

[d e f i n i n g] ■ success ■

■ Northwest Iowa Community College ■



Operational Plan
2011–2013

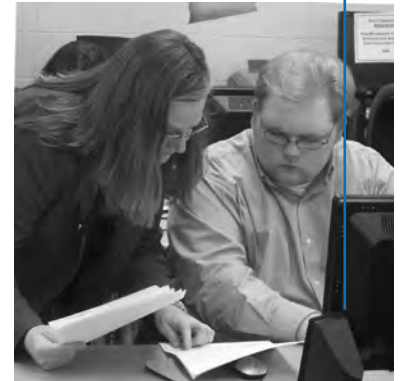


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STRATEGIC PLAN

The 2006 – 2008 Operational Plan concluded on December 31, 2008. As a result of the planning efforts, 90% of the total plan was complete with 172 strategies completed at 100%. The following benchmarks toward each Strategic Initiative were attained:

Enhancing Student Success – 95%
 Expanding Learning Opportunities – 88%
 Developing Alternative Resources – 90%
 Expanding Enrollment Management – 79%
 Embracing a Collaborative Culture – 95%

In the spring of 2009, the College President requested the development of an interim Operational Plan. In the spring of 2010, the Executive Council reviewed and revised the College's Vision, Mission, Guiding Principles, Strategic Initiatives and conducted a SWOT Analysis. The suggested revisions were sent out for comment by the College community to include: Board of Trustees, administration, faculty, and staff. Adjustments were made based on feedback received.

During the fall of 2010, Executive Council members worked with their teams to develop goals, objectives, and strategies that would align with the Strategic Initiatives. In the spring of 2011, the entire plan was shared with the College community by e-mail and at two forums. Suggestions for changes to the document were considered and made where appropriate.

For purposes of assessment and to align more efficiently with the College's budgeting process, the 2011–2013 Operational Plan was taken to the Board of Trustees for their approval on April 18, 2011.

VISION

We are driven to be the community college of choice for lifelong learning, personal development, and re-training.

MISSION

Northwest Iowa Community College is a progressive learning college rapidly responding to the global needs of our changing community.

STRATEGIC INITIATIVES

Enhancing Student Success

Northwest Iowa Community College is dedicated to enhancing student success by facilitating processes where every individual can realize their full potential through learning.

Expanding Opportunities for Students and Communities

Northwest Iowa Community College will pursue, strengthen, and expand learning opportunities for our students and communities through partnerships and new initiatives.

Developing Alternative Resources

Northwest Iowa Community College will aggressively pursue alternative resources that will sustain and augment programs and facilities.

Expanding Enrollment Initiatives

Northwest Iowa Community College is committed to expanding enrollment initiatives to ensure future viability of the College's vision and mission.

Embracing a Collaborative Culture

Northwest Iowa Community College faculty, staff and administration are devoted to embracing collaboration and communication that will serve as the foundation in planning for the future.

GUIDING PRINCIPLES

- We believe that as a comprehensive community college we will respond to our communities' needs.
- We believe that all people can learn.
- We believe that education is an investment in our communities.
- We believe that accessible, lifelong educational opportunities enable people the opportunity to maximize their potential and improve quality of life.
- We believe in embracing diversity by supporting the dignity and worth of all individuals.
- We believe in maintaining high standards through innovation and continuous improvement.
- We believe that effective leadership, education, training and partnerships from all sectors enhance community and economic development.
- We believe that responsible stewardship ensures fiscal stability.
- We believe in embracing a growth-oriented philosophy.
- We believe in maintaining high ethical standards.

SWOT ANALYSIS

Strengths

- Low student to faculty ratio.
- Partnerships with business & industry, Northwest Area Education Agency (NWAEA) and Local Education Agencies (LEAs).
- Excellent support services to enhance student learning.
- Staff, faculty and administration committed to the mission of the College.
- Relevant programs offered on campus and on-line.
- Quality credit and non-credit programs recognized.
- Updated facilities – Radiologic Technology, Biotechnology and student housing (O'Brien and Lyon Halls).
- Technology: computer/student ratio, required laptops and textbook integration.
- Improvements in data collection.
- Growth of NCC Foundation

Weaknesses

- Limited student life.
- Turf/silo/trust issues.
- Data analysis and benchmarking with peer institutions.

Opportunities

- New program development.
- Stronger relationships with all partners to include internships.
- Distance learning initiatives.
- Increase and enhance transition of AA/AS students to 4-year colleges and universities.
- Foundation and grant growth.
- Escalating costs of higher education make the College a more attractive option.
- Pursue new markets; international students, non-traditional students and increasing Latino population.
- Expand financial resources for students.
- Pass General Obligation Bond for facilities upgrade.
- Greater interface with regional business executives.
- Value-added programs with agriculture industry.
- Enhanced student life.
- Review and expand marketing plan.

Threats

- Inadequate state, federal and local funding.
- Increased competition for students for face-to-face and online instruction.
- Declining population base.
- Failure to pass General Obligation Bond for facility upgrades.
- Aging physical plant facilities.
- Increased competition for credit and non-credit education opportunities.
- Inadequate financial resources to support institutional growth.
- Loss of valuable experience through retirements of faculty and staff.
- Declining job market.

NCC STRATEGIC PLAN 2011–2013

I. Enhancing Student Success: Northwest Iowa Community College is dedicated to enhancing student success by facilitating processes where every individual can realize his or her full potential through learning.

GOAL

A. Evaluate student success through a comprehensive student learning and assessment program.

OBJECTIVE

1. Establish a Testing Center on campus.

STRATEGY

a. Develop a plan to establish a testing center which would include but not be limited to: ACT, Compass, and CLEP exams.

Student Services/Learning Center

OBJECTIVE

2. Provide an environment, both physical and online, which develops opportunities and includes all student learning styles and increases awareness, usage, and application of information literacy.

STRATEGY

a. Increase student access to assistance from library staff by reconfiguring the circulation desk area and creating an online library help desk (Ask a Librarian, IM, email, texting, Facebook).

Library

b. Increase student access to textbooks and other classroom assigned materials by developing a reserve collection of textbooks.

Library

OBJECTIVE

3. Enhance student developmental skills to facilitate their enrollment at NCC.

STRATEGY

a. Cooperate with Enrollment Management to insure student skill level is sufficient to achieve success in the classroom (Compass/Dev Ed test scores).

Faculty/Advisors/ Adult Literacy

b. Explore opportunity for offering a computer skills assessment for all students.

Advisors/Deans

OBJECTIVE

4. Enhance student learning in the classroom.

STRATEGY

a. Reassess developmental methodology and offerings to enhance student success.

Deans/Learning Center/Admissions

b. Review and revise, where appropriate, Compass admissions scores for English/Communications classes.

Deans/Admissions

c. Assess effectiveness of revised Compass admissions scores for Math classes.

Deans/Admissions

d. Continue to explore use of laptops as required tool for certain programs.

Deans

e. Assess ICN classrooms and work with local school districts to upgrade technology.

Deans

f. Increase partnerships with local school districts to include development of Career Academies.

Deans

g. Expand staff development opportunities to adjunct faculty on college processes to include assessment of student learning.

Deans

OBJECTIVE

5. Enhance College experience for Associate of Arts students.

STRATEGY

- a. Collaborate to provide Student Success Workshops for all students.
- b. Explore concept of final exam week for Arts & Science classes.
- c. Assess need for additional instructors to support Associate of Arts face-to-face or online courses/programs.
- d. Analyze need for new courses (ie Art and History) and develop where appropriate.
- e. Work on RN to BSN articulation with Northwestern College.

Library/Learning Center/TRiO/
Student Services
Deans
Deans
Deans/Registrar/ Advisors
Director of Nursing Education/
Nursing Faculty/Deans

OBJECTIVE

6. Establish user-friendly electronic resources to better support course goals and learner outcomes.

STRATEGY

- a. Continue to develop a web portal that allows all students, faculty, staff, and interested visitors a one-stop, interactive access to all communication and important information concerning Northwest Iowa Community College.
- b. Expand use of existing portal to authenticate databases for student, faculty, and staff from off-campus.
- c. Train college community in utilizing electronic resources more efficiently and effectively.

IT/Title III

IT/Library
IT/Title III

OBJECTIVE

7. Work with IWD to build recognition and support among businesses in Northwest Iowa for the National Career Readiness Certificates (NCRC).

STRATEGY

- a. Encourage students graduating in the technical areas to complete the NCRC assessment and to include the certification level in their resume.

Business & Industry/
Adult Literacy/Deans

GOAL

B. Create a more collegiate atmosphere.

OBJECTIVE

1. Create service learning experiences by creating partnerships with local volunteer organizations and encourage students to be engaged in their missions.

STRATEGY

- a. Engage students in service learning activities.
- b. Explore opportunities for TRiO students to participate in community activities.
- c. Expand service learning opportunities and capstone courses.

Faculty/Student Activities/ TRiO
TRiO
Deans/Faculty

OBJECTIVE

2. Cherokee housing upgrades

STRATEGY

- a. Water lines
- b. Fixtures
- c. Flooring
- d. Cabinets

Maintenance
Maintenance
Maintenance
Maintenance

GOAL

C. Assure the continuation of low student to faculty ratio.

OBJECTIVE

1. Increase full-time instructional staff to maintain low student to faculty ratio.

STRATEGY

- a. Assess need for additional instructors in new or expanded CTE program areas.

Deans

GOAL

D. Focus attention on accountability.

OBJECTIVE

1. Prepare for 2014 HLC Accreditation visit.

STRATEGY

- a. Identify team chairs
- b. Expose appropriate staff/faculty to HLC Annual meeting in 2011 and 2012.

Administration
Administration

OBJECTIVE

2. Obtain National Alliance of Concurrent Enrollment Partnerships (NACEP) accreditation to ensure quality in concurrent enrollment classes and programs.

STRATEGY

- a. Ensure NACEP standards are being met by strengthening policies and practices in areas of Faculty, Assessment, Curriculum, Evaluation and Students.
- b. Conduct a Concurrent Enrollment Program Self Study to analyze and document evidence of how standards are being met.
- c. Submit NACEP accreditation application by August 1, 2011.

Deans/Extended Learning

Deans/Extended Learning
Deans/Extended Learning

OBJECTIVE

3. Thoroughly evaluate advising processes of Student Services and Admissions and make improvements where appropriate.

STRATEGY

- a. Review Admissions funnel. Focus on documentation of communication, speed of response to student, and communication management.
- b. Review registration processes including degree audit and transcript evaluation.

Admissions
Registrar

OBJECTIVE

4. Enhance the access to assessment data that will allow all key stakeholders to collect, store, analyze, and retrieve assessment data.

STRATEGY

- a. Require that outcomes based assessment is used in all NCC curriculum and services.
- b. Provide access to assessment software that will enhance the collection, analysis, and use of assessment data for improving student learning and institutional effectiveness.

Deans
Deans/Title III

II. Expanding Opportunities for Students and Communities: Northwest Iowa Community College will pursue, strengthen and expand learning opportunities for our students and communities through partnerships and new initiatives.

GOAL

A. Increase distance learning program and support services.

OBJECTIVE

1. Continue to explore, develop, and expand on-line course offerings.

STRATEGY

a. Explore opportunities for new or expanded online degree/ certificate opportunities and implement.

Deans

GOAL

B. Expand partnerships with area education agencies, school districts, community colleges, and four-year colleges.

OBJECTIVE

1. Expand partnerships with local school districts.

STRATEGY

a. Provide quality staff development for K-12 teachers, enhancing image as the first place for professional development opportunities and working with AEA.

Deans

GOAL

C. Open Lifelong Learning & Recreation Center

OBJECTIVE

1. Create opportunities for students in the new facility.

STRATEGY

a. Utilize the new Lifelong Learning and Recreation Center for student activities, including events like hypnotists, dodgeball tournaments, volleyball tournaments, open gym and intramurals hosted with the city of Sheldon Rec department.

Student Activities/LLRC Coordinator

OBJECTIVE

2. Promote use of Lifelong Learning Center.

STRATEGY

a. Move major events such as storm watch, crop advantage conference, Career and Job Fair, and the Alternative Energy Conference to the new facility.

Continuing Ed/B&I/LLRC Coordinator

b. Add new and larger events (i.e. health and EMS conferences).

Continuing Ed/B&I/LLRC Coordinator

c. Promote the LLRC for the local Home Show, Farm Show, etc.

Continuing Ed/B&I/LLRC Coordinator

OBJECTIVE

3. Develop marketing campaign and materials for Northwest Iowa Lifelong Learning & Recreation Center.

STRATEGY

a. Research best practices and implement campaign.

Marketing/LLRC Coordinator

III. Developing Alternative Resources: Northwest Iowa Community College will aggressively pursue alternative resources that will augment programs and facilities.

GOAL

A. Expand focus of NCC Foundation.

OBJECTIVE

1. Hire full-time Foundation Director with credentials.

Administration

OBJECTIVE

2. Develop timeline and launch major gift campaign scheduled to begin with employee drive in March 2012.

STRATEGY

- a. Develop marketing materials.
- b. Train staff and volunteers.
- c. Conduct silent campaign.
- d. Conduct general campaign.

TBD
TBD
TBD
TBD

OBJECTIVE

3. Formalize NCC Alumni Association.

STRATEGY

- a. Recruit board.
- b. Develop bylaws.
- c. Launch strategic annual gifts campaign.

TBD
TBD
TBD

OBJECTIVE

4. Enhance planned giving initiatives.

STRATEGY

- a. Develop materials.
- b. Data link prospect lists.
- c. Implement regular call schedule.

TBD
TBD
TBD

OBJECTIVE

5. Generate financial resources for students that support access to higher education.

TBD

GOAL

B. Pursue grant opportunities that support strategic initiatives.

OBJECTIVE

1. Pursue all grant opportunities.

STRATEGY

- a. Research and submit federal, state, and local grant applications.
- b. Research and submit five community foundation grants annually: Osceola, Lyon, O'Brien, Sioux, and Cherokee.
- c. Research private Foundation grant opportunities (John Deere, Wellmark, Nationwide, etc.)

Administration/Grant Coordinator
Administration/Grant Coordinator
Administration/Grant Coordinator

OBJECTIVE

2. Link strategic planning with resource allocation.

Administration

OBJECTIVE

3. Actively seek partnership opportunities in areas of grants, donations, sponsorships, and training.

STRATEGY

- a. Explore potential for partnership with four-year colleges and industry.

Faculty/Deans

OBJECTIVE

4. Pursue grants and sponsors to support programs.

STRATEGY

- a. Seek sponsors for programs that support area business and industry.
- b. Work with organizations such as Iowa Workforce Development and Upper Des Moines Opportunity to access funding for reduced or no cost career training.

Continuing Ed/B&I
Continuing Ed/B&I

GOAL

C. Enhance legislators awareness of the College's economic impact and financial needs.

OBJECTIVE

1. Make frequent visits to the Capitol with stakeholders on state and federal level.

Administration

OBJECTIVE

2. College representatives attend IACCT/ACCT Legislative Conferences.

Administration

OBJECTIVE

3. Increase presence of students at legislative events and through letter writing campaigns.

Student Activities

OBJECTIVE

4. Explore opportunities for students to communicate with legislators using technology (ie. YouTube).

Student Activities/Title III

GOAL

D. Secure funding from local tax base to support the needs identified in the master facility plan.

OBJECTIVE

1. Assess the results of the April 5, 2011 General Obligation Bond vote and strategize for the future.

Administration

IV. Expanding Enrollment Initiatives: Northwest Iowa Community College is committed to expanding enrollment initiatives to ensure future viability of the College's vision and mission.

GOAL

A. Grow enrollment in all programs to capacity.

OBJECTIVE

1. Increase minority enrollment and retention.

STRATEGY

- Expand family night.
- Develop and deliver presentations about post secondary education to area high school ESL classes, NCC ESL classes, and at Latino community functions.
- Work closely with local and state agencies, school districts, churches, and the NCC Adult Literacy program to connect to the minority populations in northwest Iowa.
- Monthly meetings with current minority students (ie Multicultural Student Group) through the year and offer other tools like an ESL classroom or ESL tutor for non-traditional and ESL students.
- Engage staff participation with Sioux County Immigration Focus Groups and the Iowa Immigration Education Coalition.

Admissions
Admissions/Adult Literacy

Admissions

Minority Advisor/Adult
Literacy/Learning Center
Administration

OBJECTIVE

2. Involve faculty/staff in growing enrollment.

STRATEGY

- Seek 4-year graduate assistant or paid intern to assist in marketing/enrollment initiatives.
- Monitor faculty call program to ensure success.

Marketing/Admissions
Admissions/Faculty/Deans

OBJECTIVE

3. Target recruiting of students.

STRATEGY

- Develop a marketing plan and actively recruit students using e-initiatives as well as traditional advertising (on-line, cont ed, and face to face).

Continuing Ed/B&I/Marketing

OBJECTIVE

4. Increase marketing initiatives while maintaining or reducing budget.

STRATEGY

- Evaluate effectiveness and possibility of reducing cost of traditional print marketing materials.

Marketing

GOAL

B. Aggressively pursue recruitment/retention activities.

OBJECTIVE

1. Develop new recruitment activities.

STRATEGY

- Host campus visits including overnight stay in student housing and experiencing activities in the Lifelong Learning and Recreation Center.
- Assess current recruitment territory and explore opportunities to implement new recruiting territory.
- Explore the opportunity for hosting summer camps on campus.

Admissions
Admissions
Admissions/Deans

OBJECTIVE

2. Develop a Comprehensive Retention Plan.

TBD

OBJECTIVE

3. Explore best practices and implement electronic marketing campaign.

STRATEGY

- a. Research electronic billboards, NCC outdoor signage, and e-marketing initiatives.

Marketing/ Admissions/
Continuing Education

OBJECTIVE

4. Target accepted students.

STRATEGY

- a. Increase the use of communication management.
b. Develop and pilot a faculty correspondence program to complement faculty phone campaign.
c. Enhance communication that goes directly to parents.

Admissions
Admissions
Admissions

GOAL

- C. Explore opportunities in new program development.

OBJECTIVE

1. Explore potential for athletic program/s to compete at the collegiate level.

STRATEGY

- a. Research competitive college athletics to determine which conference and division we would be able to compete in. Continue research to determine if NCC could be accepted into a suitable athletic conference.
b. Research other community colleges in Iowa that already offer competitive athletics to estimate expenses in comparison to enrollment increases.
c. Seek to begin the athletic program with sports that require the least overhead such as cross-country, basketball, soccer, indoor and outdoor track, golf, baseball, and softball.

Administration/Student Services

Administration/Student Services
Administration/Student Services

OBJECTIVE

2. Continue to explore, develop, and expand programs that meet learners' needs and market demand.

STRATEGY

- a. Conduct a needs assessment regarding new programming that will meet community needs in areas such as Health & Wellness, Business, Green Energy, and Music.
b. Explore statewide utility training in partnership with other Iowa community colleges.

CAO/Deans

Deans

OBJECTIVE

3. Expand delivery methods including additional topics for on-line offerings and self study programs.

STRATEGY

- a. Communicate with coordinator groups to develop new on-line partnerships.
b. Survey other Community College offerings.
c. Seek new partnerships with private vendors.
d. Develop original content.

Continuing Ed/B&I
Continuing Ed/B&I
Continuing Ed/B&I
Continuing Ed/B&I

OBJECTIVE

4. Expand services to fulfill desired industry needs.

STRATEGY

- a. Develop and conduct a needs assessment regarding training needs of the workforce in northwest Iowa and surrounding area.
b. Evaluate the needs, rank, and develop offering costs.
c. Review the evaluation and the ranking of potential offerings with select industry representatives panel for input and comments.
d. Make final selection and develop selected offerings.

Continuing Ed/B&I
Continuing Ed/B&I
Continuing Ed/B&I
Continuing Ed/B&I

V. Embracing a Collaborative Culture: Northwest Iowa Community College faculty, staff and administration are devoted to embracing a collaboration and communication that will serve as the foundation in planning for the future.

GOAL

A. Build internal cohesive teams and coalitions

OBJECTIVE

1. Strengthen and develop new relationships campus wide and beyond.

STRATEGY

- a. Develop a library liaison program to more effectively learn of and respond to faculty needs for library services.
- b. Develop employee workshops, i.e.: Brown Bag lunches, to demonstrate resources and explore issues such as plagiarism, copyright, and other educational topics.
- c. Conserve existing resources by enhancing financial expertise of all department staff.

Library
Library/Learning Center/TRiO
Continuing Ed/B&I

OBJECTIVE

2. Increase campus awareness.

STRATEGY

- a. Hold "campus awareness" event for employees showcasing different areas of College.

Administration

OBJECTIVE

3. Enhance internal College image by building a unified College atmosphere.

STRATEGY

- a. Provide opportunities for interaction between departments, (i.e. joint planning/brainstorming sessions).
- b. Share data across departments and campus through realizing potential and expanding opportunity by enhancing Datatel.
- c. Develop communication standards across campus.
- d. Administer Institutional Effectiveness Survey.

Administration
Administration
Administration
Administration

OBJECTIVE

4. Identify an integrated electronic storage solution that would house and organize all student information and related communications while integrating with a campus-wide workflow management process.

STRATEGY

- a. Identify a solution that interfaces with Datatel and would synergize with CAST members.
- b. Educate and train employees on the advantages of an integrated electronic system.

Information Technology
Information Technology

OBJECTIVE

5. Expand learning opportunities on workplace issues for all employees.

STRATEGY

- a. Create internally led, regular, structured conversations on workplace issues such as sexual harassment, identity theft, diversity, millennial learning, and other topics to be determined.
- b. Review customer service models used by outside agencies and adopt college-wide customer service model with appropriate staff development and training.

Human Resources
Human Resources

OBJECTIVE

6. Support active student learning and outcomes based assessment through professional development and curriculum development/redesign.

STRATEGY

- a. Enhance thought-provoking professional development opportunities for faculty and staff and give practical examples of best practices for teaching and learning in both face-to-face and online instruction.

Deans/Title III

GOAL

B. Strive for excellence in service.

OBJECTIVE

1. Expand conversation on continuous quality improvement initiatives.

STRATEGY

- a. Identify team members from a cross-section of NCC departments to explore process improvement models and lean principles.
- b. Train members in process improvement and lean principles.

Administration
Quality Improvement Team

GOAL

C. Enhance College image to external constituency.

OBJECTIVE

1. Enhance college image to external audiences.

STRATEGY

- a. Assess current graduation ceremony and enrich experience for students and families.
- b. Review Clarus study and potential ways to improve image.

Student Services/Deans
Marketing

GOAL

D. Focus on sustainability initiatives.

OBJECTIVE

1. Launch NCC Committee on Sustainability.

STRATEGY

- a. Recruit internal stakeholders.
- b. Develop priorities.

Administration
Administration

*NCA-HLC CRITERIA FOR ACCREDITATION

The Higher Learning Commission: North Central Association Criteria for Accreditation are organized under five major headings.

- Mission and Integrity
- Preparing for the Future
- Student Learning and Effective Teaching
- Acquisition, Discovery, and Application of Knowledge
- Engagement & Service

Criteria Statements: These statements, adopted by the Commission, define necessary attributes of an organization accredited by the Commission. An organization must be judged to have met each of the Criteria to merit accreditation. Sanctions may be applied if an affiliated organization is in jeopardy of not meeting one or more of the Criteria.

Core Components: The Commission identifies Core Components of each Criterion. An organization addresses each Core Component as it presents reasonable representative evidence of meeting a Criterion. The review of each Core Component is necessary for a thorough evaluation of how an organization meets a Criterion.

Criterion One: Mission and Integrity

The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

Core Components

- 1a** The organization's mission documents are clear and articulate publicly the organization's commitments.
- 1b** In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.
- 1c** Understanding of and support for the mission pervade the organization.
- 1d** The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.
- 1e** The organization upholds and protects its integrity.

**The Criteria for Accreditation are currently under review and revision by the members of the NCA-HLC. Revised criteria will be formalized on January 1, 2013.*

Criterion Two: Preparing for the Future

The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

Core Components

- 2a** The organization realistically prepares for a future shaped by multiple societal and economic trends.
- 2b** The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.
- 2c** The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.
- 2d** All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

Criterion Three: Student Learning and Effective Teaching

The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

Core Components

- 3a** The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.
- 3b** The organization values and supports effective teaching.
- 3c** The organization creates effective learning environments.
- 3d** The organization's learning resources support student learning and effective teaching.

Criterion Four: Acquisition, Discovery, and Application of Knowledge

The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice and social responsibility in ways consistent with its mission.

Core Components

- 4a** The organization demonstrates, through the actions of its board, administrators, students, faculty and staff, that it values a life of learning.
- 4b** The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.
- 4c** The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.
- 4d** The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

Criterion Five: Engagement and Service

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

Core Components

- 5a** The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.
- 5b** The organization has the capacity and the commitment to engage with its identified constituencies and communities.
- 5c** The organization demonstrates its responsiveness to those constituencies that depend on it for service.
- 5d** Internal and external constituencies value the services the organization provides.



Operational
Plan
2011-2013

