



Walnut Hill College

Founded in 1974 as The Restaurant School

Institutional Assessment and Improvement Plan 2020 – 2025

Departmental Review Date: July 13, 2021

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IAIP SUMMARY

Management

Focus for improvement in management includes reassessment of hierarchy and areas of responsibility, improvements in compliance, and adding program specialists.

1. MGT1. Assess, evaluate, and modify manager/director positions.
2. MGT2. Implement bi-annual departmental audits for compliance with regulations including ACCSC Standards of Accreditation.
3. MGT3. Incorporate Program Directors for each program of study.

Fiscal Condition and Budget

As a primarily tuition-driven institution of higher learning, Walnut Hill College fiscal condition and budgetary guidelines are propelled by its ability to enroll, retain, matriculate and graduate students. As such, its financial goals are centered on these key areas.

1. FCB1. Increase lead generation.
2. FCB2. Increase ratio of generated leads to enrollments.
3. FCB3. Increase graduation rates.
4. FCB4. Increase industry, vocational, and college articulation agreements.
5. FCB5. Increase enrollment in Extended Programs.

Administrative Policies and Practices

To improve student and employee satisfaction levels and therefore retention the focus is on upgrading the colleges Customer Relationship Management software and assessing the quality of our team member policies and benefits.

1. APP1. Upgrade Customer Service Management system.
2. APP2. Revise Team Handbook to integrate new polices.

Student Support Services

Student support services is seeking to improve the student experience through increased access to resources, early warning initiatives, improved advising, and enhanced student activities on campus.

1. SSS1. Assess the College's academic resources available to students and identify areas for improvement or enhancement.
2. SSS2. Assess the College's At-risk program and identify areas for improvement or enhancement.

3. SSS3. Assess the college's Academic Advising services, protocols, and policies for improvement or enhancement.
4. SSS4. Assess the college's Student Life department, program, and services for improvement or enhancement, specifically increasing the number of student clubs by 25% and developing a new method for tracking Student Life and Learning Points.

Faculty and Staff Development

Assessing and enhancing the current faculty development programming, internally and externally, is the area of focus for development.

1. FSD1. Improve the college's faculty professional development program by setting benchmarks to be completed by faculty external to the institution.
2. FSD2. Create and implement a professional development program for non-faculty staff.
3. FSD3. Improve the college's internal professional development offered.

Education Program Curricula

Enhancing relationships with hospitality industry employers, exploring dynamic forms of pedagogy, and ensuring alignment of program goals remain in alignment with courses and curriculum are the focus of curricula.

1. EPC1. Continually ensure that the curriculum offered meets the demands and are current with industry requirements.
2. EPC2. Improve overall pedagogy and ensure current methods are effective and contemporary.
3. EPC3. Complete assessment and alignment of learning objectives to course goals.
4. EPC4. Continually review and confirm that current curriculum is meeting the student learning outcomes.

Learning Resource System

Increasing student utilization of learning resources is the primary objective for our learning resource system.

1. LRS1. Increase student use of library resources.
2. LRS2. Evaluate collection (print & online) coverage to ensure it is appropriate for current coursework.

Equipment and Supporting Materials

As program offerings increase, the focus of equipment and supporting materials is on ensuring maintenance of equipment for current programs while researching and budgeting for resources for planned programs as well as to upgrade computers for student use.

1. ESM1. Maintain and/or upgrade required and appropriate equipment and resources for each program of study.
2. ESM2. Secure equipment and resources for future programs.

3. ESM3. Upgrade campus technology resources for staff and students.

Facilities

Maintenance of current facilities and identifying areas of need for future programming are included in the facilities goals.

1. FAC1. Ensure current facilities are maintained adequately.
2. FAC2. Review the college's current and future programming and use it as a guideline for prioritizing development.

Student Achievement Outcomes

Taking steps to ensure ACCSC benchmarks for student achievement outcomes and ensuring the transfer of learning is taking place are the key priorities for student achievement outcomes.

1. SAO1. Match and exceed the benchmarks for employment rates after graduation of the student body.
2. SAO2. Match and exceed the benchmarks for graduation rates.
3. SAO3. Match and exceed the benchmarks for retention.
4. SAO4. Ensure that the knowledge and skill taught and offered to the students via the current curriculum is obtained by the student body.

Emergency Preparedness

As a new area of the IAIP, the primary focus is to have a comprehensive plan in place and continually assess its effectiveness.

1. EP1. To have a comprehensive Plan that can be placed on the College Website as its own section.

Management

Focus for improvement in management includes reassessment of hierarchy and areas of responsibility, improvements in compliance, and adding program specialists.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
MGT1. Assess, evaluate, and modify manager/director positions.					
	MGT1a. Align number of managers/directors with the enrollment of the college with a focus on fiscal awareness and responsibility.	Conduct analysis of current managers/directors roles and responsibilities.	Spring/summer 2021	Job analysis assessment	
		Assess areas of overlapping responsibilities and/or underutilization.	Spring/summer 2021	Job analysis assessment	
		Realign leadership roles to increase effectiveness, efficiency, and fiscal responsibility.	Summer 2021	Executive meeting	Reduce levels of management resulting in lowering expenses.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
MGT2. Implement bi-annual departmental audits					

for compliance with regulations including ACCSC Standards of Accreditation.					
	MGT2a. Improve compliance efforts with regulatory agencies.				
	MGT2b. Achieve 'School of Distinction' status with accrediting body.				
		Achieve reaccreditation with ACCSC.	Spring 2021	Reaccreditation outcomes.	Reaccreditation
		Analyze and address areas of weakness in reaccreditation.	Spring of 2021	ACCSC Report	Identification of areas of concern.
		Department directors design self-audit tools for each department.	Summer 2021	ACCSC Standards of Accreditation Departmental standards State standards	Departmental audit tool(s)
		Implement bi-annual audits. One self-audit by the director (announced). One unannounced audit by non-departmental member.	Winter and Summer 2022 and ongoing annually.	Audit tool	Improved regulatory compliance
		Obtain School of Distinction status with ACCSC.	Upon completion of next scheduled reaccreditation.	Reaccreditation	School of Distinction

					7-year Reaccreditation Status
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
MGT3. Incorporate Program Directors for each program of study.					
	MGT3a. Improve enrollment and matriculation in each program of study.				
	MGT3b. Increase ongoing improvement efforts for each program.				
	MGT3c. Increase community and industry relationships.				
		Assess enrollment and matriculation rates for each program of study.	Ongoing through 2024	Analysis of statistical data (enrollment, persistence, graduation, employment rates, etc...) by program.	Assessment of student population by program of study.
		Based on results of assessment of population by program of study,	Spring 2024	Results of assessment	Dedicated program director for each program of study

		consider benefits of hiring/promoting a Program Director.			support program improvements, student outcomes, and internal/external relationship building.
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Fiscal Condition and Budget

As a primarily tuition-driven institution of higher learning, Walnut Hill College fiscal condition and budgetary guidelines are propelled by its ability to enroll, retain, matriculate and graduate students. As such, its financial goals are centered on these key areas.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB1. Increase lead generation for all programs.					
	FCB1a. Redesign college website to increase traffic.	Identify and secure services of web design company with verifiable success at increasing website traffic and enrollments for institutions of higher education.	Fall 2021	Online reporting	Web design company secured.
		Redesign of website to focus on lead generation and application submission.	Summer 2022	Web design company.	Launch updated website.
	FCB1b. Assess current and potential lead generation sources.	Director of Marketing and Admissions assess current VIP lead sources.	Winter/Spring 2021	Campus reporting.	Analysis of lead source success rate.
		Identification and analysis of additional/new lead sources.	Summer 2021 and ongoing	Online reporting.	Analysis of additional lead sources.
		Secure new lead sources and assess annually.	Summer 2021 and ongoing	Contracts	Additional VIPs.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
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FCB2. Increase ratio of generated leads to enrollments.					
	FCB2a. Enhance applicant on-ground visits and tours.	Conduct ongoing training with Admissions and Financial aid teams.	Bi-monthly beginning November 2020. Revision standards by September 2021.	Training materials based on desired behaviors.	Enhanced admissions tours.
	FCB2b. Redesign Open House events.	Assess current Saturday 'Open House' events and redesign for improved engagement experience by Director of Admissions, Admissions Team, and college president.	Revision complete by September 2021.	Open house template design.	Improve attendance at, and enrollments from Open House events.
	FCB2c. Streamline overall application process.	In coordination with APP1a, streamline all application materials and processes to online processes.	Summer 2021	Upgraded CRM with online application.	Online application process available.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB3. Increase graduation rates.					
	FCB3. In coordination with SSS1a. Increase in Persistence, Retention Rate and Graduation Rates.	Institute a Enrollment, Retention, and Employment Committee comprised of appropriate team members (Admissions Director, Dean, Student Life and Learning Coordinator, etc...) to address graduation rates.	February 2021 and ongoing.	Ongoing analysis of retention rates.	Ongoing CRM Reporting.

		In conjunction with FCB1 and FCB2: Create and enhanced, integrated marketing communications process college wide which will generate inquiries among selected targets and support customized, technologically-enabled response mechanisms to follow prospects from inquiry through application, enrollment, registration, retention, graduation, and alumni.	Summer 2021 and ongoing	Campus data.	Increased enrollment and graduation rates.
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB4. Increase industry, vocational, and college articulation agreements.					
	FCB4a. Assess current articulation agreements.	High School coordinator and Admissions Director complete analysis of current articulation agreements assessing each for viability.	Spring 2021	Current articulation agreements and CRM reporting.	List of articulated schools with high enrollment and graduation rates.
	FCB4b. Identify appropriate regional vocational schools for articulation.	High School coordinator and Admissions Director identify regional vocational schools with which WHC is not articulated.	Summer 2021	Online reporting.	List of regional schools to articulate.
	FCB4c. Identify appropriate regional community colleges for articulation.	Admissions Director identify regional colleges with culinary, pastry, hospitality programming for articulation.	Summer/Fall 2021	Online reporting.	List of regional community colleges to articulate.
	FCB4d. Identify appropriate industry	EVP and Career Services Coordinator identify national associations offering	Summer/Fall 2021	Online reporting	List of associations to articulate.

	associations for articulation.	training/programing that may be articulated.			
	FCB4e. Complete articulation agreements with identified organizations/schools.	Admissions Director and High School coordinator contact colleges, schools, and associations.	Fall /Winter 2021/22	Direct contacts.	Increased levels of articulation for all programs at all levels.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FCB5. Increase enrollment in Extended Programs.					
	FCB5a. Obtain approval for distance education.	Dean of Teaching and Learning, EVP, and faculty complete approval applications.	Winter 2021	State and ACCSC distance education applications.	Approval for distance education.
	FCB5b. Modify EP programs to enhance online delivery of education.	EVP, faculty, and Dean revise EP programming to create more desirable programming that allows for flexibility in scheduling.	Summer 2021	Outline of Degree programs ACCSC Approval	Revised program.
		Launch revised programs.	January 2022	Revised program	Launch.

Administrative Policies and Practices

To improve administrative policies and practices, technological solutions will be identified and policies will be reassessed for current needs.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
APP1. Upgrade Customer Service Management system.					
	APP1a. Identify cost effective solutions to replace current CRM.	Director of Marketing, Admissions, and Campus Development with EVP identify options for upgraded CRM that supports student engagement throughout the student life cycle.	Summer 2021	Online reporting and research.	CRM options identified.
	APP1b. Select and integrate new CRM.	Directors select optimal CRM on boarded by Director of Campus Development.	Summer 2022	CRM	Launch new CRM.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
APP2. Revise Team Handbook to integrate new polices.					
	APP2a. Assess current Team Handbook for policies and benefits that require modification or can be improved.	Director of Administrative services and ad hoc committee review current Team Handbook and assess it for modifications.	Summer 2021	Team Handbook and committee	Assessment of current benefits and policies.

	APP2b. Research industry best practices and survey team for benefit offerings and determine policies that may enhance team member satisfaction.	Director of Administrative services and ad hoc committee research industry practices related to policies and benefits. Survey team members for desired benefits.	Fall 2021	Research and survey.	Policy and benefit revisions identified.
	APP2c. Revise handbook and introduce to team members.	Director of Administrative services revise handbook and present to team members.	Winter 2021	Team Handbook	Improved and/or updated policies and benefits.

Student Support Services

Student support services is seeking to improve the student experience through increased access to resources, early warning initiatives, improved advising, and enhanced student activities on campus.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SSS1. Assess the College’s academic resources available to students and identify areas for improvement or enhancement.					
	SSS1a. Increase in Persistence, Retention Rate and Graduation Rates.				
	SSS1b. Decrease in the number of students found to be At-Risk.				
		Conduct analysis of current academic resources available to students that are successful in supporting academic achievements.	2020/21 AY: Academic Affairs Committee; Student Success Advisors; Librarian	Literature reviews and research.	
		Conduct research identifying academic resources currently not available at the college.	2020/21 AY: Academic Affairs Committee;	Internal analysis.	

			Student Success Advisors; Librarian		
		Evaluate options resources made available to students.	AY 2021/22; Academic Affairs Committee; CAO	AAC meeting.	
		Recommendations to Executive Committee for resources made available to students.	Spring 2022; Academic Affairs Committee		Improved resources to increase persistence and graduation; decrease attrition.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SSS2. Assess the College's At-risk program and identify areas for improvement or enhancement.					
	SSS2a. Improve the effectiveness of the at-risk program in identifying students at-risk and providing additional resources				
	SSS2b. Increase in Persistence, Retention Rate and Graduation Rates.				

	SSS2c. Decrease in the number of students found to be At-Risk.				
		Review and evaluate the current at-risk program at the college obtaining feedback from staff members.	Research 2020-2022 to allow for full programs to start and end; Dean of Teaching and Learning, Academic Affairs Committee	Internal analysis.	
		Conduct research identifying other elements of an at-risk program used at other institutions.	Recommendations to CAO by 2023; Dean of Teaching and Learning, Academic Affairs Committee	Internal meeting.	
		Evaluate options and implement any new elements to the at-risk program.	Adoption September 2023; Dean of Teaching and Learning, Student Success Advisors	Internal implementation.	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SSS3. Assess the college's Academic Advising services,					

protocols, and policies for improvement or enhancement.					
	SSS3a. Increase in Persistence, Retention, and Graduation Rates.				
	SSS3b. Decrease in the number of students found to be At-Risk.				
	SSS3c. Increase in enrollments specifically related to transfer credits.				
		Review and evaluate the academic services, protocols, and policies currently in place at the college.	Review and evaluate 2020-2021; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer	Internal analysis.	

		Review and evaluate the policies outlined in the student handbook.	Review and evaluate 2020-2021; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer, Faculty Council	Internal analysis.	
		Research and review the academic services, protocols, and policies at other institutions.	Research and review 2021-2022; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer	External research.	
		Evaluate current and potential options for academic services, protocols, and policies and make amendments to those applicable.	Review and evaluate amendments 2022-2023; Academic Affairs Committee, Student Success Advisors, Dean of Teaching and Learning, Chief Academic Officer, Faculty Council	Internal analysis, review, and implementation.	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SSS4. Assess the college’s Student Life department, program, and services for improvement or enhancement, specifically increasing the number of student clubs by 25% and developing a new method for tracking Student Life and Learning Points.					
	SSS4a. Increase in the number of clubs offered at the college				
	SSS4b. Increase in the number of club facilitators				
	SSS4c. Increase in the number of attendees at club events				

	SSS4d. Positive feedback from staff and students about the new implemented tracking method for Student Life and Learning Points				
		Review and evaluate the Student Life Program and services	Review and evaluate 2020-2021; Residential Life and Learning Council, Faculty Council, Admissions department, Strategic Enrollment and Management Committee, Academic Affairs Committee, Director of Student Life	Internal analysis.	
		Review and evaluate the current student clubs and process involved in creating clubs and finding club facilitators	Review and evaluate 2020-2021; Residential Life and Learning Council, Faculty Council,	Internal analysis	

			Admissions department, Strategic Enrollment and Management Committee, Academic Affairs Committee, Director of Student Life		
		Research and evaluate alternative options for tracking Student Life and Learning Points.	Review and evaluate 2021-2022; Director of Student Life	Internal and external research.	
		Implement new processes and procedures for creating clubs along with implementing a new method for tracking Student Life and Learning Points.	Implement new processes and procedures 2022-2023; Director of Student Life	Internal implementation.	

Faculty and Staff Development

Assessing and enhancing the current faculty development programming, internally and externally, is the area of focus for development.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD1. Improve the college’s faculty professional development program by setting benchmarks to be completed by faculty external to the institution.					
	FSD1a. Benchmarks are implemented into professional development requirements and tracked by Dean and CAO in yearly evaluations.				
		Review the current professional development offered internally by the college.	Review conducted 2020-2021; Dean, CAO, and Academic Affairs Committee	Internal Analysis	
		Conduct research identifying Professional development programs at other institutions	Research conducted 2021-2022; Dean, CAO,	External Research	

			and Academic Affairs Committee		
		Review the current finances offered to faculty for professional development	Recommendations to Executive Council Summer 2022; CAO and Executive Vice President	Internal Analysis and Recommendations	
		Create benchmarks for external professional development	Adoption September 2022; Dean and CAO	Internal Implementation	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD2. Create and implement a professional development program for non-faculty staff.					
	FSD2a. Professional development program is implemented into staff employment requirements.				
	FSD2b. Professional development benchmarks are				

	reviewed during yearly evaluations.				
		Review the current professional development offered internally by the college, if any.	Review conducted 2020-2021; Vice President of Administrative Services, Executive Committee, Academic Affairs Committee, CAO, Dean of Teaching and Learning	Internal analysis	
		Conduct research identifying Professional development programs at other institutions for non-faculty staff.	Research conducted 2021-2022; Vice President of Administrative Services, Executive Committee	External research	
		Review the current finances offered to staff for professional development, if any.	Recommendations to President Summer 2022; Vice President of Administrative Services, Executive Committee	Internal analysis and recommendation	

		Create benchmarks for non-faculty staff professional development and tracking system	Adoption September 2022; Vice President of Administrative Services, Executive Committee,	Internal implementation	
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FSD3. Improve the college's internal professional development offered.					
	FSD3a. Staff and faculty surveys to evaluate the amended internal professional development offered				
		Review the current professional development offered by the college.	Review conducted 2020-2021; Vice President of Administrative Services, Executive Committee, Academic Affairs Committee, CAO, Dean of Teaching and Learning	Internal analysis	

		Conduct research identifying Professional development offered internally at other institutions	Research conducted 2021-2022; Vice President of Administrative Services, Executive Committee	External research	
		Review the current finances available for internal offered professional development	Recommendations to President Summer 2022; Vice President of Administrative Services, Executive Committee	Internal analysis and recommendation	
		Amend current internal professional development programs	Adoption September 2022; Vice President of Administrative Services, Executive Committee,	Internal implementation	

Educational Program Curricula

Enhancing relationships with hospitality industry employers, exploring dynamic forms of pedagogy, and ensuring alignment of program goals remain in alignment with courses and curriculum are the focus of curricula.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
EPC1. Continually ensure that the curriculum offered meets the demands and are current with industry requirements.					
	EPC1a. Increase in employment rates after graduation				
	EPC1b. Survey of the PAC				
		Survey the Program Advisory Committee and Faculty Council bi-annually to provide current requirements of the industry	2020-2025 Each year involves bi-annual surveys of the PAC and Faculty Council with amendment to curriculum as needed; Dean, CAO, Program Advisory Committee,		

			Faculty Council, Academic Affairs Committee		
		Review and evaluate the curriculum in meeting the requirements of the industry	2020-2025 Each year involves bi-annual surveys of the PAC and Faculty Council with amendment to curriculum as needed; Dean, CAO, Program Advisory Committee, Faculty Council, Academic Affairs Committee		
		Make amendments to the curriculum when and where necessary	2025 Internal Implementation; Dean, CAO, Program Advisory Committee, Faculty Council, Academic Affairs Committee		

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
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EPC2. Improve overall pedagogy and ensure current methods are effective and contemporary.					
	EPC2a. Course surveys completed by students				
	EPC2b. Classroom observations completed by Dean				
	EPC2c. Increase in academic standings of students				
		Students continue to complete course surveys each quarter	2020-2021 Review of course surveys; Dean of Teaching and Learning, CAO	Internal analysis	
		Research contemporary pedagogy methods	Fall 2021 research contemporary pedagogy; Dean of Teaching and Learning, CAO,	External research	

			Faculty Council, Academic Affairs Committee, Librarians, Student Success Advisors		
		Offer professional development to faculty on new methods	Spring 2022 Professional development offered to faculty; Dean of Teaching and Learning, CAO	Internal implementation review	
		Implement new methods into lesson plans and overall teaching methods	2022-2023 New methods implemented; Dean of Teaching and Learning, CAO	Internal implementation	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
EPC3. Complete assessment and alignment of learning objectives to course goals.					
	EPC3a. Faculty review and confirmation				

	EPC3b. Approval from accrediting body				
		Review and make amendments to current course goals	2020-2022 Review and amend course goals; Dean of Teaching and Learning, CAO, Faculty Council, Academic Affairs Committee	Internal analysis	
		Review and make amendments to current learning objectives to align with course goals	2022- 2024 Review and make amendments to current learning objectives to align with course goals; Dean of Teaching and Learning, CAO, Faculty Council, Academic Affairs Committee	Internal analysis and amendments	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
EPC4. Continually review and confirm that current					

curriculum is meeting the student learning outcomes.					
	EPC4a. Review and confirmation by faculty, Dean, CAO, Academic Affairs Committee				
	4b. Approval by accrediting body				
		On a bi-annual basis, evaluate the current curriculum in meeting student learning outcomes	2020-2022 Review learning objectives, course goals, and program goals for alignment with student learning outcomes; Dean of Teaching and Learning, CAO, Academic Affairs Committee	Internal analysis	
		Make amendments to curriculum when and where appropriate	2022-2023 Make necessary amendments to the curriculum; Dean of Teaching and Learning,	Internal amendments	

			CAO, Academic Affairs Committee 2023-2024 Implement amendments to curriculum; Dean of Teaching and Learning, CAO, Academic Affairs Committee		
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Learning Resources System

Increasing student utilization of learning resources through system uses and preferences is the primary objective for our learning resource system.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
LRS1. Increase student use of library resources.			End of 2021		
	LRS1a. Increase student use of print materials	Increase discoverability by adding signs and shelf labels on library stacks that indicate the Library of Congress (LOC) subject headings / Librarian	Fall 2020	Circulation records and reference interactions	
		Weed and shift materials on shelves to alleviate crowding and increase visibility / Librarian	Initial Fall 2020 / ongoing yearly thereafter	Circulation records and reference interactions	
		Create and maintain a schedule to promote library print materials via the LMS (Schoolology) / Librarian	Fall 2021	Circulation records and reference interactions	
	LRS1b. Increase use of online materials	Provide an informational presentation to faculty on all current online resources / Librarian	Summer 2020	Faculty Feedback	
		Create research guides for relevant topics, which will be posted on the library website, and can be imbedded on course pages in the LMS (Schoolology) / librarian	Fall 2021	Faculty Feedback	
					Improved academic outcomes for students by

					increasing their utilization of available resources
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
LRS2. Evaluate collection (print & online) coverage to ensure it is appropriate for current coursework.					
	LRS2a. Close any coverage gaps in the collection for textbooks, reserves, and recommended texts.	Audit currently running courses' syllabi to ensure the library has print or digital copies available for all textbooks, reserves, and recommended texts. / Librarian and Associate Dean of Teaching and Learning	Per term through 2021/2022 academic year		
	LRS2b. Evaluate whether resources are meeting the needs of current coursework.	Solicit faculty feedback on student use of library online resources in course assignments to identify areas for increased acquisition./ Librarian	Per term through 2021/2022 academic year	Faculty feedback	
	LRS2c. Explore options to improve or expand online resources.	Explore additional/alternative database options (through trials available to students and faculty on library website) to ensure most appropriate offerings to students. /Librarian	Through end of 2021/2022 academic year	Student and faculty feedback	
					Provide library resources that are appropriate for

					coursework and meet students' current needs
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Equipment and Supporting Materials

As program offerings increase, the focus of equipment and supporting materials is on ensuring maintenance of equipment for current programs while researching and budgeting for resources for planned programs as well as to upgrade computers for student use.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
ESM1. Maintain required and appropriate equipment and resources for each program of study.					
	ESM1a. Ensure faculty and students have adequate and appropriate equipment on which to learn.	Research and remain abreast of changes to equipment and resources for each program of study. (Faculty members, Faculty Council, Academic Affairs Committee)	Ongoing at least annually	Research of industry trends.	Awareness of changes to industry standards for equipment and resources.
		Complete self-assessment of equipment and resources for quality and availability. (Faculty members,	Ongoing at least annually	Physical inventory and review.	Maintain inventory of equipment availability.

		Faculty Council, Academic Affairs Committee)			
		Review Program Advisory Committee comments and recommendations for equipment and resources. (Academic Affairs Committee)	Ongoing at least annually	Program Advisory Committee meeting minutes.	Assess recommendations from external partners and current industry professionals.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
ESM2. Secure equipment and resources for future programs.					
	ESM2a. Assess all planned programs for equipment and resource requirements.	Director of Teaching and Learning, Librarian, Director of Campus Development and EVP assess future program needs.	Ongoing	Outline of Degree Program Program Goals and Outcomes Course Syllabi	Required resources identified for program launches.
	ESM2b. Incorporate identified resources into future budget(s).	President, EVP, and Controller assess ability to incorporate equipment and resources into future budgets.	Ongoing and prior to submissions for approval.	Required resource list.	Financial plan for new program equipment and resources.
	ESM2c. Purchase required equipment and resource for program launches.	Director for Campus Development purchase and install new equipment.	Ongoing	Required resource list.	Equipment and resources available for new programs.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
ESM3. Upgrade campus technology resources for staff and students.					
	ESM3a. Assess technological resources for staff, faculty and students.	Director of Teaching and Learning, Librarian, Director of Campus Development assess current technology available for staff and students.	Summer 2021	List of technology for on-ground and distance learning.	Technology requiring upgrade identified.
	ESM3b. Incorporate identified equipment upgrades into 2022/23/24 budget and beyond.	President, EVP, and Controller incorporate technology equipment and resources into 2022 budget.	Fall 2021	Required upgrade list.	Financial plan for technology upgrades.
	ESM3c. Upgrade equipment and resource.	Director for Campus Development purchase/refurbish technology equipment.	Summer 2022 through Summer 2024	Required upgrade list.	Technology upgrade.
	ESM3d. Design annual technology upgrade process.	Director of Campus Development.	Summer 2023 and ongoing	Technology list.	Ongoing assessment of technology quality.

Facilities

Maintenance of current facilities and identifying areas of need for future programming are included in the facilities goals.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FAC1. Ensure current facilities are maintained adequately.					
	FAC1b. Maintain adequate staffing levels.	At least monthly, assess staffing levels as compared to desired outcomes (Director of Facilities).	Ongoing	Staffing levels	Adequate staffing to complete required maintenance.
	FAC1b. Review and revise maintenance standards.	Assess quality of maintenance on campus.	Ongoing	Observation	Identification and correction of maintenance issues.
		Develop assessment surveys for students and staff.	Summer 2021	Survey tool.	
		Administer and review surveys annually.	Ongoing	Survey outcomes.	Improved/satisfied student and staff.
	FAC1c. Ensure proper training of new team members and development of current team members.	Develop training manuals and assessment measures (Director of Facilities).	Summer 2022	Completed training materials.	Improved levels of training and overall maintenance.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
FAC2. Review the college's current					

and future programming and use it as a guideline for prioritizing development.					
	FAC2a. Utilize college planning to prioritize and budget for future development.	Remain active in Directors planning meetings.	Ongoing	Awareness of future programs.	Preparedness for new programs.
	FAC2b. Maintain awareness for industry norms for facilities.	Review Program Advisory Committee meeting minutes related to facilities and equipment reviews.	At lease annually.	PAC minutes.	Improved facilities planning.

Student Achievement Outcomes

Taking steps to ensure ACCSC benchmarks for student achievement outcomes and ensuring the transfer of learning is taking place are the key priorities for student achievement outcomes.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO1. Match and exceed the benchmarks for employment rates after graduation of the student body.					
	SAO1a. Benchmarks for employment rates are matched				
	SAO1b. Benchmarks for employment rates are exceeded				
		Update and assess the current employment rates	2020-2021 Update and assess the current employment rates; Student Outcomes and Employment Committee, Career Services Coordinator	Internal and external assessment	

		Review variables factoring into decreasing and increasing employment rates of students after graduation	2021-2022 Review variables factoring into decreasing and increasing employment rates of students after graduation; Student Outcomes and Employment Committee, Career Services Coordinator	Internal and external review	
		Make amendments to specific areas correlated with affecting employment rates	2022-2023 Make amendments to specific areas correlated with affecting employment rates; Student Outcomes and Employment Committee, Career Services Coordinator 2023-2025 Assess benchmarks for employment rates; Student	Internal amendments Internal assessment	

			Outcomes and Employment Committee, Career Services Coordinator		
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO2. Match and exceed the benchmarks for graduation rates.					
	SAO2a. Benchmarks for graduation rates are matched				
	SAO2b. Benchmarks for graduation rates are exceeded				
		Update and assess the current graduation rates	2020-2021 Update and assess the current graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	Internal assessment and updates	

		Review variables factoring into decreasing and increasing graduation rates	2021-2022 Review variables factoring into decreasing and increasing graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	Internal and external review	
		Make amendments to specific areas correlated with affecting graduation rates	2022-2023 Make amendments to specific areas correlated with affecting graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors 2023-2025	Internal amendments	

			Assess benchmarks for graduation rates; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors		
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Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO3. Match and exceed the benchmarks for retention.					
	SAO3a. Benchmarks for retention are matched				
	SAO3b. Benchmarks for retention are exceeded				
		Update and assess the current retention data	2020-2021 Update and assess the current retention data; CAO, Dean of Teaching and Learning,	Internal assessment and updates	

			Academic Affairs Committee, Student Success Advisors		
		Review variables factoring into decreasing and increasing retention	2021-2022 Review variables factoring into decreasing and increasing retention; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	Internal analysis	
		Make amendments to specific areas correlated with affecting retention	2022-2023 Make amendments to specific areas correlated with affecting retention; CAO, Dean of Teaching and Learning, Academic Affairs Committee,	Internal amendments	

			Student Success Advisors		
		Assess retention rate after implementation	2023-2025 Assess retention rate after implementation; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors	Internal assessment	

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
SAO4. Ensure that the knowledge and skill taught and offered to the students via the current curriculum is obtained by the student body.					
	SAO4a. Positive and strong data for academic standings and proficiency and capstone final scores				
	SAO4b. Positive survey results from				

	Survey Faculty Council and Program Advisory Committee				
		Collect data for academic standings and proficiency and capstone final scores	<p>2020-2023 Collect data for academic standings and proficiency and capstone final scores; CAO, Dean of Teaching and Learning, Student Success Advisors</p> <p>2023-2024 Review data for academic standings and proficiency and capstone final scores; CAO, Dean of Teaching and Learning, Academic Affairs Committee, Student Success Advisors</p>	Internal collection of data and review	
		Survey the Faculty Council	2024 Survey Faculty Council;	Internal survey	

			Dean of Teaching and Learning		
		Survey the Program Advisory Committee	2024 Survey the Program Advisory Committee; CAO	External survey	

Emergency Preparedness

As a new area of the IAIP, the primary focus is to have a comprehensive plan in place and continually assess its effectiveness.

Goal	Objective	Action Plan Items/Responsibility	Timeline/Deadline	Assessment Methods/Tools	Results/Analysis
EP1. To have a comprehensive Plan that can be placed on the College Website as its own section.			September 2021		
	EP1a. To have a clear plan that all faculty, staff and students can be guided.				
		Develop a team to guide the process.	9/15/2020	Meeting Minutes	
		Team identifies each type of emergencies.	10/15/2020	Meeting Minutes	
		Develop AdHoc teams for each type of emergency.	11/15/2020	Meeting Minutes	
		Meeting with all teams to review the AdHoc reports. Do they cover everything and are they feasible?	1/15/2021	Meeting Minutes	
		Meet with the Marketing Director to have the website section available.	2/15/2021		
		Meet with Marketing Director and team. View the website and how the plan will look.	3/15/2021	Meeting Minutes	
		Upload the plan to the website	5/15/2021		
		Testing of website	6/15/2021		
	Instruct the faculty and staff on site.	8/25/2021	All Staff meeting		
	Website is live and available.				9/15/2021