination.	1) BOC exam results 2) MLT 114 lab exam	2011-12
6. Students will demonstrate knowledge of Urinalysis/Body Fluids through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment* 3) Clinical Evaluation	2011-12*
7. Students will demonstrate knowledge of general lab operations through application and written examination.	1) BOC exam results 2) Preclinical Skills assessment* 3) Clinical Evaluation	2011-12*
8. Students will demonstrate personal behaviors consistent with professional and employer expectations of a Medical Laboratory Technician.	1) Clinical evaluations 2) Employer satisfaction survey	2013-14
9. Graduates will render both professional and personal services to the patient, physicians, coworkers, other laboratory professionals, and community.	1) Job placement rate 2) Employer satisfaction survey 3) MLT 200, 210 assignments	2010-11
10. Graduates will possess the necessary knowledge to pass their certification exam and meet the criteria for licensure established by the Tennessee Medical Laboratory Board.	1) Certification exam pass rates* 2) TN Licensure rates 3) Graduation rate*	2011-12*
11. The Program will educate and train students to perform as knowledgeable and competent medical laboratory technicians.	1)Resource assessment 2)Applicant pool* 3)Course Evaluations 4)Graduate survey 5)Employer satisfaction survey 6)Certification exam pass rates* 7)Graduation rate*	2011-12*

Institutional Effectiveness Outcome 1:	For the Class of 2013, assessing Learning outcome 1. Students will demonstrate knowledge of blood bank/transfusion medicine through application and written examination. Related to Program Goals 1 and 2. (Graduates will be able to demonstrate the ability to comprehend, apply, and evaluate clinical information relevant to their role as an MLT; Graduates will be able to demonstrate entry-level technical competency in all skills necessary to fulfill their role as an MLT.)
Strategic Planning Goal to Which this Outcome is Linked:(http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.1. Objective Q.3.
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	1) Board of Certification exam results 2) Preclinical Skills Assessment Pass Rate 3) Clinical Evaluation
Baseline Data (Current Level of Performance):	1) 78% BOC passage rate in BB 2) 100% preclinical skills pass rate 3) 2.8 out of 0-3 scale clinical evaluation
Three years of trend data (if available):	1) Certification pass rate in BB for 2010= 33%; 2011 = 82%; 2012=78% 2) PreClinical Skills for 2010-11= not available; 2012= 50% 3) BB Clinical evaluation average 2010-11= not available; 2012=2.8
Target (Desired Level of Performance):	1) Board of Certification BB exam: 80% pass rate 2) Preclinical Skills Assessment Pass Rate: 100% 3) Clinical Evaluation: 3 on a scale of 0-3
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide plenty of practice in MLT 115 student lab 2.) Update BB clinical rotation materials and exam 3.) Use seminar during clinical rotations to review and discuss BB-related topics
Results of the Institutional Effectiveness Effort:	1) Goal not met. BB certification pass rate in 2013 = 60% 2) Goal met. 100% of students passed BB preclinical skills assessment. 3) Goal met. 3 out of a 0-3 scale.
Future Plans Regarding this Outcome:	1. VSCC graduates earned an average overall BB exam score of 468 (passing is 400). The analysis of the BB exam showed that the average program graduate passed all four sections of the blood bank exam. The lowest section of the BB exam was Donation/Transfusion reaction/HDFN with a 453 average (400 is passing). Therefore, the curriculum is sound, but weaker students need more attention in BB. The rotation study guide will be revisited and edited to provide additional guidance for studying in the second half of the program. 2. Students seem to be getting enough practice with BB skills. No adjustment needed. 3. No adjustment needed. Continue to encourage professionalism and study habits during rotations.

Institutional Effectiveness Outcome 2:	For the Class of 2013, assessing Learning outcome 2. Students will demonstrate knowledge of hematology/coagulation through application and written examination. (Program goal 2. Demonstrate entry-level technical competency in all skills necessary to fulfill their role as a Medical Laboratory Technician.)
Strategic Planning Goal to Which this Outcome is Linked:	Objective Q3 Objective S1
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	1)Pre-clinical skills assessment passage rate 2)Clinical competency check-lists 3)Clinical site feedback 4)Employer satisfaction survey
Baseline Data (Current Level of Performance):	1)50% passage rate of pre-clinical skills assessment 2) and 3) Acceptable rotation performance 4) 4.0 out of 5 Employer overall satisfaction
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	1)100% pre-clinical skills competency passage rate followed by 2) and 3) no concerns from clinical rotations. 4) 4 out of 5 Employer satisfaction
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Contribution of lab time for more skills practice 2.) Distribution of educational materials to students for assistance 3.) Skills assistance sessions 4.) Administer pre-clinical skills competency checks before students start clinicals
Results of the Institutional Effectiveness Effort:	Goal not met. While 100% of students in 2013 passed the preclinical rotation skills assessment and the employer satisfaction rate was 4.8, the program received a very negative evaluation from an employer. The 'gate-keeper' of preclinical skills assessment didn't work to identify weak students and allow for correction.
Future Plans Regarding this Outcome:	Will reassess next year. The following adjustments will be made: 1) The pre-clinical skills assessment (competencies) will be tied to a course-and therefore a transcript grade- in the fall semester. 2) Preclinical skills competencies must be faithfully administered for a valid skills evaluation. 3) Review skill competency checklists to ensure reliable evaluations. 4) Students must not start the spring semester with an Incomplete or failing grade in the skills assessment.

Institutional Effectiveness Outcome 3:	For the Class of 2013, assessing Learning outcome 8. Students will demonstrate personal behaviors consistent with professional and employer expectations of a Medical Laboratory Technician. (Program goal 3.)
Strategic Planning Goal to Which this Outcome is Linked:	Q.I. 3
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	1) Clinical evaluations of students 2) Employer satisfaction survey 3) Placement data
Baseline Data (Current Level of Performance):	1) Clinical evaluations of students: 2.8 average on a 0-3 scale 2) Employer satisfaction survey: 4 satisfaction on a 1-5 scale 3) 70% Placement
Three years of trend data (if available):	1) Clinical evaluations of students: Not available, 2013 = 2.9 2) Employer satisfaction survey: Not available 2012 = 4 , 2013= 4.9 3) Placement: 2010= 100%; 2011= 90%; 2012 = 70% 2013 = 90.9%
Target (Desired Level of Performance):	1) 2.5 out of 3 Class average for section I of all Clinical evaluations. 2) 4 out of 5 average score on the Employer satisfaction survey 3) 92% Placement rate
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1) Review the MLT student manual's policy and definition of professionalism. 2) Emphasize, discuss, and demonstrate professionalism from the start of the program. 3) Conduct site visits to ensure students are adhering to workplace expectations. 4) Discuss workplace expectations during seminar
Results of the Institutional Effectiveness Effort:	1) Goal met. Clinical evaluations: 2.9 average for section I (Affective Domain) 2) Goal met. Employer satisfaction survey: 4.9 3) Goal not met. Placement data: 90.9%
Future Plans Regarding this Outcome:	As a whole, no significant problems in professionalism were detected. While the employer satisfaction rate was 4.8, the program received a very negative evaluation from an employer. With the help of the Advisory Committee, the program will reassessed the procedure for early detection and correction of professional issues. Class selection will be reexamined including using performance in the MLT 100-Introduction course in the evaluation of candidates. The Placement rate was just below the benchmark, so no adjustments will be made at this time.

Institutional Effectiveness Form

Department Name: Office Management Technology Certificate

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office Management Technology Technical Certificate program is designed to prepare student for entry-level employment in an office setting. The growth of electronic word processing, computer-based file management, and a constant need to process office work efficiently form the basis of this area of study.

Link between Institutional Mission and Departmental Mission: The Office Management Technology Technical Certificate supports both the lifelong learning and preparation for successful careers elements of the Institutional Mission by preparing students for entry-level employment and providing the opportunity for students to learn new and additional employable skills.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Graduates will be prepared for entry-level employment in the field of Office Management Technology.	Job Placement Rates BUS 111 Timed Writing for Certificate Students	2010-2011 2012-2013
Students will demonstrate an ability to express themselves in written and spoken communications within the business environment.	Employer Satisfaction Survey, question lines 23 & 24 (Questions 7 and 8).	2011-2012
Students will demonstrate a working knowledge of terms and concepts used in the business environment.	Employer Satisfaction Survey, question lines 21, 30, 31 (Questions 3, 12, 13). OMT 253 Filing Packet	2011-2012 2012-2013

Institutional Effectiveness Outcome 1:	Graduates will be prepared for entry-level employment in the field of Office Management Technology.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	Using existing funds for full-time and adjunct faculty teaching the certificate courses.
This Outcome will be Assessed Using:	Job Placement rates for the 2010-2011 academic year. Final exam timed writing in BUS 111 for 2012-2012 year for OMT Certificate students.
Baseline Data (Current Level of Performance):	Job Placement Rates for 2009-2010 = 100% OMT 101 Final Exam Timed Writing Statistics: Fall 2011: 83% ≥43; Spring 2012: 40%≥43
Three years of trend data (if available):	Job Placement rates 2008-2009 = 33% 2009-2010 = 100% OMT 101 Final Exam Timed Writing Statistics: Fall 2007: 60% ≥ 43; Spring 2008: 50% ≥ 43; Fall 2008: 100% ≥ 43; Spring 2009: 17% ≥ 43; Fall 2009: 40% ≥ 43; Spring 2010: 29% ≥ 43; Fall 2010: 57% ≥ 43; Spring 2011: 67% ≥ 43.
Target (Desired Level of Performance):	Job Placement rates will show a 92 % placement rate in the Office Management area. Final exam timed writing in BUS 111 will show 40 gwam with no more than 1 error per minute on a 5-minute timed test for OMT Certificate students.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	• Additional Timed Writing opportunities provided • Students allowed to take BUS 111 in face-to-face or online sections
Results of the Institutional Effectiveness Effort:	Final Exam Performance: Target Met - Fall 2012: 100% ≥ 40 with ≤ 5 errors, Spring 2013: 83% ≥ 40 with ≤ errors (all students who took the final exam met the goal).

	Job Placement Performance: Target Met with 100% placement BUS 111 Final Exam TW 2012-2013 Data. Job Placement 2011 Grads_Final.xlsx
Future Plans Regarding this Outcome:	Now that OMT students are enrolled in general population sections of BUS 111, a process is needed through which OMT majors can be tracked. A listing of OMT students enrolled by section provided to each instructor by mid-term each semester would be very helpful.

Institutional Effectiveness Outcome 2:	Students will demonstrate an ability to express themselves in written and spoken communications within the business environment.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	Using existing funds for full-time and adjunct faculty teaching the certificate courses.
This Outcome will be Assessed Using:	Employer Satisfaction Survey 2011-2012, Lines 23 & 24 (Questions 7 & 8) (written communication and oral communication).
Baseline Data (Current Level of Performance):	2010-2011: Line 23 (Question 7): 5.00; Line 24 (Question 8): 5.00
Three years of trend data (if available):	"Effective written communication skills" & "Effective oral communication skills:" 2008-2009: No data available 2009-2010: No data available (There are often so few graduates from this program that are employed in the field that there are no employer satisfaction survey results to report.)
Target (Desired Level of	Employer Satisfaction Survey will show a minimum mean score of

Performance):	4.0 on lines 23 (Effective written communication skills) and 24 (Effective oral communication skills) for OMT graduates.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	The OMT Certificate curriculum includes BUSN 1310 – Business Communications, a course in which written and oral communication skills are taught.
Results of the Institutional Effectiveness Effort:	The Employer Satisfaction Survey shows a mean score of 5 out of 5 for both questions regarding communications. Employer Sat Survey 1011 Grads Means.x
Future Plans Regarding this Outcome:	The business communications course will continue to be a part of the certificate curriculum and every effort will be made to provide high quality instruction.

Institutional Effectiveness Outcome 3:	Students will demonstrate a working knowledge of terms and concepts used in the business environment.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	Using existing funds for full-time and adjunct faculty teaching the certificate courses.
This Outcome will be Assessed Using:	Employer Satisfaction Survey – 2011-2012, Questions 3, 12, 13 Filing packet grades in OMT 253 for the 2012-2013 year.
Baseline Data (Current Level of Performance):	Employer Satisfaction Data 2010-2011: Line 19 – 5.0 Line 28 – 5.0 Line 29 – 5.0

	OMT 253 Filing Packet Project Grades: Fall 2011: 64%≥70 Spring 2012: 50%≥70
Three years of trend data (if available):	Employer Satisfaction Data: 2008-2009 - No data available 2009-2010 – No data available (There are often so few graduates from this program that are employed in the field that there are no employer satisfaction survey results to report.) OMT 253 Filing Packet Project Grades: Fall 2007: 71% ≥ 70; Spring 2008: 71% ≥ 70 Fall 2009: 75% ≥ 70; Spring 2010: 63% ≥ 70 Fall 2010: 43% ≥ 70; Spring 2011: 67% ≥ 70.
Target (Desired Level of Performance):	Employer Satisfaction Survey data will show a minimum mean score of 4.0 or higher in lines 19, 28, and 29 for the 2011-2012 academic year. 80% or OMT 253 students will complete the filing packet project with an average grade of 70% or higher.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Careful selection of OMT Technical Certificate courses based on the entry-level skills covered in their content. Conversations with the OMT Advisory Board assisted in identifying desired skills.
Results of the Institutional Effectiveness Effort:	OMT 253 Filing Packet Project Grades: Fall 2012: 78%≥70; Spring 2013: 62%≥70 It appears that the supplemental materials placed in the course to help students with this module are working; however, compelling students to complete the assignments in this online class remains a problem. Of the two semesters that have been tracked, both of them failed to meet the assessment goal. However, in both semesters, the students who did not reach the 70 percent or higher goal, failed to do one or assignments within the packet. Of those who completed all assignments, all scored well above the 70 percent goal. Adobe Acrobat Document Employer Satisfaction Survey Target met. The Employer Satisfaction Survey for 2011 graduates shows a mean score of 5.0 in all three lines used as targets for this outcome.

	 Employer Sat Survey 1011 Grads Means 2
Future Plans Regarding this Outcome:	Discussions will take place with OMT 253 instructors (usually adjuncts) regarding possible ways to motivate students to complete all parts of the filing packet assignment.

Institutional Effectiveness Form

Department Name: Ophthalmic Program/Health Sciences Division

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: he mission of the Ophthalmic Technician Program at Volunteer State Community College is to prepare students to enter the work force at the intermediate level for ophthalmic technicians. The program also instills a desire and commitment in students to become proficient in their skills, not at the minimum level to graduate, but at the highest level of their ability. In addition, the program prepares students to demonstrate their service to others in a caring, knowledgeable and skillful manner; as well as demonstrate effectiveness in their ability to communicate, solve problems, and think critically in a clinical setting, rate effectiveness in communication, problem solving, and critical thinking. Students will exhibit professionalism for the patients by delivering high quality care with concern and compassion.

Link between Institutional Mission and Departmental Mission:

Ophthalmic Technicians who graduate with an AAS in OPH from VSCC will be the most highly trained ophthalmic technicians in the State of Tennessee. Graduates from the program will support the college's mission by providing skilled expertise to ophthalmologists in private practice settings, hospital-based practice, military eye clinics, and educational practice settings around the world.

The program assists both traditional and non-traditional students to achieve a degree in a profession that will be in demand for years to come. In addition, the OPH Program provides community service and promotes cultural and economic development as it relates to the college's mission.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students will demonstrate knowledge of the basic foundation and concepts related to Ophthalmic Technology.	Passage of the written portion of the Certified Ophthalmic Technician Exam.	annual

Institutional Effectiveness Outcome 1:	Students will demonstrate knowledge of the basic foundation and concepts related to Ophthalmic Technology.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	JCAHPO Certification Exam
Baseline Data (Current Level of Performance):	2011-2012: 13/13 passed part 1 on first attempt *The exam became a program requirement in 2011. Prior to 2011 the exam was elective to students.
Three years of trend data (if available):	2010-2011: 5 out of 9 passed part 1 of the Certified Ophthalmic Technician Exam 2011-2012: 13/13 passed part 1 on first attempt
Target (Desired Level of Performance):	Using results from the JCAHPO Certification Exam, students will maintain passage rates of 75% or higher on the written portion of the exam upon first attempt.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Present basic foundation and concepts in OPH 102, OPH 112, OPH 121, OPH 123, OPH 126, and OPH 127. 2.) Conduct an annual certification exam review prior to students taking the COT exam. 3.) Increase student engagement and information retention through the use of technology in the classroom.
Results of the Institutional Effectiveness Effort:	10/11 or 91% of students passed part 1 of the Certified Ophthalmic Technician Exam.
Future Plans	Continue to monitor to ensure the program maintain this high

Regarding this Outcome:	rate of success for this outcome.

Institutional Effectiveness Outcome 2:	Increase the number of program completers.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.2
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Comparison of enrollment at the beginning of the fall semester 2014 and graduation rate in the summer 2015
Baseline Data (Current Level of Performance):	2010-2011: 9/11 students completed the program (82%)
Three years of trend data (if available):	Class of 2011: 82% Class of 2012: 93% Class of 2013: 79%
Target (Desired Level of Performance):	90% completion rate using graduation rates
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Program Director will hold orientation sessions to educate students on the field of Ophthalmic Technology 2.) New application requirements set in place for the Class of 2013-2014

Results of the Institutional Effectiveness Effort:	100% of students who started the Ophthalmic Program in the fall of 2013 graduated in August of 2014 and reflects an increase from 79% to 100%.
Future Plans Regarding this Outcome:	We will continue to monitor this outcome to ensure that our program completion rates remain high.

Institutional Effectiveness Outcome 3:	Improve student engagement through service learning projects.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.5
Funds Budgeted to Support this Outcome:	Existing base
This Outcome will be Assessed Using:	Feedback from service learning partnerships within the community. Observation and assessment of students while engaged in service learning activities to evaluate their skill level on “real world” activities. A variety of service learning activities related to the ophthalmic field.
Baseline Data (Current Level of Performance):	From 2012-2013, 13 students participated in community based, campus based, and international travel based service learning projects.
Three years of trend data (if available):	n/a

Target (Desired Level of Performance):	Improve service learning projects to make them more meaningful and to grow some of the current projects.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue to work with community partners to increase school vision screening participation to include the fall and spring semesters. 2.) Involve program graduates in service learning projects when possible. Graduate involvement will provide mentorship for each student and provide more one on one time for active learning. 3.) Increase involvement of students in projects to increase meaningfulness of community engagement
Results of the Institutional Effectiveness Effort:	Class of 2013-2014 students participated in multiple service learning projects. Graduates from the program were utilized in some service learning projects to increase the meaningfulness of the projects and to increase the guidance given to each student participating. In the process, students developed mentorship relationships with graduates to help guide them throughout their year in the program. The service learning projects and graduate mentorship improved related course scores, competency in the clinical setting, and community partnerships. The service learning projects continued to be both community, campus, and international based.
Future Plans Regarding this Outcome:	Continue to improve community relationships and partnerships through a variety of service learning projects and partnerships.

Institutional Effectiveness Form

Department Name: Paralegal Studies

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Paralegal Studies program delivers courses, advising, and services to students pursuing the AAS, AS, and certificate program options in Paralegal Studies. The program also recruits, orients, and assists students in placement for cooperative education and full-time employment following completion of the degree.

Link between Institutional Mission and Departmental Mission: Providing necessary workforce and inspiring lifelong learning with a broader eye on meaningful civic participation in a global society where those items connect with the legal system.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students will exhibit knowledge of basic and specialized concepts that directly and indirectly relate to a legal career.	Exit exam	2013-2014
Students will practice the skills and concepts needed to perform civil litigation.	Exit exam	2013-2014
Students will communicate within legal settings to meet professional and judicial standards.	Employer survey	2013-2014
Students will appreciate the impact of new technology on legal issues including social media.	LAW 103, 108, 210 and 211	2014-2015

Institutional Effectiveness Outcome 1:	Students will exhibit knowledge of basic and specialized concepts that directly and indirectly relate to a legal career.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes.
Funds Budgeted to Support this Outcome:	No additional funding needed, regular budget covers expense.
This Outcome will be Assessed Using:	Paralegal exit exam.
Baseline Data (Current Level of Performance):	70% for AAS and AS
Three years of trend data (if available):	73% AAS and AS 2009-2010 60% AAS and AS 2010-2011 50% AAS and AS 2011-2012 (test revised) 70% AAS and AS 2012-2013 None for certificates as the program is new.
Target (Desired Level of Performance):	80% across the board
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Advisory board reviews test questions for issues 2.) Program director does review with students 3.) Test administered 4.) Review results
Results of the Institutional Effectiveness Effort:	92% for AAS, AS, and Certificate graduates in 2013-14. Students are scoring higher with live review of PARL exit exam. Live reviews will need to happen once per semester for students in their last semester.
Future Plans Regarding	Test will need revision to stay current with laws

this Outcome:	

Institutional Effectiveness Outcome 2:	Practice the skills and concepts needed to perform civil litigation.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes.
Funds Budgeted to Support this Outcome:	No additional funding needed, regular budget covers expense.
This Outcome will be Assessed Using:	Paralegal exit exam.
Baseline Data (Current Level of Performance):	70% AAS and AS 2012-2013 None for certificates.
Three years of trend data (if available):	73% AAS and AS 2009-2010 60% AAS and AS 2010-2011 50% AAS and AS 2011-2012 (test revised) 70% AAS and AS 2012-2013 None for certificates as the program is new.
Target (Desired Level of Performance):	80% across the board
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Advisory board reviews test questions for issues 2.) Program director does review with students 3.) Test administered 4.) Review results

Results of the Institutional Effectiveness Effort:	92% for AAS, AS, and Certificate graduates in 2013-14. Students are scoring higher with live review of PARL exit exam. Live reviews will need to happen once per semester for students in their last semester.
Future Plans Regarding this Outcome:	Some of the test questions need to change with the TBR AAS degree changes. Need to take out Criminal Law questions and Contract questions.

Institutional Effectiveness Outcome 3:	Communicate within legal settings to meet professional and judicial standards.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes.
Funds Budgeted to Support this Outcome:	No additional funding needed, regular budget covers expense.
This Outcome will be Assessed Using:	Mean score for Employer survey items 7 and 8 (written and oral communications)
Baseline Data (Current Level of Performance):	2009-2010: 4.80/5
Three years of trend data (if available):	2009-10: 4.80/5 2010-11: 4.75/5
Target (Desired Level of Performance):	4.5 out of 5

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Students need training in Ethics course 2.) Surveys sent after graduation 3.) Review of returned surveys
Results of the Institutional Effectiveness Effort:	2011-12: 4.78/5. Students are doing well. They have requested informal training on professionalism through SPA club the semester before graduation.
Future Plans Regarding this Outcome:	Adjuncts and I are planning panel to help students make transition to professional career.

Institutional Effectiveness Form

Department Name: Physical Science (ASTR, CHEM, GEOL, PHYS, PSCI)

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The department provides coursework and supporting services and facilities which allow students to meet the degree and certificate requirements in programs of the college or to build a foundation of skills and knowledge for pursuit of advanced degrees, a lifetime of learning, and enhanced career performance.

Link between Institutional Mission and Departmental Mission:

AS/AAS/Certificates
General education/ University transfer
Continuing Education
Career Preparation and Enhancement

(For Academic Departments Only) List all Learning Outcomes:

Outcome (TBR General Education Outcomes)	Means of Assessment	Year Outcome Assessed
• Students will apply established scientific methods to the interpretation of experimental results	Lab report rubric or exam question	2014-15
• Students will use scientific principles to solve problems of a scientific nature.	SEEK/CAT rubric type exam question	2013-14
• Students will demonstrate knowledge of scientific principles, processes and terminology	Comprehensive exam performance broken down by course specific LOs	2013-14
• Students will discuss the impact of scientific discovery on human thought and behavior.	Essay, research paper, etc.; CURRI SUSSI pre/post	2014-15

Institutional Effectiveness Outcome 1:	Science Program Learning Outcome: Demonstrate knowledge of scientific principles, processes and terminology
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Assessment: CHEM 1030 Comprehensive Exam questions.
Baseline Data (Current Level of Performance):	1 CHEM 1030 outcome assessments
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Target: 10% increase in exam scores for selected course outcome related questions over baselines. Course outcomes assessed will specifically incorporate SEEK learning activities.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Collect data comp exam data from Fall & Spring terms 2. Specific comprehensive exam questions will be identified as indicators for specific course outcomes. 3. Faculty will chose SEEK activities correlating to specific outcomes targeted for improvement
Results of the Institutional Effectiveness Effort:	CHEM 1030 comp exam results by LO: CHEM 1030 comp by LO 13-14.docx

Future Plans Regarding this Outcome:	• Extend outcome assessment strategy to CHEM 1110-1120 using ACS year end exam

Institutional Effectiveness Outcome 2:	Increase student engagement via Undergraduate Research Initiative
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	• Course enrollment • SEEK rubric scores
Baseline Data (Current Level of Performance):	2011-2012 baselines • No students directly involved in academic or community associated affiliated research
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	• A 10% improvement in SEEK rubric scoring for courses involved in Undergraduate research • 300 students will participate directly in UR
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Expand UR to additional sections of BIOL 1030, BIOL 1050, BIOL 2230, CHEM 1030, CHEM 1110, CHEM 2010, GEOL 1030 and ISCI 1030;

	2. Continued development of electronic data collection form connected to a central data base 3. Student Poster Presentations Fall 2013, spring 2014, CCURI, Tennessee Academy of Science 4. Develop Case Studies in courses involved with Undergraduate Research
Results of the Institutional Effectiveness Effort:	ISCI 1030 SEEK rubric scores and SRG: UNDERGRADUATE RESEARCH (BIOL & IS A total of 240 students during Spring 2014 were involved in some aspect of undergraduate research via field studies, experimental design, problem based learning and case studies as part of the course and laboratory curriculum. For Spring 2014 semester the following courses had imbedded undergraduate research activities, using field research, experimental design, problem base learning strategies and case studies: CHEM 1030-Fundamentals of Chemistry (Sections 801, 803, 804, 805, 806, 807, 808, 831, 901, 932, 952) Biofuel pre-treatment of switchgrass for liberation of glucose via an experimental design research activity in three laboratory experimental sequence (167 students). CHEM 276T Undergraduate Research in Chemistry, (7 students). Projects included the biofuel pre-treatment of switchgrass, water quality assessment and electron microscopy of switchgrass cell walls. CHEM 2020 Organic Chemistry II - Solid phase extraction of BPA and other anthropogenic organic molecules from stream water. (6 students) ISCI 1030 Science Society and Sustainability - Water quality assessment were conducted weekly including data collection and visual assessments for Lower Station Camp Creek (18 students).
Future Plans Regarding this Outcome:	UR outcomes will be redefined and moved to M&S IE plan in 2014-2015

Institutional Effectiveness Outcome 4:	Science Program Learning Outcome: Use scientific principles to solve problems of a scientific nature.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	SEEK rubric evaluation item; new assessment to be developed and piloted in Spring 2014
Baseline Data (Current Level of Performance):	Baselines determined for each course based on 2011-2012 and 2012-2013 SEEK course rubric measures Seek Rubric Scores - Science Courses 4 yr

Three years of trend data (if available):	Seek Rubric Scores - Science Courses 4 yr
Target (Desired Level of Performance):	10% increase in SEEK evaluation item over baselines.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	• Assess validity of SEEK rubric score as measure of problem solving LO • Collect faculty input regarding use of SEEK rubric score as measure of problem solving LO • Develop new assessment to measure evaluation of conclusions based on scientific information 1.) PD regarding design of assessments and grading rubric 2.) Collection of question pools 3.) Pilot of assessments in selected classes during Spring 2014
Results of the Institutional Effectiveness Effort:	Science courses SEEK rubric scores 4 years: Seek Rubric Scores - Science Courses 4 yr
Future Plans Regarding this Outcome:	Implement newly designed problem solving assessments in multiple Physical Science courses designed for consistency by section and term

Institutional Effectiveness Outcome 5:	Migrate all Science course manuals to master courses within D2L
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Number of courses migrated
Baseline Data (Current Level of Performance):	no courses migrated
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	All science courses integrating D2L master course by start of Fall 2014.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) reorganize Science Department web materials (www2 files and volstate web pages) 2.) Identify individual faculty charged with migrating specific course materials to D2L platform
Results of the Institutional Effectiveness Effort:	• Single course piloted in 2013-14 (BIOL 2010) • eLearn Master courses for all courses created during Spring 2014 • Number of courses loaded with course materials to be assessed during Fall 2014

Future Plans Regarding this Outcome:	We will continue to work toward the goal of having all courses migrated fall 2014

Institutional Effectiveness Form

Department Name: Psychology/Sociology/Education

For the Academic Year: 2013 - 2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Our focus is on encouraging students to think critically in exploring the relationship between the individual and society as it affects personal behavior, social development, and the quality of life of individuals, the family, and the community; to examine the impact of behavioral and social scientific research on major contemporary issues in psychology, sociology, and education; to analyze and communicate the values and processes that are used to formulate theories in our fields; and to take ethical stands based on appropriate research.

Link between Institutional Mission and Departmental Mission: We are linked by our desire to help students to understand the relationships between self, community, and society; to apply knowledge learned meaningfully in a global society; and to inspire learning as a lifelong endeavor.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
1) Students in Psychology, Sociology, and Education QEP Seek courses will show improvement in critical thinking over the course of a semester.	Embedded Seek problems in first and last test of the Fall and Spring semesters	Data will be gathered for assessment Fall 2014
2) Students in Psychology and Sociology will show improvement in knowledge regarding the scientific method through learning about research methods. 3) Students in EDU 101 courses will show improvement in knowledge of education principles (INTASC) through learning about them in class and working on their portfolios.	Pre-/post-tests will be given at the beginning and end of the fall and spring semesters to ascertain whether or not they know the steps of the scientific method (or INTASC principles) as taught.	Data gathered Fall 2012 and Spring/Fall 2013 now analyzed; Spring 2014 data gathered but not analyzed at this point

Institutional Effectiveness Outcome 1:	Students in Psychology, Sociology, and Education QEP Seek courses will show improvement in critical thinking over the course of a semester.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Embedded Seek problem solving question in first and last test of each semester
Baseline Data (Current Level of Performance):	A baseline was to be established from the 2012-2013 IEP results for the 2013 -2014 year, but each instructor had used different ways to determine if critical thinking was enhanced after the Seek projects were completed. This complicated the analysis of the data. We decided to re-visit this objective and how to better assess critical thinking improvement after completing our Seek projects with a more standardized approach. This decision will be made when the faculty intervenes the week after Convocation in August 2014.

Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Any improvement in critical thinking skills/problem solving abilities for this baseline
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We still agree on the following steps to achieve the target of this outcome. We simply need to agree on the **same** embedded problem solving question in the pre-/post-tests that we will use to assess whether or not the goal was achieved. 1.) Establish initial baseline with an embedded problem solving question in the first test of the semester 2.) Teach the problem solving steps of Define, Design, Do, Evaluate throughout the semester using problem solving/critical thinking activities 3.) Determine their ability to use this knowledge through presenting them with an embedded problem solving question in the last test of the semester (one similar to the one in the first test)
Results of the Institutional Effectiveness Effort:	We failed to establish any trend data due to not being specific enough about the problem solving question that was embedded in the pre-/post-tests. This lack of standardization was part of a learning curve experience that we hope to correct Fall 2014.
Future Plans Regarding this Outcome:	We plan to continue to do this for three years to determine if there has been improvement in critical thinking over the course of a semester.

Institutional Effectiveness Outcome 2:	Students in Psychology and Sociology will show improvement in knowledge regarding the scientific method through learning about psychological research.
Strategic Planning Goal to Which this Outcome is Linked: (Go	Q.3.

to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Pre- and post-tests each semester
Baseline Data (Current Level of Performance):	Baseline data was compiled and analyzed from 2012-2013. Of the 248 **PSYC1030** students given the pre-test by fulltime instructors Fall 2012, 216 took the post-test. Of that 216, 173 did better in correctly identifying the steps of the scientific method, an increase of 80%. Spring 2013, of the 262 PSYC 1030 students given the pre-test by fulltime instructors, 241 took the post-test and 168 did better in identifying the steps, an increase of .697% or 70%. Data from our one fulltime **SOCI 1010** was turned in Fall 2012. Of 113 students given the pre-test, 82 took the post-test. Of that number, 63 (76.8%) or did better in identifying the scientific method. The pre-test results were turned in Spring 2013, but no post-test results were turned in.
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Psychology and Sociology students will know the steps of the Scientific Method, as taught by their instructors, at the end of the semester.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Psychology and Sociology students will be asked, on the first day of class, to take out a sheet of paper, put name and date on it, and list the steps of the scientific method. 2.) They will be taught the scientific method throughout the semester when discussing research related to each chapter. They will also write critiques of professional journal articles in psychology and sociology. 3.) Students will be asked, on the last day of class, to take out a sheet of paper, put name and date on it, and list the steps of the scientific method. 4.) Pre- and post-tests will be compared to see if results

	improved.
Results of the Institutional Effectiveness Effort:	Fall 2013, 388 PSYC 1030 students took the pre-test from full time instructors, with 353 taking the post-test; 393 did better in identifying the steps, an increase of 82.7% or 83%. (Extraneous variables: one new fulltime instructor; one instructor did not turn in pre-/post-test results; Fall semester vs Spring semester; incentives given; time of semester post-test given). Results for Spring 2014 not compiled or analyzed at this time. A new fulltime instructor turned in his Fall 2013 pre-/post-test results. Of 132 students who took the pre-test, 113 took the post-test, with 99 students (80.4%) doing better in identifying the steps of the scientific method. Spring 2014 data has not been compiled or analyzed. We will have two new fulltime SOCI 1010 instructors Fall 2014 and want to begin gathering new baseline data for SOCI 1010 at that time.
Future Plans Regarding this Outcome:	We plan to continue to compile data for at least three more years in order to see if we have been able to improve our students' ability to learn the steps of the scientific method.

Institutional Effectiveness Form

Department Name: **Physical Therapist Assistant**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

To graduate mid-level Physical Therapy practitioners who are competent and qualified to practice as Physical Therapist Assistants

Link between Institutional Mission and Departmental Mission:

Physical Therapist practitioners who graduate with an AAS in PTA from VSCC will graduate from a program that prepares them to work successfully in the hospital or outpatient setting and to contribute to their community

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1. 90 % of 2013 program graduates will pass FSBPT exam on first attempt.	National Board Scores	2014
2.Students will show increased knowledge of and be competent in Cardiac, Vascular and Pulmonary Systems to increase Mean Score above or equal to National Mean score	National Board Scores	2014
3. Faculty will increase use of online resources for student assessment and clinical placement	Graduate survey : Administrative and technical supports were available to assist	2014

Institutional Effectiveness Outcome 1:	90 % of 2013 program graduates will pass FSBPT exam on first attempt.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.1. 90% of all first-time licensure and/or certification test takers will pass on first attempt.
Funds Budgeted to Support this Outcome:	3200.00 for National board exam review
This Outcome will be Assessed Using:	FSBPT Board Scores
Baseline Data (Current Level of Performance):	First time pass rate for Class of 2012 is 83.33%
Three years of trend data (if available):	Class of 2010 -100% Class of 2011- 90.63% Class of 2012- 83.33%
Target (Desired Level of Performance):	First time passage at 90%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1). **Reassessment of entry level skills especially in Math and Science with B obtained in those courses for admission to the program** 2.) **Continue to sponsor national Board review course in Spring of year before graduation** 3.) **Increased efficiency demonstrated for lab practical in PTA 253, 263, 264, 265 and 270 to 90% passage rate on first time.**
Results of the Institutional Effectiveness Effort:	Successful board passage rate of 93.33% overall however first time pass is 80%
Future Plans Regarding	1). Budget change: fee request to cover student licensure an

this Outcome:	exam fee at entry to program to increase student access to first available test in July. Research show that students are more successful when taking tests closer to graduation than delay. 2) Students will pass all exams at 70 % or higher without remediation

Institutional Effectiveness Outcome 2:	**Students will show increased knowledge of and be competent in Cardiac, Vascular and Pulmonary Systems to increase Mean Score above or equal to National Mean score**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs
Funds Budgeted to Support this Outcome:	No additional funds needed outside of budgeted instructors fund
This Outcome will be Assessed Using:	FSBPT score
Baseline Data (Current Level of Performance):	Class of 2012 Mean score 636.5 National Mean 643.5
Three years of trend data (if available):	Class of 2011 668.6 Nationals 643 Class of 2012 636.5 National 643.5
Target (Desired Level of Performance):	Mean Score above or equal to National Mean score on FSBPT
Steps to Achieve the Target for this Outcome:	• Will add one day of lecture over cardiopulmonary system and rehabilitation to PTA 265.

(add additional steps as needed)	• Invitation for cardiopulmonary rehabilitation specialist for lecture if possible
Results of the Institutional Effectiveness Effort:	Class of 2013 Mean Score 668.9 National Mean Score 674.4
Future Plans Regarding this Outcome:	1) Continue to monitor score. Lectures did not increase until last year. Students will be at or above national norm 2) Add module on cardiovascular problems to Class of 2015 (current class). Students will pass cardiovascular module at 100% 3) Continue with specialists in cardiac rehabilitation and pulmonary rehabilitation

Institutional Effectiveness Outcome 3:	**Faculty will increase use of online resources for student assessment and clinical placement**
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.1. 90% of all first-time licensure and/or certification test takers will pass on first attempt.
Funds Budgeted to Support this Outcome:	Increased purchase by PTA budget for learning modules No increased total budget requested
This Outcome will be Assessed Using:	Graduate Survey
Baseline Data (Current Level of Performance):	Class of 2011 had 8% negative feedback for Question #5 under Resources
Three years of trend data (if available):	Class of 2011 had 8% negative feedback for Question #5 under Resources

	Class of 2012 had 0% negative feedback
Target (Desired Level of Performance):	No negative feedback including strongly or generally disagree On Graduate Survey
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Graduate Survey will be distributed by PTA faculty 6 months post-graduation 2.) Use of technology in class to be used by students and faculty to include computer modules, laptops, and I Pads (etc.) 3.) Seek policy change for graduates to be able to access the internet on campus for board reviews for up to 3 months post-graduation
Results of the Institutional Effectiveness Effort:	1) Only 1 student responded with generally disagree (4.5%) 2) Students now able to access internet for study on campus after graduation with password.
Future Plans Regarding this Outcome:	No further monitoring needed

Institutional Effectiveness Form

Department Name: **Radiologic Technology**

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Program Mission Statement & Goals

The Mission of the Radiologic Technology Program at Volunteer State Community College is to produce entry-level graduates that are competent technologists, registry eligible, and demonstrate a professional concern for their patients.

Students will demonstrate competency in the skills required of entry-level Radiologic Technologists.
Students will demonstrate effectiveness in communication, problem solving, and critical thinking.
Students will exhibit professionalism for the patients by delivering high quality care with concern and compassion.

Link between Institutional Mission and Departmental Mission:

Radiologic Technology students actively participate in numerous clinical hours each of the five semesters throughout the program. The program's workforce partnerships with ten area medical centers strengthen the students' clinical skills and help prepare them for lifetime learning opportunities and for successful careers.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**
Graduates will successfully pass the national boards to become Registered Radiologic Technologists	National ARRT annual board results	2013-2014
Students will successfully complete the program	Attrition/retention rate	2013-2014
Students will effectively communicate with their patients	Midterm and final evaluation results	2013-2014

Institutional Effectiveness Outcome 1:	Graduates will successfully pass the national boards to become Registered Radiologic Technologists 90% of the graduates will pass the national ARRT certification boards on their first attempt
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.1.
Funds Budgeted to Support this Outcome:	Students are required to pay this fee directly to the ARRT ($200.00)
This Outcome will be Assessed Using:	Mock registries administered in Registry Review (RAD 240) class and licensure exam pass ratesimprovement through "mock registries".
Baseline Data (Current Level of Performance):	Spring 2011: 24 students/class average 88% on mock exam Spring 2012: 27 students/class average 100% on mock exam
Three years of trend data (if available):	ARRT results 2012 96.3% 2013 100%
Target (Desired Level of Performance):	≥80% is required for RAD 240 course ≥90% is required for the ARRT boards pass rate
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Review lectures, power point presentations 2.) Successfully pass 5 "mock registries" with a minimum of 80% or higher 3.) Students are required to submit a study plan 4.) Students are required to write a resume
Results of the Institutional Effectiveness Effort:	Spring 2014: 28 students/class average 84.62%; 2014 ARRT pass rate was 96.42% The targets were met.
Future Plans Regarding this Outcome:	We will continue to monitor results of this outcome to ensure that we continue to meet the targets.

Institutional Effectiveness Outcome 2:	Students will successfully complete the program
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.6 Students will successfully complete 12 credit hours in fall semester S.7 Students will successfully complete 24 credit hours by the spring semester
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Program completion rate
Baseline Data (Current Level of Performance):	2012 86.66%
Three years of trend data (if available):	2012 86.66% 2013 90%
Target (Desired Level of Performance):	85% of the students will complete the program
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Ask more specific questions about their commitment to the program during the interview process 2.) Ensure their level of understanding the material each semester 3.) Have tutoring available if necessary
Results of the Institutional Effectiveness Effort:	Goal met; 2014 completion rate is 93.33%
Future Plans Regarding this Outcome:	We will continue to monitor this outcome to ensure that the program completion rate stays high.

Institutional Effectiveness Outcome 3:	Students will effectively communicate with their patients
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective Q.3. All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process. Serves to document continuous improvement for program learning outcomes and student learning outcomes (where applicable). Includes educational programs, administrative support services programs, educational support services programs, and community/public service programs.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Midterm and final evaluations from clinical instructors
Baseline Data (Current Level of Performance):	4.0 – 5.0 range (based on a 5.0 scale)
Three years of trend data (if available):	2012 – 2013 3.6 average on a scale of 4.0 (*NOTE: change in scale for 2013-2014 from high of 4.0 to high of 5.0)
Target (Desired Level of Performance):	4.5
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) communication skills are part of clinical competencies 2.) technologists evaluation students per semester 3.) clinical instructors discuss outcomes with the students at midterm and on their final evaluation
Results of the Institutional Effectiveness Effort:	2013-14 **4.7** Goal met

Future Plans Regarding this Outcome:	We will continue to monitor these results to ensure we maintain or improve overall communication with patients

Institutional Effectiveness Form

Department Name: Sleep Diagnostics Technology

For the Academic Year: 2013-2014 (2013 Calendar year)

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The program is designed to prepare the student for employment in a Sleep Disorder Center and to qualify students to sit for the international R.PSG.T credentialing examination.

Link between Institutional Mission and Departmental Mission:

1. Satisfying the community workforce demand for qualified polysomnographic technologists.
2. Providing a pathway for students to enter into a stable, successful, and rewarding career.
3. This certificate program can be supplemented with a general education core to complete an A.A.S. degree and prepare students for the university level.

Program Outcomes Master List	Means of Assessment	Year Outcome Assessed
1. Students must possess adequate written and oral communication skills required to succeed in this profession. They must be able to communicate effectively with patients and physicians while carrying out the routine duties of the occupation.	This is evaluated during the application process. Students are asked to complete a questionnaire in written essay fashion. Students are also subjected to an interview during the selection process during which their verbal communication skills will be assessed. Students who are accepted into the program will also have their patient communication skills assessed during clinical rotations by the clinical preceptors.	While this is a goal of the program to produce graduates who possess good oral and communication skills, this is a fundamental part of the students learning that occurs prior to their acceptance into the program. Therefore, this one will not be assessed on this document. It is listed here as a continual reminder of an important applicant screening criterion.
2. Students should be able to compute basic mathematical processes and be able to interpret data from charts or graphs.	Prior to entering the program: Students are expected to be at or above college level in mathematics before entering the program.	This will be accessed via ACT or COMPASS score or by completion of all learning support math modules prior to formal acceptance into the program.
3. Basic computer skills	Students are encouraged to take the INFS 1010-Computer Applications course or pass the CCE prior to acceptance or during the spring semester of the program. Passage of either INFS1010 or the CCE is a degree requirement for students pursuing the A.A.S degree.	While this is a goal of the program to produce graduates who possess basic computer skills, this is a fundamental part of the students learning that occurs prior to their acceptance into the program. Therefore, this one will not be assessed on this document. It is listed here as a continual reminder of an important applicant screening criterion.
4. Critical Thinking Skills	This will be accessed via utilizing the data interpretation exercises section in the Registry Review Course-PSG132. It is expected that a minimum of 80% of students in this course will average greater than 12 points on the rubric.	Annually
5. Achieve basic knowledge of Human Anatomy and Physiology of the cardiopulmonary and neurological systems	This will be assessed by utilizing the final examination results for the PSG 101 sections. Success goal is a class average score on the exam of 80% or greater.	Annually

6. Basic Physics knowledge in the fundamentals of electricity and electrical concepts as they apply to polysomnography.	Results of Quiz #1 in PSG110 will be utilized for this task. Goal is set at a class average score of 80% or higher on the exam.	Annually
7. Basic Pharmacology as related to sleep	Results of the "Drugs and Sleep" Quiz will be utilized for this outcome.	Annually
8. CPR(BCLS) Certification	This is a required graded activity that students must complete before the end on the PSG 120C-Clinical Practice I course.	Annually
9. Familiarity with Polysomnographic instruments and ancillary equipment. Students need to understand how each piece of equipment works as well as why and when to use it.	This will be assessed via student demonstration of understanding in the laboratory during PSG 120C. This will be assessed by the laboratory instructor. Goal proficiency is at 90% or better of the class population on clinical check-off sheets.	Annually
10. Knowledge of physiology and pathophysiology of the wake/sleep and NREM/REM cycles.	This area will be assessed via written examination. Questions # 18 & 23 from Quiz #1 of PSG 102 and overall results from Quiz # 6 in PSG 101 will be utilized for this outcome. The benchmark goal for average score on questions and the exam will be set at 80% or greater.	Annually
11. Electrical Safety	Question #15 of PSG 110 Exam #2 will be utilized for this outcome assessment. Goal is set at an average class proficiency of 92% or greater on this question due to the high importance.	Annually
12. Therapeutic intervention protocols	This is assessed utilizing the clinical check-off sheets during the 133C-Clinical Practice II course. This is a more difficult skill to master which often takes more practice time. Therefore, acceptable results will show a satisfactory evaluation on at least 75% of clinical check-off sheets in this area.	Annually
13. Students will be able to	Students will be compared with	Annually

demonstrate their knowledge of AASM scoring rules and ability to distinguish among sleep stages and recognize micro-arousals in EEG patterns, different types of scorable respiratory events, Limb movements and PLMs.	the AASM gold-standard scorer and must be within 85% accuracy to receive a passing score. Experienced scorers are expected to achieve an 85% match or better when compared to the AASM Gold-standard scorer in order to continue at this task. If our students can achieve this before entering the workforce, it should be considered a great accomplishment. For that reason, we will consider 50% or more of the class scoring over 85% successful.	

Institutional Effectiveness Outcome 4:	Problem solving/ critical thinking improvement Students will be able to use critical thinking/problem solving skills to analyze patient data.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	-Refer to VolState strategic plan goal Q.3 -Also supplemental to the SEEK problem solving initiative, S.I.1
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	A simple Rubric, or in this case a list of points that students need to pick up on. Student answers will be evaluated on their ability to support their answers utilizing their interpretations of the data.
Baseline Data (Current Level of Performance):	This was done as a group activity last year with good results. This year we will be doing this as an online activity so that students will have to answer these questions individually. This performance baseline will need to be established subsequently.
Three years of trend data	

(if available):	
Target (Desired Level of Performance):	The goal of this activity is to increase the students' understanding in regards to data interpretation. It is not expected that all answers will be the same, but rather they should be able to pick – up on certain points and be able to back up their assessments with solid reasoning. Target goal will be a 75% satisfactory completion rate for this next class.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Modifications to the PSG Registry Review Course – PSG132. 2.) More in-class discussions of scoring data during the summer PSG 120C course. 3.) Scoring sessions and demonstrations through D2L during the fall PSG132 course.
Results of the Institutional Effectiveness Effort:	I received very good results on this exercise. All students were able to achieve a successful score on the rubric. There were some very good interpretations. The average score for the class was 96.18% on the rubric. I was very pleased with this result, and it does appear to corroborate the results of the interscorer reliability test measures for the year (from outcome #13).
Future Plans Regarding this Outcome:	After the completion of our new on-campus laboratory, students will be able to score their own self-collected data which will provide more opportunity for experience in all aspects of the field.

Institutional Effectiveness Outcome 5 :	Achieve basic knowledge of Human Anatomy and Physiology of the cardiopulmonary and neurological systems
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed

This Outcome will be Assessed Using:	This will be assessed by utilizing the final examination results for the PSG 101 sections.
Baseline Data (Current Level of Performance):	Middle TN class most current three-year average = 94.88% West TN class most current three-year average = 87.21%
Three years of trend data (if available):	2011-12: Average Score Middle TN= 96.45%, West TN = 83.75% 2012-13: Average Score Middle TN= 94.08%, West TN = 91%
Target (Desired Level of Performance):	Success goal is a class average score on the exam of 80% or greater.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We are continuing to monitor this outcome, as the results for the past years have met or exceeded the target.
Results of the Institutional Effectiveness Effort:	2013-14: Average Score Middle TN= 94.1%, West TN = 86.88%
Future Plans Regarding this Outcome:	Three years of data shows that this goal has been consistently met. Continue to monitor.

Institutional Effectiveness Outcome 6:	Basic Physics knowledge in the fundamentals of electricity and electrical concepts as they apply to polysomnography.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed

This Outcome will be Assessed Using:	Results of Quiz #1 in PSG110 will be utilized for this task.
Baseline Data (Current Level of Performance):	Middle TN class most current three-year average = 82.2% West TN class most current three-year average = 80.22%
Three years of trend data (if available):	2011 Middle TN Class = 75.78% West TN Class = 85% 2012 Middle TN Class = 85.26% West TN Class = 78.67%
Target (Desired Level of Performance):	Goal is set at a class average score of 80% or higher on the exam.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	More video instruction content is planned in order to get both sections a little higher.
Results of the Institutional Effectiveness Effort:	Three year average for both course sections is just above the goal set. 2013 Middle TN Class = 85.56% West TN Class = 77%
Future Plans Regarding this Outcome:	The west TN sections have been smaller classes, but more video instruction content is planned in order to get both sections a little higher.

Institutional Effectiveness Outcome 7:	Basic Pharmacology as related to sleep
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3

Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	Results from the "Drugs and Sleep" Quiz
Baseline Data (Current Level of Performance):	Baseline will need to be set after initial trial.
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	To be established pending baseline results
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Administer quiz and analyze results
Results of the Institutional Effectiveness Effort:	This assessment is still in progress. Study material was developed and given as prep material for the BRPT registry Examination regarding drug effects on sleep.
Future Plans Regarding this Outcome:	A new tool is also being developed to focus more attention on this subject area. This subject has historically been covered as it pertained to each Sleep Disorder. However, we are developing tools to focus more on the medications and their effects rather than each sleep disorder and potential medication influences. A new assessment tool is being developed and will be initially utilized in the fall of 2014.

Institutional Effectiveness Outcome 8:	CPR(BCLS) Certification

Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	This is a required graded activity that students must complete before the end on the PSG 120C-Clinical Practice I course.
Baseline Data (Current Level of Performance):	100% Success Rate
Three years of trend data (if available):	We have a 100% success rate for this outcome for 10 years. This is a required element of the summer Clinical Practice I course that must be completed before students can visit clinical affiliates during the fall.
Target (Desired Level of Performance):	A 100% student completion rate is the goal. Students who do not complete this task will not be allowed to visit clinical sites during the Clinical Practice II course.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	An on campus CPR course is arranged during the summer semester for those in the class who need it. It is a grade requirement for PSG 120C.
Results of the Institutional Effectiveness Effort:	A 100% success rate has been maintained
Future Plans Regarding this Outcome:	Continue to monitor.

Institutional Effectiveness Outcome 9:	Familiarity with Polysomnographic instruments and ancillary equipment. Students need to understand how each piece of equipment works as well as why and when to use it.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	This will be assessed via student demonstration of understanding in the laboratory during PSG 120C. This will be assessed by the laboratory instructor via utilizing the clinical check-off sheets. Students are required to demonstrate proficiency in the VSCC campus laboratory before continuing on to clinical affiliate sites.
Baseline Data (Current Level of Performance):	Since this is the main goal of the PSG 120C course, we have consistently met this goal.
Three years of trend data (if available):	All students are required to demonstrate these skills in the on-campus sleep center. To this date, a 100% satisfactory class success rate has been maintained for this outcome for this outcome.
Target (Desired Level of Performance):	Goal proficiency is at 90% or better of the class population on clinical check-off sheets.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We are continuing to monitor this outcome, as results have continuously met or exceeded the target.
Results of the Institutional Effectiveness Effort:	Goal has been met.
Future Plans Regarding	Continue to monitor.

this Outcome:	

Institutional Effectiveness Outcome 10:	Knowledge of physiology and pathophysiology of the wake/sleep and NREM/REM cycles.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	This area will be assessed via written examination. Questions # 18 & 23 from Quiz #1 of PSG 102 and questions # 9 and 15 from Exam 4 of PSG 102 will be utilized for this outcome.
Baseline Data (Current Level of Performance):	Prior 3 Yrs. Average(2 yr. Average for the CM1 section): #18 #23 #9 #15 3 yr. Ave. PSG 102 C01 96.49% 69.29% 89.28% 94.64% **87.43%** PSG 102 CM1 100% 80% 100% 90% 92.5**%**
Three years of trend data (if available):	**(see above)**
Target (Desired Level of Performance):	The benchmark goal for average score on all questions is set at 80% or greater.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We are continuing to monitor this outcome, as the results have continuously been positive.
Results of the Institutional	PSG 102 C01 #18 #23 #9 #15

Effectiveness Effort:	2010 100% 50% 88.89% 94.44% 2011 89.47% 73.68% 89.47% 94.74% 2012 100% 84.21% 89.47% 94.74% 2013 87.5% 75% 87.5% 100% **2013 average score for C01 section = 87.5%** <u>PSG 102 CM1</u> 2010 Prior to west TN offering of this course 2011 100% 100% 100% 100% 2012 100% 60% 100% 80% 2013 85.27% 57.14% 71.43% 85.71% **2013 average score for C01 section = 74.89%** Overall averages for both class sections in this category have consistently met the goal. However, there does appear to be some room for improvement in this area, so we will continue to focus more attention to this outcome. The data appears to show a division between the two sections on this one with the CM1 section scoring much lower. However, there are only two previous years of data for that section and both of those years had a very small class size meaning that the CM1 section result yielded a less significant result than the C01 section.
Future Plans Regarding this Outcome:	We have asked for a part time position to be added for the west TN area. This position could be utilized for more face time with students in that area. The only presence we have there currently is one adjunct instructor for the Clinical Practice I & II Courses.

Institutional Effectiveness Outcome 11:	Electrical Safety Protocol. Students will demonstrate sufficient knowledge of electrical safety in regards to ground loop creation.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goal Q.3
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed

This Outcome will be Assessed Using:	Question #15 of PSG 110 Exam #2 will be utilized for this outcome assessment.
Baseline Data (Current Level of Performance):	3 prior yr. average: PSG 110 C01 = 88.75% PSG 110 CM1(2 yr. average) = 87.5%
Three years of trend data (if available):	2010 PSG 110 CO1 = 94.44% West TN not offered yet 2011 PSG 110 CO1 = 82.35% PSG 110 CM1 = 75% 2012 PSG 110 CO1 = 89.47% PSG 110 CM1 = 100%
Target (Desired Level of Performance):	Because of the importance, the goal is set at an average class proficiency of 92% or greater on this question.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We will continue to stress this point during the Clinical Practice I course as well as in the didactic portion of the PSG 110 course.
Results of the Institutional Effectiveness Effort:	2013 PSG 110 C01 = 88.89% PSG 110 CM1 = 100% Goal has been consistently met. Only two students answered incorrectly this year, and they were not included in the graduating class. So, in actuality, 100% of the students completing the program in December of 2013 answered this correctly.
Future Plans Regarding this Outcome:	Continue to monitor.

Institutional Effectiveness Outcome 12:	Therapeutic Interventions
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide	Refer to VolState strategic plan goal Q.3

strategic plan)	
Funds Budgeted to Support this Outcome:	. Existing budget – no additional funds are needed
This Outcome will be Assessed Using:	This is assessed utilizing the clinical check-off sheets during the 133C-Clinical Practice II course.
Baseline Data (Current Level of Performance):	The goal has been consistently met for a number of years.
Three years of trend data (if available):	The goal has been consistently met for a number of years.
Target (Desired Level of Performance):	This is a more difficult skill to master which often takes more practice time. Therefore, acceptable results will show a satisfactory evaluation on at least 75% of clinical check-off sheets in this area.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	We are continuing to monitor assessments for this outcome to ensure that students continue to meet our targets.
Results of the Institutional Effectiveness Effort:	Student results from the Clinical Check-off sheets have shown a consistent attainment of the goal.
Future Plans Regarding this Outcome:	Continue to monitor. We will also begin offering more on-campus lab time for students since our new facility is ready. We are also considering the development of a new version of the Clinical Check-off Sheets. This was discussed and approved during our most recent Advisory Board meeting. When the new version is utilized, a new baseline will need to be set.

Institutional Effectiveness Outcome 13:	Students will be able to demonstrate their knowledge of AASM scoring rules and ability to distinguish among sleep stages and recognize micro-arousals in EEG patterns, different types of scorable respiratory events, Limb movements and PLMs.
Strategic Planning Goal to	Refer to VolState strategic plan goal Q.3

Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	This will require an estimated $700 -$1500 increase in the existing budget. This year we were able to do this via a free 30-day trial, so this increase will not be realized until the fall of 2014.
This Outcome will be Assessed Using:	A trial run of online scoring comparison exams from the AASM will be purchased and utilized as a means of assessing how students are progressing. This online service will send individualized reports of student success/failure. Students will be compared with the AASM gold-standard scorer and must be within 85% accuracy to receive a passing score. It is worth mentioning that the AASM Gold-standard scorer has been criticized for his inaccuracy, but the AASM has assured me that they are working on getting new people to serve as scoring experts for comparison. This service is provided online and the AASM forwards the report to VSCC. This should complement our online format of the program as well.
Baseline Data (Current Level of Performance):	This is a new project, so there is no historic baseline to compare to. Experienced scorers are expected to achieve an 85% match or better when compared to the AASM Gold-standard scorer in order to continue at this task. If our students can achieve this before entering the workforce, it should be considered a great accomplishment.
Three years of trend data (if available):	n/a
Target (Desired Level of Performance):	Our initial target goal is for greater than 50% of the class to achieve an 85% score on the comparison. We will reevaluate this target after the first results are in.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) We are planning to make this a required activity for the 2013 class. 2.) Additional scoring instruction has been implemented into the PSG120C course. 3.) Online scoring comparison exams from the AASM will be purchased and utilized as a means of assessing how students are progressing.
Results of the Institutional	We were very pleased that all but one student who attempted

Effectiveness Effort:	this scoring comparison test passed on the first try. We far surpassed our goal. Only one student narrowly missed by 4 points. That student was an immigrant and had limited English Speaking Skills at the time. This was an impressive outcome for a task that has been historically delegated only to more experienced technologists.
Future Plans Regarding this Outcome:	We will continue to offer this to our students and will monitor the results annually. No changes to the curriculum appear to be needed at this time.

Institutional Effectiveness Program Outcome 14:	To increase enrollment of students in the west TN section of the sleep diagnostics program.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Refer to VolState strategic plan goals A.1 and S.2
Funds Budgeted to Support this Outcome:	There will likely be some travel expense added; estimated at $300-$500
This Outcome will be Assessed Using:	Enrollment numbers from west TN residents.
Baseline Data (Current Level of Performance):	We currently have five west Tennessee residents enrolled in this program.
Three years of trend data (if available):	Our numbers have remained fairly consistent so far, but we did receive an encouraging number of student applications after the beginning of our last program start date in January of 2013. This leads us to believe that our next year's enrollment number for

	west TN residents will increase.
Target (Desired Level of Performance):	We would like to maintain at least ten students in the west TN section annually.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Increase travel to west TN for marketing purposes. 2.) We will be visiting with Southwest TN Community College Allied Health Officials to create a cooperative pathway for students to enter this field of study. We had good results from our visit with Dyersburg last year.
Results of the Institutional Effectiveness Effort:	Our enrollment numbers are remained fairly consistent for the 2013 calendar year, but we saw a strong increase in interest for the upcoming year. We are seeing an increase in applicant numbers. It appears that the Dyersburg area has been our greatest source of the increase. Final enrollment in the west TN for the spring of 2014 looks to be 8 students. There were three others who would have enrolled if they could have gotten the funds together in time. The trend is going in the right direction. It appears that word of our program is finally beginning to spread in that area.
Future Plans Regarding this Outcome:	It would be very helpful to have more of a presence in the area for marketing purposes. A part-time clinical coordinator in the area would likely help to increase our ability to market this program to the community and sleep centers in west TN. We currently are using an adjunct to teach our two clinical courses to west TN residents.

Institutional Effectiveness Form

Department Name: University Parallel A.A./A.S.

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: University Parallel is designed for transfer and to assist students in learning core skills to help them succeed in future studies. The program consists of the general education core with courses designed to provide students with a foundation for undertaking specialized studies in transfer programs. The purpose of general education courses is to involve students in the inquiry into cultural traditions, values, and assumptions and to assist students in developing and refining the fundamental skills needed to think critically and community effectively in contemporary society.

Link between Institutional Mission and Departmental Mission: University Parallel provides core subjects in the General Education curriculum to build students' abilities to function effectively in a variety of roles, promoting the development of skills necessary for students to succeed in their major fields of academic study. This is in direct relationship to the institutional mission to prepare students for successful careers, university transfer, and meaningful civic participation in a global society.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Students will use problem-solving as an application of critical thought	CAT Test Scores; ETS Exit exam; Alumni survey; CCSSE	2013-2014
Students will understand and apply knowledge of the foundations and practice in the scientific method of inquiry	ETS Exit exam; Common final exam questions; Alumni survey	2015-2016
Students will understand and apply knowledge of the foundations and practice in relevant mathematical skills	ETS Exit exam; Common final exam questions; Alumni survey	2013-2014
Students will demonstrate effective oral communication skills	Program Rubrics; CCSSE; ETS Exit exam; Common final exam questions	2014-2015
Students will demonstrate effective written communication skills	Program assessments: Rubrics; CCSSE; ETS Exit exam; Common final exam questions	2013-2014
Students will identify and analyze both national and global societal challenges	ETS Exit exam; CCSSE; Alumni survey; Common final exam questions	2014-2015
Students will analyze and respond to the arts	VPA pre- and post-test	2015-2016
Students will demonstrate computer technology skills to support academic and professional achievement and	INFS 1010 pre- and post-test; GBA exit exam; Alumni survey;	2014-2015

Institutional Effectiveness Outcome 1:	Students will use of problem-solving as an application of critical thought.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Community College Survey of Student Engagement (CCSSE) and ETS Proficiency Profile
Baseline Data (Current Level of Performance):	CCSSE Critical Thinking items: 1. Synthesizing and organizing ideas, information, or experiences in a new way: VSCC 2.81/National 2.78 2. Applying theories to practical problems or new situations: VSCC 2.72/National 2.71 ETS Proficiency Profile Critical Thinking Skill Dimension mean: VSCC 110.99/Associate's Colleges 110.46
Three years of trend data (if available):	CCSSE Critical Thinking items: 2010: 1. VSCC 2.71/National 2.73; 2. VSCC 2.64/National 2.78 2011: 1. VSCC 2.75/National 2.76; 2. VSCC 2.69/National 2.69 2012: 1. VSCC 2.81/National 2.78; 2. VSCC 2.72/National 2.71 ETS Proficiency Profile Critical Thinking Skill Dimension mean: 2010/2011: 111.56 2011/2012: 111.74 2012/2013: 110.99
Target (Desired Level of Performance):	Improve scores or proficiency percentage on CCSSE Critical Thinking items and on ETS Proficiency Profile Critical Thinking Skill Dimension by 5%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Determine general education courses still needing SEEK course development 2.) Work with faculty to complete SEEK course development of remaining courses 3.) Meet with faculty to determine how to better help

	students strengthen their critical thinking skills 4.) Provide training for faculty using SEEK to help students use the rubric and complete assignments and activities using SEEK 5.) Reassess course development and SEEK activities and change as necessary
Results of the Institutional Effectiveness Effort:	The remaining general education courses (GEOL 1050/60, CHEM 1120, and ISCI 1030) were developed, bringing the total number of SEEK courses to sixty-three. Training sessions were available for faculty teaching general education courses, though new training opportunities were not developed. Despite not providing additional training, student end-of-course evaluations revealed that in 2013-2014 86.1% of students (n=4905) agreed or strongly agreed that the SEEK course "required problem-solving skills to solve real problems and evaluate information." Though students identified using problem-solving in their classes, scores on the CCSSE did not reach the intended levels. On the Critical Thinking items in 2013, question 1 demonstrated VSCC 2.73/National 2.78, and question 2 demonstrated VSCC 2.69/National 2.72. The ETS Proficiency Profile demonstrated a mean of 111.52 in 2013-2014, with the Associate's Colleges mean of 110.46.
Future Plans Regarding this Outcome:	Departments will continue to review and refine SEEK implementation in courses annually.

Institutional Effectiveness Outcome 2:	Students will demonstrate of written communication skills in writing across the curriculum.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget

This Outcome will be Assessed Using:	Student CCSSE 4c, 4d, 5b, 5c, 5d, 5e, 6c, and 12c; Faculty CCSSEE 4c, 5b,5c, 5e, 6c, and 12c; and review and assessment of random sample writing assignments from across the disciplines.	
Baseline Data (Current Level of Performance):	Current level of performance provided in the embedded CCSSE Writing Data document. Student CCSSE data: 4c: Never 24.1% Sometimes 28.9% Often 28.3% Very Often 18.7% 4d: Never 10.5% Sometimes 27.2% Often 40.2% Very Often 22.1% 5b: Very Little 4.7% Some 25.3% Quite a Bit 44.3% Very Much 25.6% 5c: Very Little 6.0% Some 35.0% Quite a Bit 28.5% Very Much 20.4% 5d: Very Little 10.6% Some 35.9% Quite a Bit 33.0% Very Much 20.6% 5e: Very Little 10.0% Some 32.1% Quite a Bit 36.5% Very Much 21.3%	Faculty CCSSEE data: 4c: Don't Know 7.4% Never 42.0% Sometimes 28.4% Often 12.0% Very Often 10.1% 4d: Don't Know 1.5% Never 26.2% Sometimes 28.3% Often 24.2% Very Often 19.9% 5b: Very Little 2.7% Some 15.8% Quite a Bit 45.9% Very Much 35.6% 5c: Very Little 3.4% Some 18.8% Quite a Bit 40.3% Very Much 37.6% 5d: Very Little 8.3% Some 25.5% Quite a Bit 36.8% Very Much 29.4% 5e: Very Little 4.3% Some 20.3% Quite a Bit 37.6% Very Much 37.8%

	6c: None 8.2% 1 to 4 29.5% 5 to 10 32.8% 11 to 20 20.4% More than 20 9.1% 12c: Very Little 10.4% Some 27.9% Quite a Bit 40.1% Very Much 21.7%	6c: None 25.7% 1 15.6% 2 to 3 23.1% 4 to 6 18.9% More than 6 16.7% 12c: None 3.2% Very little 13.0% Some 31.1% Quite a bit 28.4% Very much 24.2%
Three years of trend data (if available):	CCSSE Writing Data.xlsx	
Target (Desired Level of Performance):	• Increase in performance of students writing across the curriculum. • Increase in satisfaction from faculty across the curriculum of student preparedness for writing in various disciplines.	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Analyze data from three years of trend data from CCSSE student and faculty perceptions on writing at VSCC 2.) Conduct an assessment of a random sample of student writing assignments from across the curriculum 3.) Review student writing needs for ENGL 1010 for Allied Health and Criminal Justice cohort courses 4.) Develop a college-wide WAC/WID plan to begin implementation in fall 2014	
Results of the Institutional Effectiveness Effort:	Copy of CCSSE Writing Means for La… WID Assignments Overview 13-14.docx CCSSE Writing Analysis.docx	
Future Plans Regarding this Outcome:	The English Department is working with the Science Department to develop an ENGL 1010 course that will emphasize writing for the sciences that will be piloted in spring 2015. Additionally, the English Department will be working to modify and strengthen the content in cohort ENGL 1010 of Allied Health and Criminal Justice to better meet the needs of these cohort writing students. The department will continue to review the data to further develop a college-wide WID plan.	

Institutional Effectiveness Outcome 3:	Students will understand and apply knowledge of the foundations and practice in relevant mathematical skills.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data from embedded questions in the Departmental College Algebra Final Exam
Baseline Data (Current Level of Performance):	2011-2012: 65.6% success rate on embedded questions related to understanding the foundations of mathematics and to practice and apply relevant mathematical skills
Three years of trend data (if available):	2009-2010: 52.6% success rate on embedded questions 2010-2011: 57.7% success rate on embedded questions 2011-2012: 65.6% success rate on embedded questions
Target (Desired Level of Performance):	Increase success rate to at least 70% on embedded questions by Spring 2014. Embedded questions ask students to demonstrate knowledge about the foundations of mathematics and to apply relevant mathematical skills, therefore success rates on these questions will demonstrate students' understanding and application.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Allow more opportunities for student success by making appropriate curriculum changes. 2.) Department faculty will discuss trends that suggest a need for curriculum change based on less than desired student performance.
Results of the Institutional Effectiveness Effort:	Outcome met and exceeded with a 73.7% success rate on embedded questions.

	The three-year trend shows yearly increases in success rates on embedded final exam questions.
Future Plans Regarding this Outcome:	The Math Department will continue to monitor the General Education outcome, "Students are able to use mathematics to solve problems and determine if results are reasonable," as annual reports and data are submitted.

Institutional Effectiveness Outcome 4:	Students will demonstrate academic preparedness to pursue an education at a four-year institution
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	ETS Proficiency Profile total mean scores
Baseline Data (Current Level of Performance):	VSCC students earn a total score of 442.9 on the ETS Proficiency Profile, compared with a total score of 438.3 on the ETS Proficiency Profile set as the national norm in 2011-2012.
Three years of trend data (if available):	2010: VSCC total score on ETS Proficiency Profile equals 442.2; national norm on ETS Proficiency Profile equals 440.5 2011: VSCC total score on ETS Proficiency Profile equals 441.5; national norm on ETS Proficiency Profile equals 437.5 2012: VSCC total score on ETS Proficiency Profile equals 442.0; national norm on ETS Proficiency Profile equals 437.6
Target (Desired Level of Performance):	Improve VSCC total score on ETS Proficiency Profile to 443 to meet or exceed national norms. Scores that meet or exceed national norms demonstrate that our students are as prepared or better prepared for academic success at four-year institutions.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Faculty in departments where General Education courses are taught will review their success and retention data in key courses to determine how to better help students succeed in future academic studies. They will make changes as

	appropriate to teaching methods. 2.) Division deans will train faculty about how to discuss the ETS Proficiency Profile as a method for students to take the assessment more seriously.
Results of the Institutional Effectiveness Effort:	1.) IERPA has begun sending an email to division secretaries letting them know when success and retention data for each semester is available for download. Division deans have been disseminating this information and having discussions with faculty about what they are doing in their classes to address the achievement of learning outcomes. Faculty have been asked to report on their annual self-evaluation instrument how they have modified their teaching methods to better help students learn, reporting on the results of their modifications. 2.) Division deans have division meetings at least two times throughout the academic year. Sessions about how to better advise students have taken place at increased rates during the 2013-2014 academic year. Deans have talked with faculty about stressing the importance of taking the ETS Proficiency Profile as a way for the college to learn how it is doing in terms of preparing students for future studies. Efforts to better teach students and efforts to improve advising procedures have helped students become more prepared for academic success following transfer to four-year institutions. VSCC students earned a total score of 444.1 on the ETS Proficiency Profile in 2013-2014 as compared to a total score of 438.2 on the ETS Proficiency Profile set as the national norm in 2013-2014.
Future Plans Regarding this Outcome:	VSCC will continue to monitor the learning outcomes within the General Education course offerings and will continue improving the advising process to better help inform students about their requirements, including the completion of the ETS Proficiency Profile. Additionally, the Advising Center and Testing Center will work to develop handouts and training materials to better help students succeed at VSCC and beyond.

Institutional Effectiveness Form

Department Name: **Veterinary Technology**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

The mission of the Veterinary Technology Program is to provide high quality education and clinical experiences enabling students to attain licensure and gainful employment.

Link between Institutional Mission and Departmental Mission:

VSCC and the Vet Tech Program want to provide quality education. The student's clinical experiences, required by the Program, comply with the College's mission of strengthening community partnerships.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
95% passage rate of the National Veterinary Technician Exam on the first try	NVTE data	every
Demonstration of entry level proficiency of common veterinary technician skills	Faculty observation – pass/fail (repeat)	every
100 % placement rate of graduates	Employment survey	every

Institutional Effectiveness Outcome 1:	95% passage rate for the VNTE on the first try
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	This aligns with the Key Priority of Student Success. To become a licensed Veterinary Technician in the state of Tennessee, the student must pass the VNTE.
Funds Budgeted to Support this Outcome:	E13015
This Outcome will be Assessed Using:	VNTE data supplied to Program Director at close of each VNTE exam, 3 times a year. Data breaks down scores by domain for feedback into curriculum and VTNE preparation.
Baseline Data (Current Level of Performance):	50% passage rate
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	95% passage on first attempt
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Incorporate VNTE practice into the VET 215 class 2.) Increase the number of required student research projects 3.) Provide iPads for in class usage to increase student engagement and practice of computerized tests. Vet Tech Mobile Plan.docx
Results of the Institutional Effectiveness Effort:	We do not have results for this outcome at this time. The program is too new. The first class will graduate in December 2014.
Future Plans Regarding this Outcome:	We will continue to work toward this outcome in the coming year as our first class will graduate and take the licensure exam.

Institutional Effectiveness Outcome 2:	Increase the number of Clinical Affiliates in the Livingston Area.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	This aligns with the Key Priority of Access. We have many students from the Livingston area that are interested in the program. At this point, it is unrealistic to have VET classes there. Therefore the addition of veterinary practices in the area willing to have our students rotate through, would increase access of the program to these remote students.
Funds Budgeted to Support this Outcome:	E13015
This Outcome will be Assessed Using:	Actual number of clinical practices serving as VET clinical affiliates.
Baseline Data (Current Level of Performance):	Zero. We have no Clinical Affiliates in that area right now.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	We would like to have 4 practices in that area.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Review interest from exploratory dinner meeting hosted in LIV in MARCH 2011 to assess interest in the program 2.) Call & visit clinics in the Livingston and surrounding areas 3.) Sign Clinical Affiliation agreement with practice and establish schedule for student clinical rotation and dates of required Advisory Committee meetings.
Results of the Institutional Effectiveness Effort:	We have not signed any clinical affiliation agreements yet. The program is too new.
Future Plans Regarding this Outcome:	We will continue to work toward this goal in the coming year.

Institutional Effectiveness Outcome 3:	Promote the new Veterinary Technician Assistant (VTA) Program with first graduates by December 2014.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	This outcome aligns with the Key Priority of Access. Not all students are willing or able to complete the rigorous Vet Tech Program, yet they want to work with animals. This program will give students entry level veterinary assistant skills needed to work in clinical practices, pet stores, or laboratory facilities.

Funds Budgeted to Support this Outcome:	E10015
This Outcome will be Assessed Using:	Number of December 2014 graduates
Baseline Data (Current Level of Performance):	None
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	8 graduates
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Work with PR to develop a marketing/promotional plan for in-house and high school use 2.) Develop color brochure for VTA program for distribution 3.) Visit/recruit high schools in the Vol State area and educate counselors about the program
Results of the Institutional Effectiveness Effort:	At this time, we have not had the program long enough to have had any graduates yet. We anticipate the first class of students will graduate in December 2014.
Future Plans Regarding this Outcome:	We will continue to work toward this outcome.

Institutional Effectiveness Outcome 4:	Creation of new independent Veterinary Assistant Program
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	This outcome aligns with the Key Priority of Access. Not all students are willing or able to complete the rigorous Vet Tech Program, yet they want to work with animals. This program will give students entry level veterinary assistant skills needed to work in clinical practices, pet stores, or laboratory facilities.
Funds Budgeted to Support this Outcome:	E10015
This Outcome will be Assessed Using:	Approval and implementation of the new program
Baseline Data (Current Level of Performance):	None
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Approval by TBR occurred in early January 2014
Steps to Achieve the	1.) Submit Veterinary Assistant (VTA) Certificate Proposal to TBR

Target for this Outcome: (add additional steps as needed)	for 30 day review Veterinary Assistant Technical Certificate. 2.) Upon approval of the VTA, delete the existing Animal Care Certificate Animal Care curriculum deletion.dc 3.) Prepare Teach Out Plan for current students. Animal Care Teach Out Plan.pdf 4.) Contact Animal Care 'majors', provide Teach Out Plan and advising for certificate completion
Results of the Institutional Effectiveness Effort:	1) TBR approved the new program (January 2014). Vet Tech Assistant TBR Approval.pdf 2) Deletion of the existing Animal Care Technology certificate submitted to the Curriculum Committee (February 2014). Animal Care curriculum deletion.dc
Future Plans Regarding this Outcome:	See IE #3

Institutional Effectiveness Goals

Department Name: Visual and Performing Arts

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of the Visual and Performing Arts Department at Volunteer State Community College is: to promote and coordinate the growth of the arts on the campus of Volunteer State College by providing high quality learning experiences to engage students in aesthetics values and creative expression; to promote and generate arts education to Sumner and the surrounding counties of the Mid-Tennessee area; to coordinate and facilitate efficiencies of budget and *"Arts Alive"* activities on campus; to meet the diverse needs of the Arts faculty and students of all the arts programs; to promote excellence in teaching and learning by strengthening quality and continuous improvements in each discipline as a collaborative department.

Link between Institutional Mission and Department al Mission: VSCC faculty advocate for the arts by participating both within the classroom and within the community. Faculty members are involved in a variety of activities such as serving on local arts councils, working with community theaters, bringing visual and performing art participation to communities made up of low-income people and at-risk youth, hosting church Christmas musical and stage programs, and maintaining memberships in or serving on committees for art related associations. Within the educational system, faculty members at VSCC have served on the music committee for the Tennessee Board of Regent's to restructure common course rubrics and transfer paths for college music, theater and art programs across Tennessee. VSCC is offering 2 new certificates in arts curriculum since Fall 2011: Bluegrass Music and an Associate of Fine Arts degree in Music. A new Entertainment Media, which were developed by faculty members, involves additional courses in the Visual and Performing Arts curriculum.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
1. Identify and analyze the cultural heritage and the social aspects of cultures.	VPA PrePost Test Rubric	All
2. Apply critical thought processes to the clarification and appraisal values	VPA Writing Rubric for Assessing a Live Concert, Play or Art Exhibit	All

Institutional Effectiveness Outcome 1:	The students will Identify and analyze the cultural heritage and the social aspects of culture
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.2
Funds Budgeted to Support this Outcome:	$500
This Outcome will be Assessed Using:	VPA PrePost Test Rubric
Baseline Data (Current Level of Performance):	Baseline: Set baseline Fall 2009 14.38% increase from pretest to posttest
Target (Desired Level of Performance):	Target 10% increase accomplished (see appendix) VPA Rubric Pre-Post Test Scores Correspo
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. The VPA department will plan to meet spring 2013 to discuss the continued use of this instrument for assessment purposes. 2. Revisions will be made of PrePost test.
Results of the Institutional Effectiveness Effort:	1. Due to work load and prioritization more finite work will be carried over into 2014-15.
Future Plans Regarding this Outcome:	1. Look at broader focus on student learning changes, curriculum and classes. We need to provide norming sessions to address inconsistencies in scoring. 2. Standardize grading and reporting

Institutional Effectiveness Outcome 2:	The students will Identify and analyze the cultural heritage and the social aspects of culture.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.2
Funds Budgeted to Support this Outcome:	0
This Outcome will be Assessed Using:	VPA Writing Rubric
Baseline Data (Current Level of Performance):	Baseline: Spring 2012 writing rubric overall score 3.62.
Three years of trend data (if available):	See Appendix VPA Rubric Pre-Post Test Scores Correspo
Target (Desired Level of Performance):	Target 5% increase by Spring 2014- accomplished
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. The VPA will submit a cross section of papers to be graded using the rubric and set up norming sessions for consensus grading. 2. The VPA department will continue to utilize the standard rubric to assess a written assignment and the pre/post survey instrument to improve student performance in 1030 sections.
Results of the Institutional Effectiveness Effort:	1. A report was initiated by IERPA to give the VPA faculty trends both the PrePost test and writing instrument. As a department we will meet Fall 2014 to discuss findings of both instruments.
Future Plans Regarding this Outcome:	Department will meet with professionals to initiate norming sessions and to set standards. Changes will be made contingent upon our initial meeting.

Institutional Effectiveness Outcome 3:	Increase number of graduates in interdisciplinary departments Based on the TBR guidelines of TBR-UT articulation for the AFA in music and a new certificate in Media and Entertainment, several changes were made to our existing curriculum.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.2
Funds Budgeted to Support this Outcome:	$1500
This Outcome will be Assessed Using:	# of graduates in each program
Baseline Data (Current Level of Performance):	Target TBA
Three years of trend data (if available):	No Data
Target (Desired Level of Performance):	5 in AFA in 5 years- continuing
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. VSCC faculty will establish with the Communication Department: The feasibility of offering a section of Art 1030, which incorporates art and music. 2. Art is working with the Communications Department on refining the dual listing of Graphic Design 1 (ARTP 253) and Graphic Design for Media I (ARTP251*) 3. Theater is submitting a scriptwriting proposal to the Curriculum committee fall 2012. 4. Music will revise several courses to accommodate private music lessons credits and establishing goals for class Piano I and II.
Results of the Institutional Effectiveness Effort:	1. The Art and Communication Department has worked closely together in redefining the listing of Art specific classes are taught and what semester they are offered to meet recommendations for the Entertainment Media Degree. They include: Art 1030-Intro to ART; ARTP 155-Digital Photography; ARTP 253- Graphic Design I; ARTP 254-Graphic Design II; ART 1110-Two-Dimensional Design 2. See # 1-above

	3. Theater is submitting a scriptwriting proposal as an elective for the Entertainment Media Program 4. a) Based upon meetings between Music and Communication departments, MUS 1234 -Musicianship for Engineers was deleted from the Music Production and Music Business certificates and was replaced with Music Theory 1 and Ear training 1 (MUS 1110- Music Theory I Credits :(3) and MUS 1011- Aural Skills I Credits :(1) b) Additional classes were added in private instruction for the AFA majors to include woodwinds, strings and percussion. Changes were made to assist the students in the AFA for completion. Additionally, credits were adjusted through the Curriculum Committee.
	1. Continue to work with MTSU on changing curriculum in the AA/AS Recording Industry Management Degree. 2. Track student retention and progress in the AFA in Music And Entertainment Media program.
Institutional Effectiveness Outcome 4:	Increased Numbers in the Bluegrass Program
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.1.3
Funds Budgeted to Support this Outcome:	$10,000
This Outcome will be Assessed Using:	# of students enrolled
Baseline Data (Current Level of Performance):	Baseline: students in Bluegrass private instruction and ensembles Bluegrass lessons and ensemble participation (Entire Program) • Spring 2012-74 students • Fall 2012- 66 students • Spring 2013-74 students • Fall 2013-74 students • Spring 2014- 80 students • Spring 2014-1 graduate • Currently 4 majors 7/2104

Three years of trend data (if available):	See above
Target (Desired Level of Performance):	Spring 2014- Target 50 students in Bluegrass private instruction and ensembles; 4 majors
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Music faculty will be proactive in advertising the new degree program in area high schools. 2. A music club will be expanded to gain visibility on the VSCC campus in the Bluegrass genre and music. 3. Faculty and administration will continue to establish contacts in the field for PLA credit offerings. 4. The development of new classes on each campus site. 5. Attending workshops and gathering support from professionals in this area 6. Work with the administration in course offering in CEU and for credit classes. 7. Establishing performance opportunities in Bluegrass for VSCC students 8. Music faculty will set up meetings with the Foundation Office and VSCC grants coordinator to find corporate sponsors for the festival. 9. Faculty will research grant possibilities for opportunities in Bluegrass and expand songwriting as part of the annual festival. Work closely with faculty administrators and consultants on the committee. 10. Implement recruiting strategies
Results of the Institutional Effectiveness Effort:	1. Music faculty went to area high schools advertise the AFA in Music; mailings went out to high school counselors and music teachers concerning music offerings at Vol State. Bluegrass was advertised in high schools will several players have been recruited for the Ensemble Fall 2014. 2. Music club actively involved with the jamboree and raising funds for local head start. 3. Lynn Peterson worked with Office of Records on PLA plans for credit. More work to do in this area. 4. No new classes in Bluegrass on off campus sites 5. Bluegrass Jamboree changed focus on an educational event as Masters of Bluegrass genre gave lectures and demonstrations. 6. Grants were researched to host jamboree without response; however private instruction will be dual listed in CEU for credit. 7. Bluegrass Ensemble kept busy with major performances to include: Opryland Hotel, Historical Society, VSCC Foundation functions, Convocation, Salvus Center and several other engagements. Recruiting strategies continued as more visibility into the high schools and community functions. 8. No results from work done to secure a sponsor for the Bluegrass event. 9. See # 8 10. Possible 4 new Bluegrass majors admitting in the Fall 2014. We had our 1st graduate in Bluegrass Spring 2014. 28 students involved in Bluegrass Ensemble Spring 2014. *** Due to Federal guidelines from the Federal government, our main Bluegrass adjunct faculty member was limited to 9 credit hours per semester. This limited the number of Bluegrass students being taught and tracked in this program from Fall 2013-Spring 2014.

Future Plans Regarding this Outcome:	1. Continue to work for more exposure in all new and older course initiatives in music; to include AFA, Bluegrass, Songwriting, RIM 2. Redesign website in Music 3. Garner partnerships in Bluegrass 4. To provide students opportunities in the new record company at VSCC.
Institutional Effectiveness Outcome 5:	To expand cultural offerings in the arts internationally
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.1.6
Funds Budgeted to Support this Outcome:	$2,500
This Outcome will be Assessed Using:	# of faculty and students participating in cultural exchanges
Baseline Data (Current Level of Performance):	Baseline: 12 in 2011-2012 students
Three years of trend data (if available):	2012-13: 0 faculty and students participating in cultural exchanges
Target (Desired Level of Performance):	Target 20
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Art 260 Special Topic, Art of India will be offered in May 13. 2. Music will continue to make connections with cultural exchange programs possibly in England and China. 3. An Art faculty will teach and establish connections in India 4. Music will investigate music offerings in Ireland and England
Results of the Institutional Effectiveness Effort:	1. ART not complete due to faculty transition of a new hire. 2. Research music faculty options through TNCIS 3. See # 1 4. See # 2

Future Plans Regarding this Outcome:	1. In our 2014-15 goals we will pursue interest in this area.
Institutional Effectiveness Outcome 6:	Collaborations between areas will to enhance partnerships in the arts block.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	$2500
This Outcome will be Assessed Using:	# of collaborations between the Arts block
Baseline Data (Current Level of Performance):	40 students 2 faculty 2011-2012
Three years of trend data (if available):	0 students and faculty in 2012-13
Target (Desired Level of Performance):	Target 6 faculty 60 students
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Art 2 D design students has been assignment in creating set for Music Vocal recital Spring 2012. 2. Music and Theater will do special topics class on the collaboration of a Spring musical 2013 3. Music and Art will find new ways for collaborative performances for students. 4. Music and Theater will find new ways for collaborative performances for students.
Results of the Institutional Effectiveness Effort:	1. No collaboration with Music and Art 2. None 3. None 4. Music and art students worked together for Children's play
Future Plans Regarding this Outcome:	1. With a new Art faculty hire, much work need in this area 2. Due to work load, this goal will be carried over to 2014-15. *** Due to Prioritization-last school year, many of our goals were not met.

Institutional Effectiveness Form

Department Name: Web App Developer Level II

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: This career program is designed to prepare students for career entry, career sustaining, and career advancement positions. The program is designed to provide a common core of studies in humanities, social science, natural science, information systems technology, mathematics, and general business. Each concentration provides a limited opportunity to specialize in one area of study.

Link between Institutional Mission and Departmental Mission: This program provides quality educational opportunities for students to prepare them for successful careers in business fields as a web developer.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
Increase the number of students completing the certificate to an average of 20 per year.	Number of students completing each year.	Starting 2011-2012
Combine the two web developer certificates by moving two courses from Web Development I to give 24 semester hours.	Present required paperwork for approval.	2014-2015
Students will be able to design a website to be used in the INFS 270 class.	Review performance on web site design and development.	2012-2013

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of students completing the certificate to a rolling average of 20 per year.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6
Funds Budgeted to Support this Outcome:	none
This Outcome will be Assessed Using:	Calculating the average number of students completing the certificate each year for a 3 year period.
Baseline Data (Current Level of Performance):	2011 - 2012 – 26 completed
Three years of trend data (if available):	2011 - 2012 – 26 completed 2012 - 2013 – 21 completed
Target (Desired Level of Performance):	Increase the number of students completing the certificate to a rolling average of 20 per year.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Emphasize the availability of this certificate to be earned in conjunction with the CIS degree. 2.) Insure that all graduates receive this embedded certificate upon graduation.
Results of the Institutional Effectiveness Effort:	2013-14 – 9 completed
Future Plans Regarding this Outcome:	We will continue to work toward this outcome by determining better ways to market the availability of this program and by combining the Web I certificate with this program.

Institutional Effectiveness Outcome 2:	Combine the two web developer certificates by moving two courses from the Web Designer I to increase this certificate to 24 semester hours.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6
Funds Budgeted to Support this Outcome:	none
This Outcome will be Assessed Using:	The approval of a 24 semester hour certificate combining two courses currently in Web Designer I with the courses in this certificate.
Baseline Data (Current Level of Performance):	Paperwork to be submitted during 2014-2015.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Target approval date is 2014-2015 to be effective Fall 2016.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Submit forms to Curriculum Committee for approval. 2.) Submit paperwork to TBR for approval.
Results of the Institutional Effectiveness Effort:	This is an ongoing effort. Paperwork has been started to combine these programs.
Future Plans Regarding this Outcome:	We will continue to work through the process of submitting paperwork to the curriculum committee and TBR in the 2014-15 year.

Institutional Effectiveness Outcome 3:	Students will be able to design a website to be used in the INFS 270 class.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	INFS 270 grades.
Baseline Data (Current Level of Performance):	2012-2013 – 90.9%
Three years of trend data (if available):	2011-2012 – 100% 2012-2013 – 90.9%
Target (Desired Level of Performance):	Maintain a goal of 90% completion rate for the web site design & development in INFS 270.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Emphasize the importance of the web page during a job search. 2.) Discuss the requirement that the web page is required to pass INFS 270, the capstone course.
Results of the Institutional Effectiveness Effort:	2013-2014 – 88.23%; the goal was not met.
Future Plans Regarding this Outcome:	We will continue to work to ensure all students who complete this course can design a website. We will focus the website project on job preparedness in the future to encourage more students to complete the project and to do their best work.

Institutional Effectiveness Form

Department Name: **Office of Admissions**

For the Academic Year: **2013-2014**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office of Admissions exists to educate the community of the opportunities provided by obtaining higher education and pursing life-long learning.

Link between Institutional Mission and Departmental Mission: The Office of Admissions is responsible for, among other things, educating the community about opportunities to earn certificates, degrees, and pursue life-long learning.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of applications for admission from the African American sub-population for Fall 2014.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective A.4
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	Compare baseline of Fall 2013 with Fall 2014 African American applicants.
Baseline Data (Current Level of Performance):	Fall 2013: 732
Three years of trend data (if available):	Fall 2011 – Apps: 818; Reg'd: 369 Fall 2012 – Apps: 762; Reg'd: 381 Fall 2013 – Apps: 732; Reg'd: 382
Target (Desired Level of Performance):	769 (+5%)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Create Getting Started Workshops. 2. Determine location to offer workshops in our service area by using school report cards to identify areas with a high African American population. 3. Offer Getting Started Workshops at locations in our service area with a high African American population. 4. Compare baseline of Fall 2013 with Fall 2014 African American applicants.
Results of the Institutional Effectiveness Effort:	Targeted versions of the Getting Started workshops were created. After discussion with school counselors at the annual Vol State Counselors Luncheon, it was determined an on-campus event

	would be preferable to a workshop at the high schools. Getting Started for the high school population was converted to Senior Saturday and the event held on March 15, 2014. A total of 96 students RSVP'd for the event, with 14 of those high school seniors coming from high schools with a high African American population. In attendance were 72 high school seniors, with 10 of them coming from high schools with a high African American population. The final number of African American applicants for Fall 2014 is not available at the time of the writing.
Future Plans Regarding this Outcome:	Retain and improve upon the Senior Saturday concept. Adapt the Getting Started concept to target Tennessee Promise applicants.

Institutional Effectiveness Outcome 2:	Decrease the number of paper college transcripts received in the Office of Admissions.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Community College will assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public programs.
Funds Budgeted to Support this Outcome:	To be determined during implementation.
This Outcome will be Assessed Using:	A count of paper college transcripts received.
Baseline Data (Current Level of Performance):	2012-2013: 4281
Three years of trend data	2010-2011: 4211

(if available):	2011-2012: 4252 2012-2013: 4281
Target (Desired Level of Performance):	3857 (-10%)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Implement XML transcript sharing. 2. Determine business processes which need to be modified, added or deleted as a result of the XML process. 3. Determine the number of paper college transcripts received during the 2013-2014 academic year and compared to the baseline.
Results of the Institutional Effectiveness Effort:	XML transcript sharing has not been fully implemented.
Future Plans Regarding this Outcome:	Testing and implementation XML transcript sharing is still ongoing. The goal should be moved to the 2014-2015 plan.

Institutional Effectiveness Outcome 3:	Increase the percent of complete Fall admission files for new degree seeking applicants by June 30 of the Fall application year.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Community College will assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public programs.
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	By determining the percent of complete admission files for new degree seeking applicants as of June 30, 2014 for the Fall 2014 admission term as compared to the baseline.

Baseline Data (Current Level of Performance):	Fall 2013: 60%
Three years of trend data (if available):	Fall 2011: 50% Fall 2012: 58% Fall 2013: 60%
Target (Desired Level of Performance):	65% (+5%)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Establish baseline data by determining the percent of complete application files for Fall 2013 as of June 30, 2013. 2. By the time processing begins for Fall 2014, implement additional communication to applicants regarding the status of their admission file. 3. Determine the percent of Fall 2014 application files completed by June 30, 2014 and compare to the baseline.
Results of the Institutional Effectiveness Effort:	63% of the application files for new degree seeking Fall 2014 applicants were complete as of June 30, 2014.
Future Plans Regarding this Outcome:	Although the outcome fell short of the goal by 2%, an increase was still achieved. The additional communication should continue.

Institutional Effectiveness Form

Department Name: Advising Center

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of the Advising Center is to provide accurate, friendly, and accessible academic advising (as well as limited personal and career counseling) to students at Volunteer State Community College**.**

Link between Institutional Mission and Departmental Mission: Providing accurate, friendly, and accessible academic advising (and limited personal and career counseling) is specifically designed to help students choose the appropriate associate degree or certificate program that will prepare them for successful careers and university transfer. As appropriate, academic advising and counseling encourages continuing education and the value of lifelong learning. With one advisor/counselor position requiring Spanish/English bilingualism, the Advising Center promotes diversity and participation in a global society on a daily basis.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase unduplicated fall term headcount enrollment of Hispanics enrolled in distance education courses.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	**Key Priority: Access** **TBR Goals 1 and 2** Objective A.2. ("Increase unduplicated fall term headcount enrollment in distance education courses for the following subpopulations." (One subpopulation is "Hispanics.")
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	The number of Hispanic students who enroll in distance education courses.
Baseline Data (Current Level of Performance):	Fall 2011 Baseline: 54
Three years of trend data (if available):	These data have been requested by the Department of Distributive Education and once the information is available will be updated in this report.
Target (Desired Level of Performance):	Fall 2014: 70 (+29.6%)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Active promotion of distance education offerings to Hispanic students during advising sessions (in-person and by telephone), via the Spanish website, and through a brochure created in both English and Spanish. 2.) Promote distance education offerings on the Hispanic Vol State Facebook page.
Results of the Institutional Effectiveness Effort:	Once the data are available, this part of the report will be updated.

Future Plans Regarding this Outcome:	Once the data have been analyzed, future plans will be formulated.

Institutional Effectiveness Outcome 2:	Increase the number of Hispanic graduates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	**Key Priority: Student Success** **TBR Goals 1 and 2** Objective S.2. "Increase in number of associate degrees and certificates." Objective S.3. "Increase the number of graduates in the following subpopulations." (One subpopulation is "Hispanics.")
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	The number of Hispanic graduates.
Baseline Data (Current Level of Performance):	2010-2011 Baseline: 20
Three years of trend data (if available):	2009-2010: 26 (From VSCC Strategic Plan 2010-2015) 2010-2011: 20 (Baseline from IE Plan) 2011-2012: 37
Target (Desired Level of Performance):	Original target in last year's IE was 36, exceeded during 2011-2012. New target: 50 for 2013-2014 (+150% from 2010-2011 Baseline)
Steps to Achieve the Target for this Outcome:	1.) Bilingual Advisor/Counselor will continue to maintain a data base of currently enrolled Hispanic students and

(add additional steps as needed)	communicate regularly with all of them, advising/counseling as appropriate. 2.) A new initiative will be implemented targeting the low rates of persistence of Latino (and African American) males in conjunction with the Office of Student Life and Diversity Initiatives. 3.) Further exploration will be made to establish a Hispanic group/club on campus that hopefully would help Hispanic students to feel more "connected" to the College. 4.) At least one successful Hispanic leader will be invited to speak to VSCC students.
Results of the Institutional Effectiveness Effort:	The steps noted above that were established in order to achieve results related to this Institutional Effectiveness goal have led to very promising results. The final overall Hispanic/Latino headcount for Fall 2013 was 302, a 30.17% increase from the 232 headcount for Fall 2012. Clearly, higher numbers of Hispanic/Latino students will lead to higher numbers of Hispanic/Latino graduates. While the total number of Hispanic/Latino graduates dropped from 37 (2012) to 29 (2013) the overall percentage of them relative to the total number of VSCC graduates increased from 2.4% to 2.7%. (The reason for this is that the total number of VSCC graduates decreased from 1536 in 2012 to 1088 in 2013.) To reiterate, though, the overall number of Hispanic/Latino graduates should increase due to the 30.17% increase in the overall headcount.
Future Plans Regarding this Outcome:	All of the steps outlined above will continue in 2014-2015.

Institutional Effectiveness Outcome 3:	The academic advising program at VSCC will be improved.

Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	**Key Priority: Student Success** **TBR Goals 1 and 2** Objective S.9. ("Increase the overall satisfaction rating on the item 'academic advising system meets student needs' to surpass the national norm and surpass the national mean on half of the 63 advising survey items.")
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	1) **Noel-Levitz Student Satisfaction Inventory** (SSI) items: "My advisor helps me set goals to work toward," and "My academic advisor is concerned about my success as an individual." 2.)**Community College Survey of Student Engagement**(CCSSE) item: "Satisfaction with academic advising/planning." 3.) **Survey of Entering Student Engagement (**SENSE) Items: "I was able to meet with an academic advisor at times that were convenient for me," and "An advisor helped me set academic goals and create a plan for achieving them." 4.) **Survey of Academic Advising** (SAA): "My advisor knows who I am," "My advisor takes the initiative in arranging meetings with me," and "Provides me with accurate information about requirements, prerequisites, etc."
Baseline Data (Current Level of Performance):	SSI Baselines: "My advisor helps me set goals to work toward": 3.14 "My academic advisor is concerned about my success as an individual": 4.62 CCSSE 2012: "Satisfaction with academic advising/planning": 2.16 SENSE Baselines: "I was able to meet with an academic advisor at times that were convenient for me": 3.67 "An advisor helped me set academic goals and create a plan for achieving them": 3.14 SAA Baselines From ACT Surveys 2010 and 2011:

	"My advisor knows who I am": 2.64, 3.16 "My advisor takes the initiative in arranging meetings with me": 2.83, 3.21 "Is a helpful, effective advisor whom I would recommend to other students": 3.61, 3.75
Target (Desired Level of Performance):	An overall improvement of 10% in each item indicated above from measurements in the SSI, CCSSE, SENSE, and SAA surveys.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) A comprehensive advisor training program will be fully implemented by Fall 2013. Part of this training will include the utilization of DegreeWorks as a customary part of advising. 2.) The College will move to a primarily appointment-based advising system beginning in October of 2013. (Exceptions: summer months and from December through the start of Spring semester.) 3.) DegreeWorks will be utilized by all advisors starting in October 2013.
Results of the Institutional Effectiveness Effort:	The results of this Institutional Effectiveness effort have been very positive. First, there were significant increases in the SSI baselines. Satisfaction increased 51.3% for "My advisor helps me set goals to work toward" from 3.14 to 4.75. A more modest increase of 5% was indicated for "My academic advisor is concerned about my success as an individual" from 4.62 to 4.85. While there are currently no data available to compare the baselines for the CCSSE, the SENSE baselines also revealed significant increases. "I was able to meet with my academic advisor at times that were convenient for me" increased from 3.67 to 3.76, a 2.4% increase. "An advisor helped me set academic goals and help create a plan for achieving them" increased 7.3%, from 3.14 to 3.37. Finally, the information related to the SAA baselines is not yet available in the mathematical form depicted above, but the preliminary summary of student satisfaction comparing Fall 2012 to Fall 2013 is positive. Seven (7) percent more students indicated that "…academic advising more than adequately meets their needs" from 37% to 44%. In addition, many other advising indicators showed improvement as well, including the targeted

	"My advisor knows who I am;" "My advisor takes the initiative in arranging meetings with me;" and "Is a helpful, effective advisor whom I would recommend to other students."
Future Plans Regarding this Outcome:	Given the success of the steps outlined above, they will continue to be carried out in 2014-2015.

Institutional Effectiveness Form

Department Name: Allied Health

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Allied Health Division offers degree and certificate programs which are designed to prepare students for a career in specific health care occupations.

Link between Institutional Mission and Departmental Mission: The Allied Health Division offers degree and certificate programs which are designed to prepare students for a career in specific health care occupations.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	The Allied Health Division will participate in an international visitation program with the Denmark Health Sciences College.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Initiative 6
Funds Budgeted to Support this Outcome:	To be funded through International Education
This Outcome will be Assessed Using:	Completion of international visit from the Denmark Health Sciences College.
Baseline Data (Current Level of Performance):	International visit was made by Allied Health Dean, RAD Program Director, and four RAD students to Denmark Health Sciences College in Summer 2012.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Denmark Health Sciences College will bring faculty and students to Volunteer State Community College in Fall 2013.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Contact representative at Denmark Health Sciences College 2.) Coordinate through International Education 3.) Visit occurs in Fall 2013
Results of the Institutional Effectiveness Effort:	Goal met. Denmark Health Sciences College brought faculty and students to Volunteer State Community College in Spring 2014
Future Plans Regarding this Outcome:	Coordinate through International Education to take faculty and students from Volunteer State Community College Health Sciences Division to Denmark in Summer 2014.

Institutional Effectiveness Outcome 2:	First-time licensure and/or certification test takers will pass on first attempt.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Licensure/certification reports
Baseline Data (Current Level of Performance):	2011-12 averaged 76% 2012-13 averaged 80%
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	90%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Collect reports from respective agencies. 2.) Analyze reports. 3.) Review Institutional Effectiveness Plans for programs below 90% and implement steps for achieving objective.
Results of the Institutional	Goal met. There was a 91% passage rate for first-time licensure

Effectiveness Effort:	and/or certification test takers.
Future Plans Regarding this Outcome:	Will continue to monitor.

Institutional Effectiveness Outcome 3:	Accreditable programs will receive full accreditation.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Key Indicator 5
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Accrediting reports from appropriate accrediting agencies.
Baseline Data (Current Level of Performance):	Accreditable programs are 100% fully accredited.
Three years of trend data (if available):	2012-13=100% 2011-12=100% 2010-11=100%
Target (Desired Level of Performance):	100%

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Scheduled Self-Studies and Site Visits completed. 2.) Any follow up reports submitted. 3.) Accrediting agencies confer accreditation status.
Results of the Institutional Effectiveness Effort:	100% of accreditable programs were accredited.
Future Plans Regarding this Outcome:	Work with accreditable programs that have Self-Studies and Site Visits in 2014-2015 year to achieve continuing accreditation.

Institutional Effectiveness Form

Department Name: Academic Affairs

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office of the Assistant Vice President of Academic Affairs, in support of the Chief Academic Officer, oversees the Learning Commons/Supplemental Instruction, Off-Campus/Dual Enrollment, Livingston, Highland Crest, Distributed Education, Media Services, University Center, Perkins programs, and Academic Facilities.

Link between Institutional Mission and Departmental Mission: The Office of the Assistant Vice President of Academic Affairs provides leadership and research to support student success through the development and integration of institution-wide innovative educational programs through the conduit of Distributed Education, Off-Campus-Dual Enrollment, McGavock and Livingston Centers, Highland Crest and Wilson Central, Middle College, Media Services and Learning Commons/Supplemental Instruction; strengthens the community by civic participation in our 12 county service area and assist in forecasting the academic support needs of workforce and economic development; works with Student Services to promote lifelong learning, student matriculation, and opportunities to expand their global perspectives.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Improve Faculty Training in Online Platform
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access A.1. Student Success S.1.
Funds Budgeted to Support this Outcome:	Certificates
This Outcome will be Assessed Using:	Establishing a baseline number of how many faculty and adjuncts have completed D2L training as of Spring 2014 and comparing that certified population to Spring of 2015.
Baseline Data (Current Level of Performance):	Establishing Baseline in 2013 - 2014
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	10%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide certification to D2L trained Faculty 2.) Mandate D2L training for all new adjuncts and faculty 3.) Only certified faculty may instruct online/hybrid courses 4.) Create 6 online teaching training session per semester
Results of the Institutional Effectiveness Effort:	No results available yet. This is an ongoing effort.
Future Plans Regarding this Outcome	We will continue to work on this in the coming year and hope to mandate that adjuncts go through D2L training.

Institutional Effectiveness Outcome 2:	Provide college access to high school students
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Outreach and Intake A.I.3.
Funds Budgeted to Support this Outcome:	$65,000 for Administrative Support/Counselor for Middle College(MC) $1500 for supplies and operations
This Outcome will be Assessed Using:	Fall '14 headcount of MC students in comparison with Fall '15 MC students
Baseline Data (Current Level of Performance):	This is VSCC first time and we project 50 students for Fall '14
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Increase by 50% each academic year until we reach 400 students and then reevaluate
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide dedicated space for MC Administrator and Support 2.) Develop appropriate curriculum for MC students 3.) Engage MC students in VSCC campus culture 4.) Increase Student Enrollment
Results of the Institutional Effectiveness Effort:	We have a dedicated space and have developed the curriculum. We have engaged the MC students through a seminar program developed at Merle Hyde High School. We increased student

	enrollment by 49 students in the fall of 2014 because of MC student enrollment.
Future Plans Regarding this Outcome:	We are debating whether or not to bring in an additional 50 students from the Sumner County School System or to taper off the number of students to focus on quality.

Institutional Effectiveness Outcome 3:	Create Cost Savings
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Livingston and Springfield Campuses A.I.5
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Cost Benefit Analysis ROI Demographic Study
Baseline Data (Current Level of Performance):	None at this time
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	1.) Relate to cost/benefit analysis 2.) Break Even? 3.) Make a Profit? 4.) Not lost financial resources?
Steps to Achieve the	1.) Review current enrollment trends

Target for this Outcome: (add additional steps as needed)	2.) Assess costs of operations and personnel 3.) Compare data
Results of the Institutional Effectiveness Effort:	This effort is ongoing. No data is available at this time.
Future Plans Regarding this Outcome:	Work with IE to develop a way to complete a cost-benefit analysis.

Institutional Effectiveness Form

Department Name: **Assistant Vice-President for Business and Finance**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The prudent management, accurate and timely reporting and safeguarding of the fiscal resources of Volunteer State Community College and related entities.

Link between Institutional Mission and Departmental Mission:

The AVP office oversees the tracking, reporting and managing of financial resources used to support the college and its educational programs. The Business Office, Payroll Office and Purchasing Office are under the direct supervision of the AVP.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Expand direct deposit to accounts payable reimbursements.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1.5 Streamline Disbursement Transactions
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Comparison of paper checks printed versus direct deposit payments processed to accounts payable vendors, including employee travel and other reimbursements.
Baseline Data (Current Level of Performance):	None – New in 2013-14
Three years of trend data (if available):	Not Available
Target (Desired Level of Performance):	• To have 95% of employee travel and other reimbursements processed by direct deposit. • To have 25% of non-employee accounts payable vendor payments processed by direct deposit.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Set up Banking system and Banner. 2.) Test 3.) Communicate to Campus 4.) Communicate to Vendors 5.) Set the Go Live Date: March 1, 2014 for Employees
Results of the Institutional Effectiveness Effort:	Increased efficiency in processing reimbursements and payments.

Future Plans Regarding this Outcome:	This outcome has been accomplished in FY14. Employee direct deposit started March 14, 2014.

Institutional Effectiveness Outcome 2:	Automate the approval process for Check Request and Travel Authorizations.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.2 Develop and implement VSCC Efficiency Plan
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Comparison of number of manual check requests and travel authorizations submitted to Business and Finance for payment.
Baseline Data (Current Level of Performance):	14,000 Check Requests, 500 travel authorizations
Three years of trend data (if available):	Not Available
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Review Docusign and SciQuest for best choice of automating the documents. 2.) Design and set-up the chosen method. 3.) Test the set-up

	4.) Communicate and train campus 5.) Roll out to campus
Results of the Institutional Effectiveness Effort:	More seamless approval process for check request and travel authorizations. Less paper represents reduced costs for paper. Allows more tracking of document through the approval process.
Future Plans Regarding this Outcome:	Docusign has been reviewed. SciQuest will be reviewed in FY15 for possible use to increase efficiency.

Institutional Effectiveness Outcome 3:	
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	

Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 2.) 3.)
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Form

Department Name: **Office of the Assistant Vice President, Continuing Education & Economic Development**

For the Academic Year: FY 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division of Continuing Education and Economic Development facilitates lifelong learning by providing relevant, quality non-credit learning opportunities for a diverse and evolving population. Programs and services are designed to foster community and economic development, to strengthen partnerships, and to satisfy a broad range of personal, professional, and workforce development needs of the local community and area business and industry.

Link between Institutional Mission and Departmental Mission: The Office of the Assistant Vice President for Continuing Education & Economic Development facilitates the efforts of five departments in providing continuing education and service to northern Middle Tennessee. The departments offer quality innovative educational programs, strengthen community and workforce partnerships, promote economic development, inspire lifelong learning, and prepare students for successful careers.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase unduplicated number of businesses and industries served by 10% over 2012-2013
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Comparison of number of business and industries served annually
Baseline Data (Current Level of Performance):	2009-2010: 328 unduplicated business/industries served
Three years of trend data (if available):	2010-2011: 254 2011-2012: 294 2012-2013: 229
Target (Desired Level of Performance):	252 unduplicated business and industries served
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Create a stronger social media presence that reaches area businesses and industries 2. Contact area human resource/industry councils/committees/chambers to ascertain opportunities for presentations
Results of the Institutional Effectiveness Effort:	Increase achieved. 2013-2014: 366 unduplicated businesses served
Future Plans Regarding this Outcome:	Efforts will continue to increase awareness of service and training opportunities through Continuing Education – service on councils/chambers, presentations, social media, etc.

Institutional Effectiveness Outcome 2:	Increase the number of funding sources that can be pursued by Continuing Education
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.7
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Comparison of funding sources pursued
Baseline Data (Current Level of Performance):	2012-2013: 5 grant opportunities identified; 4 awarded (Adult Education, EL/Civics, RX TN, and Access and Diversity
Three years of trend data (if available):	2 additional grants pursued
Target (Desired Level of Performance):	2 additional grants/funding sources pursued
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. TBR announcements on grant opportunities reviewed 2. Grant office information
Results of the Institutional Effectiveness Effort:	Increase achieved. Worked with Grant office on: 1. H1B grant, statewide 2. TAACCCT grant, statewide
Future Plans Regarding this Outcome:	Additional resources will always be needed. AVP will continue to review grant/external resource opportunities to enhance training/service to the college communities.

Institutional Effectiveness Outcome 3:	Increase the overall number of external workforce training contact hours by 10% over 2012-2013
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Comparison of hours generated annually
Baseline Data (Current Level of Performance):	2010-2011: 64,459 external workforce contact hours
Three years of trend data (if available):	2010-2011: 64,459 external workforce contact hours 2011-2012: 95,564 external workforce contact hours 2012-2013: 75,389 external workforce contact hours
Target (Desired Level of Performance):	7,539 additional external workforce contact hours
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Meet with CE department directors to discuss "cross pollination" of program offerings 2. Meet with deans/department chairs to determine value added seminars for college majors in career areas 3. Meet with deans/directors to remind campus personnel of opportunities to generate workforce hours through "hosting" organization/agency workshops/seminars
Results of the Institutional Effectiveness Effort:	Results achieved. 2013-2014: 95,866.05 external workforce contact hours
Future Plans Regarding this Outcome:	Annually, staff endeavor to increase workforce development contact hour generation. This endeavor will continue.

Institutional Effectiveness Form

Department Name: Enrollment Management

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Enrollment Management area provides services and information for prospective and current students to encourage them to matriculate and persist to the completion of their educational objective.

Link between Institutional Mission and Departmental Mission: Enrollment Management provides quality innovative services which prepare students for university transfer and/or the completion of an associate degree or certificate.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the fall-to-spring and spring-to-fall retention rate of continuing students.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.1.
Funds Budgeted to Support this Outcome:	Existing base budget in various departments is already devoted to increasing retention rates of continuing students.
This Outcome will be Assessed Using:	Fall-to-spring and spring-to-fall retention rate of student population to include degree and certificate seeking students and full and part-time students and transfers to the institution.
Baseline Data (Current Level of Performance):	Fall '12 to Spring '13 = 73.4% Spring '13 to Fall '13 = 54.4%
Three years of trend data (if available):	Spring '11 = 72.1% Fall '11 = 59.7% Spring '12 = 70.4% Fall '12 = 58.8% Spring '13 = 73.4% Fall '13 = 54.4%
Target (Desired Level of Performance):	5% increase
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Examine analysis of data collected from June/July calling campaign 2.) Develop strategies to further address student's later registration patterns 3.) Create assessment procedures for new strategies 4.) Implement new strategies Fall '13 5.) Assess the effectiveness of new strategies
Results of the Institutional Effectiveness Effort:	New communication strategies were used with continuing students (postcards, increase in number of emails sent, calling campaign) attempting to increase the Spring to Fall retention

	rate. Related to the calling campaign, which required the greatest amount of effort on the part of the staff, though the overall numbers for retention do reflect an increase, there was a 4.6% increase in the number of continuing students enrolled when comparing enrollment from Fall '12 to Fall '13. Additionally, there was a 3% increase in the retention rate of continuing students continuing from Fall '13 to Spring '14 compared to the rate of continuing students going from Fall' 12 to Spring '13. The calling project has proven to be somewhat effective. However, other efforts should be investigated to supplement the calling project in order to increase these specific rates by greater percentages.
Future Plans Regarding this Outcome:	This objective will be slightly modified to target specifically the continuing students and carried forward to the 2014-15 IE Plan.

Institutional Effectiveness Outcome 2:	Increase the three-year graduation rate through the implementation of DegreeWorks.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.2.
Funds Budgeted to Support this Outcome:	Funds have been allocated for the purchase and implementation of DegreeWorks
This Outcome will be Assessed Using:	3-year graduation rate
Baseline Data (Current Level of Performance):	2012 graduation rate =
Three years of trend data	2011 graduation rate =

(if available):	2012 graduation rate = 2013 graduation rate =
Target (Desired Level of Performance):	2% increase
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Move DegreeWorks to PROD 2.) Advising Center staff test DegreeWorks to develop ideas for training all faculty and staff advisors as well as students 3.) Develop assessment plan for DegreeWorks 4.) Develop marketing plan to roll out DegreeWorks to faculty, staff and students 5.) Complete roll out and training by October 15, 2013 6.) Review assessments May 2014 and review graduation rates June 2014
Results of the Institutional Effectiveness Effort:	Marketing plan was developed by July 31, 2013 and DegreeWorks was rolled out to faculty in September and October 2013 after extensive testing by the Advising Center staff. An assessment plan for DegreeWorks is still in progress but will be developed no later than November 1, 2014.
Future Plans Regarding this Outcome:	This objective will be moved forward in order to document graduation rates from the inception of the product to ascertain DegreeWorks' impact on graduation rates over a three-year period.

Institutional Effectiveness Outcome 3:	Increase the interaction between Student Services professionals and faculty.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.I.2.
Funds Budgeted to Support this Outcome:	Funds budgeted through AVPSSEM account

This Outcome will be Assessed Using:	Student Services Customer Service Survey Question 3: "How well do you feel Student Services, in general, communicates with other divisions of departments"?
Baseline Data (Current Level of Performance):	Strongly Disagree = 7.4% Moderately Disagree = 7.4%
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Decrease Strongly Disagree and Moderately Disagree by 3%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create a team to develop programming which requires interaction between Student Services professionals and faculty. 2.) Develop and implement programming. 3.) Assess using the Student Services Customer Service Survey.
Results of the Institutional Effectiveness Effort:	Once the results of the initial administration were reviewed the some front line staff, the decision was made to focus on the front line staff instead of the professional staff. In December 2013, the co-chairs of the Student Services Customer Advisory Board held professional development training sessions with all front line staff. From this group, opinions and information was solicited in order to develop a plan for professional development of front line staff. A professional development session about Communication and Communication Skills will be developed and delivered to front line staff in March 2014.
Future Plans Regarding this Outcome:	Continue to develop other professional development sessions for front line staff based on information provided by that group.

Institutional Effectiveness Form

Department Name: **Bookstore**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide textbooks, supplies, and logo items at a convenient location to students, staff and faculty.

Link between Institutional Mission and Departmental Mission: A campus bookstore is a convenience for students, faculty and staff. In addition, outside revenue is generated for the college.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Improve student satisfaction with bookstore staff.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1. Increase in the total amount of outside revenue. Q.3. All programs and services will provide evidence of improvement based on assessment results.
Funds Budgeted to Support this Outcome:	No Cost
This Outcome will be Assessed Using:	Student Satisfaction Survey Review of Revenue
Baseline Data (Current Level of Performance):	5.42 out of 7 on Student Satisfaction Inventory item "Bookstore staff are helpful." Revenue: $300,000.00
Three years of trend data (if available):	Student Satisfaction Survey: 2012-13: 5.46 out of 7. 2011-12: 5.42 out of 7. 2010-11: 5.58 out of 7
Target (Desired Level of Performance):	2013-2014 score on this item will be 5.6 or higher.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	The bookstore will continue its customer service training program – Excel with Customer Service - bringing a new level of focus to the customer service opportunities that exist in the store. The bookstore will continue training associates on the programs offered by the bookstore, allowing us to communicate the most accurate information to students, on such programs as Rent-A-Text, Cafescribe & Inkling (our digital formats) along with our latest additional OMS. OMS is an ecommerce order management system which creates inventory transparency across our network allowing us to fill orders anywhere, anytime, through any channel, regardless of order origin. Employees will continue to inform

	students of the availability of obtaining textbook information and placing orders for their required course materials, via our website at www.efollett.com. Partnering with the college in compliance with the HEOA provision that information is also available through the Volstate website using Booklook.. The college will work with the bookstore on projects like the Pearson arrangement for books/access codes for students enrolled in developmental courses.
Results of the Institutional Effectiveness Effort:	2013-14: 5.41
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 2:	
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	
Baseline Data (Current Level of Performance):	

Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 2.) 3.)
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 3:	
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	

Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 2.) 3.)
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Form

Department Name: **Business & Industry Institute/OTI Education Center**

For the Academic Year: FY 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division of Continuing Education and Economic Development facilitates lifelong learning by providing relevant, quality non-credit learning opportunities for a diverse and evolving population. Programs and services are designed to foster community and economic development, to strengthen partnerships, and to satisfy a broad range of personal, professional, and workforce development needs of the local community and area business and industry.

Link between Institutional Mission and Departmental Mission:
The Business and Industry Institute/OTI Education Center provides continuing education courses and workshops to prepare students for successful careers, inspires lifelong learning, and establishes workforce partnership.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of affiliates that will agree to host standard classroom instruction of OTI Education Center courses within the OSHA Region IV service area.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.3
Funds Budgeted to Support this Outcome:	Existing base budget. However, with growth in enrollment and revenues additional funds may be necessary to accommodate instructor salaries, material, and additional expenses.
This Outcome will be Assessed Using:	Number of fully executed Affiliate (Host Site) Agreements.
Baseline Data (Current Level of Performance):	FY 2013 – Zero (0) Affiliate Agreements
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Three (3) TBR institutions. Goal is to identify one TBR institution in each region.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop Affiliate (Host-Site) Agreement which meets TBR and OSHA criteria. 2.) Present opportunity and obtain commitment from other TBR institutions to host standard classroom instruction of OTI Education Center courses. 3.) Communicate OSHA policy to host site coordinators and ensure host-site instructors meet established OSHA policy requirements. 4.) Coordinate scheduling and promotion of host site OTI Education Center courses.
Results of the Institutional Effectiveness Effort:	1.) Draft documents submitted for review on 1/24/2014, TBR provided input, awaiting information from the administration prior to proceeding with 2014-2015 host site agreements for OSHA training.
Future Plans Regarding this Outcome:	Once TBR institutions have been selected, continue with steps 2, 3, and 4. Continue to search for and establish host sites with other non-profit organizations to provide additional VSCC OTIEC training opportunities within OSHA Region IV (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee).

Institutional Effectiveness Outcome 2:	Increase the number of workforce development contact hours generated by the B & I throughout the VSCC service area.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Workforce Development contact hours
Baseline Data (Current Level of Performance):	2010-11 Results: 20,217.3 contact hours
Three years of trend data (if available):	2010-11 Results: 20,217.3 contact hours 2011-12 Results: 34,027.0 contact hours 2012-13 Results: 21,470.5 contact hours
Target (Desired Level of Performance):	Target is to meet or exceed the 2012-13 results of 21,470.5 training contact hours.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Assist industries with the development and submission of Incumbent Worker and Fast Track Training Grants. 2.) Recruit new consultants/trainers in diverse areas of need to increase program/course inventory. 3.) Promote workforce training to business and industry located throughout the 12 county service area using traditional and non-traditional media outlets.
Results of the Institutional Effectiveness Effort:	1.) One company applied for and received the Incumbent Worker Training 2.) No new consultant/trainers were recruited in 2013-2014 to conduct workforce training. 3.) Extensive use of e-mail blasts to promote workforce training Results: 2013-14 contact hours increased to 21,546.95
Future Plans Regarding this Outcome:	Continue to increase the awareness of VSCC B&I as a provider of workforce training and development by expanding the marketing database promoting open enrollment as well as contract training opportunities.

Institutional Effectiveness Outcome 3:	Increase the number of OTI Education Center courses delivered.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget. However, with growth in enrollment and revenues additional funds may be necessary to accommodate instructor salaries, material, and additional expenses.
This Outcome will be Assessed Using:	OSHA courses delivered.
Baseline Data (Current Level of Performance):	FY 2013 Baseline: 6 OSHA Courses Delivered (1st course delivered 2/12/2013)
Three years of trend data (if available):	2012/13 Results: 6 OSHA Courses Delivered 2013/14 Results: 37 OSHA Courses Delivered
Target (Desired Level of Performance):	Target of 70 Courses Delivered is assigned by OSHA.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1) Recruit and contract Qualified Instructors for OTI Ed Center required, elective, and optional courses. 2) Implement the following OTIEC Certificate Programs: a) Specialist in Safety and Health (SSH) b) Certified Safety & Health Official (CSHO) 3) Promote OTI Ed Center courses to safety and health professionals throughout OSHA Region IV (Alabama, Georgia, Kentucky, Florida, Mississippi, North Carolina, South Carolina, and Tennessee) using traditional and non-traditional media outlets.
Results of the Institutional Effectiveness Effort:	1.) Two new consultant/trainers were recruited in 2013-2014 to conduct OTIEC courses 2.) The SSH and CSHO OTIEC Certificate Programs were implemented in August 2013; to-date one person has applied for and received the SSH. 3.) Participated as an exhibitor in the 2013 TN Safety Congress to gain a presence in the safety community; posted all OTIEC classes offered on OSHA's searchable database web site; extensive use of LinkedIn Groups, discussion boards, and e-mail blasts to promote the OSHA courses 2013/14 Results: 37 OSHA Courses Delivered
Future Plans Regarding this Outcome:	Continue to increase the frequency of course offerings and the number of locations where courses courses are delivered.

Institutional Effectiveness Form

Department Name: Business Office

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The primary purpose of the Business Office is to maintain accounting records for VSCC, TCAT Hartsville, TCAT Livingston and VSCC Foundation as directed by the Tennessee Board of Regents and in accordance with the Federal Guidelines, General Statutes of the State of Tennessee and accounting standards; as well as, provide excellent student/faculty/staff/vendor/auditor customer service.

Link between Institutional Mission and Departmental Mission:

The Business Office assist with tracking, reporting and managing financial resources used to support the college and it's educational programs. In addition, Business Office has a responsibility to educate faculty, staff and students on financial processes to support student success and to support prudent fiscal management.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Streamline Disbursement Transactions
Strategic Planning Goal to Which this Outcome is Linked: (Go to ttp://www.volstate.edu/Research/Documents/StrategicPlan1015.pdhf to see the College-wide strategic plan)	R.I.5 Streamline Disbursement Transactions
Funds Budgeted to Support this Outcome:	0.00
This Outcome will be Assessed Using:	The number of disbursement transactions processed in a method other than a paper check.
Baseline Data (Current Level of Performance):	Student Refunds: 95% Heartland Debit Card or ACH/Direct deposit and 5% paper checks. This is based on summer 2013 data. Accounts Payable: Employees reimbursements – 0% ACH/direct deposit Other Vendors – 0% ACH/direct deposit
Three years of trend data (if available):	FY 2012-2013: Student Refunds: Heartland/ACH 95% Checks 5% Accounts Payable: No Trend Data
Target (Desired Level of Performance):	Student Refunds: 90% Heartland Debit Card or ACH/Direct deposit and 10% paper checks. Accounts Payable: Employees reimbursements – 100% ACH/direct deposit Other Vendors – 20% ACH/direct deposit
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue marketing Heartland Debit card and ACH/direct deposit to students for financial aid refunds. 2.) Continue marketing ACH/direct deposit to students for refunds

	from dropped classes. 3.) Email communication to employees with instructions and form for ACH/direct deposit of employee reimbursements, collect forms, update Banner, update disbursement process. Work with Human Resources and Payroll. 4.) Mail out communication to non-employee, non-student Accounts Payable vendors explaining new reimbursement option of ACH/direct deposit, collect necessary information, update Banner, and update disbursement processes.
Results of the Institutional Effectiveness Effort:	Business Office continues to automate and streamline disbursement transactions. March 14, 2014, employee reimbursements done by direct deposit rather than paper checks.
Future Plans Regarding this Outcome:	Expand the option for direct deposit of reimbursements to non-employee accounts payable vendors.

Institutional Effectiveness Outcome 2:	Access Initiative: Orientation Include Fee Due date information in orientation to ensure students are aware of fee due date and the purge process to reduce the percentage of students purged from the first day purge each semester.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.1. Orientation
Funds Budgeted to Support this Outcome:	0.00
This Outcome will be Assessed Using:	Comparison of the percentage of students dropped from the first day purge list from a term to term comparison.
Baseline Data (Current	Fall 2011 53.11% Fall 2012 50.5%

Level of Performance):	Spring 2012 40.98% Spring 2013 46.66% Summer 2012 44.4% Summer 201340.07%
Three years of trend data (if available):	Three trend not available
Target (Desired Level of Performance):	5% decrease in the percentage of students purged from the first day purge list.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Plan Fee due dates in advance to allow input into Orientation and other registration materials. 2.) Ensure website has current fee due date information to support orientation information. 3.) Utilize phone tree to communicate fee due date to students who are on the purge list 3 to 5 days prior to fee due date.
Results of the Institutional Effectiveness Effort:	Business Office was successful in providing information for Student Orientation process. However, a decrease in the number of student's being purged was not realized during FY 13-14. <u>FY 2013-14:</u> Fall 29.28%* Spring 35.32% Summer 44.83% *number not comparable because Financial Aid did not completely work purge list on this date.
Future Plans Regarding this Outcome:	Continue sharing information with students, parents and the campus.

Institutional Effectiveness Outcome 3:	Objective Q.3
Strategic Planning Goal to Which this Outcome is Linked:	All programs and services will provide evidence of improvement based on assessment results by fully participating in the institutional effectiveness process.

(Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	0.00
This Outcome will be Assessed Using:	Student Satisfaction Inventory rating for Business Office Services. SSI Item: "There are convenient ways of paying my school bill"
Baseline Data (Current Level of Performance):	FY 2012-13 rating was 5.41 out of 7
Three years of trend data (if available):	FY 2012-13 rating : 5.43 FY 2011-12 rating: 5.41 FY 2010-11 rating: 5.52
Target (Desired Level of Performance):	5.6 out of 7 (80%)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide refresher training for Business Office staff at main campus, as well as Livingston and Springfield campus Business Office staff to ensure employees have accurate information for student payment options. 2.) Provide training and information to student related offices on campus and off campus to ensure accurate information is provided on the student account and payment options. 3.) Ensure updated, accurate online payment instructions are available and easily located on website. 4.)Work with Evening Student Services (ESS) staff to schedule and advertise operating hours for ESS and Business Office to ensure maximum availability for students needing assistance with their student account or making a payment while on campus. 5.) Explore possibility for mobile payment application to work in conjunction with existing payment systems to offer more convenience to students. 6.) Upgrade Touchnet payment gateway, cashiering and bill payment systems to ensure most current payment functionality

	available for students. 7.)Install / Implement Touchnet Bill Client system to allow students to pay application fees online.
Results of the Institutional Effectiveness Effort:	FY 2013-14 rating: 5.43
Future Plans Regarding this Outcome:	Continue with training and process improvements to attain the 5.6 or higher rating.

Institutional Effectiveness Form

Department Name: Career Placement, Cooperative Education and Service Learning

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Based upon the principles and standards of the National Association of Colleges and Employers (NACE), our mission is to deliver career and job related services that most effectively meet the needs of the Volunteer State community and employers.

We serve both internal and external entities: students, alumni, employers and other College personnel. We strive to balance individual needs while insuring accuracy, flexibility, prompt service and friendliness. We shall do this by: **(Per original Department Mission statement)**

Link between Institutional Mission and Departmental Mission:

Our office serves students and the community with career services and experiential education (service learning and cooperative education) to enhance career readiness and workforce preparedness of graduates as well as support academic success toward further educational attainment, job/career placement and/or placement.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed	Results
Expand office services via TAACCCT Grant funding		Oct. 2013-2017	Grant not funded.
Increase number of SL courses/sections		Fall 2013, Spring 20014	
Students in service learning courses/sections will demonstrate increased satisfaction, engagement compared to non-SL students .		Fall 2012 to Fall 2013	

Institutional Effectiveness Outcome 1:	Expand Office services Oct. 2013-Oct. 2017 to include location and placement of student cohort IT graduates beginning with a Dept. Labor TAACCCT Grant.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal: Quality Initiative#3. Career Placement
Funds Budgeted to Support this Outcome:	Funding via the TAACCCT Grant is required or external VSCC funding.
This Outcome will be Assessed Using:	Based upon grant being approved and funded.
Baseline Data (Current Level of Performance):	No data is available. Baseline is zero.
Three years of trend data (if available):	No data is available.
Target (Desired Level of Performance):	A student cohort pilot of IT students October 2013-2016 with 2017 being an assessment year.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create grant with VSCC Grant Mgr. and other campus leaders. 2.) Research best practices, make recommendations for career readiness strategy. 3.) Assess with IERPA staff help results of student engagement in career readiness effort and graduation, job interviewing and job placement.
Results of the Institutional Effectiveness Effort:	Grant was not approved and program did not occur.

Future Plans Regarding this Outcome:	No plans other than seeking other like grants toward a similar strategy addressing student cohort model per above.

Institutional Effectiveness Outcome 2:	Increase the number of SL 100 courses/sections offered and taken by VSCC students.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal: Student Success Initiative #5: Student Engagement Plan
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	Use Tennessee Campus Compact report documents and IERPA data to identify and track the number of SL100 courses/sections taken beginning Fall 2012.
Baseline Data (Current Level of Performance):	Baseline is one course/section in Fall 2012 and two courses/sections in Spring 2013.
Three years of trend data (if available):	Data per Fall 2012 to Fall 2015 will be reviewed. HUM 100SL (Fall '12, 2 sections; Fall '13, 2 sections); SSE 100SL (Fall '12, 1 section; Fall '13, 1 section); STEM 100SL (Fall '12, 1 section; Fall '13, 3 sections)
Target (Desired Level of Performance):	To increase the number of courses/sections taken effective Fall Semester 2013 Fall Semester 2015 compared to Fall Semester 2012 by one course/section of the three SL 100 areas (HUM, SSE and STEM).
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Promote SL as an effective teaching/learning style to deans, dept. chairs, and faulty. 2.) Promote SL with Student Services Division staff (especially Advising Center staff) and communicate through the PR Office.

	3.) Invite Executive Director of the Tennessee Campus Compact for campus visit in support of SL course value and project impact.
Results of the Institutional Effectiveness Effort:	Executive Director of TNCC came to campus on 4/1/2014 in support of first ever Mayor's Day of Recognition of Community Service and spoke with faculty/staff/community partners and mayors of Sumner County to value of SL and project impact. Results of IE effort yielded increases in course sections from zero to at least one section per '12 to '13 for all three courses and an increase in HUM 100SL to 2 sections and up to 3 sections for STEM 100SL from Fall '12 to Fall '13.
Future Plans Regarding this Outcome:	A future visit by the TNCC Executive Director will be planned for 2014-2015 to buttress SL support and engagement.

Institutional Effectiveness Outcome 3:	Students participating in SL will demonstrate increased satisfaction, engagement, and persistence compared to students who do not participate in SL courses.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal: Student Success Initiative #5 Student Engagement Plan
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	CPCESL Office staff will work with IERPA staff to create an assessment to capture these data.
Baseline Data (Current Level of Performance):	Baseline data was obtained from a Fall 2012 SL interest survey in 6 classes by 5 instructors (153 surveys were completed). In 2013, the survey was modified and administered to 39 classes by 30 instructors with 602 completed surveys.
Three years of trend data	2012-2015

(if available):	Majority of SL students in 2012 would enroll in an SL course if it helped the student with confidence and experience. In 2013, the majority of students would enroll in an SL course if it helped the community and gave students work and educational experience. The majority of respondents indicated improved communication skills and work experience for resumes as benefits. The perceived benefits of SL remained fairly unchanged from 2012-2013.
Target (Desired Level of Performance):	Increase student satisfaction level of those engaged in SL learning by 5% via surveying.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Use 2012 survey for SL class response. 2.) Work with IERPA to create a 2013 survey instrument and administer to SL classes and non-SL classes. 3.) Obtain survey data and create future strategy to enhance SL participation by students and faculty.
Results of the Institutional Effectiveness Effort:	Assessment data demonstrates strong student satisfaction among SL students and increased value of benefits related to enhanced communication skills, resume building, and work experience. 2013 survey results compared to 2013 regarding benefit were basically unchanged, however, the 2013 survey sample compared to 2012 was significantly larger (602/153 respondents; 39/classes and 30 instructors to 6 classes by 5 instructors).
Future Plans Regarding this Outcome:	Surveying will continue through Fall 2015 with annual review of survey results by CPCESL in order to modify SL program as needed.

Institutional Effectiveness Form

Department Name: **Health Sciences Continuing Education Center of Emphasis**

For the Academic Year: FY 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division of Continuing Education and Economic Development facilitates lifelong learning by providing relevant, quality non-credit learning opportunities for a diverse and evolving population. Programs and services are designed to foster community and economic development, to strengthen partnerships, and to satisfy a broad range of personal, professional, and workforce development needs of the local community and area business and industry.

Link between Institutional Mission and Departmental Mission: The Health Sciences Continuing Education Center of Emphasis provides continuing education courses and workshops to prepare students for successful careers, inspires lifelong learning, and establishes workforce partnership. The Center provides quality continuing education for healthcare professionals. It is our goal to meet the ever-changing needs of our audience and expand our offerings to include those professions not currently served. We endeavor to build the workforce by providing necessary continuing education for our students to maintain certifications and providing new opportunities to those who want to enter the healthcare workforce. In the process, we strive to build community partnerships and contribute to our community.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of offerings for healthcare providers in varied allied health professions, especially those aimed at VSCC degree and certificate program graduates (outside of EMT/Paramedic) Baseline: 3 current offerings (Nitrous Oxide and Vascular Ultrasound, PTA Clinical Preceptor)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget. However, as courses are developed and enrollment increases, additional resources may be necessary to accommodate instructor salaries, materials, and additional expenses.
This Outcome will be Assessed Using:	Number of current offerings compared to new offerings
Baseline Data (Current Level of Performance):	3 current offerings
Three years of trend data (if available):	2011-2012 = 2 offerings 2012-2013 = 3 offerings
Target (Desired Level of Performance):	Add 6 additional offerings
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Partner with Boston Reed College to offer certified medical assistant, certified massage therapist this year. We can also add certified pharmacy technician and patient care technician sometime next year if we can overcome our space limitations. 2.) Work with the sponsoring institution to add the RxTN grant programs for phlebotomy technician and EKG technician. 3.) Work with Dental Assistant Program for Substance Abuse course.
Results of the Institutional Effectiveness Effort:	Five new offerings were provided, two of which were RxTN – Phlebotomy and EKG Technician. Two were Boston Reed offerings - Clinical Medical Assistant and Massage Therapy. Trauma First Responder was offered for Spectre Defense clientele.
Future Plans Regarding this Outcome:	Boston Reed is no longer in business. COE will seek new programs and partnerships to expand offerings to a wider audience of healthcare providers.

Institutional Effectiveness Outcome 2:	Increase workforce development contact hours related to healthcare professions.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget. However, as courses are developed and enrollment increases, additional resources may be necessary to accommodate instructor salaries, materials, and additional expenses.
This Outcome will be Assessed Using:	Contact hour comparison reports from the Xenegrade system.
Baseline Data (Current Level of Performance):	52,353 Contact Hours
Three years of trend data (if available):	2011-2012 = 60,571 Contact hours 2012-2013 = 52,353 Contact hours
Target (Desired Level of Performance):	61,729 contact hours or 16% increase
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Add additional programs to increase contact hours. See programs planned on Goal # 1 2.) Investigate the feasibility of not charging EMS services for external agency CEUs as a means of regaining workforce contact hours
Results of the Institutional Effectiveness Effort:	Exceeded. 70,200.60 hours generated. Decision was made not to discontinue the external agency CEU fee at this time.
Future Plans Regarding this Outcome:	COE will continue to expand offerings in an effort to reach new audiences and to increase contact hours generated. RxTN offerings will be fully implemented next year. Contract with Spectre Defense will continue, new offerings should be realized.

Institutional Effectiveness Outcome 3:	Increase American Heart Training Center Contact Hours
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing base budget with the possibility of a budget increase submission during the October budget revision process.
This Outcome will be Assessed Using:	Contact hour comparison reports from the Xenegrade system.
Baseline Data (Current Level of Performance):	35,256 AHA Contact hours
Three years of trend data (if available):	2011-2012 AHA Contact hours = 37,167 2012-2013 AHA Contact hours = 35,256
Target (Desired Level of Performance):	Increase of 15%, for a goal of 42,742
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Document the need to support the hiring of a part-time person to assist with American Heart Association processing. 2.) Purchase and implement software designed specifically for the management of AHA training centers to increase efficiency, thus freeing up resources to pursue new offerings and marketing strategies. 3.) Add aligned instructors and training sites 4.) Follow up with Meharry Medical College to expand our on-site offerings to include BLS.
Results of the Institutional Effectiveness Effort:	Exceeded. 43,622.6 AHA hours generated.
Future Plans Regarding this Outcome:	COE will maintain current range of AHA contact hours. In order to significantly increase AHA contact hours in the future, additional resources are needed, in particular the training center management software – a cost of $3K annually.

Office of Disability Services
Faculty Quiz and Survey
March 10, 2014 (Data collected Fall 2013)

In Fall 2013, the Office of Disability Services conducted a policy assessment to determine faculty awareness of policies and procedures related to student disability services. Full-time and adjunct faculty was asked to complete an online quiz and survey. The assessment consisted of 7 true-false questions and 5 multiple choice questions. Data were analyzed in aggregate and by type of employment. Data were ranked by total number of responses. Data tables are provided at the end of this report.

A total of 70 surveys were completed, 54 by full-time faculty and 16 by adjunct faculty (Table 1). The majority of respondents answered 7 out of 10 quiz questions correctly. The majority of respondents overall and the majority of full-time faculty answered the following items incorrectly. The percent and number following each statement represent the proportion and number of respondents **overall** who answered each item **correctly**.

- I can disallow an ODS approved accommodation (38%, 27).

- If the student is approved for testing in a reduced-distraction environment, I can have the student test in a nearby, empty classroom or in my office, rather than in the ODS Testing Center (47.1%, 33).

- I am required to allow an accommodation that impacts an essential course requirement (41.2%, 28) (Tables 2-4).

For the following true-false questions, 100% of adjunct faculty respondents answered correctly. The percent and number following each statement represent the proportion and number of respondents **overall** who answered each item correctly.

- I can approach a student whom I believe has a learning disability or psychological disorder and ask if he/she has a disability (85.9%, 61).

- If a student is not approved for the use of a voice recorder but I think he/she could benefit from the use of one, I can allow the student to use one (90%, 63) (Tables 5-6).

For the following true-false question, the majority overall answered correctly, however the majority of adjunct faculty answered incorrectly. The percent and number following the item represents the proportion and number of adjunct faculty respondents who answered the item correctly.

- I can approach a student who has a visible disability and appears to be having a challenge, if he/she needs an accommodation (43.8%, 7) (Table 7).

The majority of respondents overall and by employment type answered the following items correctly. The percent and number following the item represents the proportion and number of total respondents who answered the item correctly.

- With online tests, I can set the whole class's time to time-and-a-half, rather than just the individual student needing that specific accommodation (68.1%, 47).

- Whose responsibility is it to make sure my website, or any website that I require students to visit, is accessible to students with visual/print and hearing disabilities (67.1%, 47)?

- Whose responsibility is it to make sure any videos I use are closed-captioned in order to be accessible to students with hearing disabilities (71.4, 50)?

- Whose responsibility is it to ensure students are scheduled to take tests in the ODS Testing Center (75.7%, 53) (Tables 8-11)?

The majority of faculty indicated more information was needed about the following items:

- How to ensure technology and media is accessible to students with print and hearing disabilities (12.9%, 40).

- My legal obligations (12.9%, 40).

- What to do if a student has not shown me an Accommodations Memo, but I believe he/she has a disability (11.6%, 36).

The top 3 items were the same across employment types. The least selected item overall and by employment type was “How the ODS determines reasonable and appropriate accommodations” (4.5%, 14) (Table 12).

There was little variation in responses across employment types for the majority of items overall. There were a couple of items in which the majority of adjunct faculty answered differently than the majority of full-time faculty. Particularly, the two groups disagreed on whether or not a student who has a visible disability could be approached and asked if he/she needs an accommodation. There was also some disagreement about whether or not a student who was approved for testing in a reduced-distraction environment could be tested in a nearby empty classroom or faculty office rather than in the ODS Testing Center.

Recommendations include professional development for full-time and adjunct faculty in the policies and procedures of the Office of Disability Services. Faculty has expressed the need for more information on their roles and responsibilities in facilitating the provision of services to students with disabilities. To assess the efficacy of an intervention, the quiz should be administered again after additional training and review of policies and procedures.

Table 1. Which of the following describes your employment type?

Employment type	N	%
Full-Time Faculty	54	77.1
Adjunct Faculty	16	22.9
Total	70	100

Table 2. I can disallow an ODS approved accommodation.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
FALSE	33	61.1	10	62.5	43	60.6
Not without speaking to the ODS	21	38.9	6	37.5	27	38.0
TRUE	0	0.0	0	0.0	1	1.4
Total	54	100	16	100	71	100

Note. The correct answer appears in bold type.

Table 3. If the student is approved for testing in a reduced-distraction environment, I can have the student test in a nearby, empty classroom or in my office, rather than in the ODS Testing Center.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
FALSE	31	58.5	6	37.5	37	52.9
TRUE	22	41.5	10	62.5	33	47.1
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

Table 4. I am required to allow an accommodation that impacts an essential course requirement.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
TRUE	28	53.8	11	73.3	40	58.8
FALSE	24	46.2	4	26.7	28	41.2
Total	52	100	15	100	68	100

Note. The correct answer appears in bold type.

Table 5. I can approach a student whom I believe has a learning disability or psychological disorder and ask if he/she has a disability.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
FALSE	44	81.5	16	100.0	61	85.9
TRUE	10	18.5	0	0.0	10	14.1
Total	54	100	16	100	71	100

Note. The correct answer appears in bold type.

Table 6. If a student is not approved for the use of a voice recorder but I think he/she could benefit from the use of one, I can allow the student to use one.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
TRUE	46	86.8	16	100.0	63	90.0
FALSE	7	13.2	0	0.0	7	10.0
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

Table 7. I can approach a student who has a visible disability and appears to be having a challenge, if he/she needs an accommodation.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
TRUE	32	60.4	7	43.8	40	57.1
FALSE	21	39.6	9	56.3	30	42.9
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

Table 8. With online tests, I can set the whole class's time to time-and-a-half, rather than just the individual student needing that specific accommodation.

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
FALSE	34	65.4	12	75.0	47	68.1
TRUE	18	34.6	4	25.0	22	31.9
Total	52	100	16	100	69	100

Note. The correct answer appears in bold type.

Table 9. Whose responsibility is it to make sure my website, or any website that I require students to visit, is accessible to students with visual/print and hearing disabilities?

	Full-time[1]		Adjunct[2]		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
Mine	36	67.9	10	62.5	47	67.1
ODS (Office of Disability Services)	11	20.8	2	12.5	13	18.6
Distributed Education (Distance Learning)	4	7.5	2	12.5	6	8.6
Other*	2	3.8	2	12.5	4	5.7
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

*[1]Not sure; Webmaster

[2]Everyone for checks and balances; Unknown

Table 10. Whose responsibility is it to make sure any videos I use are closed-captioned in order to be accessible to students with hearing disabilities?

	Full-time[1]		Adjunct[2]		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
Mine	39	73.6	10	62.5	50	71.4
ODS	7	13.2	2	12.5	9	12.9
Other*	4	7.5	4	25.0	8	11.4
Distributed Education	3	5.7	0	0.0	3	4.3
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

*[1]I have no idea!; Not sure

[2]Don't know; Everyone for checks and balance; I do not use videos but would not know the answer

Table 11. Whose responsibility is it to ensure students are scheduled to take tests in the ODS Testing Center?

	Full-time		Adjunct		Total	
Response	**N**	**%**	**N**	**%**	**N**	**%**
Student	41	77.4	11	68.8	53	75.7
Mine	7	13.2	3	18.8	10	14.3
ODS	5	9.4	2	12.5	7	10.0
Total	53	100	16	100	70	100

Note. The correct answer appears in bold type.

Table 12. Please mark the items in the following list about which you need more information and/or would like to discuss. (Mark all that apply.)

	Full-time[1]		Adjunct[2]		Total	
Item	**N**	**%**	**N**	**%**	**N**	**%**
How to ensure technology and media is accessible to students with print and hearing disabilities	30	12.8	10	13.2	40	12.9
My legal obligations	30	12.8	10	13.2	40	12.9
What to do if a student has not shown me an Accommodations Memo, but I believe he/she has a disability	25	10.6	11	14.5	36	11.6
The differences between accommodating online students versus on-ground students	24	10.2	7	9.2	31	10.0
How to manage unusual student behavior that appears to be related to a disability	23	9.8	7	9.2	30	9.6
How much I am entitled to know regarding a student's disability	23	9.8	5	6.6	28	9.0
What to do if I believe an approved accommodation is unreasonable	22	9.4	5	6.6	27	8.7
Whether or not to allow students to use aids (such as study guides, word banks, etc.) or make modifications that are not specifically approved by ODS	15	6.4	7	9.2	22	7.1
The amount of say I have in determining and implementing accommodations	15	6.4	6	7.9	21	6.8
The sorts of disabilities our students have	15	6.4	4	5.3	19	6.1
How the ODS determines reasonable and appropriate accommodations	11	4.7	3	3.9	14	4.5
Other (please describe)*	2	0.9	1	1.3	3	1.0
Total	235	100	76	100	311	100

Note. Respondents could select more than one item.

*[1]I'd like to see a table that lists all the items concerning who was responsible for what that shows just who is responsible.; No other issues here, but the questions on the test were not clear in some cases. One uses the verb 'impact' but I'm not sure what type of impact this question is getting at. Adverse impact? Negative impact? Positive impact? the survey instrument needs some work to make the questions more meaningful.; Per my answers, if there are inappropriate responses please notify me.; Question # 5 is vague This is not a survey but a quiz. Statements rather than questions would be better received.; Thank you for this!

[2]Basically, I know nothing about this. I have two students with approved disabilities and am using the email you sent to me as the source of all information. That means they get more time and I have implemented some steps to help them in that regard. They are doing great in a tough course. When the questions say 'I can' I chose that answer because I can even though it may not be the best choice but I still could do that. If it said 'I am required to' then I would not have chosen that answer.

Institutional Effectiveness Form

Department Name: Office of Disability Services/Office of Special Adult Programs

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Division/Department Purpose (Mission): The Office of Disability Services, (ODS) within the Student Services Division provides services to students with disabilities including the ensuring of the provision of accommodations to which students are legally entitled. The office additionally coordinates a tutoring program serving all campus students. The Office of Special Adult Programs, (SAP)) coordinates the enrollment of, and provides ongoing service to students pursuing programs sponsored by workforce development agencies.

Link between Institutional Mission and Departmental Mission: The ODS promotes the inclusion of, and success of students with disabilities, a group that represents a minority.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase faculty awareness of their legal and professional obligations to students with disabilities.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Indicator 2
Funds Budgeted to Support this Outcome:	$900.00 to be requested from the ODS restricted fund with the Foundation---to be used for revision of the Faculty Handbook.
This Outcome will be Assessed Using:	Pre and Post-tests.
Baseline Data (Current Level of Performance):	No policy on ensuring accessible online and web-based courses and technologies exists. Anecdotal evidence of faculty lack of awareness of legal obligations under the ADA/AA and Section 504 of the Rehabilitation Act.
Three years of trend data (if available):	According to the 2013 IT Master Plan Survey, 16% of faculty indicate they require assistance ensuring online instructional content is accessible in accordance with ADA/AA guidelines.
Target (Desired Level of Performance):	Year 1 (2013-14): An average score of at least 85% on a post-test assessing faculty knowledge of disability-related laws and policies in post-secondary institutions. Year 2 (2014-15): Development of Accessible Technology Plan.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Revise the ODS Faculty Handbook 2.) Submit a proposal to present a program on accommodating students with disabilities in higher education for the Spring Professional Development Day. 3.) Develop survey to assess current knowledge to use in planning PD presentation. 4.) Develop post-test to be administered following the completion of the session.

Results of the Institutional Effectiveness Effort:	The ODS Faculty Handbook was revised and distributed during the week of 8/18/14. A quiz/survey to assess faculty knowledge of accommodating students with disabilities was developed and distributed in Fall/13. Results were available in Spring/14. The majority of respondents answered 70% of survey items correctly. Survey results were shared with the Academic VP and presented at a Deans and Director's meeting where feedback was obtained regarding training for faculty. The ODS Director presented at a President's Cabinet meeting regarding the need to ensure accessibility of academic instruction across all instructional modalities and included the recommendation for an Instructional Accessibility task force.
Future Plans Regarding this Outcome:	Develop training opportunities for faculty, including the submission of a proposal for the Spring Professional Development Day. Assess effectiveness of training via Post-test. Work with the Instructional Accessibility task force with the goal of developing and Accessible Technology Plan.

Institutional Effectiveness Outcome 2:	Decrease costs of mailing and supplies by $600.00 annually and improve department efficiency.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Resource and Efficiency Indicator 2
Funds Budgeted to Support this Outcome:	No additional funding required.
This Outcome will be Assessed Using:	Year to year comparison of budget expenditures for twice yearly mailings and printing of Accommodations Memos.

Baseline Data (Current Level of Performance):	Approximately $600.00 per year spent on twice yearly mailings and printing of Accommodations Memos.
Three years of trend data (if available):	
Target (Desired Level of Performance):	1. Completion of development of student e-mail database. 2. Completion of development of electronic version of the Accommodations Memo.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Confirm preferred e-mail addresses of new and current students. 2.) Convert the current paper form of the Accommodation Memo to a fillable PDF. 3.) Develop specific protocol for providing the electronic version of the Accommodation Memo to the student and to online instructors.
Results of the Institutional Effectiveness Effort:	Student e-mail database created. Electronic version of the Accommodations Memo completed and implemented for new students. Postal costs decreased from 318.88 for FY 12-13 to 35.09 for FY 13-14. In March of 2014, a final purchase of printed Accommodations Memos was made at a cost of 521.64. We will not have this cost in FY 14-15 and going forth.
Future Plans Regarding this Outcome:	None; outcome has been achieved.

Institutional Effectiveness Outcome 3:	Improve receipt rate of twice-yearly mailings to ODS registered students, reminding them of procedures to ensure receipt of approved accommodations.
Strategic Planning Goal to Which this Outcome is Linked: (Go	Student Success Indicator 2

to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	No additional funding required.
This Outcome will be Assessed Using:	Analysis of "bounce back" rate of e-mails to students.
Baseline Data (Current Level of Performance):	Approximately 25% of letters to students via the USPS are returned as unable to be delivered.
Three years of trend data (if available):	
Target (Desired Level of Performance):	No greater than 15% of e-mails bounced back as undeliverable.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Complete development of student e-mail database. 2.) Contact IT for consultation in developing mass e-mail protocol. 3.)
Results of the Institutional Effectiveness Effort:	July/13 bounce back rate of semi-annual e-mail to students: 11% Dec/13 bounce back rate of semi-annual e-mail to students: 16% Average bounce back rate: 14%
Future Plans Regarding this Outcome:	None; outcome has been achieved.

Institutional Effectiveness Form

Department Name: **Evening Services**

For the Academic Year: **2013 - 14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Increase the level of engagement among Evening and Weekend nontraditional students and provide access to quality general services for the evening student population on Volunteer State Community College main campus. We identify nontraditional students as having one or more of the following characteristics: part-time attendance, GED recipient, certificate or non-degree seeking and 25 years of age or older.

Link between Institutional Mission and Departmental Mission: As students become more engaged with the college and have a sense the faculty and staff care about their success, they are more likely to complete their educational goals and become productive contributors to the community. Therefore, Evening Services will focus on providing the highest quality direct customer service to students. In addition, Evening Services will become an effective and efficient liaison between students and various campus departments which are closed after 4:30.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase communication between Evening Services and students taking and/or considering evening classes via Evening Services blog (The HUB) and social media.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: The TBR System and its institutions will monitor and improve the quality of their mission-specific research and creative activities and public service. Goal: Assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public services.
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	The level of participation and interaction between Evening Services personnel and volunteers with students or prospective students as measured by blogging posts, comments and social media analytics.
Baseline Data (Current Level of Performance):	The blog has been created. Of the 100+ comments posted, only 2 were from Volunteer State Community College students.
Three years of trend data (if available):	NA
Target (Desired Level of Performance):	Engage 10 percent of students in participation via providing posts, comments and social media networking.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Evening Services Director will become more skilled in blogging and using social media and white board presentations as communication tools 2.) Collaborate with students who work on the Settler 3.) Collaborate with Public Relations personnel who specialize in social media medium 4.) Begin work on developing an organization for non-traditional students based on having access to national association resources and opportunities for networking.
Results of the Institutional	Since there are current campus professional staff and students

Effectiveness Effort:	who are proficient in blogging and social media, the Director deferred to their expertise. Events were publicized on College Facebook via Public Relations and the Settler staff. This effort along with emailing students directly resulted in the following attendance numbers: Fall 2013 (11 events) had 717 participants; Spring 2014 (8 events) had 516 participants. The Director developed a relationship with the Returning Women's Organization and National Society of Leadership and Success campus groups. The result: a) The Director now serves as this year's advisor for both organizations. b) In order to generate more Adult Learner participation, Returning Women's Organization will be officially changed to include male students and name is now Returning Students Organization. c) The College is now a member of the Association for Nontraditional Students in Higher Education which is a national organization.
Future Plans Regarding this Outcome:	Building on this foundational effort, our goal will be to develop Adult Learner leaders committed to becoming an effective voice for this population on our campus and throughout our service area. We want to have Adult Learner representation in leadership roles within SGA, ACE, Campus Ambassadors, etc. eventually leading to service on regional and national levels. We will also establish a baseline this year for number of Adult Learner membership in the above organizations.

Institutional Effectiveness Outcome 2:	Increase awareness of advising in Evening Services.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: The TBR System and its institutions will monitor and improve the quality of their mission-specific research and creative activities and public service. Goal: Assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public services.

Funds Budgeted to Support this Outcome:	Existing Budget
This Outcome will be Assessed Using:	Survey instrument and daily log
Baseline Data (Current Level of Performance):	Based on log, 22 current or prospective students have received some degree of advising via Evening Services.
Three years of trend data (if available):	NA
Target (Desired Level of Performance):	Target goal of providing advising services for 25 to 50 current or prospective students.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Schedule student workers to cover switchboard and reception area from 4:30 – 8:00 on specific days to make Director available 2.) Continue training sessions with Terry Bubb 3.) Provide awareness of this service via emails to Exchange Users at least 2 times per semester
Results of the Institutional Effectiveness Effort:	We were fortunate to have an evening student worker throughout the school year which had a very positive impact on services to our students. Because the Director did not have the sole responsibility of covering the front desk and answering switchboard calls during the evening, there was sufficient availability and privacy given to those students needing evening advisement. The result: 57 students were advised in the office and 19 students were advised to some degree over the phone. We worked closely with the Office of Advising which routinely referred students needing advising after 4:30 PM.
Future Plans Regarding this Outcome:	Based on prior results, our goal is to provide advising services to 85 students during the 2014-2015 academic year. As the need for these services expand, having a permanent evening support person is essential to effectively meet student needs. This will certainly require budget increase to cover additional personnel.

Institutional Effectiveness Outcome 3:	Continue and increase participation in Evening Services Gathering Events.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality: The TBR System and its institutions will monitor and improve the quality of their mission-specific research and creative activities and public service. Goal: Assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public services.
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Sign in form for students in attendance
Baseline Data (Current Level of Performance):	Event attendees were asked to rate four aspects of Gathering Events: presentation, food choices, atmosphere and service from staff. The majority rated all aspects as excellent. Service from staff received the most excellent ratings (86, 71.1%) and food choices received the least (58, 50.9%). Gathering Events were rated overall as excellent or good by 96.1% of the 126 respondents sampled.
Three years of trend data (if available):	NA
Target (Desired Level of Performance):	Have 15% of evening and weekend students participate in at least two Evening Services Gathering Events.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue collaborative efforts with Student Life and student clubs 2.) Continue coordinating with Public Relations to advertise Gathering events 3.) Develop a stronger network among faculty and promote collaborative opportunities with academic areas in order to provide direct contact to students regarding event dates.

Results of the Institutional Effectiveness Effort:	Having exceeded the 15% evening and weekend student participation rate for the past academic year, we will increase the desired level to 17% for the coming school year.
Future Plans Regarding this Outcome:	In addition to the steps currently in place, we will make initial contact with students who are getting IDs and parking decals during the Fall. They receive the Director's email address along with an invitation to give their evening class attendance days. This will allow us to extend personal invitations to Gathering Events scheduled on the evenings they attend classes.

Institutional Effectiveness Form

Department Name: **Financial Aid**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of Student Financial Aid is to provide a comprehensive program of financial assistance to qualified students who would find it difficult or impossible to attend Volunteer State Community College without financial assistance. Volunteer State Community College administers financial aid in conjunction with the nationally established policy and philosophy that the student and his/her family have the primary responsibility for financing a college education.

Link between Institutional Mission and Departmental Mission: The financial aid department strives to provides the means by which the students' needs to accomplish their goal of higher education

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Reduce our new 3 year Cohort default rate.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.4 S.3 S.9 Q.3
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Decrease the 3 year Cohort Default rate by .5% 1st year Decrease the 3 year Cohort Default rate by .5% 2nd year
Baseline Data (Current Level of Performance):	Current 3 year Cohort Default Rate 21.0%
Three years of trend data (if available):	Current 3 year Cohort Default Rate 21.0%
Target (Desired Level of Performance):	1% reduction in the 3 year Cohort Default Rate from 2013 to 2015
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Establish a Default Management Plan 2. Work with TSAC Default Aversion Specialist to develop strategies for our Default Management Plan 3. Looks at trends in defaulters from our Cohort Default Data from the federal government. 4. Investigate with sister institutions their Best Practices for Default Management Plans 5. Investigate the Direct Loan Tools available to locate and intervene

	with potential student who might default.
Results of the Institutional Effectiveness Effort:	Our default rate for year 2014 has dropped to 19.7% (-1.3%), thus exceeding the target. We worked with the TSAC Default Aversion Specialist to clean up our draft Cohort Default Rate Preliminary Report to insure that the information the federal government had on our students was accuracy and not overstated which causes your rates to be elevated. We also use the Direct Loan Tool to review and communicate with borrowers going into delinquency.
Future Plans Regarding this Outcome:	We will carry this IE forward to 14-15 to insure that the reduction will continue as presented in the 13-14 IE objection.

Institutional Effectiveness Outcome 2:	Increase the number of students awarded financial aid prior to July 1. (Brought forward from 12-13 in order to gather relevant data for analysis)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A4 S3-S9 Q3
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Increase the # of students awarding prior to July 1 by 25%
Baseline Data (Current Level of Performance):	Being developed

Three years of trend data (if available):	Being developed
Target (Desired Level of Performance):	Increase students being awarded earlier for better enrollment and retention.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Establish an earlier awarding schedule to better assist with college planning. 2. Develop an ARGOS program that will sort students by their Admission Classification (First-Time Freshmen, etc.) 3. Develop a process that will work with each classification to get those who need early awarding awarded. 4. Develop a communication plan to inform these classification of their file status toward awarding. 5. Establish a baseline % of students awarded prior to July 1 and after July 1 for comparison.
Results of the Institutional Effectiveness Effort:	The baseline % were as follows: Fall 2013 Prior to 7/1 1094 After 7/1 – Census 2250 Total Awards 3344 % Prior to 7/1 33% Fall 2014 Prior to 7/1 1234 After 7/1 – Census 2446 Total Award at Census 3680 % Prior to 7/1 34% We were able to award 140 additional students Fall 2014, which represents a 13% increase in students awarded early. We communicated with all types of students who were lacking forms before their award could be calculated 3 times which helped to get more forms returned so awards could be processed. We were not able to get the Argo report processing special groups to work, so we just communicated with all students whose files were incomplete.
Future Plans Regarding this Outcome:	We will continue to work at getting our students to process their required forms earlier. With the anticipation of implementing Roane State's Portal Alerts system, students would know immediately that they were missing FA forms and could complete

	and return them through the portal to FA. Roane State report a large % of increase in the student file completion rate because of this portal alert system.

Institutional Effectiveness Outcome 3:	Develop more effective way to locate Academic Service Scholarship Recipients and award them in a more timely matter for recruitment purposes. (Brought forward from 12-13 as not able to implement for 13-14 scholarship year)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A4
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Comparing data to be retrieved from IR department
Baseline Data (Current Level of Performance):	To be established from IR data
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	Better award these work-scholarships to students who meet the criteria and are in need of these funds.
Steps to Achieve the Target for this Outcome:	1. Communicate with Admission Advisors the pertinent information that should be shared with the high school guidance counselors. 2. Share with Admission Advisors the minimum criteria for awarding

(add additional steps as needed)	Academic Service Scholarship. 3. Using previous year's data to include amounts, location of students and time awarded, determine if the process of the Admission Advisors communicating with and selecting the students is effective. 4. Use data to plan for awarding in future terms.
Results of the Institutional Effectiveness Effort:	We did not complete this outcome as the Academic Service Scholarship Program will no longer exist as it has in the past after the 14-15 recipients complete their last 2 semesters. With the passage of the TnPromise, we will no longer have need of a scholarship for incoming freshman only, as they will be eligible for the TnPromise scholarship. We will be meeting with a group to develop new criteria for scholarship funds
Future Plans Regarding this Outcome:	N/A

Institutional Effectiveness Form

Department Name: **Food Services**

For the Academic Year: **2013-14**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide quality and nutritious food selections at each venue for the convenience of students, staff and faculty at a competitive price.

Link between Institutional Mission and Departmental Mission: Food service is a convenience for students, faculty and staff. In addition, there is outside revenue generated for the college.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Upgrade equipment to energy effective models to reduce costs and provide cost savings
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1. Increase in the total amount of outside revenue. R.2 Develop and Implement VSCC Efficiency Plan.
Funds Budgeted to Support this Outcome:	Use Renewal & Replacement funds
This Outcome will be Assessed Using:	Review of Expenditures from college for equipment upgrades. Review of annual sales commissions to determine is usage is increasing.
Baseline Data (Current Level of Performance):	Revenue: (320001 Fund): FY 13 $41,240.00 Expenses: (933001) FY 13 $49,490.00
Three years of trend data (if available):	Revenue: (320001 Fund): FY 11 $39,376.00 FY 12 $41,818.00 FY 13 $41,240.00 FY 14 $47,496.00 Expenses: (933001) FY 11 $29,536.00 FY 12 $19,555.00 FY 13 $49,490.00 FY 14 $81,050.00
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome:	1.) Review Equipment Needs, budget, establish criteria for RFP. 2.) Submit RFP to vendors.

(add additional steps as needed)	3.) Select Vendor based on Purchasing Rules. 4.)Purchase/Install Equipment 5.) Annually review sales commissions to estimate trends in usage of service by students, faculty and staff.
Results of the Institutional Effectiveness Effort:	In FY 14, the walk in cooler was replaced in the café. The new cooler cost was $49,950.00. Other improvements included a new air conditioning and heat pump for the café, along with 30 new tables.
Future Plans Regarding this Outcome:	Continue to upgrade equipment to energy effective models to reduce costs and provide cost savings. Incorporate survey questions in the Student Satisfaction Inventory for food service.

Institutional Effectiveness Outcome 2:	
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	

Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 2.) 3.)
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 3:	
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	
Baseline Data (Current Level of Performance):	

Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 2.) 3.)
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Form

Department Name: Resource Development - Foundation

For the Academic Year: 13-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: "To raise and administer funds to support the educational objectives of Volunteer State Community College and to solicit the active involvement of all communities within our service area.

Link between Institutional Mission and Departmental Mission: The mission of the Foundation is to support Volunteer State Community College in student success. To help the College provide quality education to every student who wants to pursue education. We do that through community networking, raising funds for scholarships and other projects of the College such as a capital campaign for the Humanities Building.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
N/A		

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase annual campaign income by 20% Goal will be $692,179
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1 and R.I.6
Funds Budgeted to Support this Outcome:	$31,400 (*Foundation budget) and College Resource Dev. Budget $13,948 = travel plus supplies) Total: $45,348 *Denotes money that comes out of the Foundation budget, not the College dollars.
This Outcome will be Assessed Using:	Raisers Edge software which logs all contributions made.
Baseline Data (Current Level of Performance):	Baseline is: $576,815 FY 12-13.
Three years of trend data (if available):	$445,826 FY 11-12 $494,097 FY 10-11 $446.692 FY 09-10
Target (Desired Level of Performance):	To raise a total of $692,179 or 20% more than FY 12-13.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue recruiting new donors through donor research and the Capital Campaign 2.) Make personal visits with the Campaign Committee, Dr. Faulkner, Karen and Lori 3.) Hold community events, Java with Jerry, dinner/lunch at the home of the President
Results of the Institutional Effectiveness Effort:	$615,846.00 Increased giving by 6.8% While actively involved in a capital campaign

Future Plans Regarding this Outcome:	Increase Annual Campaign by $20,000.00

Institutional Effectiveness Outcome 2:	Continue with Capital Campaign for Humanities with a goal of $3,000,000.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.6
Funds Budgeted to Support this Outcome:	College budget $24,288 ($4,048 x 6 months); $2,400 ($400 x 6 months expense for consultant) *Foundation budget $2,000 Total: $28,688 *Denotes money that comes out of the Foundation budget, not the College dollars.
This Outcome will be Assessed Using:	Raisers Edge Software will track all cash and pledges
Baseline Data (Current Level of Performance):	Raised $1,165,000 in cash and pledges for FY 12-13
Three years of trend data (if available):	FY 12-13 was the first year of the Capital Campaign.
Target (Desired Level of Performance):	To raise $3,000,000 in cash and pledges.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue working with consultant. 2.) Hold community event, August 15 along with other dinners and lunches on a smaller scale. 3.) Continue soliciting donors on a one on one basis.
Results of the Institutional Effectiveness Effort:	$1,717,617.00 raised in cash and pledges.
Future Plans Regarding this Outcome:	Campaign is closed will continue to receive pledges and gifts.

Institutional Effectiveness Outcome 3:	Total special event net income will be $110,000.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1
Funds Budgeted to Support this Outcome:	*Event budget $75,000 *The expenditures come out of the event budget which is not budgeted in the College budget, so total revenue goal would be $185,000 in order to achieve net income goal of $110,000
This Outcome will be Assessed Using:	Raisers Edge software will track all revenue, expenditures and net income for each event
Baseline Data (Current Level of Performance):	$117,636 FY 12-13 Special note, due to unusual circumstances two Vol E Ball events were held in the same fiscal year which will not happen again. That is why the numbers are higher this year.
Three years of trend data (if available):	$74,995 FY 11-12 $93,211 FY 10-11 $62,770 FY 09-10

Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue building on past successes to increase revenue 2.) Add a bicycle event 3.) Continue working with Board of Trustees to encourage their participation.
Results of the Institutional Effectiveness Effort:	$90,959.66 combined net income 2013 Golf $14,945.01 net income 2013 Harvest Moon Soiree $32,307.70 net income 2014 Educate A Woman Luncheon $13,873.56 net income 2014 Cycling Classic $2,611.76 net income 2014 Vol-E-Ball $27,221.63 net income
Future Plans Regarding this Outcome:	$110,000 combined net income 2014 Golf 2014 Harvest Moon Soiree 2015 Educate A Woman Luncheon 2015 Cylcing Classic 2015 Vol-E-Ball

Institutional Effectiveness Outcome 4:	Increase percentage of full time faculty/staff participation in annual campaign
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.6
Funds Budgeted to Support this Outcome:	$31,400 (*Foundation budget) and College Resource Dev. Budget $13,948 = travel plus supplies) Total: $45,348 *Denotes money that comes out of the Foundation budget, not the College dollars.
This Outcome will be Assessed Using:	Raisers Edge software will track all gifts received from employees

Baseline Data (Current Level of Performance):	52.5% FY 12-13 (210 givers out of 400 employees)
Three years of trend data (if available):	42.5% FY 11-12 38.8% FY 10-11 45.7% FY 09-10
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue working with Employee committee for Capital Campaign. 2.) Hold new employee lunches to educate about the Foundation 3.) Develop a better communication system with the Employees (ex. Emails on a regular basis with student stories)
Results of the Institutional Effectiveness Effort:	Increased to 59% and $45,027
Future Plans Regarding this Outcome:	Increase percentage of fulltime faculty and staff participation to 70%.

Institutional Effectiveness Outcome 5:	Increase Alumni giving by 10% to $33,000
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.6
Funds Budgeted to	$23,500

Support this Outcome:	
This Outcome will be Assessed Using:	Raisers Edge software will track all gifts given by alumni and the companies they work for.
Baseline Data (Current Level of Performance):	Raised $30,972 FY 12-13
Three years of trend data (if available):	$14,540 FY 11-12 $18,622 FY 10-11 $11,535 FY 09-10
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue working with Alumni Advisory Council to develop fundraising activities/opportunities which includes the capital campaign. 2.) Develop task force to identify activities that will combine alumni participation with current student activities.
Results of the Institutional Effectiveness Effort:	72 alumni givers $14,396
Future Plans Regarding this Outcome:	Accurate capture of alumni giving data. 2014-2015 steps -Additional staff training in use of Raiser's Edge -Update and verify Raiser's Edge database accuracy -Create a new process for annual update of graduates and students who leave the college with a minimum of 24 credit hours without diploma/certificate

Institutional Effectiveness Outcome 6:	Increase number of eligible scholarship applications and decrease the number of un-awarded scholarships.
Strategic Planning Goal to	R.I.5

Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	$3,500 Implementation fee for software $8,000 Annual Maintenance
This Outcome will be Assessed Using:	AcademicWorks software will track this information
Baseline Data (Current Level of Performance):	179 scholarships awarded FY 12-13 30 scholarship un-awarded FY 12-13 700 eligible scholarship applicants FY 12-13
Three years of trend data (if available):	We are getting software to help us track this information
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Implement new scholarship software beginning July, 2013.
Results of the Institutional Effectiveness Effort:	190 scholarships awarded FY 13-14 16 scholarship un-awarded FY 13-14 (funds available) 946 eligible scholarship applicants FY 13-14 *Still using old system
Future Plans Regarding this Outcome:	FY 14-15 will be the first year using AcademicWorks to process scholarship applications. We hope to continue to increase the number of eligible scholarship applications and reduce the number of un-awarded scholarships from those funded.

Institutional Effectiveness Form

Department Name: Grants Manager/Office

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To assist Volunteer State College personnel in seeking and obtaining grant funds to support projects that are linked to the College Strategic Plan, and to monitor and provide oversight of reporting and required follow-up for grant funds awarded to the institution.

Link between Institutional Mission and Departmental Mission: The mission of the Grants Manager/Office is to support Volunteer State Community College in providing quality educational programs, strengthening community and workforce partnerships, promoting diversity and cultural economic development and ensuring student success through researching related funding opportunities, developing and submitting effective applications, and ensuring the execution of required follow-up for awarded grants.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed
N/A		

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase support for VSCC's strategic plan for student success through identification and submission of applications to 2 federal grant programs whose funding potential is $500,000 or more.
Strategic Planning Goal to Which this Outcome is Linked:	**Objective Q.7 and Objective R.1**
Funds Budgeted to Support this Outcome:	Grants Manager salary plus benefits. Roughly estimated as $27,964.
This Outcome will be Assessed Using:	Successful completion and submission of the grant applications with data entered into Grant Tracking Log maintained in Excel by Grants Manager.
Baseline Data (Current Level of Performance):	7 Federal grants were submitted individually or as partnerships during or immediately prior to FY 12-13. 3 grants were awarded ($1,062,679), 3 are pending and 1 was declined.
Three years of trend data (if available):	FY 11-12: 7 federal grants submitted individually or as partnerships. 2 collaborative grants awarded (one for scholarships to students only, and one for $12,000.) Trend data still being collected.
Target (Desired Level of Performance):	At the beginning of the fiscal year, select two federally funded grant programs and develop applications as a single applicant or part of a collaborative, and begin formal planning early so that the application process is efficient and effective, application submission is successful, and chances of being awarded are increased.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue to research new federal grant opportunities listed through grants.gov and referenced in other automatic mailing list- servers (listservs) and grant directories. 2.) Cultivate additional rapport with federal funding entities and external collaborative organizations 3.) Continue to improve selection of an effective grant team to develop grant submissions
Results of the Institutional Effectiveness Effort:	6 Federal Grant Programs offering $500,000 or more in potential funding were identified with the following results: a. NSF Advanced Technological Foundation ($500,000 maximum award) – College Administration elected not to pursue the grant because our CIT department was not in a position to lead the grant effectively. b. DOE Youth Career Connect ($1.1 million maximum award) The

	project was required to be a consortium that included and LEA partner. Sumner Co. Schools contacted by AVP Marabeti and they declined. c. DOE Title III ($500,000 or more) Due to federal budgeting, DOE decided to fund-down previous applications rather than accept new ones so new cycle was postponed until next year. d. NEH Challenge Grant ($500,000 maximum funding but requires 1 to 1 in-kind match) Notified President, VP of Academics, Deans of Humanities, and Social Sciences and Education. No response. e. DOL H1-B Identified and submitted ($822,000) f. DOL TAACCCT identified and still in process at end of FY 2013-14
Future Plans Regarding this Outcome:	Continue to identify federally funded grant programs and that would support or enhance college initiatives
Institutional Effectiveness Outcome 2:	Reduce number of non-federal grants submitted that are less than $10,000 and increase number of non-federal grants submitted that are over $50,000 in order to maximize grant support of college initiatives.
Strategic Planning Goal to Which this Outcome is Linked:	**Objective Q.7 and Objective R.1**
Funds Budgeted to Support this Outcome:	Approx. $30,760 Grant Manager's salary and $225 GPA membership fee which gives access to Grant Station search engine.
This Outcome will be Assessed Using:	Successful completion and submission of grant applications with data entered into Grant Tracking Log maintained in Excel by Grants Manager.
Baseline Data (Current Level of Performance):	FY 2012-13 Baseline is 17 grants submitted/7 awarded ($ 1,365,202) Of these, 4 were awards less than $10,000 and 2 were awards over $50,000.
Three years of trend data (if available):	FY 11-12: 13 grants submitted/10 awarded ($306,266) of which 4 were less than $10,000 and one was over $50,000. Trend data still being collected.
Target (Desired Level of Performance):	Goal for 2013-2014 is to submit and be awarded 2 non-federal grants whose award is $50,000 or more and reduce the number of grants submitted for less than $10,000 to 2.
Steps to Achieve the	1.) Continue to research new state, local government and

Target for this Outcome: (add additional steps as needed)	private grant opportunities listed through automatic mailing list- servers (listservs) and grant directories. 2.) Cultivate additional rapport with state, local and private funding entities and external collaborative organizations 3.) Continue to improve selection of an effective grant team to develop grant submissions
Results of the Institutional Effectiveness Effort:	Four Non-federal grants over $50,000 were submitted in FY 2013-14. Three were awarded ($469,700) 2 grants under $10,000 were submitted and both were awarded. ($ 9,800) Additional grant funds under $10,000 were received but VSCC served as a partner and were not submitted by VSCC.
Future Plans Regarding this Outcome:	Continue to identify non-federal grants over $50,000 in funding potential and maintain reduced time and effort in submission of minimally funded grant projects.
Institutional Effectiveness Outcome 3:	To facilitate improved grant submissions by providing staff and faculty increased access to grant information through a dedicated grant webpage which shows current information on available funding and awarded grants, gives access to grant policies and forms, and links to training tools for grant development.
Strategic Planning Goal to Which this Outcome is Linked:	**Objective Q.7 and R.1**
Funds Budgeted to Support this Outcome:	Webmaster salary and grant manager salary (approx. $4,195 of Grant Manager salary/benefits and $3,435 of Webmaster's salary/benefits.)
This Outcome will be Assessed Using:	Short survey distributed to exchange users
Baseline Data (Current Level of Performance):	Not established as webpage does not exist.
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	To provide an efficient and easy method for faculty and staff to access information about available grants, instructions on how to find and develop grant applications, and remain informed on the types of grants being awarded to the College.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide information to VSCC Webmaster to develop webpage and place in easily identified location on website. 2.) Link webpage with appropriate documents 3.) Maintain updated policies and instructions 4.) Maintain updated posting of available grant RFPs and listing of awarded grants.
Results of the Institutional Effectiveness Effort:	Grant Webpage was delayed in development due to changes in College website. It was completed in August of 2014 so results are indeterminate.
Future Plans Regarding this Outcome:	Utilize webpage more fully to provide grant information to staff and increase awareness of the webpage as a resource.

Institutional Effectiveness Outcome 4:	Grants Manager will increase skills in developing an effective grant evaluation plan and identifying indirect/direct and program/administrative costs.
Strategic Planning Goal to Which this Outcome is Linked:	**Objective Q.7 and Objective R.1**
Funds Budgeted to Support this Outcome:	$850 for training and travel costs.
This Outcome will be Assessed Using:	Feedback from professional colleagues with expertise in these areas. Training assessment used in workshops
Baseline Data (Current Level of Performance):	One grant requiring a complex evaluation plan which was developed by IERPA staff. Indirect/administrative costs have not been specifically identified in past grants and have not been tracked by accounting staff. Only direct program costs have been identified in the budget and tracked during the life of the grant.
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	Grant Manager will develop effective grant evaluation plan that includes specific goals and measurable outcomes and which can be used as a model for most complex level grants. Grant Manager will develop effective grant budgets with discernible indirect/direct and administrative/program costs that

	can be easily tracked and reported.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Grant Manager will attend two professional development workshops or webinars 2.) Grant Manager will utilize learned skills when developing grant evaluation plans 3.) Grant manager will utilize learned skills in incorporating indirect/direct and program/administrative costs in grant budgets.
Results of the Institutional Effectiveness Effort:	Grant Director participated in a training webinar on grant evaluation plans and collaborated with third party evaluation consultants in developing evaluation plan for federal grant resulting in increased knowledge and skills in this area. Grant Director attended workshop on identifying and tracking direct/indirect costs and administrative/program costs. Grant Director prepared chart to be used as a tool in identifying these costs when developing grant budgets.
Future Plans Regarding this Outcome:	To continue increasing knowledge and skills in evaluation plan development and identifying indirect/direct costs and administrative/program costs in grant budgets and to work with accounting to increase efficiency in documenting these costs.

Institutional Effectiveness Outcome 5:	Improve grant award tracking and reporting to ensure compliance with funding entity and increase likelihood of receiving additional grant awards from major funders.
Strategic Planning Goal to Which this Outcome is Linked:	**Objective Q.7 and Objective R.1**
Funds Budgeted to Support this Outcome:	$16,736 (20% of Grant Manager's salary/benefits) $750 for online grant management software.
This Outcome will be Assessed Using:	Data provided by grant management software.
Baseline Data (Current Level of Performance):	Excel manual tracking chart is currently being used and it is not an efficient method.
Three years of trend data (if available):	Not available
Target (Desired Level of	Grants Manager will work with accounting staff to develop more

Performance):	effective tracking and reporting funds received through grant awards
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Grant Manager will evaluate online grant management software for registration. 2.) Grant Manager will utilize software to track grant awarded funds 3.) Grant Manager will coordinate with accounting for access to Banner to monitor budget utilization and receipt of grant funds. 4). Grant Manager and Grant Accountant will compare reports quarterly for compliance in awards, reporting, and expenditures.
Results of the Institutional Effectiveness Effort:	Grant Director arranged presentation by grant peer whose college implemented the Banner grant module last fall. This program would be the most viable since Banner is already in use. Report on module was that its strength was in administration rather than development. Grant Director now has access to grant account information in Banner and is working closely with Grant Accountant to monitor expenditures and efficient reporting with documentation.
Future Plans Regarding this Outcome:	Still evaluating grant software. Grant Director will increase proficiency in Banner

Academic Affairs/Highland Crest Campus
2013-2014 Institutional Effectiveness Plan

Index Code: E-16029

Division/Department Purpose (Mission): To act as the College with its many full service functions for the citizens of Robertson and surrounding counties in Volunteer State Community College's service area.

Planning Goal & Objective Number	Division/Dept Student Learning Outcome and/or Measurable Outcome Related to Planning Objective (Assessment Measure)	Expected Cost From: 1. Existing base budget 2. Increase in base budget 3. IE Special Project	Steps for Completing Objectives and Assessing Outcomes (Identify Data Assessment and Plan for Gathering Data)	Results of Assessment and Evidence of Improvement Based on Analysis of Results (Include Assessment Measure Results) Enter the results in the space provided below or use the embedded word document for additional space.
Access 5 & Resourcefulness and Efficiency 7	Maintain and build business and industry partnerships including corporate training & continuing education Baseline: Member of Robertson County Chamber of Commerce; Hosting Electrolux CE courses	1. Existing base budget	1. Participate in Robertson County Chamber of Commerce Events and other business and industry associations as invited. 2. Work with Continuing Education department to identify potential business and industry training opportunities. 3. Expand continuing education course offerings based on community interest and need. 4. Collaborate with APSU to increase continuing education and community education course offerings	1 – Participated in Robertson County Chamber of Commerce events; participated in and hosted Chamber Lunch and Learn; served on the REdI Committee; maintained a relationship with Goodwill Career Services; presented at Rotary Association luncheon; hosted Robertson County high school teachers and guidance counselors 2 – Worked with Continuing Education department to establish recurring courses to Electrolux; participated in and hosted Chamber Lunch and Learn; Hosted Vanderbilt University & Northcrest Medical Center continuing education courses 3 – Worked with the Career Placement office to host a career fair at Highland Crest; Working with Robertson County Credit Union & Farmers Bank to offer free financial courses 4 – Continuing to work with APSU and VSCC continuing ed departments to explore community needs

Planning Goal & Objective Number	Division/Dept Student Learning Outcome and/or Measurable Outcome Related to Planning Objective (Assessment Measure)	Expected Cost From: 1. Existing base budget 2. Increase in base budget 3. IE Special Project	Steps for Completing Objectives and Assessing Outcomes (Identify Data Assessment and Plan for Gathering Data)	Results of Assessment and Evidence of Improvement Based on Analysis of Results (Include Assessment Measure Results) Enter the results in the space provided below or use the embedded word document for additional space.
Student Success 4, 5	Maintain an orientation and advising system to meet student needs Baseline: Holding new student orientations; Student Services Coordinator in place; Limited student activities in the previous academic year	1. Existing base budget	1. Provide new students with a comprehensive orientation and template to guide schedule development and course selection 2. Provide all advisors with adequate initial and ongoing training 3. Provide student activities to enhance the on campus experience 4. Increase participation in Student Government and other clubs 5. Host a career fair at Highland Crest	1 – Participated in revised new student orientation; provided one-on-one Campus Connect sessions 2 – Maintained a spreadsheet that serves as a checklist for students given to all students during advising sessions; developed handouts to distribute to students that help them through various processes; Implemented Degree Works into the advising process; Advisors are updated as new processes and procedures are implemented; Advising Task Force is currently working on additional improvements that will be implemented when they are officially released 3 – Offered student activities such as Halloween party, Luau, Wii games, open mic days; increased speaker opportunities; offered ITV presentation opportunities with Gallatin 4 – Student government gained additional representation and established relationships with main campus representatives 5 – Career fair was hosted in the fall with increased job seeker and employer presence
Quality 4	Maintain an employee recruitment plan Baseline: Relationship established with Deans to recruit faculty; Working with industry partners to use word of mouth advertising	1. Existing base budget	1. Work with Deans and Directors to establish a process for recruiting faculty and support staff 2. Work with Human Resources to find effective recruitment sources (e.g. newspaper, internet, etc.) 3. Utilize business and industry partnerships to get word of mouth advertising for open faculty and/or staff positions 4. Host an adjunct faculty open house to increase interest	1- Worked with Deans and Directors to recruit faculty and support staff 2- Worked with Human Resources to recruit for open positions at Highland Crest; Advertised open positions on Vol State website, CareerBuilder, and Tennessean 3- Worked with the Chamber of Commerce, Goodwill Career Services, Robertson County Credit Union, Northcrest Medical Center, Workforce Essentials the Robertson County School Board, and other business and industry partners to get word of mouth advertising for open faculty and/or staff positions 4- Adjunct faculty open house was put on hold due to administrative staffing changes

Planning Goal & Objective Number	Division/Dept Student Learning Outcome and/or Measurable Outcome Related to Planning Objective (Assessment Measure)	Expected Cost From: 1. Existing base budget 2. Increase in base budget 3. IE Special Project	Steps for Completing Objectives and Assessing Outcomes (Identify Data Assessment and Plan for Gathering Data)	Results of Assessment and Evidence of Improvement Based on Analysis of Results (Include Assessment Measure Results) Enter the results in the space provided below or use the embedded word document for additional space.

Institutional Effectiveness Form

Department Name: Honors Program

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

To provide an Honors Program for Vol State students that offers more challenging academic opportunities to high-achieving students.

Link between Institutional Mission and Departmental Mission:

The Honors Program contributes to the institutional mission by providing high-quality Honors courses and other academic opportunities (Honors contracts in regular courses) to Honors students. It also prepares students for careers by helping them ready themselves for transfer and scholarship opportunities.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Develop Honors cohort – increase number of courses and develop an Honors cohort
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.1. Student Success
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	Actual development of cohort with consultation with Kristi Huffine.
Baseline Data (Current Level of Performance):	Currently we have 2 general education Honors only sections and 4 split Honors/Regular sections.
Three years of trend data (if available):	
Target (Desired Level of Performance):	August 2014
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) recruit faculty to teach honors section 2.) develop cohort 3.) advertise honors cohort
Results of the Institutional Effectiveness Effort:	1.) Due to anticipated changes in the class schedule at Vol State, planning for the Honors cohort project was put on hold at the start of the spring semester. 2.) In Fall 2014, 2 general education Honors-only sections and 2 split Honors/regular sections offered.
Future Plans Regarding	Until the issue of the four-day-a-week class schedule is settled,

this Outcome:	the Honors cohort plan will remain on hold. Efforts to increase the number of split Honors/regular course offerings for the Spring 2014 semester are underway.

Institutional Effectiveness Outcome 2:	Continue Recruitment: Increase participation in the Honors Program by 10%
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.1. Student Success
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	The number of actual students participating in the Honors Program.
Baseline Data (Current Level of Performance):	Currently 64 students are active members of the honors program.
Three years of trend data (if available):	
Target (Desired Level of Performance):	Target goal is 70 students in 2014
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Admissions and advising will work with the Honors director to help place students in honors courses whenever applicable 2.) Recommendations from VSCC faculty will be solicited; current students will be contacted about the program via student email. 3.) Participate in summer "connect" sessions – orientation

	4) Investigate holding an “honors orientation” in August before school.
Results of the Institutional Effectiveness Effort:	The goal was achieved, with 72 students in the Honors Program as of August 2014.
Future Plans Regarding this Outcome:	To continue these efforts to increase the membership another 10% by August 2015.

Institutional Effectiveness Outcome 3:	Investigate the possibility of an Honors International studies course.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.6 International Education
Funds Budgeted to Support this Outcome:	Adequate
This Outcome will be Assessed Using:	Actual creation of imbedded study abroad trip as part of the Honors / Literature combo class.
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	

Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Work with international Educational committee 2.) Develop curriculum for the imbedded portion of the course 3.) advertise and recruit students for the program
Results of the Institutional Effectiveness Effort:	It was judged that the number of students enrolled in the class was too small for a study abroad program to be feasible.
Future Plans Regarding this Outcome:	This plan will be put on hold and revisited when the Honors Program membership levels increase enough for it to be feasible.

BUSINESS & FINANCE/OFFICE OF HUMAN RESOURCES
2013-2014 Institutional Effectiveness Plan

Index Code: E60021

Division/Department Purpose (Mission): Consistent with core values of Volunteer State Community College, the Office of Human Resources is committed to: Valuable, Objective, Legitimate Services That Are Team Efficient Harboring Retention.

Planning Goal & Objective Number	Division/Dept Student Learning Outcome and/or Measurable Outcome Related to Planning Objective (Assessment Measure)	Expected Cost From: 1. Existing base budget 2. Increase in base budget 3. IE Special Project	Steps for Completing Objectives and Assessing Outcomes (Identify Data Assessment and Plan for Gathering Data)	Results of Assessment and Evidence of Improvement Based on Analysis of Results (Include Assessment Measure Results) Enter the results in the space provided below or use the embedded word document for additional space.
Quality Employee Recruitment & Retention Plan	Begin recruiting a more culturally competent workforce at VSCC Baseline: Research data 12-13 Target: Base on increasing by 10%	Existing base budget	• To provide an enhanced new hire experience • Increase employee retention rate by 10% • Increase minority employee retention rate by 2%	• We are still developing our enhanced onboarding program emphasizing recruitment of a more diverse, culturally competent and well-trained workforce. • A record number of retirees this year which unexpectedly affected the retention efforts this year • Minority employee retention stayed static
Quality Employee Recruitment & Retention Plan	Revise *Search Committee Manual* Baseline: Track # of searches 12-13 Target: Increase impact of particularly higher profile positions	Existing base budget	• Ensure 10% increase in participation of Search committee • Find best fits for positions • Reduce employee turnover by 5%	• There were many high-level positions posted this year, resulting in some searches being initially unsuccessful and required reposting. • Employee turnover was overtaken by a record number of retirees.

Quality Employee Recruitment & Retention Plan	Using new PeopleAdmin software, reduce the call-in applicant traffic by 50%; scanning of documents by 25%, capture data accurately for Affirmative Action Plan Baseline: Call-in traffic is 80% of daily calls; 71 advertised, yet unavailable posts Target: Call-in traffic reduced by 20%; No unavailable postings listed	Existing base budget	• Eliminate old posted positions after 1 year • HR team members to participate in 7 hours of conferencing overview • Beta test the updates	• Will happen with PeopleAdmin Central Instance. Moving forward toward a paperless and inclusive hiring process. • Office Supervisor has logged many hours in training and is tasked with more hours this year. • We were migrating to PA then through TBR BPM. Community Colleges to move to PA7-Central Instance.

Institutional Effectiveness Form

Department Name: Internal Audit

For the Academic Year: FY 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Internal Audit is an independent objective assurance and consulting activity designed to add value and improve the college management systems. Internal Audit helps the College accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Link between Institutional Mission and Departmental Mission: The Internal Audit activity offers Management an evaluation of processes and controls of College operations.

(For Academic Departments Only) List all Learning Outcomes: N/A

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	The Internal Audit Office will generally comply with the Institute of Internal Auditor's (IIA) *Standards*, *Definition of Internal Auditing*, and *Code of Ethics*.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal 3, Quality
Funds Budgeted to Support this Outcome:	Existing budget for Operating expenses.
This Outcome will be Assessed Using:	IIA *Standards*, *Definition of Internal Auditing*, and *Code of Ethics*.
Baseline Data (Current Level of Performance):	The Internal Audit Office generally conforms to the IIA *Standards*, *Definition of Internal Auditing*, and *Code of Ethics*, per self-assessment.
Three years of trend data (if available):	March 2013: The Self-Assessment overall opinion was that the internal audit activity generally conforms to IIA *Standards*. May 2012: The Self-Assessment overall opinion was that the internal audit activity generally conforms to IIA *Standards*.
Target (Desired Level of Performance):	General Compliance with IIA *Standards*, *Definition of Internal Auditing*, and *Code of Ethics*.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Prepare self-assessment with an overall opinion of conformity to *Standards* and identify findings, observations or opportunities for improvement. 2.) Participate in external assessment in July 2013 as scheduled by TBR System-wide Internal Audit. 3.) Incorporate recommendations and opportunities for improvement into the audit activities.
Results of the Institutional Effectiveness Effort:	External Assessment review team conducted a site visit at the College in July 2013, and the TBR system-wide report was released in August 2013. The Overall Conclusion of the report was that the system-wide

	internal audit program generally conformed to the *IIA Standards*. From recommendations and opportunities for improvement, the following items have been implemented from the QAIP assessment: – Utilizing an audit checklist and improving work paper techniques. – Submitting quarterly audit plans to TBR for presentation to the audit committee. These quarterly submissions were requested by the audit committee. – Submitting a quarterly status report of audit recommendations to TBR for presentation to the audit committee. This report was developed by TBR to improve the follow-up process. – TBR is currently reviewing and considering a purchase of electronic work papers for the audit offices. Internal Audit surveys were sent out following the audit report releases. No suggestions or recommendations for improvement were received.
Future Plans Regarding this Outcome:	Continue to implement and improve work paper techniques, the audit checklist, and the audit survey. Prepare reports for presentation to the audit committee as requested.

Institutional Effectiveness Outcome 2:	The Internal Audit Director will maintain current audit credentials, knowledge, and competencies for completing audit responsibilities.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal 3, Quality
Funds Budgeted to Support this Outcome:	Existing budget for Operating and Travel expenses.

This Outcome will be Assessed Using:	Tennessee Board of Accountancy requirements for an active CPA (Certified Public Accountant) license.
Baseline Data (Current Level of Performance):	The Internal Audit Director has an active CPA license.
Three years of trend data (if available):	CPA license is current through December 2013.
Target (Desired Level of Performance):	The Internal Audit Director will maintain an active CPA license to maintain current knowledge and competences for audit work.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Obtain 80 hours of CPE (continuing professional education) biennially that meet the Tennessee Board of Accountancy requirements. 2.) Remit the Professional Privilege Tax annually to the Tennessee Department of Revenue. 3.) Report CPE and review license with the Tennessee Board of Accountancy biennially.
Results of the Institutional Effectiveness Effort:	Thirty-one (31) hours of CPE were earned in FY 2014, and a total of 82-hours of CPE were earned in calendar years 2012 and 2013. The Professional Privilege Tax was submitted to the State of Tennessee on 5/19/14. CPA license was renewed in December 2013 with the Tennessee Board of Accountancy. License is current through December 2015.
Future Plans Regarding this Outcome:	Continue to obtain CPE as required by the Tennessee Board of Accountancy.

Institutional Effectiveness Outcome 3:	The Internal Audit Office will release reports in a timely manner to ensure audit results are communicated timely.
Strategic Planning Goal to Which this Outcome is	Goal 3, Quality

Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	Existing budget for Operating expenses.
This Outcome will be Assessed Using:	The Internal Audit Office goal of releasing audit reports within 60 days of completion of audit work.
Baseline Data (Current Level of Performance):	In FY 2013, reports were released from 9 to 42 days from completion of audit work.
Three years of trend data (if available):	FY 2013: reports were released from 9 to 42 days from completion of audit work. FY 2012: reports were released from 3 to 45 days from completion of audit work. FY 2011: reports were released from 4 to 97 days from completion of audit work.
Target (Desired Level of Performance):	Audit reports will be released within 60 days of completion of audit work.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Monitor the dates of completion of audit work, audit exit conference, and report release. 2.) Evaluate the timeliness of the audit report release in relation to completion of audit work. 3.) Evaluate delays for reports released past 60 days of audit work completion.
Results of the Institutional Effectiveness Effort:	The time between the completion of audit work and the report release ranged from 1-day to 43-days. There were no reports released past 60-days of audit work completion.
Future Plans Regarding this Outcome:	Continue to monitor and evaluate the dates of completion of audit work, exit conference, and report release.

Institutional Effectiveness Outcome 4:	The Internal Audit risks identified during the Risk Assessment process will be mitigated to an acceptable level to ensure risks and potential consequences are minimized.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Goal 3, Quality
Funds Budgeted to Support this Outcome:	Existing budget for Operating expenses.
This Outcome will be Assessed Using:	Risk Assessment Control Footprint.
Baseline Data (Current Level of Performance):	In FY 2013, two risks were identified in the Other Regulatory Bodies sub-process risk assessment relating to Internal Audit. The recommended levels of controls for these two risks are Execution and Supervisory (Levels 1 and 2).
Three years of trend data (if available):	FY 2013: Applicable controls were identified for the Internal Audit risks.
Target (Desired Level of Performance):	The risks and potential consequences will be mitigated and minimized.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Substantiate the Controls to ensure they are in place. 2.) Evaluate that the Controls are working as intended to mitigate the risk.
Results of the Institutional Effectiveness Effort:	Controls for the Regulatory Compliance risks relating to Internal Audit were substantiated, and it was determined that they are working as intended. IE Goal 4 Support.docx
Future Plans Regarding this Outcome:	Continue monitoring the risks and controls relating to relating to Internal Audit from the Regulatory Compliance major process.

Institutional Effectiveness Form

Department Name: Institutional Research

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Conduct analytical studies resulting in useful information to support campus planning and decision-making. Provide assistance in the development of responses for internal requests and external agencies.

Link between Institutional Mission and Departmental Mission: The information provided by the department provides direct support for the institutional mission.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Reduce the time it takes to complete enrollment and graduate reporting for fact book, data tables, and TBR legacy.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	The amount of time utilized between receipt of applicable files and completion of objectives.
Baseline Data (Current Level of Performance):	Fall 2012: Reporting was completed 3 months after 14th day census (December).
Three years of trend data (if available):	
Target (Desired Level of Performance):	Successful completion of reporting 2 weeks after receipt of final file.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Transfer applicable files as soon as they are finalized. 2.) Complete fact book tables with student assistant help. 3.) Convert fact book tables to web tables and post. 4.) Put in IT request to load file into legacy.
Results of the Institutional Effectiveness Effort:	Fall 2013 – Due to several issues, the final 14th day enrollment file was not received until late January. Reporting was not completed until April 2nd, which was approximately 2 ½ months later. Spring 2014 – Final file was received April 1st and all reporting was completed by April 16th. This is slightly more than two weeks, but greatly improved from last year and fall.

	Graduates – The graduate file was received on Sept. 11, 2013. Factbook tables were completed by Sept 12th and data tables were completed April 1st.
Future Plans Regarding this Outcome:	Due to the abnormalities encountered with Fall reporting, this goal will be reassessed for the 2014-15 school year.

Institutional Effectiveness Outcome 2:	Reduce the time required to complete the HR component of IPEDS by creating a comprehensive ARGOS report.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	The amount of time utilized to complete the component.
Baseline Data (Current Level of Performance):	2012 - 2013: Reporting was completed within 3 – 5 days.
Three years of trend data (if available):	
Target (Desired Level of Performance):	IPEDS HR will be completed in 1-2 days.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Create an ARGOS report that will replicate the information produced by the IPEDS HR SQL code provided by TBR. 1.) Decipher TBR SQL code.

	2.) Convert SQL code into ARGOS SQL code. 3.) Modify areas which need to be adjusted for our specific needs. 4.) Run and manually verify results of report.
Results of the Institutional Effectiveness Effort:	Using normal methods, the HR component was completed in 3 days for 2013-14. However, an ARGOS report was not completed and remains in progress.
Future Plans Regarding this Outcome:	Continue to develop ARGOS report during the next year.

Institutional Effectiveness Outcome 3:	Reduce the time required to complete the Completions component of IPEDS by creating an automated ARGOS report.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S2
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	The amount of time utilized to complete the component.
Baseline Data (Current Level of Performance):	2013: Reporting was completed within 1 day.
Three years of trend data (if available):	

Target (Desired Level of Performance):	IPEDS Completions will be automated and able to run within an hour.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create SQL code that pulls graduate information directly from the report of graduates legacy table 2.) Produce report that calculates completions by gender and race 3.) Run and manually verify results of report.
Results of the Institutional Effectiveness Effort:	2014 – Completions was completed within one day. An ARGOS report was created and provided by TBR.
Future Plans Regarding this Outcome:	Continue to monitor and compare results from the TBR report and VSCC data to ensure accuracy.

Institutional Effectiveness Outcome 4:	Improve navigation of the internal intranet site.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	The number of clicks required to reach each report.
Baseline Data (Current Level of Performance):	Currently, portions of the intranet require 4 - 5 clicks to get to. Also, the special studies section of the intranet contains 38 reports that could potentially be organized in a more efficient manner.

Three years of trend data (if available):	
Target (Desired Level of Performance):	All reports contained on the intranet should be obtained in 3 clicks or less.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Re-examine the current structure of the intranet 2.) Organize files into pages that can be accessed in 3 clicks or less 3.) Implementation of new intranet structure
Results of the Institutional Effectiveness Effort:	The intranet structure was overhauled and reorganized. Reports can now be reached within 3 clicks or less.
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 5:	Increase efficiency of cross training by creating a basic instruction manual for recurring IR projects (continued from last year)
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q3
Funds Budgeted to Support this Outcome:	$0
This Outcome will be Assessed Using:	The production of a physical copy of the manual.
Baseline Data (Current	Currently, instructions are contained in several SPSS syntax files

Level of Performance):	and Word documents.
Three years of trend data (if available):	
Target (Desired Level of Performance):	Instructions for recurring projects will be contained in one main document.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify projects to be included 2.) Gather all relevant syntax and/or Word documents together 3.) Organize instructions into one manual
Results of the Institutional Effectiveness Effort:	Due to the campus-wide prioritization project, this goal was not completed.
Future Plans Regarding this Outcome:	Carry over to next year's IE plan.

Institutional Effectiveness Form

Department Name: Information Technology

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

Link between Institutional Mission and Departmental Mission:

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Move SSB into the DMZ
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	1.4 (Carry over from previous strategic plan)
Funds Budgeted to Support this Outcome:	None needed
This Outcome will be Assessed Using:	This outcome will be addressed with scheduled changes to Banner, particularly with moving from Sun to Linux
Baseline Data (Current Level of Performance):	Currently, SSB is not in the DMZ, providing a potential security risk for VSCC systems.
Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Identify firewall ports that need to be opened. 2. Change Network VLAN 3. Change IP Address 4. Test and verify
Results of the Institutional Effectiveness Effort:	Goal has not been completed, due to upcoming changes in architecture, goal will be moved forward to next year.
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 2:	Implement DegreeWorks
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.1 Increase Fall to Spring Progression Rate S.2 Increase the Number of Associates Degrees
Funds Budgeted to Support this Outcome:	The purchase of the software came from the 2012-2013 budget. The ongoing maintenance comes from the IT annual budget
This Outcome will be Assessed Using:	These outcomes will be addressed within the scope of the TBR BPM initiatives as well as faculty and student feedback.
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	An operational DegreeWorks system that is available to faculty, advisors, and students.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Install DegreeWorks on production servers (planned July 2013) 2.) Migrate configurations from test to production (planned July 2013) 3.) Enable SSO and go live (planned August 2013)
Results of the Institutional	As a result of this monumental effort, advising has become much

Effectiveness Effort:	easier for the faculty that use this product. Students are also better able to track their courses and plan for graduation greatly increasing VSCC's standing in the TBR funding formula. All activities completed successfully.
Future Plans Regarding this Outcome:	Future plans include general updates and working with student services to develop a means to measure the usage of DegreeWorks.

Institutional Effectiveness Outcome 3:	Move the learning commons from its temporary home in Warf to its permanent home in Thigpen, while growing the number of computers from 104 to 190 workstations
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.I.1. Redesign the delivery of math, reading and writing remedial and development courses.
Funds Budgeted to Support this Outcome:	$200,000 was taken from TAF to purchase the required technology to support this move and expansion. $36,000 was taken from the telecommunications R&R funds for wiring.
This Outcome will be Assessed Using:	This outcome will be addressed using IT staff resources.
Baseline Data (Current Level of Performance):	As of summer 2013, there were 104 computers available for students in the learning commons
Three years of trend data (if available):	
Target (Desired Level of Performance):	By Fall 2013, the number of available clients will increase by 83%.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Prepare the Backend VDI environment for the new clients (planned July 2013) 2.) Complete additional wiring in renovated area in Thigpen (July 2013) 3.) Deploy additional clients and move existing learning commons to Thigpen (August 2013)
Results of the Institutional Effectiveness Effort:	As a result of this initiative more students are able to enroll in learning support courses. All activities completed successfully.
Future Plans Regarding this Outcome:	The future plans for this area will depend upon academic affairs and the future direction of this program

Institutional Effectiveness Form

Department Name: Library

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: In support of the effective fulfillment of the College's mission, it is the combined purpose of the Library to furnish informational resources in support of the instructional programs; to provide research resources in support of students, faculty, administration and staff needs; to provide instruction to all library users in accessing information from traditional and electronically stored resources; to supply recreational and non-classroom resources for the college and the community at large; and to offer a pleasant learning environment in which these materials may be used.

Link between Institutional Mission and Departmental Mission: The Library provides resources and services in support of the College's educational programs, lifelong learning, preparation for successful careers and civic participation in a global society.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Bring people from the community together to discuss ideas from a common book.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access Initiative 3
Funds Budgeted to Support this Outcome:	0 from the Library budget
This Outcome will be Assessed Using:	Evaluations from participants in the One Book, One Community project.
Baseline Data (Current Level of Performance):	0 participants
Three years of trend data (if available):	NA
Target (Desired Level of Performance):	300
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Begin publicizing the project in August with posters, bookmarks, reading guides, a web site, and press releases. 2.) Plan book discussion events on and off campus. 3.) Host events with the author, Sharyn McCrumb on and off campus.
Results of the Institutional Effectiveness Effort:	774 individuals participated in the program through book clubs, four public libraries, a magnet school, three high schools, and two college classes. The author presented three programs – one with a criminal justice class at VSCC, one at Merrol Hyde Magnet School, and one open to the public at VSCC. This program was a

	major cooperative effort that required a high level of project management and many months of planning.
Future Plans Regarding this Outcome:	The One Book One Community project will continue in 2014-2015 with the book, *The Other Wes Moore*.

Institutional Effectiveness Outcome 2:	Improve students' perception of library staff's helpfulness and approachability.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Indicator 3
Funds Budgeted to Support this Outcome:	0
This Outcome will be Assessed Using:	Student Satisfaction Inventory Spring Library Survey
Baseline Data (Current Level of Performance):	Baseline from Student Satisfaction Inventory item "Library staff are helpful and approachable" 2013: 5.35 out of 7 Baseline from Spring Library Survey 2011 "Overall Responsiveness of the Library Staff" 3.62 out of 4
Three years of trend data (if available):	Spring Library Survey 2007: 3.69 Spring Library Survey 2011: 3.62 Student Satisfaction Inventory 2011-2012: 5.46 Student Satisfaction Inventory 2012-2013: 5.35
Target (Desired Level of Performance):	Target for Student Satisfaction Inventory: 5.5 Target for Spring Library Survey: 3.7
Steps to Achieve the	1.) Revise and distribute Spring Library Survey. Use results to

Target for this Outcome: (add additional steps as needed)	determine area(s) for improvement. 2.) Implement procedures in the research assistance guide to ensure consistent, quality research assistance. 3.) Circulation staff will complete three teamwork-related assignments.
Results of the Institutional Effectiveness Effort:	Spring Library Survey results – 52 surveys were completed. Scores on questions concerning the library staff ranged from 3.81 to 4.84 (out of 5). Student Satisfaction Inventory results – 5.43 There is room for increased effort towards meeting student expectations by continuing staff training programs to ensure friendliness, helpfulness and approachability of manner will continue.
Future Plans Regarding this Outcome:	The library staff will continue to receive customer service training. Librarians will pilot a "roving reference" model in fall 2014 towards increasing availability at students' points of need.

Institutional Effectiveness Outcome 3:	Improve library services and resources.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Indicator 3
Funds Budgeted to Support this Outcome:	0
This Outcome will be Assessed Using:	Student Satisfaction Inventory Spring Library Survey

Baseline Data (Current Level of Performance):	Baseline from Student Satisfaction Inventory item "Library resources and services are adequate" 2013: 5.38 out of 7 Baseline from Spring Library Survey various items 2011: 3.41 to 3.62
Three years of trend data (if available):	Student Satisfaction Inventory 2011-2012: 5.59 Student Satisfaction Inventory 2012-2013: 5.38 Spring Library Survey 2007: 3.31 to 3.69 Spring Library Survey 2011: 3.41 to 3.62
Target (Desired Level of Performance):	Target for Student Satisfaction Inventory: 5.62 Target for Spring Library Survey: 3.7
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Introduce library database apps/mobile sites through LibGuides, distance learning tools and orientation for Library personnel. 2.) Develop and offer workshops on library and research resources. 3.) Develop and implement new study room policies. 4.) Complete library materials inventory. 5.) Revise and distribute Spring Library survey. Use results to determine area(s) of improvement.
Results of the Institutional Effectiveness Effort:	Scores on questions concerning library services ranged from 4.35 to 4.88 (out of 5) per the Spring Library Survey results. Student Satisfaction Inventory score was 5.58 The library created and revamped its subject resource guides to improve access to the library's resources; these guides incorporate instruction on the use of the library's resources to aid students' abilities to effectively navigate them. Several new drop-in workshops were implemented to provide students with opportunities to learn about research and associated tools. Study room policies were created to facilitate students' learning needs. An inventory began but was not completed because of retirements. Better signage might aid enforcement of policies related to the use of library spaces.
Future Plans Regarding this Outcome:	Continue with library materials inventory. Clearly define noise and behavioral expectations for learning areas within the library.

Institutional Effectiveness Form

Department Name: **Math and Science Division**

For the Academic Year: **2013-2014**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division provides quality innovative degree programs including TTPs in STEM (BIOL, CHEM, ENGR, GEOL, MATH, and PHYS), Pre-Health Professional, and pre-nursing partnerships leading to the AS and preparing students for university transfer. The Division offers a single career program in Veterinary Technology which has selective admission, leads to the AAS degree, and permits graduates to sit for licensure. A single Veterinary Assistant Technical Certificate exists in the Division.

Link between Institutional Mission and Departmental Mission:

- AS/AAS/Certificates
- General education/ University transfer
- Continuing Education/ Lifelong Learning
- Career Preparation and Enhancement
- Community Partnerships
- Workforce Partnerships

(or Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

Institutional Effectiveness Outcome 1:	**Provide curriculum for SAILS (Seamless Alignment and Integrated Learning Support) and SAILS+ (VSCC's version of MATH 1005) in service area high schools to reduce the number of students entering VSCC who require Learning Support Mathematics (LSM).** VISUAL SAILS SAILS+.docx SAILS and SAILS+ FAQ.docx SAILS and SAILS+.docx
Strategic Planning Goal to Which this Outcome is Linked:	Access Student Success (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)
Funds Budgeted to Support this Outcome:	SAILS is a statewide initiative funded through the Governor's Office. Incidental costs to the department are funded through E13002.
This Outcome will be Assessed Using:	Successful completion of the 5 established SAILS Competencies (which is the equivalent of the 5 LSM Competencies)
Baseline Data (Current Level of Performance):	2013-14 is year one for the SAILS program so 2012-2013 baseline is 0. Copy of SAILS TN Fall Progress Report (SAILS TN Spring Progress Report 6 6 1 Twenty high schools in the VSCC service area participated in the 2013-14 academic year. Of the 930 students enrolled within 20 participating high schools in fall 2013, **79% or 732 completed all 5 LSM COMPS** while in spring 2014 an additional 537 students enrolled with **85% or 458 completing all 5 LSM COMPS**. Therefore, 81% (1190/1467) of the SAILS students in the VSCC service area completed SAILS in 2013-14 and are eligible for MATH 1005, 1010, and/or 1530 upon HS graduation and admission to the TBR community college system. The savings in LSM tuition for these 1190 students is $1,200,297 according to the embedded spreadsheets prepared by the state coordinator for the SAILS program.
Three years of trend data (if available):	N/A (Program initiated 2013-14)

Target (Desired Level of Performance):	**10% reduction in placement into Learning Support Math**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	**1 Develop SAILS and SAILS+ curriculum** *Completed. SAILS modules are VSCC MATH 0810/20/30 modules.* *Completed. MATH 1005 content converted to SAILS+ modules.* **2 Recruit leadership to coordinate participating service-area HSs** *Completed. Long time VSCC adjunct LSM instructors were recruited and hired to coordinate the SAILS and SAILS+ program in 20 HSs in 2013-14. One coordinated 7 HSs in northern part of the service area, one coordinated 6 HSs in Davidson, Sumner, and Wilson, and one coordinated 7 HSs in the Upper Cumberland.* **3 Monitor student progress in SAILS and SAILS+** *Completed. Weekly progress reports were provided by the state coordinator of the SAILS initiative.* **4 Develop process for entering COMP completion upon admission** *Ongoing. IT, Records, Dual Enrollment, Math and Science, and Academic Affairs will continue to refine this process so SAILS completers are consistently marked in Banner with no LSM requirement upon admission to the College.*
Results of the Institutional Effectiveness Effort:	*Fall 13 VSCC MATH 0810/20/30 enrollment ~ 1120 (ARGOS)* *Spg 14 VSCC MATH 0810/20/30 enrollment ~ 741 (ARGOS)* *VSCC Academic year enrollment in LSM was ~1861 students (based on ARGOS reports. SAILS completion by 1190 HS students within the VSCC service area represents a 64% equivalent share of the entire 2013-14 academic year LSM enrollment at VSCC.* *VSCC enrolled 3219 MATH students in fall 2013 compared to 3271 MATH enrollments in fall 2014 representing an 1.6% enrollment increase in MATH overall from fall 2013 – fall 2014. Of these, 1893 were enrollments in general education or higher MATH courses in fall 2013 compared to 1941 enrollments in general education or higher MATH courses in fall 2014 representing a* ***2.5% enrollment increase in gen ed or higher mathematics from fall 2013 to fall 2014.*** *VSCC has 978 students enrolled in MATH 0810/20/30 in fall 2014 (as of 8.29.14 ARGOS report) compared to 1120 enrollments (ARGOS census) in fall 2013* ***demonstrating a 12.7% enrollment decrease in LSM (when overall MATH shows a 1.6% enrollment increase and general education and higher MATH enrollment shows a 2.5% increase) presumably representing significant impact of SAILS in year one.***

Future Plans Regarding this Outcome:	Increase number of SAILS+ (MATH 1005) completers and Dual Enrollment MATH registrations among participating SAILS High Schools within the VSCC service area.

Institutional Effectiveness Outcome 2:	**Increase efficiency within the Dual Enrollment mathematics staffing, travel, and class size**
Strategic Planning Goal to Which this Outcome is Linked:	Resourcefulness and Efficiency (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)
Funds Budgeted to Support this Outcome:	E16014
This Outcome will be Assessed Using:	• Staffing efficiencies • Reduction in travel reimbursement • Increase in average class size
Baseline Data (Current Level of Performance):	Fall 12 – Spg 13 Baseline (from AGROS Census Data) 2012-13 MATH DE Baseline.docx
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	5% reduction in travel reimbursements in dual enrollment math 10% increase in average class size in dual enrollment
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	**1 Gather data from census ARGOS report on DE courses, staffing and class sizes** *Completed. Embedded Word documents provide data to support result of IE effort. Carefully coordinated staffing of DE classes to permit a single faculty to teach multiple DE courses in the same city (White House, for example) has reduced duplication of miles covered on the same day by multiple VSCC faculty.* **2 Conduct interview/strategize with Director of Dual Enrollment toward scheduling efficiencies**

	On-going. Work to elicit cooperation among the nearby high schools to place students within the same on ground course continues. **3 Communicate expectations for on ground DE math courses and offer on-line alternative to on ground section** *On-going. Effort ongoing to encourage high school schedule planners to separate and stagger the time DE MATH courses are offered within county so it is possible for VSCC to staff on ground requests. Schools are also encouraged to consider online courses for DE in the 'one-room school house" approach in the HS computer lab. One HS Math teacher facilitates/proctors all students enrolled in multiple online courses taught by SACS credentialed VSCC MATH faculty. This expands the options for DE MATH at any given location without having to cancel small sections while reducing DE travel costs.*
Results of the Institutional Effectiveness Effort:	 2013-14 MATH DE Data.docx ***Target Met:*** *Math and Science travel reimbursement expense* ***decreased by 10.44%*** *($798.03) in 2013-14 over the baseline year 2012-13* ***while increasing the number of DE sections taught by 6 sections over the baseline year.*** ***Target Not Met:*** *Average class size for DE classes did not increase by 10% over the 2012-13 baseline. Average class size for adjunct DE courses decreased while average class size for DE courses taught by fulltime faculty remained about the same.*
Future Plans Regarding this Outcome:	Expand DE to incorporate a greater number of high schools within the service area while continuing to reduce DE travel reimbursement by encouraging increased online DE enrollments; Consider institutional minimums for on-ground DE courses.

Institutional Effectiveness Outcome 3:	**Improve Student Engagement (persistence) through expansion of the Undergraduate Research Initiative**
Strategic Planning Goal to Which this Outcome is Linked:	Quality (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)

Funds Budgeted to Support this Outcome:	13006 CCURI Grant Funds
This Outcome will be Assessed Using:	Comparison of student retention in UR gen ed science courses compared to non-UR gen ed science courses
Baseline Data (Current Level of Performance):	Select Courses from 2012-13 Grade Distribution Data to establish <u>baseline success and retention data for ISCI 1030</u> • *F12 (14) 78.6% success 78.6% retention* • *S13 (35) 80.0% success 80.0% retention*
Three years of trend data (if available):	Not available (UR program formally initiation in 2012-13)
Target (Desired Level of Performance):	TBD
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	**1 Identify UR science courses in Fall 2013 and Spring 2014** *ISCI 1030, Science, Society, and Sustainability, was selected for this cursory review.* **2 Select courses and interview/survey faculty** *<u>Ongoing.</u>* **3 Compare grade distribution data of UR courses with non- UR courses (having the same level of prerequisite)** *<u>Ongoing</u>* **4 Consider tracking students for 3 semesters after UR experience for persistence, degree completion** *<u>Ongoing</u>. Conversation, study, and literature review ongoing to determine of the feasibility of quantitative study (as initially suggested here) over a qualitative study (using CCURI CURE pre- and post- surveys).*
Results of the Institutional Effectiveness Effort:	 CCURI Release Report ppowers July The entire CCURI report for the 2013-14 academic year is embedded here. The nature and scope of the report is germane to the outcome though our thinking regarding UR assessment is

	shifting toward a more qualitative emphasis/ analysis. Available SR data for ISCI for two consecutive years follows. <u>Baseline success and retention data</u> for ISCI 1030 • *F12 (14) 78.6% success 78.6% retention* • *S13 (35) 80.0% success 80.0% retention* <u>2013-14 success and retention data</u> for ISCI 1030 • *F13 (20)) 80.0% success 80.0% retention* • *S14 (18) 88.9%% success 88.9% retention* This course was taught each semester (4) by the same faculty member with increasing importance placed on the UR water quality initiative embedded within the course in 2013-14. While the small (n) does not constitute a statistically significant sample, the improvement in both student success and retention from 2012-13 to 2013-14 is encouraging. In addition to the instructor's success in classroom instruction and field research, it is tempting to claim that student engagement in the course precipitated by field research led to this outcome.
Future Plans Regarding this Outcome:	Consider feasibility of quantitative tracking of students involved in VSCC's URP compared to qualitative CCURI CURE pre- and post-surveys and SUSSI pre- and post- surveys.

Institutional Effectiveness Form

Department Name: Media Services

For the Academic Year: **2013-14 Year End Report**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Media Services Department provides video and other media production services to all areas of the College. The department produces video and audio programs for Distance Learning courses, for curriculum support and for promotional materials for the College. In addition, our television studio and editing suites serve as laboratory space for the Communications Department's classes in television production.

Link between Institutional Mission and Departmental Mission: The department supports educational programs, community and workforce partnerships by producing media materials to enhance those programs. The department also supports students in their preparation for successful careers by providing laboratory space and consultation to the Communications curriculum.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Assist Academic Departments in the creation of media materials to support their redesign effort.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiatives: Q.1.1., Redesign the delivery of math, reading and writing remedial and developmental courses.
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	An analysis of the number of completed projects
Baseline Data (Current Level of Performance):	Establishing Baseline
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	We plan to assist with at least three new Remedial and/or Developmental project/courses during fiscal year 2013/14
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) In conjunction with Academic Departments, identify courses needing media enhancement 2.) Produce materials to address these needs 3.) Upload the materials to the media server 4.) Provide URL for each video to the requesting department(s)
Results of the Institutional Effectiveness Effort:	The curriculum change in delivery methodology has delayed any redevelopment of courses.
Future Plans Regarding this Outcome:	The new focus in Learning Support will likely remove this as an area of support for Media Services

Institutional Effectiveness Outcome 2:	Assist Academic Support units in the creation of media materials to support their student success effort.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S.1.2, Tutoring. Includes math lab, language center, reading lab, NewSkills, supplemental instruction, etc.
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	An analysis of the number of completed projects
Baseline Data (Current Level of Performance):	Two projects were completed for Supplemental Instruction in fiscal 2012-13
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	We plan to assist with at least four new projects to assist the Academic Support areas of the college.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create new video programs for Supplemental Instruction and Fast Track programs 2.) Post finished videos on-line for access by the STARS program 3.) Provide URL for each video to the requesting department(s)
Results of the Institutional Effectiveness Effort:	The curriculum change in delivery methodology has delayed the implementation of new media enhanced programs in this area.
Future Plans Regarding this Outcome:	The new focus in Learning Support will likely change the approach in these areas and possibly reduce the Media Services' involvement in future projects.

Institutional Effectiveness Outcome 3:	Produce marketing/informational media to assist Resource Development including DVD/on-line video productions and support for special events.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Resourcefulness and Efficiency R.1., Increase the total amount of outside revenue.
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	An analysis of the number of completed projects
Baseline Data (Current Level of Performance):	Two projects were completed for Resource Development in fiscal year2012-13
Three years of trend data (if available):	Over the past three years, we have produced an average of two projects per fiscal year.
Target (Desired Level of Performance):	We plan to assist with at least three new projects to assist Resource Development
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create new video programs and/or assist with special events for the resource development 2.) Complete production tasks on time and within budget 3.) Deliver finished product to the department on deadline
Results of the Institutional Effectiveness Effort:	Sept. 2013 – Revised "The Power of Possibility" video for the Humanities Building. The fundraising campaign increased the amount of giving for this project and the video was an integral part of that campaign.
Future Plans Regarding this Outcome:	Additional projects are schedule for fiscal 2014-15 including a program on the Foundation's 25th Anniversary.

Institutional Effectiveness Form

Department Name: Office of Student Life & Diversity Initiatives, Minority Affairs

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office of Student Life & Diversity Initiatives seeks to enhance the collegiate experience of Vol State students by providing programming, co-curricular in nature, which addresses social, educational physical and multicultural facets of the student experience. Through various activities, students have the availability to forge meaningful relationships with fellow students, faculty and staff and learning how to navigate in a global society.

Link between Institutional Mission and Departmental Mission:

The Office of Student Life & Diversity Initiatives seeks to advance the college's strategic plan by addressing student engagement, quality of programming and efficiency of resources.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the retention and graduation rate of number of underrepresented minorities.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Diversity Plan Priority II: Access: Goal 2 Priority II: Student Success: Goal 5 Strategic Plan Access Initiatives:
Funds Budgeted to Support this Outcome:	No funds required
This Outcome will be Assessed Using:	Retention Rate Data measured against upcoming initiatives as the task force approves. Rates will be compared with URM previously who would not have had intervention.
Baseline Data (Current Level of Performance):	Baseline data will be established
Three years of trend data (if available):	
Target (Desired Level of Performance):	Creation of team and monitoring of retention/graduation initiatives.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.)Create Team 2.) Team to monitor and track retention and graduation efforts aimed at underrepresented minorities in comparison to the overall college population.
Results of the Institutional Effectiveness Effort:	Program to be implemented in Fall ’14 and continuing into Spring ’15.
Future Plans Regarding	Move objective to 2014-15 IE Plan.

this Outcome:	

Institutional Effectiveness Outcome 2:	Increase specialized programs to address the retention of African-American and Hispanic Males to persist to graduation.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Diversity Plan Priority II: Goal II Goal 3: 1,2 Strategic Plan Student Success Indicators
Funds Budgeted to Support this Outcome:	Carry-over funds from Diversity Monies from TBR
This Outcome will be Assessed Using:	Assessments, Pre/Post Tests, Evaluations, Student Reflections, retention rates of both African-American and Hispanic Males from both college wide and program specific.
Baseline Data (Current Level of Performance):	Baseline data will be established
Three years of trend data (if available):	Pilot program, data will reinforce if program persists
Target (Desired Level of Performance):	80% retention of participants in the pilot program.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Create Program 2.) Gather Volunteers and Participants 3.) Run Program
Results of the Institutional	**1. We have created both the Men of Color Corps and an**

Effectiveness Effort:	**initiative for the Men's Basketball Team.** **2. On going** 3. **Programs will commence in Fall 2014**
Future Plans Regarding this Outcome:	**Data gathered will demonstrate the outcome.**

Institutional Effectiveness Outcome 3:	Increase student diversity/cultural programming.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Diversity Plan Priority II Goal 5: 5-6 Strategic Plan Student Engagement Plan
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	Evaluations will be given to participants to demonstrate knowledge gained from activities where appropriate.
Baseline Data (Current Level of Performance):	Activities: Dr. Dennis Raheem Watson 32 participants Tropicante 45 participants Carlos & Bluz 55 participants Hispanic Heritage Luncheon 33 participants Black History Recognition Luncheon 50 participants Women's History Tea 62 participants Diversity Dialogue 5 participants Unity Day 130 Participants Diversity Day Party 34 participants
Three years of trend data (if available):	

Target (Desired Level of Performance):	A .30% or more will rate themselves as more culturally competent after attending workshops. B. Expand current portfolio of activities to include Sexual Orientation Diversity Activities and Veteran Activities. C. Increase number of participants by 10%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Plan and execute events that celebrate the accomplishments of various sub-populations 2.) Review data from assessments to gauge knowledge gained from events
Results of the Institutional Effectiveness Effort:	**A. During specific sessions i.e. LGTBQIA Rally and Black History Luncheon, speakers polled participants on knowledge gained.** **B. Expanded current portfolio of activities to include LGBTQIA and Veterans.** C. **Increased Participation in some events.** **List of Activities:** **1. Hispanic Heritage Luncheon 59 Participants** **2. Veteran's Day Recognition Luncheon 30 Participants** **3. Unity Day 65 participants** **4. Black History Luncheon 47 Participants** **5. LGBTQIA Awareness Rally 22 Participants (more people attended but sign-in sheets were missing. Only one of the three was found)** 6. **Women's History Tea 62 Diversity Day Party 72 Participants**
Future Plans Regarding this Outcome:	**Continue to bring awareness of Diversity to the campus.**

Institutional Effectiveness Form

Department Name: Off-Campus Sites & Dual Enrollment

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide high school students the opportunity to get a head start on their college experience while still enrolled in high school. Successful completion of course work allows for the award of both high school and college credit.

Link between Institutional Mission and Departmental Mission: Dual enrollment students have access to innovative educational programs that allow them to get ahead in their college careers. By enrolling in dual enrollment courses, high school students are afforded the opportunity to get college credits early, allowing them to complete college quicker.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	To continue to focus on increasing the number of dual enrollment students taking online courses
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access, A.1
Funds Budgeted to Support this Outcome:	Existing budget base
This Outcome will be Assessed Using:	Compare AY 2012-2013 enrollments with AY 2013-2014 enrollments
Baseline Data (Current Level of Performance):	405 students took online courses
Three years of trend data (if available):	
Target (Desired Level of Performance):	425 students took online courses
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Continue to work with the academic departments on the availability of online courses 2.) Market specific online courses to high schools with similar programs 3.)
Results of the Institutional Effectiveness Effort:	632 students took online courses
Future Plans Regarding	

this Outcome:	

Institutional Effectiveness Outcome 2:	Increase the number of students taking bridge math and then enrolling in a DE math
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access, A.4
Funds Budgeted to Support this Outcome:	Existing budget base
This Outcome will be Assessed Using:	Spring 2014
Baseline Data (Current Level of Performance):	To be established
Three years of trend data (if available):	
Target (Desired Level of Performance):	To be established
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Market the hybrid Math courses to the local high schools 2.) Market the benefits of taking dual enrollment courses to prospective parents and students 3.)

Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 3:	To increase the number of students earning 9 credit hours or more before high school graduation
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access, A.4
Funds Budgeted to Support this Outcome:	Existing budget base
This Outcome will be Assessed Using:	AY 13-14 data
Baseline Data (Current Level of Performance):	924 students took 9 hour or more
Three years of trend data (if available):	
Target (Desired Level of Performance):	

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Work with high school guidance counselors to add more dual enrollment course offerings 2.) Follow-up with prospective dual enrollment students and parents using marketing materials 3.)
Results of the Institutional Effectiveness Effort:	970 students took 9 hours or more
Future Plans Regarding this Outcome:	

Institutional Effectiveness Form

Department Name: Business & Finance/Payroll Services

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Payroll exists to insure all employment remunerations are provided in a timely and accurate manner and in compliance with all applicable College, TBR, State and Federal regulation, policies and guidelines.

Link between Institutional Mission and Departmental Mission: Payroll Services is an institutional support service that all employees receive accurate compensation for their employment with VSCC and to ensure accountability for the college.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Reduce storage space and reduce research time on archived records.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.2
Funds Budgeted to Support this Outcome:	Existing Budget
This Outcome will be Assessed Using:	Storage space and research time for archived documents.
Baseline Data (Current Level of Performance):	304 cubic feet of identified storage space and 150 hours of research time for archived documents/information.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Reduce identified storage space by 50% and reduce research time by 70%.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Assess time and space saved by utilizing document imaging. 2.) Identify records to archive and image. 3.) Explore indexing options and effects of options. 4.) Map indexing options for each document type. 5.) Begin scanning and verifying for expected results. 6.) Continue until all identified documents are scanned.
Results of the Institutional Effectiveness Effort:	This objective will continue into 2014-2015. We have assessed the reduction of storage space which can be utilized by VSCC for other purposes as needed. We have begun identifying and organizing history report documents and mapped the plan to

	image those documents.
Future Plans Regarding this Outcome:	Payroll plans to complete the report document identification and organization and begin imaging those documents FY 2014-15. Many current documents (adjunct contracts) intended for imaging are being eliminated with the implementation of FLAC.

Institutional Effectiveness Outcome 2:	Accountability of hours for the Affordable Care Act.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.2
Funds Budgeted to Support this Outcome:	Existing Budget
This Outcome will be Assessed Using:	Statistical analysis of employee hours worked to determine insurance eligibility.
Baseline Data (Current Level of Performance):	N/A – New law for 2014
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	Monthly analysis to insure employees do not exceed limitation for eligibility.
Steps to Achieve the Target for this Outcome:	1.) Review content of the law to support our process of accountability.

(add additional steps as needed)	2.) Develop conversion chart for adjunct faculty converting credit hours to clock hours. 3.) Develop and execute communication to affected departments 4.) Develop a means to account for clock hours within the Banner system. 5.) Create and run reports monthly to review for potential candidates for eligibility. 6.) Alert departments with potential eligible candidates to make adjustments to employee schedule. 7.) After 10 Month rolling "look back" periods identify any employees who exceeded limits and notify HR to contact the employee for insurance enrollment eligibility.
Results of the Institutional Effectiveness Effort:	This objective will continue into FY 2014-15 and will be ongoing. The initial measurement period for insurance eligibility will expires October 2014 and the identification of those eligible employees will be made after the October payroll processes.
Future Plans Regarding this Outcome:	To comply with the federal law, the process of identifying employees eligible for insurance will become a monthly process after each payroll due to the Affordable Care Act provisions.

Institutional Effectiveness Outcome 3:	Improve efficiency and effectiveness of adjunct payroll and become paperless with adjunct contracts for payroll processing.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R2
Funds Budgeted to Support this Outcome:	Existing Budget.
This Outcome will be Assessed Using:	Usage of paper documents and timely production of adjunct payroll.

Baseline Data (Current Level of Performance):	Approximately 250 paper adjunct contracts per semester
Three years of trend data (if available):	Approximately 250 paper adjunct contracts per semester for the last 3 years.
Target (Desired Level of Performance):	Reduce paper by 100%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Asses the value and feasibility of FLAC implementation. 2.) Attend training sessions on FLAC if deemed chosen path. 3.) Assess Banner system needs for implementation of FLAC. 4.) Make appropriate Banner system adjustments for implementation. 5.) Test FLAC set up to insure results are as expected. 6.) Notify appropriate employees of new process for contract and payroll processing of Adjuncts. 7.) Move process to the Banner PROD system.
Results of the Institutional Effectiveness Effort:	This objective will continue into FY 2014-15 with expected completion at the end of FY15. The BPA (Business Process Analysis) process has determined FLAC implementation would benefit the community colleges. We have attended training sessions and developed our path of implementation to include Banner set up and testing.
Future Plans Regarding this Outcome:	VSCC plans to "go live" with the Spring Term 2015 with FLAC implementation. Communication to the appropriate population of employees will be developed during the fall term for roll out in the Spring Term.

Institutional Effectiveness Form

Department Name: **Personal Enrichment/Online Instruction**

For the Academic Year: FY 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division of Continuing Education and Economic Development facilitates lifelong learning by providing relevant, quality non-credit learning opportunities for a diverse and evolving population. Programs and services are designed to foster community and economic development, to strengthen partnerships, and to satisfy a broad range of personal, professional, and workforce development needs of the local community and area business and industry.

Link between Institutional Mission and Departmental Mission:
Personal Enrichment/Online Instruction provides continuing education courses and workshops to prepare students for successful careers, inspires lifelong learning, and establishes community and workforce partnerships.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase enrollment in personal enrichment classes.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.4
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Enrollment comparisons
Baseline Data (Current Level of Performance):	731 enrollments in 2012-2013
Three years of trend data (if available):	2010-2011, 890 enrollments 2011-2012, 935 enrollments 2012-2013, 731 enrollments
Target (Desired Level of Performance):	22% increase (achieve the 2010-2011 enrollment figures)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Meet with VPA coordinator to identify potential offerings in the music area (private instruction) using video, etc. 2. Identify expertise/talent among VSCC personnel to develop new personal enrichment offering(s) 3. Pursue feasibility of partnerships with area high schools to deliver ACT Prep on ground 4. Pursue grant funded opportunities
Results of the Institutional Effectiveness Effort:	2013-14, 524 enrollments – Goal not achieved
Future Plans Regarding this Outcome:	As a result of the Prioritization Project, Cabinet determined that Continuing Education should phase out Personal Enrichment classes. The department had made that decision three years prior as a result of declining enrollment. The Director of Non-Credit Instruction had assumed other responsibilities in the workforce area. This goal will be eliminated.

Institutional Effectiveness Outcome 2:	Increase continuing education personal enrichment enrollment at Highland Crest
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.5
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Enrollment comparisons
Baseline Data (Current Level of Performance):	Fall 2011: 0 enrolled
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	21 enrollments
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Meet with site director to ascertain areas of interest/need 2. Pursue feasibility of offering ACT Prep on ground 3. Pursue feasibility of offering Summer Academies for high school students
Results of the Institutional Effectiveness Effort:	After research, Robertson County area High Schools offer an in-house ACT Prep program. 20 enrollments in our Retirement Planning Class at Highland Crest – goal achieved
Future Plans Regarding this Outcome:	Personal Enrichment classes are being phased out due to Prioritization Project decisions. This goal will be eliminated.

Institutional Effectiveness Outcome 3:	Increase enrollment in online continuing education offerings.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.1
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Enrollment comparisons
Baseline Data (Current Level of Performance):	2010-2011: 204 enrollments
Three years of trend data (if available):	2010-2011, 204 enrollments 2011-2012, 168 enrollments 2012-2013, 137 enrollments
Target (Desired Level of Performance):	25% increase or 171 enrollments
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Meet with distance learning personnel to pursue the development of continuing education MOOCs 2. Pursue the feasibility of using WebEx to reduce course cancellations
Results of the Institutional Effectiveness Effort:	Target of 171 enrollments exceeded 2013-14, 181 enrollments
Future Plans Regarding this Outcome:	Continue to promote, build enrollments and research new on-line programs. A majority of the online enrollment is in the workforce development area.

Institutional Effectiveness Form

Department Name: Office of the President

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To represent and lead the college, exercise broad delegated authority, and maintain responsibility for all aspects of campus administration.

Link between Institutional Mission and Departmental Mission: The departmental provides administrative oversight to facilitate the offering of degrees, certificates, and continuing education to college constituencies and strategic planning to increase innovative educational programs, partnerships, diversity, and economic development in the region.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed	Results

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase active partnerships with P-16 councils serving counties within the service area.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3, A.I.5
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Number of existing P-16 council memberships and average attendance at council meetings
Baseline Data (Current Level of Performance):	2011-2012: 26 existing partnerships; 37 average attendance at council meetings
Three years of trend data (if available):	2012-2013: 28 existing partnerships; 37 average attendance at council meetings
Target (Desired Level of Performance):	30 existing partnerships; 40 average attendance at council meetings
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Serve as the Post-Secondary Co-Chair of the North Central P-16 Council. 2.) Host or coordinate quarterly North Central P-16 meetings.
Results of the Institutional Effectiveness Effort:	I served as the Post-Secondary Co-Chair of the North Central P-16 Council for the year. This involved email correspondence with the K-12 co-chair and with Paige Brown as the economic development co-chair. We also met periodically for planning. We selected speakers for the meetings and put together the agenda. The college hosted three of the quarterly meetings and

	collaborated with Union University to host the fourth. The number of partners involved in the P-16 council increased from 28 to 38. The average attendance decreased from the baseline of 37 to an average attendance of 32.
Future Plans Regarding this Outcome:	The goal for the number of P-16 partners was exceeded. I will remain active in the P-16 council and will continue to monitor the number of partners in the future.

Institutional Effectiveness Outcome 2:	Increase active community/business partnerships to enhance workforce and economic development in Sumner County and surrounding regions.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.5, R.1, R.I.7
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Number of Chamber and business and industry meetings attended
Baseline Data (Current Level of Performance):	2011-2012: 0 meetings attended
Three years of trend data (if available):	2012-2013: 20 meetings attended
Target (Desired Level of	25 meetings attended

Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Attend Chambers of Commerce and other business and industry related meetings in Sumner and surrounding counties. 2.) Serve as VSCC's representative on Business Incubator Committee. 3.) Serve as Board Member for Gallatin Economic Development Agency 4.) Serve on Boards of community entities.
Results of the Institutional Effectiveness Effort:	Attended multiple Chamber of Commerce events and made presentations on the College at many of them. Attended Forward Sumner and other economic development meetings. Hosted many business and industry leaders at Friday morning Java with Jerry events. The Business Incubator Committee has not met during the year. The Gallatin Economic Development Agency has not met during the year. I have attended multiple meetings with the Economic Development Director and prospective business and industry including Beretta. I serve on the Boards of Forward Sumner, The Hendersonville Chamber of Commerce, and the North Tennessee Workforce Board. Meetings attended: 35
Future Plans Regarding this Outcome:	I will continue to work to increase representation of VSCC at community events and will investigate the need and feasibility of an advanced manufacturing program at Vol State.

Institutional Effectiveness Outcome 3:	Establish active partnerships in the Livingston community to support the Livingston Center.
Strategic Planning Goal to Which this Outcome is Linked:	A.I.5, R.1, R.I.7

(Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Number of events attended in Livingston service area
Baseline Data (Current Level of Performance):	2011-2012: 0 events attended
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	5 events attended
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Host Livingston Advisory Council meetings. 2.) Attend Chamber of Commerce and other business and industry meetings in the Livingston area.
Results of the Institutional Effectiveness Effort:	The college hosted one Livingston Advisory Council meeting at the Livingston campus. I delegated the VPAA and Asst. VPAA to attend additional meetings to represent the college. Meetings attended: 2
Future Plans Regarding this Outcome:	I will continue to monitor this effort and will seek to increase representation of VSCC at community events in the coming year.

Institutional Effectiveness Outcome 4:	Establish active partnerships in Robertson County to support the Springfield campus.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.5, R.1, R.I.7
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Number of events attended in Robertson County area
Baseline Data (Current Level of Performance):	2011-2012: 0 events attended
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	5 events attended
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Attend Highland Crest Advisory Council meetings. 2.) Attend Chamber of Commerce and other business and industry meetings in Robertson County.
Results of the Institutional Effectiveness Effort:	Attended three of the quarterly Highland Crest Advisory Council meetings. Delegated Asst. VPAA to represent the college in others. Attended Industry Council and chamber meetings at Highland Crest Campus.

	Meetings attended: 7
Future Plans Regarding this Outcome:	I will continue to monitor this effort and will seek to increase representation of VSCC at community events in the coming year.

Institutional Effectiveness Outcome 5:	Oversee the development of a new Allied Health building on the main campus.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.I.5
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Funds raised for new building
Baseline Data (Current Level of Performance):	2011-2012: 0% of funds raised
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	100% of funds raised
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide oversight for the coordination between Volunteer State and other relevant stakeholders. 2.) Ensure adequate resources are available for development of the building.

Results of the Institutional Effectiveness Effort:	The building was completed and classes began with the spring semester of 2014. All local resources needed for building were raised before this year (100%). Additional grants have been written and submitted to provide equipment for the facility. One grant was funded.
Future Plans Regarding this Outcome:	The goal was met. I will focus efforts next year on raising the remaining $1.6 million for the new humanities building.

Institutional Effectiveness Outcome 6:	Oversee implementation of the 2010-2015 Strategic Plan.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Percentage of strategic planning goals will be linked to at least one IE
Baseline Data (Current Level of Performance):	2012-2013: 96% of strategic planning goals were linked to at least one IE (46 out of 48 goals)
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	100% of strategic planning goals will be linked to at least one IE

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Serve on the Cabinet and receive recommendations from the Executive Council, the college's strategic planning leadership team. 2.) Ensure campus-wide participation in the implementation of the strategic plan
Results of the Institutional Effectiveness Effort:	This year I oversaw a campus-wide prioritization process to facilitate planning. As a part of that process, the Executive Council met to make strategic recommendations to the Cabinet based on the data collected during the prioritization process, and the Cabinet held a retreat where it reviewed and acted on those recommendations. IE trainings were held throughout the year, and I actively encouraged attendance and attended one meeting myself. 87.5% of the goals on the strategic plan were covered by at least one IE.
Future Plans Regarding this Outcome:	I will continue to monitor this effort.

Institutional Effectiveness Outcome 7:	Improve student success in terms of retention, persistence, and graduation rates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.2, S.1, Q.1, Q.2
Funds Budgeted to Support this Outcome:	None
This Outcome will be	IPEDS retention and graduation rates

Assessed Using:	
Baseline Data (Current Level of Performance):	2011-2012: IPEDS retention rate of 50% for full-time students, 43% for part-time students; IPEDS graduation rate of 13%
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	IPEDS retention rate of 55% for full-time students, 50% for part-time students; IPEDS graduation rate of 18%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Analyze governance and structural areas of the College and identify potential improvement solutions 2.) Ensure financial and human resources are adequate to complete and implement strategy
Results of the Institutional Effectiveness Effort:	Reviewed organization of the college. Changed Distance Education Department to Distributed Education to reflect expanded mission of using technology as an instructional tool. Changed the Business Division to the Business and Technology Division to reflect an expanded mission of offering degrees and certificates in information technology. A new CIT Degree was approved by the Board. The positions of Director of International Studies and the Dean of B&T were separated. A search is currently underway for a new Dean of B&T. Completed a college-wide prioritization process that evaluated effectiveness and efficiency of every academic and service program. As a result, 22 academic programs will be phased out. Significant changes were made across the campus as listed in reports made available online. IPEDS graduation rate: 16% IPEDS retention rates: 57% full time, 43% part time
Future Plans Regarding this Outcome:	I will continue to work toward this goal in the coming year in the following ways: finalizing distributed education, offering more general education and AA/AS degrees in Cookeville, enhancing mobilization efforts, increasing the percentage of dual enrollment students who matriculate to VSCC, investigating a possible 2+2 in

	social work with APSU, and creating a "plan B" initiative for students seeking health science degrees.

Institutional Effectiveness Outcome 8:	Oversee the implementation of the Complete College Tennessee Act (CCTA) at VSCC.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Funding from the new funding formula
Baseline Data (Current Level of Performance):	2011-2012: $15,281,400
Three years of trend data (if available):	2012-2013: $15,614,700
Target (Desired Level of Performance):	Increase or maintain existing level of funding.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Ensure financial resources are adequate for CCTA implementation 2.) Ensure human resources are adequately aligned to comply with the CCTA requirements.
Results of the Institutional Effectiveness Effort:	As part of the prioritization process, spending by each academic and service program was reviewed. Programs/departments that

	have had a pattern of surpluses were individually evaluated and some reductions were made. As part of the prioritization process, the HR status of each program was reviewed. Funding formula for 2013-14: $16,075,400
Future Plans Regarding this Outcome:	The goal was met. Will continue to monitor.

Institutional Effectiveness Outcome 9:	Oversee the development of a new Humanities Building on the main campus.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Resources raised for building
Baseline Data (Current Level of Performance):	$938,454 raised as of 2012-2013.
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	$1.6 million

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Provide oversight for the coordination between Volunteer state and other relevant stakeholders. 2.) Ensure adequate resources are available for development of the building.
Results of the Institutional Effectiveness Effort:	Have met every other week with Gwyn Bean from TBR facilities office, architects from Moody-Nolan, and representatives from Messer General Contractor to make decisions on design of building and associated projects. Visited three State House Representatives and the State Senator for Sumner County to make sure they are aware of the building and to seek their support for inclusion in the state budget. Met privately with multiple donors. Held public launch event in October 2013. Brought in a total of $772,977 for the capital campaign in 2013-14 to bring total so far to $1,711,431 in cash and pledges.
Future Plans Regarding this Outcome:	I will continue this goal for the 2014-15 year.

Institutional Effectiveness Outcome 10:	Increase outside revenue from grants
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.1
Funds Budgeted to Support this Outcome:	None
This Outcome will be	Amount of new grants awarded

Assessed Using:	
Baseline Data (Current Level of Performance):	2011-2012: $306,266
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	10% increase ($336,893)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Include grant writing workshops as part of professional development. 2.) Revise grant writing policies and procedures to facilitate the grant application and management process.
Results of the Institutional Effectiveness Effort:	Grant writing workshops were conducted by the Grants Manager at PD Day. A grant policy and procedure was submitted to and approved by the Cabinet. New grant awards during 2013-14: $543,331 (a 77% increase over the baseline year) Total grant funding: $1,404,459 Total of grant submissions currently pending: $20,025,682
Future Plans Regarding this Outcome:	The goal was met.

Institutional Effectiveness Outcome 11:	Increase outside revenue from gifts.
Strategic Planning Goal to Which this Outcome is Linked:	R.1

(Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Gift revenue
Baseline Data (Current Level of Performance):	2009-10: $1,033,344
Three years of trend data (if available):	2009-10: $1,033,344 2010-11: $1,904,820 2011-12: $861,512
Target (Desired Level of Performance):	Increase of 10%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Ensure adequate resources are available for the development of the humanities building. 2.) Provide oversight for the coordination between Volunteer State and other relevant stakeholders.
Results of the Institutional Effectiveness Effort:	Have met every other week with Gwyn Bean from TBR facilities office, architects from Moody-Nolan, and representatives from Messer General Contractor to make decisions on design of building and associated projects. Visited three State House Representatives and the State Senator for Sumner County to make sure they are aware of the building and to seek their support for inclusion in the state budget. Met privately with multiple donors. Held public launch event in October 2013. Brought in a total of $772,977 for the capital campaign in 2013-14 to bring total so far to $1,711,431 in cash and pledges.

	In addition to the amount raised for the capital campaign, gifts and in-kind contributions during 2013-14 totaled $615,846.
Future Plans Regarding this Outcome:	I will continue to work to increase gifts, particularly for the humanities building project, for the 2014-15 year.

Institutional Effectiveness Outcome 11:	Increase partnerships within the business community.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Number of workforce, business, and industry meetings attended.
Baseline Data (Current Level of Performance):	2012-13: 0 meetings attended
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	10 meetings attended
Steps to Achieve the Target for this Outcome:	1.) Attend or send representation to workforce, business, and industry meetings in the service area.

(add additional steps as needed)	2.) Ensure all career programs are conducting regular and meaningful advisory board meetings.
Results of the Institutional Effectiveness Effort:	Attended regular industry group meetings and Forward Sumner meetings. Communicated to new VPAA and to Deans the importance of regular advisory board meetings. Number of meetings attended: 15
Future Plans Regarding this Outcome:	The goal was met.

Institutional Effectiveness Form

Department Name: Purchasing

For the Academic Year:2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Effective administration and management of the procurement of goods and services for the College.

Link between Institutional Mission and Departmental Mission: By allowing for effective management of the procurement processes it allows VSCC to achieve its mission as an effective educational institution.

(For Academic Departments Only) List all Program Outcomes and Student Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed	Results
N?A			

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Change from Banner purchasing system to new Sciquest Classic purchasing format.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	4.2 Greater efficiency and standardize all TBR processes.
Funds Budgeted to Support this Outcome:	From existing base budget
This Outcome will be Assessed Using:	All training ,testing, to be completed and working by July 15 2013. New system up and running and on website by July 1, 2013.
Baseline Data (Current Level of Performance):	Conversion of Banner to Sciquest platform, reduced paper work and electronic sending of P O's and mor efficiency.
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	All VSCC campus integrated on system.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Complete TBR training protocol. 2.) Extensive training for all Administrators 3.) Training for users, approvers, VP's of the new system
Results of the Institutional Effectiveness Effort:	Sciquest Classic purchasing format on line for VSCC. All training of administrators and users, approvers complete, system beinf used.
Future Plans Regarding this Outcome:	Continued use of the purchasing system Sciquest.

Institutional Effectiveness Outcome 2:	Transistion over from Sciquest Classic to Sciquest Phoenix platform
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	4.2 Greater efficiency and standardization for all TBR schools
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Completion and integration of new system by March 30,2014.
Baseline Data (Current Level of Performance):	Conversion of Classic module to Phoenix module
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	Shutting down Classic and switch over to Phoenix module
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.)Follow TBR Timetable set for all schools 2.) Complete administrator training and then train the users 3.)
Results of the Institutional Effectiveness Effort:	Completion and use of Phoenix module in place of Classic module.

Future Plans Regarding this Outcome:	Continues use of Phoenic platform.

Institutional Effectiveness Outcome 3:	Sciquest new supplyers system module management system. New vendor module instituted for VSCC and TBR schools
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	4.2 Greater efficiency
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Training coordination and integration with Sciquest training and implementation.
Baseline Data (Current Level of Performance):	Working on Phoenix platform, integrating and testing of new vendor modules
Three years of trend data (if available):	Not Available
Target (Desired Level of Performance):	Complete intergration and use of new module
Steps to Achieve the	1.) Trainig with Sciquest rep for administrators

Target for this Outcome: (add additional steps as needed)	2.) Training of users 3.) Integration with Poenix platform
Results of the Institutional Effectiveness Effort:	Vendor integration module with Phoenix module.
Future Plans Regarding this Outcome:	Continued improvement and use.

Institutional Effectiveness Form

Department Name: Academic Affairs /Quality Enhancement Plan

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of the Seek/QEP initiative is to improve students' problem solving skills in general education courses. The initiative has three primary goals: **Goal 1:**VSCC faculty and student support personnel will be trained in problem solving skills methodologies. **Goal 2:**VSCC will establish and implement a Faculty Mentoring Program. **Goal 3:**Improve student problem solving skills in general education courses by implementing problem solving skills methodologies in general education courses and student support areas.

Link between Institutional Mission and Departmental Mission: The program encourages innovative teaching strategies to increase student critical thinking skills and enhance student learning.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase student perception of problem solving engagement in class from 84% to 88%
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.5. Student Engagement Plan
Funds Budgeted to Support this Outcome:	QEP operating funds for training and supplies: $5,450.00
This Outcome will be Assessed Using:	End-of-course student evaluations, problem solving item 2.2.
Baseline Data (Current Level of Performance):	Baseline established in spring 2012: 86% of students (n=3933) indicated they agreed or strongly agreed with the Faculty/Course evaluation item: "The course required problem solving skills to solve real problems and evaluate information."
Three years of trend data (if available):	2012: 86% (n=3933) 2013: 84% (n=4614)
Target (Desired Level of Performance):	88%
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Increase communication with faculty to emphasize the importance of visual triggers (posters, rubric) and using Seek verbiage. Now that 59 courses have been reengineered since 2009, it is expected that consistent high exposure to problem solving teaching strategies will increase students' perception of problem solving engagement in class.
Results of the Institutional Effectiveness Effort:	• Plans to increase the faculty's use of visual triggers (posters, rubric) and Seek verbiage were not completed. However, Student end-of-course evaluations revealed that

	in 2013-14, 86.1% of students (n=4905) agreed or strongly agreed that the Seek course "required problem-solving skills to solve real problems and evaluate information." • The measure increased but not to the set goal of 88%.
Future Plans Regarding this Outcome:	Data from the end-of-course student evaluations will continue to be collected annually.

Institutional Effectiveness Outcome 2:	Complete the SEEK course development to implement problem-solving teaching strategies in all general education courses.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success initiative S.I.1. Seek (QEP)
Funds Budgeted to Support this Outcome:	Not specified: Professional Development travel perhaps from QEP travel budget: $7,400.00
This Outcome will be Assessed Using:	• Course implementation plans filed in IERPA
Baseline Data (Current Level of Performance):	• 59 general education (6 A.A.S) courses have been reengineered to date. • 50 individual faculty members have served as developers (11 developed more than one course) • Course implementation plans on file
Three years of trend data (if available):	An average of twenty general education courses have been reengineered each academic year since fall 2010.
Target (Desired Level of Performance):	Develop remaining three courses (GEOL 1050/60, CHEM 1120, ISCI 1030)

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Two faculty have developed SEEK courses previously, so little guidance is needed. SEEK mentors will meet with new faculty developer as needed. Course implementation plans will be submitted to IERPA by the end of the academic year.
Results of the Institutional Effectiveness Effort:	• The goal for the redevelopment of 100% of general education courses was met this year. • The remaining general education courses were developed (GEOL 1050/60, CHEM 1120, ISCI 1030), bringing the total number of Seek courses to sixty-three.
Future Plans Regarding this Outcome:	Departments will continue to review and refine ***Seek*** implementation in courses annually.

Institutional Effectiveness Outcome 3:	To improve faculty scoring accuracy on the CAT by performing within the acceptable 5% margin of error.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q4
Funds Budgeted to Support this Outcome:	QEP operating funds for training and supplies: $5,450.00
This Outcome will be Assessed Using:	CAT tests are scored onsite by VSCC faculty who have received scoring training, and Tennessee Technological University provides accuracy checks based on a random sample of the scored tests.
Baseline Data (Current Level of Performance):	The June 2013 scoring session resulted in a 10.66% accuracy

Three years of trend data (if available):	Previous accuracy checks indicated that scoring accuracy was 2010: 8.64%, 2011: 7.19%, 5.26% 2012: 2.08%, 5.66% 2013: 10.66%
Target (Desired Level of Performance):	TTU requires that accuracy be within an acceptable 5% margin of error in order for the tests to be validated for comparison to national norms.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	• Improve on-site training by offering several small, CAT scoring mini-sessions. • Sessions will focus on the development of discipline-specific analogs, activities similar in structure to CAT questions, to increase opportunities for others to be trained in assessing critical thinking skills. • The CAT will be added to the college's Assessment of General Education Learning Outcomes Report to TBR for the next two years.
Results of the Institutional Effectiveness Effort:	• To improve scoring accuracy, we increased training opportunities in CAT and discipline-specific analogs in 2013-14 • 3 CAT training sessions were held this academic year (2 mini-sessions, 1 official) Mini-sessions focused on the development of discipline-specific analogs to increase opportunities for training in assessing critical thinking skills with the CAT instrument. • The scoring stipend for the official year-end session was raised from $50 to $150 to attract serious scorers. • Goal met: **the June 2014 scoring session resulted in an overall 3.82% margin of error**, making our scores valid for comparison to national norms.
Future Plans Regarding this Outcome:	The college will continue to use the CAT instrument to measure students' problem-solving skills. CAT assessments are now part of the General Education and English department IE plans.

Institutional Effectiveness Form

Department Name: **Office of Records & Registration**

For the Academic Year: **2013-2014**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The purpose of the Office of Records & Registration is to serve as an extension of the academic enterprise ensuring the integrity of that which it has been entrusted.

Link between Institutional Mission and Departmental Mission: The Office of Records and Registration, among other things, ensures the integrity of the associate degrees and certificates offered by the College.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of degree and certificate awards conferred in a given year.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective S.2
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	A comparison of the number of awards in the 2013-2014 graduation year to the baseline.
Baseline Data (Current Level of Performance):	2008-2009: 893
Three years of trend data (if available):	2008-2009: 893 2009-2010: 1033 2010-2011: 1042
Target (Desired Level of Performance):	2013-2014: 1098
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Purchase and install DegreeWorks. 2. Train on and implement DegreeWorks. 3. Update current catalog information in DegreeWorks prior to campus wide implementation. 4. Inform advisors and students about the DegreeWorks degree audit. 5. Use DegreeWorks to audit prospective graduates. 6. Compare the number of awards granted in the 13-14 academic year to the baseline.
Results of the Institutional Effectiveness Effort:	1,144 credentials were awarded in the 13-14 academic year exceeding the target of 1098.

Future Plans Regarding this Outcome:	Additional features of DegreeWorks may be implemented to determine if further impact on the number fo credentials awarded is possible.

Institutional Effectiveness Outcome 2:	Increase the rate and participation of the Veteran sub-population.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective A.4
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	Count of the Veteran sub-population.
Baseline Data (Current Level of Performance):	Fall 2010: 331
Three years of trend data (if available):	Fall 2010: 331 Fall 2011: 315 Fall 2012: 250
Target (Desired Level of Performance):	320
Steps to Achieve the	1. Partner with Advising/Orientation to create a Veteran-

Target for this Outcome: (add additional steps as needed)	specific supplemental orientation for the sub-population. 2. Offer the supplemental orientation specifically for the Veteran sub-population. 3. Compare baseline of 300 to enrollment of Veteran students in Fall 2013.
Results of the Institutional Effectiveness Effort:	Although partnerships were created and some progress was made, a fully-realized formal orientation for the Veteran sub-population was not implemented. Fall 2013 headcount for the Veteran sub-population was 271.
Future Plans Regarding this Outcome:	Goal should be moved forward to the 2014-2015 IE Plan.

Institutional Effectiveness Outcome 3:	Decrease the number of paper transcripts printed by the Office of Records & Registration.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Volunteer State Community College will assess and implement initiatives to improve the effectiveness of all educational programs, administrative support services, educational support services, and community/public programs.
Funds Budgeted to Support this Outcome:	Existing base budget.
This Outcome will be Assessed Using:	A count of paper transcripts printed.
Baseline Data (Current Level of Performance):	17,390
Three years of trend data (if available):	2010-2011: 18,689 2011-2012: 18,329 2012-2013: 17,390

Target (Desired Level of Performance):	16,996 (-2% based on TBR schools currently able to receive XML transcripts)
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Implement XML transcript sharing. 2. Determine business processes which need to be modified, added or deleted as a result of the XML process. 3. Determine the number of paper transcripts printed during the 2013-2014 academic year and compare to the baseline.
Results of the Institutional Effectiveness Effort:	XML transcript sharing has not been fully implemented.
Future Plans Regarding this Outcome:	Testing and implementation XML transcript sharing is still ongoing. The goal should be moved to the 2014-2015 plan.

Holly Chason
Research Design Data Analyst
VID: V00593569

Institutional Effectiveness Form

Department Name: IERPA

For the Academic Year: 2013/14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

The Office of Institutional Effectiveness, Research, Planning and Assessment facilitates the integration of assessment, planning, institutional effectiveness and institutional research to encourage continuous assessment and improvement of academic programs and administrative services by providing leadership and actively participating in the strategic planning and evaluation processes for the College.

Link between Institutional Mission and Departmental Mission:

- assisting and coordinating the development of unit effectiveness and assessment plans;
- providing data about the College and its students and personnel for external agencies, governing boards, program reviews, accreditations, the federal government, and internal constituencies;
- conducting analytical studies that provide information to support planning and decision-making;
- preparing reports on the effectiveness and improvement of educational programs and administrative/support services;
- providing leadership and support to the College strategic planning process.

Holly Chason
Research Design Data Analyst
VID: V00593569

Institutional Effectiveness Outcome 1:	Improved information quality of Supplemental Instruction semester reports
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.2.
Funds Budgeted to Support this Outcome:	n/a
This Outcome will be Assessed Using:	The AIMQ Information Quality Assessment tool (http://web.cba.neu.edu/~ywlee/publication/AIMQ.pdf)
Baseline Data (Current Level of Performance):	Relevancy 7.4 Accuracy 9.2 Understandability 8.7 Conciseness 7.0 Timeliness 7.3
Three years of trend data (if available):	
Target (Desired Level of Performance):	Mean score of 8 on a 10 point scale for the following dimensions: • Relevance • Accuracy • Understandability • Conciseness • Timeliness
Steps to Achieve the Target for this	Modified report as indicated from initial assessment/baseline results.

Holly Chason
Research Design Data Analyst
VID: V00593569

<table>
<tr><td>Outcome:

(add additional steps as needed)</td><td>To address the dimension of conciseness, the report length was reduced by 89% from 92 pages to 10. To improve relevance of the report, analysis of attendance by high school GPA category, instructor, course, and campus was added as requested. Additionally, questions regarding motivating factors for attendance were added to student surveys used within the program. Items pertaining to faculty and leader needs were added to the faculty and leader survey instruments. Analysis of these additional items was incorporated into the revised report.

Further, in response to stakeholder concerns about survey fatigue, the number of survey distributions throughout the term was reduced from three to one. The method of outcomes analysis was also made more robust by utilizing a matched samples comparison design. This modification reduces the possibility of spurious associations in the findings regarding student success and participation in the Supplemental Instruction program.

Re-assessed new report with AIMQ tool to verify goals were met.</td></tr>
<tr><td>Results of the Institutional Effectiveness Effort:</td><td>
<table>
<tr><th rowspan="2">Information Quality Dimension</th><th colspan="2">Supplemental Instruction</th></tr>
<tr><th>Initial</th><th>Follow-up</th></tr>
<tr><td>Relevancy</td><td>7.4</td><td>8.2</td></tr>
<tr><td>Accuracy</td><td>9.2</td><td>9.6</td></tr>
<tr><td>Understand-ability</td><td>8.7</td><td>8.7</td></tr>
<tr><td>Conciseness</td><td>7.0</td><td>9.8</td></tr>
<tr><td>Timeliness</td><td>7.3</td><td>9.0</td></tr>
</table>
</td></tr>
<tr><td>Future Plans Regarding this Outcome:</td><td>Continue to generate reports each term. Solicit changes from stakeholders during annual meeting. Conduct Information Quality Assessment every 2 years to ensure acceptable dimension scores are maintained.</td></tr>
</table>

Holly Chason
Research Design Data Analyst
VID: V00593569

Institutional Effectiveness Outcome 2:	Improved information quality of QEP annual reports
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.1.
Funds Budgeted to Support this Outcome:	n/a
This Outcome will be Assessed Using:	The AIMQ Information Quality Assessment tool (http://web.cba.neu.edu/~ywlee/publication/AIMQ.pdf)
Baseline Data (Current Level of Performance):	Relevancy 6.5 Accuracy 9.8 Understandability 8.5 Conciseness 9.0 Timeliness 8.6
Three years of trend data (if available):	
Target (Desired Level of Performance):	Mean score of 8 on a 10 point scale for the following dimensions: • Relevance • Accuracy • Understandability • Conciseness • Timeliness
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	Modified report as indicated from initial assessment/baseline results. To address issues of relevancy, the annual rubric score analysis report was simplified by removing two large tables which compared scores by instructor and course. These were identified as less meaningful by

<table>
<tr><td></td><td>stakeholders. Also, per request, a copy of the faculty quiz was added to the annual instructor report distribution.

Re-assessed new report with AIMQ tool to verify goals were met.</td></tr>
<tr><td>Results of the Institutional Effectiveness Effort:</td><td>
<table>
<tr><th rowspan="2">Information Quality Dimension</th><th colspan="2">Report Type</th></tr>
<tr><th colspan="2">QEP/Seek</th></tr>
<tr><th></th><th>Initial</th><th>Follow-up</th></tr>
<tr><td>Relevancy</td><td>6.5</td><td>8.6</td></tr>
<tr><td>Accuracy</td><td>9.8</td><td>9.4</td></tr>
<tr><td>Understand-ability</td><td>8.5</td><td>9.3</td></tr>
<tr><td>Conciseness</td><td>9.0</td><td>8.7</td></tr>
<tr><td>Timeliness</td><td>8.6</td><td>8.7</td></tr>
</table>
</td></tr>
<tr><td>Future Plans Regarding this Outcome:</td><td>Continue to generate reports each year. Conduct Information Quality Assessment every 2 years to ensure acceptable dimension scores are maintained.</td></tr>
</table>

Institutional Effectiveness Outcome 3:	Improved information quality of Smarthinking semester reports
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.2.
Funds Budgeted to Support this Outcome:	n/a
This Outcome will be Assessed Using:	The AIMQ Information Quality Assessment tool (http://web.cba.neu.edu/~ywlee/publication/AIMQ.pdf)
Baseline Data (Current Level of Performance):	Relevancy 9.5 Accuracy 8.0

<table>
<tr><td></td><td>Understandability 7.3
Conciseness 9.4
Timeliness 4.7</td></tr>
<tr><td>Three years of trend data (if available):</td><td></td></tr>
<tr><td>Target (Desired Level of Performance):</td><td>Mean score of 8 on a 10 point scale for the following dimensions:
Relevance
Accuracy
Understandability
Conciseness
Timeliness</td></tr>
<tr><td>Steps to Achieve the Target for this Outcome:

(add additional steps as needed)</td><td>Modified report as indicated from initial assessment/baseline results.

Modifications to this report focused primarily on addressing suggestions by stakeholders and improving clarity. For example, student satisfaction responses were added to the report as requested by one stakeholder. Student outcomes analysis was conducted by level of Smarthinking incorporation into the class. The report length was reduced slightly from 11 to 8 pages. Additionally, the analysis was modified to incorporate trend data for program usage details and current term data for student outcomes evaluation. This adjustment allows stakeholders to review patterns of utilization while still emphasizing the current impact of the service on student performance.

Re-assessed new report with AIMQ tool to verify goals were met.</td></tr>
<tr><td>Results of the Institutional Effectiveness Effort:</td><td>
<table>
<tr><th rowspan="2">Information Quality Dimension</th><th colspan="2">Smarthinking</th></tr>
<tr><th>Initial</th><th>Follow-up</th></tr>
<tr><td>Relevancy</td><td>9.5</td><td>8.7</td></tr>
<tr><td>Accuracy</td><td>8.0</td><td>9.7</td></tr>
<tr><td>Understand-ability</td><td>7.3</td><td>9.1</td></tr>
<tr><td>Conciseness</td><td>9.4</td><td>9.6</td></tr>
<tr><td>Timeliness</td><td>4.7</td><td>9.5</td></tr>
</table>
</td></tr>
<tr><td>Future Plans Regarding this Outcome:</td><td>Continue to generate reports each term. Solicit changes from stakeholders during annual meeting. Conduct Information Quality Assessment every 2 years to ensure acceptable dimension scores are maintained.</td></tr>
</table>

Institutional Effectiveness Form

Department Name: Retention Support Services

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office of Retention Support Services exists to develop and implement student-centered programs focused on student success through promoting quality interactions and experiences for students.

Link between Institutional Mission and Departmental Mission: "… and preparing students for successful careers, university transfer, and meaningful civic participation in a global society." Linked to "…focused on student success through promoting quality interactions and experiences for students."

(For Academic Departments Only) List all Learning Outcomes:

Outcome	**Means of Assessment**	**Year Outcome Assessed**

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Students who complete Directions: New Student Orientation pre-work online and attend Campus Connect will be retained.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access 1-C
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	The percent yield of students who register upon completion of Campus Connect and persist to the following semester. Baseline of yield for attendees of Campus Connect who register. Retention Rates for Fall 2011, Fall 2012, and Fall 2013.
Baseline Data (Current Level of Performance):	Baseline yield for applicants who register is 63.3% for Fall 2012.
Three years of trend data (if available):	Freshmen who attended orientation and persist to the Spring : For Fall 11: 75.6% For Fall 12: 75.0% For Fall 13: 72.7%
Target (Desired Level of Performance):	65% of students who complete Directions: New Student Orientation Pre-Work online and attend Campus Connect will register for classes in the semester that they have applied and be retained to the following semester.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop a new online orientation program in D2L with the assistance of Distance Learning. 2.) Develop a new campus advising and registration program promoting early interaction and relationship building with faculty and staff to encourage student success. 3.) Provide and staff open computer labs with Vol State staff to assist students in the registration process as soon as they are advised.
Results of the Institutional Effectiveness Effort:	Fall 2013 saw a 68% conversion of those students required to attend Campus Connect that completed registration.

Future Plans Regarding this Outcome:	Our conversion of those who attend Campus Connect and registered increased by 3%. For Fall 2014 the orientation pre-work online was removed and tracking of students was improved which resulted in a clearer picture of those students who attend Campus Connect, register for classes, and persist to the next semester.

Institutional Effectiveness Outcome 2:	First time freshmen who complete On Course will be retained.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access 1-C
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Matched Sample Comparison of Fall 2012 and Fall 2013.
Baseline Data (Current Level of Performance):	Baseline is 75.3% for Fall 2012 onCourse Matched Sample
Three years of trend data (if available):	Fall 2012: 75.3% Fall 2013: 73.1% ****Comparison of regular first time freshmen sample**** Fall 2011: 75.6% Fall 2012: 75.0% Fall 2013: 72.7 %
Target (Desired Level of	80% of first time freshmen who complete On Course will be

Performance):	retained to the following semester.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop a new course within D2L for On Course that new first time freshmen will be admitted to and complete prior to registration for the next term. 2.) Work with professional and support staff on campus to target specific On Course facilitators for the new students. 3.) Train selected facilitators about academic advising as well as other nonacademic related concerns. Including navigating D2L. 4.) Each trained facilitator will be assigned a D2L "class" of first time freshmen and be responsible for intrusive relationship building throughout 6 to 8 weeks in the semester. 5.) Students will be provided assessments within the D2L course to measure GRIT at the beginning and end of the semester, in addition to being surveyed about On Course. 6.) Students must complete requirements within D2L in order to be permitted to register for the following term.
Results of the Institutional Effectiveness Effort:	For Fall 2013 students who participated in onCourse, the overall persistence of those students to the Spring 2014 semester was 73.1%. While the Fall 2013 sampling saw a -2.2% decrease in persistence when compared to the matched sampling from 2012, it is interesting to note that the overall persistence rates for all first time freshmen for Fall 2013 saw a -2.3% decline. The first time freshman cohort data for Fall 2013 is a different data set than that of the onCourse cohort. Nevertheless, it is still important to note that those students who saw participated and benefitted from the intrusive relationship building of the onCourse Facilitators persisted slightly higher [.04%].
Future Plans Regarding this Outcome:	Making some changes to the onCourse format and working with Academic Affairs to address this need. At the time of report submission, 14th day reporting numbers for Fall 2014 have not been submitted. Thus, an overall snapshot of the success is yet to be determined.

Institutional Effectiveness Outcome 3:	Develop a retention database that is devoted to maintaining all retention initiatives.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success 5-A
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Data to show continued improvement of campus knowledge relative to retention initiatives.
Baseline Data (Current Level of Performance):	Baseline is 0.
Three years of trend data (if available):	Alerts Issued by semester: Fall 2011: 0 Spring 2012: 213 Fall 2012: 187 Spring 2013: 560 Fall 2013: 1113 Spring 2014: 751 Retention Initiatives have increased across division/department lines from 2 offices [Retention Support and Advising Center] to the following: Student Life and Diversity Initiatives, Veterans Affairs Office, Records Office, Financial Aid Office, Humanities Division, Social Science and Education Division, Math and Science Division, Allied Health Division, Business Division, and the Distance Learning Office.
Target (Desired Level of Performance):	5% Increase
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify all retention initiatives and information to import into database. 2.) Work with IERPA to develop a database. 3.) Work with IERPA to pull information and data to report overall

	retention initiatives.
Results of the Institutional Effectiveness Effort:	Determined that this is not a feasible solution to a growing issue. Each term we've seen almost
Future Plans Regarding this Outcome:	Looking at the implementation of a Retention Team to set guidelines with who does what when they encounter Student Success/Retention issues on Campus.

Institutional Effectiveness Form

Department Name: Social Science and Education Division

For the Academic Year: 2013 - 2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The division encourages students to think critically and creatively, communicate clearly, to develop leadership and ethical standards, and compete effectively in the global community. This is achieved through a responsive curriculum, effective student institutional support services, and a strong community partnership. The division enables the community to access education and training by offering instruction at multiple sites, on flexible schedules, and through technological delivery systems. The division is committed to institutional effectiveness and broad-based planning in order to ensure accountability to all constituents of the College and the community.

Link between Institutional Mission and Departmental Mission:

The Social Science and Education Division encourages students to think critically and creatively, communicate, and compete effectively in the global community. There is a strong community partnership.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Employee recruitment and Retention Successfully recruit qualified faculty to contribute to diversification of campus community.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.1.4
Funds Budgeted to Support this Outcome:	$60,900 (replacement position)
This Outcome will be Assessed Using:	Actual hiring of a tenure track Sociology faculty member.
Baseline Data (Current Level of Performance):	Individual retired resulting in vacancy.
Three years of trend data (if available):	Attached
Target (Desired Level of Performance):	August, 2014
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Submit request to hire 2.) Prepare job posting, description, etc. 3.) Follow hiring procedures focusing on enhancing diversity. 4.) Submit to Vice-President of Academic Affairs and Human Resources 5.) Select faculty member to begin fall 2014.
Results of the Institutional Effectiveness Effort:	Search is underway currently to hire a fulltime tenure track sociology faculty member.
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 2:	Students will demonstrate academic preparedness to pursue an education at a four-year institution. Alumni Survey: Vol State will have 70% of respondents characterize the preparation for students to a four-year institution as good or excellent.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S.1.4 Advising S.1.1 Seek Problem Solving Solutions (Quality Enhancement Plan)
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	Alumni Survey
Baseline Data (Current Level of Performance):	Trend data to be provided by Institutional Effectiveness
Three years of trend data (if available):	
Target (Desired Level of Performance):	70% of students (respondents) will characterize the preparation for a four-year school as good or excellent.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 90% of faculty will use the advising form created by members in the Division. This form outlines a detailed program of study for students and is currently used until Degree Works is adopted campus wide. 2.) Degree Works training will be provided to a small group of faculty within the Division. 3.) This group of faculty will train remaining faculty. 4.) Full implementation will take place Spring,2014. 2 a. 100% of faculty required to utilize QEP SEEK projects will submit rubric data in a timely manner. Currently 100% of faculty submitted data on time.
Results of the Institutional Effectiveness Effort:	(1) 90% of faculty did use the advising form created by members in the Division. (2) 100% of faculty submitted SEEK rubrics on time.

	(3) 100% of faculty will utilize Degree works.
Future Plans Regarding this Outcome:	Faculty will continue to use Degree works.

Institutional Effectiveness Outcome 3:	Increase the number of Criminal Justice Technical Certificate graduates by 10% utilizing the Fast Track Program. Establish a baseline for Criminal Justice AAS and AS graduates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access Initiatives A.1.2
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	The number of actual graduates in the Fast Track Criminal Justice AAS and Technical Certificate cohorts. The number of graduates in the Fast Track AS cohort.
Baseline Data (Current Level of Performance):	As of 6/18/13, there were 54 individuals who had completed the Certificate.
Three years of trend data (if available):	Data requested.
Target (Desired Level of Performance):	Targeted goal for Technical Certificate graduates is 59. Establish baseline for AAS and AS completers.
Steps to Achieve the Target for this Outcome:	1) Criminal Justice faculty will collaborate with Deans and Department Chairs from other disciplines to coordinate

(add additional steps as needed)	course offerings and times. 2) Advertise the Fast Track option (Public Relations and Fast Track Coordinator 3) Criminal Justice Faculty will conduct advising and orientation sessions 4) Students will register for classes
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Currently, Sociology is being taught by one full-time faculty member and adjunct faculty. The remaining tenured faculty member is on FMLA and plans to retire within the year. Therefore, the position requested is a replacement position. Supporting data is attached.

During the spring 2013 semester, 45% of sociology sections (52% of students) were taught by full-time faculty while 55% were taught by adjunct faculty.

In the fall of 2012, 35% of sociology sections (44% of students) were taught by full-time faculty and 65% by adjuncts.

During spring of 2012, 45% of sections (54% of students) were taught by full-time faculty and 55% by adjunct faculty.

In fall 2011, 48% of sections were taught by full-time faculty (54% of students) and 52% by adjunct faculty.

During spring 2011, 37% of sections (42% of students) were taught by full-time faculty and 63% by adjunct faculty.

In fall 2010, 50% of sections (54% of students) were taught by full-time faculty and 50% by adjunct faculty.

It is imperative that a full-time tenure sociology instructor be hired. This is essential to maintaining quality instruction and advising. For instance, if the full-time instructor position was removed from the calculations, only 20% of sections in spring 2013 would have been taught by full-time faculty.

fInstitutional Effectiveness Form

Department Name: Social Science and Education Division

For the Academic Year: 2013 - 2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The division encourages students to think critically and creatively, communicate clearly, to develop leadership and ethical standards, and compete effectively in the global community. This is achieved through a responsive curriculum, effective student institutional support services, and a strong community partnership. The division enables the community to access education and training by offering instruction at multiple sites, on flexible schedules, and through technological delivery systems. The division is committed to institutional effectiveness and broad-based planning in order to ensure accountability to all constituents of the College and the community.

Link between Institutional Mission and Departmental Mission:

The Social Science and Education Division encourages students to think critically and creatively, communicate, and compete effectively in the global community. There is a strong community partnership.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Employee recruitment and Retention Successfully recruit qualified faculty to contribute to diversification of campus community.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.1.4
Funds Budgeted to Support this Outcome:	$60,900 (replacement position)
This Outcome will be Assessed Using:	Actual hiring of a tenure track Sociology faculty member.
Baseline Data (Current Level of Performance):	Individual retired resulting in vacancy.
Three years of trend data (if available):	Attached
Target (Desired Level of Performance):	August, 2014
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Submit request to hire 2.) Prepare job posting, description, etc. 3.) Follow hiring procedures focusing on enhancing diversity. 4.) Submit to Vice-President of Academic Affairs and Human Resources 5.) Select faculty member to begin fall 2014.
Results of the Institutional Effectiveness Effort:	Search is underway currently to hire a fulltime tenure track sociology faculty member.
Future Plans Regarding this Outcome:	

Institutional Effectiveness Outcome 2:	Students will demonstrate academic preparedness to pursue an education at a four-year institution. Alumni Survey: Vol State will have 70% of respondents characterize the preparation for students to a four-year institution as good or excellent.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S.1.4 Advising S.1.1 Seek Problem Solving Solutions (Quality Enhancement Plan)
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	Alumni Survey
Baseline Data (Current Level of Performance):	Trend data to be provided by Institutional Effectiveness
Three years of trend data (if available):	
Target (Desired Level of Performance):	70% of students (respondents) will characterize the preparation for a four-year school as good or excellent.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) 90% of faculty will use the advising form created by members in the Division. This form outlines a detailed program of study for students and is currently used until Degree Works is adopted campus wide. 2.) Degree Works training will be provided to a small group of faculty within the Division. 3.) This group of faculty will train remaining faculty. 4.) Full implementation will take place Spring,2014. 2 a. 100% of faculty required to utilize QEP SEEK projects will submit rubric data in a timely manner. Currently 100% of faculty submitted data on time.
Results of the Institutional Effectiveness Effort:	(1) 90% of faculty did use the advising form created by members in the Division. (2) 100% of faculty submitted SEEK rubrics on time.

	(3) 100% of faculty will utilize Degree works.
Future Plans Regarding this Outcome:	Faculty will continue to use Degree works.

Institutional Effectiveness Outcome 3:	Increase the number of Criminal Justice Technical Certificate graduates by 10% utilizing the Fast Track Program. Establish a baseline for Criminal Justice AAS and AS graduates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access Initiatives A.1.2
Funds Budgeted to Support this Outcome:	Existing budget
This Outcome will be Assessed Using:	The number of actual graduates in the Fast Track Criminal Justice AAS and Technical Certificate cohorts. The number of graduates in the Fast Track AS cohort.
Baseline Data (Current Level of Performance):	As of 6/18/13, there were 54 individuals who had completed the Certificate.
Three years of trend data (if available):	Data requested.
Target (Desired Level of Performance):	Targeted goal for Technical Certificate graduates is 59. Establish baseline for AAS and AS completers.
Steps to Achieve the Target for this Outcome:	1) Criminal Justice faculty will collaborate with Deans and Department Chairs from other disciplines to coordinate

(add additional steps as needed)	course offerings and times. 2) Advertise the Fast Track option (Public Relations and Fast Track Coordinator 3) Criminal Justice Faculty will conduct advising and orientation sessions 4) Students will register for classes
Results of the Institutional Effectiveness Effort:	
Future Plans Regarding this Outcome:	

Currently, Sociology is being taught by one full-time faculty member and adjunct faculty. The remaining tenured faculty member is on FMLA and plans to retire within the year. Therefore, the position requested is a replacement position. Supporting data is attached.

During the spring 2013 semester, 45% of sociology sections (52% of students) were taught by full-time faculty while 55% were taught by adjunct faculty.

In the fall of 2012, 35% of sociology sections (44% of students) were taught by full-time faculty and 65% by adjuncts.

During spring of 2012, 45% of sections (54% of students) were taught by full-time faculty and 55% by adjunct faculty.

In fall 2011, 48% of sections were taught by full-time faculty (54% of students) and 52% by adjunct faculty.

During spring 2011, 37% of sections (42% of students) were taught by full-time faculty and 63% by adjunct faculty.

In fall 2010, 50% of sections (54% of students) were taught by full-time faculty and 50% by adjunct faculty.

It is imperative that a full-time tenure sociology instructor be hired. This is essential to maintaining quality instruction and advising. For instance, if the full-time instructor position was removed from the calculations, only 20% of sections in spring 2013 would have been taught by full-time faculty.

Institutional Effectiveness Form

Department Name: Student Life & Diversity Initiatives (Student Activities Plan)

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Office of Student Life & Diversity Initiatives seeks to enhance the collegiate experience of Vol State students by providing programming, co-curricular in nature, which addresses social, educational physical and multicultural facets of the student experience. Through various activities, students have the availability to forge meaningful relationships with fellow students, faculty and staff and learning how to navigate in a global society.

Link between Institutional Mission and Departmental Mission: The Office of Student Life & Diversity Initiatives seeks to advance the college's strategic plan by addressing student engagement, quality of programming and efficiency of resources.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase the number of participants and participant's knowledge obtained during the Student Leadership Program.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Goal: Initiative 5 Student Engagement Plan
Funds Budgeted to Support this Outcome:	$5,000 slated in E50016 and $5,000 G1004 for 2013-2014 Retreat. 9,000 slated in E50016 and $9,000 slated in G10004 for Leadership Academy
This Outcome will be Assessed Using:	Pre/post surveys – Evaluations & student reflections **Pre/Posttest distributed at the leadership retreat as well as evaluations of presenters. This is on file in the Office of IERPA. The Student Leadership Academy: students were given evaluations after each session and during the culminating event, they recorded their reflections about the entire process.**
Baseline Data (Current Level of Performance):	Student Leadership Retreat 22 Students, 5 Staff Student Leadership Symposium 30 Students, 12 Staff **Student Leadership Retreat: 50 participants (including 32 students and 18 baseball/softball players) 9 faculty/staff** **Leadership Institute: 32 total (including 16 students, 12 mentors and 3 staff).** **Student Leadership Symposium: 38 total (including 23 students, 15 faculty/staff).** **Leadership Conclave: 18 participants (including 18 students, 5 faculty/staff).** **Leadership Summit: 12 participants (including 5 students, 5 staff and 2 mentors).**
Three years of trend data (if available):	Not Applicable
Target (Desired Level of	Increase number of participants by 10%

Performance):	Increase the number of course offerings by 2 (one additional per semester) **This objective was slightly met. We did increase the number of course offerings for the Leadership Academy but discovered it was too much. We didn't meet the participation goal but using data will re-tool Leadership Academy for better return on investment.**
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Continue the Student Leadership Retreat in August allowing student leaders of clubs to attend. 2. Create the Leadership Academy which will consist of four phases (two in fall/ two in spring) a. Leadership Institute b. Leadership Symposium c. Leadership Conclave d. Leadership Summit 3. Create pre/post surveys for the leadership academy **1. Was accomplished.** **2. Was accomplished.** **3. Did not create pre/post tests for the leadership academy but administered evaluations instead. These are on file in the Office of IERPA.**
Results of the Institutional Effectiveness Effort:	**The Student Leadership Retreat continues to make a difference for our Student Leaders. We are using data collected from each year to continue to refine the process.** **The Student Leadership Program's data collected showed us that we needed to stream line the offerings. The Leadership Summit and Conclave were not well attended.**
Future Plans Regarding this Outcome:	**Streamline the Academy to optimum effectiveness.**

Institutional Effectiveness Outcome 2:	Increase the number of sports and participation in the Intramural Sports Program. **We increased the number of intramural sports offered in the Fall and Spring. Fall Intramural Sports Included: Flag Football, Kickball and Soccer. Spring Intramural Sports**

	Included: Wii Bowling, Ultimate Frisbee and Basketball.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Goal: Initiative 5 Student Engagement Plan
Funds Budgeted to Support this Outcome:	$3,000 slated in E50016 for 2013-2014
This Outcome will be Assessed Using:	Number of participants and evaluation of sports offered
Baseline Data (Current Level of Performance):	Flag Football 63 participants 7 Student Teams 1 Faculty/Staff Team Soccer 28 participants 3 Student Teams 1 Faculty/Staff Team Volleyball 11 participants 2 Faculty/Staff Teams Basketball 17 Participants (all students) **Flag Football 43 Participants** **3 Faculty Staff** **40 Students** **5 Teams (Faculty/Staff played on student teams)** ***Kickball: 16 Participants** **0 Faculty/Staff** **16 Students**

	Soccer: 25 participants** **1 Staff** **24 Students** ***Wii Bowling: 4 Participants** **1 Faculty/Staff** **3 Students** **Ultimate Frisbee: 0 participants** **Basketball: 13 Participants** **3 Faculty/Staff** **10 Students** ***denotes there were not organized teams. Participants showed up and played the sport by who was present
Three years of trend data (if available):	Not Applicable
Target (Desired Level of Performance):	Increase the number of students who participate in Intramural sports.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Organize intramural orientation for each sport. 2. ACE will have an intramurals chairperson and a committee 3. Create and implement surveys for each sport for student satisfaction and to determine if desired sports are being offered. 4. Monitor number of participants that play intramural sports.
Results of the Institutional Effectiveness Effort:	**1. Two orientations were given per intramural sport.** **2. ACE elected a Chair.** **3. Surveys were not created but numbers reflect interest in the sports offered.** **4. Accomplished.**
Future Plans Regarding this Outcome:	**Streamline the number of sports offered. We will host Flag Football each semester and Soccer in the Fall and Basketball in the Spring.**

Institutional Effectiveness Outcome 3:	Increase the ability to capture data on student participation at activities for events sponsored by the Office of Student Life & Diversity Initiatives.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Success Goal: Initiative 5 Student Engagement Plan
Funds Budgeted to Support this Outcome:	$750.00 E50016. Develop a survey to obtain student opinion on acts and novelties. Partner with Evening Services to include evening students in activities offered
This Outcome will be Assessed Using:	Evaluations
Baseline Data (Current Level of Performance):	Establish baseline
Three years of trend data (if available):	Not Applicable
Target (Desired Level of Performance):	Obtain equipment to assist in data capturing. Create uniformed evaluations.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Scan student participation at Welcome Days, Fall Festival, and Spring Fling. 2.) Create a survey through the Office of Institutional Effectiveness to measure student opinion of paid acts and paid novelties.
Results of the Institutional	**1. Equipment was purchased to be able to scan cards to**

Effectiveness Effort:	**obtain data. Previous methods weren't as successful as the equipment wasn't portable.** **2. Information for Welcome Days wasn't obtained due to constraints of technology. We didn't have the portable scanners for this event and we were not able to get a verifiable number.** **3. Fall Festival 120 participants** **4. Spring Fling: scans were taken for this event. When student leaders went to retrieve data, the flash drive was corrupted and lost all the data.**
Future Plans Regarding this Outcome:	**We will obtain a baseline for all three staple events. Partnering with Evening Services Fall 2013 Event Participation: September: 341, October 185, November 191. Spring 2014 Event Participation: January 82, February 73 and March 361.**

Institutional Effectiveness Form

Department Name:

For the Academic Year:

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: To provide collaborative instructional support to students in a manner that empowers students to ascertain academic objectives required to persist and attain degree and/or certificate completion.

Link between Institutional Mission and Departmental Mission: Through collaborative instructional support, students will be empowered to ascertain and achieve their academic objectives necessary to attain degrees and/or certificates. Supplemental Instruction spans both missions and provides an opportunity for students to become empowered and achieve their goals.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Students who complete the non-traditional student boot camp will re-enroll during spring semester 2014 at a 5% higher rate than students who do not attend the boot camp.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success Objective S1
Funds Budgeted to Support this Outcome:	Funds from the Tennessee Access Grant (Non-traditional Student Boot camp)
This Outcome will be Assessed Using:	Comparison of enrollment data as provided by the Department of Institutional Effectiveness.
Baseline Data (Current Level of Performance):	This is a new program, and no baseline data exists.
Three years of trend data (if available):	This is a new program, and no baseline data exists.
Target (Desired Level of Performance):	5% higher enrollment rate for non-traditional boot camp participants than non-participants in spring semester, 2014
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Selected non-traditional students will attend week-long boot camp prior to beginning fall semester 2013. 2.) Participants will be taught to use the results of the Strengths Quest, a learning styles assessment, and a right brain/left brain assessment. 3.) Participants will be trained in study skills techniques, technology skills, and VSCC awareness. 4.) Participants will be assigned to a Supplemental Instruction team leader who will provide assistance throughout the school year.

Results of the Institutional Effectiveness Effort:	66.7% of Boot Camp participants re-enrolled for Fall 2014 as compared to 41.7% of their matched adult peers. The enrollment rate was 25% higher.
Future Plans Regarding this Outcome:	Pending institutional or grant funding, Boot Camp will continue with refinements to the program content.

Institutional Effectiveness Outcome 2:	An average of seven students will use BIOL2020 online support three times during Fall 2013 and Spring 2013.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success 2
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Sign-in sheets for SI online sessions will be used to check outcomes.
Baseline Data (Current Level of Performance):	BIOL2020 online is a new form of Supplemental Instruction that has not been used at VSCC before.
Three years of trend data (if available):	BIOL2020 online is a new form of Supplemental Instruction that has not been used at VSCC before.
Target (Desired Level of Performance):	An average of seven students will use online BIOL2020 at least three times each semester.

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) An experienced SI leader will be trained to use WebEx in providing SI support for BIOL2020 2.) The SI leader will coordinate with the course instructor to provide access information for students wishing to use the online service. 3.) Online SI progress will be tracked by the Coordinator of Supplemental Instruction. If adjustments need to be made to better suit the support to the students, she will work with the SI leader and instructor to make adjustments.
Results of the Institutional Effectiveness Effort:	Due to a family emergency, the SI leader who was hired to conduct BIOL2020 online resigned his position. It was not possible to find a replacement with the necessary computer skills.
Future Plans Regarding this Outcome:	Discontinue until a qualified SI leader emerges. WebEx may be used in other subject.

Institutional Effectiveness Outcome 3:	20% of students attending an SI session will be trained in at least two technology applications that will enhance their command of the subject matter covered.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success 2
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	SI leader weekly report indicating the number of students trained in technology skills and their successful application of them.
Baseline Data (Current Level of Performance):	No baseline data has been collected.

Three years of trend data (if available):	
Target (Desired Level of Performance):	20% of students attending SI sessions will be able to apply at least two technology applications to their subject studies.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) During SI training, leaders will be taught to use technology applications in their SI sessions. 2.) SI leaders will be asked to demonstrate at least two technology applications with their students. 3.) SI Coordinator will follow-up at the beginning and middle of the semester to confirm that technology training has taken place. 4.) SI leaders will report the number of students they have trained and their ability to successfully use the training.
Results of the Institutional Effectiveness Effort:	85% of SI leaders trained their students to effectively use at least two technology applications.
Future Plans Regarding this Outcome:	All SI leaders will be trained in technology skills and required to present them to their students throughout their sessions.

Institutional Effectiveness Form

Department Name: Student Services/Testing Center

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: Provide testing services to Volunteer State campuses and surrounding communities.

Link between Institutional Mission and Departmental Mission:

Provide testing services as requested for Volunteer State students, staff, and surrounding communities to support educational programs, community and workforce demands.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Transition of Testing Center from current space in Wood Building to new space in Warf Building. Improve ratings related to ease of location, distractions encountered, and scheduling opportunities.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiatives #2 Testing
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Testing Center Survey
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Physical Relocation of Center to Warf Building 2.) Refine procedures and opportunities for testing in new space
Results of the Institutional Effectiveness Effort:	The move of the Testing Center to the Warf Building was rescheduled until October 2014.
Future Plans Regarding this Outcome:	A revised Testing Center survey will be created and utilized to assess overall effectiveness starting in late 2014.

Institutional Effectiveness Outcome 2:	Implement and transition from paper/pencil based GED testing to computer based GED testing.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiatives #2 Testing
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Testing Center Survey; Increase number of GED exams administered
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Staff training on new PearsonVUE software 2.) Implement new scheduling of GED during daily testing
Results of the Institutional Effectiveness Effort:	A decision was made by the state of Tennessee to transition to the administration of the HiSet instead of the GED. As a result, this particular IE Outcome is no longer relevant.
Future Plans Regarding this Outcome:	Future IE Goals will be established that relate to the HiSet given the transition away from the GED.

Institutional Effectiveness Outcome 3:	Implement and transition from computer-based CLEP testing to internet-based CLEP testing.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Quality Initiatives #2 Testing
Funds Budgeted to Support this Outcome:	Existing Base Budget
This Outcome will be Assessed Using:	Testing Center Survey; Increase numbers of exams administered
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Implement new College Board procedures and software 2.) Staff training on new procedures
Results of the Institutional Effectiveness Effort:	The transition from computer to internet-based CLEP testing did in fact occur. In addition, Testing Center staff members were trained concerning College Board procedures and software. As of this writing, there is no way to know if an increase of CLEP exams will be realized due to this transition. Seventy-eight (78) CLEP exams were administered in 2013, however, and 2014 figures will

	be noted in the next IE report.
Future Plans Regarding this Outcome	One of the 2014-2015 Testing Center IE goals will relate to striving to increase the total number of examinations administered in the Testing Center. As previously indicated, a revised survey will be created and administered beginning late in 2014 after the Testing Center relocation to the Warf building.

Institutional Effectiveness Form

Department Name: Student Services / TRIO Student Support Services

For the Academic Year: 2013-14 (Year End, August 25, 2014)

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The mission of TRIO Student Support Services is to provide eligible VSCC students increased educational opportunities related to academics, career development, cultural enrichment and personal development which will enhance academic success, retention, graduation and the 4-year college transfer process.

Link between Institutional Mission and Departmental Mission: The missions are linked together because the goals of TRIO are to assist students in achieving academic success through increased retention and graduation planning. We also provide career planning, 4-year transfer assistance, financial literacy and cultural enrichment opportunities.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	1. Fall to Spring progression rate of 167 TRIO students* will increase by 2.5%. *Fall TRIO Graduates will not be included in rate.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective S.1. Increase fall to spring progression rate. Students enrolling during fall term re-enroll spring term or graduate. Includes degree and certificate seeking students and full- and part-time students and transfers to the institution.
Funds Budgeted to Support this Outcome:	Funds from existing grant budget.
This Outcome will be Assessed Using:	Banner, Blumen and Self-Reports
Baseline Data (Current Level of Performance):	Baseline from Fall 2012 is 76%.
Three years of trend data (if available):	Three year trend not available.
Target (Desired Level of Performance):	Target is 78%. *Surpassed goal.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Students will receive phone calls, emails (campus and personal) and a post card regarding early registration. 2.) TRIO will host a Pre-Early Registration Week for in November for TRIO Students which will involve course selection, graduation planning, transfer assistance, financial aid planning, early-registration, and/or academic advising as needed.
Results of the Institutional Effectiveness Effort:	For 2012-13, the progression rate was 80% of 167 students (less graduates). This rate shows the number of students who persisted through Spring/Summer 2013.
Future Plans Regarding this Outcome:	We would like to continue to track this outcome. For 2014-15, we will have a three year trend to report.

Institutional Effectiveness Outcome 2:	2. 25% or 18 of 71 TRIO SSS students from the 2009-2010 cohort will graduate within four years with a degree/certificate and/or transfer to a four-year institution.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective S.2. Increase in number of associate degrees and certificates.
Funds Budgeted to Support this Outcome:	Funds from existing grant budget.
This Outcome will be Assessed Using:	Banner, Blumen and Self-Reports
Baseline Data (Current Level of Performance):	Baseline Summer 2013
Three years of trend data (if available):	Three years of trend data not available. Prior to 2010, Grant tracked graduation/transfer success within 3 years. Now it is within 4 years.
Target (Desired Level of Performance):	Target is 27%. *Surpassed goal.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Each student will complete a TRIO Goal Planning System which includes early registration and graduation planning. 2.) Students will complete a graduation plan, which encourages students to submit graduation applications after 30 credit hours. 3.) Graduates are invited to participate in graduation celebration.
Results of the Institutional Effectiveness Effort:	Of the 2009-10 cohort of 71 students, 20 or 28% graduated within 4 years.
Future Plans Regarding this Outcome:	We would like to continue to tract this outcome. With the new TNPromise program beginning in the fall of 2015, we hope to encourage more students to get involved with TRIO so that we can help them stay focused on graduating from Vol State.

Institutional Effectiveness Outcome 3:	75% or 125 of 167 TRIO students will have a graduation plan on file.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Objective S.2. Increase in number of associate degrees and certificates. Objective S.5. Increase the number of AA/AS/AST transfers to a university.
Funds Budgeted to Support this Outcome:	Funds from existing grant budget.
This Outcome will be Assessed Using:	Banner, Blumen, Vol State Catalog and Self-Reports
Baseline Data (Current Level of Performance):	Baseline Summer 2014.
Three years of trend data (if available):	3 year trend not available
Target (Desired Level of Performance):	80% *Met goal.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1. Graduation Plans will be started during the first semester with TRIO and updated as needed. Students are encouraged to meet with Academic Advisors of their emphasis areas to confirm Graduation Plan. 2. All students earning 30 credit hours or more will be encouraged to complete their graduation application. 3 The Graduation Plans are added to each student's GPS (Goal Planning System) within the first semester of student's participation.
Results of the Institutional Effectiveness Effort:	For 2013-14, through August 2014, 80% or 139 students out of 174 have a graduation plan.
Future Plans Regarding this Outcome:	TRIO uses a manual system to develop the graduation plan for students. Through the new software systems on campus, including DegreeWorks and Schedule Planner, we may be able to develop graduation plans via automation. This would enhance our ability to develop the graduation plans more efficiently.

Institutional Effectiveness Form

Department Name: Vice President of Academic Affairs

For the Academic Year: 2013-2014

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:

To oversee the academic programs of the College and support the Academic units in achieving their goals.

Link between Institutional Mission and Departmental Mission:

To oversee the academic mission of the college to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase on-time graduation rates.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Student Success S.1 , S.2, S 1.4,
Funds Budgeted to Support this Outcome:	
This Outcome will be Assessed Using:	On time graduation rates
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	
Target (Desired Level of Performance):	Improve by 10% over baseline
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Investigate the use of GPS (Guided Pathways to Success) 2.) Standardize advising forms to assist students in architected pathways 3.) Create Meta –Majors to assist undeclared students.
Results of the Institutional Effectiveness Effort:	1) Currently implementing GPS Ongoing. 2) Standardize advising ongoing. 3) Create Meta-Majors - complete
Future Plans Regarding this Outcome:	GPS will be an ongoing initiative and phase two of advising will begin Fall 2014. All students now receive one-on-one advising

	and faculty indicate which courses they should take and college schedule is now running. In Fall 2014, degree plan will be turned on and all students will have a degree plan created. Will review graduation rates next year to compare.

Institutional Effectiveness Outcome 2:	Increase success rates of students requiring learning support
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Success S.1., S.2, S.3.,S.4. Quality Q.1.1.,
Funds Budgeted to Support this Outcome:	Requesting 1,000 for travel to meetings for various faculty members.
This Outcome will be Assessed Using:	Increased success in credit courses
Baseline Data (Current Level of Performance):	TBR data – should be forthcoming from TBR I.E.
Three years of trend data (if available):	
Target (Desired Level of Performance):	Improve by 10% over baseline prepared for credit model.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Investigate current immediate credit models being used at other TBR institutions. 2.) re-evaluate the emporium model 3.) form committee in writing, reading, and math which include

	learning support personnel to re-design learning support courses.
Results of the Institutional Effectiveness Effort:	1) Plan has been submitted to TBR. Pilots begin in Fall 2014 in the area of MATH 1530 and Reading. 2) English, MATH and Reading will have Pilots (all courses) in Spring 2015.
Future Plans Regarding this Outcome:	Pilots will be evaluated. We are waiting on TBR to create committee to review plans before official implementation scheduled for Fall 2015.

Institutional Effectiveness Outcome 3:	Improve graduation rates in online courses
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Access A.1, A2 Quality 1.
Funds Budgeted to Support this Outcome:	None
This Outcome will be Assessed Using:	Success rates of students taking more than 1 online course.
Baseline Data (Current Level of Performance):	
Three years of trend data (if available):	

Target (Desired Level of Performance):	Improve by 10% over baseline
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Develop common format for all online courses. 2.) Develop minimum standards for online teaching 3.) Create peer evaluation of online courses using a Vol. State quality guide. 4) Investigate how many degree programs can be completed online without ROCC courses
Results of the Institutional Effectiveness Effort:	Ongoing – waiting for new director of Distributed Education to be hired before proceeding.
Future Plans Regarding this Outcome:	

Institutional Effectiveness Form

Department Name: Vice President for Student Services

For the Academic Year: 2013-14

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: The Division of Student Services provides a program of activities that promote the personal, social and emotional development of students. It is our aim to present programs and services that extend beyond the classroom experience but remain an integral part of the educational experience for the student. Student success is our goal. We are committed to the mission of the College which is to provide higher education opportunities and support services to all students irrespective of race, color, national or ethnic origin, sexual orientation, age or disability.

Link between Institutional Mission and Departmental Mission: The Division of Student Services provides programming and services to assist students with classroom and life success while encouraging lifelong learning.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Improve student satisfaction with tutoring services.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.2.
Funds Budgeted to Support this Outcome:	Funds have been allotted for tutoring in the existing base budget
This Outcome will be Assessed Using:	CCSSE 9.a. CCSSE 9.b. CCSSE 13.1.d.
Baseline Data (Current Level of Performance):	CCSSE 9.a. = 3.03 (2012) CCSSE 9.b. = 2.93 (2012) CCSSE 13.1.d. = 1.44 (2012)
Three years of trend data (if available):	CCSSE 9.a. = 3.05 (2010), 3.05 (2011), 3.03 (2012) CCSSE 9.b. = 2.92 (2010), 2.95 (2011), 2.93 (2012) CCSSE 13.1.d. = 1.35 (2010), 1.45 (2011), 1.44 (2012)
Target (Desired Level of Performance):	Increase each noted CCSSE response by .10
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Bring together all interested parties 2.) Examine the physical and fiscal feasibility of consolidating all tutoring. 3.) Develop the plan for the consolidation. 4.) Begin implementation January 2014.
Results of the Institutional Effectiveness Effort:	All tutoring services, with the exception of some specialized tutoring for challenged students, were consolidated and are now administered through the Learning Commons. Some specialized tutoring for challenged students is still done through the Office of Disability Services but only by request or out of necessity. Once

	the 2013 cohort data is reported the determination can be made if the .10 increase on CCSSE 9.a., 9.b. and 13.1.d. was realized.
Future Plans Regarding this Outcome:	No future plans at this time.

Institutional Effectiveness Outcome 2:	Increase the level of student engagement.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	S.I.5.
Funds Budgeted to Support this Outcome:	Funds have been allotted for activities linked to increasing student engagement in the existing base budget
This Outcome will be Assessed Using:	CCSSE Active/Collaborative Learning Sub-Scale CCSSE Student Faculty Interaction Sub-Scale
Baseline Data (Current Level of Performance):	CCSSE Active/Collaborative Learning Sub-Scale (2012) CCSSE Student Faculty Interaction Sub-Scale (2012)
Three years of trend data (if available):	CCSSE Active/Collaborative Learning Sub-Scale = 51.0 (2010), 49.6 (2011), 50.4 (2012) CCSSE Student Faculty Interaction Sub-Scale = 51.1 (2010), 50.2 (2011), 49.6 (2012)
Target (Desired Level of Performance):	Increase each noted CCSSE response by .10

Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Analyze the student engagement plans from other institutions 2.) Determine from the analysis of plans in conjunction with enrollment data what should be included in the VSCC Student Engagement Plan. 3.) Develop plan by March 1, 2014.
Results of the Institutional Effectiveness Effort:	Based on information provided by Institutional Research concerning student engagement on other community college campuses from across the United States, the foundations for student success (co-curricular engagement, academic engagement and stability in life outside of college) were used to build ideas for student engagement at VSCC. This guide will be used as a foundation for developing a more comprehensive Student Engagement Plan. Once the 2013 cohort data is reported the determination can be made if the .10 increase on CCSSE Active/Collaborative Learning and Student Faculty Interaction Sub-Scales was realized.
Future Plans Regarding this Outcome:	This objective will be carried forward to the 2014-15 IE Plan.

Institutional Effectiveness Outcome 3:	Increase diversity awareness among campus leaders
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.4. A.I.3.
Funds Budgeted to Support this Outcome:	Funds from the VPSS account will be used to purchase needed materials
This Outcome will be Assessed Using:	Inclusive Leadership Framework

Baseline Data (Current Level of Performance):	Set as a result of the first administration of Inclusive Leadership Framework
Three years of trend data (if available):	N/A
Target (Desired Level of Performance):	5% increase of leaders moving from Phase 2 to Phase 3 of the Inclusive Leadership Framework
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Gain permission to replicate Unmasking My Whiteness study 2.) Conduct study 3.) Using information gained from the study develop programming to assist Caucasian leaders with increasing diversity awareness. 4.) Administer final survey to ascertain the % of Caucasian leaders who moved from Phase 2 to Phase 3 of the Inclusive Leadership Framework
Results of the Institutional Effectiveness Effort:	Still in progress.
Future Plans Regarding this Outcome:	This objective will be carried forward to the 2014-15 IE Plan.

Institutional Effectiveness Form

Department Name: **RADIO STATION WVCP-FM—DEPARTMENT OF COMMUNICATION HUMANITIES DIVISION**

For the Academic Year: **2013-2014 Final Plan**

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission: WVCP is a public, non-commercial, radio station offering news, educational programming, and entertainment services to listeners in northern middle Tennessee. It serves as a training facility for communication students and as an information outlet for Volunteer State Community College. Its objectives are to provide students enrolled in the VSCC Communication Program with professional training facilities, to provide northern middle Tennessee with responsible and objective news, educational programming, information programming, and entertainment; and to provide northern middle Tennessee with a source of information about the academic and non-academic activities of the college. The Humanities Division recognizes that holding a Federal FM Radio Broadcast License obligates the college to use this facility to provide various types of public service programming. The responsibilities of the radio station manager also include teaching Radio, Television, and Communication courses.

Link between Institutional Mission and Departmental Mission:

Radio Station WVCP-FM helps to prepare students for successful careers and also plays a role in promoting the academic and non-academic activities of the college to the public. Announcements and programs are broadcast daily in support of various VSCC academic programs, events, and academic initiatives, as well as community events and public service.

Institutional Effectiveness Outcome 1:	The Radio Station will increase the number of new announcements or copy updates that it airs in 2013-14 to promote VSCC classes, events, services, programs or academic initiatives.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	VSCC Goal #1: Use of technology to increase post-secondary education and workforce development.
Funds Budgeted to Support this Outcome:	None—Use existing base budgets.
This Outcome will be Assessed Using:	2 assessments will be done regarding the number of new college announcements---One in December and one in April.
Baseline Data (Current Level of Performance):	15 reported in 2012-2013
Three years of trend data (if available):	Baseline: 9 reported in 2011-2012 Baseline: 15 reported in 2012-2013
Target (Desired Level of Performance):	Increase by at least 3
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) The station manager will be on the lookout for new items about the college to promote on the air. This will be done by attending faculty meetings, reading e-mails, etc. 2.) When needed, more information will be sought out for the item. 3.) When appropriate, program coordinators, deans, the public relations office, or other college personnel will be consulted for ideas, or to check the accuracy of the information to be aired .
Results of the Institutional Effectiveness Effort:	This goal started out two years ago relating only to new announcements that the station aired for VSCC academic

	programs of study. It has evolved into more than that. It now additionally covers other college programs, activities, initiatives, and student requirements. Over the two semesters of the 2013-2014 school year the radio station created and aired new announcements or programs to promote the following: 1) VSCC Role in GED ED in Sumner & Macon Counties-(Academic) 2) Fall, Spring, & Summer Registration---(Campus Clips) 3) VSCC Text Alerts---(Campus Clips) 4) TnCIS Application---(Campus Clips) 5) Sumner College Night---(Campus Clips) 6) Two Career Fairs---(Live Broadcasts) 7) Student ID & Park Pass---(Campus Clips) 8) Hispanic & Fall Fiesta---(Campus Clips) 9) Senior College Opportunities---(Campus Clips) 10) New Class: Vol State Singers---(Academic) 11) Continuing Ed Classes---(Academic) 12) Harvest Moon---(VSCC Foundation) 13) Humanities Leadership Class---(Academic) 14) VSCC VISA Club---(Campus Clips) 15) International Education Presentation---(Academic) 16) Squatters Rights Literary Magazine---(Campus Clips) 17) Child's Play, Scary Pirate---(Campus Clips) 18) Humanities Matters Lecture Series---(Campus Clips) 19) New Veterinary Assistant Program---(Academic) 20) Broadcast 8 VSCC Basketball Games---(Live Broadcasts)
Future Plans Regarding this Outcome:	It is expected that this will always be an important part of the radio stations' responsibilities to the college. This goal will be carried over into the 2014-2015 academic year with an increased target number.

Institutional Effectiveness Outcome 2:	The radio station will increase feedback to students and/or volunteers, and the accuracy of required logs and paperwork. The goal is broader than just the paperwork itself, as the assessments can show when a number of different station or FCC policies are violated.
Strategic Planning Goal to Which this Outcome is Linked: (Go	VSCC quality goal: Assessment initiative to improve the effectiveness of all educational programs. Tied to this learning outcome statement: *Following WVCP policy,*

to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	*the student will create and maintain logs and paperwork for a radio station.*
Funds Budgeted to Support this Outcome:	None—Use existing baseline budgets.
This Outcome will be Assessed Using:	Station personnel will review station logs at regular intervals and provide appropriate feedback to students and volunteers.
Baseline Data (Current Level of Performance):	Not available—To be determined
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	Target: By the end of the school year, 95 percent of WVCP operators checked will not have repeating errors.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) The manager or operations assistant will review WVCP logs on a regular basis. 2.) Staff will receive oral and/or written feedback when violations occur. 3.) Evaluations about the number of repeating errors will be done in December and May.
Results of the Institutional Effectiveness Effort:	The WVCP-FM manager reviewed the station paperwork on a weekly basis for quality control, compliance with FCC rules and regulations, and to provide feedback to student and volunteer operators. Operators are issued a written "warning ticket" when they have violated FCC rules, station policy, or have incomplete paperwork or logging errors. The expectations for complete and accurate logs and paperwork are outlined in detail in the WVCP Policy Book which is updated, published, and provided to operators at the start of each term. The results were as follows: From August 2013 to December 2013, errors from 16 warnings were not repeated, and errors from 3 warnings were repeated. This indicates that 84.2% of operators did not continue to make

	the same mistakes, while 15.8% did repeat the same mistakes. From January 2014 to May 2014, errors from 18 warnings were not repeated, while errors from two warnings were repeated. This indicates that 90% of operators did not continue to make the same mistakes, while 10% did repeat the same mistakes. While there was some improvement in the Spring 2014 semester, neither semester reached the goal of 95%.
Future Plans Regarding this Outcome:	Unknown. While WVCP wishes to maintain good quality control, the nature of our operators has changed somewhat. Due to there being no current degree in which the Radio Practicum Course counts, the station is now being operated by volunteers rather than students, and less actual grading is being done.

Institutional Effectiveness Outcome 3:	To improve public service efforts, WVCP-FM will increase the number of community events-type announcements that are written and aired for various community groups.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	TBR and VSCC Quality Goal #2: Volunteer State Community College will assess and implement initiatives to improve effectiveness of all educational programs, administrative support services, and community/public services.
Funds Budgeted to Support this Outcome:	None—Use existing base budgets.
This Outcome will be Assessed Using:	The number of different community events aired on WVCP will be tallied for measurement in December, and again in May.
Baseline Data (Current Level of Performance):	2012-2013----------At least seven per month.

Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	2013-2014----------At least nine per month.
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) The station will air announcements encouraging the public to send their community news and events to WVCP via fax or e-mail. The announcements will emphasize that we can do the most good for organizations that get us their information with ample lead time before the event. 2.) WVCP staff will occasionally learn about upcoming events from publications and other sources. 3.) The community events will be read live on-air by students and volunteers at regular intervals. During time periods that the station programming is automated with no live announcer, the community events will still air via recordings during most time blocks.
Results of the Institutional Effectiveness Effort:	WVCP-FM writes and airs community and cultural events announcements every month. In this academic year those announcements included causes and organizations such as Isaih 58-7 Food Kitchen, Tennessee Career Center, Hendersonville Arts Council, Portland Library Events, Greater Gallatin Activities, Sumner Elections Administrator, Hazardous Waste Collection, Blood Drives, etc. In addition to Community Events Announcements, in another public service initiative this year, students produced and aired Public Service Announcements as a Service Learning Activity. Middle Tennessee organizations promoted included Gallatin Cares, Youth Villages, The Jason Foundation, Sumner County Humane, Sumner Animal Control, Habitat For Humanity, Shelter Animals, and Swimming Safety. Fall 2013 Results----------At Least 10 per month Spring 2014 Results---------At least 12 per month
Future Plans Regarding this Outcome:	It is expected that this type of activity will always be one of WVCP's major responsibilities to the college and community. This

	goal will be continued into the 2014-15 academic year with an increased target number.

Institutional Effectiveness Form

Department Name: **Tennessee Small Business Development Center**

For the Academic Year: FY 2013-2014 (Operates on a Calendar Year – 2013)

Institutional Mission: Volunteer State Community College is a public, comprehensive community college offering associate degrees, certificates, continuing education, and service to northern Middle Tennessee. The College is committed to providing quality innovative educational programs; strengthening community and workforce partnerships; promoting diversity, and cultural and economic development; inspiring lifelong learning; and preparing students for successful careers, university transfer, and meaningful civic participation in a global society. (November 2007)

Departmental Mission:
The Division of Continuing Education and Economic Development facilitates lifelong learning by providing relevant, quality non-credit learning opportunities for a diverse and evolving population. Programs and services are designed to foster community and economic development, to strengthen partnerships, and to satisfy a broad range of personal, professional, and workforce development needs of the local community and area business and industry.

Link between Institutional Mission and Departmental Mission:
The Small Business Development Center provides continuing education courses/workshops and services to prepare students for successful careers, inspires lifelong learning, and establishes workforce partnerships.

(For Academic Departments Only) List all Learning Outcomes:

Outcome	Means of Assessment	Year Outcome Assessed

(Add additional lines as needed.)

Institutional Effectiveness Outcome 1:	Increase workshops/seminars offered presented by Volunteer State Community College personnel
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	Q.3
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Number of workshop attendees
Baseline Data (Current Level of Performance):	2013 - 0 attendees for Volunteer State Community College personnel taught workshops
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	15 attendees
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Identify subject matter requested by TSBDC workshop attendees from evaluation form feedback 2.) Identify seminar presenter and arrange for them to teach workshop/seminar 3.) Promote workshops online and in newspapers
Results of the Institutional Effectiveness Effort:	Achieved. Loretta Calvert, Director of Paralegal Studies taught two workshops, "Do You Need to Incorporate Your Business" and "How to Read and Draft Common Contracts for Small Businesses." George Wilson taught "Best Hiring and Managing Practices for Small Businesses." We had 18 people attend these workshops.
Future Plans Regarding this Outcome:	Based on the attendance and feedback, we will consider continuing the pursuit of Volunteer State Community College faculty teaching workshops.

Institutional Effectiveness Outcome 2:	Expose business community to information on the American Health Care Act.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	R.I.7
Funds Budgeted to Support this Outcome:	Existing
This Outcome will be Assessed Using:	Number of attendees in workshop
Baseline Data (Current Level of Performance):	2013 -0 attendees
Three years of trend data (if available):	Not available
Target (Desired Level of Performance):	50 attendees
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Partner with a health care expert to teach the seminar 2.) Promote workshop online and in newspapers
Results of the Institutional Effectiveness Effort:	Achieved. The Heritage Financial Group taught– "Health Care Reform," "Preparing Your Business for the 2014 Mandates. 65 attendees.
Future Plans Regarding this Outcome:	Based on the attendance and feedback, we will continue to have this workshop until the new health care law is in effect for businesses.

Institutional Effectiveness Outcome 3:	Increase workshop/seminar attendees by 5%.
Strategic Planning Goal to Which this Outcome is Linked: (Go to http://www.volstate.edu/Research/Documents/StrategicPlan1015.pdf to see the College-wide strategic plan)	A.4
Funds Budgeted to Support this Outcome:	Existing base budget
This Outcome will be Assessed Using:	Number of workshop attendees/enrollees
Baseline Data (Current Level of Performance):	2012, Baseline – 701 enrollees
Three years of trend data (if available):	
Target (Desired Level of Performance):	Goal – 737 enrollees
Steps to Achieve the Target for this Outcome: (add additional steps as needed)	1.) Promote workshops to banks during visits. 2.) Promote workshops online and in newspapers 3.) Promote workshops at Chamber of Commerce events 4.) Promote workshops on TSBDC webpage
Results of the Institutional Effectiveness Effort:	Achieved; 788 attendees/enrollees in workshops
Future Plans Regarding this Outcome:	Efforts will continue to increase awareness of and enrollment in SBDC workshops.