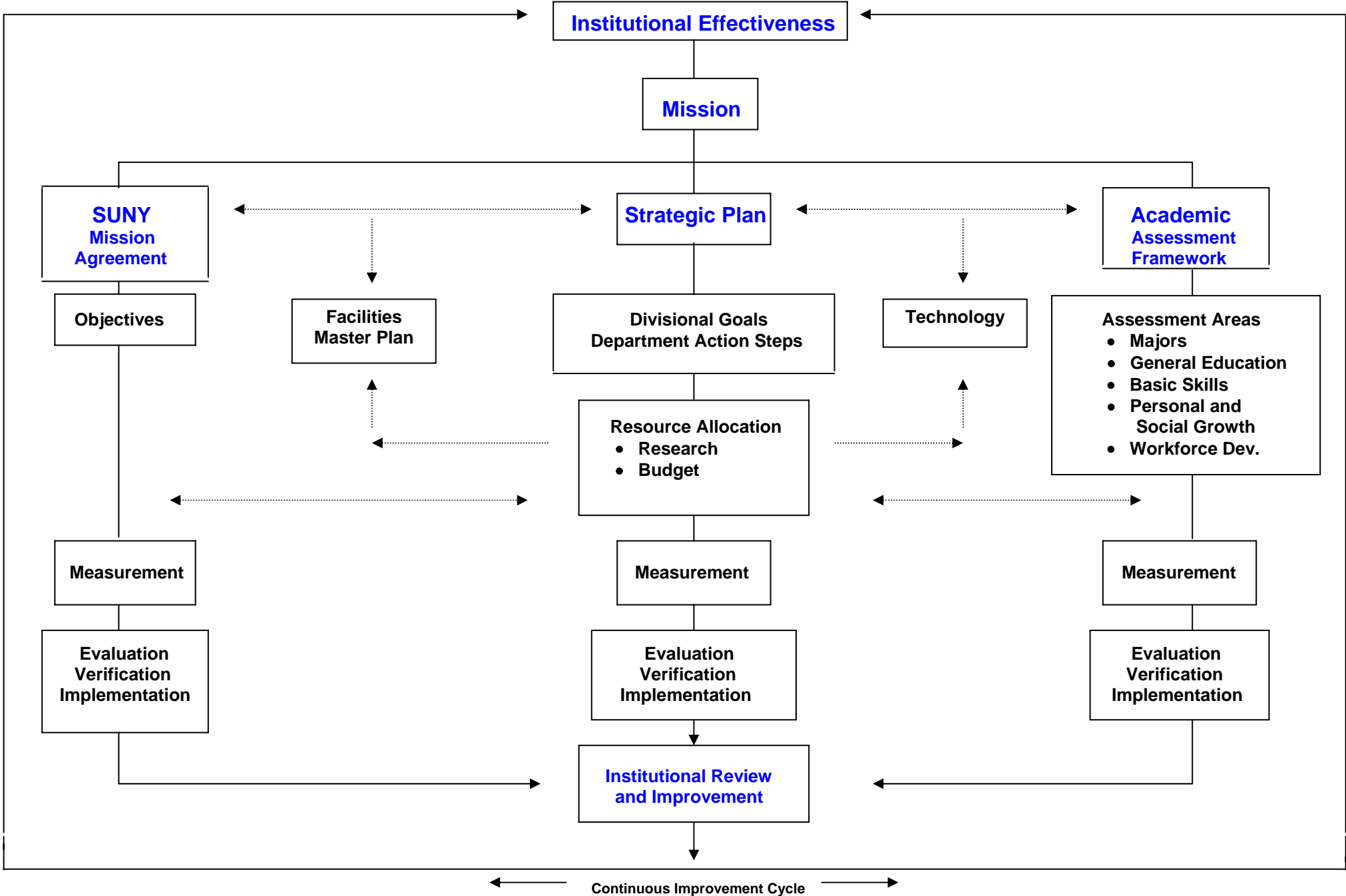


**Monroe Community College
INSTITUTIONAL EFFECTIVENESS MODEL**



Institutional Effectiveness

Overview

Measuring institutional effectiveness, both qualitatively and quantitatively, supports the complementary functions of institutional improvement and accountability to the communities the College serves. The Institutional Effectiveness Model employs a trilateral approach for assessing the College's overall effectiveness. It embodies the College's Strategic Plan, the State University of New York (SUNY) Mission Agreement, and the Academic Assessment Plan. These primary planning documents are integrated into an overall institutional effectiveness model that supports the College's mission. Additional planning documents are used in support of this overall approach.

Mission

The mission of Monroe Community College is to provide access to high quality education and training programs to a diverse community. Student success is the College's highest priority.

In fulfilling its mission, the College is committed to excellence in teaching, comprehensiveness, lifelong learning and citizenship. The College embraces its role as a stimulus for economic development and values partnerships, innovation and educational leadership.

Through the strategic planning process and other institutional reviews the college community and the trustees routinely reexamine the College's mission in terms of its relevancy, clarity, and achievability. As was suggested in our Middle States Self-Study, the Board of Trustees adopted the revised mission statement in 2006.

Planning Components

◆ Strategic Plan

The College's Strategic Plan is one of the primary elements of the Institutional Effectiveness Model. The plan sets forth major institution-wide strategic directions and corresponding goals and objectives. With the plan as the framework, divisional plans and department action steps are developed on an annual basis. During the implementation and integration stages of the process, budget considerations (college operating/capital budget, MCC Foundation, and grants) are carefully integrated to support the plan. The implementation of the plan is monitored annually.

The College's success is measured annually by a series of *Campus-Wide Performance Indicators*, established by the Board of Trustees, and 17 Key Performance Areas identified in the planning document. Based upon this verification and evaluation process, planning priorities are reaffirmed and/or adjusted accordingly.

◆ **SUNY Mission Agreement**

This agreement assigns campus responsibility for higher levels of performance, efficiency, and system-wide collaboration within the context of the distinctiveness of the College's mission. Its overall focus is to advance student learning through academic programs of instruction; to support faculty in instruction and scholarship; and to provide public service to the citizenry. The university-wide document is a touchstone for the planning and on-going evaluation of campus academic programs and setting the future course for the SUNY units.

This mutually agreed upon agreement sets forth the college's projected institutional position and benchmarks for success. Goals and measurements were jointly identified by the Chancellor's Office of the State University of New York (SUNY) and Monroe Community College in the following key performance areas: enrollment and admission selectivity; student outcomes; faculty development and scholarship; intercampus collaboration; academic program direction; infrastructure and technology. Responsibilities for goal achievement and timelines for completion are assigned to specific College divisions and/or departments.

◆ **Academic Assessment Framework**

The third primary element in the Institutional Effectiveness Model focuses upon institutional improvement with an emphasis upon teaching and learning. The Assessment Initiative focuses on student success to provide a systematic and integrated process for continuously improving student learning. The process is becoming increasingly embedded into the culture of the institution.

The Initiative focuses upon five critical assessment categories that support the College's mission: academic majors/programs, basic skills, general education assessment, personal and social growth, and workforce development. The purpose, components, methodology, measurements, timelines, and evaluation processes are outlined for each of these major categories of assessment.

Recognizing that the primary purpose of assessment is continuous improvement toward achievement of student success, the College Community embraces a plan that provides evaluative information necessary to monitor student achievement, growth, and development; to identify areas for improvement; to document steps aimed at strengthening programs and services; and to demonstrate improvement and mission accomplishment.

Ultimately, this approach builds upon itself; establishing goals in the outcomes development process which, through implementation, measurement and evaluation lead to an improved institution, which is the starting point for the establishment of new goals for the future.
