

2.30 Institutional Effectiveness

Last Revised: February 2025

Policy: Piedmont Community College (PCC) engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (1) focus on institutional quality and effectiveness and (2) incorporate a systematic review of institutional goals, and outcomes consistent with its mission.

Purpose/Definitions:

Purpose

The purpose of this policy is to outline the processes governing institutional effectiveness.

Definitions

Goals—an observable and measurable end result having one or more objectives to be achieved within a more or less fixed time frame.

Mission Statement—a declaration of an organization’s core purpose and focus.

Objective—identifying what is expected at the end of a process or activity (intended results).

Outcomes—end results, consequences.

Approval Authority/Monitoring Authority: Piedmont Community College’s Board of Trustees has approval authority for this policy. The Director, Research & Institutional Effectiveness has monitoring authority for this policy.

Procedure:

Section 1: Stakeholder Involvement Chart

IE Process	Board of Trustees	Community Members	Faculty	Staff	Students
Advisory Committees		X	X	X	X
Annual Outcomes			X	X	X

Assessment					
General Education Competencies			X	X	X
Program and Service Area Reviews		X	X	X	X
Standing Committees			X	X	X
State Performance Measures			X	X	X
Strategic Planning	X	X	X	X	X

Section 2: Strategic Planning

- 2.1. Review the mission statement to ensure that it remains relevant to the College.
- 2.2. Compile data from ongoing evaluation processes.
 - 2.2.1. Utilize focus groups to gather data specific to the upcoming multi-year strategic plan.
- 2.3. Determine the major initiatives for the strategic plan.
- 2.4. Assign work teams to review performance data with the goal of identifying factors to include in the strategic plan.
- 2.5. Identify goals and objectives for the plan.
- 2.6. Present the final multi-year strategic plan to the Board of Trustees for approval.
- 2.7. Annually the IE Committee decides which objectives to include in the implementation plan for that year, determining targets, data sources, and responsible party.
- 2.8. Report results for each target annually.
- 2.9. Periodic review of the strategic plan may be conducted.

Section 3: Program and Service Area Reviews

- 3.1. PCC performs an in-depth assessment of academic programs and service areas every five years, on a staggered cycle.
- 3.2. Committee chair (dean or director) appoints a committee to review relevant data and conduct a SWOT analysis of the program or department to ensure its effectiveness.
- 3.3. Develop an action plan with verifiable objectives and timelines to address factors identified by the SWOT analysis to achieve continuous improvement of said program or department.
 - 3.3.1. Committee chairs submit an action plan update twelve months after the report is due.

Section 4: Annual Outcomes Assessment ([Annual Planning Cycle](#))

- 4.1. Develop and evaluate department or program objectives with measures of assessment and criteria for success.
 - 4.1.1. Objectives should align with strategic plan objectives (identified in section 2 above) and should consider previous year's assessment results.
 - 4.1.2. Results should be used to improve departments and programs.
- 4.2. Deans, directors, and coordinators compile and prioritize their budget requests based on their area objectives to be approved by the President and vice presidents.
- 4.3. Outcomes assessment is compiled and presented to the President and the Executive Council once every 2 years.

Section 5: State Performance Measures [Student Success Indicators](#)

- 5.1. Track performance on seven student success indicators adopted by the State Board of Community Colleges.
 - 5.1.1. The threshold of acceptability is the baseline, and the performance target is the excellence level, set by the NCCC System Office.

Section 6: General Education Competencies [General Education Competencies and Identified Courses \(#5\)](#)

- 6.1. Collect student artifacts during the semester in identified courses.
- 6.2. Score artifacts using the rubrics developed for general education assessment.

6.2.1. Scoring is conducted by trained, multi-disciplinary teams.

6.3. Summarize and share data with the college community.

6.4. Create and submit General Education Use of Result Summary in year two.

6.4.1. Complete impact column during the next assessment cycle.

Section 7: Advisory Committees (see [PCC Policy 6.34](#))

7.1. Invite potential committee members to participate.

7.2. Program head will organize and conduct advisory committee meeting to obtain information to improve workforce and career programs.

7.2.1. Advisory committees are comprised of individuals with expertise in the program area who can advise the College regarding workforce needs.

7.3. Surveys may be sent to meeting attendees to allow for information regarding the program area to be shared.

7.4. Advisory committee minutes are retained and stored in the respective departments.

Section 8: Standing Committees (see [PCC Policy 2.27](#))

8.1. Prepare a new Standing Committee Roster at the beginning of each academic year.

8.2. Standing Committee Chairs will schedule meetings according to the guidelines in the Standing Committee Roster.

8.3. Standing Committee Rosters and meeting minutes are retained and stored on the College's intranet.

Reference Citation: [Resource Manual for the Principles of Accreditation; Foundations for Quality Enhancement \(CR 7.1\)](#), [State Performance Measures](#)

History: Effective July 2011; Revised February 2021, November 2023, February 2025

Cross references PCC Policies 2.27 Institutional Standing Committees and 6.34 Advisory Committees.