

Strategic Plan, 2006-09

Institutional Effectiveness



Vision

Institutional Effectiveness will be a highly valued strategic partner with the University and its constituencies, recognized for:

- proactive leadership in promoting a culture that values assessment and evidence-based decision making;
- excellence in providing reliable information for planning and policy development;
- outstanding responsiveness to data and analytical needs of academic units; and
- knowledge and use of innovative tools and technology.

Mission

Institutional Effectiveness plays a leadership role in supporting the ongoing planning, budgeting and assessment cycle of the University of Kentucky. Its mission is to:

- conduct institutional research to provide useful, meaningful information to meet the needs of both internal and external constituencies;
- support assessment activities and promote the use of results for quality enhancement;
- identify and disseminate best practices in higher education mission and management activities to facilitate continuous improvement; and
- explain and interpret information, making recommendations to decision-makers as appropriate.

Organization

Office of the Vice President

Dr. Connie A. Ray, Vice President
Deb Sparkman, Administrative Staff Associate

Planning & Analysis

Connie Vaughn, Academic Planning/Evaluation Coordinator
Lu Wang, Planning & Effectiveness Specialist

Office of Assessment

Deborah Moore, Director
Lingling Ma, Assistant Director
Rebecca Scott, Assessment/Survey Coordinator

Office of Institutional Research

Dr. Roger Sugarman, Director
Jason Pieratt, Assistant Director for Research and Analysis
Barry Rankin, Assistant Director for External Reporting
Michelle Zupancic, Technology Coordinator
Carol Yu, TCE Coordinator & Programmer

In collaboration with—

Graduate School Assessment

Onecia Gibson, Assessment Analyst

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Goal I. Enhance the University's Stature among its Peers.

Objective 1. Assist academic units in developing and assessing plans for achieving excellence in all their endeavors, in accordance with the Top 20 Business Plan.

Strategies:

- Provide ongoing, web-based updates of progress for the Top 20 Business Plan and the 2006-09 Strategic Plan.
- Implement a schedule of analytical projects that support and evaluate the effectiveness of new retention and graduation initiatives.
- Coordinate participation in national student learning assessment projects, including the Collegiate Learning Assessment (CLA) and the Wabash National Study of Liberal Arts Education
- Work with the Provost and Deans to improve the University's assessment strategy.
- Co-coordinate an assessment, evaluation, and metrics team to support the development of a clinical and translational research program.
- Pilot web-based Teacher Course Evaluation process; analyze TCE data to facilitate understanding of teacher effectiveness and the classroom experience of students.
- Respond to requests for special studies that assist academic units in planning for growth and improving quality, such as the Nursing Admissions Criteria analysis, Curriculum Innovation Initiatives in A&S, English Writing Programs.
- Promote effective use of SAP-SEM or other assessment systems to meet strategic planning and evaluation needs.

Responsibility Assigned to:

- Planning and Analysis (Lu Wang and Connie Vaughn)
- Vice President (Connie Ray)
- Institutional Research (Roger Sugarman)
- Assessment (Deb Moore)
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- Assessment (Deb Moore)

- Vice President (Connie Ray)

Objective 2: Support administrative units in planning to accommodate a larger faculty and student body and the expansion of research and clinical operations.

Strategies:

- Support undergraduate admissions planning by conducting a research-based review of admissions criteria to include a transcript analysis that will provide evidence of the impact of high school curricular choices on success at UK.
- Implement a schedule of institutional data reports necessary for effective budget and facilities planning.
- Continue to support administrative unit program reviews by assisting with the collection and/or analysis of evaluation data.

Responsibility Assigned to:

- Institutional Research (Roger Sugarman)

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- Assessment (Deb Moore)
- Institutional Research (Roger Sugarman)

Objective 3: Collect, report, analyze, and distribute institutional data to monitor progress in the University's efforts to recruit and retain distinguished faculty and staff.

Strategies:

- Expand the analysis and availability of faculty and staff data by producing an annual, comprehensive report, including trends, demographics, appointments, salaries, ratios.

Responsibility Assigned to:

- Institutional Research (Roger Sugarman)
- Planning and Analysis (Lu Wang)

Goal I

Key Indicators

By 2009, Institutional Effectiveness will:

1. Complete at least three new projects that provide critical information on faculty or their activities.
2. Implement a new or updated planning and assessment system.
3. Complete at least three analytical studies that support the top 20 strategies of growth and quality enhancement, especially for improving student success.

Goal II: Prepare Students for Leadership in the Knowledge Economy and Global Society.

Objective 1: Provide consultation, guidance, and expertise to design assessment strategies and evaluate the effectiveness of efforts to enhance student learning, professional training, and intellectual growth.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Disaggregate, analyze, and share survey data, including the National Survey of Student Engagement (NSSE), with academic units to assist in planning for improvement. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)
<ul style="list-style-type: none"> Collaborate on the design and implementation of a student learning outcomes assessment plan for a reformed general education program. 	<ul style="list-style-type: none"> Assessment (Deb Moore)
<ul style="list-style-type: none"> Conduct an evaluation of the Quality Enhancement Plan Program and recommend improvements. 	<ul style="list-style-type: none"> Assessment (Deb Moore)
<ul style="list-style-type: none"> Analyze and summarize Service-Learning survey and report results to Experiential Education. 	<ul style="list-style-type: none"> Assessment (Deb Moore)

Objective 2: Customize data collection, analysis, and reporting activities to document student participation and learning as a result of increasing opportunities for international and multicultural education experiences for students.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Analyze, compile and report history of NSSE results related to opportunities for international and multicultural educational experiences for students. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)
<ul style="list-style-type: none"> Work with the Office of International Affairs (OIA) to assess the impact of student programs on transition of international students to UK. 	<ul style="list-style-type: none"> Assessment (Deb Moore)

Objective 3: Create projection models to help establish and achieve six-year growth and quality targets for undergraduate enrollments.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Develop and maintain an undergraduate enrollment projection model to support top 20 planning for growth. 	<ul style="list-style-type: none"> Vice President (Connie Ray) Institutional Research (Roger Sugarman)

Goal II

Key Indicators

By 2009, Institutional Effectiveness will:

1. Initiate two new assessment activities for UK's general education program.
2. Assist in design and implementation of at least six assessment plans for student learning outcomes in educational programs that do not have external accreditation.
3. Predict fall undergraduate enrollment within 0.5% of actual.



Goal III: Enhance the Intellectual and Economic Capital of Kentucky through Growth in Research

Objective 1: Collect and distribute university-wide and unit successes, supported by institutional data, that recognize and communicate to multiple audiences the accomplishments of the university community.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> • Include sponsored project results in College Profile Reports and other efforts designed to establish and communicate productivity levels. 	<ul style="list-style-type: none"> • Vice President (Connie Ray) • Planning & Analysis (Lu Wang)
<ul style="list-style-type: none"> • Ensure accurate, comprehensive representation of research and creativity outcomes in external reports, such as the annual CPE Accountability Report. 	<ul style="list-style-type: none"> • Vice President (Connie Ray)
<ul style="list-style-type: none"> • Collaborate with Research to produce an annual report on historical trends and relationships among proposal submissions, awards and expenditures. 	<ul style="list-style-type: none"> • Vice President (Connie Ray)

Objective 2: Support academic units in accessing data necessary to monitor progress in national rankings and to inform decisions regarding strategic investments in research areas of current strength, emerging interest, and greatest importance.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> • Conduct a departmental needs assessment to determine gaps in data available to help units monitor progress in achieving top 20 status, especially in the areas of research and graduate education. 	<ul style="list-style-type: none"> • Vice President (Connie Ray) • Assessment Analyst (Onecia Gibson)
<ul style="list-style-type: none"> • Identify and adopt improved methods for reporting and using data requested by external agencies for program and institutional evaluation projects. 	<ul style="list-style-type: none"> • Vice President (Connie Ray)

Goal III

Key Indicators

By 2009, Institutional Effectiveness will:

1. Produce an annual report on proposal submission, awards, and expenditure trends and relationships.
2. Document improved service to departments to assist in monitoring top 20 progress in research and graduate education.

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Goal IV: Embrace and Nurture Diversity

Objective 1: Analyze institutional data to monitor progress in achieving diversity aspirations and to inform efforts to improve

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> • Analyze institutional data pertaining to faculty and staff to support efforts to monitor UK’s progress in establishing a more diverse workplace. • Support the work of the Committee on Research and Analysis of African American Student Success by providing institutional data and analysis. • Assess perceived value of diversity for students in health care colleges. • Investigate technological means by which to monitor student “pulse” (SNAP, Allegiance, Tk20, HR’s “feedback” system), particularly regarding issues surrounding campus diversity and climate. 	<ul style="list-style-type: none"> • Institutional Research (Roger Sugarman) • Vice President (Connie Ray) • Institutional Research (Roger Sugarman) • Assessment (Deb Moore) • Assessment (Deb Moore)

Objective 2: Provide leadership to assist the University in establishing a coherent, focused, university-wide implementation strategy to achieve diversity.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> • Collaborate with the Vice President for Institutional Diversity by promoting broad-based understanding of the University’s progress in achieving demographic diversity. 	<ul style="list-style-type: none"> • Vice President (Connie Ray) • Institutional Research (Roger Sugarman)

Objective 3: Implement assessment activities to provide evidence of success in ensuring that the value of diversity is manifest in the curriculum, extra-curricular activities, and campus climate.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> • Collaborate with the President’s Commission on Diversity to conduct follow-up Campus Climate Survey and evaluate student perceptions of the quality of the University’s environment for diversity. • Develop and implement assessment strategies to document understanding and appreciation of all cultures and traditions as a critical student learning outcome. 	<ul style="list-style-type: none"> • Institutional Research (Roger Sugarman) • Assessment (Deb Moore)

Goal IV	
Key Indicators	By 2009, Institutional Effectiveness will:
	1. Develop two new analytical reports that can be used to assess the effectiveness of UK’s diversity efforts.

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Goal V: Engage Kentuckians through Partnerships to Elevate Quality of Life.

Objective 1: Provide leadership in developing and implementing assessment strategies to document engagement outcomes for students, faculty, staff, and the community.

Strategies:

- Work with UCAPP, CPE, and others to help define engagement measures for strategic planning and statewide accountability reporting.
- Respond to requests for assistance in assessing the impact of engagement on multiple populations.
- Review existing student and alumni surveys and seek input from academic units to develop items appropriate for assessing engagement activities.

Responsibility Assigned to:

- Vice President (Connie Ray)
- Assessment (Deb Moore)
- Institutional Research (Roger Sugarman)

Goal V

Key Indicators

By 2009, Institutional Effectiveness will:

Document establishment of a university-wide engagement assessment strategy.