



Institutional Effectiveness Report - 2020

Planning and Academic Initiatives Office

December 11, 2020

At NTCC, a commitment to institutional effectiveness is realized through the college's Institutional Effectiveness Plan that outlines the formal approaches and measures towards institution-wide success. The Institutional Effectiveness Plan is updated annually. A webpage was developed for promoting, documenting, and publishing documents related to the [Institutional Effectiveness Plan](#).

The annual Institutional Effectiveness Report serves as a calendar year summary of the major activities and cycles related to the College's Institutional Effectiveness Plan.

Navigation:

The formal components listed below help to drive the College's Institutional Effectiveness Plan. Use the links below to directly access summary reports from each component.

- [Mission and Vision](#)
- [Strategic Planning](#)
- [Administrative Unit Planning](#)
- [Program Review](#)
- [Student Achievement](#)
- [Occupational Advisory Committees](#)

MISSION AND VISION

The NTCC Institutional Effectiveness Plan is in direct alignment with the college mission and vision statements. There were no changes to these statements in the 2020 calendar year. The statements are [published on the college website](#) and provided below:

Mission: Northshore Technical Community College is committed to providing quality workforce training and transfer opportunities by awarding associate degrees, technical diplomas and certificates to students seeking a competitive edge in today's global economy.

Vision: In keeping with the vision of the Louisiana Community and Technical College System, Northshore Technical and Community College (1) produces knowledgeable, skilled and confident citizens ready for the future, ready for the workplace and ready to continue learning, and (2) delivers rapid, flexible and innovative solutions to changing workforce needs.



STRATEGIC PLANNING

NTCC's strategic planning takes place under the aegis of the college's mission and goal statements. As plans are made for the future, they are formulated with an eye towards the basic composition of the college, and are defined as an integrated and systematic set of decisions that charts the future course of the college and creates the institutional environment for the successful execution of the college's mission. Strategic planning is at the core of the College's institutional effectiveness plan. Additional information relating to college-wide strategic planning efforts is available on the [Strategic Planning webpage](#).

2020-2025 College Strategic Plan: Pathways to Prosperity

Update. The [2020-2025 Strategic Plan: Pathways to Prosperity](#) was approved and effective as of January 1, 2020. Initiatives aimed at reaching goals and objectives established within the strategic plan are facilitated through the Administrative Unit Planning cycle. The first cycle aligned with the new strategic plan began in August 2020 and will span two years through July 2022. Additional information about the Administrative Unit Planning cycle is provided below. Considering that the Administrative Unit Planning cycle began in Fall 2020, there has been limited time to assess impact of these strategic initiatives on goals and objectives within the plan. Where applicable, baseline data and data from 2020 have been added along with narrative updates.

Report. Each year, a summary report is produced documenting progress related to goals and objectives within the College Strategic Plan. The 2020 report is available here:

- [2020 College Strategic Plan Summary Report](#)

Highlights. Highlights from 2020 related to College Strategic Planning are summarized below.

- Completed Objective 2.2: Achieve SACSCOC Accreditation within first year of the strategic planning period.
- The Student Affairs Committee has initiated efforts to formally develop a student support services enhancement plan. As part of this effort, the Student Affairs Survey was redesigned into a Student Support and Experience Survey that includes a more comprehensive assessment of areas both within and outside of student affairs but applicable to the student experience. The survey began administration on November 30th and will conclude at the end of the Fall 2020 semester.
- The College Leadership Committee is leading the charge in developing a formalized first-year college-wide on-boarding program. As part of this effort, a survey was administered to employees who recently completed on-boarding and their first-year experience at the college to better understand areas for improvement.
- The Budget Committee began work on a cost-savings initiative that will go live in the 2021-2022 fiscal year, challenging each campus to develop a significant cost-savings project.
- Due to COVID-19 pandemic, enrollment in both fall credit headcount and WorkReadyU – Adult Education are below target at the close of 2020.

- The Business and Industry Solutions office is currently executing a system-wide initiative referred to as "Reboot Louisiana". This initiative seeks to expand access to and enrollment in non-credit workforce training programs.
- Through a Call to Action Taskforce and the elevation of Diversity, Equity, and Inclusion to the cabinet as part of the Vice Chancellor of Student Affairs' role, the college has placed focus on identifying areas of concern and developing solutions to close the gap.
 - The college administered the first Diversity and Equity Campus Climate Survey this fall. Results will be available in early Spring 2021 to guide efforts further.
 - The college is in collaboration with LCTCS on the expansion of a diversity representation dashboard to help identify areas that may need to be addressed across the college.
 - The Financial Aid Office implemented the Second Chance Pell program, piloting federal Pell grant fund eligibility to residents at Rayburn Correctional Center.

OPB State Strategic (Operational) Plan

Annual Report. Each year, a summary report is produced documenting progress related to goals and objectives within the OPB State Strategic (Operational) Plan. The 2020 report is available here:

- [2020 OPB State Strategic \(Operational\) Plan summary report](#)

Highlights. Highlights from 2020 related to OPB State Strategic (Operational) Plan are summarized below.

- Objective 1 (Fall Enrollment): Experienced a 26.6% increase from (Fall 2015) baseline.
- Objective 2 (Fall to Fall Retention): Experienced a 1.1% decrease from (Fall 2015) baseline.
- Objective 3 (Fall to Spring Retention): Experienced a 10.2% increase from (Spring 2015) baseline.
- Objective 4 (Graduation Rate): Experienced a rate decrease from 43% to 25%.
 - Decrease largely due to change in data calculations.
- Objective 5 (Certificate Completers): Experienced an increase in completers from previous year.
- Objective 7 (Diploma Completers): Experienced an increase in completers from previous year.
- Objective 8 (Associate Completers): Experienced a decrease in completers from previous year.

ADMINISTRATIVE UNIT PLANNING

The Administrative Unit Planning process ensures that administrative and support unit objectives are continuously assessed and provides a mechanism for alignment of unit initiatives with the [college strategic plan](#).

Annual Report. Each year, a summary report is produced documenting progress related to goals and objectives within the Administrative Unit Planning cycle. The 2020 report is available here:

- [2020 Administrative Unit Planning summary report](#)
- [NTCC Administrative Unit Planning webpage](#)

Update. The 2018-2020 Administrative Unit Planning cycle formally opened in August 2018 and closed in July 2020. During this cycle, each administrative unit established, at minimum, two initiatives aligned with an objective in the College Strategic Plan which was to be carried and assessed by multiple measures through a two-year period. Formative analysis at the mid-cycle point was collected. With the close of the plan, summative data was collected. With the close of this cycle also comes the close of the 2015-2019 College Strategic Plan. When findings tied to a measure fail to meet acceptable target achievement, an action plan is developed that documents steps to be taken by the unit to address the shortcoming. Each action plan will include a target achievement measure that is related to the “not met” status from the previous cycle.

The 2020-2025 College Strategic Plan was implemented on January 1, 2020. A new Administrative Unit cycle was implemented in August 2020 and will run through July 2022. The same structure and model from the previous cycle applies (2 initiatives per unit assessed by multiple measures). New to this cycle is the inclusion of college committees. A mid-cycle report will be due at the conclusion of the 2020-2021 academic year.

Highlights. Highlights from 2020 related to Administrative Unit Planning are summarized below.

- 2018-2020 Cycle:
 - 31 total administrative units participated
 - 63 total initiatives were implemented
 - Initiatives were assessed by a total of 126 measures
 - 75% percent (94 in total) of the 126 measures (94 of 126) were flagged as having either “met” or “exceeded” the target achievement benchmark.
 - 18 administrative units submitted action plans related to one or more measures flagged with a “not met” target achievement status
 - 2020-2022 Cycle:
 - 39 total administrative units participated
 - 79 total initiatives were implemented and are currently underway.
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PROGRAM REVIEW

The Program Review model at Northshore Technical Community College aims to ensure the viability and health of educational programming of the college while also assessing student achievement of established learning outcomes within each program. The model consists of two separate processes: the Program Assessment Planning and Program Health.

At NTCC, student achievement of learning outcomes is a key component of institutional effectiveness. Since fall 2014, educational programs at NTCC have developed student learning outcomes focused on programs that lead to improvement in student learning and operational efficiencies. Through the Program Assessment Planning process, each program of study develops and assesses outcomes and uses the results for improvements. The educational programs across all college locations engage in this systematic planning and evaluation process in order to promote institutional performance and accountability for continuous improvement toward the advancement and the fulfillment of the identified program-level student learning outcomes. Therefore, each planning unit sets its priorities for the year based on their core areas of responsibility and institutional priorities; then defines assessment measures and performance targets, and analyzes the results, which they use for the continuous improvement of their programs.

NTCC assesses program performance through the Program Health Index that is submitted to the Louisiana Technical and Community College System (LCTCS) annually. Program offerings are evaluated at least once every three years as it relates to relevancy, sustainability, effectiveness, and efficiency. Completed reports are reviewed at the system level and recommendations may be made to the college's Chancellor based on the analyses conducted. This assessment supports decisions related to program continuation; modification; expansion; resource allocation; and/or program discontinuation.


Annual Report. Each year, a summary report is produced documenting progress related to goals and objectives within the Program Review cycle. The 2020 report is available here:

- [2020 Program Review summary report](#)
- [NTCC Program Review webpage](#)

Program Assessment Planning

Update. The most recent two-year cycle, the 2018-2020 cycle, concluded in July 2020. The cycle spanned two academic years (2018-2019, 2019-2020) beginning in Fall 2018. At the close of the assessment period, final results were compiled from across the assessment period for each measure and presented to faculty prior to the beginning of the Fall 2020 semester. Faculty engaged in planning sessions to analyze assessment results and create action plans for the upcoming academic year (2020-2021) to effectively use results to improve teaching and learning within the program. At the conclusion of the 2020-2021 action plan year, faculty will engage in developing a new two-year assessment cycle that span the 2021-2022 and 2022-2023 academic years. Findings of non-compliance from the 2018-2020 cycle and/or 2020-2021 action planning year will be reported to the Academic Affairs Committee.

Highlights. Highlights from 2020 related to Program Assessment Planning are summarized below.

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- 82% of all measures employed within the 2018-2020 cycle reported a result that either met or exceeded performance expectations.
 - 106 program-level student learning outcomes were assessed by a minimum of two measures per outcome
 - 212 total measures were employed to assess student learning outcomes.
 - 106 action plans are now active across the 21 programs of study at the college.

Program Health Index

Update. The most recent cycle of the Program Health Review process was completed in January 2020 with a review of one-third of the college's programs of study during the 2018-2019 year. Upon conclusion of the review, both the NTCC Chancellor and the review committee at the system-office level (LCTCS) recommended that each program continue. In January 2021, NTCC will have completed a full-set of Program Health Index reviews on each program of study at the college.

Highlights. Highlights from 2020 related to the Program Health Index are summarized below.

- 1/3rd of programs reviewed (Air Conditioning and Refrigeration, Automotive Technology, Building Technology Specialist, Drafting and Design Technology, Electrician, Information Technology, and Medical Assistant).
- All programs recommended to continue based on reported program health.

STUDENT ACHIEVEMENT

Update. Institutional effectiveness is assessed through a wide variety of measures. Student achievement is an integral measure of the success of any institution of higher education. NTCC has established the following metrics as key to evaluating student achievement as an institution: program completion, placement and licensure, retention, and successful transfer. An update is provided annually and [published to the college website](#).

Report. [2020 Student Achievement Annual Report](#)

Highlights. Highlights from 2020 student achievement metrics are summarized below.

- Results from AY 2019-2020:
 - The college achieved both goals established for retention rates.
 - The annual Completion, Placement and Licensure (CPL) report deadline has been extended into January due to impact from the COVID-19 pandemic. This report will be revised and resubmitted once the CPL is completed.
 - A decision was made to adjust the methodology related to the graduation rate calculation. This has resulted in a lower than typical rate report. Based on previous calculation method, the college was on track to reaching graduation rate goal.
 - For the student transfer, the college came just short of the goal to double graduates.
 - 2020-2021 goals and benchmarks were revised:
 - Transfer calculation and goal was adjusted to assess only students who transfer to a 4-year university (excludes dual and cross-enrolled students)
 - Implemented minimum acceptable results (benchmarks) and significant achievement targets (goals).
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OCCUPATIONAL ADVISORY COMMITTEES

Update. In 2019, the program-specific Occupational Advisory Committee meetings by program were held. Each program hosts two Occupational Advisory Committee meetings each year, once in the fall and once in the spring. An [Occupational Advising Committee Meeting Log](#) with supporting documentation is available on the NTCC website.

Report. [2020 Occupational Advisory Committee Annual Report](#)

Highlights. Insert

- For the most recent academic year, occupational advisory committee meetings were held for the Fall 2019 and Spring 2020 semesters. In regards to college-wide participation, 91% of NTCC programs met with their OAC for the academic year. OAC participation by campus and by semester is detailed below. It is important to note that due to challenges associated with the Coronavirus pandemic, some programs were unable to conduct their Spring 2020 meeting.
 - Florida Parishes Campus: 100%
 - Hammond Campus: 100%
 - Lacombe Campus: 100%
 - Livingston Campus: 84%
 - Sullivan Campus: 59%
 - Southeastern ISC: 100%