ACCREDITATION

Higher Learning Commission (HLC) Compliance and Reaffirmation of Accreditation

Goal 1: Maintain HLC “good standing” accreditation status, the highest standard available.

Objective 1.1: Receive approval from HLC upon the submission of the mandated report on University strategic planning by the end of March 2016. (Completed)

Strategy 1.1a: Prepare a report, in the format prescribed by HLC, with an analysis of the first three years of planning and information on the future of planning. (Completed)

Success Measure: The report is approved by HLC by summer II 2016 with no additional follow-up required. (Notice of acceptance and approval was received by WMU on June 13, 2016)

Objective 1.2: WMU successfully implements the Signature quality initiative that meets HLC expectations by fall 2018.

Strategy 1.2a: Work with Lundquist, from Student Affairs, to finalize the personnel structure by the end of fall semester 2015. (Completed)

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

Strategy 1.2b: The Signature timeline is met, so that piloting begins in fall 2016 and full implementation begins fall 2017. (In Progress)

Success Measure: The Signature is piloted fall 2016.

Success Measure: The Signature is fully implemented fall 2017.

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

Strategy 1.2c: The signature becomes self-sustaining with a long-term plan.

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

Strategy 1.2d: Submit the report to HLC on the level of success achieved in 2018.

Success Measure: The report and findings are reviewed and approved by HLC in 2018-19 FY.
Objective 1.3: Achieve reaffirmation in WMU’s 2020-21 decennial review.

Strategy 1.3a: Orient and gain commitment of the HLC Advisory Council to participate in the assurance system for full participation by spring semester 2017.

*Success Measure:* The 12-person roster is completed and login credentials have been distributed by the end of fall 2016.

*Success Measure:* The 12-person team has been trained to use HLC’s electronic system by the end of spring 2017.

Strategy 1.3b: Streamline the evidence collection process to request only necessary information by spring 2017.

*Success Measure:* The requests for information have been made by summer I 2017.

Strategy 1.3c: Populate the assurance system with evidence that demonstrates WMU’s compliance with HLC’s criteria for accreditation and federal compliance standards by the end of spring 2019.

*Success Measure:* All evidentiary items are referenced and linked in the report by the end of spring 2019.

*Success Measure:* The assurance argument system is closed and submitted for review eight weeks prior to the scheduled visit.

Strategy 1.3d: Investigate and recommend web-based software so the institution will be able to recognize, provide evidence of faculty/staff credentials, scholarly works, and creative accomplishments.

*Success Measure:* The preferred system is implemented by July 2017.

**Specialized Program and Facilities Accreditation, Certification, Licensure, and “Approvals”**

Goal 2: Lead the development and improvement of WMU’s relationship with agencies that provide accreditation, certification, and licensure to its programs and facilities to maintain compliance while supporting strategic planning.

Objective 2.1: WMU continually provides learners with highly recognized academic and learner-support programs and award-winning facilities by actively seeking and obtaining accreditation, certification, licensure, or “approval” from prominent professional organizations. *(Ongoing)*

Strategy 2.1a: Academic and learner-support program coordinators actively seek accreditation and certification through the most prominent professional organizations in each of their areas. *(Ongoing)*
Success Measure: Curriculum review documents for all new programs reference the accreditation or certification standards of the agency, and provide evidence of collaboration with an agency liaison. (Ongoing)

Success Measure: Application for accreditation or certification is made at the earliest opportunity (e.g., graduation of the first cohort, etc.).

Strategy 2.1b: WMU Facilities Management actively seeks accreditation and certification through the most prominent professional organizations in each of their areas. (Ongoing)

Success Measure: Application for accreditation or certification is made at the earliest opportunity. (Ongoing)

Success Measure: All required documentation (e.g., self-study, etc.) is submitted on or before specified deadlines. (Ongoing)

Objective 2.2: WMU maintains a relationship in good standing with agencies that provide its academic and learner-support programs and institutional facilities with accreditation, certification, licensure, and “approvals.” (Ongoing)

Strategy 2.2a: Programs and facilities comply with the standards, requirements, and mandates of their professional organizations and state agencies. (Ongoing)

Success Measure: Programs and facilities consistently respond to new and revised requirements on or before agency deadlines. (Ongoing)

Success Measure: Initial site visit reports are consistently free of weaknesses cited, and require only correction of factual errors. (Ongoing)

Success Measure: Agency review boards consistently approve reaccreditation or recertification for the maximum possible time period, and are not subject to focused visits. (Ongoing)

Success Measure: Programs and facilities consistently adhere to maintenance of accreditation or certification agreements. (Ongoing)

Strategy 2.2b: Programs and facilities comply with the standards and requirements of the Higher Learning Commission (HLC), and with WMU policies and procedures. (Ongoing)

Success Measure: All academic programs that can be accredited, where that accreditation provides a significant benefit to the program’s students or graduates, are maintaining continuing accreditation or are in pursuit of new accreditation. (Ongoing)

Success Measure: Programs and facilities submit final drafts of all documents to Institutional Effectiveness for review by posted IE deadlines. (Ongoing)

Objective 2.3: WMU fosters a culture of compliance with accreditation, certification, licensure, and approval through transparency and communication. (Ongoing)

Strategy 2.3a: 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. (Ongoing)
Success Measure: IE communicates specialized program and facilities accrediting, certifying, and licensing agency policy changes to appropriate WMU units within 48 hours of posting. (Ongoing)

Success Measure: IE informs WMU leadership of all impending reporting, visits, and actions mandates from agencies at the time deadlines are posted. (Ongoing)

Success Measure: IE directs the operations and administration of the WMU Accreditation Library, including maintenance and auditing of the library’s electronic holdings on a continuous basis. (Ongoing)
INTEGRATED PLANNING

Revision of the WMU Strategic Plan

Goal 3: Manage the implementation of the revised plan for 2020.

Objective 3.1: Liaise between the Senior Leadership Team and transition team to revise the original USP according to results, recommendations, and future initiatives by March 2016. *(Completed)*

Strategy 3.1a: Revise the plan with the recommendations from SLT and disseminate the revised versions to the transition team at bi-weekly meetings for feedback. *(Completed)*

*Success Measure:* Present feedback and additional suggestions to SLT at monthly meetings.

*Success Measure:* The revised strategic plan is completed by March 2016. *(The WMU Board of Trustees approved the revised plan at the March 2016 meeting)*

Strategy 3.1b: Implement a structure for continued strategic planning oversight. *(In Progress)*

*Success Measure:* Revised IE Measures are approved and posted by January 2017. *(In Progress)*

*Success Measure:* Division and unit plans use standard terminology as their plans are revised to align with the USP.

Objective 3.2: Implement a new electronic system (CampusLabs Compliance Assist) to support and measure University Strategic Plan progress. *(In Progress)*

Strategy 3.2a: Gain approval of using the preferred system for data collection and reporting of USP success measures. *(Completed)*

*Success Measure:* The preferred system is fully implemented by April 2017.

Strategy 3.2b: Create USP template for progress reporting by October 2016.

*Success Measure:* IE enters the data for initial mid-year report.

Strategy 3.2c: Train divisional designees to use the new system for reporting progress.

*Success Measure:* Trainings have been completed by May 2017.

Strategy 3.2d: Regular divisional progress reports are submitted using the system during the set, semi-annual intervals.

*Success Measure:* All divisions report their fiscal year priorities in October/November.
**Success Measure:** All divisions report progress toward their fiscal year priorities in December/January and May/June.

Objective 3.3: Align the Academic Affairs divisional plan with the revised USP for immediate implementation. (In Progress)

**Strategy 3.3a:** 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)

### Integrated Program Review and Planning

**Goal 4:** Lead the development and implementation of WMU's integrated program review and planning endeavors to support strategic planning efforts toward quality improvement.

**Objective 4.1:** WMU espouses a culture of continuous assessment through program evaluation. (Ongoing)

**Strategy 4.1a:** The Office of Institutional Effectiveness ensures that academic, learner support, and administrative programs effectively execute the policies and processes associated with conducting institutional-level integrated program review and planning projects. (Ongoing)

**Success Measure:** IE provides a minimum of three face-to-face training opportunities to self-study completers during the first three months the collection system becomes available. (Ongoing)

**Success Measure:** IE provides a minimum of one face-to-face training opportunity to “next-level” and “division-level” program reviewers a minimum of three business days prior to the beginning of their review duties. (Ongoing)

**Success Measure:** IE provides one-on-one technical assistance and supplemental training to self-study completers and program reviewers on a continuous basis. (Ongoing)

**Success Measure:** IE develops and initiates communication plans to inform self-study completers, program reviewers, WMU leadership, and other University stakeholders of all upcoming events and phase-related activities within 15 business days. (Ongoing)

**Strategy 4.1b:** The Office of Institutional Effectiveness leads designated project teams tasked to identify appropriate standards, develop evaluation questions, determine appropriate data collection methods, and produce reports on findings and continuous use of results. (Ongoing)

**Success Measure:** IE constitutes a project management team of academic, learner support, or administrative program-level peers 30 days prior to the beginning of each program review cycle. (Ongoing)
Success Measure: By providing ex-officio and administrative support to the project management team, IE ensures that all components of the reporting and review system are ready for beta-testing within six months of the team’s first meeting. *(Ongoing)*

Success Measure: IE ensures that all technology and document revisions resulting from beta-testing are completed 30 days prior to launching the official reporting period. *(Ongoing)*

Success Measure: IE ensures that the conversion from the project management team to an oversight committee coincides seamlessly with the launch of the official reporting period. *(Ongoing)*

Success Measure: By providing ex-officio and administrative support to the oversight committee, IE ensures that an observation team is constituted, trained, and provided with accurate and appropriate materials a minimum of five business days prior to the beginning of the observation period. *(Ongoing)*

Success Measure: IE ensures that the oversight committee completes its duties and reporting requirements within 30 days of completion of the given academic, learner support, or administrative program review cycle. *(Ongoing)*

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

Success Measure: IE directs the operations, administration, and maintenance of the cyclical program review archives on a continuous basis. *(Ongoing)*

Success Measure: IE ensures that the integrated program review and planning website continuously provides the most current versions of all relevant documents and timelines. *(Ongoing)*
### STEWARDSHIP

Supporting Operations of the Office of Institutional Effectiveness

Goal 5: Provide high-caliber stewardship of IE resources and service to University divisions that promote institutional effectiveness.

Objective 5.1: Manage the transition of websites (IE and Strategic Planning) from the templated system to the CMS so that the Office of Institutional Effectiveness remains in compliance with WMU web standards and regulations. ([In Progress])

**Strategy 5.1a:** Ensure all required components are migrated to the CMS. ([In Progress])

*Success Measure:* The new websites are live before the end of January 2016. ([/strategic is completed and went live in early 2016. /effectiveness is in progress awaiting system updates to accommodate HLC-required code])

**Strategy 5.1b:** Archive the old websites after posting the new versions. ([/strategic is completed. /effectiveness is in progress awaiting system updates to accommodate HLC-required code])

*Success Measure:* The previous iterations are stored in the IE office folder on the shared drive and appropriately labeled by September 1, 2016.

**Strategy 5.1c:** Each graduate assistant or new staff member completes CMS training within the first month of their appointment.

*Success Measure:* Graduate assistants/staff are trained and given permissions to the IE, USP, and Academic Labor Relations websites.

Objective 5.2: The Office of Institutional Effectiveness establishes budget priorities that clearly align projected expenses with its mission and goals, and those of the University.

**Strategy 5.2a:** Develop an external budget protocol proposal that will provide University-level perpetual funding for the WMU Signature program by December 30, 2015. ([Completed])

*Success Measure:* Work with the Office of University Budgets to obtain the appropriate template or guidance in developing the proposal by October 30, 2015. ([Completed])

*Success Measure:* Meet with Belinger, Lundquist, and Reed (as a committee) to develop the proposal language on November 2, 2015. ([Completed])

*Success Measure:* Submit committee-approved proposal to for VP-approval by November 16, 2015. ([Completed])
Success Measure: Submit VP-approved proposal to the Office of University Budgets by November 30, 2015. (Completed)

Strategy 5.2b: The Office of Institutional Effectiveness uses a “zero-based” budgeting model to effectively allocate its annual funding to program priorities. (In Progress)

Success Measure: Perform a cost/benefit analysis to determine whether IE should continue reimbursing annual accreditation fees by September 30, 2016. (In Progress)

Success Measure: Perform a mission-alignment analysis for projected strategic planning expenses September 30, 2016. (In Progress)

Success Measure: Perform a mission-alignment analysis for projected integrated program review expenses by September 30, 2016. (In Progress)

Success Measure: Draft a fiscal year 2017 “zero-based” budget projection based on the individual budget analyses for approval by September 30, 2016. (In Progress)

Success Measure: Create a semi-permanent “standard of practice” to be used between fiscal years 2017 and 2020 for all IE-related budgeting activities by December 31, 2016. (In Progress)

Strategy 5.2c: The Institutional Effectiveness Team, in partnership with the Office of Assessment and Undergraduate Studies, successfully transitions budget projection and management responsibilities to respective senior administrative assistants. (In Progress)

Success Measure: Senior administrative assistants complete all requisite applications and obtain access to WMU budget- and expense-related technologies by August 31, 2016. (In Progress)

Success Measure: Senior administrative assistants complete a minimum of eight two-hour workshops, in which they develop basic accounting skills and build and manipulate MS Excel-based budget workbooks. Intermediate-level proficiency in overall budget projection, development, and management is achieved by December 31, 2016. (In Progress)

Success Measure: Senior administrative assistants receive continued coaching and progress monitoring through June 30, 2016.

Strategy 5.2d: The Institutional Effectiveness Team regularly discusses its budgeting priorities. (Ongoing)

Success Measure: IE reviews the alignment of its budgeted allocations with its strategic goals, and makes requisite changes, at its weekly staff meeting a minimum of once per month. (Ongoing)

Objective 5.3: Established software platform user group organization structure and governance provides integrated data reporting.

Strategy 5.3a: Establish a user group to manage and communicate reporting for student success and assessment of learning measures.

Strategy 5.3b: Establish a user group to manage and communicate reporting for student engagement measures.
Strategy 5.3c: Establish a user group to manage and communicate reporting for institutional discovery/scholarship and faculty credential measures.

Strategy 5.3d: Establish a user group to manage and communicate reporting for strategic planning and institutional accreditation measures.

Strategy 5.3e: Establish a user group to manage and communicate reporting for student, faculty, and staff complaint measures.

Goal 6: Manage policies and practices related to personnel and payroll to positively contribute to employee satisfaction and workplace engagement. (Ongoing)

Objective 6.1: Have satisfied bi-weekly staff members at the end of each pay period. (Ongoing)

Strategy 6.1a: Attend workshops, seminars offered by Payroll Department concerning new or change in payroll applications, as presented.

Success Measure: Increase knowledge is beneficial to timekeeper and the department.

Success Measure: Appropriate forms are used.

Strategy 6.1b: Keep an up-to-date Payroll Policy and Procedure Manual (hard and e-copy) on file for quick reference and responding to questions.

Success Measure: Reference to when working with payroll or questions are asked by employees.

Success Measure: Appropriate information is shared.

Objective 6.2: Have satisfied semi-monthly staff members at the end of each pay period. (Ongoing)

Strategy 6.2a: Inform staff of SL or AL reporting before payroll cut-off date.

Success Measure: Approver sign-off on payroll.

Strategy 6.2b: Monitor any special payroll activities stemming from special circumstances.

Success Measure: Appropriate signatures are received, forms submitted without error.

Objective 6.3: Alignment of personnel performance reviews and weekly planning activities maximizes human and fiscal resources. (Ongoing)

Strategy 6.3a: Align weekly performance/planning sheets with Institutional effectiveness goals, objectives, and strategies.

Strategy 6.3b: Develop employee manuals for each of the identified staff position and graduate assistantship that will allow for improved job succession.
Strategy 6.3c: Engage staff in dialogues about potential restructuring of the Office of Institutional Effectiveness and Institutional Research.

Success Measure: The plan to manage the transition, including any new positions, is in place by June 2017.

Goal 7: To successfully plan and manage all office-related events.

Objective 7.1: Review Institutional Effectiveness current event planning habits and evaluate their usefulness.

Strategy 7.1a: Attend at least one workshop/seminar on event planning each year.

Success Measure: Knowledge gained and skill building promotes better service.

Strategy 7.1b: Review current Event Planning Form for the Office of Institutional Effectiveness. (Completed)

Success Measure: All staff makes event requests using the provided form.

Objective 7.2: Utilize calendar programs to collect all important office dates.

Strategy 7.2a: Have all staff note their days off on the wall calendar.

Success Measure: All annual leave for the office is quickly referenced.

Strategy 7.2b: High impact dates are determined for each year.

Success Measure: All high impact dates for the office are noted on the calendar.