

Criterion Five. Resources, Planning, and Institutional Effectiveness

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Core Component	Evidence Document	Demonstrates?	Where maintained?	Who owns/maintains?
5.A. The institution's resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.	•			
1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.	<ul style="list-style-type: none"> • Board Policies on finances • WTCS funding model/tax levy • CAFR • Bond Rating • Budget Book • GFOA CAFR Review • Cost allocation report from WTCS • Employee headcounts and functions • Staffing policies – how do we determine when more/less staff are needed? • Student:Faculty ratios • Facilities plan • Technology plan • Technology policies • Technology inventory • Network capacity • Distance Learning/Online technology • Resources in the centers • BWS resources • Gateway Foundation support for operations (r/t scholarship aid) 	<p>Oversight of finance Financial position Audit results External evaluation Resource allocation Comparison data Human resource capacity Analysis of need</p> <p>Analysis of need Facility capacity Technology capacity Technology capacity Technology capacity Technology capacity</p>	<p>Board policy manual WTCS Online Business Office Online Business Office WTCS Human Resources Administrative policy manual</p> <p>Program portfolios Facilities LID Admin Policy Manual LID/Business Office LID LID Campus inventories BWS Gateway Foundation</p> <p>???</p>	<p>President's office WTCS Business Office Business Office Business Office Business Office WTCS HR ELC</p> <p>IE Facilities LID ELC LID LID LID Campus deans BWS Foundation Director</p>

	<ul style="list-style-type: none"> Other resources: Business Partnerships, grants 	<p>Technology capacity Resource consistency Resource consistency Additional resources</p> <p>Additional resources</p>		
<p>2. The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.</p>	<ul style="list-style-type: none"> Financial Accounting Manual Staff Accounting WTCS CAFR Budget book Board Executive Limitations Policies 	<p>Rules for allocation Allocation documentation Actual spending Allocation Policy for allocation</p>	<p>WTCS WTCS/IS Department Website Website Board policy manual</p>	<p>WTCS IS Business Office Business Office President's Office</p>
<p>3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution's organization, resources, and opportunities.</p>	<ul style="list-style-type: none"> Mission documents Ends Policy Policy Monitoring Reports Strategic Plan (V 321) and related committee documents Organization Chart CAFR Division/department missions and plans 	<p>Statement of mission Goals of college Accomplishing mission Goals and Opportunities</p> <p>College structure Adequate fund balance Goals of college</p>	<p>Website Board Policy Manual President's Office Institutional Research</p> <p>Website Website Division/Departments</p>	<p>IE President's Office President's Office Associate VP</p> <p>Human Resources Business Office VPs/Deans/Directors</p>
<p>4. The institution's staff in all areas are appropriately qualified and trained.</p>	<ul style="list-style-type: none"> Postings/Qualifications/hiring process Reference evidence in 3C2 and 3C6 Red Hawk Tech records 	<p>Meeting qualifications Training provided</p>	<p>Neogov Red Hawk Tech Red Hawk Tech Red Hawk Tech Departments</p>	<p>Human Resources Employee Learning Mgr. Employee Learning Mgr.</p>

	<ul style="list-style-type: none"> • Administrative training • Department specific training documents 			Employee Learning Mgr. Deans/directors
5. The institution has a well-developed process in place for budgeting and for monitoring expense.	<ul style="list-style-type: none"> • Executive limitation on budget • Budget book • Monthly forecast - VP level • Monthly spending monitored (document?) • Colleague reports for budget officers • Omni policies • Special Revenue minutes • Monitoring of special funds 	Board control of budget Budget process Budget tool Expense monitoring Expense monitoring Grant budget process Grant budget process Grant expense monitoring	Board policy manual Website Business Office Colleague Colleague <i>Where does Omni live?</i> W drive? Business Office	President's office Business office Business Office Business Office Budget officers VP Finance? Grants office Grants office
5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.	<ul style="list-style-type: none"> • WDBA agendas • ACCT agendas • Other conference agendas 	Board member development	WDBA website? ACCT website	WDBA ACCT
1. The governing board is knowledgeable about the institution; it provides oversight of the institution's financial and academic policies and practices and meets its legal and fiduciary responsibilities.	<ul style="list-style-type: none"> • Board orientation resources • Board minutes • President's report to Board • Board policy manual • <i>Board operations manual</i> 	Knowledgeable board Governance processes Board operations	Website Website Intranet? Website <i>Website</i>	President's Office (all)
2. The institution has and employs policies and procedures to engage its internal constituencies—including its governing board,	<ul style="list-style-type: none"> • DAAB manual/minutes • Board policy manual • Board minutes 	Student involvement Policy governance	Intranet Website Website Institutional Research	DAAB associate President's Office President's Office Associate VP

administration, faculty, staff, and students—in the institution's governance.	<ul style="list-style-type: none"> • Strategic plan development/ committee notes • Employee Handbook updates • Regular policy updates (schedule?) • <i>USG input to administration?</i> 	<p>Staff input to Board Staff involvement</p> <p>Staff involvement Staff involvement <i>Student involvement?</i></p>	Human Resources Human Resources	VP HR HR Admin Assistant
3. Administration, faculty, staff, and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.	<ul style="list-style-type: none"> • PE/Curriculum manual • Curriculum committee minutes • DCC minutes • Academic department guidelines • FQAS development notes • Faculty Excellence Circle? 	<p>Faculty involvement Faculty/staff involvement</p>	<p>Intranet IE IE Intranet Employee Learning Provost's office</p>	<p>PE Team IE IE Deans/Provost Employee Learning Mgr. Provost</p>
5.C. The institution engages in systematic and integrated planning.	<ul style="list-style-type: none"> • 			
1. The institution allocates its resources in alignment with its mission and priorities..	<ul style="list-style-type: none"> • Budget book • CAFR • Next strategic plan with budget linkages 	<p>Allocation of resources</p> <p>Link to priorities Strategic goal spending</p>	<p>Website Website IE</p>	<p>Business Office Business Office IE</p>
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.	<ul style="list-style-type: none"> • PE/Curriculum manual • Student Learning plans • Program Improvement plans • PE Action plans • DWF Action plans • Academic Strategic Plan 	<p>Explanation of processes Assessment results Evaluation results Plans based on data</p>	<p>Intranet IE IE IE Deans/Provost Provost Safety/Security Dept.</p>	<p>PE Team PE Team PE Team PE Team Provost Provost</p>

	<ul style="list-style-type: none"> • Safety/Security plans • Facilities plan • Noel-Levitz report • Titus evaluation of internal controls • <i>Quality metrics/dashboard (needed)</i> <p>*No formal model for linking these items to budget.</p>	Plans based on data Operational plan Operational plan Operational plan Evaluation input Operational evaluation	Facilities Dept. Intranet Business Office	Director Safety/Security VP Facilities IE VP Finance
<p>3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.</p>	<ul style="list-style-type: none"> • Vision 3.2.1. Surveys • Vision 3.2.1. Data Document • PE/Curriculum Manual • Workplace Dynamics • Noel Levitz • Advisory Committee Manual • Quality Projects 	Planning inputs Planning inputs Stakeholder input Employee perspective Student perspective External perspective Voice of the customer	Research Dept. Research Dept. Intranet Human Resources Intranet Website Quality Systems	Assoc. VP Assoc. VP PE Team VP Human Resources Research IE Manager
<p>4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.</p>	<ul style="list-style-type: none"> • Budget assumptions • WTCS comparative data • Performance-based funding data • Full-time/Adjunct ratios • Open position savings 	Planning Assumptions Capacity data Capacity data Staffing flexibility Budget flexibility	Business Office WTCS WTCS Deans Business Office	Budget Manager WTCS WTCS Deans Budget manager
<p>5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.</p>	<ul style="list-style-type: none"> • Ellucian action planning project • <i>Technology plan?</i> • SEM • State marketing consortium data • International Education • <i>Environmental Scanning</i> 	Emerging Technology <i>Emerging technology?</i> Demographic trends Marketing trends Globalization	LID LID Student Success Marketing International Education IR	LID LID Associate VP Director Coordinator Associate VP

5.D. The institution works systematically to improve its performance.	•			
1. The institution develops and documents evidence of performance in its operations.	<ul style="list-style-type: none"> • Student learning plans • Program Data profiles • Point-of-Service Surveys in SS • Divisional reports/<i>dashboards</i>? • Quality initiatives 	Academic Performance Academic Performance Customer satisfaction Operational performance Process performance	Intranet Intranet Survey Monkey Divisions Office of Quality Systems	PE Team PE Team Student Success VPs/Deans/Directors QS Manager
2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.	<ul style="list-style-type: none"> • Quality initiatives • Student Success Reengineering • Employee Handbook • Academic Strategic Plan 	Ongoing institutional improvement (all)	Office of Quality Systems Student Success Website Intranet?	QS manager VP HR Provost