



Your University of Choice

ACADEMIC AFFAIRS HISTORY OF CHANGE DOCUMENT

USE OF ASSESSMENT RESULTS TO IMPROVE PROGRAMS

OVERVIEW

Data sets are collected and analyzed on a regular basis from various surveys, research, formal meetings (Senior Staff, Academic Affairs, Academic Council, Academic Support, Retention Committee, Enrollment Committee, Technology Committee, Marketing Committee, Development Committee, Budget Committee, and Faculty Department Meetings), informal engagements, and discussion with various stakeholders. The office of Academic Affairs strongly relies on the data collected to make decisions on changes to improve enrollment, retention and most importantly, student achievement. Academic Affairs believes that the changes made as a result of the data will continue to improve student engagement and graduation rate. The chart below highlights some of the major changes that that have impact on Academic Affairs and the institution as a whole. The chart below describes the problem revealed as a result of data, the changes that were implemented and the final level of approval that was granted to implement the change.

Spring 2011 – Spring 2016 Major Programmatic Changes

	AQIP	
Topic	Yes	Honors Learning Community
Date		Spring 2011
Purpose or Problem		Research conducted by Jeanette Shutay (statistician) and Darren Henderson (institutional researcher) reveal that retention rate is extremely low especially amongst the high achieving students. Data show that we are not retaining the students after the first year.
Change from		Traditional Learning Community curriculum
Change to		Honors Learning Community to provide additional challenge. This includes change in curriculum of 4 courses, trip out of the country in 3 rd year, scholarship and attend monthly seminars
Site of Change		Catalog
Approval Level		Senate
Artifact		Catalog, Honors Learning Community Proposal
Topic	Yes	Enrollment Plans



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Date		Spring 2011
Purpose or Problem		Data revealed that enrollment was stagnant and had dropped in 2010-2011
Change from		No Plan
Change to		Strategic Plan to increase enrollment by 5% each year and have targeted schools with targeted visits. Data driven enrollment system
Site of Change		Administrative Retreat Agenda
Approval Level		President
Artifact		Enrollment Committee Planning Document
Topic	Yes	Retention Plans
Date		Spring 2011
Purpose or Problem		Large numbers of students were withdrawing after F1 and F2. Students at-risk as well as the high achieving students. Need to retool Master Student course and mentoring program.
Change from		No Plan, day to day response to students who seek resources
Change to		Strategic Plan to increase retention by ? % per year. Retention committee meets every two weeks to discuss intervention
Site of Change		Administrative Retreat Agenda
Approval Level		President
Artifact		Retention Planning Document
Topic	Yes	Alumni Survey
Date		Spring 2011
Purpose or Problem		Implemented in a few department, therefore only little data and decisions were not based on data
Change from		Optional by department
Change to		Annual survey via Survey Monkey to graduate.
Site of Change		Retention Committee meeting minutes
Approval Level		Retention Committee/Vice President of Academic Affairs
Artifact		Alumni Survey
Topic	No	Graduate Exit Survey
Date		Spring 2011
Purpose or Problem		No data was collected to determine student's satisfaction and therefore not implementing strategies or resources necessary to retain or satisfy students
Change from		No data collected to determine student's satisfaction
Change to		Graduation Exit survey administered during The Grad Finale



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Site of Change		Grad Finale procedures
Approval Level		Retention Committee/Vice President of Academic Affairs
Artifact		Graduate Exit Survey
Topic	Yes	Rubrics
Date		Fall 2011
Purpose or Problem		Student performance is low as it relates to the Pre and Post CAAP testing. Implementation of Rubrics for core skills: Reading, Writing, Critical thinking, Speech and Problem Solving was developed by the Gen Ed committee to increase student learning
Change from		Individual course assessments by each teacher
Change to		Rubrics used by all the general education teachers
Site of Change		Custom Books and Website
Approval Level		AQIP Committee, General Ed Committee
Artifact		Sample Rubric
Topic	No	On-Line Programs via Learning House (Moodle)
Date		Fall 2011
Purpose or Problem		Survey conducted by Learning House revealed the potential to attract more students by delivering two of our program for adult learners On-line: MSQA and Paralegal.
Change from		Traditional courses from MSQA. Only traditional courses for Paralegal
Change to		Only online courses for MSQA. Additional delivery system for paralegal.
Site of Change		Catalog
Approval Level		Senate, HLC
Artifact		Website, Proposal with The Learning House
Topic	No	Paralegal Bachelor and Post Bach Program goes online
Date		Fall 2011
Purpose or Problem		The Paralegal Certificate On-line program was not attracting enough students. According to Learning House, most students who responded did not have a degree. The fall cohort was postponed to the spring
Change from		Paralegal Certificate on-line and Paralegal Bachelor face-to-face
Change to		In addition to the face-to-face, the Paralegal bachelors program will also be offered online through Learning House.
Site of Change		Curriculum and Assessment minutes



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Approval Level		Higher Learning Commission
Artifact		E-Packet
Topic	Yes	Motivation Survey
Date		Fall 2011
Purpose or Problem		BCSSE collects data about F1 students' high school academic and co-curricular experiences, as well as their college expectations. Because the college receives the results later in the semester, we are not able to intervene in a timely manner. In addition, we needed a tool to access student motivation.
Change from		BCSSE
Change to		BCSSE plus the Motivation Survey what is administered the 4 th week of school to F1 via Survey Monkey. Immediate interventions are made based on response
Site of Change		Retention Committee minutes
Approval Level		Director of Academic Support
Artifact		Motivation Survey and Results
Topic	No	Ancilla Committee
Date		Fall 2011
Purpose or Problem		Ancilla enrollment and relationship was stagnant.
Change from		An administratively run program
Change to		Ancilla Committee that meets monthly to make decisions about curriculum, marketing and scheduling. A liaison has been hired for the Ancilla and other external sites to ensure a positive relationship
Site of Change		Monthly Ancilla meetings, Hiring of Zeb Hall as the Liaison
Approval Level		VPAA
Artifact		Ancilla Minutes
Topic	No	Tenure Track Luncheon
Date		Fall 2011
Purpose or Problem		Mentors and preparation has not been provided to tenure track faculty. They are expected to read and ask questions during annual meetings with Vice President of Academic Affairs regarding their progress
Change from		Annual discussion with individual faculty
Change to		In addition to annual discussion have bi-annual tenure track luncheon. A variety of topics



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		to assist faculty in the preparation of successful tenure and career
Site of Change		Academic Calendar
Approval Level		Vice President of Academic Affairs
Artifact		Tenure Track PowerPoint 1
Topic	No	Dedicated Classroom
Date		Fall 2011
Purpose or Problem		Classroom scheduling is tedious and time consuming. Walls are bare for the most part and do not show pride and motivation amongst students because faculty move from room to room.
Change from		Faculty being scheduled in multiple classrooms
Change to		Dedicated rooms and wings by majors
Site of Change		September 2011 Senate meeting
Approval Level		Vice President of Academic Affairs
Artifact		Classroom Schedule
Topic	No	Dual Credit
Date		Fall 2011
Purpose or Problem		Dual credit is now mandated by the state for all high school to provide dual credit. All the other institutions are offering dual credit.
Change from		Offering dual credit in the traditional model
Change to		A high school initiative that includes dual credit has been discussed with all stakeholders in the college. The responses were favorable. A proposal has been made to concentrate on 6 schools using STEM subjects through a Saturday cohort.
Site of Change		Website and Catalog
Approval Level		State
Artifact		High School Initiative Letter to Schools
Topic	No	Campus Compact membership
Date		Fall 2011
Purpose or Problem		Joined Campus Compact to provide continuity to current outreach and increase service learning
Change from		Disjointed community service



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Change to		Campus Compact membership, establishment of a team, and incorporated into the job description of the Career Service coordinator
Site of Change		Human Resource
Approval Level		Vice President of Academic Affairs
Artifact		Job description
Topic	No	Human Services
Date		Spring 2012 (January 26)
Purpose or Problem		Traditional program with low enrollment of all adult students. IVY tech now has a Human Services Associates degree which could be a feeder to our program
Change from		Traditional
Change to		Degree Completion hybrid
Site of Change		Catalog
Approval Level		Curriculum and Assessment
Artifact		Proposal
Topic	No	FW Policy
Date		Spring 2012 (January 18)
Purpose or Problem		Federal regulation to implement a FW grade
Change from		Administrative withdrawal being administered by the instructor
Change to		Withdrawal initiated by student or FW if the student stops attending or fails course due to attendance
Site of Change		Catalog and Registration Form and Policy and Procedure
Approval Level		Senate
Artifact		Procedures
Topic	No	Adjunct Hiring Process
Date		Spring 2012
Purpose or Problem		Required documents falling through the cracks. Lack of communication between program director, HR and academic affairs. Adjuncts are teaching before the criminal history is cleared
Change from		Generic procedures
Change to		Refined process which identifies roles, responsibilities and due dates



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Site of Change		Intranet: Policies and Procedures & HR
Approval Level		Vice President of Academic Affairs
Artifact		Hiring Process
Topic	No	Textbook Procedures
Date		Spring 2012
Purpose or Problem		According to bookstore staff, faculty were ordering books late, without director's approval and choosing expensive books. In addition faculty were taking books from the bookstore and charging towards academic affairs account
Change from		Ad hoc ordering process
Change to		Streamline process with procedures and dates
Site of Change		Website: Policy and Procedures
Approval Level		Vice President of Academic Affairs
Artifact		Textbook process
Topic	No	Course Evaluations
Date		Spring 2012
Purpose or Problem		Scantron machine is antiquated and inoperable so the decision was to go to an electronic system
Change from		Paper based course evaluations
Change to		Survey monkey for traditional course and paper based for non-traditional courses until next year when graduate students can also use Survey Monkey
Site of Change		Academic Support
Approval Level		Vice President of Academic Affairs
Artifact		Directions for Course evaluations
Topic	No	Ancilla Discontinuation
Date		Spring 2012
Purpose or Problem		Enrollment at Ancilla is low. Ancilla committee was established to develop and implement strategies. Communication increase, but enrollment has decreased. Only 20 students in both program graduating from Ancilla with Associates degrees. Data collected from student revealed that they have successfully fulfilled their level of education, going to a public institution or coming to CCSJ to play sports. With only one person interested the committee recommended to discontinue program.



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Change from		CJ and Business programs at Ancilla for Bachelor degree
Change to		Discontinue. Will look into future programs
Site of Change		Catalog
Approval Level		Ancilla Committee, Vice President of Academic Affairs, President
Artifact		Ancilla committee minutes
Topic	No	Rebranding of MSQA program
Date		Spring 2012
Purpose or Problem		Taping into the Quality Assurance market has been a challenge. The “Quality Assurance” label has contributed to our low enrollment.
Change from		MSQA
Change to		MSM
Site of Change		March Senate meeting
Approval Level		Curriculum and Assessment, followed by Academic Senate then Higher Learning Commission
Artifact		Letter from Higher Learning Commission
Topic	Yes	EMPOWER
Date		Spring 2012
Purpose or Problem		The institution discovered that data entered in certain fields were not entered correctly. The integrity of the data became an issue for the institution.
Change from		Disorderly usage of the system
Change to		Establishment of EMPOWER taskforce and policy and procedures
Site of Change		AQIP meeting minutes
Approval Level		Taskforce committee and AQIP steering committee
Artifact		Committee minutes
Topic	No	Sociology and Political Science Minors
Date		Spring 2012
Purpose or Problem		Interested students did not yet have the option of minoring in Sociology and Political Science. Business and Criminal Justice majors had interests in the courses; however, only Social Science majors were able to take advantage of the classes.



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Change from		Minors allowed only in major disciplines
Change to		Minors allowed in support areas, as well as in major disciplines.
Site of Change		Catalog
Approval Level		Curriculum and Assessment, followed by Faculty Senate
Artifact		Faculty Senate minutes for April 18, 2012 (specific acceptance of Sociology and Political Science minors)
Topic	No	Religion 131
Date		Spring 2012 (April)
Purpose or Problem		Need to provide additional offering for Catholic students to continue their faith formation.
Change from		Current course offering
Change to		Course fulfills the General Education requirement of a Religious Studies course (RLST 130)
Site of Change		Catalog
Approval Level		Curriculum and Assessment, followed by Faculty Senate
Artifact		Faculty Senate minutes for April 18, 2012, approval by Curriculum and Assessment Committee on March 28, 2012
Topic	No	Revision of Working Class Studies Program
Date		Spring 2012 (March/April)
Purpose or Problem		Program/courses did not reflect the course and the content of the program.
Change from		Working Class Studies
Change to		Labor and Community Studies
Site of Change		Catalog
Approval Level		Curriculum and Assessment, followed by Faculty Senate
Artifact		Proposal, Faculty Senate minutes for April 18, 2012, approval by Curriculum and Assessment Committee on March 28, 2012
Topic	No	Revamp of International Studies and Service
Date		Spring 2012
Purpose or Problem		Low program enrollment, program too long and no guaranteed placement with Peace



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Change from		Current program
Change to		In progress
Site of Change		Program literature and catalog
Approval Level		Program Director
Artifact		Program literature and catalog
Topic	No	History Minor
Date		Spring 2012
Purpose or Problem		Interested students did not yet have the option of minoring in History. Moreover, owing to recent changes in licensing rules for educators, the absence of a History minor could well have proved problematic for some of our Education majors.
Change from		Minors allowed only in major disciplines.
Change to		Minors allowed in support areas, as well as in major disciplines.
Site of Change		Catalog
Approval Level		Curriculum and Assessment, followed by Faculty Senate
Artifact		Faculty Senate minutes for February 15, 2012 (allowing for minors in support areas) and March 21, 2012 (specific acceptance of the History minor)
Topic	No	Human Services
Date		Spring 2012 (April)
Purpose or Problem		Delivery system
Change from		Degree Completion hybrid
Change to		Traditional
Site of Change		Curriculum and Assessment
Approval Level		Curriculum and Assessment
Artifact		Curriculum and Assessment minutes