



## INSTITUTIONAL EFFECTIVENESS AT CGTC

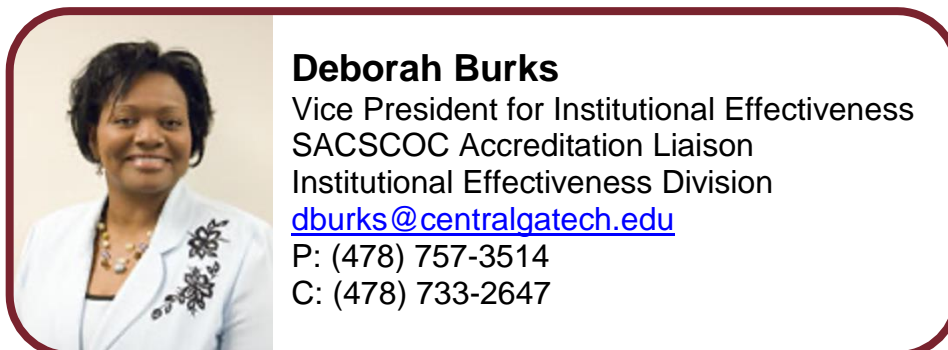
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# PROCEDURES MANUAL 2019 – 2023



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# INSTITUTIONAL EFFECTIVENESS PROCEDURES MANUAL

## Purpose

- To support a comprehensive institutional effectiveness process that utilizes the institution's mission and purpose as the foundation of planning and evaluation.
- To provide a means by which faculty, staff, students, and administration have opportunities for input concerning programs, processes, and services at Central Georgia Technical College.
- To ensure that continuous improvement occurs based on the use of accurate information for decision-making.

## Policy

It is the practice of Central Georgia Technical College to maintain a comprehensive institutional improvement process which

- is driven by the institution's mission;
- founded on the institution's vision and values
- involves faculty, staff, and administration;
- provides opportunity for input from students, program advisory committees, and other stakeholders within the service delivery area;
- utilizes institutional research as an integral part of the institutional planning and evaluation processes;
- complies with the Technical College System of Georgia requirements; and
- results in continuous improvement in the quality of the institution's graduates, occupational programs, and in increased satisfaction from students, employees, and other stakeholders.

## Responsibility

The College President and Vice President for Institutional Effectiveness have the overall responsibility for ensuring that policy guidelines and procedures for planning and evaluation are followed.

## RESEARCH, PLANNING, AND EVALUATION

Institutional effectiveness is defined as the positive correlation of results to expectations. As a process, institutional effectiveness at CGTC is a *system* of research, planning, and evaluation that ensures plans are implemented and evaluated, with emphasis on decision making and change as a result of the evaluation findings. The College's Leadership Team provides advice and counsel to the President on the continuous improvement of the institution. It is the responsibility of the Office of Institutional Effectiveness and other Division personnel to monitor the institution's evaluation and planning processes and ensure that the results of the planning and evaluation processes are used for the improvement of both educational programs and support services.

Planning and evaluation involve all faculty and staff through a structured process coordinated by the Leadership Team.

- Planning is both "Strategic" and "Operational", with the two strategies intertwined and supporting one another.
- Evaluation is an ongoing process and occurs throughout the institution throughout the year.

### Strategic Planning

Central Georgia Technical College's *Strategic Plan* focuses on answering the "what" questions concerning the Institution's future goals and initiatives. It involves three major activities: data collection and analysis, evaluation of alternatives, and decision-making concerning long-range direction. Critical decision areas include the Institution's Mission, clientele to be served, student and program goals and outcomes, and facility and equipment priorities. Focal points for analysis include the external environment, internal strengths and weaknesses, and resource constraints and/or opportunities. Demographic data, legislative actions, student enrollment, retention, community issues, and labor market changes are reviewed. The Strategic Plan is the basis for all planning activities.

CGTC's Strategic Plan is revised every five years. The Strategic Planning Steering Committee, comprised of faculty, staff, and student input, performs a review and assessment of the Vision, Mission, and long-range goals established in the Plan. Changes and new long-range goals are based upon the results of the internal analysis, external environmental scan, review of all pertinent data, and input obtained from surveys.

## Operational Planning

While strategic planning establishes the major directions for the Institution, operational planning focuses on the "how" questions and addresses strategies for translating goals and objectives into actions. The operational planning process is the mainstream activity for the assessment of the Institution's effectiveness and involves:

- Development of priority objectives, expected results, and evaluation methods.
- Determination of programs and budgets.
- Measurement of results against expectations through systematic feedback.

## Evaluation for Decision Making

The measurement of results against expectations through systematic feedback forms the basis for the overall evaluation of the Institution's achievement of its stated goals.

The Institution reviews all planning documents from August - January to determine the extent to which completed plans were successfully implemented. In addition to monitoring its progress on completion of designated goals and objectives, the Institution reviews programmatic and college level performance and the TCSG Scorecard results to determine overall student and institutional success.

## Institutional Effectiveness System

CGTC evaluates program and service performance using an internal review process. Program faculty participate in a review every three years or annually depending upon accreditation status as well as participate in evaluation and assessment activities including student learning outcome review. Assigned faculty and staff participate in the College's operational assessment planning annually.

## Action Plans

Each division and departmental units assigned as planning units, develop action plans that describe how specific Institution-wide objectives and long-range goals will be achieved. The planning process for a new fiscal year begins in August. The division or department plan is based upon overall institutional goals, and program-specific objectives. The department supervisor and division head monitor the department's annual operational plan. Each division head monitors progress for all assigned planning departments/units within his/her division. The Leadership Team monitors progress of operational plans in January and June with assistance from the Vice President, Executive Director, and Director for Institutional Effectiveness.

## The Research Function

### **1. Designated Responsibility**

The Vice President for Institutional Effectiveness has primary responsibility for ensuring that reports and data coordination services are provided. The Office of Institutional Effectiveness serves as the official source for all information developed through institutional information systems, with the exceptions of personnel and financial data, for dissemination internally and to the appropriate external agencies and organizations, to ensure conformity of data released. The Office of the Vice President for Administrative Services serves as the source for all official financial information and all personnel information.

### **2. Definition of Services**

The Institutional Effectiveness and Chief Information officers will work with other institutional officers, e.g. teams, committees, and professional personnel to:

- Identify information needs and ways and means of satisfying such needs.
- Gather and organize institutional and environmental data and recommend ways to apply the data in a meaningful context.
- Develop and administer surveys for the purpose of data gathering and input in the institution's planning and evaluation process.
- Provide analytical support and data synthesis for a broad range of institutional needs.

### **3. Components**

- Planning Reports – The Office of Institutional Effectiveness provides semesterly and annual reports to various divisions and departments of the institution with relevant data to be used for decision-making.
- Data Assessment - The Office of Institutional Effectiveness provides the various divisions and departments of the institution with an opportunity to assess the relevant data and determine appropriate actions to be taken as a result of the data analysis.
- Clearinghouse - The Office of Institutional Effectiveness will maintain data/research reports and serve as a clearinghouse for institutional data discovery and analysis.

- Research Projects - The Office of Institutional Effectiveness will provide technical assistance with special request research projects as directed by the President and/or requested by Vice Presidents.
- Consultation - The Vice President for Institutional Effectiveness will be available or provide staff to advise and assist other institutional personnel with institutional research matters.
- Liaison-The Vice President for Institutional Effectiveness will ensure the College is aware of and in compliance with requirements and standards of its accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) as well as provide support for programmatic accreditation.

#### **4. *Process for Data Coordination and Requests***

Requests for data, reports, surveys, and other forms of information services shall be handled in the following manner:

- a. Internal requests for major projects will be discussed with the Vice President for Institutional Effectiveness. If the request involves extensive use of personnel/time and effort, a follow-up written request must be submitted outlining the scope of the services needed and the desired time frame. This report is received by the Executive Director for Institutional Effectiveness and reviewed by the VPIE for approval.
- b. Externally generated surveys, forms, and other requests sent to the institution should be forwarded to the Vice President for Institutional Effectiveness or the Executive Director, upon receipt. The Executive Director for Institutional Effectiveness will forward the request, or copies of the request, to the appropriate departments for completion or verification. Completed materials must be returned to the Executive Director for Institutional Effectiveness, who will ensure that information verification, compilation, and mailing occurs. Copies of materials sent to the external requester will be retained in the Office of Institutional Effectiveness unless otherwise noted.
- c. Required, routine reports prepared by internal offices from their internal files will not be sent to the Vice President for Institutional Effectiveness office unless these reports are part of a list of inventory with available data that has been identified for institutional planning and evaluation purposes. Single source reports must be completed and maintained by the unit/department/division assigned that responsibility. The Vice President for Institutional Effectiveness will coordinate the collection and filing of data identified as part of the inventory of available data per the established schedule.

## Assessment Guidelines

The Office of Institutional Effectiveness is the central location for the development and deployment of surveys. The Office performs the below listed steps based on the type of survey/questionnaire and the owner of the results. In all cases of assessment (internal or external) development and or deployment, Institutional Effectiveness staff should be consulted no less than two months prior to the expected deployment date. Exceptions to this guideline will be made on a case by case basis with priority being given to those assessment projects which require quick student participation and response, e.g. course assessment/evaluations and data needed for new or expanded academic programs.

### **Type I – Institutional**

Institutional surveys are those that are both internal and external assessments which may or may not be developed by the Office of IE.

Examples of external surveys include:

- a. IPEDS
- b. State and National assessment projects
- c. Adhoc requests

Examples of internal surveys include but are not limited to:

- a. Graduate/Exit/Follow-up Surveys
- b. Focus Group Sessions
- c. Student Opinion Survey
- d. Colleague Survey

### **Type II – Program/Service Specific**

Program/Service Specific surveys are those required or requested for information purposes to inform and/or improve practices. At times when such surveys require quick turnaround time, ample development time is requested but exceptions are made based on need.

Examples of internal program/service specific surveys/questionnaires:

- a. Special Population Questionnaire
- b. Library Satisfaction – faculty, staff, and students
- c. Academic Success Center Survey of Student Usage and Success
- d. Workforce development assessment
- e. Student and Employer Follow-Up Surveys
- f. Research for specific Grant Development projects



### **Type III – Internal or External Research Projects (IRB)**

All institutions applying for federal funds must have an Institutional Review Board (IRB) with clearly defined policies and procedures to ensure that grant-funded research activities protect human subjects. Principal investigators and/or project directors upon being awarded federal funds and whose activities involve research and human subjects must complete required forms and submit the project for IRB review and approval before any research on human subjects is to commence.

#### *Institutional Review Board (IRB) Purpose*

The Institutional Review Board (IRB) is a committee established to protect the rights and welfare of human research subjects involved in research activities.

#### *CGTC IRB*

The CGTC IRB assures both in advance and by periodic review that appropriate steps are taken to protect the rights and welfare of humans participating as subjects in a research study. To accomplish this purpose, the IRB uses a group process to review research proposals and related materials (e.g. informed consent documents) to ensure protection of the rights and welfare of human subjects of research. The IRB follows FDA regulations and is authorized to approve, require modifications in (to secure approval), or disapprove research.

Research request for surveying CGTC students, faculty, and or staff whether by an internal or external requestor (in most cases those personnel working on doctoral degrees) shall be subject to IRB approval. See <https://www.centralgatech.edu/ie/links> for college contact and more information.

### **Timeline for Institutional Planning and Evaluation**

1. During Fall - Spring semesters, CGTC faculty and staff are involved in evaluation and planning activities. Activities include review of TCSG and institutional benchmarks, setting of goal and objectives for the coming year, and operational and long-range budget planning.
2. During Fall semester, CGTC's Leadership Team and Strategic Plan Steering Committee review the institution's five-year Strategic Plan outcome goals and revises as needed based on results.
3. During the late spring, the Leadership Team works to finalize the institution's operational budget for the coming year.
4. During late summer, each division/department evaluates current goals and objectives, and uses the results to develop improvement plans, goals and objectives for the coming year.
5. In summer (May – July), the institution's Leadership reviews progress on the academic year's initiatives, goals and objectives. As a result, the Leadership Team sets institutional initiatives, benchmarks, goals, and objectives for the coming academic year.
6. During Summer (AY prior year) and Fall (AY current year) semester, the Office of Institutional Effectiveness compiles and disseminates data from the previous academic fiscal year (AFY).
7. During late Spring semester, a mid-year review of institutional initiatives is conducted. Corrective action plans are devised and implemented where necessary. Action plans are devised and implemented where necessary.

## THE BUDGET PROCESS

CGTC's budget process is an integral component of the total planning effort. It incorporates information on required resources from three action plan levels: institutional, department, and unit. Formal budget planning begins in February in each division. Budget requests are developed from a review of the resources required for implementation of unit and/or department action plans. These budgets are consolidated by the division leaders for their respective functional areas. An institutional budget is developed by combining the functional area budgets with the institution's major action plans for the coming fiscal year. The local funds estimate, based on anticipated enrollment, is added to the allocation to determine total fund availability. Fund availability is compared to the institutional needs budget to form a balanced preliminary budget. The review of the preliminary budget by the president and division leaders begins in April and is finalized and presented to the Institution's Board of Directors by July for submission to the Commissioner of the TCSG.

### Federal Grants Management Process Flow:

- The College receives an approved grant award notice (GAN). Copies of the grant budget report is distributed to the President's Office by the Vice President of IE and shared with the College's Leadership Team and Local Board.
- The VPIE and/or the Executive Director for IE meets with the assigned internal Project Manager and his or her VP for the grant to discuss the GAN and budgeted activities to determine if plans are the same since the submittal of the grant or if an amendment request is necessary.
- If salaries were included in the grant:

A spreadsheet is prepared containing the approved positions and their associated salaries indicating the amount, per percentage, that is charged to the grant. Also, included is the total amount for other allowable cost areas, e.g. equipment, contracts, professional development, travel, etc. (This process is completed to ensure correct projected salaries including benefits are submitted in the first round of budget amendments)

- A grant planning team is formed by the Executive Director for IE in coordination with the VPIE to ensure that budget expenses and budgeted activities are carried out in accordance with grantor stipulations and TCSG State Board purchasing and accounting procedures: [State Board of the Technical College System of Georgia Policy 3.1.16 Purchasing](#); GA Procurement Manual Online, [http://pur.doas.ga.gov/gpm/MyWebHelp/GPM\\_Main\\_File.htm](http://pur.doas.ga.gov/gpm/MyWebHelp/GPM_Main_File.htm)

GA Code 50-5-50     *The pertinent laws that govern State purchases are generally set forth in the Official Code of Georgia Annotated (O.C.G.A.), Section 50-5-50 through Section 50-5-81. Use the link below to search all Georgia laws and regulations or view specific purchasing related codes.*

- The Grant Planning Team periodically throughout the project period corresponds to discuss budget line items that may require an amendment request to Grantor. During this periodic review evaluation and assessment of programs and service area progress towards meeting intended outcomes is documented. Any amendments necessary are determined and a revised budget is created.
- The amended budget request is then submitted by the Project Manager to the appropriate VP, to the VPIE and Executive Director for IE (unless generated by the VPIE) who then submits it to the President for approval and on to the Grantor Officer of Record for approval.
- The assigned Project Manager works with other personnel at the College to ensure that all budget activities are carried out in accordance with the specific grant criteria; ensures that all reports are completed and submitted as required; tracks progress towards established outcomes; and keeps all parties informed of grant progress. The Project Manager duties are described within each grant where applicable.

### Purchasing

The Office of Administrative Services has a process in place for the request and purchase of federal grant funded items. [State Board of the Technical College System of Georgia Policy 3.1.16. Purchasing](#); GA Procurement Manual Online, [http://pur.doas.ga.gov/gpm/MyWebHelp/GPM\\_Main\\_File.htm](http://pur.doas.ga.gov/gpm/MyWebHelp/GPM_Main_File.htm)

- Requisitions are submitted through the GA Marketplace system
- Requests for grant funds are forwarded to the appropriate supervisor on to the VPIE from the appropriate VP or designee
- The VPIE, or designee, reviews the current budget against the request to ensure that the requested purchase is a part of the budget and that funds are available
- The VPIE then signs/approves the request and forwards it to the VP for Administrative Services for purchasing. If the request is denied it is sent back to the requestor. If the requested item is not a part of the grant it is denied. If funds available for the requested item are not available do to prior expenditures, the request is denied.

The VPAS will not approve a purchase submitted directly to the VPAS that should have gone through the above checks and balances. In cases where a requisition does not have the required signatures, the request is returned or forwarded to the VPIE, and/or appropriate VP, for approval via email.

If purchase is equipment or supplies:

The purchase is received at the College, tagged appropriately for federal grant purchases and delivered to the appropriate College destination.

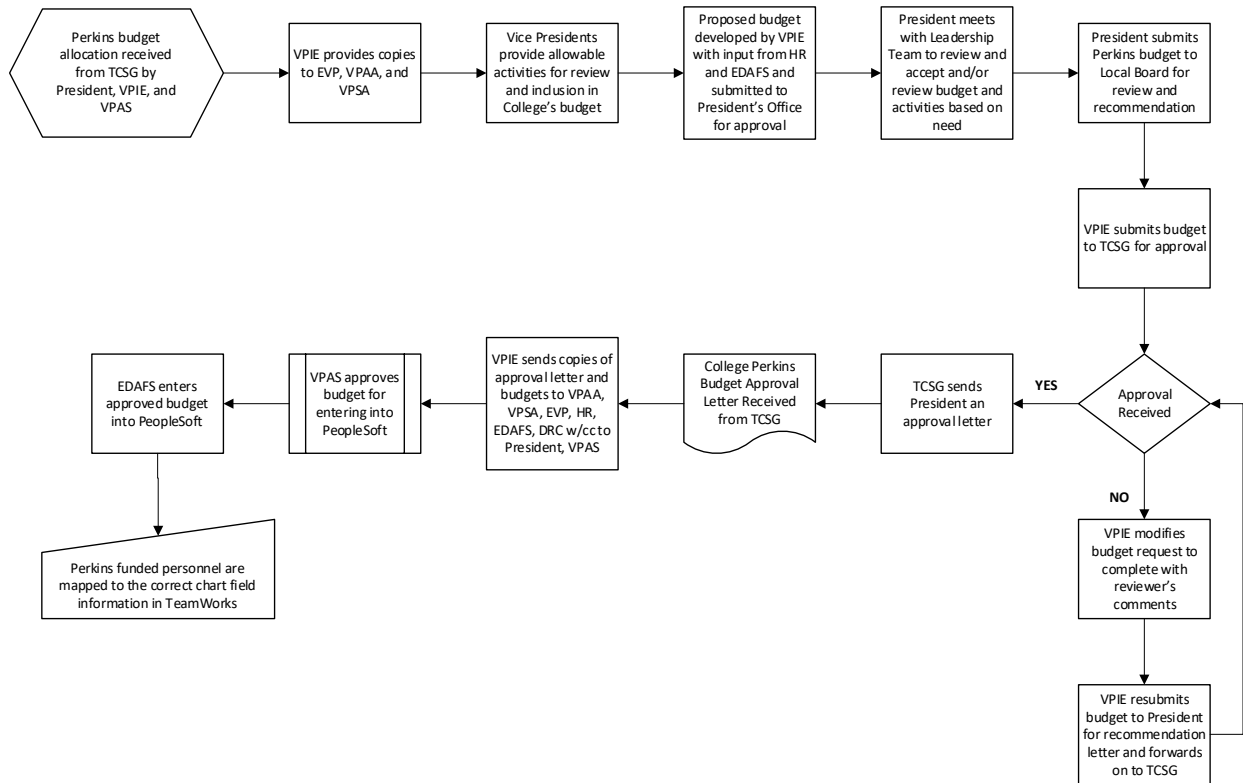
If personnel:

The position is submitted by the College authority to the Executive Director for Human Resources for processing either in-house or externally in accordance with TCSG State Board hiring policy and procedures: [State Board of the Technical College System of Georgia Policy 4.1.1.Recruiting and Hiring](#) and the associated Procedure ([4.1.1p1](#)). Registrations and travel expense reimbursements are requested using SAP Concur Travel System.

### Budget Flow

- Approved Budget
- Faculty, Staff, Administrator submits purchase requisition through on-line purchasing system
- Purchase requisition is generated
- Requisition is routed to generator's supervisor for verification of coding and approval
- If approved: Generator's VP submits request to VPIE or designee, which is usually the Grant's Project Manager, for approval
- The VPIE or Project Manager submits the request to the VPAS for submission to Purchasing Tech
- Purchasing Tech creates a purchase order in the accounting system
- Purchasing Tech places the order

## CENTRAL GEORGIA TECHNICAL COLLEGE BUDGET PROCEDURES FLOW CHART



*Abbreviations in Budget Procedures Flow Chart: TCSG = Technical College System of Georgia, VPAS = Vice President for Administrative Services, EVP = Executive Vice President, EDAFS = Executive Director for Administrative Financial Services, VPIE = Vice President for Institutional Effectiveness, VPSA = Vice President for Student Affairs, VPAA = Vice President for Academic Affairs, DRC = Director for Research and Compliance, and HR = Human Resources.*

### Reconciling

- Executive Director of Accounting Financial Services or VPAS designee sends a list of expenditures and encumbrances monthly to the VPIE, the Executive Director for IE, and Project Manager for tracking CP balances to date and reconciling expenditures
- VPIE, Project Manager, VPAS, Executive Director of Accounting Financial Services, Human Resource Representative and/or grant committee members meet as needed to reconcile the budgets
- The Project Manager then prepares amendments if needed and submits a revised budget to the VPIE and VPAS who serve as the College's President's representatives
- The amended budget is then submitted to the appropriate Grantor officer for approval
- If amended budget is approved, spending will resume in accordance with the amended budget

## Perkins Equipment Process

Perkins funded equipment valued at \$1,000.00 or more must have a *CGTC Perkins Equipment Form* completed once the equipment is in the designated location per the Perkins budget. The *CGTC Perkins Equipment Form* may be accessed from iNet under the Institutional Effectiveness Resources link. The *CGTC Perkins Equipment Form* must be completed for all Perkins equipment received during a fiscal year. Each semester, the responsible Program Chair shall inventory the equipment and notate the form accordingly. Program Chairs are asked to submit a copy of the form to the VPIE Administrative Assistant at the end of each semester. The Form allows for changes to location and obsolete equipment which must be submitted prior to action being taken. The *CGTC Perkins Equipment Form* may be completed for equipment less than \$1,000.00 as deemed necessary by the Institutional Effectiveness (IE) Perkins Liaison.

The VPIE Administrative Assistant and/or IE Perkins Liaison shall verify all Perkins equipment at the end of each fiscal year using a completed *CGTC Perkins Equipment Form*.

### *Perkins Equipment Process: Acquisition*

- Per guidance from the Academic Affairs Vice President, Program Chairs work with their respective Occupational Program Dean to request quotes for equipment determined as required for occupational student use.
  - If purchasing computers,
    - a. Occupational Program Dean Requests a quote for lab computers with the help of the Chief Information Officer. Computer purchases are not recommended using Perkins funds.
    - b. Program Chair must provide a check in/out procedure; see also Perkins Equipment Process: Computers below.
- Upon budget approval, Program Chairs and/or Instructor (Program Representative) submit purchase requisition(s) for approved equipment to appropriate approving authority.
- Final approving authority Vice President submits the purchase requisition to the Vice President for Institutional Effectiveness.
- If approved, the request is forwarded to the Vice President of Administrative Services for final approval and submitted to purchasing technician for processing.
- Program Chair or designee, Dean and IE Perkins Liaison receives a notice from the purchasing technician that the equipment has been ordered and receives a copy of the purchase order.
- After the equipment is received, the Asset Management Specialist notifies the Program Chair, Dean, and the IE Perkins Liaison that equipment is in the Warehouse. If purchasing computers, Information Technology is also notified.
- Asset Management Specialist delivers equipment to the respective location.
- Asset Management Specialist provides the IE Perkins Liaison with specified number of green federal stickers for the equipment received.
- IE Perkins Liaison works with Program Chair to establish a time to tag equipment.

- IE Perkins Liaison completes the following steps on-site with the equipment:
  - Tags the equipment with green federal sticker, near serial number, but accessible.
  - Places the Perkins identifier label, near green federal sticker, formatted as follows to include the grant, budget fiscal year purchased, line number, and quantity (as applicable):

**PROPERTY OF CGTC:  
PERKINS FY2020-18**

**PROPERTY OF CGTC:  
PERKINS FY2020-16-2/3**

**PROPERTY OF CGTC: 5/46  
PERKINS FY2020-46**

- Completes the *CGTC Perkins Equipment Form* including all required signatures. One form must be submitted for each Perkins line item or each piece of equipment purchased.
- Pictures are taken of equipment as indicated below:
  - Close-up of serial and model number
  - Close-up of inventory tag and label
  - Full view of all sides of equipment, as appropriate
  - storage cabinet and check in/out procedure, as appropriate
- Signed forms and photos are uploaded to the Perkins Operation folder on the IE share drive.
- Notification of completed *CGTC Perkins Equipment Forms* is sent to Executive Director for Administrative Financial Services and Asset Management Specialist for entering into the PeopleSoft Asset Management system.

#### *Perkins Equipment Process: Computers*

- Above steps are completed.
- IE Perkins Liaison sends the Dean and Information Technology a list of the tag computers.
- The Dean sends a copy of the list to the Program Chair of the program with the computers purchased with Perkins Funds.
- Dean submits helpdesk to Information Technology to install the equipment, in some cases Information Technology notifies the Dean if the equipment has been received and request location to install the equipment if the location is not clearly identified on the purchase requisition.
- Information Technology notifies the Dean when the computers are working and ready to be used by students.
- Classrooms/Labs equipped with Perkins funded Computers are secured (locked with a locking device on the desk or stored daily in a locked cabinet) and



inventoried at the end of each semester by the Program Chair, Division Head, and Dean to ensure that the equipment is in the location as described in the approved Perkins budget.

- If laptop computers are purchased, the Program Chair will have a plan for checking in/out the laptops for student use. The check in/out plan will be verified by the IE Perkins Liaison before tagging the laptop computers. The IE Perkins Liaison has been authorized to randomly check with Program Chairs to ensure the established check in/out plan is being followed. Any revisions to the approved plan must be provided to the IE Perkins Liaison.
- A sign is affixed clearly in the lab, identifying the lab as Perkins funded for the specified occupational program courses only.
- If Perkins funded computer equipment is not working properly an IT Helpdesk is submitted.
- Computers purchased with Perkins funds can only be used by currently enrolled CGTC students in classrooms/labs where occupational instruction is conducted. No Perkins funded computer shall be used as an instructor computer, in the instructor's office, for Economic Development classes, by external individuals for training, general education classes, etc. The IE Perkins Liaison should be consulted if concerns regarding inappropriate use occurs.

#### *Perkins Equipment Process: Verification and Changes*

- The IE Perkins Liaison will work with Program Chairs to complete the semesterly verification process for Perkins equipment.
- Any change of location must be communicated to the IE Perkins Liaison and approved prior to the equipment being moved/relocated.
- The IE Perkins Liaison will notify the Business Office when equipment is relocated.
- If equipment is determined to be obsolete for the intended training purposes, the IE Perkins Liaison must be notified, and the appropriate process will be completed according to Perkins guidelines. The equipment will first be offered to other occupational programs then to external TCSG Colleges prior to completing the obsolete equipment paperwork. If no takers, the equipment will be disposed of under the College's obsolete equipment process and proper paperwork will be maintained. The IE Perkins Liaison will initiate the surplus process for Perkins equipment with the Business Office.
- Business Office submits final surplus documentation to the IE Perkins Liaison.
- In cases of lost or stolen equipment, the IE Perkins Liaison and CGTC police should be contacted to obtain a police report. A copy will be sent to the Executive Director for Administrative Financial Services.
- Equipment may not be sold, traded, loaned, cannibalized, or destroyed without permission from Institutional Effectiveness and the Business Office.

#### *Perkins Equipment Process: Business Office*

- Final documentation of Perkins equipment purchases is filed in appropriate hardcopy folders in the Business Office and saved to the Perkins Operation folder on the IE share drive.

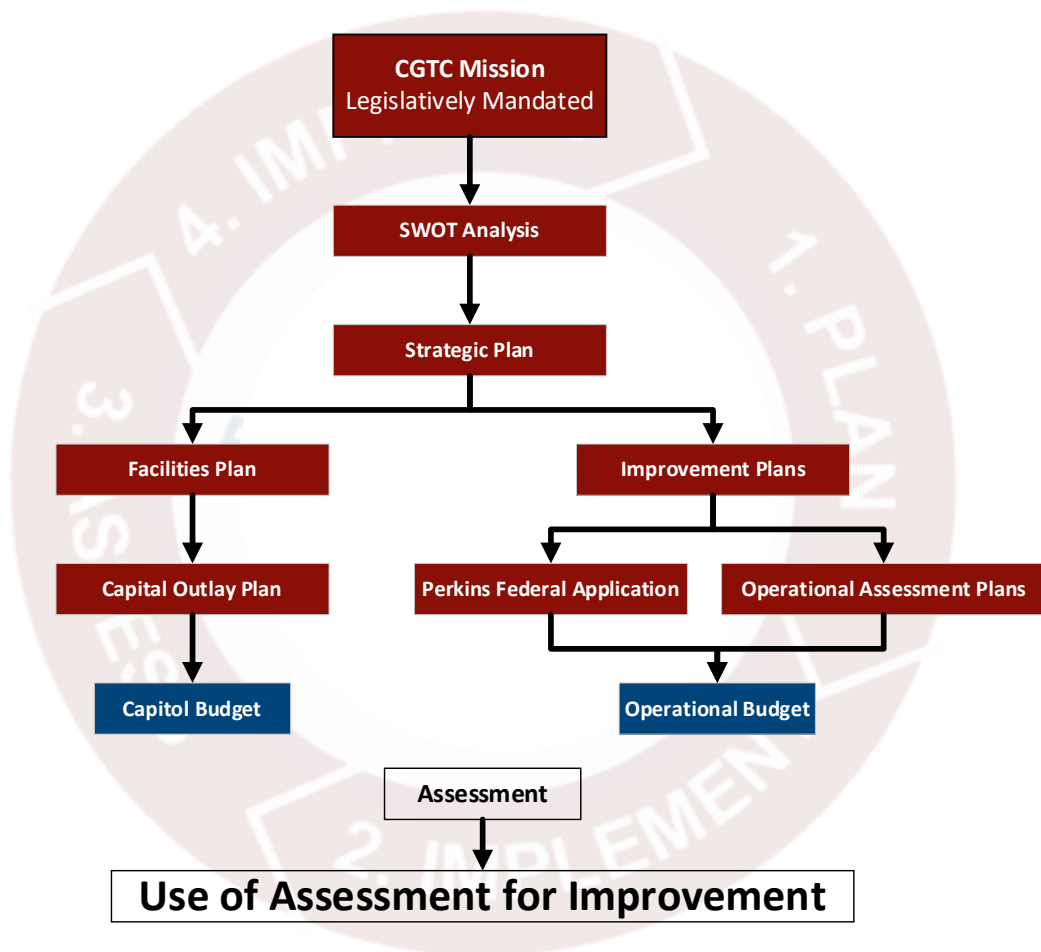
- The Executive Director for Administrative Financial Services, after the month end close, submits a monthly Perkins expense spreadsheet to the Vice President for Institutional Effectiveness and Director for Research and Compliance listing Perkins budget expenses, expenditures, and inventory status as of the end of the prior month.
- After careful review, The Vice President for Institutional Effectiveness submits reports to each responsible vice president or their designated representative to verify expenses and recommend revisions for amendment.

## THE PLANNING AND ASSESSMENT CALENDAR

In order to ensure that planning and evaluation activities occur as outlined, an annual schedule of the major institution-wide actions is developed. An abbreviated time-line is produced as follows:

- **July** - Faculty record SLO results for Summer Semester and submit to Program Chairs.
- **August - January** - Institutional statements, including the mission, goals, vision and values statements are reviewed and modifications are made as appropriate.
- **October - May** - During the Fall and Spring semesters, CGTC's faculty and staff are involved in operational and student learning evaluation and planning activities. (includes Summer where appropriate) Activities include programmatic reviews, using the results of evaluation in setting of goals and objectives for the coming year, and for two years hence. Activities also include annual and long-range budget planning including midpoint status check of current year annual planning goals, objectives, and activities.
- **December** - Faculty record SLO results for Fall Semester and submit to Program Chairs.
- **April – May** - During late Spring semester, surveys are conducted, operational and student learning outcome plans are reviewed, continued programmatic program review, and federal Perkins budget reviews.
- **April** - The College submits the required Perkins submission to include Budget (annually), Comprehensive Local Needs Assessment (every two years), and Local Application (every four years).
- **May** - Faculty record SLO results for Spring Semester and submit to Program Chairs.
- **June – August** - The President's Leadership Team, with input from functional directorates and College planning teams, evaluate the status of goals and objectives included in the Strategic Plan and suggests institutional objectives for the coming fiscal year.
- **July – June of new fiscal year** - Programs and services are delivered to the community. Plans are implemented and progress is monitored. Research is conducted and required evaluations are completed. The planning cycle begins anew using the results of evaluations and research.

## CGTC PLANNING SCHEMATIC







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