INSTITUTIONAL EFFECTIVENESS PLANNING WORKSHOP

Austin Peay State University

Developing IE Plans for Non-Degree Units

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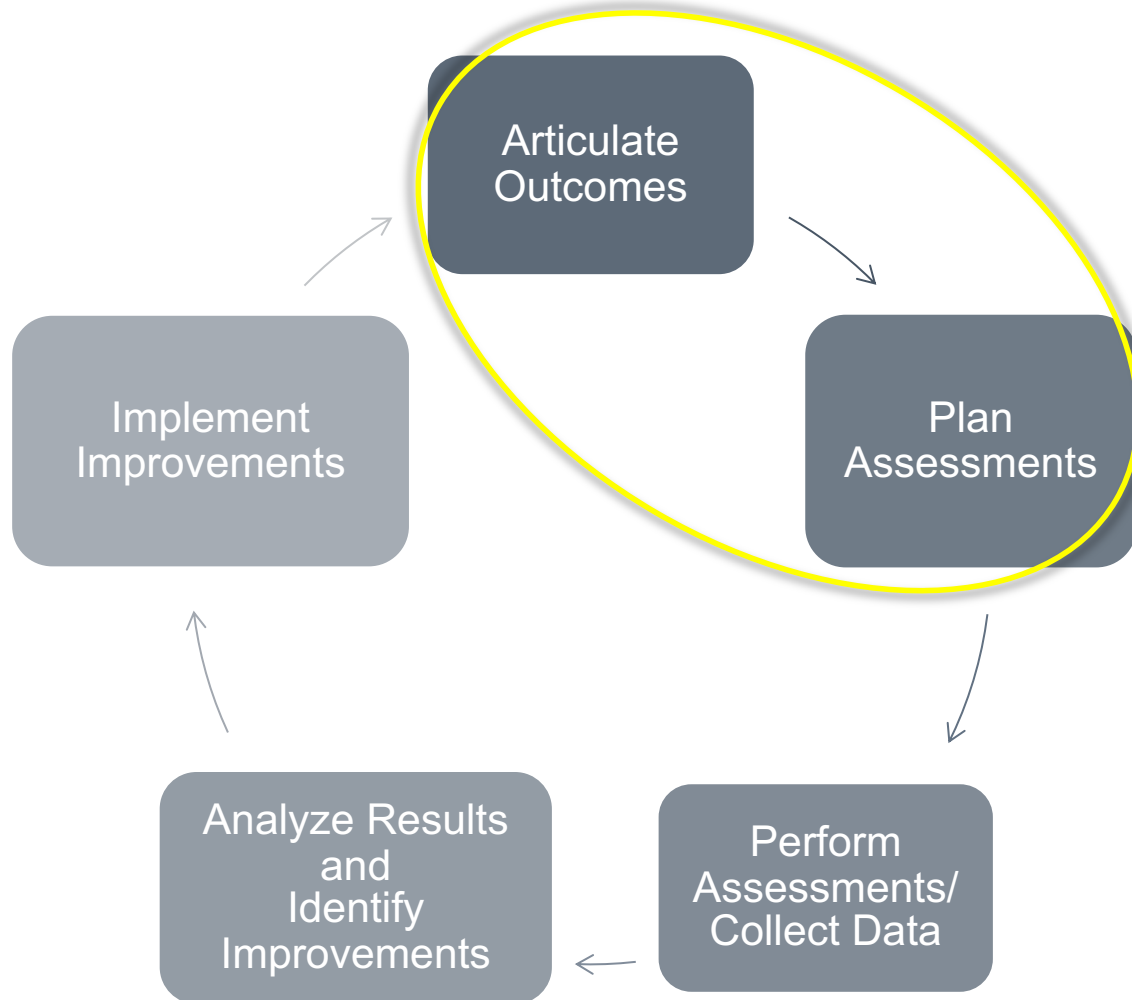
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WHAT IS INSTITUTIONAL EFFECTIVENESS (IE)?

"An assessment plan captures agreement about what matters, gives direction for actions, and provides a means to determine if progress is being made."

Banda & Palomba, 2015, p. 20

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Continuous Improvement

Articulate Outcomes → Plan Assessments → Perform Assessments/Collect Data → Analyze Results and Identify Improvements → Implement Improvements → (cycle continues)

SACSCOC
Principles of Accreditation

SECTION 7: Institutional Planning and Effectiveness

Effective institutions demonstrate a commitment to principles of continuous improvement, based on a systematic and documented process of assessing institutional performance with respect to mission in all aspects of the institution. An institutional planning and effectiveness process involves all programs, services, and constituencies; is linked to the decision-making process at all levels; and provides a sound basis for budgetary decisions and resource allocations.

7.3

The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. (*Administrative effectiveness*)

Six Steps, Two Phases

IE PLAN	IE REPORT
• Mission Statements • Outcomes • Assessment Measures • Achievement Targets	• Findings • Action Plan (Closing the Loop)

IE Plan – Minimum Requirements
Non-Degree Programs

- **Mission statement**

- **Outcomes – All units must have:**
  - **2 Outcomes**
    - Administrative Units only use Administrative Unit Outcomes (AUOs)
    - Academic and Student Support Services Units may use AUOs and/or Student Learning Outcomes (SLOs)

- **Measures**
  - **At least one measure for each outcome,** at least one of which must be a direct measure

- **A few notes…**
  - Can assess outcomes across multiple years
  - Measure 2 outcomes each year for IE purposes
  - All outcomes must be measured within a 2 year cycle

IE Plan Forms

- IE Plans must be submitted via Qualtrics.
  - Administrative Units form link: https://apsu.co1.qualtrics.com/jfe/form/SV_6mnFj3labtkqwxE
  - Academic and Student Support Services form link: https://apsu.co1.qualtrics.com/jfe/form/SV_6ooAgztpISJKGqy

IE plans for the 2023-2024 IE Cycle are due February 15, 2023

- Additional Resources:
  - IE Planning Team in Microsoft Teams:
    - Unit feedback reports
    - Past plans and reports
  - IEA Website: https://www.apsu.edu/institutional-effectiveness/institutional_effectiveness/ie-planning.php

IDENTIFYING OUTCOMES

Institution
Mission

Institution
Goals

Unit Mission

Unit Outcomes

IE Outcomes

- Should describe **current** services or processes

- One suggested approach

  - First develop master list of "what we do"

  - Then identify **key** services and processes for assessment

Types of Outcomes

- **Administrative Unit Outcomes (AUO)**
  - Focus on improvement in the unit's operations and services in support of the Strategic Plan or University Mission, apart from student learning.
    - A unit assesses AUOs to evaluate and improve its effectiveness in meeting strategic and operational goals.
    - Involves concepts such as efficiency, accuracy, effectiveness, client satisfaction, quality, comprehensiveness, compliance, or employee learning.

- **Student Learning Outcomes (SLO)**
  - Statements of the knowledge, skills, abilities, and/or values demonstrated by students upon completion of a degree, program, or experience.
  - A program or office assesses SLOs to evaluate and improve its effectiveness in designing and delivering its intended educational objectives.

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Administrative Unit Outcomes (AUOs)

- Efficiency
  - The Foundation processes donation receipts in a timely manner.

- Accuracy
  - Procurement and Contracts Office accurately processes purchase orders.

- Effectiveness
  - The Human Resources Office provides effective new employee onboarding services.

- Client Satisfaction
  - The cafeteria provides food and facilities that are satisfactory to its customers.

- Quality
  - CECA provides high quality cultural events to the community.

- Comprehensiveness
  - The University Bookstore provides comprehensive customer service.

- Compliance with Standards
  - The Finance /Accounting Office consistently complies with standard accounting practices.

- Employee learning
  - Employees will understand how to accurately enter a requisition in Govs eShop (SciQuest).

  Only use employee learning outcomes if the unit is responsible for leading professional development/ training workshops for employees across the institution. ELO does not typically refer to your own employees.

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In addition ...

Some units (where appropriate) must also create

Student Learning Outcomes (SLOs)

stating what students

know, think or are able to do

as a result of the instruction

All Outcomes should :

- ✓ ***Focus on a <u>current</u> service or process***

- ✓ Be under the control of or responsibility of the unit

- ✓ Be measurable, ascertainable, and specific

- ✓ Lend itself to improvements

- ✓ Be singular, not "bundled"

- ✓ Be meaningful and not trivial

- ✓ Not lead to "yes/no" answer

- ✓ Link to strategic plan goals

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MEASURING OUTCOMES

Administrative Unit Outcomes (AUOs)
Examples of Assessment Measures

- Quantitative data
  - ➢ Response time, accuracy, cost savings, efficiency
- Client satisfaction level
  - ➢ Surveys, focus groups, observation of client behavior
- External or peer comparisons
  - ➢ Auditors, fire marshal, other outside agencies

Assessment Measures Should...

✓ Be directly related to the outcome

✓ Consider all aspects of the outcome

✓ Address all APSU instructional sites and delivery methods

✓ Be designed to measure/ascertain effectiveness

✓ Multiple assessments should be identified

✓ Provide adequate data for analysis

✓ Provide actionable results

✓ Detail the way to assess the outcome (who, what, when, and how)

✓ Be manageable and practical

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Assessment Measures Should...

✓ Outline (in detail) a systematic way to assess the outcome

✓ Include the following details:

- *What* data will be collected?

- *When* will the data be collected?

- *What* assessment tool will be used?

- *How* will the data be analyzed?

- **Who** will be involved?

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Multiple direct assessment measures should be used, if possible.

Establish Achievement Targets

Why establish achievement target?

- Provides standard for determining success

- Puts data analysis in perspective

- Allows unit to identify desired performance levels

Achievement Targets should:

✓ Be specific ("95% of requests will be processed within 3 days" or "85% of responses to each survey question will be 4 or 5" or "x% of responses will be correct for each question" or "y% of scores for each item on rubric will be at least 4")

✓ Avoid vague words such as "most" or "majority" or "increase," "all" or "100%" targets

✓ Relate to outcome and assessment method

✓ Use item analysis where appropriate, not averages

Using Surveys

- *If you are using a survey, do not average scores.*

- *Your assessment measure for surveys should say:*

  - *We will analyze EACH question across ALL respondents.*

Bottom line….

Don't count stuff.

Instead…

Assess *effectiveness*
so that you make *improvements*
to functions, processes, and services.