Background

James Sprunt Community College has identified Key Performance Indicators (KPI) which are utilized in assessing the College’s performance in meeting its Institutional Goals. Each KPI has been identified with a specific Goal and is placed into one document called the Assessment of Goal Key Indicators (AGKI). The document is assembled annually and reviewed by the College and distributed to the community. Within the review there is a Background, Implications, Methodology, Discussion, Use of Results and Actions Taken section. College administrators respond to the Discussion, Use of Results, and Actions Taken.

The Background section is a description of the measure: how it was established, why it is important to the goal and why it is being used to measure the impact, efficiency and/or effectiveness of the College to meet its Institutional Goals. The Implications section is a narrative of the impact the measure may have on the community. The Methodology section is a description of how the data was collected. The Discussion section is a basic description of the data trends. The Use of Results section is a description of specific options the college has in responding the measure. Lastly, the Action Taken section is what the College is specifically going to do in the future to respond to the performance measure. Once the document is completed, the Institutional Effectiveness Committee reviews the document to be presented to the Board of Trustees.

This document is collected in the Office of the Coordinator of Research, Planning and Institutional Effectiveness, but the actual data points are collected from every division of the college. In 2001 there was a movement system wide to designate KPI of a community college. Since then, we have continually researched, gathered, documented and distributed these factors to the college and the community.
Executive Summary

Described below are summaries of actions the College needs to take for each goal.

Goal 1:

Curriculum Services – Licensure Certification

Encourage graduates of each program to take the certification exam and to do so in a timely manner following completion of the program. Incorporate the Certified Medical Assistant exam as a course requirement to ensure that the students sit for that exam. Develop a plan of action for addressing any programs with passage rates that fall below the requirements of the NCCCS Performance Measures and Standards.

Curriculum Services – Remedial Courses

Monitor data to see if the percentage of graduates taking and passing developmental courses stays consistent with the number of Associate Degree applicants whose placement test scores indicate a need for remedial education. A significant decline in the percentage should prompt a review of cause for the decline.

Curriculum/Continuing Education – Program Audits

Monitor curriculum and continuing education programs and records to prevent problems from occurring that could lead to exceptions or recommendations.

Curriculum Services – Graduates Employment Status

Look for ways to increase the response rate on the survey. Add an additional question to the survey that asks if a student is not employed in their major, why? Look at the timing of the survey to determine if sufficient time has passed from graduation for students to have had time to gain full-time employment in their major.

Curriculum Services – Program Retention Rate

In many cases, a high number of non-returning students indicates that the quality of instruction or the design of the curriculum is not acceptable for the student population and specific adjustments should be made to make the program and student completion rate acceptable.

Programs not maintaining an average enrollment of 10 or more students for a period of three consecutive years will be evaluated to determine if they need to be terminated. In some cases the college may determine that having an average enrollment of less that 10 is outweighed by the value of the program to our service area.
Executive Summary: Pg 4
James Sprunt Community College
Assessment Plan
09/09

Curriculum Services – Student Transfer to UNC System

The College will use the results to monitor the number of students transferring to a UNC system school. There are many factors affecting the number of students electing to transfer from JSCC to a UNC System school. The Vice President of Curriculum Services and the Department Head-General Education will annually review the number of transferring students and determine what, if any, actions need to be taken. Those actions will be included in College’s Action Plan.

The data for James Sprunt Community College is not as timely as the college would like. Because it is two years behind it is difficult to determine in a timely manner the impact of internal changes or external forces have had. The information in the UNC-System Transfer Student Performance Report does allow JSCC to see how it compares with rest of the Community College System in years past. Both the North Carolina Community College System and the UNC System are trying to increase the amount and timeliness of information community colleges receive regarding the performance of their transfer students.

Curriculum Services – Transfer Agreements

The special circumstances surrounding transfer agreements for associate in applied science programs, which are not designed for transfer, require bilateral rather than statewide articulation. Under bilateral agreements, individual universities and one or more community colleges may join in a collaborative effort to facilitate the transfer of students from AAS degree programs to baccalaureate degree programs. JSCC has 12 bilateral agreements 4 different public institutions and 1 with a private institution. James Sprunt Community College’s Academic Advisors and Transfer Counselors will have up-to-date information on transfer opportunities to both public and private senior institutions available for students.

Continuing Education – Licensure Certification

Report statewide average/national average performance for comparison where available. Encourage graduates of each program to take the certification exam and to do so in a timely manner following completion of the program. Develop a plan of action for addressing programs with passage rates that fall below the requirements of the NCCCS Performance Measures and Standards.

Curriculum Services – Programs Accredited or Reaffirmed

Programs that do not achieve approval, accreditation or affirmation will be evaluated through the program review process and changes made to correct the deficiencies noted during the survey process. The Vice President of Curriculum Services will continue to monitor the accreditation status of curriculum program as they are reviewed. Continue to implement plan of action for
ADN program to insure continuation of full approval. Continue to ensure that accreditation is maintained for all appropriate programs.

Curriculum Services – Mt. Olive Student Transfer

The Vice President of Curriculum Services and Department Head-General Education will monitor data for significant changes. Significant decreases in either total number of students, GPA or standing will trigger a review of the possible factors contributing to the decline and the development and implementation of an action plan to address the problem(s). Continue to seek additional data regarding student performance. Continue efforts to enhance relationship with Mount Olive College.

Curriculum Services – Student Transfer Performance

Most of the data needed for comparison on this measure is not available and consequently the ability to analyze performance is limited. This measure should be reviewed and criteria selected where the information is readily obtainable and that would allow a valid evaluation of transfer student performance. This measure is also included as a Performance Measure under the Accountability/Performance Funding Measures Policy of the NCCCS and James Sprunt did meet this standard this past year.

Curriculum Services – Program Reviews

Monitor the results of the NCCCS Performance Measures and JSCC’s results for areas of needed improvements. Insure that recommendations are included in the action plan and document the results from changes made based on the recommendations. None of the continuing education programs included in the program review process and it is still recommended that they be included. This should be included in the long range plan for Continuing Education.

Curriculum Services – Employer Satisfaction

In the future JSCC is going to continue to gather employer information on the completers survey, contact those employers by phone and continue to present the results to the college. Continue to use data gathering methodology from the 2008-2009 reporting year.
Goal 2:

**Continuing Education – Literacy Student Progress**

Continue to find ways of increasing student retention and providing new ways of instruction that will help students advance and complete their intended programs.

**Continuing Education – Basic Skills (GED & AHSD) Graduates**

Work with Duplin County Schools to develop a seamless form of communication and to work together to continue to decrease the number of dropouts each year and increase the number of graduates.

**Continuing Education – Adult Literacy Program Headcount**

Work with the college recruiter and within our department to plan targeted recruitment activities.

**Continuing Education – GED and AHSD Progressing into Curriculum Programs**

The basic skills instructors have already been bringing guest speakers into the GED classes to talk about careers and Occupational Extension training. The recommendation is to have someone that represents curriculum programs come in and speak with the classes. Also, field trips to some of the curriculum areas should be arranged so the students can see the type of programming available when they complete their GED/AHSD. The basic skills department also already has programming in place that includes a higher level college prep GED course designed to prepare students for matriculation into curriculum programming. Lastly, I recommend that a transition course is developed that students with an interest in curriculum programming could take while earning their GED.

**Continuing Education – Basic Skills Program Quality Outcomes**

Continue to improve on local retention, testing, instructional strategies and performance standards so we can ensure the integrity of the program.

**Continuing Education – Workplace Literacy Sites**

Conduct a survey of employers educational interests and type of educational services requested.

**Curriculum Services – Cooperative Agreements in Place**

Continue to meet with public school officials annually to determine that course offerings are meeting student needs. The college should increase their marketing efforts, particularly with regards to concurrent enrollment and CTP articulated programs.
Student Services – High School Dup Co Grads Entering the Next Academic Year

It is recommended to keep the Recruiter updated with where Duplin County high school students are graduating from, and what percentage is attending JSCC by high school.

Student Services – All High School Grads Entering the Next Academic Year

It is recommended to keep the Recruiter updated with where high school students are graduating from, and what percentage is attending JSCC by high school.

Student Services – All CTP High School Grads Entering the Next Academic Year

It is recommended to keep the Recruiter updated with where Duplin County CTP high school students are graduating from, and what percentage is attending JSCC by high school.
Goal 3:

**College Advancement – Use of Facilities by Outside Groups**

Continue to monitor and adjust newly implemented fee and contract structures which will increase operational and management efficiency of the facilities use. Upgraded scheduling software is recommended and will make more efficient analysis of the data possible. Week-end facility use is discouraged.

**Continuing Education – SBC and CTP Populations Served**

Work with the Customized Industry Training Coordinator to increase the number of those referred and the number of those ultimately counseled.

Allow the CTP Program to continue to expand its horizons and reach out to industries and work to rebuild and create new working relationships that can be of benefit to the business and JSCC.

**Continuing Education – Community Service Program Population Served**

Data confirmed the Community Service Program continues to serve the older population in the service area as mandated by the N.C. General Assembly. The mix of Community Service Block Grant classes and Self Supporting can be monitored to determine if there is a significant impact on enrollment and in funds available in subsequent Block Grants. Efforts to increase enrollment in each scheduled course can maximize return for the instructional funds expanded. This measure has implications for projecting registration fee receipts in the future.

**Continuing Education – SBC and CTP Client Satisfaction**

We need to continue to offer the basic SBC offerings in the Entrepreneur Academy Series, and add unique series such as the “Social Media” series, and “Going Green” series. We also need to continue to apply for grants to help fund instructional supplies, and other costs not possible with the normal SBC budget.

Mark Lennon and JSCC use all available resources media, newspaper to show what programs we are offering. Develop partnerships with Universities, i.e. NCSU to meet the needs that are being requested by multiple organizations for similar courses to help them stay within the county for their training needs. Finally, the department is going to use funds from B&I Support to reach as many clients as possible at one time to cover a wide range of students.
Curriculum Services/Continuing Education – Leadership Programs

Number of participants and level of satisfaction will be used to determine the need to continue to programs. Evaluation results from the leadership programs will be used to improve the quality or change the focus as the needed. Continue to offer leadership programs as budget allows.

President – Grant Outcomes

Work with the Grant Writer to increase the total funds awarded through grants.

Administrative and Fiscal Services – Cost per FTE

JSCC average cost/FTE will be monitored against the system average and other schools of similar size. If our figure becomes materially different from expectations, detail investigation into the difference will be undertaken. Continue monitoring this statistic.

College Advancement – Satisfaction with College Operations

All measures above met the 80% satisfaction requirement. But, the CCSSE did show below the mean measures. Those measures which Advancement need to respond to includes communication via e-mail between students and the college to improve efficiency of the college. Work with MIS and the Registrar to provide training by May, 2010. Update – training was provided by MIS and the Registrar to train faculty and staff on how to send bulk e-mails to all JSCC students and increase sharing of information with students and the College.

President – All Audits will be Exemption Free

The results of the FTE audit were used to develop training for the staff of the Continuing Education Division of the College. Several staff members received written advisories that they are to be held accountable for the documents that are require to document FTEs for the Continuing Education Division. Staff member also received training in completing and submitting document in a timely and accurate manner. The system for monitoring the flow of paperwork was examined and improved.

Administrative and Fiscal Services – Expenditure by Functional Areas

Data for 2006-07 is unavailable at this time this report is being published; however, historical data shows that the percentage of expenditures by JSCC by purpose reveals several things. JSCC is exceeding the average in curriculum instruction, continuing education, and academic support. This is largely the outcome of severe budget cuts that have forced cutting many services to students and focusing only on the basics. Smaller schools are impacted more greatly due to the thin margins we operate on. Look for areas to increase efficiency in all areas.
Administrative and Fiscal Services – College Investments

The decrease in investment earnings is the result of market conditions and the general state of the economy. Although the earnings from investments have declined, this return is still a favorable return for current economic conditions. Continue to invest in STIF account as it is a low risk steady income investment.

President – Satisfaction with MIS Department

To reduce cost it was elected to discontinue the PACE and SACE. An internal survey is going to be conducted fall 2010 to investigate satisfaction levels across JSCC concerning the MIS department. Have the Office of Research, Planning and Institutional Effectiveness meet with the MIS department to gather questions they would like to have included in the survey. Include the recommended questions in the survey.

College Advancement – Organizational Climate Satisfaction

Our lowest measure is the satisfaction with the amount of “appropriate feedback for your work” in which more than 90% of employees are somewhat satisfied to very satisfied. Establish a supervisors training program to educate all supervisors to become better stewards of their position. In addition, provide a quarterly newsletter regarding some Human Resource topics to campus.

College Advancement – Institutional Action Plan Success Rate

It is recommended to have planning units limit the number of objectives the establish and to continually review those they have documented to ensure there are 1) aware of their objective, 2) share that information with the department 3) properly measure the objective and 4) communicate to department heads the needs of the planning unit.

College Advancement – Number of Functions and Services Reviewed

After review by the Institutional Effectiveness Committee, the Function Service Review Cycle has been updated. Early College has been added to Goal 1 in the review year of 2011-2012. East Duplin High School has been added to Goal 1 in the review year of 2010-2012. And, Community Service Program and Self Supporting Courses have been combined due to the cease of Community Block Grants. Continue to have the Institutional Effectiveness Committee review the Function Service Review Cycle for updating.
Goal 4:

Administrative and Fiscal Services – College Passenger Vehicles

Information suggests several college vehicles need to be slated for replacement due to high mileage. Plan to replace higher mileage vehicles.

College Advancement – Scholarships Awarded

The amount of scholarships provided to JSCC students remains somewhat level; however, the amount of emergency loan funds awarded has increased dramatically over the past two academic years. This is a strong indicator that the institution is experiencing a sharp increase in students who are not properly prepared for funding their education as well as not properly advised on funding opportunities available. Continue to educate current and prospective students on the various funding opportunities available besides emergency loans.

Student Services – Amount of Financial Aid Awarded

Findings indicate that the number of curriculum students receiving financial aid continues to climb each year over the past 3 years. Due to the economic status of the economy, the number of students requesting financial aid should dramatically increase until the economy stabilizes and unemployment rates decline. Review the internal/external resources to assist the Financial Aid Office with the increased number of students requiring financial aid assistance. Additionally, seek state, local, and federal funding to support an additional staff member to meet the needs of students requesting/receiving financial aid.

Curriculum Services – ACRL Standards Met by Library

The library staff will continue to conduct a collection review in relation to the programs. This information will be used to improve the collection to meet the appropriate course ratios, including additions to current editions to the collection. The library staff will continue to weed the existing collection for outdated and unused material.

The college should review other physical areas that could be included to increase the library square footage. The library has reached its physical limits with the current square footage. There will be a need in the future to add square footage for both student study space and additional stack space. The future expansion should include a separate computer lab or space for an internet cafe, offering wireless access to the patrons.
**Administrative and Fiscal Services – Auxiliary Services**

Annual gross sales in the bookstore and cafeteria will fluctuate due to course offerings and the state of the local economy. While the PACE/SACE surveys have not been administered this year, Customers have indicated satisfaction with the services provided by the Bookstore and the cafeteria in prior years. Cafeteria revenues are significantly lower in 2007-08 due to vending being separated from the cafeteria and given to another company. Continue to review product offerings and possible ways to provide more economical service to students.

**Student Services – Student Retention and Graduation**

Findings indicated that JSCC has a higher percentage of students who graduate or return to JSCC to complete their degree requirements than the system’s average. During the 08/09 academic year, the percentage of graduating/returning students increased by 9% over the prior academic year. Continue to monitor graduation/return rates to see if New Student Orientation improves graduation and return rates.

**Student Services – High School Graduates Intent to Attend a CC.**

Since Duplin County School District is no longer gather graduates CC intent, it is recommended to use this information in AGKI Goal 2, Measure I, J and/or K.

**Student Services – Percent of Total Population**

There has been a decrease in the total percent served in our service area from 2006-2007 to the 2007-2008 academic year. There has been an increase in the percent of Curriculum Students served in Duplin County from 2007-2008 to the 2008-2009 academic year. JSCC percentage is nearly double the state average. Therefore, JSCC does recognize our accomplishments and will continue to monitor the results for the next reporting cycle. Also, it is predicted to increase for the 2009-2010 reporting year. It is recommended to place a greater emphasis on all programs to increase the percent of total population served by 1) establishing new programs and 2) marketing via the JSCC website, annual brochure and word of mouth.

**Curriculum Services – Level of use of Library Services**

The collected data has been reviewed by the librarian. The data will be used by the library to evaluate the usage of its services and collections and to improve library services and materials in the collection. Comparison to data from previous years will enable the staff to discern trends in library usage. The library staff will work with students, faculty, and staff to make appropriate changes to services and the collection as required by the ever changing population, including diversity issues. As the ACRL Standards have changed; I would recommend that measure A and B be combined in the future.
College Advancement – Marketing

1. Continue to promote “family-friendly” image
2. Emphasize image and programs offered, possibly spotlighting the Nursing Program
3. Break out the question “I have seen JSCC advertising/publications by mail, billboards, radio, newspapers, and/or television” so there can be a better determination of which advertising vehicles are most effective
4. Include “website” in the above question
5. Redefine survey questions to be multiple choice instead of open-ended, in order to better prioritize the most common answers.

Student Services – Student Satisfaction with Available Students Services

After interviewing students and the Financial Aid department it has been found there to be a lack of resources allotted to the department. Those resources are the availability of computers for students to complete online financial aid applications, and the lack of space for the Financial Aid department to work. Therefore, additional computers were utilized in the Career Counseling Center, and future plans are in place to convert the “Pool Room” as an area for students and Financial Aid department to utilize for process Financial Aid. Also, it is recommended to utilize the same methodology of measuring satisfaction levels to ensure the information can be benchmarked in future reviews.

Curriculum Services – Student satisfaction with Library Services

Explore the possibility of a permanent computerized classroom for orientation and research instruction classes. The library staff needs to develop research seminars and make these seminars available to students outside their regular course of study.
Goal 5:

**Administrative and Fiscal Services – Square Footage by Service Area**

JSCC figures are following the trend of the system precisely. As enrollment fluctuates the data will reflect this difference. JSCC appears to be in line with the other averages as published in the study. Continue to monitor this data to determine if JSCC’s data begins to trend contrary to expectations.

**Administrative and Fiscal Services – Age of Equipment**

The increasing cost and technical nature of equipment has made it difficult for JSCC to keep current with the limited funding we receive. JSCC will have to rely on repair/maintenance of equipment to extend the useful life of the equipment as much as possible. This problem has been exacerbated by large required reversion coupled with huge increases in enrollment. JSCC has been forced to revert equipment funds in order to have enough resources to provide classes. Small institutions like JSCC will always have to battle the increasing cost of equipment. Use increased funding from enrollment growth to fund equipment needs.

**Administrative and Fiscal Services – Satisfaction with Facilities**

Past findings reflect a relatively high degree of satisfaction with JSCC facilities and equipment. The main areas of “low satisfaction” with facilities remain to be proximity of parking to campus buildings, availability of parking, and availability of public transportation. The Questions for Equipment/Facilities were inadvertently left off the 2006-07 PACE and this survey has not been done since due to budget constraints. It is recommended to add previously added questions to the annual Faculty/Staff and Student Annual Survey.

**Administrative and Fiscal Services – Reported Accidents**

The College maintains an excellent safety record. Safety of the College’s staff, students, and visitors remains the top priority of Administrative and Fiscal Services. Continue to promote safety issues and concerns through the Campus Safety Committee.

**Administrative and Fiscal Services – Ranked Salaries**

Review the faculty salaries set by the state for the years 2004-2008 and compare to the salaries in 2002-2003. If there was not much of an increase in salaries, then determine what caused the rank to improve. If the rank improved due to faculty not leaving employment, then find ways to increase faculty retention rates. Also, it is recommended to also follow, Continuing Education Faculty Ranking, President Rankings, Administrative Ranking and Supporting Staff Ranking and have respective VP respond in the “Discussion of Findings,” “Use of Results” and “Recommendations.”
Administrative and Fiscal Services – Participation in Professional Development

It is recommended to continue to investigate “level of satisfaction of staff development” through an internally conducted survey. Also it is recommended to create a professional growth committee to examine and develop ideas for JSCC’s professional development. Because of Return to Industry funds are insolvent, JSCC will to have to take a more proactive role to foster professional development. Therefore, my recommendation is to establish a professional growth committee by July 1, 2010 and have the committee develop a professional develop plan by July 1, 2011.

It is also recommended to provide opportunities for faculty and staff to network and foster relationships. Therefore a recommendation will be made to the professional growth committee to create a professional growth plan that shows how JSCC will provide opportunities to faculty and staff.

Recommend to the personnel committee to implement a mandatory training schedule annually to educate faculty/staff with information/laws that have changed.

Administrative and Fiscal Services – Faculty and Staff Experience

The experience for faculty/staff has been relatively the same since 04-05. There has been a decrease in total turnover since 07-08. There also has not been a wide variation of reasons for leaving in the past year. Update the exit interview process to include additional reasons for leaving (example: salary, personal, medical). Recommend to the personnel committee to examine the needs of our faculty/staff to decrease the turnover rate.
Goal 6:

Curriculum Services – Student ACA 115 Completed by 15 Credit Hours

The initial data gathering design was established by the QEP Assessment Committee. The group consisted of JSCC faculty and staff. It was expected to have the information pulled from the College’s database without knowledge which specific steps which would have to be taken. Currently, there is not a way to answer the question “how many students are taking ACA 115 within their first 15 credit hours?” It is recommended to add a question to the ACA 115 Student Survey.

Curriculum Services – CCSSE Results

James Sprunt Community College is above the mean when compared to other small community colleges in many areas. Also, James Sprunt Community College is below the mean for “Active and Collaborative Learning” and “Academic Challenge” when compared to other small community colleges. Specifically, James Sprunt Community College was below the mean for “came to class underprepared,” “worked with other students” and communicated with instructors via email.”

1) It is recommended to establish an initiative to advise faculty to focus on students being prepared for class.
2) It is recommended to establish an initiative to increase group work in class.
3) It is recommended to establish additional focus on supplement communication via email.

Curriculum Services – Faculty participation in ACA 115 Faculty Seminar

It is recommended to increase the number of faculty members trained to meet the needs of the increased need for ACA 115. Also, it has been found in the ACA 115 Faculty Training Seminars that information presented to the faculty members can be used in other courses. Therefore, place greater importance on how to incorporate ACA 115 teaching methods into other courses.

Curriculum Services – Faculty Satisfaction with the ACA 115 Faculty Seminar

Use the results from the survey to modify future ACA 115 Faculty Seminars. There were 12 faculty members trained in the 2008-2009 ACA 115 Faculty Seminar with a 97.6 Satisfaction level.

Curriculum Services – Allotted QEP Budget

Run an annual report (by budget code) to investigate the actual amount of funds spent toward the QEP. Work this the Vice President of Curriculum Services and the QEP Coordinator to ensure James Sprunt Community College is allotting appropriate funds.