



IE STRATEGIC PLAN 2015 - 2020

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That All May Learn



WESTERN MICHIGAN UNIVERSITY
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

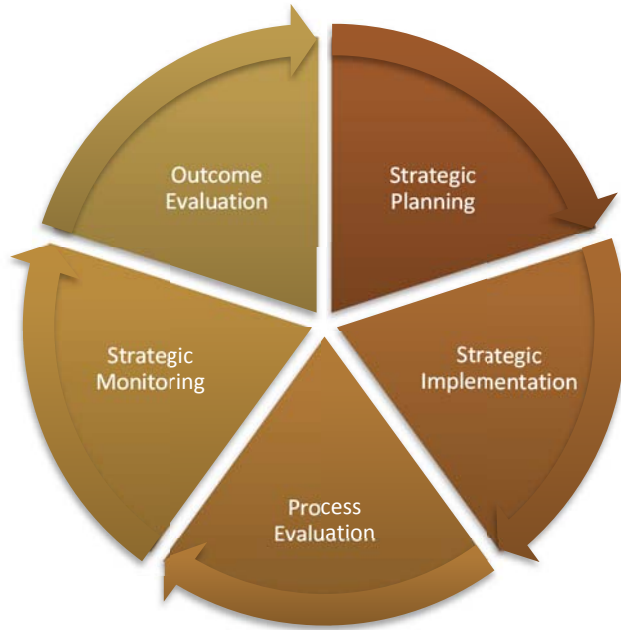
that all may learn.

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.



Institutional effectiveness is a combination of the tasks required to develop, initiate, and maintain the organization's performance that includes strategic planning, strategic implementation, process evaluation, strategic monitoring, and outcome evaluation.

- Development of a strategic plan begins with an analysis of the institution's risks and risk appetite (Enterprise Risk Management), and intentional goal setting to mitigate those risks. It then incorporates strategic budgeting and strategic human resources management so that appropriate resources are made available to ensure success of planning initiatives.
- Strategic implementation creates and administers processes that ensure that barriers to success are identified and mitigated, including the removal of potential workarounds that cause delays in implementation.
- Process evaluation is a method of assessing how a program is being implemented that focuses on the program's operations, implementation, and service delivery.
- Strategic monitoring bridges the gap between planning and operations through regular observations and minor course corrections. Records of these observations feed into outcome evaluations.
- Outcome evaluation measures the program's outcomes and assesses the program's overall effectiveness. It also provides necessary information about program changes made between implementation and operationalization.

PLANNING

GOAL 1: MANAGE THE IMPLEMENTATION OF THE REVISED PLAN FOR 2020.

Formerly Goal 3, this goal is aligned with Strategy 5.1c of The Gold Standard 2020

Objective 1.1: Liaise with the Strategic Management Executive Council (SMEC) to manage and communicate reporting for University Strategic Planning. – *NEW: combines portions of the original Objective 3.1 with portions of former strategy 5.3d. (In-Progress)*

Strategy 1.1a: Integrate the actions of SMEC and CRÖM to inform strategic planning.

Success Measure: Define the role of CRÖM Action Teams. (Completed)

Success Measure: Division and unit plans use Compliance Assist: Planning to align with the University Strategic Plan. (In-Progress)

Strategy 1.1b: Revise plan-reporting metrics to provide increased accuracy and relevancy of data metrics availability. (In-Progress)

Strategy 1.1c: Implement process for aligning progress measures to resource management processes. (In-Progress)

Strategy 1.1d: Participate in the Campus Labs Power Users group, with the Division of Student Affairs, to manage and communicate reporting for strategic planning. – *Formerly Strategy 5.3d. (In-Progress)*

Objective 1.2: Implement a new electronic system (i.e., Compliance Assist: Planning from Campus Labs) to support and measure the University Strategic Plan progress. (In-Progress)

Strategy 1.2a: Gain approval of using the preferred system for data collection and reporting of University Strategic Plan success measures. (In-Progress)

Success Measure: The preferred system is fully implemented by April 2018. (In-Progress)

Strategy 1.2b: Create USP template for progress reporting. (In-Progress)

Success Measure: IE enters the data for initial mid-year report by October 2017. (In-Progress)

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)

Strategy 1.4a: Demonstrate how AA budgets align with University Strategic Plan (USP). (In-Progress)

Success Measure: Unit budgets demonstrate strategic allocation of resources to support 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 tendencies as the relate to accreditation
- Ensure implementation of the Signature initiative

GOAL 2: MAINTAIN HLC "GOOD STANDING" ACCREDITATION STATUS, THE HIGHEST STANDARD AVAILABLE.

Formerly Goal 1, this goal is aligned with Strategy 5.1d of [The Gold Standard 2020](#)

Objective 2.1: WMU is in compliance with HLC Assumed Practices for complaints and faculty qualifications. (In-Progress)

Strategy 2.1a: Complaints tracking process is implemented by spring 2018; and fully operational by Summer I 2018. (In-Progress)

Success Measure: Complaint tracking system is accessible by all through WMU website.

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. *Seriousness of its undertaking of the Signature designation. (In-Progress)*
- b. *The scope and impact of the Signature Program designation. (In-Progress)*
- c. *Commitment and engagement in the Signature designation. (In-Progress)*
- d. *Adequate resource provision for the Signature designation. (In-Progress)*

Objective 2.3: Achieve reaffirmation in WMU's 2020-21 decennial review. (In-Progress)

Strategy 2.3a: Orient and gain commitment of the HLC Advisory Council to participate in the assurance system for full participation by spring semester 2018. (In-Progress)

Success Measure: Identify need for assurance system training for HLC Advisory Board. One person will be trained to use HLC's electronic system by end of spring 2018. (In-Progress)

Strategy 2.3b: Streamline the evidence collection process to request only necessary information by fall 2018. (In-Progress)

Success Measure: Evidence collection process is identified by fall 2018. (In-Progress)

Strategy 2.3c: 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. (In-Progress)

Success Measure: All evidentiary items are referenced and linked in the report by the end of spring 2019. (In-Progress)

Success Measure: The assurance argument system is closed and submitted for review eight weeks prior to the scheduled visit. (In-Progress)

Strategy 2.3d: 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. (Completed)

Success Measure: The preferred system for faculty credential authentication is implemented by fall 2017. (Completed)

Success Measure: The preferred system for collecting data is implemented by fall 2017. (Completed)

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 reporting by September 2017. (Completed)

GOAL 3: 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.

Formerly Goal 2, this goal is aligned with Strategy 2.1e of The Gold Standard 2020

Objective 3.1: 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. (In-Progress)

Strategy 3.1a: Academic and learner-support program coordinators actively seek accreditation and certification through the most prominent professional organizations in each of their areas. (In-Progress)

Success Measure: The DPT program in physical therapy submits its application for "pre-accreditation status" to the Commission on Accreditation for Physical Therapy Education (CAPTE) by April 30, 2018. (In-Progress)

Objective 3.2: 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." (In-Progress)

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: LEAD THE DEVELOPMENT AND IMPLEMENTATION OF WMU'S INTEGRATED PROGRAM REVIEW AND PLANNING ENDEAVORS TO SUPPORT STRATEGIC PLANNING EFFORTS TOWARD QUALITY IMPROVEMENT.

This goal is aligned with Strategy 5.1a of The Gold Standard 2020

Objective 4.1: WMU espouses a culture of continuous assessment through program evaluation. (In-Progress)

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

Success Measure: IE provides face-to-face training opportunities to all self-study completers upon request of the division supervisor during March 2018. (Completed)

Success Measure: IE provides face-to-face training opportunities to "next-level" and "division-level" program reviewers during September 2018. (In-Progress)

Success Measure: IE provides one-on-one technical assistance and supplemental training to self-study completers and program reviewers, as requested, between April 1 and November 30, 2018. (In-Progress)

Strategy 4.1b: The Office of Institutional Effectiveness leads the Administrative Program Review and Planning project team tasked to identify appropriate standards, develop evaluation questions, determine appropriate data collection methods, and produce reports on findings and continuous use of results. (In-Progress)

Success Measure: An online template prototype is created in Compliance Assist: Program Review to be used to create program-specific templates for self-study completers by March 1, 2018. (Completed)

Success Measure: A procedures guide, technical users-guide, and paper-based template are finalized for distribution by March 30, 2018. (Completed)

Success Measure: A program-specific online template will be created for each program that requests to use the Compliance Assist: Program Review platform by June 30, 2018. (In-Progress)

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 IE RESOURCES AND SERVICE TO UNIVERSITY DIVISIONS THAT PROMOTE INSTITUTIONAL EFFECTIVENESS.

This goal is aligned with Strategy 5.3a of The Gold Standard 2020

Objective 5.1: The Office of Institutional Effectiveness facilitates a smooth and successful transition to the new Academic Affairs leadership. (In-Progress)

Strategy 5.1a: The Office of Institutional Effectiveness assists with the transition from the interim to the newly appointed provost and vice president for academic affairs by fall 2018. (In-Progress)

Strategy 5.1b: The Office of Institutional Effectiveness assists with the transition from the outgoing to the incoming associate provost for institutional effectiveness by April 2019. (In-Progress)

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. (In-Progress)

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

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

Objective 6.1: Become a leader in sustainable office practices to improve workplace. (In-Progress)

Strategy 6.1a: Engage in the Green Office Certification Plan during 2017-18. (In-Progress)

Success Measure: Establish action steps tailored to IE, only, by July 31, 2018. (In-Progress)

Success Measure: IE is able to achieve 50 percent of the points toward a Green Certificate by spring 2019. (In-Progress)

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)