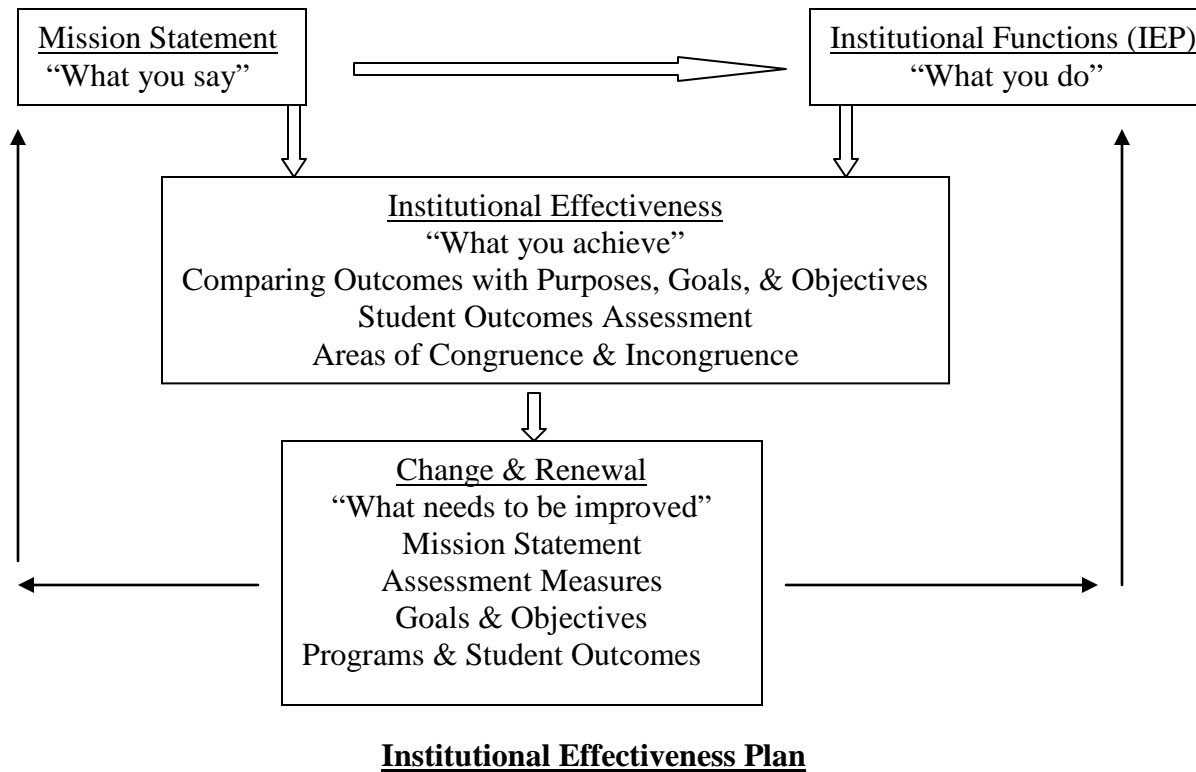


Riverland Community College  
Institutional Effectiveness  
Governance and Administration



The Institutional Effectiveness Plan (IEP) has been developed by a special committee within Academic Affairs to ensure that all components of the College are monitored. The purpose of the IEP is to determine to what extent the College fulfills its mission on how it achieves its purposes. The IEP is the evaluation of the components of the College that enable learning. These components include:

1. Mission and Governance
2. Faculty
3. Educational Programs
4. Students
5. Resources

**The IEP is the tool which ensures an effective institution**

The Administration Council is ultimately responsible for assuring that the Institutional Effectiveness Plan is evaluating the achievement of the mission and purpose of the institution. It is responsible for the yearly implementation, evaluation, and revision of the IEP.

**RIVERLAND COMMUNITY COLLEGE**

**INSTITUTIONAL EFFECTIVE PROCESS**

Academic Year: 2004-2005

Abbreviation Key:

AASC: Academic Affairs Standards Council  
 VPF: Vice President of Finance & Facility  
 VPERPR: Vice President of Employee Relations/Public Relations  
 LC: Leadership Council

Abbreviation Key:

AA: Academic Affairs  
 SA: Student Affairs  
 CAO: Chief Academic Officer  
 CSAO: Chief Student Academic Officer

<b>MISSION AND GOVERNANCE</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
<b>College</b>	<p><b>A. The mission and Purposes of the College</b></p> <ol style="list-style-type: none"> <li>1. Provide structure for the programs of study.</li> <li>2. Provide structure for the assessment of institutional effectiveness.</li> <li>3. Are consistent with the College and supporting institution.</li> <li>4. Are formally adopted by the Office of Chancellor.</li> <li>5. Are made public.</li> <li>6. Describe the College as an institution of higher education.</li> </ol>		<ol style="list-style-type: none"> <li>A. 1. Demonstrate consistency of the College Mission/Purposes with the programs of study and the IEP.</li> <li>A. 2. Examine the College Mission and Purposes for evidence of qualities of institutions of higher education.</li> <li>A. 3. Review foundational statements for consistency. Review Mission and Vision.</li> <li>A. 4. Receive Chancellor board support and approval.</li> <li>A. 5. College brochures, catalogs, and web site.</li> <li>A. 6. Compare brochures, catalogs, and web site.</li> </ol>	<ol style="list-style-type: none"> <li>A.1. Faculty, Deans, AASC, CAO</li> <li>A. 2. Strategic Planning Committee, with input from Advisory Boards, students, AA, SA, LC</li> <li>A. 3. Strategic Planning Committee, Marketing, CAO, Deans, Students</li> <li>A. 4. President</li> <li>A. 5-6. Marketing, Director of Communications, Faculty, Students, Community College</li> </ol>	

<b>MISSION AND GOVERNANCE</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Authorization	<p>B. College programs seek and maintain necessary accreditation.</p> <p>C. College has legal authorization to grant degrees/certificates and meet legal requirements to operate as an institution of higher education.</p>		<p>B. Review statements of accrediting bodies.</p> <p>C. 1. Review Minnesota statutes governing higher education requirements.</p> <p>C. 2. Review MnSCU Board of Trustees policies and authorizations.</p>	<p>B. CAO, President, Deans, Faculty Program Director</p> <p>C. 1. Administrative Council</p> <p>C. 2. Administrative Council, Student Senate</p>	
Organizational Charts	D. College organizational chart clearly indicates placement of Administration, general education, career programs, faculty, support staff and cooperating departments.		D. Review all College organizational charts.	D. President, VPERPR	
Bylaws and Policies of Governing Board and Faculty	E. Office of Chancellor exercises necessary legal power to establish and review basic policies that govern the College.		E. Review legal status of: E. 1. Board of Trustees E. 2. MnSCU policies E. 3. Policy Development E. 4. Faculty Organization	E. 1-4. President, Office of Chancellor	

MISSION AND GOVERNANCE					
INPUT		OUTPUT		FEEDBACK	
Component	Desired Outcomes	Time Frame For Review	Methods/Tools/Data Source	Person(s) Responsible For Feedback/Improvement	Action Taken
Bylaws and Policies of Governing Board and Faculty	F. Office of the Chancellor authorizes the College's affiliation with the NCA Commission.		F. Review board policies and Faculty Organization.	F. President, Office of Chancellor, CAO, CSAO, Faculty Shared Governance, VPERPR	
	G. Policies of the Programs of Study are consistent with policies of the College, or differences are justified.		G. Review all policies affecting the College, students, faculty and staff.	G. Administrative Council, Student Senate, AASC, Faculty Shared Governance	
Contracts with Affiliating Agencies	H. Colleges have written contractual agreements with cooperating and supporting agencies.		H. Review contracts for revision and renewal.	H. Administrative Council, Business Manager	
	I. Relationships, responsibilities and authorities of the College and cooperating institutions or agencies are clearly defined.		I. Review of contracts and agreements.	I. Administrative Council, Business Manager	
	J. Clinical facilities are accredited and/or approved by appropriate agencies.		J. Review accreditation/approval status of affiliated agencies.	J. Deans, Faculty Program Director	

<p>Evaluation of College Administration</p>	<p>K. President of the College is designated by office of the Chancellor and provides administrative leadership for the College.</p> <p>L. Academic Deans are qualified and have authority/responsibility for development and administration of the total program/department.</p>		<p>K. Review minutes of MnSCU Board of Trustees appointment of college president.</p> <p>L. Compare the requirements of the position description and accreditation criteria with the respective dean's vitae.</p>	<p>K. President</p> <p>L. CAO, VPERPR</p>	
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MISSION AND GOVERNANCE					
INPUT		OUTPUT		FEEDBACK	
Component	Desired Outcomes	Time Frame For Review	Methods/Tools/Data Source	Person(s) Responsible For Feedback/Improvement	Action Taken
Institutional Effectiveness Plan and Assessment of Student Achievement	<p>M. Institutional Effectiveness Plan and Assessment of Student Achievement (College, Program, Course outcome assessment, AQIP) provide guidance into the development and evaluation of the College.</p> <p>N. Reformulation of the IEP is based upon Administrative Council feedback.</p>		<p>M. 1. Administrative Council reviews Institutional Effectiveness plan annually in January.</p> <p>M. 2. Review the IEP to ensure that foundational components (Mission and Governance, Faculty, Education Programs, Students, and Resources) are evident.</p> <p>M. 3. CCSSE Review</p> <p>N. 1. Review IEP annually in January.</p> <p>N. 2. Review AQIP procedure process.</p>	<p>M. 1. Administrative Council</p> <p>M. 2. Administrative Council</p> <p>M. 3. CSAO</p> <p>N. 1. Administrative Council</p> <p>N. 2. Administrative Council, Faculty</p>	

<b>FACULTY</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Qualifications	<p>A. Faculty must meet minimal qualifications as per contract.</p> <p>B. Faculty must have clinical expertise appropriate to assigned responsibilities.</p> <p>C. Licensure and credentials of faculty meet legal, institutional and professional requirements.</p> <p>D. Support for professional development is available.</p> <p>E. Policies and procedures for faculty recruitment, selection, evaluation and promotion attract and retain qualified faculty.</p>		<p>A. Review educational qualifications and professional experience of faculty. Compare with position description, assigned responsibilities and faculty workload policy.</p> <p>B. Review faculty assignments relative to qualifications and professional experience.</p> <p>C. Validate licensure and credentials.</p> <p>D. Review institutional education records and institutional policies.</p> <p>E. Examine Faculty Handbook and Human Resource policies.</p>	<p>A. Deans, VPERPR, CSAO</p> <p>B. Deans, VPERPR, CSAO</p> <p>C. Deans, VPERPR, CSAO</p> <p>D. Deans, VPERPR, CSAO</p> <p>E. Deans, VPERPR, Faculty</p>	

<b>FACULTY</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Appropriate Number of Faculty	F. Appropriate number of faculty are full-time employees of the College.		F. Review faculty contracts and assignments.	F. VPERPR, CAO, CSAO, Union Leadership	
	G. Faculty workloads are appropriate for fulfilling teaching responsibilities, scholarly activities.		G. Review faculty workload policy per contract. Review annual faculty evaluation components.	G. Deans, VPERPR, CAO, CSAO	
Faculty Effectiveness	H. Faculty will be perceived as effective teachers, evaluators and advisors by students and peers.		H. Examine faculty and course evaluations.	H. Deans, CSAO, Faculty	
	I. Graduates of the College function satisfactorily in post graduation job settings.		I. Review placement data and student satisfaction.	I. Placement Director, CSAO, Faculty	
	J. Graduates of the College are successful in professional licensure exams.		J. Benchmark pass/fail rates for licensure exams.	J. Placement Director, Faculty Program Director, CSAO	
Role in Developing and Evaluating Programs. Student Administrative Council and Student Governing Bodies.	K. Faculty Shared Governance provides a means of communication, decision-making and implementation, evaluation and revision of the Institutional Effectiveness Plan.		K. Review annually and assess guiding principles of Shared Governance, Administrative Council, and Student Governance.	K. President, Student Senate, CSAO	
	L. All faculty governance are involved in implementation, evaluation and revision of the Institutional Effectiveness Plan.		L. Review Institutional Effectiveness Committee annual report.	L. Administrative Council	

EDUCATIONAL PROGRAMS					
INPUT		OUTPUT		FEEDBACK	
Component	Desired Outcomes	Time Frame For Review	Methods/Tools/Data Source	Person(s) Responsible For Feedback/Improvement	Action Taken
Conferring Degrees	<p>A. Degree/certificate programs are in operation, students are enrolled and degrees are conferred.</p> <p>B. Degree/certificate programs are appropriately named and include requirements that are appropriate of higher education.</p>		<p>A. Review enrollment, progression and graduation records.</p> <p>B. Benchmark the number of hours and credits used in similar programs. Review accrediting body requirements.</p>	<p>A. CSAO</p> <p>B. Registrar, AASC, Deans, CSAO, CAO</p>	
General Education	<p>C. The Minnesota Transfer Objectives flow from the College Mission and Program descriptions.</p> <p>D. All courses are foundational for the preparation of careers and transfer students.</p> <p>E. Associate degree and certificate courses are logically arranged by prerequisite sequence and build upon each other to facilitate academic success.</p>		<p>C. Verify relationship of general education and college mission statements.</p> <p>D. Validate course appropriateness to the program.</p> <p>E. Survey graduates for input on sequence and content of General Education course in relation to curriculums.</p>	<p>C. Registrar, AASC, CSAO, CAO</p> <p>D. Registrar, AASC, CSAO, CAO</p> <p>E. Placement Director, Faculty Program Director</p>	

<b>EDUCATIONAL PROGRAMS</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Instructional and Evaluative Methods	F. Faculty utilizes effective instructional methods and facilities to meet curriculum and course objectives and to promote intellectual interaction.		F. 1. Examine course outlines for appropriate use of instructional and evaluative methods.  F. 2. Review student evaluations of course and clinical learning experiences.  F. 3. Review faculty evaluations	F. 1. Deans, AASC, Faculty Program Director, Faculty  F. 2. Deans, Program Directors  F. 3. Deans, CAO	

<b>STUDENTS</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Students and Support Services	A. The institution provides students access to those learning resources and support services requisite for it's degree/certificate programs.		A. 1. Survey students relevant to available resources. A. 2. Review Student Catalog and Handbook. A. 3. Review financial aid services and personal services available to students.	A. 1. CSAO A. 2. Deans, AASC CSAO, Supervisors A. 3. CSAO, Financial Aid Director	
Public Information and Publications	B. The Catalog and Handbook & official documents are accurately and clearly stated. Information is available and includes:  B. 1. Mission and Purpose of the College. B. 2. Accreditations, approvals and memberships. B. 3. Philosophies of Program Descriptions. B. 4. Course descriptions B. 5. Graduation requirements and eligibility for licensure. B. 6. Application and admission policies. B. 7. Facilities. B. 8. Services available to students. B. 9. Academic policies.		B. 1. Review Student Catalog/Handbook and other College publications (program brochures). B. 2. Edit & revise all printed material. (program brochures, catalog and handbook) B. 3. Develop Career Day, Big Day on Campus, Big Night on Campus, advertising/marketing campaign to reflect current programming. B. 4. Design & update website information to reflect currents events, programs & services. B. 5. Develop and implement graduate requirements. B. 6. Design application and admission policies. B. 7. Monitor and upgrade facilities. B. 8. Develop and implement services to students. B. 9. Develop and implement academic policies.	B. 1. Marketing, CSAO, Deans, Program faculty, Supervisors, Registrar B. 2. Marketing, CSAO, Deans, Program faculty, Admissions, Registrar B. 3. Marketing, CSAO, Deans, Program faculty, Admissions Director B. 4. Marketing, CSAO, Deans, Program faculty, SALT B. 5. CSAO, Registrar, Director of Admissions B. 6. CSAO, Director of Admissions B. 7. CSAO, VPFF, Facility Manager B. 8. CSAO, SALT B. 9. CAO, AASC	

<b>STUDENTS</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Public Information and Publications	B. 10. Tuition fees, payment and refund policies. B. 11. Statement of ethical practices/codes. B. 12. Financial aid information B. 13. Academic calendar. B. 14. Financial status.			B. 10. CSAO, VP of Finance, Business Manager B. 11. Administrative Council, VPERPR, VPPF B. 12. Financial Aid Director B. 13. Dean, Faculty Shared Governance B. 14. Vice President of Finance	
Student Services and Student Leadership Team	C. Students receive appropriate communication/information on a timely basis throughout admission, orientation, academic progression and the graduation process.		C. 1. Review academic progress.	C. 1-3. CSAO, SALT	
Official Records	D. The College has admission policies and practices that are nondiscriminatory and consistent with the institutions mission and appropriate to its educational programs. They are written, available and implemented without discrimination.		C. 2. Survey students on satisfaction of admission and orientation procedures. C. 3. Review student concerns and/or complaints. D. 1. Review admission policies. D. 2. Review student profile data. D. 3. Evaluate recruitment efforts.	D. 1-3 CSAO, Director of Admissions, Director of Student Support Services	
Student/Alumni Organizations and Representation	E. Policies and procedures for records shall specify method for permanent protection and maintenance against loss, destruction and unauthorized use.		E. Review policies regarding the confidential records of students, graduates and faculty.	E. CSAO, Registrar	

	<p>F. Students participate in professional and student/student organizations and College committees.</p> <p>G. The Colleges has an active alumni association, which fosters personal and professional growth for graduates and students.</p> <p>H. The student body participates and understands their role in the mission of the college.</p>		<p>F. Review membership and minutes of College committees and student organizations.</p> <p>G. Review alumni membership and association minutes.</p> <p>H. New student orientation.</p>	<p>F. CSAO, Student Activities Advisor, Student Senate Advisor</p> <p>G. Foundation/Alumni Relations Director</p> <p>H. CSAO, Student Affairs</p>	
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STUDENTS					
INPUT		OUTPUT		FEEDBACK	
Component	Desired Outcomes	Time Frame For Review	Methods/Tools/Data Source	Person(s) Responsible For Feedback/Improvement	Action Taken
Library	<p>A. Faculty, staff and students have access to learning resources that are comprehensive and current.</p> <p>B. Library Services are available and being utilized.</p>		<p>A. Survey faculty, staff and students regarding usefulness and availability of holdings. . Review usage statistics of available databases and interlibrary loan</p> <p>B. 1. Survey faculty, staff and students regarding the availability of services, the environment, hours and concerns related to library services.</p> <p>B. 2. Review library circulation records and gate counts.</p>	<p>A. Library personnel, CSAO, Supervising Dean</p> <p>B. 1. Library personnel, Supervising Dean</p> <p>B.2. Library personnel, Supervising Dean</p>	
Classrooms	C. Physical facilities are adequate to accomplish the goals of the College.		C. Survey students and faculty regarding classroom environment. (Faculty and Climate Surveys).	C. VPFF	
Offices	D. Adequate office space and privacy are available.		D. Survey faculty and staff regarding adequacy of office/conference room space and privacy. (Faculty and Climate Surveys).	D. VPFF	

Equipment and Instructional Materials	<p>E. Equipment and instructional materials are available to meet the needs of students, faculty and staff.</p> <p>F. Faculty, students and staff have access to a learning laboratory that includes current and comprehensive resources and equipment.</p> <p>G. Computer resources are adequate to accomplish the goals of the programs.</p>		<p>E. 1. Inventory equipment.</p> <p>E. 2. Survey faculty and staff regarding additional needs.</p> <p>E. 3. Faculty requests for needed/desired equipment.</p> <p>E. 4. Program Review.</p> <p>F. 1. Student Success</p> <p>F. 2. Open computer lab</p> <p>F. 3. Library</p> <p>G. Survey faculty &amp; staff from climate survey and program review.</p>	<p>E. 1. VPFF, Faculty</p> <p>E. 2-4. Deans, CAO, Advisory Board</p> <p>F. 1-3. Deans, CAO, Director of Student Support Services</p> <p>G. Deans, CAO, MIS</p>	
Student Facilities	<p>H. Adequate space and facilities are available for students use.</p> <ol style="list-style-type: none"> <li>1. Commons: bookstore, Food Services, Lounge</li> <li>2. Parking</li> <li>3. Study Areas</li> <li>4. Rest Room Facilities</li> <li>5. Game Room</li> <li>6. Exercise Facility</li> <li>7. Open Computer Lab</li> </ol>		<p>H. Facility plan.</p>	<p>H. VPFF, CSAO</p>	
Endowments	<p>I. College personnel, alumni and student organizations are involved in fundraising efforts.</p> <p>J. Endowment funds, grants and gifts reflect continued growth.</p>		<p>I. Review fundraising activity.</p> <p>J. Review grant-writing &amp; fundraising activity.</p>	<p>I. Foundation/Grants Director, Advisory Board</p> <p>J. Foundation/Grants Director</p>	

<b>RESOURCES</b>					
<b>INPUT</b>		<b>OUTPUT</b>		<b>FEEDBACK</b>	
<b>Component</b>	<b>Desired Outcomes</b>	<b>Time Frame For Review</b>	<b>Methods/Tools/Data Source</b>	<b>Person(s) Responsible For Feedback/Improvement</b>	<b>Action Taken</b>
Financial Aid	<p>K. Financial aid resources are adequate and available to meet the needs of current and future students.</p> <p>L. Financial aid administration services are adequate to meet student needs.</p> <p>M. Financial aid filing, disbursement and billing procedures comply with state and federal regulations.</p>		<p>K. Review financial aid reports:</p> <p>K. 1. Number of students utilizing financial aid.</p> <p>K. 2. Percentage of costs covered by financial aide.</p> <p>K. 3. Number of students with unmet financial needs.</p> <p>L. Survey students to determine unmet needs.</p> <p>M. Review independent audits and reports.</p>	<p>K. 1-3. Financial Aid Director, CSAO Foundation/Alumni Relations Director,</p> <p>L. CSAO, Financial Aid Director</p> <p>M. CSAO, Financial Aid Director</p>	
Institutional Viability	<p>N. Financial resources are adequate to ensure the viability of the Colleges and allow for long-range growth.</p> <p>O. Strategic plan is appropriate in meeting institutions viability.</p> <p>P. Resources are appropriately allocated to support the educational programs of the College.</p>		<p>N. 1. Review financial audit.</p> <p>N. 2. Review monthly and year end financial reports.</p> <p>N. 3. Review long-range plans for the College.</p> <p>O. Review strategic plan.</p> <p>P. 1. Review annual budget.</p> <p>P. 2. Analyze and compare year-end budgets to multiyear budgets.</p>	<p>N. 1-3. VPFF</p> <p>O. Leadership Council, Strategic Planning Committee</p> <p>P. 1-2. Leadership Council</p>	