



IE STRATEGIC PLAN 2015 - 2020

REVISED AUGUST 21, 2017
Status update - May 4, 2018

That All May Learn



Office of
Institutional Effectiveness

OVERVIEW

The Office of Institutional Effectiveness at WMU desires to foster a culture of

1. continuous quality improvement
2. best practices
3. effectiveness through efficiency and the appropriate alignment of resources to priorities
4. appreciation, transparency, and information sharing through the building of effective relationships with key stakeholders in University governance
5. safety and a liberalness of ideas

that all may learn.

What is Institutional Effectiveness?

The Association for Higher Education Effectiveness (AHEE) defines Integrated Institutional Effectiveness (IEE) as:

“...the purposeful coordination and integration of functions that support institutional performance, quality, and efficiency; those functions include strategic planning, outcomes assessment, institutional research, regional/specialized accreditation, and program/unit review.” This includes “cross-functional institutional initiatives, assuring implementation, monitoring progress, and facilitating change as needed.” (<https://www.ahee.org/about>).

The following diagram on page 2 illustrates the cross-functional institutional initiatives described in the aforementioned definitions.



Strategy 1.2c: Train divisional designees to use the new system for reporting progress. (In-Progress)

Success Measure: Trainings have been completed by April 30, 2018. (In-Progress)

Strategy 1.2d: Regular divisional progress reports are submitted using the system during the set, semi-annual intervals. (In-Progress)

Success Measure: All divisions report their fiscal year priorities in October/November using the common template and reporting format. (Completed)

Success Measure: All divisions report progress toward their fiscal year priorities in May/June. (In-Progress)

Objective 1.3: Align the Academic Affairs divisional plan with the revised USP for immediate implementation. (In-Progress)

Strategy 1.3a: Revisions are made upon approval of the USP to match its direction. (In-Progress)

Success Measure: A revision and implementation structure is in place to make any necessary realignments. (In-Progress)

Strategy 1.3b: Academic Affairs planning reports 2017-18 inform prioritization of resources for 2018-19. (In-Progress)

Objective 1.4: Strategic alignment of Academic Affairs (AA) unit budgets that support University Strategic Plan (USP) priorities. (In-Progress)

ACCREDITATION AND PROGRAM REVIEW

The Office of Institutional Effectiveness places emphasis on programs using the outcomes from the different forms of program review (e.g., accreditation, WMU's integrated program review, STARS, etc.) to continuously improve the quality of their programs. This section is broken into "external review" (i.e., regional and specialized program accreditation), and "internal review" (i.e., WMU's integrated program review).

External Review

The former "Accreditation" category has been renamed "External Review" in order to create a culture that accreditation is a form of external program review.

It satisfies IE's desire to:

- Build culture of best practices of accreditation
- Fully utilize the results of program review
- Prepare the institution for HLC reaccreditation
- Overcome fear, reduce protectionism tendency



Strategy 2.1b: Faculty Credentials policy is finalized and implemented by spring 2018.

Success Measure: Documentation of all unit policies, procedures, and forms are available by December 31, 2017. (Completed)

Objective 2.2: WMU successfully implements the Signature quality initiative that meets HLC expectations by fall 2018. (In-Progress)

Strategy 2.2a: Work with the Division of Student Affairs to finalize the personnel structure by the end of fall semester 2017. (Completed)

Success Measure: All necessary stakeholders are engaged through the committee structure. (Completed)

Strategy 2.2b: The Signature timeline is met, so that piloting begins in fall 2016 and full implementation begins fall 2017. (Completed)

Success Measure: The Signature is fully implemented fall 2017. (Completed)

Success Measure: Annual progress reports are submitted for the evidence prior at the close of each fiscal year. (Ongoing)

Strategy 2.2c: The Signature becomes self-sustaining with a long-term plan. (Completed)

Success Measure: The budget protocol is established for the program to run in perpetuity. (Completed)

Strategy 2.2d: Submit the report to HLC on the level of success achieved in 2018. (In-Progress)

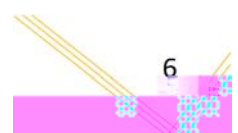
Success Measure: The report and findings are reviewed and approved by HLC in 2018-19 FY. (In-Progress)

Strategy 2.2e: Work with student affairs to populate the staff and faculty involved in pathway communities. (Delayed)

Success Measure: Pathway Community Leaders have been identified by September 1, 2017. (Delayed)

Strategy 2.2f: The Signature Quality Initiative meets the HLC evaluation criteria for genuineness of effort during the Quality Initiative. (In-Progress)

Success Measure: By fall 2019, ensure that the Signature program is informed that HLC will evaluate the quality of the initiative on the following:



a.



Success Measure: The faculty credential authentication and data collection systems are integrated with the PeopleSoft and Banner enterprise systems by spring 2019. (In-Progress)

Strategy 2.3e: Analysis of HLC Accreditation Readiness will be ongoing beginning May 2018. (In-Progress)

Success Measure: Implement process of Heat Map evaluation and reporting by March 2018. (Completed)

Success Measure: Stakeholders are identified and lists are created with contact information by October 2018. (In-Progress)

Strategy 2.3f: Establish a user group to manage and communicate reporting for institutional accreditation measures. – Formerly Strategy 5.3d. (Completed)

Success Measure: Establish an HLC Advisory Council to oversee reaffirmation

Strategy 3.2a: Programs and facilities comply with the standards, requirements, and mandates of their professional organizations and state agencies. (In-Progress)

Success Measure: IE coordinates with academic programs to respond to new and revised requirements with five business days prior to agency deadlines. (In-Progress)

Success Measure: IE reviews initial site visit reports and program responses, prior to agency deadline, to ensure any cited weaknesses have been addressed, and that errors of fact have been corrected. (In-Progress)

Strategy 3.2b: Programs and facilities comply with the standards and requirements of the Higher Learning Commission (HLC), and with WMU policies and procedures. (In-Progress)

Success Measure: A "summary of findings" report, for all specialized program accreditation visits that occurred during fiscal years 2015, 2016, and 2017 is submitted to Brylinsky by April 30, 2018. (In-Progress)

Success Measure: The FY 2018 Accreditation Mini Report for HLC Compliance is submitted to Brylinsky by June 30, 2018. (In-Progress)

Objective 3.3: WMU fosters a culture of compliance with accreditation, certification, licensure, and approval through transparency and communication. (In-Progress)

Strategy 3.3a: The Office of Institutional Effectiveness serves as WMU's point of contact regarding the accreditation, certification, and licensure status of academic programs and University facilities. (In-Progress)

Success Measure: Quarterly status updates on FY 2018 accreditation cycles are submitted to Brylinsky by September 30, 2017. (Completed)

Success Measure: Quarterly status updates on FY 2018 accreditation cycles are submitted to Brylinsky by December 20, 2017. (Completed)

Success Measure: Quarterly status updates on FY 2018 accreditation cycles are submitted to Brylinsky by March 30, 2018. (Completed)

Success Measure: Quarterly status updates on FY 2018 accreditation cycles are submitted to Brylinsky by June 30, 2018. (In-Progress)

Internal Review

GOAL 4: L

Strategy 4.1c: The Office of Institutional Effectiveness serves as WMU's point of contact regarding integrated program review and planning. (**In-Progress**)

Success Measure: The Administrative Program Review and Planning website (<http://wmich.edu/effectiveness/program/administrative>) will be updated with downloadable copies of all collateral materials by April 13, 2018. (Completed)

Success Measure: PDF copies of completed self-study reports and their reviews will be uploaded to the Integrated Program Review SharePoint™ site by December 20, 2018. (In-Progress)

INTEGRATION

GOAL 5: PROVIDE HIGH-CALIBER STEWARDSHIP OF RESOURCES AND

Success Measure: Perform a mission-alignment analysis for projected strategic planning expenses (i.e., personnel, technology, and other operations) by May 31, 2018. (In-Progress)

Success Measure: Perform a mission-alignment analysis for projected integrated program review expenses (i.e., personnel, technology, and other operations) by May 31, 2018. (In-Progress)

Success Measure: Create a semi-permanent "standard of practice" to be used between fiscal years 2018 and 2020 for all IE-related budgeting activities by June 30, 2018. (In-Progress)

Success Measure: Draft a fiscal year 2019 "performance-based" budget projection by June 30, 2018. (In-Progress)

Objective 5.4: Support cross-functional institutional initiatives, assuring implementation, monitoring progress, and facilitating change as needed. (Completed)

Strategy 5.4a: Provide support to the Office of the General Counsel in developing a university-wide policy on policies. (Completed)

Strategy 5.4b: Provide support to the Office of Community Outreach in developing the application for Carnegie classification on engagement. (Completed)

Strategy 5.4c: Provide support to WMU's Campus Compact Action Planning Team. (Completed)

GOAL 6: MANAGE THOSE POLICIES AND PRACTICES THAT RELATE POSITIVELY TO EMPLOYEE SATISFACTION AND WORKPLACE ENGAGEMENT

This goal is aligned with Strategy 4.3c of The Gold Standard 2020

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Objective 6.2: Professional development activities are designed to increase employee performance and office efficiencies. (In-Progress)

Strategy 6.2a: All IE staff will participate in the StrengthsQuest assessment and subsequent professional activities. (Completed)

Success Measure: IE staff find meaningful growth areas that lead to increased employee satisfaction. (Completed)