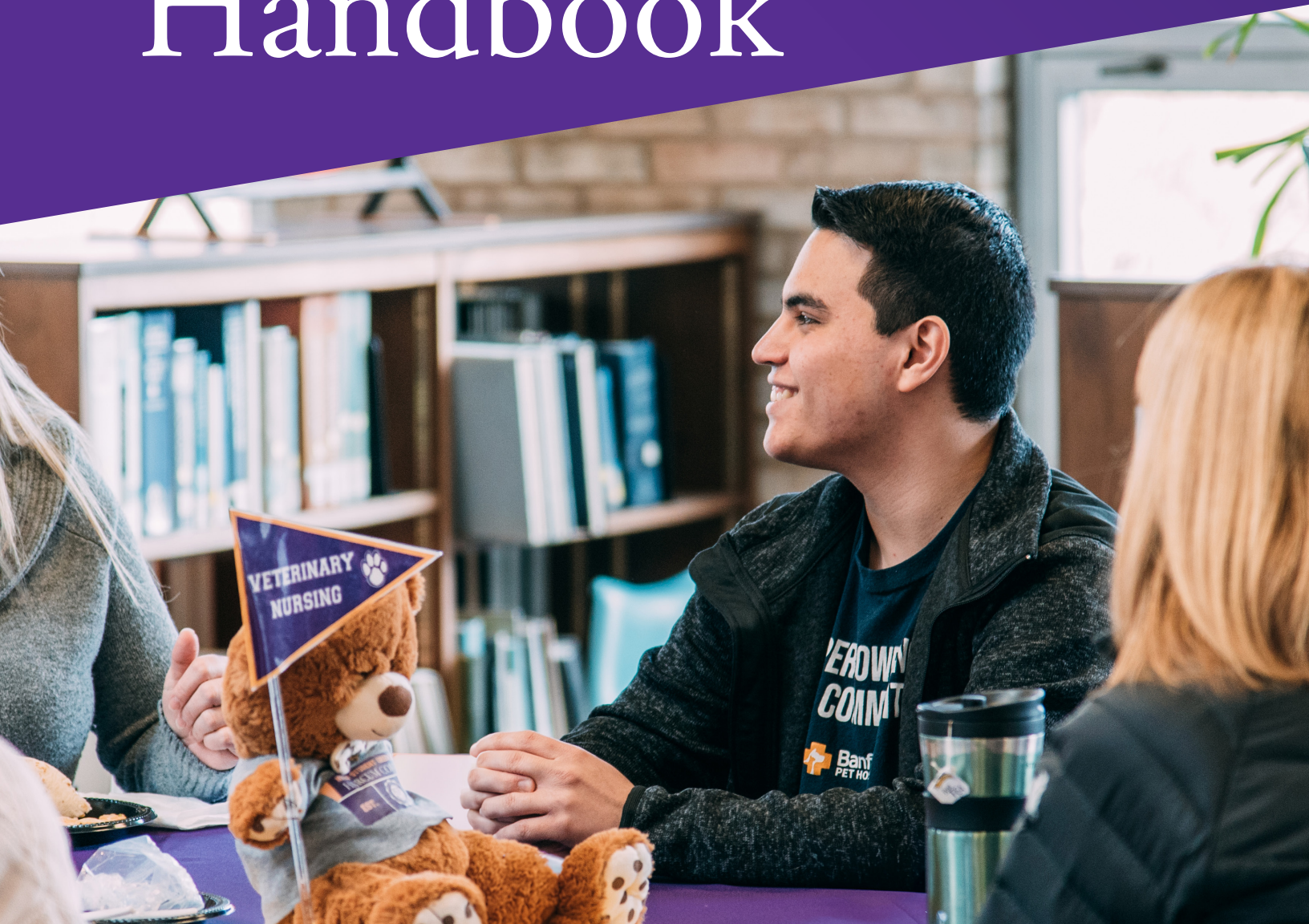




LAST UPDATE: SEPTEMBER 2024

Assessment Handbook





HARCUM COLLEGE

Assessment Handbook

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I.

Overview of Assessment at Harcum College

Assessment is necessary in order to demonstrate the degree of institutional effectiveness and attempts to answer the following question: Are your efforts producing desired results? Effective assessment helps to improve student learning, facilitate academic and institutional improvements, and validate institutional effectiveness. Successful assessment efforts must have dedication from faculty, staff, and administration. Moreover, assessment is a formal process that allows the documentation of continuous improvements and ensures accountability to constituents of the College and accrediting organizations

The Assessment Handbook is designed to provide an overview of assessment practices and procedures at Harcum College. Its purpose is to furnish a blueprint for adhering to assessment processes within proper cycles at the College so that faculty, staff, and administration can support institutional effectiveness.

Mission, Core Values, Philosophy

MISSION STATEMENT

Harcum College provides its students with an opportunity for outstanding academic, career, and life preparation. We teach, mentor, and prepare students for success in their chosen profession in an experiential environment utilizing a wide variety of modalities and technology. Harcum's emphasis on its core values of excellence, civility, empowerment, integrity, service, and respect for diversity assure that every member of our community is valued, supported, included, and equal.

The mission statement undergoes a review every five years advancing through proper governance channels to reach consensus by the Board of Trustees, the Student Government Association, the President's Cabinet, the Staff Advisory Council, Faculty Senate, and the Faculty & Administration Committee. The most recent review of the mission statement occurred in the 2020-2021 academic year.

CORE VALUES

Harcum's core values of excellence, civility, empowerment, integrity, community service, and respect for diversity assure that every student is valued and supported.

PHILOSOPHY

Founded by Edith Hatcher Harcum in 1915, the College has empowered generations of students by preparing them for dignified, remunerative, socially useful work. Providing tangible possibilities for individual success remains a central purpose of Harcum – "The College of Possibilities."

By coupling practical, experiential education with exposure to the liberal arts, Harcum, from its inception, has also sought to enrich its graduates by broadening their intellectual and cultural horizons. For students who

are uncertain about career choices, Harcum's mission is to encourage self-discovery and to promote learning for learning's sake. For those who see the liberal arts and sciences as a springboard to a specialized career, Harcum helps students identify appropriate directions for development.

Furthermore, Harcum is committed to preparing its students for responsible citizenship by fostering a keen sense of social responsibility through service learning, curricular emphasis and co-curricular programs. Harcum welcomes students of varied ages, nations, cultures, gender identify, races and social backgrounds. The College believes that diversity enhances the academic and co-curricular experiences of its undergraduates. As a private, residential college, Harcum believes that for many students residential life can be an important part of an education.

To support the residence life experience, the College is committed to providing a broad range of programs in its residence halls. Harcum's mission is to remain among the foremost independent, two-year, career-oriented colleges in America. Already renowned for its outstanding offerings in the Allied Health Sciences, Harcum continues to give equal prominence to other highly successful programs and to be responsive to new possibilities as they emerge in regional and national labor markets. As in the past, Harcum will continue to provide its graduates with possibilities to realize their potential by inspiring in them the view that learning is a lifelong process.

Strategic Planning

The Harcum College Strategic Plan builds on the College's best practices and creates a guide for the present and future. The plan helps Harcum recognize its strengths and confront its challenges, while defining an aspirational future for the College and the resources necessary to achieve its goals, set priorities, focus energy and resources, and strengthen operations.

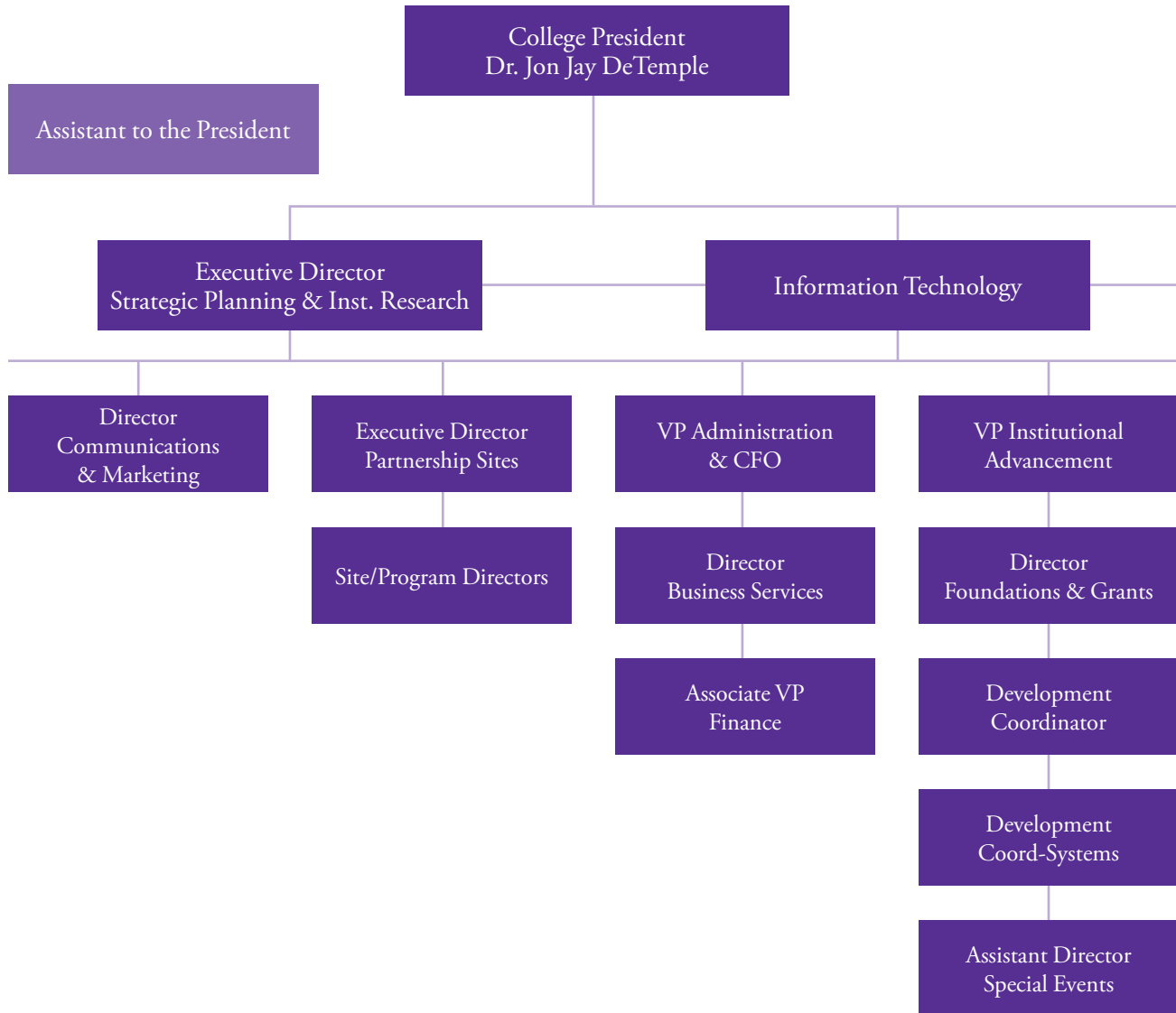
Input from all of Harcum's constituencies – students and parents, faculty and staff, alumni, trustees, peer institutions, business and educational partners – has helped shape the Strategic Plan. This all-inclusive participation and communication regarding the strategic planning process across the College encourages thoughtful development of new strategic initiatives based on institutional resources, the changing landscape of higher education, and the employment standards for our graduates. The Strategic Plan continues to offer opportunities for all members of the Harcum community to participate in the implementation of and support for strategic initiatives at the College and promote its role locally, regionally, and in an increasingly interconnected world.

In keeping with a dynamic strategic planning process, Harcum College's Strategic Plan is updated annually, scaffolding on each annual iteration by adding new actions and carrying over long-term actions that continue to be important to the College's strategic initiatives. Each iteration advances through proper governance channels by means of review and consensus by the Board of Trustees, the Student Government Association, the President's Cabinet, the Staff Advisory Council, Faculty Senate, and the Faculty & Administration Committee.

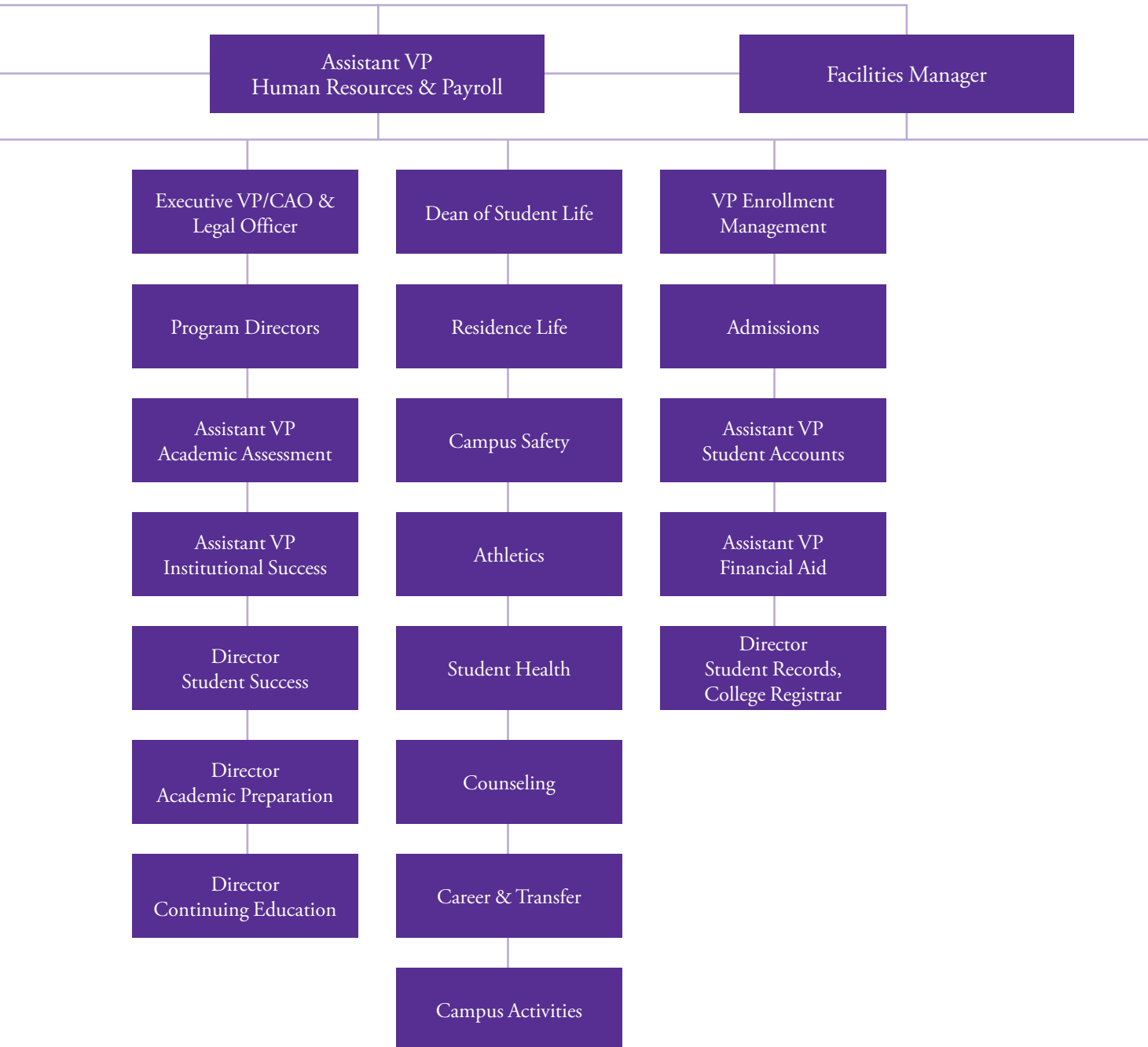
The President, the Board of Trustees' Executive Committee, and the President's Cabinet serve as stewards for the Strategic Plan. Each iteration of the Strategic Plan is finalized in August and submitted to the Board of Trustees for final approval in the fall of that year.

2024 Organizational Chart

UPDATED JULY 2024



Orgazational Chart continued



Governing Board

The Harcum College Board of Trustees (BOT) are an elected body who are strongly committed to the mission and goals of Harcum College. BOT members, in consultation with the College President, have the authority to carry out all lawful functions as stated in the bylaws or by the articles of incorporation. It is the responsibility of each BOT member to remain well informed about College business especially regarding fiscal, legal, and contractual matters. The Board of Trustees hold four regular meetings annually. Meeting minutes for the Board of Trustees and sub-committees are stored in the Office of the President.

SUB-COMMITTEES OF THE BOARD OF TRUSTEES

THE EXECUTIVE COMMITTEE

The purpose of the Executive Committee is in helping the President to address the business of the College between regular Board meetings; assist the Chair and the President with their joint responsibility to help the Board function effectively and efficiently by suggesting Board meeting agenda items and periodically assessing the quality of committee work; oversee the work of Board committees and the College's planning process and progress on planning goals; support the President and assess performance; and review annually the President's compensation and terms of employment.

THE TRUSTEESHIP COMMITTEE

The purpose of the Committee on Trusteeship is to ensure that the Board's membership and leadership consists of highly qualified and committed individuals; that regular programs of new trustees and in-service education are maintained; and periodically recommend initiatives by which the Board shall assess its performance. The Committee on Trusteeship serves as the Board's agent in reviewing the performance of incumbent Trustees and Board officers who are eligible for reelection, maintains a list of qualified candidates for possible nomination, considers cultivation strategies for promising Trustee candidates, and proposes and periodically reviews the adequacy of a statement of Trustee responsibilities as adopted by the Board.

THE FINANCE AND PHYSICAL PLANT COMMITTEE

The responsibilities of the Finance and Physical Plant Committee includes input on the proposed operating and capital budgets and, after review, recommends appropriate action to the Board; conducts a quarterly review of the fiscal operations of the College and make recommendations to the Board on matters as appropriate; responsible for the investment policies and program of the College; recommend to the Board the schedule of tuition, fees and other charges to be assessed on students; provide oversight for the physical plant and, through the President, its maintenance and repair.

THE AUDIT COMMITTEE

The Audit committee is responsible for recommending to the Board of Trustees a firm of certified public accountants to undertake an annual independent audit; review the audit and present it to the Board of Trustees with its recommendations; annually review compliance with the Conflict of Interest policy; develop an overall Compliance Policy; and oversee the Whistle Blower policy.

THE ACADEMIC AFFAIRS COMMITTEE

The Academic Affairs committee is responsible for policies related to academics including academic program review and approval, academic policies and procedures, faculty and staff welfare, admission standards, graduation requirements, and academic outcomes and assessment.

THE STUDENT LIFE COMMITTEE

The Student Life committee is responsible for policies related to student life including student welfare, student programs and activities, residence life, dining services, counseling, health services, campus safety, judicial policies and procedures, athletics, and civility.

THE DEVELOPMENT AND ALUMNI AFFAIRS COMMITTEE

The Development and Alumni Affairs Committee performs an annual review of the fundraising plan for the College; provides advice and counsel to the President concerning prospects for financial support; assists the President in identifying and selecting philanthropic support for the College; assists in identifying mechanisms for improving alumni relations and participation; actively participates with the President and the Office of College Advancement in the solicitation and cultivation of prospective donors and foundations as appropriate; and reviews public relations and marketing policies and plans as they pertain to college advancement, both in the narrow sense of fundraising as well in the broader sense of protecting and enhancing the College's reputation.

THE ENROLLMENT MANAGEMENT AND FINANCIAL AID COMMITTEE

The Enrollment Management and Financial Aid Committee is responsible for policies related to enrollment management and financial aid including oversight of the policies and practices of enrollment management and financial aid; review of marketing and public relations policies and plans as they pertain to recruitment effects; and provide advice and counsel to the President to support the College's efforts to increase enrollment for traditional and non-traditional students, both in respect to undergraduate and continuing education.

Institutional Assessment Process

Harcum College applies an institutional assessment loop, as illustrated below, to guide its processes for assessment of both academic and non-academic areas. This Assessment Loop is consistent with best practices in assessment as reflected in steps to establish, link to budget and assess departmental goals and objectives; to collect quantitative and qualitative data; to interpret and analyze data; and base decision-making on results to enhance the teaching/learning experience and inform institutional practices. The Assessment Loop is implemented through an Assessment Cycle that includes budgeting, reporting, and evaluation to facilitate and document assessment across the College resulting in data-informed decision-making.

The Institutional Assessment Cycle is enhanced through audits by external agencies that validate the College's assessment process and ensure that the College is moving forward in meeting its mission. External audits are performed on financial aid, the pension program, and grant programs, as well as a general institutional audit to assess the overall health and sustainability of the College. Further assessment occurs through academic program external accrediting organizations, as applicable, and comparisons with other similar institutions.

Harcum College assures that there is periodic in-depth assessment of high level institutional processes by following a series of internal and external evaluations. The President's Cabinet and Board of Trustees oversee internal evaluation as reflected in the College's Assessment Loop. External Evaluation occurs through the Middle States Commission on Higher Education (MSCHE) Annual Institutional Update (AIU), Self-Study and Site Visit. Confirmation of the success of the College's assessment of institutional effectiveness is corroborated by the reaffirmation of institutional accreditation by MSCHE.

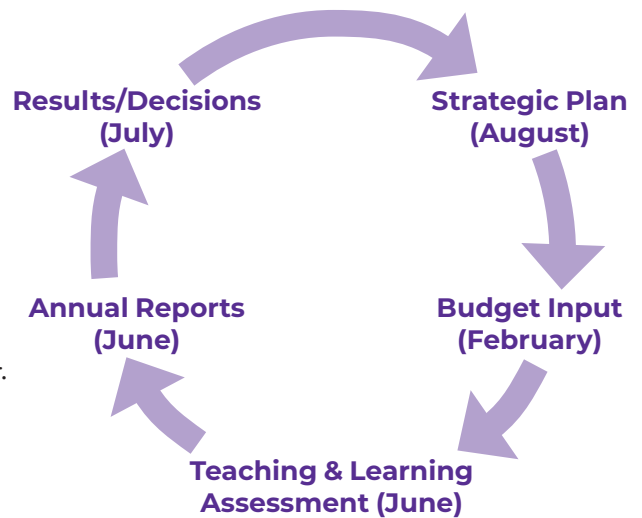
HARCUM COLLEGE ASSESSMENT CYCLE

Key Elements of Assessment:

- The Strategic Plan includes strategic initiatives informed by selected items from departmental annual reports, input from budget meetings, carryover items from the previous year, and departmental assessment data. These

strategic initiatives are designed to support and advance the mission of the College.

- Teaching and Learning Assessment comprises the results and decisions of assessment of program learning goals, student course evaluations and faculty observations.
- College departments submit an annual report that records progress on the current year accomplishment of goals and achievement of outcomes and sets goals for the upcoming year.
- Results and decisions are incorporated into assessment documentation at all levels.
- Strategic initiatives in the Strategic Plan are influenced by results and decisions reflected in assessment documentation.



BUDGET ASSESSMENT PROCESS

The budget process, an element of the strategic planning process as noted above, informs strategic initiatives through input from budget managers. The process allows budget decision-makers to develop departmental initiatives in alignment with Strategic Plan Goals and in relation to resources and maintain fiscal responsibility within the context of the overall College budget. This resource allocation process aligns with the College's planning processes by making certain that resources are distributed proportionally and equitably to support initiatives designed to meet the institutional goals and objectives specified in the strategic plan.

ANNUAL BUDGET MEETINGS

The Budget Review Team (the President, Vice-President of Administration & CFO, Business Office Services Director, and Executive Director of Strategic Planning and Institutional Research) leads annual budget meetings during a six-week period in February/March. The Vice-President for Academic Affairs, The Vice-President for Enrollment Management, and the Assistant Vice-President for Academic Assessment attend academic program budget meetings to address academic program enrollment numbers, retention projections and strategic initiatives related to academic programs. The Associate Vice-President of Human Resources attends budget meetings where discussion of personnel is required.

BUDGET PLANNING'S ROLE IN ASSESSMENT

Budget meetings comprise a review of past and projected annual expenses; projected retention and enrollment numbers for academic programs; and new and capital items. Budget managers have the opportunity during budget meetings to present for discussion strategic visions and plans for their departments. The Executive Director of Strategic Planning and Institutional Research includes appropriate strategic initiatives from budget meetings as an element of the strategic planning process to support goals. Strategic initiatives that are selected for inclusion in the Strategic Plan are assessed along with other items in the Strategic Plan in the Strategic Plan Progress Report.

Budget managers have the option to submit a Budget Request to Support Strategic Plan Initiatives, which links strategic initiatives, action plans and resource requests to Strategic Plan goals.

TEACHING AND LEARNING ASSESSMENT

Assessment of teaching and learning occurs through a variety of measures. Teaching effectiveness of faculty follows a peer observation process, in which seasoned faculty are observed in the classroom every five years, and new faculty upon initial hire and again at one year. Classroom evaluations by the Program Director occur every three years, course evaluation (SmartEval) feedback from students is processed on an annual basis. Program Directors report on program goals and learning outcomes as well as periodically review curriculum maps to ensure alignment of learning standards that adhere to the core curriculum and program specific courses. Program Directors provide an update

on the status of annual program goals at budget meetings, Assessment of teaching and learning falls under the direction of the Assistant Vice-President of Academic Assessment (AVPAA). As part of the Annual Report process, Program Directors submit program goals, learning outcomes, and other assessment data as requested each June to the AVPAA.

In summary: teaching and learning assessment; faculty peer observation; classroom evaluation; student course evaluation; program learning goals and course outcomes; curriculum maps are reported June of each year.

ANNUAL REPORTS

Each department head completes an Annual Report that reviews the progress made on the goals set forth in the current year's Annual Report and establishes goals for the upcoming year that are designed to support Strategic Plan initiatives. Goals for the upcoming year set forth in the Annual Report serve to inform the Budget Initiative Request (BIR) that is submitted in February/March of the following year and guide discussions at budget meetings. Results of current year goal completion and decisions from those results are included to support data-informed decision-making. Annual Report goals also inform performance evaluations (described below). The President and Executive Director of Strategic Planning review annual report goals for inclusion in the next iteration of the Strategic Plan. Annual Reports are submitted in June of each year.

In summary: Annual Report; Report on current year outcomes and establish upcoming year outcomes occurs June of each year.

RESULTS AND DECISIONS

Results and decisions from annual reports inform strategic initiatives in the Strategic Plan.

I.F. Assessment Facilitators

THE ASSESSMENT COMMITTEE

The Assessment Committee guides the College in meeting assessment criteria established by the Middle States Commission on Higher Education. Members of the committee are appointed by the President of the College and include representatives from academic and non-academic departments across the College.

The mission of the Assessment Committee is to develop, support, and oversee a cycle of continuous improvement in outcomes assessment for all College departments and academic programs using a systematic, integrated, data-driven, decision-making process. The Assessment Committee is dedicated to increasing collaboration between departments and to communicating the connection of the College mission and values to assessment and student learning. Goals of the assessment committee include:

- Develop, implement, and maintain a college-wide assessment plan for a continuous cycle of review that evaluates student learning at course, program, and institutional levels.
- Promote and support assessment of non-academic departments.
- Create and maintain a college-wide culture of assessment.

Assistant Vice President of Academic Assessment (AVPAA) – The AVPAA provides guidance to academic program directors in maintaining comprehensive program-level assessment across all academic programs (Bryn Mawr, Partnership, Online), coordinates Academic Affairs data requests with Institutional Research, supports the evaluation and implementation of classroom assessment in conjunction with the Assistant Vice President of Instructional Success, and works with the MSCHE Accreditation Liaison Officer to ensure alignment with MSCHE accreditation standards.

Assessment Liaison for Non-Academic Departments (ALNAD) – The ALNAD collaborates with the non-academic department heads, which includes Student Life, Enrollment Management, Strategic Planning and Institutional Research, Partnership Sites, Human Resources, Finance and Advancement, and Athletics, as well as

each sub-division head under these departments, in the development and implementation of departmental assessment plans. This includes organizing data collection and data reporting to support current college processes with an emphasis on decisions and results that impact the departmental and institutional assessment cycle, and guide current and future strategic plan initiatives.

Institutional Research

The Strategic Planning and Institutional Research department provides accurate data and integrated analysis and research to support strategic planning, institutional effectiveness initiatives and administrative decision-making at the College. The department also serves to support external reporting requirements and internal reporting requests. The Office of Strategic Planning and Institutional Research advocates for the quality, integrity, and appropriate use of College data and guides the adherence to the College's Strategic Plan by facilitating the transformation of strategic objectives into meaningful action.

Institutional Accreditation

HARCUM COLLEGE IS ACCREDITED BY:

Middle States Commission on Higher Education (MSCHE)
1007 North Orange Street
4th Floor, MB #166
Wilmington, DE 19801
<https://www.msche.org>

Initial accreditation granted in 1970
Most recent accreditation reaffirmed in 2016
Next Self-Study and Site Visit in 2024-2025

[Harcum College Accreditation Information](#)
www.harcum.edu > About Us > Accreditation

COLLEGE ACCREDITATION LIAISON OFFICER

Timothy S. Ely, M.Ed.
Executive Director of Strategic Planning and Institutional Research

COMMISSION STAFF LIAISON

Terence L. Peavy, Ed.D
Vice President, Institutional Field Relations
tpeavy@msche.org

Annual Institutional Update (AIU) submitted annually in accordance with MSCHE timelines

EVIDENCE INVENTORY

The Evidence Inventory is a helpful, organizational tool that allows an institution to arrange existing institutional documentation gathered for the MSCHE Self-Study Report by Standard, Criterion, and Requirement of Affiliation. Institutions utilize various strategies to initially populate and then refine the Evidence Inventory. One

strategy is to assign a member of the Steering Committee to liaise with key personnel on campus who can help with the documentation process. Another strategy is to organize a specific Working Group to this task. Whatever the strategy, the final version of the Evidence Inventory must be in a format accessible to key individuals and groups, such as Steering Committee members and institutional staff, as well as able to be uploaded to the secure MSCHE portal for the Evaluation Team, the Committee on Evaluation Reports, and the Commission.

Information from the Commission on Developing and Using the Evidence Inventory can be found at:

[Developing and Using the Evidence Inventory](#)

www.msche.org > Institutions > Accreditation > Self-Study Guide > Accreditation > Module Six – Developing and Using the Evidence Inventory

II.

Non-Academic Department Assessment

Non-academic departments at Harcum College serve to enhance the quality of the learning environment by contributing to the educational experience and promoting student success in a manner that is unique to each department. The assessment practices followed by the non-academic departments help to ensure the effectiveness of programs, policies and procedures that support the student experience and play a positive role in student retention, persistence, and degree completion.

Strategic Planning & Institutional Research (SP&IR)

The Strategic Planning and Institutional Research (SP&IR) department serves the entire College for internal and external reporting purposes as well as supporting data-informed decision-making. SP&IR, in collaboration with the President, leads the strategic planning process which integrates several assessment instruments including goals and outcomes from annual reports, budget requests linked to strategic initiatives from the Budget Initiative Request (BIR), the Strategic Plan Progress Report and feedback from stakeholders across the College. The Strategic Plan is frequently consulted and monitored by the President's Executive Team as part of its leadership role at the College. The Executive Director of Strategic Planning and Institutional Research is a member of the President's Executive Team.

STRATEGIC PLANNING AND INSTITUTIONAL RESEARCH ORGANIZATIONAL CHART



MISSION STATEMENT

The mission of the Office of Strategic Planning and Institutional Research (SP&IR) is to provide accurate data and integrated analysis and research to support strategic planning, institutional effectiveness initiatives and administrative decision-making at the College, and to support external reporting requirements. Additionally, the Office of Strategic Planning and Institutional Research advocates for the quality, integrity, and appropriate use of College data. The Office of Strategic Planning and Institutional Research leads the development of and guides adherence to the College's Strategic Plan, and helps transform strategic objectives into meaningful action.

ASSESSMENT PROCESS

Annual Budget meetings, which occur in February/March of each year, provide budget managers with the opportunity to provide departmental input on strategic initiatives.

- Annual Reports provide a comprehensive overview of the activities and accomplishments of the department and assessment of goals and outcomes. The Annual Report is submitted to the President in June.

INSTITUTIONAL RESEARCH

Institutional Research serves the entire College for internal and external reporting purposes as well as supporting data-informed decision-making.

INTERNAL REPORTING

- Ad hoc reporting requests
- Programmatic and MSCHE accreditation support
- Review of annual reports to inform the Strategic Plan
- Student outcomes (retention, graduation, loan default rate, survey results) reporting to inform strategic initiatives

EXTERNAL REPORTING

- IPEDS Fall Collection (October)
 - ◊ Institutional Characteristics
 - ◊ Completions
 - ◊ 12-month Enrollment
- College Board Annual Survey of Colleges (December - February)
- Annual Survey of Educational Programs (ASEP) (January)
- Association of Independent Colleges and Universities of Pennsylvania (AICUP) Count of Students by Legislative District every three years. Next report due Fall 2025
- PDE Institutional Reporting (Compliance) each March
 - ◊ English Fluency in Higher Education Act
 - ◊ Higher Education Gift Disclosure Act
 - ◊ Article XX-G Sexual Violence Education at Institutions of Higher Education
 - ◊ Uniform Crime Reporting Act
- Pennsylvania Information Management System (PIMS) Data Upload (August)
- Pennsylvania Information Management System (PIMS) Survey (April - July)
- IPEDS Winter Collection (February)
 - ◊ Student Financial Aid Graduation Rates
 - ◊ 200% Graduation Rates
 - ◊ Outcome Measures
- Middle States Annual Institutional Update (AIU) (May)
- NC-SARA Reporting (May - June)
- College Board Financial Aid and Cost survey (July)
- IPEDS Spring Collection (April)
 - ◊ Fall Enrollment
 - ◊ Finance
 - ◊ Human Resources
 - ◊ Academic Libraries

STRATEGIC PLANNING

The Strategic Plan includes strategic initiatives informed by selected items from annual reports, budget meeting

input, carryover items from the previous year, and assessment data. These strategic initiatives are designed to support and advance the mission of the College. Harcum College has a dynamic three-year Strategic Plan with the planning process driven by a review and update phase occurring each year. The planning process results in a new iteration of the College's Strategic Plan each annual cycle. Several steps occur each year:

- February/March - The Director of Strategic Planning and Institutional Research (SPIR) attends budget meetings and extracts themes from budget requests. Themes are reviewed with the President as guides for items to be included in the upcoming year's Strategic Plan iteration.
- May/June Review - President, SPIR, and Cabinet members assess progress on the previous year's strategic plan, and collaborate on future additions to the Strategic Plan.
- July/August - Cabinet members collectively review and revise the Strategic Plan.
- September - Revised Strategic Plan presented to faculty, students and staff for review and feedback and then the Board of Trustees Executive Committee for review and feedback.
- October - Revised Strategic Plan presented to Board of Trustees. Upon approval by the Board of Trustees, the updated and revised Strategic Plan is implemented.
- The finalized Strategic Plan is shared with stakeholders of the college.

Student Life

The Office of Student Life is composed of many departments that provide services and support to Harcum students and the community as a whole. These departments include Athletics, Campus Activities, Campus Safety, Career & Transfer Services, Counseling, Residence Life, and Student Health. Each department contributes to the overall effectiveness of Student Life while being independent in their individual duties and assessment practices.

MISSION STATEMENT

The Division of Student Life embraces the mission of the College by empowering students to reach the goal of participative citizenship and a fulfilling life by providing services, programs, and resources in support of academic, professional, and personal growth. Throughout the Division we strive to work collaboratively with all departments to foster an inclusive community which develops holistically through reinforcing civility, integrity, and respect for diversity. In collaboration with the entire College community, we commit to this mission by:

- Empowering students to develop morally, socially, and academically by providing an atmosphere of accountability.
- Encouraging students to advocate for themselves and others, as we advocate for them, with respect to diversity and the promotion of civility in their current lives, as well as their future communities.
- Serving as a resource to the College community about students, their development, and their needs.
- Fostering engagement through attendance at events, participation in student organizations, and by offering formal leadership opportunities.
- Challenging ourselves to consistently evaluate Divisional effectiveness by implementation of routine assessment to identify student needs and satisfaction with program and service offerings.

ASSESSMENT PROCESS

The Dean of Student Life oversees completion of the Annual Report, and Graduate Exit Survey.

Annual Report – provides a comprehensive overview of the activities and accomplishments of each department that falls under Student Life and an analysis of each department's goals. The Annual Report is submitted to the President and the Executive Director of Strategic Planning and Institutional Research in June.

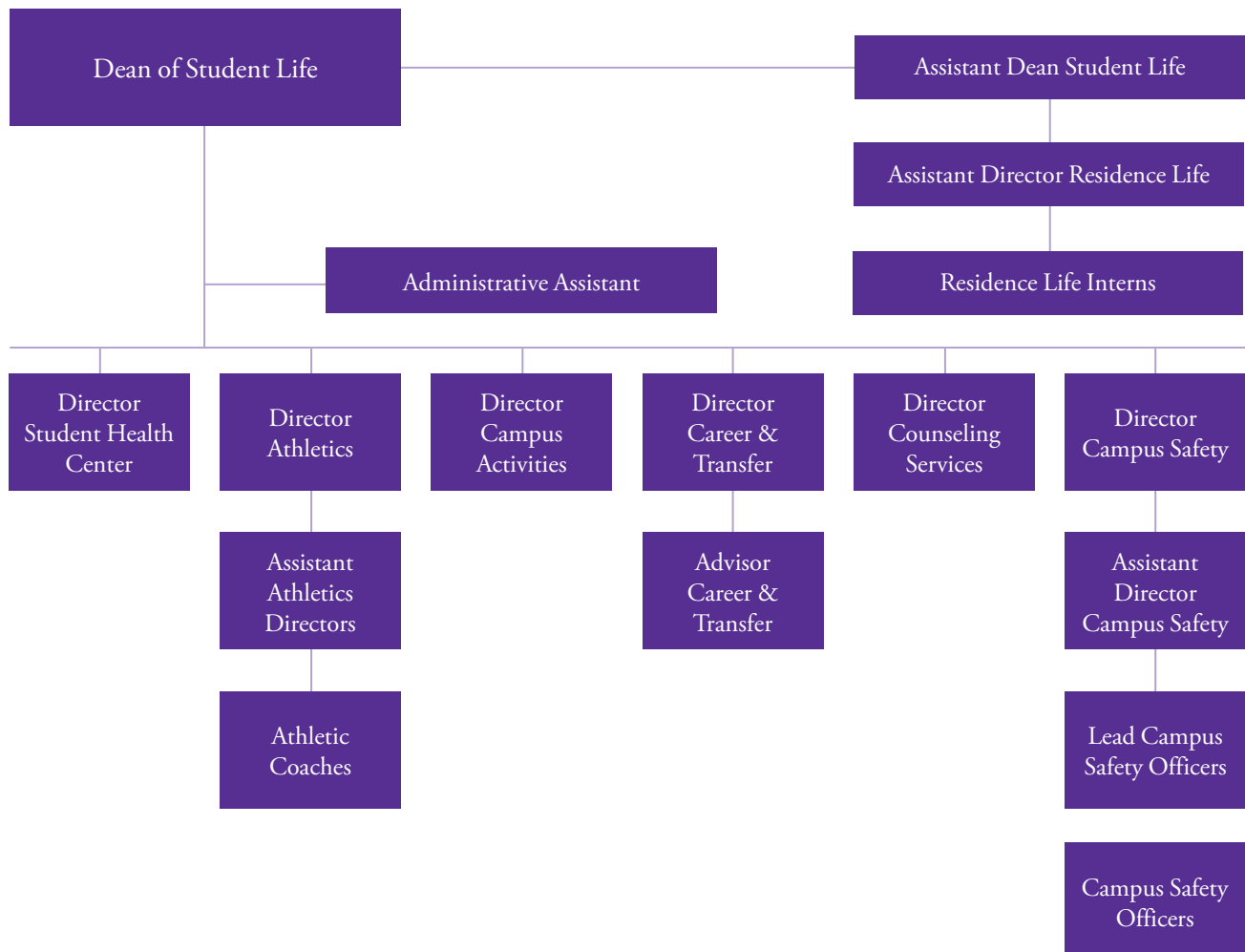
Graduate Exit Survey – This survey serves as a basis for the assessment of the academic and non-academic services provided for Harcum students. The Graduate Exit Survey is administered to all Harcum graduates from both the Bryn Mawr campus and Partnership Sites who participate in the May commencement ceremony. Graduates

from each graduation cycle (August, December and May) that are approved to attend the May commencement are invited to participate. The survey is sent electronically through a survey instrument such as Survey Monkey. Relevant data and results of the Graduate Exit Survey are parsed out to each department and shared with the following department heads: Admissions, Career & Transfer Services, Financial Aid, Student Accounts, Student Records, International Programs, Counseling Services, Student Health Center, Disability Services, Student Success Center, Information Technology (IT), Residence Life, Campus Safety, Student Activities, Library Services, and Academic Affairs. Department heads incorporate this student feedback into their own goals and initiatives.

The Graduate Exit Survey follows a timeline for review, administration, and data collection:

- January –Student Life, Strategic Planning & Institutional Research, and the Assessment Liaison for Non-Academic Division review the survey instrument to ensure relevancy and make necessary updates
- March through May – administer survey electronically to students eligible to participate in May commencement
- June – begin parsing out data to be sent to department heads
- July - disseminate survey data to department heads
- Upon receipt of survey results – department heads review data and implement goals/initiatives as a result of data analysis as needed
- Department heads include analysis of Graduate Exit Survey data in annual reports and identify any new initiatives addressing issues or concerns

STUDENT LIFE ORGANIZATIONAL CHART



Career and Transfer Services

The Department of Career and Transfer Services offers resources, advising, and programming to help students explore their career options or further their education.

MISSION STATEMENT

The mission of the Office of Career & Transfer Services is to support students and alumni to identify and achieve their career and academic goals. This is accomplished through developing and cultivating relationships with students, alumni, faculty, staff, employers, and four-year college partnerships. Through data collection and analysis, the Office of Career & Transfer Services provides outcome reports on the success of its students and alumni to maintain a culture of continuous improvement supported by assessment.

ASSESSMENT PROCESS

The Director of Career and Transfer Services oversees completion and implementation of the Annual Report, recent Graduate Surveys, and Career and Transfer Fair satisfaction surveys.

- Annual Report – provides a comprehensive overview of Career & Transfer activities and accomplishments and analysis of the department's goals. The Annual Report is submitted to the Dean of Student Life.
- Post-Graduation Surveys – These surveys capture data on job placement and transfer to four-year institutions of the most recent graduating class at 6 and 12 month intervals. The survey also collects data on whether graduates are employed by any businesses present at College career fairs, and if graduates are furthering their education at higher education institutions who presented at the College transfer fair. Surveys are sent in November and May electronically through a Survey Instrument such as Google Forms or Survey Monkey. Data is analyzed and shared with the Department of Strategic Planning & Institutional Research, and with Marketing & Communications.
- Career Fair Surveys - Satisfaction surveys are submitted electronically to contacts of the businesses represented at the career fair and to students who attended the event. Survey responses are reviewed and enhancements made to the career fair as needed.
- Transfer Fair Surveys - Satisfaction surveys are submitted electronically to representatives of the colleges and universities represented at the transfer fair and to students who attended the event. Survey responses are reviewed and enhancements made to the transfer fair as needed.
- Graduate Exit Survey – sent to all participants in the May Commencement ceremony through the Department of Student Life. Data is extracted from the survey related to the Department of Career and Transfer Services and analyzed. Improvements are made based upon student responses.

Counseling Services

Counseling Services provides direct counseling to the Harcum community through individual counseling sessions, workshops, presentations, consultations and programming. The Counseling Services Director is accessible to students during and after normal business hours.

MISSION STATEMENT

The Office of Counseling Services seeks to provide effective mental and emotional health services that support the needs of Harcum students. These services strive to increase awareness and understanding of the diversity of issues and concerns in the pursuit of higher education, and assist in managing these issues and concerns to promote student success.

PROGRAMS AND SERVICES OFFERED

- Suicide Prevention and Awareness (September)
- Impact Week- offered in collaboration with the Office of Student Activities (September)
- Mental Health Awareness (October)
- Stress Buster Clinic - offered in collaboration with Student Activities and Student Health Services (December and April)
- Relationship Wellness (February)
- Restoration Zone – room where students go to relax, refresh, and study (especially for commuters). Snacks and beverages are provided free of charge. Located in Klein Rm 201.
- First Year Student Outreach - Welcome email with Counseling Services information sent to new students. (September and January)
- Follow-up on academic Notifications - Email sent to students offering counseling services

ASSESSMENT PROCESS

- The Director of Counseling Services oversees completion and implementation of the Annual Report, Counseling Programs, Student Counseling sessions and Surveys.
- Annual Report – provides a comprehensive overview of Career & Transfer activities and accomplishments and analysis of the department's goals. The Annual Report is submitted to the Dean of Student Life.
- Electronic Medical Record – collect demographic data through Theranest. Data from Theranest is included in the Counseling Services Annual Report and shared with the Dean of Student Life.
- Assessment and Care Team (ACT) – Counseling Services personnel chair the ACT Committee
- Surveys and Data Collection:
 - ◇ Student Satisfaction Survey -sent to students each semester who have sought individual Counseling Services. Sent electronically (Google forms)
 - ◇ Restoration Zone Attendance record –located in Klein 201 for students to report anonymously upon entering or leaving the room
 - ◇ Counseling Services excerpt from the Graduate Exit Survey – Responses are analyzed and improvements made to counseling services based on student responses

Campus Activities

The Office of Campus Activities is responsible for the organization, oversight, and assessment of campus activities for the Harcum student body, New Student Orientation (NSO), and the annual Commencement ceremony.

MISSION STATEMENT

The Office of Campus Activities (OCA) is committed to the development and growth of Harcum students by exposing them to a wide variety of experiences through entertainment and educational programming. OCA is designed to complement the academic mission of Harcum College by providing opportunities to meet the diverse developmental and educational needs of our students. OCA implements programs and services that provide the Harcum College community with engaging activities, student organizations, leadership development and educational programming.

PROGRAMS AND SERVICES OFFERED

- Organization of in-person and virtual co-curricular programs including BINGO, paint night, movie night, Stress Buster Clinic, etc.
- Off-campus trips

- Organization of theme weeks including IMPACT Week, Welcome Week, and Heart Week
- Commuter Thursday
- Planning of community service experiences for students
- Homecoming activities
- Organize “all campus” events: Welcome Back Picnic, Thanksgiving Luncheon, End of the Year Picnic
- Annual Student Recognition Banquet
- Student organizations (recognition, budget requests, membership tracking, policies, advisor resources)
- Advisor to the Campus Activities Board

NEW STUDENT ORIENTATION

New Student Orientation (NSO) actively engages participants through focused programming aimed at cultivating experiential growth. NSO strives to provide students with the necessary information, skills and resources to flourish at Harcum College.

- NSO sessions occur four times each year and are scheduled for June, July, and August prior to the fall semester, and in January prior to the Spring semester.

COMMENCEMENT

Commencement brings together a diverse community of students, families, friends, faculty and staff to celebrate academic accomplishments. Commencement strives to provide a memorable experience for students and guests while ensuring the safety of all participants. Campus Activities personnel who are involved with Commencement perform the following duties:

- Chair the Commencement Committee Planning Team
- Regular communication to students eligible for graduation
- Commencement ticket distribution
- Organize Commencement Rehearsal

ASSESSMENT PROCESS

The Director of Campus Activities oversees completion and implementation of the Annual Report for: Campus Activities, New Student Orientation, and Commencement.

- Annual Report – provides a comprehensive overview of the Office of Campus Activities’ accomplishments and analysis of the department’s goals. The Annual Report is submitted to the Dean of Student Life
- Surveys and Data Collection:
 - ◊ NSO Satisfaction Survey—offered to participants to complete at the conclusion of each NSO using Google Forms. Survey results are reviewed by the Director of Campus Activities and included in the annual report.
 - ◊ Student Satisfaction Survey—sent to all current Bryn Mawr students in April, feedback is used to plan upcoming campus activities and is included in the annual report.
 - ◊ Attendance and demographic data—collected for co-curricular activities and included in the annual report.
 - ◊ Post-Commencement Survey— sent to Commencement participants after the Commencement Ceremony. Survey results are included in the annual report.
 - ◊ Graduate Exit Survey—sent to all participants in the May Commencement through the Department of Student Life. Data extracted from the Graduate Exit Survey is analyzed and improvements made based on student responses.

Residence Life

The Residence Life Department is dedicated to promoting a secure and welcoming living learning environment that offers residents opportunities for networking and socialization, while valuing individuals as engaged and socially responsible members of the residential community.

MISSION STATEMENT

The Residence Life Department's mission is to create and maintain a safe and engaging living/learning environment for all residential students. We seek to complete this mission through various goals:

- Provide support and security 24/7 in conjunction with the Campus Safety Office.
- Create and implement programs that promote school spirit, stimulate perpetual learning, and engage students in meaningful activities.

PROGRAMS AND SERVICES OFFERED

- Student Housing
- Roommate Selection
- Community Building
- On Campus Activities
- Work Study Positions
- Student Leadership Positions
- Student Conduct Policy

ASSESSMENT PROCESS

The Director of Residence Life oversees completion and implementation of the Annual Report, Residence Life surveys and activities, and supervision of Resident Assistants (RA) and Professional staff.

- Annual Report – provides a comprehensive overview of Residence Life activities and accomplishments and analysis of the department's goals. The Annual Report is submitted to the Dean of Student Life.
- Residence Life Numbers Report – collect student data on the number of resident students for each academic year and submit to the College Controller in May.
- Residence Life Census Report – collect student demographic data on resident students for each national census cycle. Submitted to the designated Census Bureau contact assigned to the College.
- Surveys and Data Collection:
 - ◇ Resident Life Student Survey -sent to resident students electronically in April; created in Survey Monkey.
 - ◇ Graduate Exit Survey – sent to all participants in the May Commencement through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining to Residence Life is shared with the Director of Residence Life. Answers are analyzed and improvements made for residents based on student responses.

Campus Safety

The Campus Safety Department is dedicated to promoting a safe and secure learning and working environment for the entire Harcum College community. This dedication extends to those visitors and vendors who come to the Bryn Mawr campus to conduct business with the College.

MISSION STATEMENT

The mission of the Campus Safety Department at Harcum College is to provide a safe and secure environment

for all students, faculty and staff comprising our community. We accomplish our mission through a collaborative and integrated safety and security program intended for the benefit of all as they study, live, work and play on our campus. We pledge to deliver professional safety and security services, while respecting the rights of all members of the community. In doing so, we hope to earn the confidence, trust and respect of everyone we serve.

PROGRAMS AND SERVICES OFFERED

- 24-hour Campus Safety Officer Presence, 365 days/year
- Campus Building Security Rounds & Wellness Checks
- Campus Safety Officer Student/Faculty/Staff Escorts
- Electronic Building Access Control Monitoring
- Alarm Systems Response
- Closed Circuit Television System Monitoring and Recording
- Issue Student, Faculty, Staff Identification Cards
- Issue Vehicle Parking Permits
- Conduct Parking Enforcement
- Provide 24 Hour Emergency Response
- Investigations (Student Conduct and Criminal Related)
- Incident Report Writing
- Collaboration with Federal, State and Local Authorities
- Maintain American Red Cross Certification of Campus Safety Officers in CPR, First Aid and in the use of Automatic Electronic Defibrillators (AEDs)

ASSESSMENT PROCESS

The Director of Campus Safety oversees the operations of the Campus Safety Department. The Director is responsible for the completion of Incident Reports, daily reports of campus safety activities, department Annual Report, internal and external reports as required by the College and government agencies such as the state-mandated Security & Fire Safety Report and the federal-mandated Clery Report.

- Annual Report – This document provides a comprehensive summary and assessment of Campus Safety Department activities and accomplishments related to the department's annual goals and the Strategic Plan.
- The Annual Security and Fire Safety Report (ASR) – This is a state-mandated report that assures compliance with the Pennsylvania Department of Education (PDE) Uniform Crime Reporting Act and that includes statistical data on various crimes and fire incidents reported to the Campus Safety Department. The incidents of crime are defined and categorized as required, from the Federal Uniform Crime Reporting Program. The ASR also includes College policies and procedures that are in place to aid in the protection of the Harcum community against both fires within campus owned property and criminal activity within the College footprint. The ASR is posted annually on the Harcum College website by October 1.
- The Clery Report – The Jeanne Clery Disclosure of Campus Security and Campus Crime Statistics Act is a federal law that requires all colleges and universities to disclose certain timely and annual information about campus crime and security policies. These statistics are provided annually to the Pennsylvania Department of Education. The Clery Report is submitted annually in October.
- Daily Crime Log – The Daily Crime Log records all crimes committed on Harcum College property as well as any crimes we become aware of involving members of the College. This log is kept in the Campus Safety Director's office. Statistics regarding certain crimes are updated annually and made available to the public on the Campus Safety page of the Harcum College website.
- Graduate Exit Survey – sent to all participants in the May Commencement ceremony through the Department of Student Life. Data is extracted from the survey related to Campus Safety and analyzed. Improvements are made based upon student responses.

Health Center

The Student Health Center provides evaluation and treatment of illness or injury, wellness screenings, health counseling, referral to specialized medical services, and first-aid supplies. The Center strives to provide quality, confidential, age-appropriate care that is accessible, affordable, and culturally sensitive. Supporting students in the pursuit of their academic goals is of utmost importance.

MISSION STATEMENT

The mission of Student Health Services is to enhance the academic environment of Harcum College by providing quality health care, health education, and preventative services to the Harcum Community, particularly students, in a caring, minimal cost, and convenient manner.

PROGRAMS AND SERVICES OFFERED

- Flu and COVID-19 Vaccine Clinics
- Covid Exposure Follow-up
- Wellness Clinics
- Sexually Transmitted Disease (STD) Awareness screening and testing
- Stress Buster Clinics
- Physical Exams
- Acute Primary Care
- Collect Immunizations Compliance Documentation for Residence Students
- Telehealth Services
- Provides over-the-counter and certain prescription medications at no cost to students

ASSESSMENT PROCESS

The Director of Student Health Services oversees completion and implementation of

- Annual Report – provides a comprehensive overview of Health Center activities and accomplishments and analysis of the department's goals. The Annual Report is submitted to the Dean of Student Life.
- Surveys and Data Collection:
 - ◊ Flu/COVID-19 vaccine clinic participation log recorded at each clinic.
 - ◊ Graduate Exit Survey – sent to all participants in the May Commencement survey through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining to Student Health Services is shared with the Dean of Student Life. Answers are analyzed and improvements made to the health center services based on student responses.
- Maintain participation logs on all programs and services provided. Data from logs is recorded in the Annual Report to determine support needs for the upcoming academic year.

Athletics

Harcum College provides a variety of opportunities for students wishing to be involved in an intercollegiate athletics program. The athletic teams, open to men and women, are members of the National Junior College Athletic Association (NJCAA) and NJCAA Region XIX. Sports programs offered at Harcum College include men's and women's varsity basketball, men's JV basketball, men's and women's soccer, Track & Field/Cross Country, and women's Volleyball.

MISSION STATEMENT

It is the mission of the department of athletics to offer programs that provide diverse opportunities for participation and foster a sense of collegiality among the college community while promoting character development, leadership qualities, sportsmanship, and academic excellence in our student athletes.

ASSESSMENT PROCESS

The Director of Athletics oversees completion and implementation of the Annual Report in collaboration with the Dean of Student Life.

- Annual Report – provides a comprehensive overview of the activities and accomplishments of the department. The Annual Report is submitted to the Dean of Student Life.

REPORTS AND MEETINGS

- Completion of the annual Equity in Athletics Disclosure Act (EADA) by the Associate Director of Athletics for Compliance and Eligibility. The EADA report is completed for each fiscal year (July 1 – June 30) and includes information on student participation, Harcum men's and women's sports programs, coaching assignments, and revenue & expenses. Submission date for the EADA report is November.
- Utilize weekly student-athlete attendance reports and Starfish to promote accountability and stress the importance of class attendance.
- Seek to re-introduce student-athlete academic progress reports to track classroom attendance and academic success.
- Partner and collaborate with colleagues in Academics to address student-athlete attendance, academic challenges, and promote resources and supports.
- NJCAA compliance reports - submitted each semester
- Participation in NJCAA Region XIX meetings and completion of reports as needed

Enrollment Management

The Office of Enrollment Management is composed of various departments that provide services for incoming and current Harcum students. These departments include Admissions, Student Accounts, Student Records, and Financial Aid. These departments contribute to the overall effectiveness of Enrollment Management while being independent in their individual duties and assessment practices.

MISSION STATEMENT

The Department of Enrollment Management is committed to recruiting, enrolling, retaining, and graduating a diverse community of students while providing a supportive environment and outstanding customer service. The Department is comprised of four offices with clearly defined missions and objectives, which support the College's overall mission and values.

ASSESSMENT PROCESS

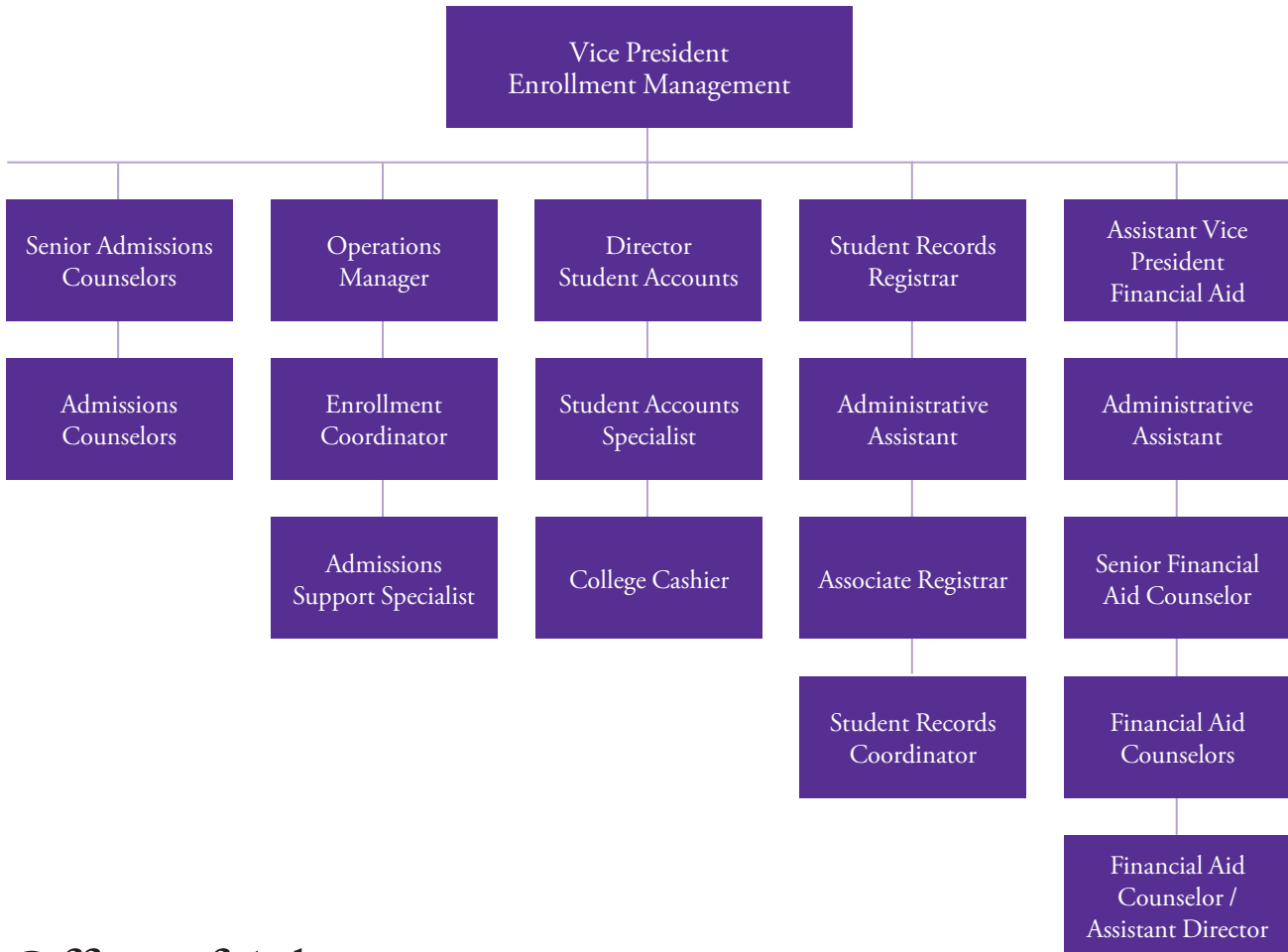
The Vice President of Enrollment Management oversees completion of the Annual Report and additional assessment measures as listed below:

- Annual Report – provides a comprehensive overview of the activities and accomplishments of each department that falls under Enrollment Management and analysis of each department's goals. The Annual Report is submitted to the President and the Executive Director of Strategic Planning and Institutional Research in June.
- Graduate Exit Survey Analysis – results of the May Graduate Exit Survey that pertain to Enrollment Management are shared with the Vice President of Enrollment Management. Survey results are further reviewed

and shared with the manager of each department within Enrollment Management.

- Annual tracking of student receivables from student accounts
- Annual review of federal student loan default rates
- Assesses the effectiveness of recruitment efforts through new student deposits made after each recruitment event

ENROLLMENT MANAGEMENT ORGANIZATIONAL CHART



Office of Admissions

MISSION STATEMENT

The mission of the Office of Admissions is to recruit, admit, and serve an eligible, diverse student population regionally and nationally who can be successful in their chosen professions. The Office of Admissions also maintains the integrity of the admissions process to ensure the efficient and systematic evaluation of credentials. The Office of Admissions employs multiple recruitment strategies to ensure that eligible students have access to higher education at Harcum College. The Office of Admissions is also committed to serving the College Community in a consistent, accessible, friendly and timely manner.

ASSESSMENT PROCESS

The Vice President of Enrollment Management collects information from the various items listed below pertaining to the Office of Admissions and is included in the Annual Report:

- Accuplacer placement – reviews admitted student Accuplacer scores and communicates with the Director of

- Student Support Services and Disability Services to determine appropriate academic placement
- Liaison Customer Relationship Management (CRM) software - used to track incoming students from prospect to inquiry to applicant to deposited applicant ready to register for classes. Admissions counselors communicate with potential students through the CRM, create personal pages and campaigns to provide information on the next step in the admissions process, track when students view correspondence sent by admissions counselors, and manage registration for events such as Open Houses, Decision Days, and New Student Orientation.
- Further assessment data retrieved from the CRM includes tracking of individual student registration at admission's events to student enrollment.
- Maintains documentation of each program's enrollment (yield) for the most recent fall admits
- Assesses the effectiveness of recruitment efforts through new student deposits made after each recruitment event
- Maintains student demographic information
- Surveys
 - ◊ Annual survey sent in August to fall students who did not enroll
 - ◊ Surveys sent through the CRM include follow up on potential students who canceled, to collect data on why students cancel and to offer them other program options.

RECRUITMENT EVENTS

- Open house events three times each year: fall, spring, summer
- Information sessions
- Instant decision days
- Tour days for prospective students
- Tour days for guidance counselors
- Guidance counselors information sessions
- High school recruitments and College Fairs - 200 annual visits

Student Records

The Student Records Department coordinates registration, grading, auditing, class schedules, ordering diplomas, degree-completion verification, fulfilling transcript requests for current students and graduates, completion loan-deferment forms, verification, enrollment for veterans' benefits, and enrollment verification.

MISSION STATEMENT

The Office of Student Records is committed to serving the College Community in a consistent, accessible, friendly and timely manner. The Office of Student Records administers registration, grade collection, class scheduling, and graduation evaluation in an effective manner while maintaining the integrity, accuracy and security of the student academic records.

SERVICES OFFERED

- Manage Transfer Evaluations – review of credits from other colleges for transferability into Harcum
- Assist with course registration through Power Campus
- Grade Collection of midterm and final grades
- Maintain Course schedules – fall, spring, and summer course schedules
- Maintain Graduation Evaluations - academic plan/degree audits
- Update student contact information such as name, address, and phone number
- Fulfill transcript requests
- Process student withdrawals

- Print and mail graduation diplomas
- Report and record student academic standing (probation, limited load, academic dismissal)
- Report and record student academic awards (Dean's list, Honor's list, President's list)
- Maintain academic calendars
- Collect and record student FERPA forms
- Veterans educational benefits eligibility - evaluate student eligibility for financial benefits
- Maintain confidentiality through secure access to Power Campus
- Ensure security of paper files.
 - ◊ Paper files are stored in locked, fire-proof cabinets. Current students' records are stored in the Office of Student Records. Previous students' records are securely stored in the lower level of Melville Hall. Students' records are stored for ten years. After ten years, the files are destroyed.

ASSESSMENT PROCESS

The Director of Student Records oversees completion and implementation of:

- Articulation Agreements - provide info to the Vice President of Enrollment Management to be include in the Enrollment Management Annual Report
- Surveys and Data Collection:
 - ◊ Graduate Exit Survey – sent to all participants in the May commencement survey through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining to Student Records is shared with the Director of Student Records. Answers are analyzed and improvements made based on student responses as needed
 - ◊ IPEDS Survey – enter data on Fall Enrollment, Graduation Rates, Student Completions, 12-month Enrollment, 200% Graduation Rates

Student Accounts

The Student Accounts Office, is available to assist students with questions regarding the billing and payment of tuition and fees.

MISSION STATEMENT

Student Accounts is committed to providing outstanding customer service to students, parents, faculty, staff, alumni, and external organizations through personal accountability and professional commitment in our service delivery. Our goal is to assist the campus community in achieving the following:

- Provide a supportive environment to conduct business.
- Ensure a timely billing process for students to quickly respond and to properly manage institutional cash flow.
- Develop a proactive customer service model to ensure students are kept abreast of their tuition account status and any issues related to their student account.
- Ensure the integrity, confidentiality, and security of all tuition account records
- Continually look to improve services and information delivery, be it publications, online services, telephone, email, in-person or self-service.

SERVICES OFFERED

- Advise students in best financial management practices such as over borrowing, payment plans, etc.
- Generate student bills
- Assist with set up of student payment plans
- Conduct Student Accounts Information Sessions in collaboration with Student Support Services to provide stu-

dents with financial literacy information. Sessions are held twice during the beginning and end of each fall and spring semester for students attending both the Bryn Mawr and Partnership Site campuses.

- Personal outreach to students on bursar hold to provide financial counseling
- Financial exit counseling for graduates
- Post student bills each Friday and communicate with students weekly thorough email
- Conduct phone call campaigns to all students with balances who are on bursar hold. Phone calls are made twice each fall and spring semester, after add/drop and at end of the semester
- Oversee allocation of book vouchers and refunds
- Outsource students to collection agency when needed
- Update billing rules/procedures/costs for each academic programs
- Roll over Power Campus information each fiscal year
- Generating 1098T tax forms for students
- Managing and update institutional loans through ECSI
- Assist Program Directors with student registration for students on Bursar Hold
- Address referrals from Student Life Counselors and Program Directors for students in need of financial counseling.

ASSESSMENT PROCESS

The Director of Student Accounts oversees completion and implementation of department updates to the Executive Vice President of Enrollment Management for inclusion in the Enrollment Management Annual Report

- Global Assessment – generate a daily report on enrolled students from the start of classes to the end of the drop/add period to capture student registration changes. This report is shared with both the Financial Aid and the Finance Department.
- Surveys and Data Collection:
 - ◇ Graduate Exit Survey – sent to all participants in the May commencement through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining to Student Accounts is shared with the Director of Student Accounts. Answers are analyzed and improvements made based on student responses as needed
 - ◇ Anecdotal Communication from students who have attended information sessions and/or counseling from Student Accounts personnel

Financial Aid

Harcum College views financing higher education as a partnership between the student and their family, the state and federal governments, and the institution. This partnership strives to make it financially feasible for students to complete their education and prepare for successful careers. The Financial Aid Department staff work individually with students to provide them with information so they can become well-educated about making decisions regarding paying for their education. The Financial Aid Department oversees the granting and disbursement of student financial assistance to help students pay for their education.

MISSION STATEMENT

The Harcum College Financial Aid Office supports the College's mission of preparing students for success in their chosen profession. Through the administration of institutional, state, and federal financial aid programs, the Financial Aid Office endeavors to make a Harcum College degree affordable to every student. The Financial Aid Office is committed to serving students in a consistent, timely, and professional manner.

GENERAL SERVICES OFFERED

- Review and adjust student aid, as necessary, based on student's changes in enrollments, including withdrawals
- Annually review Student Academic Progress (SAP) to evaluate eligibility for continued financial aid
- Work with internal departments (enrollment management, student accounts, finance department, student records, athletics, and advancement office) in offering financial assistance and scholarships to eligible students.
- Maintain confidentiality through secure access to PowerFails
- Ensure security of paper files.
- Ensure compliance with Federal and State Regulations related to the administration of financial aid programs
- Keep current on all changes relating to financial aid that may impact students and/or the College
- Submit timely and accurate information for inclusion in reports to outside agencies, such as Institutional Research Department for Integrated Postsecondary Education Data System (IPEDS) and Annual Institutional Update (AIU)
- Maintain and update accurate information for the Program Participation Agreement (PPA) and the Eligibility and Certification Approval Report (ECAR) from the U.S. Department of Education
- Maintain annual tracking of federal loan default rates of former students and graduates through data supplied by the U.S. Department of Education
- Work with outside agencies (Student Connections, etc.) to assist in default mitigation
- Maintain membership in Pennsylvania and National Financial Aid Administrator Associations
- Assist Program Directors with financial aid information required for programmatic accreditation reports

STUDENT SERVICES

The Financial Aid Department offers students in-person, telephone, and virtual sessions on an individual basis, with the purpose to explain the financial aid process, review eligibility requirements for various sources of aid, and offer advice to students on the net cost of attending Harcum College.

The Harcum College website provides information about the College including tuition and fees, financial aid opportunities, room and board costs, information for students who are veterans and additional information that is helpful to prospective and currently enrolled students.

The Financial Aid Office staff participate in events to provide students with information about financial aid options at events such as Open House, New Student Orientation, and Work Study Fairs hosted by the College. In addition, two FAFSA workshops are held annually to assist students in completing the FAFSA for the upcoming academic year.

In order to meet the requirements of PA HB 2124 (also known as the Annual Student Loan Notification (ASLN)), annually send notifications to all students who have had previous federal and/or private educational loan borrowing with their cumulative loan debt and estimated loan payment.

Support student retention by addressing financial issues that may prevent students from returning to the College to complete their degree.

ASSESSMENT PROCESS

Annual review of Federal Student Loan Default Rate criteria and sanctions and assessment of the College's standing in meeting these criteria:

- Completion of Title IV recertification every six years.
 - ◊ Most recent recertification approval: October, 2021
 - ◊ Due date for next recertification documentation: June 30, 2027

SURVEYS AND DATA COLLECTION

- Graduate Exit Survey – sent to all participants in the May commencement survey through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining to Financial Aid is shared with the

Assistant Vice President of Financial Aid. Answers are analyzed and improvements made based on student responses as needed.

- IPEDS Survey – provide data on student financial aid
- Association of Independent College and Universities of PA (AICUP) Survey – provide data on student financial aid

Finance

The Finance Department is responsible for daily financial operations, cash flow management, internal and regulatory reporting, financial projections, tax return preparation, and the preparation of audited financial statements as well as promoting strong internal controls. This Department provides business support and customer service to both internal and external College stakeholders. It also supports management by providing departmental budgets and ad-hoc reports necessary for data-informed decision making.

MISSION STATEMENT

The Finance Department is responsible for preserving, enhancing and supporting the College's finances while supporting the College's mission, values, and long-term objectives. Our goal is to bring transparency and accuracy in the management of financial transactions as well as the annual coordination of building the College's operating and capital budgets.

ASSESSMENT PROCESS

The Vice-President of Administration and Chief Financial Officer (CFO) oversees the College Operational Departments: Campus Store, Food Service, and Facilities. The Vice-President of Administration and CFO is responsible for the completion and implementation of the overall budget process that includes all College departments. Reports include:

- Annual Report – includes the year-end financial report and consolidated college budget. The annual report is presented to the Board of Trustees for approval each June in anticipation of the upcoming fiscal year. A year-end financial report is submitted to the Board of Trustees in September at the close of the current fiscal budget, together with the audit report.
- Monthly financial reports to the Board of Trustees, Cabinet, and College President that include the current financial picture of the College an insight on the College finances moving forward.

EXTERNAL AUDIT

- Spring each year –selection of the external audit firm as well as plan the audit process and timeline with the oversight of the BOT Audit Committee.
- Summer each year- coordinate efforts across different College department to complete a successful audit to determine the condition of business and operation for the previous fiscal year.

RISK MANAGEMENT AND INSURANCE

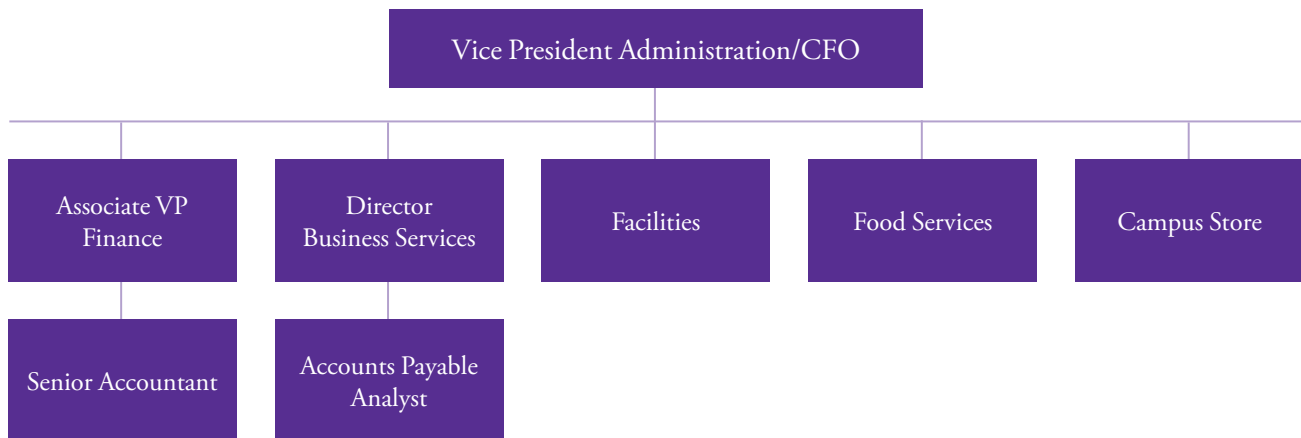
Evaluate risk of the Institution engaging insurance companies for coverage. Determine insurance policies limits and premium amounts based on the potential liability and the likelihood to file claim against.

OTHER RESPONSIBILITIES

- Manage College bank accounts
- Manage College investments and Endowment
- Process weekly accounts payable items
- Process accounts receivables

- Maintain a financial contingency plan
- Manage insurance claims
- Plan for renovation and construction of new assets
- Manage leases for the College

FINANCE ORGANIZATIONAL CHART



Institutional Advancement

The Office of Institutional Advancement, (IA) with guidance and support from the President and the Development and Alumni Relations Board of Trustees subcommittee, engages with constituents and raises funds from private individuals and foundations and government sources. Funds raised from external sources help advance Harcum’s mission of providing opportunity for outstanding academic, career, and life preparation.

In collaboration with the Harcum College Alumni Association (HCAA), IA manages several signature events and communicates with alumni and donors through monthly e-newsletters and College publications. The IA processes new gifts and grant awards and prepares stewardship letters and grant reports. On a monthly basis, IA reconciles new gifts and pledge payments with the Office of Finance. IA prepares annual endowment reports for donors.

MISSION STATEMENT

The Office of Institutional Advancement supports the mission of the College, its current funding priorities, and is a proud cheerleader of Harcum College traditions. We are strategic, confidential, and goal-oriented. We strive to deliver the highest quality programming and product and are the go to place for constituents to consult with for creating their impact, whether it is financial or volunteerism. Institutional Advancement is creative and proactive and aims to help grow financial resources for our students and programs.

ASSESSMENT PROCESS

- Annual Report – provides a comprehensive overview of the activities and accomplishments of the department. The Annual Report is submitted to the President and the Executive Director of Strategic Planning and Institutional Research in June.

ANNUAL PLAN, METRICS, AND DONOR/FOUNDATION REPORTS

- IA prepares an annual plan, including its fundraising goals, engagement and communication plan before the new fiscal year.

- IA prepares a monthly Development Performance Monthly Report. The Report measures IA's monthly performance, performance comparison for the same time period going back five years, as well as progress toward fiscal year end goal.
- IA prepares for donors an annual restricted fund report, which includes endowment performance, balance and distribution information. IA also prepares for foundations interim and/or final reports, as required.

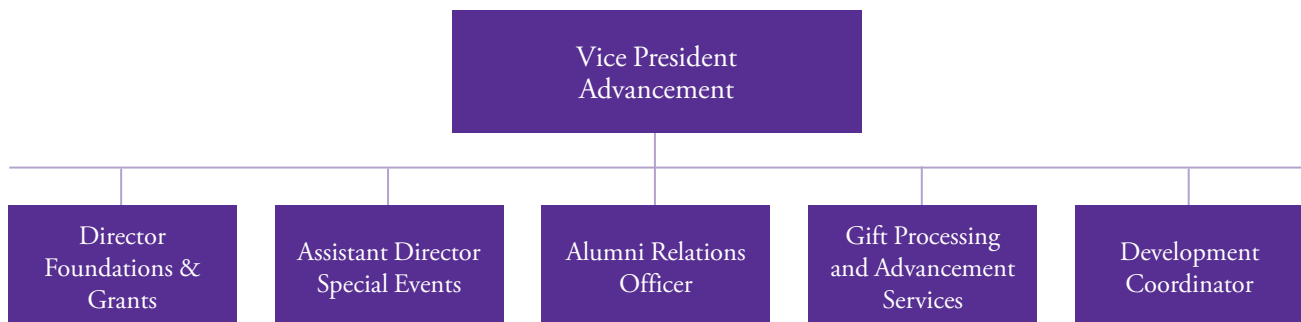
INSTITUTIONAL ADVANCEMENT ENGAGEMENT SCHEDULE

- September
 - ◊ Founders' Day events and Day of Giving
 - ◊ Harcum College Alumni Association meeting (HCAA)
- October
 - ◊ Homecoming and Reunion Events
 - ◊ Circle of Excellence Dinner (recognizes donors and outstanding alumni)
- November
 - ◊ Harcum College Alumni Association meeting (HCAA)
- February
 - ◊ Power of Possibilities Scholarship Recognition
 - ◊ Harcum College Alumni Association meeting (HCAA)
- May
 - ◊ Harcum College Alumni Association meeting (HCAA)
- June
 - ◊ Kevin D. Marlo Golf & Racket Classic Scholarship Fundraiser

PUBLICATIONS / COMMUNICATIONS

- Monthly e-newsletters to alumni and donors
- *Bear Essentials* sent to Alumni
- Contributions in the Fall and Spring College magazine, *Patches*
- Contributions to the annual scholarship booklet, *Harcum College Named Scholarships* sent to Donors

INSTITUTIONAL ADVANCEMENT ORGANIZATIONAL CHART



Human Resources and Payroll

The Human Resources (HR) and Payroll Department directs benefits, payroll, new hire faculty and staff orientation, employee files, compliance with Harcum College policies and procedures, and compliance with all applicable Federal and State employment laws and regulations. Department personnel provide, advice and counsel to President, Cabinet and Board of Trustee members on key HR, payroll and employee relations issues. The department regularly interacts, answers questions and solves HR and Payroll issues directly with managers and employees. The department is the primary contact for outside vendors and consultants on employee benefit programs and initiatives, employment and payroll.

The Human Resources and Payroll departments are committed to serving as a strategic partner and works collaboratively with all departments to build a strong, diverse workforce consistent with Harcum's broader education mission. HR and Payroll strives to attain a welcoming and empowering culture of talent and inclusion through best practice hiring, employee development and balanced employee advocacy. HR and Payroll provide resources to managers and employees to help facilitate effective people management. HR and Payroll functions to support Harcum's core values of excellence, civility, empowerment, integrity, service, respect for diversity/inclusion, equality and belonging, with processes and programs consistent with those values.

ASSESSMENT PROCESS

The Associate Vice President of Human Resources oversees completion and implementation of the Annual Report and additional reports to the President and other College constituents as needed.

- Annual Report - reflects the past year's updates on employee benefits, payroll technology, employee relations, wellness initiatives, staffing and recruitment efforts. The Annual Report is submitted to the President and Executive Director of Strategic Planning and Institutional Research in June.
- Complete Human Resources information as required for the annual IPEDs report
- Manage all benefit plans and represent the College on the area health care consortium (PAISBOA)

OTHER REPRESENTATIVE RESPONSIBILITIES

- Provide periodic recruitment reports for open positions to senior staff members
- Monitor and report on Harcum 403b Retirement Plan
- Responds to employment verification requests
- Manage Paycor payroll management system
- Manage all benefit plans and represent the College on the area health care consortium (PAISBOA)
- Work with college department heads / divisions on employee relations issues
- Participates on the Staff Advisory Council (SAC) and provides key financial and logistic coordination for SAC initiated employee events

HUMAN RESOURCES ORGANIZATIONAL CHART



Partnership Sites

The Partnership Sites programs are designed to offer education opportunities to students residing in underserved areas outside of the main Bryn Mawr campus. These programs offer affordable tuition and convenient evening courses, which meet twice a week. Students attending classes at the Partnership Sites locations are fully-matriculated students of Harcum College and their degree is awarded by Harcum College. The programs encompass the key elements necessary for success, enabling the graduate to address the complexities of today's workforce.

MISSION STATEMENT

The Partnership Sites, in alignment with the college mission, provides adult students with outstanding academic programs designed to meet the needs of today's workplace and academic support services designed to assist students in reaching their academic potential and goals through in-demand programs in their own communities.

ASSESSMENT PROCESS

- Annual Report
 - ◇ provides a comprehensive overview of the activities and accomplishments of the department. The Annual Report is submitted to the President and the Executive Director of Strategic Planning and Institutional Research in June.
- General Duties
 - ◇ Recruit new students for the various Partnership Sites locations
 - ◇ Work with I-LEAD and site coordinators in assessing readiness of new sites to host students
 - ◇ Oversight of site coordinators in providing support services to students
 - ◇ Problem solve student issues as needed to ensure a quality teaching and learning experience
 - ◇ Guide incoming students for success in retention and graduation
 - ◇ Train site coordinators (who are not Harcum employees) in the culture of Harcum College
 - ◇ Schedule, organize, and facilitate New Student Orientation (NSO) events twice each spring and fall semester

REPORTS

- Data from annual Graduate Exit Survey is reviewed and analyzed
- Produce weekly reports on recruitment and enrollment numbers at each Partnership Sites location. Weekly reports are shared with the President and selected administrative staff members, program directors, and site coordinators.

PUBLICATIONS / COMMUNICATIONS

- Student Handbook presented at August in-person NSO
- Program Sheets tailored to each Partnership Sites location
- Prepare and update PPT presentation for virtual NSO events
- Work with the Communications & Marketing Department to provide program specific information and other publications as needed, as well as social media and online marketing (Facebook, Google ads) outreach

PARTNERSHIP SITES ORGANIZATIONAL CHART



Information Technology – IN PROGRESS

Facilities

The Facilities Department is responsible for the maintenance, upkeep and repair of College buildings and grounds, the College's roads and pathways, and telecommunications. The Facilities Department provides services to faculty, staff and students for routine maintenance and repair, works with and supervises the work of outside contractors, and works with all areas of the College in ensuring the efficient and timely use of classrooms and public spaces for classes, events and meetings.

MISSION STATEMENT

The Facilities Department supports the College's mission and strategic planning initiatives. We strive to provide quality service in an efficient and professional manner to ensure building safety and comfort. We work to understand the specific program objectives and priorities of those we serve, ensuring that their facilities needs are effectively supported through professional communications, planning, design, construction, operation, repair and service. Our efforts will result in providing responsive, competitive, and high value services for a safe and a functional College campus.

ASSESSMENT PROCESS

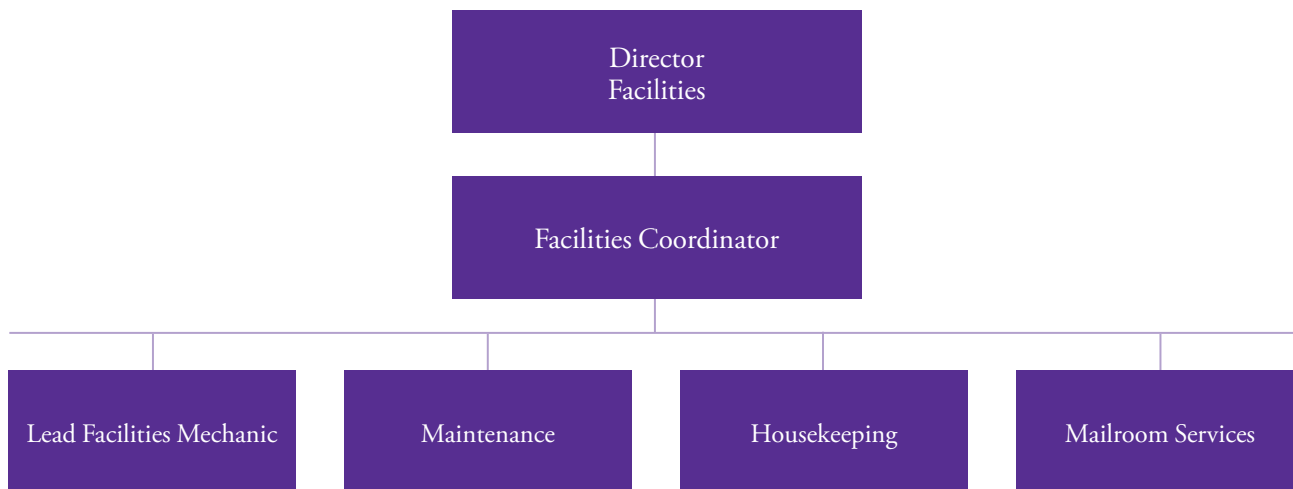
- Graduate Exit Survey – sent to all participants in the May commencement survey through the Department of Student Life. Data extracted from the Graduate Exit Survey pertaining the Facilities Dept. is shared with the Director of Facilities and Facilities Coordinator.
- Faculty Survey – sent annually to all full-time and adjunct faculty members
- through the Benefits and Welfare Faculty Senate Committee. Data extracted from the Faculty Surveys pertaining to the Facilities Dept. is shared with the Director of Facilities and Facilities Coordinator.

GENERAL SERVICES OFFERED

- Maintain daily and long-term upkeep of all campus buildings (daily housekeeping services, repairs, painting, dorm renovation and overall maintenance)
- Responsible for telecommunications system (installation, programming, cell phone issuing)
- Mailroom Services: pickup/ delivery, package tracking system

- Maintain campus fire safety equipment
- Responsible for pest control in campus buildings
- Responsible for campus building access control (keys, locks, etc)
- Oversee lawn maintenance and snow removal to campus grounds

FACILITIES ORGANIZATIONAL CHART



Communications and Marketing

Communications and Marketing is responsible for managing the College’s marketing and communications functions, including advertising, public relations, publications, social media, and the College’s website.

MISSION STATEMENT

To preserve and strengthen the Harcum College brand and brand identity and to promote increased understanding and appreciation of our mission, vision, core values, and the value of a Harcum College degree among internal and external constituents and audiences across an array of channels—online, in print, on air, on screen, in person.

This Office of Communications & Marketing is the news and publications center for Harcum College. It is responsible for directing the dissemination of all campus news to print and electronic media including the College website, and serves as the contact point for media personnel. We are responsible for the writing, design, and production of all official Harcum College publications, advertising, advertising specialties, as well as providing organizational support for special events such as Commencement, the Art & Design Experience, and other activities as assigned, all to support our value proposition.

ASSESSMENT PROCESS

The Director of Communications and Marketing oversees completion and implementation of the Annual Report, additional reports to the President, Enrollment Management, Board of Trustee Committees, and other College constituents as needed.

- Annual Report - reflects key marketing metrics, sample collateral, new advertising initiatives, social media metrics, and effectiveness of advertising. The Annual Report is submitted to the President and Executive Director of Strategic Planning and Institutional Research in June.
- Submit updates to Board of Trustees Enrollment and Financial Aid Committee on all activities by

- Communications and Marketing Department three to four times a year.
- Monthly digital marketing reports by AB&C Advertising, shared with Communications & Marketing and Admissions departments.
- Hold monthly meetings with AB&C Advertising
- Share weekly reports with the College President and Cabinet on the effectiveness of Communication & Marketing Department activities
- Generate surveys for special events, collect and analyze data

INTERNAL PUBLICATIONS

- Weekly e-Harcum newsletter (biweekly during Summer)
- Directed emails for College President and Cabinet members
- Emergency notifications through Omnilect System and /or email as appropriate

EXTERNAL COMMUNICATIONS

- Publication of Patches Magazine – sent to friends, donors, alumni, faculty, staff, government officials twice/year
- College Course Catalog
- College Yearbook
- Admissions collateral such as viewbooks, postcards, brochures
- Any other printed material requested for College events (posters, signage, flyers, brochures)
- Digital communications (email blasts, invitations)

OTHER RESPONSIBILITIES:

- Public relations and media relations
- College website management and content management
- Create and manage paid advertising on multiple platforms (radio, digital, cable TV, school websites, newspapers)
- Video and photography production, including Harcum’s news show “Bears Beat”

COMMUNICATIONS & MARKETING ORGANIZATIONAL CHART



III.

Academic Assessment

Core Curriculum Assessment

The purpose of Harcum's Core Curriculum for General Education is to provide students with a body of knowledge and a set of skills that will lead to the growth of independent and lifelong learning. As Harcum students become immersed in a particular associate's degree program to acquire the knowledge and professional experience necessary for a successful career, the core curriculum provides the well-rounded education that the College considers essential.

The Core Assessment Committee (CAC) is a group of subject matter experts in each field responsible for designing and supporting the implementation of Core outcomes assessment both within courses that meet Core requirements and program courses that support Core Outcomes. The Core Assessment Committee is appointed by the Executive Vice President of Academic Affairs (EVPAA), and is a sub-committee of the Curriculum Committee. The Core Assessment Committee meets monthly to discuss recommendations for Core assessment implementation, instrument development, and data collection. Members of CAC make recommendations during the academic year via the Curriculum Committee, and submits an annual report to the EVPAA.

Academic Program Assessment

The Department of Academic Affairs evaluates academic programs through an annual assessment review that is conducted by the Assistant Vice-President of Academic Assessment (AVPAA). Each May, Program Directors submit an Academic Affairs Annual Report to the AVPAA. Program Directors report on each area of the annual report, which includes meeting learning outcomes for the current academic year, proposed program goals and learning outcomes for the upcoming academic year, information on program curriculum updates, and advisory board recommendations. Further information is included on the results of faculty observations and evaluations, student course evaluations through SmartEvals, and professional development activities.

The Office of Institutional Research gathers information on student graduation rates and retention by program, which is also used in program assessment. Academic programs that answer to external accrediting organizations report on certification/licensure exam pass rates. Data on the accreditation status of these programs and the three-year certification/licensure exam pass rates are reviewed annually as part of the accredited program academic assessment process.

The Curriculum Assessment Team (CAT) lends another measure of program effectiveness, as described below. The collaboration of Academic Affairs, Institutional Research, the Curriculum Assessment Team, and external accrediting organizations (as applicable) is designed to offer a thorough assessment of the effectiveness of the academic programs at Harcum College.

CURRICULUM ASSESSMENT TEAM

The Curriculum Assessment Team (CAT) meets with Program Directors to review and refresh curriculum, courses, and assessments. Members include the Director of Curricular Consistency, Director of Library Services, Assistant VP of Instructional Success, Assistant VP of Academic Assessment, Program Director of General Studies, and Director of Academic Preparation. The process begins with a review of Advisory Committee recommendations, program learning outcomes, curriculum map, course sequence, syllabi, assessments/activities, looking for alignment between the Course Learning Outcomes and the Program Learning Outcomes. Program directors work collaboratively to recommend changes to the curriculum they submit to the AVPAA during annual report review.

Faculty Assessment of Teaching Effectiveness

The Department of Academic Affairs maintains a faculty assessment process that ensures the teaching and learning environment meets Harcum's mission to use technology and various modalities to engage students in learning. The three pieces of faculty evaluation include peer observation, student feedback collected by course evaluation software (SmartEval), and instructor evaluation by their Program Director. Each assessment piece is reviewed and stored in Program Director files. Program Directors submit assessment of faculty teaching effectiveness in the annual report submitted each May to the Assistant Vice President of Academic Assessment (AVPAA). Instructors receive feedback on each piece of the assessment process with recommendations for improvement as needed. Suggested improvements are expected to be made prior to the next evaluation cycle and documented upon completion of the next assessment review. This process of review and follow-up assures that a cycle of assessment is maintained for continuous improvement. The sections below detail each specific assessment process and cycle.

NEW FACULTY ORIENTATION AND OBSERVATION

New Faculty Orientation (NFO) is designed to introduce new faculty to the mission, culture, and values of Harcum College. NFO is built as online modules in Canvas, the College Learning Management System, which will introduce faculty to Harcum College's goals and foci. New faculty will attend bi-monthly meetings in which the . Assistant Vice President of Instructional Success (AVPIS) will provide support in teaching and learning with demonstrations and discussions on pedagogy, with emphasis on active learning. The AVPIS also performs an initial review of each new faculty hire within their first year of teaching.

PEER OBSERVATION

The Peer Observation process falls under the supervision of the Faculty Development Committee. Instructors undergo peer evaluation on a five-year cycle by a team of two faculty members who are trained peer observers. Instructors and the peer observers hold a post-observation meeting where minutes are recorded by a third faculty member who did not participate in the peer observation of the faculty member. The faculty member who was observed receives the completed observation forms from each of the two peer observers along with the post observation minutes. These documents are also shared with the Program Director and Executive Vice-President of Academic Affairs. A faculty member may be observed earlier than five years if many improvements are needed to enhance the teaching and learning strategies. The Program Director develops an action plan to guide the faculty member in making improvements. Documentation of completed peer observations is recorded by the Chair of the Faculty Development Committee. Results of the peer observations are used to determine faculty development

workshops and are incorporated into program annual reports. Instructors submit their peer observation reports as part of the promotion process on the path to becoming a full professor.

COURSE EVALUATIONS USING SMARTEVAL SOFTWARE

The SmartEval is an electronic course evaluation tool that is administered to all students in each course near the end of the semester. SmartEvals provide student feedback on both the course and the instructor in many areas that include classroom management, interaction and engagement, and the timeliness of feedback on course assessments. The Academic Affairs department shares Smart Eval results with Instructors and Program Directors to improve courses and faculty teaching as needed. Documentation of the review of SmartEval results and follow-up is documented in program annual reports.

FACULTY EVALUATION BY PROGRAM DIRECTOR

Program Directors of each academic department observe Faculty members on a three year cycle. New faculty in their first year are observed by both the Program Director and the Assistant Vice Principal of Instructional Success (AVPIS). Results of Faculty Observation by the Program Director and AVPIS, as applicable, are shared with the instructor. An action plan to make improvements will be developed as needed.

Office of Instructional Success

The Assistant Vice President of Instructional Success (AVPIS) works with instructors one-on-one to ensure that best practices in instruction and assessment are occurring in the classroom. The AVPIS performs an initial review of each new faculty hire within their first year of teaching. Further faculty reviews are based upon recommendation from the Assistant Vice President of Academic Assessment (AVPAA). The AVPIS then conducts meetings with the faculty member to identify target areas which need improvement such as active learning techniques, creating project-based assessments, and the exploration of innovative teaching methods and tools. After the initial meetings to review the strategies, The AVPIS conducts several observations of the faculty member and provides both oral and written feedback. A final written report is provided to the EVPAA. The AVPIS also coaches faculty on strategies for integrating interactive and engaging content, and provides support on instructional design.

IV.

College Committees

Assessment Committee

MISSION STATEMENT

To develop, support, and oversee a cycle of continuous improvement in outcomes assessment for all College departments and academic programs using a systematic, integrated, data-driven, decision-making process. The assessment committee is dedicated to increasing collaboration between departments and to communicating the connection of the College mission and values to assessment and student learning.

Staff Advisory Council (SAC)

MISSION STATEMENT

The Staff Advisory Council supports the mission of the College by serving as an advisory body and communications link representing the staff of various departments. The Council presents ideas to the President for consideration and approval. The group works collaboratively to implement approved suggestions. The SAC seeks to enhance employee morale and improve the quality of campus life. The SAC also offers ongoing professional development for staff.

Faculty & Administration Committee (FAC)

MISSION STATEMENT

The mission of the Faculty & Administration Committee is to collaborate with faculty senate committee chairs on generating charges and sharing progress of the faculty senate committees; to discuss and provide feedback on issues presented by Senate members; and to route information directly from the Senate to the President, and to the Board of Trustees as needed.

Student Government Association (SGA)

PURPOSE

The Student Government Association is the officially recognized student organization that provides the channel through which students may cooperate with administration and faculty in multiple aspects of College functioning. Led by its executive council, SGA is responsible for student appointments to appropriate committees and carrying out its own stated purposes.

Retention Committee

PURPOSE

The purpose of the Retention Committee is to make recommendations regarding retention at the College by assessing the effectiveness of current academic and co-curricular practices, communications and support services; researching best practices; determining processes for collecting and using data to evaluate retention-related interventions; and identifying areas for improvement.

Faculty Senate

MISSION STATEMENT

The mission of Harcum College's Faculty Senate shall be to serve as the representative body through which the faculty participates in shared governance with the administration to support the mission of the college, promote faculty involvement in college affairs, encourage the development of professional standards and scholarship, and to present the position of the faculty on policies affecting the faculty and college to the appropriate committee or administrative office.

Faculty Senate Committees

ACADEMIC POLICIES & PROCEDURES

The mission of the Academic Policies and Procedures Committee is to address policies and procedure question/issues as they arise during the academic year, discuss them in committee and report back to FAC and the Faculty Senate with recommendations and follow-up to see that any changes or modifications are documented and recorded through the proper departments.

BENEFITS & WELFARE

The mission of the Benefits and Welfare Committee shall be to serve as an advocate for reviewing and securing services for faculty members as related to the work environment and employment conditions at the College that will contribute to general welfare of the faculty.

CURRICULUM

The mission of the curriculum committee is to review issues regarding academic curriculum, course materials, syllabi, proposed new courses, and significant course or curriculum revisions, including all new course proposals, and report recommendations to the Faculty Senate for approval, revision, or rejection.

- The Core Assessment Committee (CAC) is a subgroup of the Curriculum Committee. The purpose of the CAC

is to assess General Education Core courses across all delivery modes. CAC members communicate with faculty to help them understand the purpose of and expectations for the Core courses.

FACULTY DEVELOPMENT

The Faculty Development Committee supports the peer observation process through active participation, which provides constructive feedback for a cycle of continuous improvement. The committee coordinates peer classroom observations in accordance with the established peer observation guidelines.

PROMOTION

The mission of the Promotion Committee shall be to review faculty applications for promotion, as specified by the Faculty Handbook, and to communicate recommendations for promotion to the Executive Vice President of Academic Affairs, in accordance with the established promotion timeline and disseminate and update multi-year contract application information.



HARCUM COLLEGE

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