

STRATEGIC PLANNING AND INSTITUTIONAL EFFECTIVENESS
2014 – 2015 Unit Action Plan – Year Five

Unit Name: Accountability and Academics

Unit Mission

The Office for Accountability and Academics seeks to promote and increase the ability of Rogers State University to ensure students develop the skills and knowledge required to achieve professional and personal goals in our dynamic local and global communities. The Office holds the following aims:

- Facilitate institutional improvement through internal data management and strategic reporting.
- Promote student success through support of the assessment of student learning outcomes.
- Assist the University in complying with accountability and other reporting requirements associated with state and federal regulatory agencies and accreditation organizations.
- Assess the effectiveness of University programs, units and related functions in order to determine the extent to which goals are being met.
- Facilitate University planning, evaluation and assessment by providing leadership in research design and implementation.
- Increase availability of data, review processes, evaluation results and surveys via the department web site and the internet.

Goal 1: Advance Academic Excellence

This Unit Action Plan Specifically Supports Commitment 1.2 and 1.5

Goal 2: Strengthen Enrollment Management

This Unit Action Plan Specifically Supports Commitment 2.4

Goal 5: Enhance Institutional Accountability

This Unit Action Plan Specifically Supports Commitments 5.3 and 5.4

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Objective	Action or Activity	Evaluation Measure	Performance Standard	Data/Findings	Status*
1.2 Strengthen curricular and co-curricular programs to enrich the overall student learning experience	1.2.1 Collect program feedback from alumni during to inform program development	In-house developed Alumni Survey instrument (summer 2014) and focus groups (spring 2015)	Response rate will be of sufficient size to result in a representative sample	Respond rate for 2014 Alumni Survey was 16.5% or 70 returned surveys from 425 selected alumni. To attempt to improve the response rate over the previous Alumni Survey (17%), two drawings were conducted through the Alumni Office. No focus groups were conducted during spring 2015. Findings from the survey indicate that 73% of alumni agreed or strongly agreed that if they could start college over, they would choose to attend RSU.	Completed and ongoing
	1.2.2 Collect feedback from employers during summer and fall 2014 to provide summative program assessment as well as inform curricular development	In-house developed Employer Survey (summer – fall 2014)	Response rate will be of sufficient size to result in a representative sample	Only 17 alumni consented to RSU surveying their employers. This was not a representative sample. The Office for Accountability and Academics intends to work with academic departments to inculcate support from alumni to conduct an employer survey in the coming academic year.	Not completed.
	1.2.3. Implement direct measure of general education knowledge, skills and abilities to <u>graduating Seniors</u> as well as Freshmen and Sophomores to determine student gain in core outcomes at RSU	ETS Proficiency Profile for freshmen, sophomores, and graduating seniors (fall to spring 2015)	Representative sample and statistically significant gain in at least two of four general education constructs between freshman and sophomore cohorts.	The Office for Accountability and Academics did not receive additional budgetary support to assess the General Education KSAs of graduating seniors during the 2014-2015 academic year using the ETS Proficiency Profile. Freshmen and sophomores were tested. Senior GE KSAs were assessed through course-embedded measures including performance in Capstone course work.	Modified.
1.5 Provide opportunities to achieve and maintain essential program accreditation	1.5.1 Collaborate with Self-Study Coordinators and committees to continue Self-Study in preparation for 2014 HLC site visit	Completed Self-study and all documents in preparation for site visit	Successful submission with ultimate Open Pathways designation	The Self-Study was completed and submitted to HLC on September 17, 2014. The site visit occurred November 17-19, 2015, resulting in affirmation of accreditation through 2024-2025 and all five criteria were met with no concerns. RSU was allowed to select one of the three Pathways, and it has selected the Open Pathways model.	Completed
	1.5.2 Collaborate with Pryor Campus to	Site visit	Successful site visit with approval to open	The site visit for approval of the new Pryor Campus facility occurred June 9-10, 2014. The campus was approved as a branch campus with	Completed

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	prepare for HLC site visit for new Pryor Campus		Pryor Campus	no restrictions.	
2.4 Implement a continuous quality improvement program designed to provide academic and student services that are effective, efficient and personable	2.4.1 Develop the 2015-2020 RSU strategic plan based on results of the completed 2010-2015 strategic planning cycle and RSU Dashboard/Score Card	Completed 2015-2020 RSU strategic plan and Unit Action Plans Staff and faculty feedback in survey/focus groups	100% implementation of strategic plan and processes Positive ratings of faculty and staff based on survey results using a single-sample t test (mean equals neutral response with $\alpha \leq .05$) and/or focus group majority responses.	The 2015-2020 University Strategic Plan will be developed during fall 2015. The nominal group technique will be used to gather feedback from faculty and staff at Convocation 2015. In this way, full employee feedback can be achieved. Comprehensive development of the plan will be accomplished through a committee with a representative sample of faculty and staff. The final RSU 2015-2020 strategic plan will be ready for implementation by January 2016.	Ongoing Modified
	2.4.2 Select three primary challenges from each of the six focus group types conducted in spring 2014 for the HLC Self-Study. Address/begin the process of resolving all 18 primary challenges.	All 18 selected challenges will be addressed or be in the process of resolution during 2014-2015.	Positive ratings of faculty and staff based on survey results using a single-sample t test (mean equals neutral response with $\alpha \leq .05$) and/or focus group majority responses.	Students: [1] The Communications Department elected to develop a course sequencing guide for students which was requested during focus groups. [2] The Chapman Dining Hall opened in August 2014 with multiple options for meals and a much-improved dining experience. [3] A Vice President for Enrollment Management has been hired beginning July 2015. This is a prime opportunity to address customer service feedback from students.	Ongoing
				Faculty: [1] Quality Matters has been adopted as a standard for online course delivery. This will drive significant improvement in online and blended learning environments. [2] In an effort to address faculty concerns regarding budget transparency, a Budget Advisory Committee was initiated in spring 2015. Two faculty (one department head) were selected as committee members. [3] A procedural change was initiated	Ongoing

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				<p>requiring department heads to forward a list of continuing adjunct faculty names so that these faculty would not have email and LMS access cut off between semesters.</p> <p><u>Staff:</u> [1] A Staff Advisory Council was initiated at the end of the spring 2014 semester. The Council meets routinely to discuss staff concerns. [2] In an effort to address staff concerns regarding budget transparency, a Budget Advisory Committee was initiated in spring 2015. One staff representative was selected as a committee member. [3] The Chapman Dining Hall opened in August 2014 with multiple options for meals and a much-improved dining experience.</p> <p><u>Alumni:</u> A new director of Alumni was hired during spring 2015. Alumni requests identified during the spring 2014 focus group will be addressed in the coming academic year. Not achieved during the 2014-2015 academic year.</p> <p><u>Administrators:</u> [1] Noting that increased enrollment is a primary goal for the University, a Vice President for Enrollment Management has been hired beginning July 2015. [2] A new strategic planning process will be initiated and implemented in fall 2015. [3] A concerted effort has been initiated to more clearly communicate policy and process changes in a timely way.</p>	<p>Ongoing</p> <p>Not achieved but Ongoing</p> <p>Ongoing</p>
	2.4.3 Review more affordable options for evaluating Academic Affairs Unit Leaders.	Identify three alternative measures to The IDEA Center administrative, dean, and department chair evaluation surveys. Select one in conjunction with VPAA.	Deans, Department Chairs, and other Unit leaders will report positive feedback with regard to reports and processes. Total cost will be less expensive the cost charged in spring 2014.	Use of the IDEA Center administrator and department chair instrument was continued for the 2014-2015 academic year. Alternatives will be reviewed for 2015-2016.	Ongoing

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	2.4.4 Promote university-wide performance evaluation system.	Process proposal to Executive VP and President for consideration	Submission of proposal for consideration	Due to the cost of a university-wide performance evaluation system, this action was not pursued.	Tabled.

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5.3 Enhance and expand the operations of the Office of Accountability and Academics	Provide professional development opportunities for all department staff	Each member of the department will attend at least one conference, seminar or workshop. The UAC chair will attend an assessment-related conference funded through student Assessment Fees in the A&A Travel account.	Positive feedback from interviews with staff members	The new Associate Director for Accountability and Academics was hired in March 2015 and attended the regional Jenzabar conference to prepare for the upcoming ERP conversion. She provided positive feedback with regard to conference effectiveness. She also completed institutional training with regard to workplace bullying.	Achieved and ongoing
				The new Administrative Assistant was hired in March 2015 and has not yet had an opportunity for professional development outside of on-the-job training.	Ongoing
				The AVP for Accountability and Academics attended and presented at the 46 th Annual Rocky Mountain Educational Research Association conference. She also attended the annual Higher Learning Commission conference, the regional Oklahoma Association of Institutional Research conference, and the Oklahoma Higher Education Completion Conference. She completed training to serve as an HLC site evaluator in October 2014 and completed her first site visit in January 2015. She also completed a number of webinars related to assessment of SLOs and Quality Matters, as well as completed annual training as an Institutional Review Board member, Quality Matters Coordinator training, and institutional training regarding workplace bullying.	Achieved and ongoing
The Chair of the UAC and two UAC members attended multiple assessment-related sessions at the annual HLC conference.	Ongoing				
5.4 Advance the principles and practices of shared governance through active participation of all constituencies	In conjunction with VPAA, reorganize the University Planning Group in spring 2015 with representative exempt and classified staff, faculty, administrators, and other Unit leaders to develop	Feedback from survey/focus groups	Positive ratings of faculty and staff based on survey results using a single-sample t test (mean equals neutral with $\alpha \leq .05$) and/or focus group majority responses.	The 2015-2020 University Strategic Plan will be developed during fall 2015. The nominal group technique will be used to gather feedback from faculty and staff at Convocation 2015. In this way, full employee feedback can be achieved. Comprehensive development of the plan will be accomplished through a committee with a representation from faculty and staff. The final RSU 2015-2020 strategic plan will be ready for implementation by January 2016.	Ongoing

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	the 2015-2020 RSU strategic plan and review/improve implementation processes.				

*Appropriate **Status** descriptors include the following: Completed, Ongoing, In Progress, Rescheduled for next year, Action/Activity withdrawn, or Other. If Other, please briefly describe whether the action or activity is completed, will continue, or has been modified for the coming year.

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Budget Request Supplement for Academic Year 2014-2015
 Year
 Year Five – Strategic Planning Cycle

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University Objective	Action for 2014-2015	Requested Resources				Estimated Cost	Was the Budget Request Approved?
		Human	Financial	(Enter Amount Approved)	Other (e.g., Technology)		(Enter Amount Approved)
No additional funds requested this year.						NA	NA

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What does Accountability and Academics do?

- HLC Accreditation and liaison activities
- Strategic planning facilitation and monitoring as well as operational planning
- Collaboration with UAC to facilitate assessment of student learning outcomes
- Mandated reporting (IPEDS, OASRHE, USDOE, etc.)
- Institutional research/Institutional effectiveness data collection, analysis, and reporting
 - Surveys and surveying mentoring
 - Focus group facilitation and training
 - Interviews
 - Quasi-experimental design research
- Information management
- Data development and communication
- Policy analysis
- Commencement planning and facilitation; other relevant event planning

2014 Accountability and Academics SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Accuracy	Not enough staff for demand	Move to Business Intelligence model	Growing need for resources with static funding and staffing
Enthusiasm	Low budget for nationally normed surveys, focus group implementation, software, and other processes	Develop (static) online dashboard	
On-time reporting	No data warehouse	Development of A&A Advisory Board	
University resource			
Open to new ideas			
Knowledgeable			
Greater transparency			