

# Institutional Effectiveness



## ASSESSMENT RETREAT

**Leadership Council | Action Plan**  
Academic Year 2024-2025


# Academic Year 2024-2025 Leadership Council - Assessment Retreat | Action Plan

**Priorities for all Action Items at Clarkson College are to  
Serve our Students and Community Well, Increase Customer Services, and gain Financial Sustainability through Visibility**

Data Point	Fall 2024 Assessment Retreat	Spring 2025 Progress Report	Fall 2025 Assessment Retreat
	Action Plan:	Progress Report:	Actions Completed:
<p><b>1</b> <b>Student Learning Outcomes</b> <b>COURSE and CO-CURRICULAR</b></p> <p><b>Strategic Roadmap</b> <b>Category 2:</b> Enhance financially sustainable demand-driven quality programs and CSF A2, B1, and C1</p>	<ul style="list-style-type: none"> <li>Undergraduate and Graduate programs will review opportunities to address RNL feedback pertaining to student learning.</li> <li>For AY 2024/2025 - Review/revise <b>Co-Curricular Student Learning Outcomes opportunities</b> and scale up across all 6 College divisions, where applicable. Ensure compliance with Higher Learning Commission – Assumed Practices.                             <ul style="list-style-type: none"> <li>Review Co-Curricular opportunities for IDI Survey and IPE</li> </ul> </li> <li>Several academic departments will update Course SLOs per program specific accreditation guidelines, ensure maintenance of layering into Institutional SLOs.</li> </ul>		
<p><b>2</b> <b>Teaching and Learning</b></p> <p><b>Strategic Roadmap</b> <b>Category 1:</b> Expand and leverage partnerships that support student scholarship and education and CSFs A1 and A2</p>	<ul style="list-style-type: none"> <li>Undergraduate and Graduate programs will review opportunities to address RNL feedback and demonstrate the impact of efforts.</li> <li>Develop performance measures to follow RIZE implementation in HealthCare Business and Community Health departments to assist other college academic departments and higher education learning models.</li> <li>Implement and Review processes to support stackable credentialing and develop better awareness of uses in higher education.</li> <li>Artificial Intelligence Ad-hoc Committee will continue to perform an AI need analysis for students, faculty, and staff</li> <li>Ruffalo Noel Levitz Comparative Analysis Post Spring 2025 deployment                             <ul style="list-style-type: none"> <li><u>Ruffalo Noel Levitz Spring 2023 data</u> <ul style="list-style-type: none"> <li>Areas for review and strategizing are select items under the following scales for the <u>online environment</u> - <b>Instructional Services and Academic Services</b> <ul style="list-style-type: none"> <li>3 - Instructional materials are appropriate for</li> </ul> </li> </ul> </li> </ul> </li> </ul>		

	<p>program content. (2023, 2021,2019)</p> <ul style="list-style-type: none"> <li>• 4 - Faculty provide timely feedback about student progress. (2023, 2021, 2019)</li> <li>• 20 - The quality of online instruction is excellent. (2023, 2021, 2019)</li> <li>• 25 - Faculty are responsive to student needs. (2023, 2021)</li> <li>• 7 - Program requirements are clear and reasonable. (2023, 2021)</li> </ul> <ul style="list-style-type: none"> <li>• Areas for review and strategizing are select items under the following scale for the <u>on-campus environment</u> – <b>Instructional Effectiveness</b> <ul style="list-style-type: none"> <li>• 8 - The content of the courses within my major is valuable. (2023, 2021)</li> <li>• 16 - The instruction in my major field is excellent. (2023,2021)</li> <li>• 47 - Faculty provide timely feedback about student progress in a course. (2023, 2021)</li> <li>• 58 - The quality of instruction I receive in most of my classes is excellent. (2023, 2021, 2019)</li> </ul> </li> </ul>		
<p><b>3</b> <b>Recruitment, Enrollment, Retention, and Advising</b></p> <p><b>Strategic Roadmap</b> <b>Category 2:</b> Enhance financially sustainable demand-driven quality programs and CSF A2, B1, and C1</p>	<ul style="list-style-type: none"> <li>• Increase total enrollment by 128 students over the next academic year through new and retained student enrollment (target is 1250 for census day FA25)</li> <li>• Increase retention rate for the College by 3% for a new target of 83% for FA24 to FA25 (CSF A2) <ul style="list-style-type: none"> <li>○ Fall 2024   CC – 80%, UG – 80%, GRAD – 81%, CERT – 64%</li> </ul> </li> <li>• Implement at risk student early alert advising system process and determine appropriate metrics to determine success through Anthology HLC QI project (decrease student withdrawal to not exceed 12%)</li> </ul>		
<p><b>4</b> <b>Alumni, Clinical, and Employer Connections</b></p> <p><b>Strategic Roadmap</b> <b>Category 3:</b> Develop a clear</p>	<ul style="list-style-type: none"> <li>• Implement NHA Clinical Shared Model at multiple locations.</li> <li>• The Academic Division will review the Alumni and Employer Survey process and assist with strategies on how to improve response rates</li> </ul>		

<p>brand, enablity support from alumni and others and CSFs B1, C1, and C2</p>			
<p><b>5 Career Planning, Clinical Advancement</b></p> <p><b>Strategic Roadmap</b> <b>Category 1:</b> Expand and leverage partnerships that support student schoalrship and education and CSFs A1 and A2</p>	<ul style="list-style-type: none"> <li>• Implement NHA Clinical Shared Model at multiple locations.</li> <li>• Ensure an infrastructure is in place to accurately share with all founding and community partners our key performance indicators specific to their organization (e.g., employees, dependents, spouses, programs enrolled, etc.)</li> <li>• Implement select Anthology Occupation Insights dashboards and develop process through Anthology HLC QI project Anthology</li> </ul>		
<p><b>6 Student Satisfaction   Key Performance Indicators</b></p> <p><b>Strategic Roadmap</b> <b>Category 3:</b> Develop a clear brand, enablity support from alumni and others and CSFs B1, C1, and C2</p>	<ul style="list-style-type: none"> <li>• Key Performance Indicators will be reviewed, and definitions will be shared and implemented through the Quality Initiative Project (QIP) with clear benchmarks across constituents: <ul style="list-style-type: none"> <li>○ Graduation/Completion Rate</li> <li>○ Retention Rate (Benchmark now 83%)</li> <li>○ Persistence Rate (Benchmark now 90%)</li> <li>○ Student Attrition (Benchmark now 12%, retain 50 more students on average) <ul style="list-style-type: none"> <li>▪ Reasons Why Students Leave Trend</li> <li>▪ Transfer Outs</li> <li>▪ Student Success at Other Institutions Post-Clarkson College</li> <li>▪ New Leave of Absence Policy effective Spring 2025</li> </ul> </li> <li>○ At Risk Student Strategies <ul style="list-style-type: none"> <li>▪ (B-C) DFWI Course Rates</li> <li>▪ Early Alert System</li> <li>▪ "Periodic" Intervention Strategy</li> <li>▪ Intervention Survey for Faculty Feedback (Maintain for Spring 2025 in conjunction with Early Alerts)</li> <li>▪ Number of Contacts Data</li> <li>▪ Midterm vs Final Grade Analysis</li> </ul> </li> <li>○ Student Satisfaction (NSES, GES, RNL)</li> <li>○ Enrollment <ul style="list-style-type: none"> <li>▪ Headcount (Fall, Spring, Summer, AY)</li> </ul> </li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>▪ Enrollment Demographics (match Midwest demographics)</li> <li>▪ Cancelled Applications</li> <li>• KPI trend data will be reviewed to determine appropriateness of benchmarks every 3-5 years.</li> <li>• Create customizable dashboards for all stakeholders to provide on demand data on KPIs to aid in decision making</li> <li>• Services to assist in Financial Aid department structure, compliance procedures, and improved satisfaction for all constituents will be implemented in AY 24-25</li> <li>• Commencement Ceremony student feedback will be reviewed and process enhancements made</li> </ul>		
<p><b>7 Workplace Culture</b></p> <p><b>Strategic Roadmap Category 3:</b> Develop a clear brand, enable support from alumni and others and CSFs B1, C1, and C2</p>	<ul style="list-style-type: none"> <li>• Strategies to improve satisfaction in areas of Performance Management and Communication as per the Great Colleges to Work For Survey will be completed.</li> </ul>		
<p><b>8 Programmatic/Department Review and Strategic Planning</b></p> <p><b>Strategic Roadmap:</b> All categories and CSFs</p>	<ul style="list-style-type: none"> <li>• HLC Quality Initiative Project will be kept on track (2 years)</li> <li>• ACEN UGN Re-Accreditation support will be available in preparation of site visit in</li> <li>• JRCERT Rad/MI Re-Accreditation support will be available in preparation of site visit in Fall 2025.</li> <li>• Connectedness to College Strategic Roadmap, Top Priorities and CSFs will continue to be communicated across divisions and college community participation maintained.</li> </ul> 		

∞	<p><u>Continuous Improvement Process is always ongoing.</u></p> <ul style="list-style-type: none"> <li>• Higher Learning Commission 2025 Conference attendance by select IAC members</li> <li>• Quality Initiative Project (Years 6-7 - 2024/2025, 2025/26 – <b>Approved 01-09-2025 by HLC</b>)</li> <li>• Quality Initiative Report (Years 8-9; 2026/27, 2027/2028)</li> <li>• Comprehensive Evaluation for Reaffirmation (Year 10 – 2028/29)</li> <li>• Institutional and Programmatic Accreditation Standards and Compliance (ACEN 2025)</li> <li>• Maintain accurate and timely external reporting compliance</li> <li>• Roles, Responsibilities, and Accountability <ul style="list-style-type: none"> <li>• Review Annual Report timeline and content</li> </ul> </li> </ul>		

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