

Mount St. Mary's University Institutional Effectiveness Plan

The following is the Institutional Effectiveness Plan for the Administration of Mount St. Mary's University. Periodically this Plan will be reviewed by the President and Executive Officers of the University and be revised as needed.

What is *Institutional Effectiveness*? Are we fulfilling our University Mission? Simply put, are we accomplishing what we intend to accomplish? What is the evidence to support our success? How is our University improving based on our findings?

Time Line for Establishing Annual Objectives & Annual Report

Fall Semester- (Identify Purpose, Plan)

- 1) Administrative direct reports to the President or Vice Presidents will review their area's statements of purpose (a.k.a. mission) and update or revise in light of the University's eight Key Goals (*A Vision for Continuing a Mission of Distinction.*)
- 2) Administrative direct reports will identify those University Key Goals and Objectives (*General Characteristics by 2009*) that are supported by their particular area of responsibility. Remember that the University's 8 Key Goals and General Characteristics provide the framework for activity within each department. Departmental objectives must link to University strategic Goals.
- 3) Administrative direct reports will articulate their department's broad objectives for next strategic planning cycle 2005-2009 (this will tie into the planning process) and identify their annual objectives for the next fiscal year (keep the number reasonable 3-5 and be sure to establish a relationship between each objective and a University Key Goal).
- 4) As departmental objectives are identified, careful consideration will be given to how each objective will be implemented and assessed. Accompanying each objective will be fully articulated implementation plan and assessment methods. Develop expected outcomes that are clear and reasonable.
- 5) Once the annual objectives are articulated the Administrative director will illustrate how existing funding can be utilized to meet objectives.

Budget forms will be completed by the administrative direct reports and submitted to the Chief Financial Officer (CFO) for review and circulation to other Vice-Presidents.

Spring Semester (Review)

February-April (Initial Evaluation)

6) Administrative direct reports will begin to evaluate progress made to date on their current academic year's departmental objectives.

May-June: (Final Evaluation of Results)

7) Administrative direct reports will prepare an annual report (due June 15) for the President or Vice President (which ever is appropriate to her/his reporting structure.)

July through September: (Results Reviewed by the President and Executive Officers)

8) The President and Executive Officers will review their department's annual reports and provide personal feedback to their Administrative direct reports.

October: New effectiveness review cycle begins with step #3

Administrative Direct Reports Annual Report Template:

Name

Title

Department (s)

Annual Report (academic year)

Objectives:

What did your department set out to achieve (objectives) during the reporting period?

Strategic Plan Reference:

Where did the departments objectives (cited above) fit into the University's overall Strategic Plan?

Outcomes (results):

How well did the department meet its objectives during the academic year?

What obstacles did the department encounter in accomplishing its objectives?

What achievement(s) does the department want to identify or emphasize?

Use of assessment findings:

What specific step will the department incorporate into its plans to improve its effectiveness next year?

Objectives for the next year:

What does the department want to achieve in the next academic year? (Link each objective to University Goals.)

Budget Implication:

What additional resources with the department need next year or what resources will it reallocate to accomplish its objectives? Be specific.

Administrative Offices' Five-Year Review

Introduction:

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

A primary driver to the implementation of an administrative office review process has been 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 recent 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...
- 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 as a department and as a University within the overall context of the **Mission of the University**. It is a process of reflection and empowerment for each department, and not an external audit or judgment on performance. Please undertake this review in that spirit and with that understanding.

Below is a listing the elements to be included in the 5-Year Review. Please keep the length of the document to 5-6 pages. The report is to be submitted to your division's Vice President by June 15.

Elements to be included in 5-year Review:

1. Departmental Statement of Purpose:

- *Show your statement of purpose*

2. Departmental Objectives and Performance Indicators over the past five years:

- *List major objectives and performance indicators*
- *Show how far you managed to address these objectives and indicators*

3. Overall Assessment of Progress:

- In this narrative please identify successes and areas for growth, and actions you have taken or plan to take to address these areas.

4. Client Satisfaction Evaluation:

- Please gather information pertaining to community satisfaction with your office's operation (may be obtained from a new survey or existing survey...contact the Office of Institutional Research for assistance).

5. Conclusion:

- Outline recommendations and target areas for future operations.

Time Line:

Fall Semester – Vice President of Academic Affairs, Vice President of University Affairs and the Director of Institutional will contact and meet with offices who will be participating in the current year's cycle.

January 15 – Discuss review process with departmental and office staff.

February 15 – Meet with IR to discuss data needs...identification of existing data and/or development of a survey.

March 1 – Meet with IR Director to discuss data needs...identification of existing data and/or development of a survey.

March-May June – Complete evaluation and write report

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 & Vice President of University Affairs

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

Departments Undergoing Review in Fall 2008 / Spring 2009 Cycle:

Spring 2009 (8)
Admissions

Career Center
Communications
Continuing Studies (Admin functions)
Human Resources
Physical Plant
Public Safety
Office of Institutional & Government Relations

Cycle to assess effectiveness of administrative offices:

Spring 2008 (3)

Media Center
Post Office
Recreational Services

Spring 2009 (8)

Admissions
Career Center
Communications
Continuing Studies (Admin functions)
Human Resources
Physical Plant
Public Safety
Office of Institutional & Government Relations

Spring 2010 (8)

Annual Giving
Archives
Athletics
Campus Ministry
Conferences & Special Programs
Development / Advancement Services
Intercultural Development
Third Century Scholars

New Cycle

Departments Undergoing Review in Spring 2011 (7):

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

Departments Undergoing Review in Spring 2012 (6):

Alumni Relations
Grotto
Library
Purchasing & Receiving
Residence Life
Wellness Center

Departments Undergoing Review in Spring 2013 (3):

Media Center
Post Office
Recreational Services

Tips for writing and achieving future 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.

Specific – Specific objectives give you a sense of direction, identifying exactly what you want to accomplish.

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.

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.

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.

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 – check this out with Bobby Flack.) Set specific target dates for achieving each objective. Remember the University Vision Statement and Goals are set within a 5 year time frame.

Evaluate your objectives periodically. Be flexible and open to change.
Visualize yourself reaching your objectives. Be positive.

Taken in part from “Tips for Business Success – Writing Effective Goals by Dianne E. Dawson” www.virtualbusinessincubator.com and

**Administrative Department
Annual Report and Five Year Review
Cover Sheet**

Individual and Office Submitting Report _____

Dean or Director (if applicable) _____
To be submitted with comments to the:

Division Vice President _____
To be submitted with comments to the:

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.