

Mount St. Mary's University
Institutional Effectiveness Plan
Five Year Review

Institutional Effectiveness Introduction	Page 2
Five Year Review	
Introduction	Page 3
Five Year Review Process	Page 3-4
Cover Sheet for the Report	Page 5
Listing of Departments and Review Year	Page 6

Mount St. Mary's University Institutional Effectiveness Plan

Introduction

“*Institutional Effectiveness*” can be understood in terms of the following question: “Are we effectively fulfilling our University Mission?” This question, in turn, requires us to address a series of questions:

- Do we accomplish what we intend to accomplish?
- What is the evidence to support our success?
- How is our University improving based on our findings?

Mount St. Mary's University formally began the Institutional Effectiveness Administrative Office Review cycle during the 2005-2006 academic year. The process of examining the on-going administrative operation has been refined and expanded since its inception. The Plan itself has undergone several revisions in order to increase its clarity to users. In 2008, an ad-hoc committee of eight members of the administration was established by the Vice-Presidents of Academic and University Affairs to broaden the outreach and understanding of the Institutional Effectiveness process. This committee will also work to improve the review process.

The following document addresses the five-year review process. These reviews, as the name indicates, occur once every five years and are designed to provide a broader review of activity within that area. Again, goals are identified and assessed with regard to the extent that they have been met.

We who are committed to the Mission of Mount St. Mary's University strive to ensure that the Institutional Effectiveness Plan process continues to bear meaningful results that are used to improve administrative operation.

The Five-Year Review Process

Introduction

The five-year review is not intended to replace the annual review process but to complement that process. Academic departments at the Mount have been involved in a similar review process for the past ten years.

Why do we engage in administrative reviews? We engage in them with a view to asking ourselves what we have accomplished, what remains to be done, what our strengths are, and what are our areas for growth. Implementation of an administrative office review process also has been driven by external accountability. Demand for institutional accountability has been exercised throughout the United States by accreditation bodies such as the Middle States Association of Colleges and Universities. The importance of university accountability was made clear by the focus on institutional effectiveness and related assessment activity in our 2005 Middle States Self-Study.

As an accredited university, Middle States has certain expectations relating to the effectiveness of our operations. We are expected to:

- Develop guidelines and procedures to demonstrate overall institutional effectiveness;
- Provide evidence that assessment is an ongoing activity, integrated throughout the institution; and
- Involve faculty, administrative staff and others in the process so that they have a sense of ownership of the overall program.

Purpose of 5-year Review

Please keep in mind that the primary purpose of this review is to identify how we can improve effectiveness within each department and as a University within the overall context of the **Mission of the University** as well as its strategic plan. It is a process of reflection and empowerment for each department, and not an external audit or judgment on performance. We appreciate your willingness to undertake this review in that spirit.

Following is a listing of the elements to be included in the 5-Year Review. Please keep the length of the document to no more than five pages. The report is to be submitted to your divisional Vice President by June 15. Please also provide a copy to the Institutional Research Office (Linda Jünker, x5306).

This five-year review is an opportunity to reflect on the successes, changes, obstacles/struggles of the (recent) past and to plan for the future.

Resources available:

- Linda Junker/Office of Institutional Research
- Administrative Assessment Committee members: David Rehm-Chair, Marianne Dempsey, Denise Ditch, Bobby Flack, Carolyn Higgins, Linda Junker, Denise Marjarum, Eddie Wright and Jen Wright

Elements to be included in 5-year Review Report:

1. **Cover Sheet** is to be attached to the front of your report.
2. **Departmental Statement of Purpose:**
 - a) This is an appropriate time to review and/or update your statement of purpose with your divisional Vice President to insure that it fully reflects your department's operation.
3. **Departmental Objective and Performance Indicators over the past five years:**
 - a) Begin by reviewing your last 5-year Review Report as well as subsequent annual reports.
 - b) Identify major goals set and goals achieved. Provide specific examples, where appropriate.
 - c) Identify other major accomplishments.
4. **Client Satisfaction Evaluation:**
 - a) Gather information pertaining to community satisfaction with your office's operation. This information may be obtained from a new survey or an existing survey. Please contact the Office of Institutional Research for assistance.
5. **Overall Assessment of Progress:**
 - a) In this narrative, discuss the successes, areas for growth, and actions you have taken to address these areas for growth.
6. **Recommendations:** Outline recommendations and identify goals (specific & measurable) for future operations, including estimated budget implications. (see next section for tips to use when writing annual goals and objectives).
7. **Conclusion:** Final comments.

Tips or Writing Annual Objectives:

Use **SMART** Language – your objectives should be **S**pecific, **M**easurable, **A**chievable or **A**ttainable, **R**esults **O**riented, and **T**ime-bound.

1. **Specific** objectives give you a sense of direction, identifying exactly what you want to accomplish.
2. **Measurable** – Craft your objective so that you will be able to demonstrate your progress; how many, what percentage, how much? Identify your success measures as you write your objective.
3. **Achievable or Attainable** – Your objectives should be something you can, within reason, accomplish in the given time-frame. Identify specific strategies and steps for achieving your objective.
4. **Results Oriented** - When writing an objective use action words with a result indicated, e.g., will develop a new major, will fully implement Vision of Vocation, will strengthen program through national accreditation, etc.
5. **Time-bound** - Allow enough time to get the work done but not too much time or you might lose momentum. Pace yourself and consider using a program to assist in managing your task (i.e. Micro Soft Project). Always keep in mind the University's Mission and Strategic Plan.

Evaluate your objectives periodically. Be flexible and open to change.

Visualize yourself reaching your objectives. Be positive.

The above was taken in part from "Tips for Business Success – Writing Effective Goals by Dianne E. Dawson" www.virtualbusinessincubator.com and

Time Line for the *Five Year Review*

October: Vice President for Academic Affairs, Vice President for University Affairs and the Director of Institutional Research will contact and meet with the Directors whose offices will be included in the current year's cycle.

November: Director will discuss the review process with departmental and office staff and members of the Administrative Assessment Committee

December: **Meet with IR to discuss data needs... identification of existing data and/or development of a survey.**

By June 1: Complete evaluation and write report
-contact your rep. from the Administrative Assessment committee as needed.

June 15: Report due to Vice President in charge of office being evaluated

July 15: Vice President sends a written response to the director who submitted Report.

August 1: Vice President sends the report and response to the President and the Vice President for University Affairs

Fall Semester: The Director will present a brief executive summary of the report to the Mount Council

**Administrative Department
Five Year Review
Cover Sheet**

Individual and Office Submitting Report _____

Dean or Director (if applicable) _____

Division Vice President _____

President _____

The President will send a note of acceptance and comments to the individual submitting the report, the appropriate Vice President, the Mount Council, and the Budget Advisory Committee of the Mount Council.

Please note that the Office of Institutional Research is available for assistance in the development and support of these departmental reviews.

Administrative Review Cycle

Departments Undergoing Review in Spring 2012 (6):

Alumni Relations
Grotto
Library
Purchasing & Receiving
Residence Life
Wellness Center

Departments Undergoing Review in Spring 2013 (6):

Annual Giving
Conferences & Special Programs
Office of Institutional Research
Media Center
Post Office
Recreational Services

Departments Undergoing Review in Spring 2014 (6):

Admissions
Career Center
Communications
Continuing Studies (Admin functions)
Human Resources
Public Safety

Departments Undergoing Review in Spring 2015 (5):

Athletics
Campus Ministry
Development/Advancement Services
Center for Student Diversity
Physical Plant

Departments Undergoing Review in Spring 2016 (6):

Campus Activities
Finance Office
Office of Financial Aid
Information Technology
Learning Services
Office of Registrar