COLUMBIA GREENE COMMUNITY COLLEGE

Institutional Effectiveness Report Card

2017 - 2018

Introduction

Institutional effectiveness is a systematic and continuous process that measures how well the College is achieving its mission. It is accomplished by integrating the functions of institutional research, assessment, and strategic planning to help promote data-driven decision-making. Institutional effectiveness also plays a critical role in improving the College's academic programs, student support services, and overall financial health.

The institutional effectiveness process begins with the College's *mission statement*:

> Columbia-Greene Community College welcomes a geographically and culturally diverse student population, is dedicated to developing and administering high quality post-secondary educational programs that are accessible to the residents of the service area, is responsive to the changing needs of the community, maintains a caring environment that is dedicated to personal attention, and recognizes its responsibilities for providing transfer, vocational, technical, remedial, and lifelong learning for all.

The College mission is further defined by *six institutional goals*:

(1) Quality Education,
(2) Accessibility,
(3) Excellent Facilities,
(4) Student Centered,
(5) Service to the Community, and
(6) Sound Management.

These goals, as described in the College's five-year *Strategic Plan*, also contain measurable objectives and performance standards, which facilitate institutional effectiveness and promote sustainable, periodic assessment practices.

At the end of each academic year, the *Institutional Assessment Planning Group* and the *Strategic Planning Committee* collectively plan the development of the annual *Institutional Effectiveness Report Card*.

Institutional objectives are assessed on a cycle, and their selection for inclusion in the Report Card is determined in advance by College priorities and other factors.

The Report Card utilizes both *direct* and *indirect* measures by leveraging data and information from a variety of sources, including but not limited to academic and administrative assessments, surveys, institutional research, and peer benchmarking reports. The first Report Card was shared with the College community in 2012, and it continues to serve as an invaluable source of information to assist with planning efforts on campus.

Strategic Plan At-a-Glance

*Strategic objectives are assessed on a cycle and are selected based on college priorities. The objectives chosen for the <u>2017 - 2018 edition</u> of the Report Card are shown in **bold**.*

Goal 1: Quality Education

Objective 1:   Students will attain core academic proficiencies as defined in our Academic Philosophy
Objective 2:   Academic support services will reflect the College's commitment to excellence
Objective 3:   The teaching and learning environment will meet or exceed student expectations
Objective 4: The College will provide academic programming that is responsive to the needs of its service area

Goal 2: Accessibility

Objective 1:   Affordability
Objective 2:   Prepare academically challenged students for College success
Objective 3: Maintain a diverse student population

Goal 3: Excellent Facilities

Objective 1:   Provide a physical infrastructure that supports the College's commitment to educational excellence
Objective 2:   Provide effective technology that supports teaching and learning
Objective 3:   Provide effective technology that supports administrative computing
Objective 4:   Maintain a safe and secure campus

Goal 4: Student Centered

Objective 1:   The College will foster an atmosphere where students are supported in the learning environment
Objective 2:   The College will provide students with opportunities for personal growth and enrichment

Goal 5: Service to the Community

Objective 1:   The College will effectively serve the social, cultural needs of its local community
Objective 2:   The College will provide career and workforce development programming to meet the needs of the local community

Goal 6: Sound Management

Objective 1:   Enhance institutional effectiveness through leadership, planning, and accountability to ensure public trust
Objective 2:   The Columbia-Greene Community Foundation will contribute to the financial wellbeing of the College and will be a formidable force in advancing academic programs and College facilities
Objective 3:   The College will promote its mission through consistent, effective messaging and branding aimed at prospective students, the community at-large, stakeholders, and current students
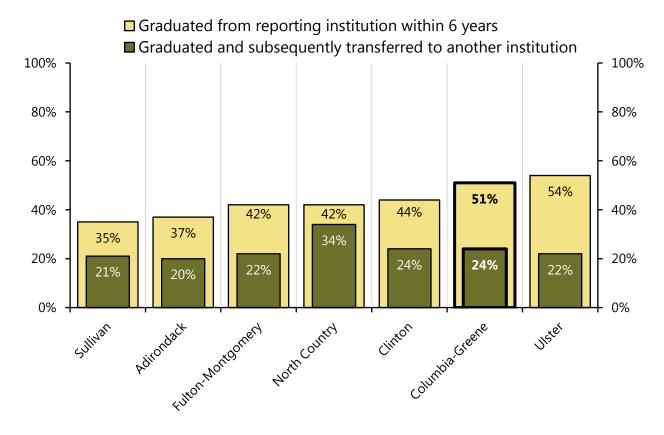
Goal 1: Quality Education

Objective 4 **The College will provide academic programming that is responsive to the needs of its service area**

Standard 4.2   Transfer rates compare favorably with peer institutions

Measure   *Graduation and transfer rates*

The percentage of graduates who continue their education at another institution is a direct measure of academic program transferability. The Student Achievement Measure (SAM) is a nationally recognized peer benchmarking tool that tracks student completion and transfer rates over six years. Columbia-Greene's Office of Counseling, Career, and Transfer Services provides students with the resources that are necessary for successful transfer to both public and private institutions.

<u>**Figure 1.**</u> **Peer comparison of six-year graduation and transfer rates**

<u>Cohort:</u> First-time students who entered in Fall 2011 and earned 12 or more credits by the end of their second year.
Exception: North Country data only available for Fall 2009 cohort; Ulster data only available for Fall 2010 cohort.
<u>Source:</u> Student Achievement Measure (http://www.studentachievementmeasure.org)
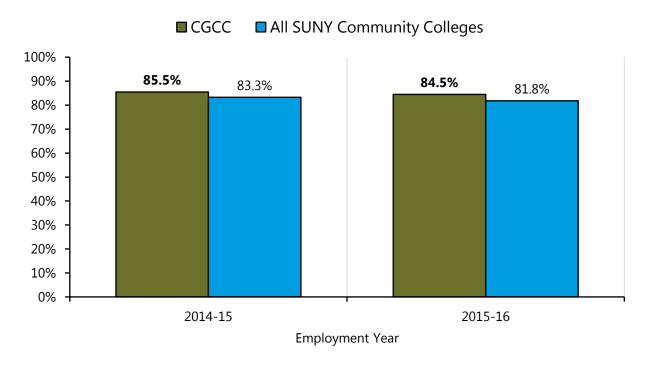
Goal 1: Quality Education

Objective 4 **The College will provide academic programming that is responsive to the needs of its service area**

Standard 4.3   Job placement rates will compare favorably with state and national benchmarks

Measure   *Job placement rates*

The State University of New York (SUNY) recently released a report that included New York State employment information for all SUNY graduates. Columbia-Greene uses this information to inform the development of academic programming that meets the needs of the local community and provides students with gainful employment opportunities.

<u>Figure 2.</u>   Percentage of completers employed in New York State after graduation

Cohort: Students who graduated with an Associate degree in the 2013-14 academic year
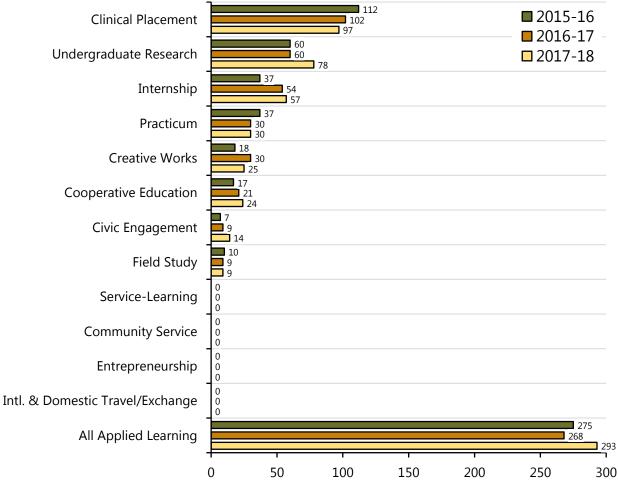Source: SUNY Completers Wages Report, January 2018

Goal 1: Quality Education

Objective 4 The College will provide academic programming that is responsive to the needs of its service area

Standard 4.4   Maintain or expand applied learning opportunities

Measure   *Student enrollment in applied learning courses*

Currently, all of the College's academic programs offer applied learning opportunities both inside and outside the classroom. A total of 36 courses provide applied learning experiences.

Figure 3.   Number of students enrolled in courses that offer applied learning

Applied Learning Courses: Clinical Placement: NU101, NU102, NU201, NU202; Undergraduate Research: BI119, BI128, BI218, PS104, SL113; Internship: AH203, BU211, CJ294, CJ295, CJ296, CP112, CP113, CP114, ED104, ED114, HS105, HS230; Practicum: AH106, AH107, BI214, HS110; Creative Works: AH201, CJ250, DA101; Cooperative Education: AT101, AT102, AT203, AT204, AU131, AU231; Civic Engagement: HS212; Field Study: CJ298.
Source: CGCC registration data

Goal 2: Accessibility

Objective 3   Maintain a diverse student population

Standard 3.1   Maintain optimum level of students by recruiting in new markets

Measure   High school enrollment yield; Admissions recruiting calendar

The high school graduating class sizes in Columbia and Greene County public school districts have steadily declined since 2010. This decline has a direct impact on the College's first-time enrollment yield. In response, the College Admissions Office now recruits from new, alternative sources to attract students, including the Washington YMCA Tour Group, the Hudson Farmers Market Community Meeting, Columbia High School's College/Career Fair, Sunset Park High School's Tour, and the Adirondack School Counselor's College Night. Admissions continues to recruit from other alternative sources to respond to the impact of continuously declining high school populations in both counties.

Figure 4.   Impact of local high school graduating class sizes on first-time enrollment

Source: New York State Education Department (https://data.nysed.gov) and CGCC registration data

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Goal 2: Accessibility

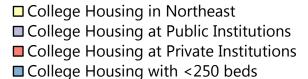**Objective 3 Maintain a diverse student population**

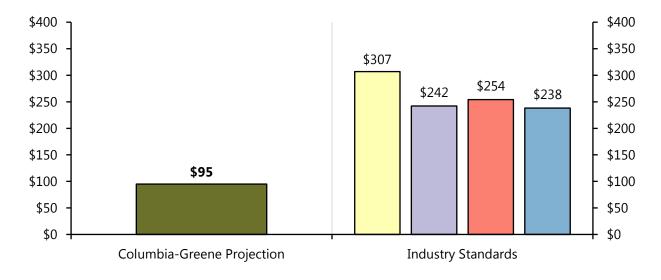Standard 3.2   Continue to evaluate the need for residential housing

Measure   Building costs per square foot

In Fall 2012, Columbia-Greene engaged a program management and development advisory firm to perform a student housing market analysis for on-campus housing. Focus groups, student surveys, demand analyses, financial modeling, and housing impact analyses were conducted to determine the feasibility of on-campus housing at the College.

Although it was found that an on-campus housing project would be possible at a construction cost of $95 per square foot, this number falls short of most building standards and is also incapable of producing a high-quality living experience for students.

Figure 5.   Projected on-campus housing costs per square foot at CGCC, compared to industry standards for college housing construction

Conclusion

The development of the Institutional Effectiveness Report Card is a collaborative effort between the Office of Planning and Institutional Effectiveness, the Strategic Planning Committee, the Institutional Assessment Planning Group, and all other campus constituents who remain dedicated to student success at Columbia-Greene.

Vision and Mission of the Office of Planning and Institutional Effectiveness

Vision
A campus community inspired to use smart, actionable data for innovation and continuous improvement

Mission
The Office of Planning and Institutional Effectiveness promotes a culture of innovation and continuous improvement by providing the campus community with user-friendly data and information to help support data-driven decision making, strategic and master planning, enrollment management, grant development, academic and unit assessment, institutional accreditation, and student success.

To learn more about planning and institutional effectiveness at CGCC, please contact the *Office of Planning and Institutional Effectiveness* at (518) 828-4181, extension 3352.