HACC Assessment Record

Department/Campus: Academic Affairs

Unit: NA

Assessment Start Date:	July 2012
Goal: *(Campus, department or unit)*	Reorganize Academic Affairs for improved efficiency, responsiveness, functionality, and curriculum development and delivery
Objective: *(Measurable)*	• Improve communications throughout the College • Improve collegiality, civility, and trust throughout the College • Continuously assess and improve the organizational structure
Alignment to Strategic Plan:	SP Goal II: Organizational Excellence Objective 9: Continuously improve the organization structure SP Goal III: Operational Excellence Objective 12: Improve communication with internal and external stakeholders
Sources of Evidence to be used: *(Measures that would point to achievement of goal/objective. Examples: databases, focus group feedback, surveys. See p. 10 of Guide.)*	• Interviews (Department Chairs and Deans) • Focus Groups (Academic Affairs Efficiency Task Force, Faculty Senate Cabinet, Department Chair group meetings) • Surveys (Faculty Senate Surveys regarding department structure, role descriptions, and department organization) • Document Review • Current Practices Inventory (Role Case-study analysis in Academic Council and Faculty Senate)
Type of Assessment : • **Information– Gathering** *(needs assessments, inventories, establishing baselines)* • **Performance–Evaluating** *(How well are we doing? Have we improved?)*	Information –Gathering Assessment: Designed to inform decision-making

IF ASSESSMENT IS PERFORMANCE-EVALUATING:		
*Benchmarks and Performance Targets are critical when evaluating performance. They may or may not be as critical when gathering information, although a rubric may be developed to organize categories under consideration.	**Benchmarks or Standards** (See pp. 11 – 13 of Guide)	**Performance Target** (See pp. 13 – 17 of Guide)
	NA	NA
Findings: *(What did we learn from this assessment? What did the evidence say?)*	• Function needs to take precedence over structure • Institutional effectiveness needs to be a focus of Academic Affairs	

	• Curriculum needs to be the focus for accomplishing College strategic goals:
	   ◦ Teaching and learning excellence
	   ◦ Organizational excellence

Decision-Making: *(What changes of practice are indicated? What budget priorities are established? What accomplishments should be celebrated and showcased?)*	• Roles of academic affairs administrators were redefined:
	   ◦ Provost is executive "owner" of institutional effectiveness and directs academic affairs deployment (campuses, workforce, and virtual learning), library and academic support administrators
	   ◦ Associate Provost (instead of curricular division deans) serves as strategic leader of curriculum, links institutional effectiveness to curriculum, and advocates for department chairs at the executive level
	   ◦ Department chairs given strengthened role for College-wide strategic focus on curriculum, coordination and management of curriculum (priorities, plans, implementation, and quality control), and leads faculty evaluation
	   ◦ Campus deans, workforce dean, and virtual learning directors maintain operational focus on curriculum and link curriculum/modality to service area via collaboration with departments
	• The number of academic departments reduced from 22 to 10 and led by faculty department chairs with significant release time.
	• The organization was reformed so that institutional research, assessment of student learning, and curriculum were the drivers of collaborative decision-making and workflow.
	• To support transparency and a commitment to improved communication, the AA Provost gave presentations on each of the campuses. Additionally, information about the reorganization was distributed electronically by email.
	• Necessary and appropriate staffing changed have been made.

Assessment Closing Date:	February 15, 2013
Notes:	An assessment plan is being developed to evaluate the effectiveness of this reorganization. It is to be completed by May 2014. Attachments: • [Academic Affairs Unit Plan](#) • [Department Chair Analysis 9-10-2012 to Senate](#) • [Recommendations relative to disciplines in departments](#) • [Academics House Survey Results – Disciplines and departments](#)

	- [Cabinet Meeting Handout 2012-11-06](#) - [Academic Affairs Functional Concept](#) - [Academic Affairs Role Descriptions](#) - [Academic Affairs Organization Chart](#) - [Academic Affairs Reorganization Timeline](#) - [Frequently Asked Questions](#) - [Campus Forums FAQ](#)