



INSTITUTIONAL EFFECTIVENESS PLAN

REVISION DATE: February 2025

Institutional Effectiveness Plan Contents

INSTITUTIONAL EFFECTIVENESS PLAN	1
What Is Institutional Effectiveness?.....	3
Institutional Effectiveness Framework	3
IE Relationship to OCC’s Mission, Vision, Strategic Plan, and Operational Planning.....	4
How We Measure Institutional Effectiveness.....	5
Annual Institutional Effectiveness Assessment	5
Appendix A: Strategic Plan Summary.....	6
Appendix B: Annual Administrative Area Operational Plans	7
Introduction	7
Annual Operational Plans	7
Introduction	7
Planning	8
Assessment of Plans.....	8
Appendix C: Institutional Learning Outcomes	10
Appendix D: Assessment of Student Learning Outcomes	10

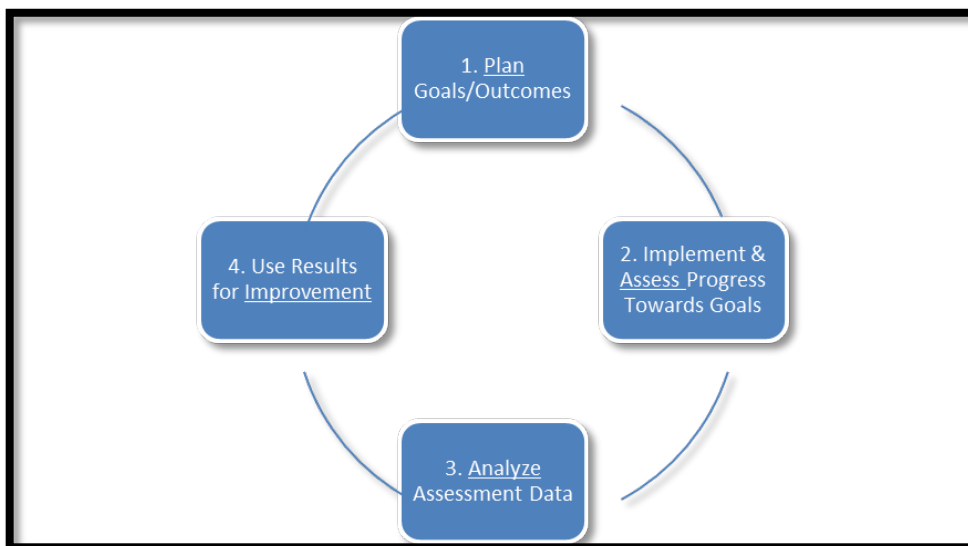
What Is Institutional Effectiveness?

Onondaga Community College's Institutional Effectiveness (IE) process provides a framework for the implementation of the Strategic Plan in functional areas of the college as well as continuous quality improvement. Divisions and departments will design and adopt comprehensive strategies that monitor, assess, and improve the quality of student learning and support services at OCC.

Institutional Effectiveness Framework

Planning and Assessment Cycle

OCC's institutional effectiveness framework includes an ongoing planning and assessment process that is applied to functions and outcomes across all academic and administrative programs, departments, and services:



Planning

OCC's Strategic Plan guides operational planning within each division and department. These plans are rooted in the college's mission and vision, with multi-year master plans and annual operational plans flowing directly from the Strategic Plan. Resource allocation is tied to OCC's planning and assessment process, and budget approval requires an explicit connection between divisional or departmental budget requests and the college's Strategic Plan. Through the planning process, SMARTIE (Specific, Measurable, Action-oriented, Relevant, Time bound, Inclusive, and Equitable) goals and key performance indicators are established, and operational activities that work toward the goals are planned at the division and department level.

Implementation

Activities that contribute toward annual operational plans, relevant master plans, and the Strategic Plan are implemented at the division and department level. Progress toward goals is tracked by the division and department to provide assessment data.

Assessment

OCC's Institutional Effectiveness process uses data collection and analysis to assess the college's academic programs and administrative divisions. OCC uses statistically valid, aggregated data to assess performance. The assessment of process and outcomes data may include comparing performance with:

- Strategies and action steps for that outcome;

- Best practices or benchmarks;
- Expectations of students, faculty, or staff over time; or
- Accreditation and regulatory standards.

The assessment process is used to celebrate success and identify opportunities for improvement at both institutional and departmental levels. Data collected is analyzed, presented, and acted upon in several multidisciplinary forums.

Improvement

The results of the assessment are used to determine opportunities for improvement. When assessment reveals opportunities for improvement, the decision to act will depend on:

- Impact on student learning and outcomes;
- Impact on student satisfaction;
- Scope and extent of the process in question;
- Relevance to the college's mission and Strategic Plan;
- Extent to which the improvement is a requirement by a regulatory body; and
- Available resources.

The institutional effectiveness cycle is ongoing to create a process of continuous improvement.

IE Relationship to OCC's Mission, Vision, Strategic Plan, and Operational Planning

Planning and Goal Alignment

At its core, the IE plan provides a way for each division/department/functional area to enact the goals laid out in the Strategic Plan. The Strategic Plan is the way that the college operationalizes its mission and overarching goals. By explicitly linking an individual area's goals and outcomes to the Strategic Plan, that area is demonstrating how it supports the college. This is in addition to traditional continuous quality improvement metrics, like improving the experience or number of people served, finding areas of efficiency in operations, meeting or surpassing regulatory requirements, etc. The mission and vision statements guide the goals of the Strategic Plan, master plans, division/departmental operational plans, and, if applicable, individual performance plans.

Mission and Vision

The college's mission is a statement of our primary purpose (why do we exist?). The college's vision is a statement of what we want to be in the future (what do we seek to become?). The college's mission and vision statements guide the development of the Strategic Plan and, by extension, all other plans. The mission and vision are reviewed, assessed, and revised (if necessary) during the Strategic Plan development process.

Strategic Plan

The Strategic Plan provides a roadmap for the college to achieve its mission and vision by specifying short-term and long-term goals and strategies. A new Strategic Plan is developed approximately every five years through an inclusive process with internal and external stakeholders. OCC's progress toward meeting specified targets is updated throughout the year. Further, the Strategic Plan serves to guide planning and budgeting processes throughout the

Planning and Goal Alignment



The mission and vision statements guide the goals of the Strategic Plan, master plans, division/departmental operational plans, and, if applicable, individual performance plans.

campus. Master Plans and Operational Plans are developed based on the goals and strategies outlined in the Strategic Plan. Please visit <https://www.sunyocc.edu/strategic-planning-process> for more information about the Strategic Plan.

Master Plans

Master plans expand on the Strategic Plan and its corresponding initiatives, outlining specific goals, outcomes, and action strategies for achieving the goals of the Strategic Plan. Master plans are developed at the divisional level, shared with the entire campus, and routinely updated to ensure alignment with institutional goals. When a new Strategic Plan is adopted, existing master plans should be reviewed within a year to confirm that its goals are aligned with the new Strategic Plan.

Division/Department Operational Plans

Each administrative division/department develops and implements annual operational plans that consist of strategies they will undertake during the year, and include SMARTIE goals linked to Strategic Plan goals, master plan goals, and operational activities. Each division/department will need to approach their operational plan with two related objectives in mind: 1.) The explicit links to and support of the Strategic Plan and 2.) Continuous quality improvement metrics and related key performance indicators (KPIs). Assessment of operational plan progress is monitored throughout the year and relayed in periodic division updates to the college community and in reports that each Vice President/Senior Vice President submits semi-annually to the President.

Budget Process

Efficient resource allocation is vital to the college's success in achieving short and long-term goals. OCC's budget development cycle is such that planning precedes budget submission; this ensures allocation of funds based on approved plans operating in line with the college's strategic goals and operational initiatives. The budget is the college's formal statement to the public on how it expects to convert long-range plans into services and programs. It provides detailed cost information regarding those services and programs as well as outlines sources of revenue required to support them.

How We Measure Institutional Effectiveness

- a) Monitoring of Progress Toward Strategic Plan Goals (see Appendix A for Strategic Plan summary)
- b) Annual Division/Department Operational Plans (see Appendix B)
- c) Assessment of Student Learning Outcomes (see Appendix C and Appendix D)
- d) Monitoring student success as defined by the [Student Success Policy B21](#)

Annual Institutional Effectiveness Assessment

Institutional Effectiveness assessment occurs annually. This analysis focuses on identifying key assessment and/or planning functions, measuring them, and making improvements. Through annual assessment, OCC gains an institutional view of how each academic and administrative entity contributes—both individually and collaboratively—to the overall advancement of the college's mission and goals along with the ability to identify opportunities for improvement.

Appendix A: Strategic Plan Summary

The complete Strategic Plan can be viewed at <https://www.sunyocc.edu/strategic-planning-process>

Strategic Plan at a Glance Primary Focus: Persistence

Academic Success

Goal 1: Help students achieve their educational and career goals through responsive academic experiences, innovative teaching strategies, and exemplary learning support services.

Strategic Priorities

1. Ensure that academic programs and course modalities meet student demand and foster student success.
2. Promote teaching innovation and excellence that utilizes inclusive, equity-minded pedagogy.
3. Enhance academic support services and intervention systems to foster successful course completion and sufficient credit momentum.

Key Performance Indicators

- Retention rate
- Graduation rate
- Early momentum metrics
- Underrepresented Minority and First-Generation Achievement Gaps

Student Experience

Goal 2: Foster a student-centered and equitable campus experience where all students feel welcomed, valued, connected, and empowered to succeed.

Strategic Priorities

1. Ensure systems and procedures are student-centered and equitable to make it easier for students to navigate college processes.
2. Integrate diversity, equity, and inclusion principles and practices throughout campus.
3. Foster student belonging, engagement, and wellbeing.
4. Enhance support systems to address non-cognitive barriers to success.

Key Performance Indicators

- Students' self-efficacy
- Students' sense of belonging
- Students' perception of positive experience
- Students' perception of college's responsiveness to student concerns

Communication

Goal 3: Ensure communication systems are consistent, transparent, and designed to promote student success.

Strategic Priorities

1. Ensure communication messages and tactics are consistent, well-coordinated, and focused on promoting academic success and a positive student experience.
2. Enhance and expand strategic communication interventions that support student success.
3. Improve employees' understanding of how their area contributes toward overall college goals.
4. Ensure all stakeholders have a mechanism to share their ideas and concerns.
5. Enhance recognition of OCC's brand and increase positive perceptions of the college in the community.

Key Performance Indicators

- Results of periodic communication audit
- Results of campus climate survey
- Employees' understanding of their responsibility in OCC's efforts to improve student experience and academic success
- Extent to which stakeholders would recommend OCC (Net Promoter Score)

Appendix B: Annual Administrative Area Operational Plans

Introduction

The goal of the Institutional Effectiveness (IE) plan at Onondaga Community College is continuous quality improvement (CQI). To best serve students and the region, OCC needs to be able to adjust to changes in the educational, demographic, economic, and regional environment. The IE plan is, in part, based on the assessment practices of OCC's academic areas, which have been recently updated to make them more efficient and actionable.

To provide the tools that OCC needs for CQI, this version of the IE plan relies on Annual Operational Plans to build the capacity for assessment. Annual Operational Plans allow for a yearly review cycle that encourages areas to respond in real time to KPI's. This structure will also provide support for recurring accreditation efforts as well, allowing for quick review of short and long-term data as well as leading and lagging indicators of success.

IE's previous plan was structured around 5 Year Administrative Reviews, which emphasized trend analysis of past data. While this approach proved useful in the past, the landscape of higher education is changing too rapidly to base decision making on formal reviews that take place only twice per decade. As a result of a past MSCHE visit, the college decided that each functional area would create Annual Operational Plans that set goals and measured results. This was meant to get areas focused on CQI and would make 5 Year Administrative Reviews easier, since data would be readily available. While some offices did make plans and collect data annually, not every area did or maintained data consistently. We attribute this to the disruption of the Pandemic, rapid changes in leadership and key personnel, and the fact that our culture of assessment was not as firmly entrenched on the administrative side of the house as we believed. The current version of the IE Plan addresses these issues in a concrete way and helps OCC build its capacity for assessment. The VP of Institutional Research, Assessment, and Planning now has the responsibility of making sure Annual Operational Plans are produced with relevant goals and assessment metrics. President Hilton has also empowered the members of the committee to act as coaches/facilitators for the offices that have to produce plans.

The Institutional Effectiveness committee is a standing college committee with members appointed by the President and endorsed by Faculty Senate. The committee has a faculty and a staff/administrator co-chair and is made up of roughly equal parts of staff/administrative members and full-time faculty. While the committee does not have direct oversight of the Annual plans, its role is to keep the IE plan updated, provide guidance to offices/areas going through the process, to review results with the offices/areas, and suggest revisions where necessary.

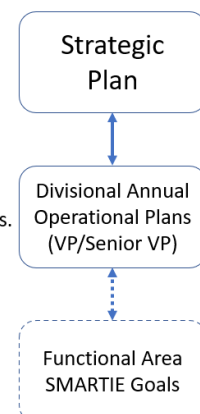
Annual Operational Plans

Introduction

Annual Operational Plans are a way to provide OCC with a cohesive, campus-wide system that aligns efforts to Strategic Plan goals and provides a structure for CQI.

- Establish Institutional Goals and Outcomes
- Updated approximately every 5 years
- Each VP/SVP develops and implements annual operational plan with measurable goals that directly map to Strategic Plan goals in collaboration with the division's functional areas.
- Annual plan developed within two months of strategic plan adoption
- Report on progress twice a year
- Departments/functional areas under VP/SVP establish annual goals that comprise the divisional annual operational plan

Planning and Goal Alignment



Planning

Each division will create its own Annual Operational Plan linked directly to and supporting OCC's Strategic Plan goals. The departments/areas within each division will develop SMARTIE goals that are compiled to create the divisional operational plan. Operational Plan goals are meant to help areas prioritize efforts. An area may, of course, have goals that do not immediately connect to the Strategic Plan in an obvious way (for example, updating a process to keep pace with regulatory change or improve operational efficiency). All areas, however, will have goals that directly connect to the Strategic Plan. Each division head (the VP or Senior VP) will review the department goals and compile those goals into an overall division plan to be submitted to the VP of IPAR. The VP of IPAR will provide feedback to division heads and assist with changes as necessary. The VP of IPAR will share the operational plans with the President and Executive Council. Areas that need to create Master Plans (Facilities, DEISJ, etc.) will continue to create these plans on a cycle linked to the Strategic Plan. Divisional annual plans will be linked to their Master Plans as well as the Strategic Plan.

Assessment of Plans

Twice per year (dates to be decided by EC) division heads will request outcome assessments for all department goals and compile results into a document to be shared with the VP of IPAR and made available to Executive Council, the College Leadership Council, and the IE Committee. If possible, trends should be identified going back as far as 5 years. The division will lay out where the area was, where it is now, and where it wants to go and how it plans to get there in terms of reaching its goals (short term and medium-term goals). Every year this divisional plan will either change or re-affirm the operational goals for the future. All reports created during this process will be stored with IPAR and can be used as a resource for MSCHE reviews, external accreditation, and future strategic planning. This will also insulate against a loss of data, resources, etc. that come with changes to key areas of leadership around the college.

Data that documents the SMARTIE goals should be collected on a regular basis (to be determined by office, area, division). Annually collected data should be easy to store and find so that a new Director could start the job and still complete the review on time. A formal report summarizing the assessment results of last year's plan and the plan for the upcoming year is due to EC on August 15 of each academic year. The formal report will be stored with IPAR.

Outline Divisional Plan template

- Report the assessment of last year's goals. What progress has the division made in meeting last year's goals? Why?
- What is the current status of the division? Has anything changed since last year's Plan?
- Based on the above, list 3-5 SMARTIE (Specific, Measurable, Action oriented, Relevant, Time bound, Inclusive, and Equitable) goals per area, in order of priority, that directly link to the Strategic Plan. One of these goals should be the WIG identified through the 4DX process, if applicable, and at least one goal should relate to ethics and integrity.
- For each goal
 - What goal of the Strategic Plan does this align with most closely?
 - What strategic priorities of the Strategic Plan does this align with most closely?
 - What Strategic Plan KPI(s) does this align with?
 - What is the desired Outcome?
 - How does the department plan on achieving the desired outcome?
 - What milestones (including the date(s) for the milestones) will signal success?
 - Who will be responsible for achieving this goal?
 - How much is the outcome expected to cost? (Budget dollars only need to be listed if it is beyond the department's normal operating budget.)
 - When is the desired outcome expected to be achieved by?
 - Is this your 4DX Team WIG (Y/N)?

- Which College WIG/Sub-WIG is this most closely related?

Appendix C: Institutional Learning Outcomes

Onondaga's Institutional Learning Outcomes can be viewed at <https://www.sunyocc.edu/learning-outcomes>

Institutional Learning Outcomes

An education at Onondaga inspires students to:

Learn

- Skills and acquire knowledge that will benefit them in their academic, professional, and personal lives
- Responsible ways to gather information and use technology
- Effective ways to exchange ideas with others

Think

- Critically about problems and creatively about solutions
- Carefully about their own ideas and the ideas of others
- Earnestly about how they relate to other people and the world around them

Act

- In ways that demonstrate and promote good citizenship
- Ethically in their academic, professional, and personal lives

Appendix D: Assessment of Student Learning Outcomes

Please visit the Learning Outcome Assessment Committee (LOAC) website at <https://www.sunyocc.edu/loac> to view up-to-date information related to assessment of student learning outcomes.