Institutional Effectiveness

Clarkson College
Prepare to be the best.

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 Sustainabilty through Visibility

Data Point	Fall 2024 Assessment Retreat	Spring 2025 Progress Report	Fall 2025 Assessment Retreat
	Action Plan:	**Progress Report:**	**Actions Completed:**

1
 	
Student Learning Outcomes
    COURSE and CO-CURRICULAR
 	
Strategic Roadmap Category 2: Enhance financially sustainable demain-driven quailty programs and CSF A2, B1, and C1
	• Undergraduate and Graduate programs will review opportunities to address RNL feedback pertaining to student learning.
	
	• For AY 2024/2025 - Review/revise **Co-Curricular Student Learning Outcomes opportunities** and scale up across all 6 College divisions, where applicable. Ensure compliance with Higher Learning Commission – Assumed Practices.
	
	    • Review Co-Curricular opportunities for IDI Survey and IPE
		In Progress:
		The VPAA and OIE met with Undergraduate CORE and Graduate CORE directors to discuss relevancy, rigor, and inclusiveness of SLOs in January and February 2025 and will implement over the summer for Fall 2025. Plan in motion to review Graduate CORE Diversity items.
		
		In Progress:
		A Co-Curricular Focused Plan is in process under the direction of the VPER, IPE focuses new courses live in Fall 2025, pilot in Summer 2025; IDI separated from IPE in the course for Spring 2025; will make a decision this summer of location for	

		IDI and process	
	• Several academic departments will update Course SLOs per program specific accreditation guidelines, ensure maintenance of layering into Institutional SLOs.	**In Progress:** The VPAA and OIE will host an Academic Division Retreat in June 2025 to discuss all data points and develop a plan for updating programmatic course SLOs, as applicable. General Education updated AY 24-25 and will implement changes for Fall 2025 PTA: updated SLO map to CAPTE 2024 standards and implementation underway CRNA/DNP: aligned in SLOs moving forward EdD working on SLOs	
2 **Teaching and Learning** **Strategic Roadmap Category 1:** Expand and leverage partnerships that support student scholarship and education and CSFs A1 and A2	• Undergraduate and Graduate programs will review opportunities to address RNL feedback and demonstrate the impact of efforts.	**In Progress:** The Spring 2025 deployment of the Student Satisfaction Surveys closed in April 2025. The data will be disseminated in August 2025 and new action items identified as needed. RNL return rate on-campus: 18% and online: 20%	

• 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.	**MET:** RIZE curriculums approved through College governance processes and HLC
• Implement and Review processes to support stackable credentialing and develop better awareness of uses in higher education.	**MET and Ongoing:** AA-47 Advanced Standing Credit is under review, continue review through CSF A-2
• Artificial Intelligence Ad-hoc Committee will continue to perform AI need analysis for students, faculty, and staff	**In Progress:** AI Ad-hoc Committee has begun to identify needs for faculty, staff and students.

• Ruffalo Noel Levitz Comparative Analysis Post Spring 2025 deployment
   • Ruffalo Noel Levitz Spring 2023 data
      • Areas for review and strategizing are select items under the following scales for the online environment - **Instructional Services and Academic Services**
         • 3 - Instructional materials are appropriate for program content. (2023, 2021,2019)
         • 4 - Faculty provide timely feedback about student progress. (2023, 2021, 2019)
         • 20 - The quality of online instruction is excellent. (2023, 2021, 2019)
         • 25 - Faculty are responsive to student needs. (2023, 2021)
         • 7 - Program requirements are clear and reasonable. (2023, 2021)
      • Areas for review and strategizing are select items under the following scale for the on-campus environment – **Instructional Effectiveness**
         • 8 - The content of the courses within my major is
	In Progress: Numerous initiatives implemented or updated based on this 2023 data.
	The data from the Spring 2025 RNL survey will be disseminated in August 2025 and new action items identified as needed.

	• 16 - The instruction in my major field is excellent. (2023,2021) • 47 - Faculty provide timely feedback about student progress in a course. (2023, 2021) • 58 - The quality of instruction I receive in most of my classes is excellent. (2023, 2021, 2019)		
3 **Recruitment, Enrollment, Retention,** **and Advising** **Strategic Roadmap Category 2:** Enhance financially sustainable demain-driven quailty programs and CSF A2, B1, and C1	• Increase total enrollment by 128 students over the next academic year through new and retained student enrollment (target is 1250 for census day FA25)	**In Progress:** The Strategic Enrollment Management (SEM) Committee hosted a Strategic Planning Day event in February 2025 and created action items to target this goal. The Strategic Enrollment Management (SEM) Focused Plan template has been released, and initial sections have been completed to guide this goal.	AY 25-26 goal is 570 new students
	• Increase retention rate for the College by 3% for a new target of 83% for FA24 to FA25 (CSF A2) ○ Fall 2024 | CC – 80%, UG – 80%, GRAD – 81%, CERT – 64%)	**MET:** KPI increased for retention. Early Alert Discussion upcoming with Academic Directors and Advisors	
	• 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 100 students per year)	**MET:** REACH succeed platform implemented in Spring 2025 and currently under use. Best practices, training, and educational items have been developed and	

		disseminated to necessary parties. Discussion to include dialogue in Syllabus template. The withdrawal rate also set to <100 students.	
4 **Alumni, Clinical, and Employer Connections** **Strategic Roadmap Category 3:** Develop a clear brand, enablity support from alumni and others and CSFs B1, C1, and C2	• Implement NHA Clinical Shared Model at multiple locations.	**In Progress:** Clinical shared model implemented and will begin SU 2025 with four (4) CPIs at Nebraska Medicine. One CPI student enrolled in Spring 2025.	
	• The Academic Division will review the Alumni and Employer Survey process and assist with strategies on how to improve response rates	**In Progress:** The VPAA and OIE will host an Academic Division Retreat in June 2025 to discuss this process and strategize ways to improve.	
5 **Career Planning, Clinical Advancement** **Strategic Roadmap Category 1:** Expand and leverage partnerships that support student scholarship and education and CSFs A1 and A2	• Implement NHA Clinical Shared Model at multiple locations.	**In Progress** NHA CPI at Ne Med Summer 2025. Will work with UGN for possibilities in other institutions (i.e., Blair)	
	• 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.)	**In Progress:** VPAA gathers numbers of graduates and employment at partnerships	

		Partners receive a mid-year and Annual report with KPIs specific to their organization (total students, their programs, community/service work collaboration, other programming...etc.)	
	• Implement select Anthology Occupation Insights dashboards and develop process through Anthology HLC QI project Anthology	**On Hold** until outstanding Anthology Items are addressed, and resources and human bandwidth are available	
6 **Student Satisfaction | Key Performance Indicators** **Strategic Roadmap Category 3:** Develop a clear brand, enablity support from alumni and others and CSFs B1, C1, and C2	• Services to assist in Financial Aid department structure, compliance procedures, and improved satisfaction for all constituents will be implemented in AY 24-25	**In Progress** HEAG hired December 2024 to support FA services.	
	• Commencement Ceremony student feedback will be reviewed and process enhancements made	**MET** Commencement Ceremony processes on website; departments continuing to update graduation hooding and pinning ceremony processes for each semester and student focused celebration efforts **Graduation FAQs | Clarkson College**	
	• Develop a clear brand, enablity support from alumni and others and CSFs B1, C1, and C2	**MET and Ongoing:** Doing Business As supports brand awareness in the community. Image campaign in process	

		(Online Ads, Airport Ad, Outdoor billboards) Alumni engagement plan in place and being executed. Alumni Board roadmap communicated to the College and community alignment. Alumni testimonials in process with Communications, Enrollment and Program Directors working together.	

	• Key Performance Indicators will be reviewed, and definitions will be shared and implemented through the Quality Initiative Project (QIP) and the Strategic Enrollment Management (SEM) Plan with clear benchmarks across constituents:
	    o Graduation/Completion Rate
	    o Retention Rate (Benchmark now 83%)
	    o Persistence Rate (Benchmark now 90%)
	    o Student Attrition (Benchmark is to have less than 100 withdraw, retain 50 more students on average)
	        ▪ Reasons Why Students Leave Trend
	        ▪ Transfer Outs
	        ▪ Student Success at Other Institutions Post-Clarkson College
	        ▪ New Leave of Absence Policy effective Spring 2025
	    o At Risk Student Strategies
	        ▪ (B-C) DFWI Course Rates
	        ▪ Early Alert System
	        ▪ "Periodic" Intervention Strategy
		In Progress: The OIE Task Force will support the data analysis efforts of the SEM Committee and maintain work on KPI data, trending, and reporting.
		
		The College will always continue to focus on HLC, federal compliance, and specialized accreditor KPI needs.	

	▪ Intervention Survey for Faculty Feedback (Maintain for Spring 2025 in conjunction with Early Alerts) ▪ Number of Contacts Data ▪ Midterm vs Final Grade Analysis ○ Student Satisfaction (NSES, GES, RNL) ○ Enrollment ▪ Headcount (Fall, Spring, Summer, AY) ▪ Enrollment Demographics (match Midwest demographics) ▪ Cancelled Applications • KPI trend data will be reviewed to determine appropriateness of benchmarks every 3-5 years. • Create customizable dashboards for all stakeholders to provide on demand data on KPIs to aid in decision making	**In Progress:** Leadership Council, the SEM Committee and other stakeholders will provide insights into this review process at scheduled events **On Hold** until outstanding Anthology Items are addressed and resources and training are available	
7 **Workplace Culture** **Strategic Roadmap Category 3:** Develop a clear brand, enablity support from alumni and others and CSFs B1, C1, and C2	• Strategies to improve satisfaction in areas of Performance Management and Communication as per the Great Colleges to Work For Survey will be completed.	**In Progress:** Emerging Leadership project is on Employee Recognition and will be presented to Leadership Council on June 24, 2025. HR held refresher training for Leadership Council on performance management in February 2025. Working with NE	

		Medicine to implement Pulse survey in Fall 2025. This will give each department or division 1-2 action items to work on over a set time frame. Micro-pulse surveys can be sent throughout the year based on Great Colleges to Work for survey results. HR will pilot a few DiSC workshops over the summer and fall with various departments before having the rest of the employees take the DiSC assessment. Improvement for Director onboarding and training focus areas will be implemented Fall 2025. Improvements for all employee onboarding underway. Many departments working on improved communication through huddles, celebration slides, goal groups, etc.	
8 **Programmatic/Department Review and Strategic Planning**	• HLC Quality Initiative Project will be kept on track (2 years)	**In Progress:** QI project approved by HLC January 9, 2025 QI Workgroup	

Strategic Roadmap: All categories and CSFs		maintaining weekly meetings QI Workgroup and OIE developing a system to track necessary items for a successful QIP	
	• ACEN UGN Re-Accreditation support will be available in preparation of site visit in 2026 • JRCERT Rad/MI Re-Accreditation support will be available in preparation of site visit in Fall 2025. • COA Re-Accreditation support will be available in preparation of site visit in Fall 2025. • Connectedness to College Strategic Roadmap, Top Priorities and CSFs will continue to be communicated across divisions and college community participation maintained. 	**In Progress:** VPPA supporting UGN in preparation for ACEN visit Fall 2026 JRCERT accreditation items submitted April 30th, visit will be Fall of 2025 COA visit date being established for October 2025 **Items Met, In Progress, and Ongoing:** College Roadmap in place with connection to CSFs and KPIs	
∞	Continuous Improvement Process is always ongoing. • Higher Learning Commission 2025 Conference attendance by select IAC members	**Ongoing:** HLC annual conference attended by Dr. Nebel, Dr. Miller, Ms. Liles, Ms. Paul, Ms. Hagenau, Ms. C. Jones	

	- Quality Initiative Project (Years 6-7 - 2024/2025, 2025/26 – Approved 01-09-2025 by HLC) - Quality Initiative Report (Years 8-9; 2026/27, 2027/2028) - Comprehensive Evaluation for Reaffirmation (Year 10 – 2028/29) - Institutional and Programmatic Accreditation Standards and Compliance (CAHIIM 2025, JRCERT 2025, COA 2025, ACEN 2026) - Maintain accurate and timely external reporting compliance - Roles, Responsibilities, and Accountability - Review Annual Report timeline and content	**In Progress:** QI Workgroup maintaining weekly meetings OIE maintains QIP updates on institutional Effectiveness CAHIIM Virtual Site visit completed on April 23-24, 2025, for BS Health Information Administration program. Met all 25 standards COA accreditation visit will be Fall 2025 [October] **NOT MET:** Currently awaiting Anthology Student Reports to aid in automation of calculated reporting Monitor Department of Education for changes to 2025/2026 IPEDS, (QI group meets weekly) and Data Governance meets weekly as well Continue to share information and provide support at annual Assessment Retreats and applicable events.	