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Approved by Board of Trustees:
February 7, 2022

JWC Assessment Plan for Institutional Effectiveness

Academic Year 2021-2022

This *Institutional Effectiveness Plan* reflects the explicit commitment of the Board of Trustees to the importance of authentic assessment and continuous improvement. To ensure the quality and continuous improvement of John Witherspoon College and its programs, John Witherspoon College has established the **JWC Institutional Effectiveness Committee** including the President, Chief Academic Officer, and selected Trustee(s), faculty, and staff. The Team will utilize the services of an experienced Assessment Consultant. The Team coordinates strategic planning, self-assessment, research, and accreditation compliance, and through the President provides updates to the Board of Trustees.

Objectives of the Institutional Effectiveness Committee

In pursuing the attainment of JWC's Mission and Objectives, the JWC Institutional Effectiveness Committee has established the following objectives:

1. Operate with integrity to the stakeholders whose trust supports the work of the College.
2. Measure the extent to which objectives are attained Institution-wide.
3. Offer verifiable evidence of the achievement of those objectives through the interpretation of data gathered through various methods of assessment.
4. Present evidence and findings of assessments to the President to aid in the overall decision-making processes (e.g., resource allocation, strategic planning, etc.).
5. Develop a strategic plan that evidence achievement of institutional objectives and clearly define long-term goals.
6. Serve the campus community by issuing regular reports and coordinating assessment tasks.
7. Ensure that accrediting standards are being consistently upheld at the institution.

Institutional Assessment Essential Practices

The assessment process will include the following essential practices:

- Engage Trustees, administrators, faculty, staff, students, alumni, and community leaders in the process, and conduct a comprehensive assessment at least annually.
- Utilize effective evaluation instruments and assessment tools or rubrics that provide both indirect and direct measures, both subjective and objective data.
- Provide evidence for and reporting of assessment findings to the Board of Trustees quarterly.
- Document the process and outcomes with the instrument tools and meeting minutes.
- Develop and implement a sustainable plan that includes indirect and direct assessments that align with outcomes. (Utilize the annual updated *JWC Institutional Effectiveness Plan* to aid in preparing the annual updated *JWC Strategic Plan and Budget*)

Institutional Assessment Instruments Used in the Process

JWC acknowledges that the effectiveness of an institution is determined by the people who establish it and the effectiveness of the work that they do. For that reason, the heart of the JWC Institutional Effectiveness Plan is the ***Assessment of Student Learning Outcomes (SLOs)***, the ***Assessment of Graduating Student Inventory (GSI)***, the ***Student Course Evaluations***, and ***Personnel Evaluations***. Numerous other instruments are also utilized. These evaluations contain assessments on character, institutional objectives, and specific assessments relating to each category and individual role. Below is a listing of the assessment instruments.

Instruments for the Evaluation of Academic Program Outcomes

- ***Assessment of Student Learning Outcomes (SLOs)*** (Direct Objective Measurements toward fulfilling the Institution's objectives and mission; formative and summative measures of SLOs; learning outcomes mapped to core course, program, and institutional objectives)
- ***Assessment of Graduating Student Inventory (GSI)*** (Direct Objective Measurement toward fulfilling the Institution's objectives and mission)
- ***Assessment of Student Course Evaluations*** (Direct and Indirect, Subjective and Objective Measurements toward fulfilling the Institution's course and program objectives)
- ***Exit Interview Questionnaire*** (Provides input from current graduating students)
- ***Alumni Survey Questionnaire*** (Provides additional input from Alumni)

Instruments for the Evaluation of Institutional Operations

- ***Annual Board Self-Assessment Report***
- ***Annual Board—President Evaluation***
- ***Annual President—Administrator Evaluation***
- ***Annual Administrator—President Evaluation***
- ***Annual Chief Academic Officer—Faculty Program Director Evaluation***
- ***Annual Faculty Program Director—Chief Academic Officer Evaluation***
- ***Annual Faculty Peer-Review Observation***

- *Annual Supervisor—Staff Evaluation*
- *Annual Staff—Supervisor Evaluation*
- *Annual Faculty Advisor—Student Evaluation*
- *Faculty Development Plan*
- *Annual Student—Institution Evaluation*
- *Annual Faculty—Institution Evaluation (See Faculty Handbook for Curricula Review)*
- *Annual External Feedback Report (from Community Members)*
- *Annual Library Resources Report*
- *Annual Financial Report*
- *Appraisal of Facilities, Equipment, Health and Safety*
- *Meeting Minutes (for documentation and historical purposes)*

Annual Appraisal Report

The Annual Appraisal Report consists of a compilation of the evaluation instruments, analysis of the data, recommendations for enhancement, and summary remarks.

- *Annual Academic Report (Including Student Learning Outcomes and Alumni Data)*
- *Annual Institutional Operations Assessment Report (Including data from Personnel Evaluations, Library Resources Report, Financial Report, and Appraisal of Facilities Report)*
- *Appraisal Recommendations and Summary Remarks*

Reporting and Utilizing Assessment Findings

The Chief Academic Officer summarizes the data received from the above instruments and provides an Analysis Report to the President. After the summary report has been officially submitted to the President, the President and Administrative staff meet to analyze the data and make recommendations. The President gives an updated institutional report at each Board of Trustees meeting. In addition, the Administration uses data from the appraisal to modify as needed any instruments, documents, curricula, and procedures, including the *Strategic Plan and Budget*, to reflect assessment findings. This may occur in one meeting or several meetings over time as needed.

Questions that should be asked throughout this process include, among other questions, the following:

- **How effective is John Witherspoon College in accomplishing its mission and its institutional and program objectives as evaluated through the Student Learning Outcomes (SLOs)?**
- **Are student and program outcomes appropriate to the College’s educational mission? What changes have been made to enhance effectiveness?**
- **What are areas of concern? How can these areas be addressed? What changes should be made?**
- **What new goals should be established based on the assessment results? How will they be implemented?**

After the results are measured, the outcomes are published, including program outcomes, retention rates, completion/graduation rates, job placement rates, and any students receiving a work-related credentialing such as a license or certificate. In addition, the results are used in updating the Strategic Plan and Budget toward enhancing the effectiveness of the institution.

Annual Institutional Assessment Cycle

The assessment process occurs throughout the academic year and **culminates** with the strategic planning and budgeting meetings (usually in January and February). Each year the Institutional Effectiveness Plan is formalized and used to update the *Strategic Plan and Budget* toward greater institutional effectiveness.

- #1 Data Collection
- #2 Data Analysis
- #3 Document Findings
- #4 Direction and Implementation
- #5 Evaluation of Implementation
- #1 Data Collection . . . etc., . . .

JWC Assessment Calendar 2021-2022

(Copies of the assessment tools including the evaluations of personnel are including in the Appendix of this plan.)

Fall Semester 2021

August

- Faculty complete the *Assessment of Student Learning Outcomes* form for each course being taught
- Chief Academic Officer assigns faculty advisors to new students
- Faculty review all academic programs including an analysis of program outcomes, retention rates, completion and graduation rates, and job placement rates
- Chief Academic Officer updates relevant data and ensures it is posted to the College Website

September

- Chief Academic Officer turns in Populi enrollment data for the semester
- Chief Academic Officer calculates Retention Rate for Spring to Fall semester
- Chief Academic Officer updates relevant data and ensures it is posted to the College Website
- Chief Academic Officer and President updates the *Assessment Plan for Institutional Effectiveness* and *Appraisal Report*
- Board of Trustees reviews and approves the *Assessment Plan for Institutional Effectiveness* and *Appraisal Report*

October

- Faculty completes and turns in *Annual Faculty Peer-Review Observation*
- Faculty completes and turns in *Faculty Development Plans*

November

- Faculty completes and turns in *Annual Advisor-Student Evaluations* for their assigned students

December

- Students complete *Student Course Evaluations* on Populi for the fall semester
- Faculty complete the *Assessment of Student Learning Outcomes* form for each course taught
- Chief Academic Officer reviews with each faculty member, the *Assessment of Student Learning Outcomes (SLO)* for each course taught along with the *Annual Faculty Peer-Review Observation*
- Chief Academic Officer calculates Course Completion Rates for Fall semester courses

Winter Term 2022

January

- Students complete *Student Course Evaluations* on Populi for the January Term
- Chief Academic Officer calculates the Retention Rate for Fall to Spring semesters
- Faculty review all academic programs including an analysis of program outcomes, retention rates, completion and graduation rates, and job placement rates.

Spring Semester 2022

January

- Faculty complete the *Assessment of Student Learning Outcomes* form for each course being taught
- Chief Academic Officer and President compiles and summarizes the SLO results and prepares an updated *Assessment Plan for Institutional Effectiveness* and updated *Appraisal Report* for the Board of Trustees
- Faculty, staff, and administrators review *Strategic Plan and Budget* and update departmental plans and budget projections for the next academic year
- Board of Trustees reviews and approves the *Assessment Plan for Institutional Effectiveness* and updated *Appraisal Report*

February

- Faculty, Staff, Administrators, and Board of Trustees representatives meet to review and update the *Strategic Plan and Budget*
- Director of Learning Resources completes and turns in *Annual Library Resources Report* to Chief Academic Officer.

March

- Chief Academic Officer turns in Populi enrollment data for the semester
- Students complete *Annual Student-Institution Evaluation*
- Faculty complete *Annual Faculty-Institution Evaluation*
- Program Directors complete *Annual Program Director-Chief Academic Officer Evaluation*
- Chief Academic Officer completes *Annual Chief Academic Officer-Program Director Evaluation*
- Faculty review and update curriculum for all academic programs.

April

- Staff complete *Annual Supervisor-Staff Evaluation* and *Annual Staff-Supervisor Evaluation*
- Administrators complete *Annual Administrator-President Evaluation*
- President completes *Annual President-Administrator Evaluation*
- Administrators, faculty, and staff review all publications in preparation for Board approval
- Board completes *Board-President's Evaluation* and *Annual Board Self-Assessment Report*, utilizing latest *Appraisal*
- Board of Trustees reviews and approves the *Strategic Plan and Budget*, and all publications

May

- Chief Academic Officer and faculty advisors complete *Exit Interview Questionnaire* with graduates
- Faculty completes the *Assessment of Student Learning Outcomes* form for each course taught
- Chief Academic Officer reviews with each faculty member, the *Assessment of Student Learning Outcomes (SLO)* for each course taught along with the *Annual Faculty Peer-Review Observation*
- Chief Academic Officer calculates Course Completion Rates for Spring semester courses
- Students complete *Student Course Evaluations* on Populi for the spring semester
- Chief Academic Officer distributes *Alumni Survey* and *Annual External Feedback Form*

Summer Term 2022

June

- Students of summer courses complete *Student Course Evaluations* on Populi
- Chief Financial Officer completes and turns in *Annual Financial Report*
- Chief Academic Officer completes and turns in *Annual Academic Report*
- Chief Academic Officer completes *Annual Institutional Operations Assessment Report* (including the *External Feedback Report*)
- Chief Academic Officer updates the *Graduating Student Inventory* including Enrollment, Graduation Rate and Job Placement Rate, and ensures the updates are posted on the College Website.
- The Chief Financial Officer prepares an inventory and appraisal of the institution's facilities, equipment, and health and safety measure.
- Chief Academic Officer compiles the *Annual Appraisal Report*.

APPENDIX OF ASSESSMENT TOOLS

This Appendix includes copies the evaluation tools used in the annual institutional assessment cycle. Electronic copies are put in Share Point in the folder under Institutional Effectiveness.

Assessment of Academic Program Outcomes

- Assessment of Student Learning Outcomes
- Graduating Student Inventory (GSI) and Job Placement
- Student Course Evaluation
- Exit Interview Questionnaire (with current graduating students)
- Alumni Survey

Assessment of Institutional Operations (Personnel and Institutional Evaluations)

- Annual Board Self-Assessment Report
- Annual Board—President Evaluation
- Annual President—Administrator Evaluation
- Annual Administrator—President Evaluation
- Annual Chief Academic Officer—Faculty Program Director Evaluation
- Annual Faculty Program Director—Chief Academic Officer Evaluation
- Annual Faculty Peer-Review Observation
- Annual Supervisor—Staff Evaluation
- Annual Staff—Supervisor Evaluation
- Annual Faculty Advisor—Student Evaluation
- Faculty Development Plan
- Annual Student—Institution Evaluation
- Annual Faculty—Institution Evaluation (See Faculty Handbook for Curricula Review)
- Annual External Feedback Report (from Community Members)
- Annual Library Resources Report
- Annual Financial Report
- Appraisal of Facilities, Equipment, Health and Safety
- Meeting Minutes (Template)

Annual Appraisal Report (Compilation, Analysis, Recommendations, and Summary Remarks)

- Annual Academic Report (Including Student Learning Outcomes and Alumni Data)
- Annual Institutional Operations Assessment Report (Including data from Personnel Evaluations, Library Resources Report, Financial Report, and Appraisal of Facilities Report)
- Appraisal Recommendations and Summary Remarks