

Strategic Plan, 2003-06

Institutional Research, Planning, and Effectiveness



Vision

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

- proactive leadership in promoting a culture of assessment;
- excellence in providing reliable information for planning and decision making; and
- efficiency in the use of innovative tools and technology.

Mission

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

- collect and analyze data and 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;
- explain and interpret information, making recommendations to decision-makers as appropriate.

Organization

Office of the Vice President Planning & Analysis

Dr. Connie A. Ray, Vice President
JoLynn Noe (.20fte), Planning & Effectiveness Specialist
Deb Sparkman, Administrative Staff Associate
Connie Vaughn, Planning Coordinator
Lu Wang, Planning & Effectiveness Specialist

Office of Assessment

Deborah Moore, Director
Kelly Bevins, Assessment/Survey Coordinator
JoLynn Noe (.60fte), Planning & Effectiveness Specialist

Office of Institutional Research

Dr. Roger Sugarman, Director
Dr. Gary Lindle, Assistant Director & Programmer
Barry Rankin, External Reporting & Survey Coordinator
Jason Ratliff, Technology Coordinator
Carol Yu, TCE Coordinator & Programmer

In collaboration with—

Graduate School Assessment

Christy Jacks, Assessment Analyst

Office of Research Assessment

Bessie Guarrant, Director
Georgia Steres, Staff Support Associate

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal I. Reach for National Prominence

→ **Objective 1.** Provide leadership to strengthen the link between funding decisions, plans, and results.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Promote and enhance annual reports of progress as tools for planning and budgeting decision-making. Use new technology to enhance the display of institutional data on the Institutional Research website. Implement a plan to provide ongoing, web-based updates of progress for <i>The Dream & the Challenge</i>. Collaborate with Data Administration to facilitate development of the Resource Management Data Mart (RMDM). 	<ul style="list-style-type: none"> Assessment (Deb Moore) Institutional Research (Roger Sugarman) Planning and Analysis (Connie Vaughn) Vice President (Connie Ray)

→ **Objective 2:** Seek and apply for extramural funds to promote use of innovative technology for assessment.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Identify potential partners interested in collaboration on an assessment related project. Formulate a core group representing partnerships that will collaborate on the development of one or more related proposals. Work with the Office of Sponsored Project Development to identify key search words to locate potential funding sources. 	<ul style="list-style-type: none"> Assessment (Deborah Moore)

Goal I	
Key Indicators	<p>By 2006, Institutional Research, Planning, and Effectiveness will:</p> <ol style="list-style-type: none"> Facilitate a 90% participation rate in the use of the web-based Strategic Planning and Reporting System. Complete at least three projects to provide needed information using new technology. Participate as co-principal investigator in at least one extramural award with an emphasis on assessment.

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal II: Attract and Graduate Outstanding Students

→ **Objective 1:** Provide timely and accurate student information to monitor the quality of students and their progress toward a degree.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Enhance reporting of academic preparation data for first-time students. Increase availability of retention and graduation rate data by variables of high interest to the university community. Design and carry out an annual study of non-returning first-year students. Strengthen program evaluation efforts focused on innovative strategies designed to enhance first-year students' success. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)

→ **Objective 2:** Arrange for UK to participate in the NSSE in odd-numbered years and disseminate the results to the campus community.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Aid in administration and analysis of NSSE to help faculty and administrators understand and improve the level of student engagement on campus. Assist colleges in the analysis of NSSE data for their students. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)

→ **Objective 3:** Develop a program level assessment tool for volunteer use by units in advance of the program review self-study process to identify student needs, interests, and issues.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Formulate a working group to identify survey components, to develop recommended procedures and policies, and to build a pool of relevant survey items. 	<ul style="list-style-type: none"> Assessment (Deborah Moore)

Goal II	
Key Indicators	<p>By 2006, Institutional Research, Planning, and Effectiveness will:</p> <ol style="list-style-type: none"> Implement at least three new surveys or reporting initiatives designed to enhance understanding of student success. Document satisfaction with improved access to student information.

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal III: Attract, Develop and Retain a Distinguished Faculty

→ **Objective 1:** Provide timely and accurate faculty and staff information to assist in monitoring recruitment and retention outcomes.

Strategies:

- Promote further the development and expansion of the university-wide faculty database.
- Enhance benchmarking efforts beyond faculty salaries to include benefits and administrative/professional staff salaries.
- Use WebFocus technology to enhance the presentation, accessibility, and timeliness of faculty and staff data on the IR website.
- Migrate IPEDS data submissions for faculty and staff from manual entry to electronic file uploads.

Responsibility Assigned to:

- Vice President (Connie Ray)
- Planning and Analysis (JoLynn Noe)
- Institutional Research (Roger Sugarman)
- Institutional Research (Barry Rankin)

→ **Objective 2:** Develop a program level assessment tool for volunteer use by units in advance of the program review self-study process to identify faculty and staff needs, interests, and issues.

Strategies:

- Formulate a working group to identify survey components, to develop recommended procedures and policies, and to build a pool of relevant survey items.

Responsibility Assigned to:

- Assessment (Deborah Moore)

Goal III	
Key Indicators	<p>By 2006, Institutional Research, Planning, and Effectiveness will:</p> <ol style="list-style-type: none"> 1. Implement at least three new surveys or reporting initiatives designed to enhance the availability of useful faculty and staff information. 2. Document satisfaction with improved access to faculty information.

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal IV: Discover, Share and Apply New Knowledge

→ **Objective 1:** Provide timely and accurate student information to assist graduate programs in strengthening doctoral and postdoctoral education.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Publicize university information resources to graduate faculty and support staff. Design and implement an annual benchmarking study of degree productivity at the graduate level. 	<ul style="list-style-type: none"> Graduate Assessment (Christy Jacks)

→ **Objective 2:** Develop new data collection and reporting strategies designed to improve knowledge and understanding of the University’s progress in becoming a top public research university.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Analyze the NSF survey results to provide unit level data on each college’s contribution to the University’s overall performance. Design and implement an annual benchmarking study of the components in the NSF Survey of R&D Expenditures. Support and refine annual reporting to CPE on the progress of RCTF Programs of Distinction (RCTF-1) and the Endowment Match Program (RCTF-2). 	<ul style="list-style-type: none"> Planning and Analysis (Lu Wang) Planning and Analysis (JoLynn Noe) Research Assessment (Bessie Guerrant)

Goal IV	
Key Indicators	By 2006, Institutional Research, Planning, and Effectiveness will: Implement at least three reporting initiatives designed to enhance understanding of the University’s progress in achieving the goal of becoming a top public research university.

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal V: Nurture Diversity of Thought, Culture, Gender and Ethnicity

→ **Objective 1:** Assist in educating the campus community about the role of diversity in the new strategic plan, *The Dream & the Challenge*.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Collaborate with Multicultural Affairs, Employment Equity, the Commission on Diversity, and the Commission on Women to promote campus-wide awareness of the diversity goal and each unit's role in achieving it. 	<ul style="list-style-type: none"> Vice President (Connie Ray)
<ul style="list-style-type: none"> Develop a diversity goal presentation featuring campus-wide and unit-specific data related to diversity and supplemented with examples of strategic planning initiatives designed to support diversity goals. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)
<ul style="list-style-type: none"> Advertise, schedule and deliver diversity presentations as requested. 	<ul style="list-style-type: none"> Vice President (Connie Ray)

→ **Objective 2:** Provide institutional research and assessment support to the activities of Multicultural and Academic Affairs, Employment Equity, the Commission on Diversity, and the Commission on Women.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Support the design, administration, analysis and dissemination of results of the new Campus Climate Survey. 	<ul style="list-style-type: none"> Institutional Research (Roger Sugarman)
<ul style="list-style-type: none"> Support ongoing design and implementation of the Commission on Women's Faculty Salary Study. 	<ul style="list-style-type: none"> Assessment (Kelly Bevins)

→ **Objective 3:** Ensure a positive climate for diversity in Institutional Research, Planning, and Effectiveness (IRPE) and promote recruitment of a diverse staff.

Strategies:	Responsibility Assigned to:
<ul style="list-style-type: none"> Develop and implement a plan to assess and improve as needed the climate for minorities and work-life in IRPE. 	<ul style="list-style-type: none"> Vice President (Connie Ray)
<ul style="list-style-type: none"> Identify recruitment strategies to be employed to ensure a diverse pool of applicants in the event of position openings 	<ul style="list-style-type: none"> Vice President (Deb Sparkman)

Goal V	Key Indicators
	<p>By 2006, Institutional Research, Planning, and Effectiveness will:</p> <ol style="list-style-type: none"> Deliver five presentations to the university community on results of the new Campus Climate Survey. Have in place a recruitment strategy designed to ensure a diverse pool of qualified applicants in the event that a vacancy occurs.

Strategic Plan, 2003-06
Institutional Research, Planning, and Effectiveness



Goal VI: Elevate the Quality of Life for Kentuckians

→ **Objective 1:** Enhance the University’s ability to document its role in improving the quality of life for Kentuckians.

Strategies:

- Develop a methodology for tracking/assessing public service activities, grant applications and expenditures related to service and service learning.
- Collaborate with the Vice President for Academic Outreach and Public Service to develop a web-based progress report on strategic planning accomplishments.

Responsibility Assigned to:

- Vice President (Connie Ray)
- Planning and Analysis (Connie Vaughn)

Goal VI	
Key Indicators	By 2006, Institutional Research, Planning, and Effectiveness will: Have in place an ongoing, web-based report of the University’s role in elevating the quality of life for Kentuckians.