

# INSTITUTIONAL ASSESSMENT REPORT

## *RADIOLOGIC TECHNOLOGY / 2014*

### **Department's Relationship to the College Mission and Strategic Plan** *(completed Spring semester or on accreditation cycle)*

*In a paragraph or two, discuss how the department's work carries out the Mission and Strategic Plan.*

The Radiologic Technology Program (RAD) program's Mission Statement is as follows:

The Radiologic Technology Program at Jefferson College is committed to preparing liberally educated, competent, caring and socially responsible medical imaging technologists by providing an accessible, quality college experience as it strives to meet the diverse needs of the students and the community.

The RAD program's Vision Statement is as follows:

The Radiologic Technology program at Jefferson College will foster excellence in teaching and scholarly inquiry by promoting learning opportunities in cutting-edge technology, academic rigor and an open exchange of ideas so to ensure an environment which exemplifies caring and service to the community by preparing students with the attributes of responsible citizens who are committed to lifelong learning and who are critical thinkers, creative, capable and culturally sensitive practitioners. In doing so, we will provide educated students with marketable skills and expertise in current imaging technologies.

#### **Strategic Plan: Aim 1 Student Learning & Support**

1.1.B. / 1.2.D Program obtained Charter for National Honor Society of the Radiologic and Imaging Professional to encourage and reinforce student academics and support.

1.1.D. / 1.2.E. RAD165- transformed into flipped classroom to ensure curricular effectiveness was met. There has been an increased use of AdobeConnect to record lecture for repeat viewing. The RAD faculty have supplied open lab times to practically apply the content delivered within lecture and synthesize student learning.

1.4 The program has gained ARRT recognition as an accredited program and has received a positive JRCERT site visit report as part of the initial programmatic accreditation process. Full accreditation ruling is anticipated by end of February 2015.

#### **Strategic Plan: Aim 2 Community Collaboration**

2.2.D The RAD faculty strive to involve all clinical partners in RAD Program Advisory Committee. The RAD Program maintains Clinical Affiliation Agreements with 12 area hospitals for student use.

2.1.C. RAD participated in MoHealthWINs TAACCCT grant. This relationship led to the creation of and maintenance of a MOU with St. Charles Community College. Although at present, the MOU with MHW is in negotiation for continuation, there is energy on both sides to continue this collaborative relationship.

### **Strategic Plan: Aim 3 Support for Employees**

3.1.B The faculty participates in ASRT, AEIRS and MOSRT conferences to increase professional growth in the radiologic sciences. Acting Program Director (Acting PD) is completing Master's Degree through Missouri Baptist University. With completion of her Master's Degree, the Acting PD will be able to move to Full Program Director classification via JRCERT standards. Acting PD and Clinical Coordinator (CC) are members of the MOSRT and ASRT. The Acting PD holds a board position on MOSRT and Alternate Education Delegate Position on ASRT.

### **Strategic Plan: Aim 4 Environment and Infrastructure**

4.2 Maintain up-to-date technology in lab and classroom. The RAD program uses End of Course surveys to ensure technology needs of students are met. The appropriate use of technology is also included on the Half-Way Survey as well. Clinical Site Evaluations are used to ensure that clinical sites meet the ongoing needs of students. The faculty of the RAD Program repeatedly receives feedback from Advisory Committee and others with respect to the advanced laboratory setting that we have been able to create here at Jefferson College.

### **Strategic Plan: Aim 5 Financial Responsibility**

5.1.B / 5.2 Yearly review and revision of department budget is done collaboratively with Division Chair of Health Occupation Programs (DC-HOP) and Acting PD. The process consists of monthly meetings between the DC-HOP and the Acting PD to discuss relevant topics for RAD and the HOP (see [Link A, Minutes from November 21, 2014](#)). A quarterly budgetary analysis is completed by the DC-HOP and submitted to the Acting PD for review. After the 2<sup>nd</sup> quarterly update, the Acting PD and DC-HOP will complete a fiscal year forecast for the remaining portions of the fiscal year. This forecast will serve as the guiding document for making budgetary recommendations, using zero-based budget concepts, for the following fiscal year. (See [Link B](#))

5.1.E Transparency with tuition and fees: all expected student fees for program are posted on website and made available to the student prior to enrollment. All program information is posted on [www.jeffco.edu/rad](http://www.jeffco.edu/rad) website.

**The Radiologic Technology program has formed its Mission, Vision, and Goals alongside those of JC. The program has published and made these available through its website and student handbooks. The RAD program will review its Mission and Vision with JC administration and the RAD Program Advisory Committee annually to continue to provide consistency with JC mission, vision and values.**

### **Summary of Departmental Activities, Assessment and Use of Results**

*(completed Spring semester or on accreditation cycle)*

*(may include process flowchart)*

*Provide a brief overview of major accomplishments since the last review and how assessment results have been used to improve services/learning outcomes.*

1. MDHE Approval 9/27/2012
2. American Registry of Radiologic Technologists (ARRT) recognition as an accredited program 8/20/13.
3. Joint Review Committee on Education in Radiologic Technology (JRCERT) accreditation Site Visit November 3 and 4, 2014. Preliminary finding were very positive awaiting final [JRCERT Board decision on result of findings](#) (Link C).
4. [DHOP Assessment Plan](#) (Link D)
  - a. Through feedback received in End of Course surveys for Fall 2013: Revision of RAD105/RAD130/RAD110&120 and addition of RAD101
5. [RAD Assessment Plan](#) (Link E)
  - a. All benchmarks met, however course sequence was addressed based on student feedback. Restructuring of faculty teaching loads/course were also addressed based on feedback.
6. Cohort Size increased: Cohort 1: initial size 11, decreased to 10 due to extenuating family circumstances that did not allow student to continue. Cohort 2: started with 14 due to increase in clinical affiliations. Dropped to 13 November 2014- academic reasons.
7. Elimination of the RAD full-time faculty (FT RAD) position. It was decided that the teaching load across the RAD program could be provided by existing faculty positions and minimal adjunct utilization. The Acting PD and CC met with DC-DHOP and it was agreed that this position would be eliminated. The courses that were previously covered by the FT RAD Faculty would now be covered by a combination of Acting PD load increase and limited use of adjuncts. The Acting PD's load is being increased over the next three years to better align with the other DHOP PD.

### **Internal and External Data Collection and Analysis**

*(completed by Fall semester or on accreditation cycle)*

*Gather and analyze relevant internal and external data (link to data).*

1. Internal Data Collection and Analysis
  - a. Course Surveys Fall 2013
    - i. [RAD105](#) (Link F)
    - ii. [RAD110](#)
    - iii. [RAD115](#)
    - iv. [RAD120](#)

- v. [RAD125](#)
- vi. [RAD130](#)
- vii. [RAD150](#)
- viii. [RAD135](#)
- ix. [RAD145](#)
- x. [RAD160](#)-BET offering of Physics
- xi. [RAD200](#)
- b. Summer 2014
  - i. [RAD210/RAD220/RAD190](#)
- c. Fall 2014
  - i. [RAD101](#)
  - ii. [RAD105](#)
  - iii. [RAD115](#)
  - iv. [RAD160](#)
- d. [Half-Way Survey](#) ([Link G](#))
- e. Analysis of Course Survey Results: Benchmarks were met for all courses; however, some items were identified as follows:
  - i. **RAD110 Image Analysis** - Based on the end of course surveys from Fall 2013, the 1<sup>st</sup> cohort expressed concerns this course was not in the correct sequence for proper student comprehension. The students felt it would be more beneficial to have the course offered further along in the curriculum. As a result this course will be taught in the 4<sup>th</sup> semester of the program instead of the 1<sup>st</sup>.
  - ii. **RAD160 (BET offering of Rad Physics)** - survey results came back positive for course taught to just BET students. The program eliminated the 3<sup>rd</sup> faculty position that was teaching this course to the BET students so the BET and RAD students combined into one class. Results were varied for second offering that combined RAD students and BET students. The instructor felt the combined classroom was difficult to teach since each set of students was at a different level in their education. We are considering not having combined courses and would like to look at BET hiring an adjunct instructor for the course and adjusting the syllabus to better fit the needs of the BET students.
  - iii. **RAD105 Patient Care** - New course instructor hired to teach this course. CC and PD ensured students they would get additional review material that was not covered during the course. Patient care material has been incorporated into various courses over the past two semesters and will be thoroughly reviewed during RAD185 Curriculum Review.
  - iv. **RAD140 Radiographic Exposures** - New course instructor for course. PD now teaching. 1<sup>st</sup> cohort has been remediated on course material by CC and PD and will continue to be remediated. Course content will be reviewed thoroughly in RAD185 Curriculum Review.

2. Grades
  - a. Admission Worksheet ( Pre-Requisite, WorkKeys, Interview, Essay, References)  
[Cohort 1 Worksheet for grades](#) (Link H)  
[Cohort 2 Worksheet for grades](#) (Link I)
  - b. [Cohort 1 Mid-Way Worksheet](#) (Link J)
  - c. Analysis of Grade:

Cohort 1 has good persistence rates. All students accepted into the program have done well in the program. I believe the high GPA and pre-requisite grades have contributed.

Cohort 2- Persistence rate has dropped this cohort due to low grades. I do not believe this is due to admission guidelines, but more student initiative. It has been noted the students on the lower end of the admissions minimum levels are having increased difficulty in courses, although they are still within pass rates for the program.
3. [Persistence Rates](#) (Link K) Required by JRCERT
  - a. Cohort 1 information
  - b. Cohort 2 information
  - c. Analysis of Persistence: At this time we do not have any completers in the program. Expected date of graduation is May 2015. It is expected all students currently enrolled in Cohort 1 will graduate. I also do not see any financial challenges presented with either cohort 1 or 2, as there have been scholarship opportunities for students once they move from tuition-waived to tuition-paying. PD expects additional scholarship opportunities to arise for the 2nd Cohort of students, information will be passed onto them for application.
4. External Data Collection and Analysis (Required by JRCERT)
  - a. **Graduation Rate** (Unavailable at this time) It is expected all students currently enrolled in Cohort 1 will graduate in May.
  - b. **External Licensure Pass Rate** (Unavailable at this time)
  - c. **Job Placement Rate** (Unavailable at this time) Positive feedback has been given to PD from clinical site affiliations.

**Annual Cost per FTE and Trend Analyses**  
(completed by Fall semester)

*Provide cost per FTE and analyze for the period being evaluated.*

**Faculty Indicators for Radiologic Technology (RAD), School Year 2014**  
**School Terms 201401 Through 201403 (Summer 2013 through Spring 2014)**

<b>Number of Course Sections Taught</b>	<b>Total Students</b>	<b>Attrition Number ("W" Grades)</b>	<b>Attrition Percent</b>	<b>Student Credit Hours Earned</b>	<b>Average Students</b>	<b>Average GPA</b>	<b>Annualized 1-Year Program FTE</b>
14	138	3	2.2%	305	9.9	3.744	10.2

Attrition % represents the number of "W" grades conferred as a percentage of ALL students.

Annualized Program FTE is the number of graded credit hours divided by 30.

With the elimination of the 3<sup>rd</sup> faculty position and replacement with adjuncts, the move from grand-funded to general funds January 1, 2015, should not become an issue. Both the PD and CC are part of the budgeting process and have a good handle on expenditures. It is also expected the cohort size over the next year will continue to increase, therefore making the program more self-sustaining. The PD and Division Chair have discussed the importance of maintaining the MOU with Saint Charles CC. This will permit us to continue to serve a market that presently does not have access to RAD instruction. But this also gives us the opportunity, with ample clinical affiliations, to increase our cohort sizes while maintaining an eye on employability after graduation.

## SWOT Analysis

(completed by Fall semester)

*Using the data collected and analyzed, complete a SWOT analysis. Reference and link data for each.*

<p style="text-align: center;"><b>Internal Strengths</b></p> <ol style="list-style-type: none"> <li>1. Faculty (<a href="#">Akers</a>, [<a href="#">Link L</a>] <a href="#">Wahl</a> [<a href="#">Link M</a>])</li> <li>2. <a href="#">Curriculum</a> (<a href="#">Link N</a>)</li> <li>3. <a href="#">Advisory Committee</a> (<a href="#">Link O</a>)</li> <li>4. Policy and Procedures (<a href="#">Student Handbook</a> [<a href="#">Link P</a>] / <a href="#">Clinical Handbook</a> [<a href="#">Link Q</a>])</li> <li>5. <a href="#">Equipment</a> (<a href="#">Link R</a>)</li> <li>6. Strong support for RAD faculty continuing education and maintenance of expertise in area of teaching</li> </ol> <p style="text-align: center;"><b>External Strengths</b></p> <ol style="list-style-type: none"> <li>1. Strong collaboration with area hospitals.</li> <li>2. MOU with St. Charles Community College to expand service area</li> </ol>	<p style="text-align: center;"><b>Internal Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Limited incorporation of inter-disciplinary activities with students from other allied health programs</li> <li>2. Moving off of grant, faculty will take over role of advising students.</li> <li>3. Timely access to tutoring services</li> <li>4. Integration of new adjunct faculty</li> <li>5. Curricular defects with comparison to ASRT recommended curriculum</li> <li>6. Limited time for PD and CC to perform site visits.</li> <li>7. Incorporation of BET Physics course with RAD Physics students</li> </ol>
<p style="text-align: center;"><b>External Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Expansion of SCC Relationship</li> <li>2. Expansion of online/hybrid opportunities for SCC/Jeffco students</li> <li>3. Option for Certificate track programs for CT/MRI</li> <li>4. Increase clinical affiliations for growth in program capacity</li> <li>5. Increase pediatric opportunities for clinical site placement</li> </ol>	<p style="text-align: center;"><b>External Threats</b></p> <ol style="list-style-type: none"> <li>1. Four other RAD programs within approximately one hour drive) <ul style="list-style-type: none"> <li>SLCC - Meramac</li> <li>SWIC</li> <li>MAC</li> <li>St. John's Mercy-Hospital Based</li> </ul> </li> <li>2. Limited availability of clinical sites due to other programs within service area</li> </ol>

**External Accreditation (if applicable)**

*Link to accreditation report.*

Not available at this time. Program is awaiting final report from JRCERT. [Preliminary report](#) (Link S) showed no deficiencies.

The RAD program is also externally accredited by the [American Society of Radiologic Technologist](#) (ARRT) and is listed on their website as an Accredited Radiography Program.

[Link to program documentation from ARRT](#) (Link T)



### INSTITUTIONAL ACTION PLANS for *Radiologic Technology / 2014*

Instl or Deptl	Org Code	Aim	Obj	Instl Strategy	Action Plan Description	Indicators	Addl Res ?	Amount	Type	Onetime Expense	Annual Expense	Funding Source	FY Compl	Status	Responsible Party	Submitted by
		5.1	5.1. A		RAD program to participate with DC-HOP to create feasibility report concerning establishment of on-site imaging services in conjunction with on-site medical facility.		Time and Effort, IT infrastructure upgrades to send secure digital images for Radiologist examination.	Unknown		Unknown (To be assessed)	Unknown (To be assessed)		2017	To be started	JC Admin Team DC-HOP Janet Akers	

### DEPARTMENTAL ACTION PLANS for *Radiologic Technology / 2014*

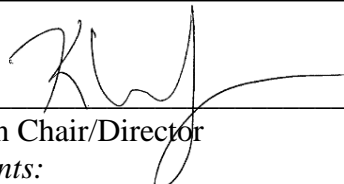
Instl or Deptl	Org Code	Aim	Obj	Instl Strategy	Action Plan Description	Indicators	Addl Res ?	Amount	Type	Onetime Expense	Annual Expense	Funding Source	FY Compl	Status	Responsible Party	Submitted by
		1.4	1.4. A	1 7 8 10	Attainment of JRCERT Accreditation		On-site assessment completed and program is awaiting final notification.						2015	Pending	Janet Akers Ronda Wahl Kenny Wilson	
		1.3	1.3. A	7	Articulation Agreements to be developed with four or more 4-year institutions to allow RAD graduates options for advanced degrees and career development.		Will work collaboratively with Dr. Kim Harvey.	Time and Effort Only					2017	To be started	Janet Akers Kenny Wilson Laura Klaus	
		1.1	1.1. G	3	The RAD program will work collaboratively with the other DHOP and nursing programs to establish inter-disciplinary learning opportunities.		Possible increased usage of instructional supplies	Time and Effort Only					2017	To be started	Janet Akers Kenny Wilson PD from DHOP programs.	
		5.1 2.2	5.1. A 2.2. C		The RAD program will increase cohort size to 20 by adding up to 5 additional clinical sites.		Possible increased usage of instructional supplies and travel expenses to clinical affiliation sites.	\$250 per new clinical site					2017	In Process	Ronda Wahl Janet Akers Kenny Wilson	

## Evaluation

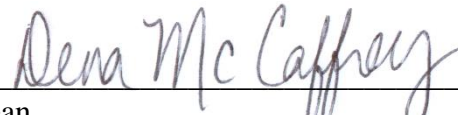
- ☐ Meets Expectations  
*Comments:*
- ☒ Requires Attention and Submission of a Follow-Up Report  
*Comments:*
- ☐ Does Not Meet Expectations and Requires Submission of a Follow-Up Report  
*Comments:*

Follow-up report required by: September 30, 2015  
*Comments:* (Date)


## Approvals

  
\_\_\_\_\_  
Division Chair/Director  
*Comments:*

January 27, 2015  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Dean  
*Comments:*

January 27, 2015  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Vice President/President  
*Comments:*

February 25, 2015  
\_\_\_\_\_  
Date