Mission/Purpose
The Office of Institutional Effectiveness enhances the University of West Alabama's mission to provide opportunities for students to pursue a quality education by conducting a comprehensive program of data collection, analysis and reporting, and university-wide assessment to support strategic planning and institutional effectiveness.

I. Goals and Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

A. Goal: Provide effective administrative services
Provide effective administrative services to support the mission

1. Objective: Coordinate course evaluation process
OIE will coordinate the course evaluation process each semester.

a. Measure: Use Course Climate software
Course Climate survey software will be used to produce and tally all course evaluations.

Source of Evidence: Existing data

1. Achievement Target:
100% of all course evaluation surveys will be produced and tallied by Course Climate survey software.

2. Findings (2010-2011) - Achievement Target: Met
All course evaluation surveys were produced and results tallied using Class Climate software. On-campus evaluations were printed and sent to classes and online courses used the same survey in an online format. Class Climate made the course evaluation process more efficient.

b. Measure: Email course evaluation results
Begin emailing survey results to appropriate faculty and staff.

Source of Evidence: Administrative measure - other

1. Achievement Target:
Begin emailing course evaluation results to all appropriate faculty and staff.

2. Findings (2010-2011) - Achievement Target: Met
All course evaluations are being emailed to appropriate faculty, chairs, and Deans.

c. Measure: Course evaluations results compiled and distributed
Course evaluation comments will be typed by OIE staff to ensure confidentiality and delivery of results will be distributed to appropriate personnel as quickly as possible.
1. **Achievement Target:**
   100% of comments provided by students will be typed by OIE staff to ensure confidentiality. Results will be delivered to appropriate personnel by the end of each semester.

2. **Findings (2010-2011) - Achievement Target: Met**
   All student comments were typed by OIE staff. OIE was able to hire part-time clerical help to assist Secretary with typing student comments which decreased the time it took to deliver results to appropriate faculty.

d. **Measure: Administer an employer survey**
   OIE will administer an Employer Survey.

   Source of Evidence: Employer survey, incl. perceptions of the program

1. **Achievement Target:**
   An Employer Survey will be administered during Fall semester, 2010.

2. **Findings (2010-2011) - Achievement Target: Met**
   Survey was administered in 2010. Response rate was lower than expected with 38 total responders. Overall the survey results were positive with 60% rating very satisfied and 40% rating satisfied with UWA graduates. For further details see employer satisfaction results in OIE office.

3. **Action Plan:**
   Re-develop employer survey
   Re-develop employer survey to include the names of specific employees that are UWA graduates.
   Established in Cycle: 2010-2011
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Re-design survey
   Completion Date: 12/09/2011
   Responsible Person/Group: Director of OIE and Coordinator of Planning and Assessment.
   Additional Resources Requested: office supplies and postage estimated at $200. No increase in DOE expected.
   Budget Amount Requested: $0.00
   Implementation Notes: 9/11/2011 The response rates for the Employer Survey were lower than expected. The survey needs to be redesigned.

2. **Objective: Coordinate the university-wide survey program**
   OIE will coordinate the university-wide survey program.

   a. **Measure: Develop and administer new surveys as needed**
   OIE will work with other units to develop and administer new surveys as requested/needed.

   Source of Evidence: Service Quality
1. **Achievement Target:**
   85% of all customers will indicate satisfaction with surveys developed.

2. **Findings (2010-2011) - Achievement Target: Met**
   According to survey results 89% of respondents were satisfied with the quality of Institutional Effectiveness services.

3. **Objective: Impact student learning by providing data to units for improvement**
   Student learning will be impacted by OIE providing data to departments, colleges, divisions, etc. for improvement.
   
   a. **Measure: Data used to impact student learning**
      Customer Satisfaction results will indicate that data provided to other units by OIE was used to impact student learning, course development, and other areas directly relating to students on campus or online.
      
      Source of Evidence: Client satisfaction survey (student, faculty)

   1. **Achievement Target:**
      50% of clients will indicate data provided by OIE was used to impact student learning, course development, and/or other areas directly relating to students on campus or online.

   2. **Findings (2010-2011) - Achievement Target: Met**
      According to survey results, 25% of respondents use data to impact student learning, 29% for course development and improvement, and 35% use data obtained for other purposes. Of the uses reported, 54% used data to directly or indirectly effect student learning.

   3. **Related Action Plans (by Established cycle, then alpha):**
      **Increase awareness of how data can be used to impact student learning**
      The Office of Institutional Effectiveness will develop ways to increase awareness of the types of data available to academic departments that can be used to impact student learning. OIE will create informational flyers, training sessions, email communications, and newsletter items to inform departments of the types of data collected by OIE and how that data can be used to impact learning across campus.
      
      **Established in Cycle:** 2010-2011
      **Implementation Status:** In-Progress
      **Priority:** Medium
      **Responsible Person/Group:** Coordinator of Planning and Assessment
      **Budget Amount Requested:** $0.00

4. **Objective: New evaluation method for General Education**
   Student learning will be impacted through a new evaluation method of the General Education Curriculum.
   
   a. **Measure: Work with Freshman Studies Committee to revise Gen Ed goals and evaluation method**
      OIE will work with the Freshman Studies Committee to revise General Education goals and put into practice a new evaluation method. Evidence for this measure will be provided by the Committee minutes.
      
      Source of Evidence: Existing data
1. **Achievement Target:** Committee minutes will indicate that OIE assisted in revising the Gen Ed goals. Minutes will also indicate that a new evaluation method was chosen and put into practice.

2. **Findings (2010-2011) - Achievement Target: Met**
The Basic Curriculum Subcommittee worked throughout 2010 to find the evaluation method that best suits the University of West Alabama. The subcommittee presented a proposal to the Freshman Studies Committee in June, 2011 to approve revision of the goals, inclusion of Student Learning Outcomes, and to begin using the ETS Proficiency Profile as the evaluation tool. The Freshman Studies Committee approved the proposal. Beginning Fall 2011, the ETS will be used as the evaluation method for the Basic Curriculum.

3. **Action Plan:**

   **Purchase General Education evaluation software**

   *Established in Cycle:* 2010-2011  
   *Implementation Status:* In-Progress  
   *Priority:* High  
   *Implementation Description:* Work with an ad hoc committee made up of Freshman Studies Committee members to investigate different evaluation techniques and software companies. Purchase software as recommended by the committee.  
   *Completion Date:* 05/31/2010  
   *Responsible Person/Group:* Angel Jowers, Patricia Pratt, and members of the ad hoc committee  
   *Additional Resources Requested:* Use of the Provost's conference room for meetings and web demonstrations of software/applications as needed  
   *Budget Amount Requested:* $5,000.00  
   *Implementation Notes:* In June 2011, the Freshman Studies Committee voted to approve the proposal made by the Basic Curriculum Subcommittee to use the ETS Proficiency Profile as an evaluation tool. The ETS will be administered during Fall semesters beginning Fall 2011.

5. **Objective: Increase efficiency and productivity of the department**

   OIE will increase efficiency and productivity of the department.

   a. **Measure: Customer satisfaction**

      Customers of OIE will complete a Customer Satisfaction Survey.

      Source of Evidence: Client satisfaction survey (student, faculty)

   1. **Achievement Target:** 80% of customers will indicate satisfaction with OIE.

   2. **Findings (2010-2011) - Achievement Target: Met**

      According to survey results, 93% of respondents indicated satisfaction with OIE. In order to continue to be productive and efficient and maintain customer satisfaction, OIE staff will need to be properly trained and have staff development options available throughout the year.
3. **Action Plan:**
   **Increase staff development opportunities**
   Increase staff development opportunities
   **Established in Cycle:** 2010-2011
   **Implementation Status:** In-Progress
   **Priority:** High
   **Implementation Description:** Continue to send staff to trainings, workshops, and conferences as needed
   **Responsible Person/Group:** OIE staff
   **Additional Resources Requested:** Increase in travel budget; time away from office
   **Budget Amount Requested:** $1,200.00

b. **Measure: Produce annual report**
   OIE will produce an annual report of planning and assessment by each department for the President and Provost.

   Source of Evidence: Existing data

   1. **Achievement Target:**
      OIE will provide the President and Provost with an annual report.

   2. **Findings (2010-2011) - Achievement Target: Met**
      OIE has provided the President and Provost with an annual report.

c. **Measure: Work orders complete in specified timeframe**
   OIE will complete work order requests in the specified timeframe.

   Source of Evidence: Service Quality

   1. **Achievement Target:**
      90% of all work orders will be completed within the specified timeframe given.

   2. **Findings (2010-2011) - Achievement Target: Not Met**
      Using data collected in the Customer Satisfaction Survey, 74% of respondents were satisfied with the time it took to receive requested information. This is 16% lower than expected. A more thorough examination of the work orders may indicate reasons for not meeting this target.

3. **Action Plan:**
   **Conduct a thorough examination of the work orders received**
   OIE will conduct a thorough examination of the work orders received and the due dates customers are expecting to receive requested reports and data. Because work orders are managed through the Help Desk system maintained by Information Technologies, the Director of OIE will work with Information Technologies to produce a report of the average timeframe it takes OIE to complete data requests. By examining this report, OIE will be able to determine what steps can be taken to increase the satisfaction of customers.

   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** Medium
   **Responsible Person/Group:** Director of OIE
d. **Measure: Submit all federal and state reports**
OIE will continue to submit federal and state reports require/requested within the specified timeframe.

Source of Evidence: Administrative measure - other

1. **Achievement Target:**
100% of all federal and state reports will be submitted within the designated timeframe.

2. **Findings (2010-2011) - Achievement Target: Met**
All federal and state reports were submitted.

e. **Measure: Conduct monthly training sessions**
OIE will conduct monthly training sessions for departments, colleges, divisions, etc. on various topics as needed/requested.

Source of Evidence: Service Quality

1. **Achievement Target:**
90% of training session attendees will indicate satisfaction with overall training.

2. **Findings (2010-2011) - Achievement Target: Met**
OIE conducted five large training sessions during 2010. The training sessions included: "Defining Directon: Writing a Mission Statement," "From Teaching to Learning: Writing Student Learning Outcomes," "Frazzled and Fried: Stress Management," "WEAVEonline Sneak Peak," and "Developing Student Learning Outcomes." The office also trained each department on campus in WEAVEonline and planning and assessment. The Coordinator of Planning and Assessment attended several college-specific meetings and offered information and training to faculty and staff throughout the year. For each training session, the satisfaction rating was over 90%. OIE will continue to offer training sessions.

3. **Action Plan:**
    **Investigate new ways of engage participants in training opportunities**
OIE will investigate new ways to engage participants in the training sessions offered throughout the year. Alternative delivery methods such as web-based training will be researched in order to provide online faculty with sessions offered to faculty and staff on campus. OIE will also talk to Information Technology regarding possibly videoing sessions that are conducted on campus to upload to the OIE webpage.

    **Established in Cycle:** 2010-2011
    **Implementation Status:** Planned
    **Priority:** High
    **Responsible Person/Group:** Director of OIE

6. **Objective: Assist in automating credentialing reports**
OIE will assist in automating credentialing reports for internal and external publics.
a. **Measure: Assist in automating credentialing reports**

OIE will work with the Office of the Provost to have faculty credentials entered into Datatel.

Source of Evidence: Administrative measure - other

1. **Achievement Target:**

   50% of faculty credentials will be entered into Datatel by the end of Spring 2011.

2. **Findings (2010-2011) - Achievement Target: Not Met**

   Faculty credentials were not automated in Datatel by the end of Spring 2011. The fields in Datatel that are necessary to automate the credentials were not set up as needed.

3. **Action Plan:**

   **Work with Information Systems to develop fields for credentialing automation**

   OIE will work with Information Systems to have the appropriate fields put into Datatel for automation. OIE will also work with the Office of the Provost to input data.

   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** High
   **Implementation Description:** OIE will work with Information Systems to have the appropriate fields put into Datatel for automation. OIE will also work with the Office of the Provost to input data.

   **Responsible Person/Group:** Angel Jowers (OIE), Mike Pratt (IS), Lisa Basinger (Office of the Provost)

   **Additional Resources Requested:** Staff time
   **Budget Amount Requested:** $0.00

   **Implementation Notes:**
   9/11/2011 OIE, the Provost, and the Director of Information Technology met to discuss automating the credentials of faculty members. Information Technology will determine what fields are available and what fields need to be identified to begin this process. Once the fields are identified, OIE staff will work with the staff members in the Provost's office to begin scanning in vitas and other necessary documents.

II. **Analysis Answers**

   A. **What specific strengths did your assessments show? (Strengths)**

   Using data from the Customer Satisfaction Survey, the Office of Institutional Effectiveness (OIE) found that 93% of respondents were satisfied with the overall service quality provided, 89% were satisfied with the surveys developed by OIE for individual departments/colleges, and the satisfaction level of trainings presented was over 90%. OIE was also able begin emailing course evaluation results to appropriate personnel, making the process more efficient.

   B. **What specific weaknesses or challenges did your assessments show? (Weaknesses)**

   The biggest weakness identified by OIE was the design of the Employer Survey. The response rate for the survey was extremely low and one of the problems encountered with the survey is that employers were unsure of which employees were specifically from the University of West Alabama. Because of the design flaw and low response rate, results were not valid.
C. **What plans were implemented?**
   1. Course Climate software was used to produce and tally all course evaluations.
   2. Course evaluation results were emailed to appropriate personnel.
   3. Surveys for individual department/colleges were developed and results tallied as requested.
   4. Customer Satisfaction Survey was developed and sent in Spring 2011.
   5. A new evaluation tool for the Basic Curriculum was identified and will be implemented Fall 2011.
   6. An annual report was produced.
   7. All federal and state surveys were submitted as necessary and several other voluntary, outside surveys were submitted as requested.
   8. A part-time staff person was hired.

D. **What plans were not implemented?**
   OIE was unable to automate faculty credentialing.

E. **How will assessment results be used for continuous improvement?**
   **USE OF STRENGTHS:**
   1. Discovering that over 90% of attendees were satisfied with the training presented, OIE will continue to offer workshops to faculty and staff across campus. OIE will investigate videoing training sessions in order to upload them to the OIE webpage to give faculty and staff that were unable to attend sessions in person the opportunity to receive the information at their leisure. OIE will also search for appropriate webinars produced by outside agencies and sponsored by OIE.
   2. Emailing course evaluation results seemed to increase the efficiency of the department. As a result, OIE will begin emailing results for other surveys that it develops for other departments on campus.

   **USE OF WEAKNESSES:**
   1. The response rate for the Employer Survey was much lower than expected. As a result, OIE will redesign the survey instrument in an effort to increase the validity of the results.
   2. Because only 54% of respondents on the Customer Satisfaction Survey indicated that the data requested is being used to impact student learning, OIE will create informational flyers, emails, and newsletter articles to show how data can be used in such a way.

III. **Annual Reports**
   A. **Key Achievements**
      1. The Office of Institutional Effectiveness (OIE) staff planned the 2011 ALAIR Conference held at Troy University in April 2011.
      2. Patricia Pratt was named President of the Alabama Association for Institutional Research (ALAIR).
      3. Angel Jowers was served on an Association Institution Research (AIR) proposal evaluation committee for the 2011 conference in Toronto.
      4. Angel Jowers was asked to be a co-presenter at the 2011 AIR Conference in Toronto and developed the presentation materials.

   B. **Staff Achievements**
      1. Patricia Pratt was named President of the Alabama Association for Institutional Research (ALAIR).
      2. Angel Jowers was served on an Association Institution Research (AIR) proposal evaluation committee for the 2011 conference in Toronto.
      3. Angel Jowers was asked to be a co-presenter at the 2011 AIR Conference in Toronto and developed the presentation materials.