Institutional Effectiveness

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 Student Learning Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans

A. Goal: Provide effective administrative services
   Provide effective administrative services

1. Outcome: 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.

      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 (2011-2012) - Target: Met
         Results of the Customer Satisfaction Survey show that 56.4% of respondents indicated that data provided by OIE was used to impact student learning or for course development. 45.9% indicated they used data provided for other purposes including accreditation reports, building research for external funding proposals, communication with outside entities, grant development, administrative help, program assessment, committee reports, presentations, and marketing.

      3. Action Plans
         a. 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.

**Implementation Status:** In-progress  
**Priority:** Medium  
**Responsible Party:** Coordinator of Planning and Assessment

2. **Outcome: Coordinate the evaluation of Basic Curriculum**  
Coordinate the evaluation of Basic Curriculum through the administration of ETS Proficiency Profile.

a. **Measure: Assure ETS is administered to students**  
Assure the ETS is administered to incoming freshmen through UWA 101 classes and to non-transfer students with 75-85 hours.

1. **Achievement Target:**  
   All identified students will complete the test in the time frame allotted. More specific analysis will be developed after obtaining first year results.

2. **Findings (2011-2012) - Target: Met**  
   During Spring 2012, all non-transfer students having completed between 75 - 89 semester hours were identified and contacted via email to schedule a date and time to complete the ETS Proficiency Profile. Fifty-one of the sixty students completed the assessment. The nine students who did not complete the assessment are no longer enrolled at UWA. Students in the two Spring UWA101 courses completed the ETS during class time in the computer lab in the library. 95% of the freshmen enrolled in UWA101 courses were tested.

II. **Other Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans**

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.

1. **Achievement Target:**  
   All course evaluation surveys will be produced and tallied by Class Climate survey software and emailed to appropriate personnel.

2. **Findings (2011-2012) - Target: Met**  
   All on-campus course evaluations were produced by Class Climate. All evaluations were scanned and comments typed to preserve anonymity of students. Results were emailed to Deans, Chairs, and appropriate faculty members. Online course evaluations were also produced by Class Climate.
and sent to course participants. Results were automated and emailed to Deans, Chairs, and individual faculty members for each course.

3. Action Plans (by Established cycle, then alpha):
   a. Increase training for staff in Class Climate
   The Office of Institutional Effectiveness (OIE) will increase training for staff, as possible, in Class Climate. Course Evaluations and other surveys are produced in Class Climate by OIE. However, more training is necessary to get more use from the tool and to produce better result reports. Although, no additional budget requests will be made for the 2012-13 budget cycle for additional training, requests for additional funds for 2013-14 may be made, if necessary.
   Established in Cycle: 2011-2012
   Implementation Status: Planned
   Priority: Medium
   Implementation Description: Director will contact Scantron and discuss training options for staff members. Any affordable training will be investigated and at least one staff member will attend, when possible.

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.

   1. Achievement Target:
   85% of all customers will indicate satisfaction with surveys developed. OIE will also create an annual report of all surveys developed.

   2. Findings (2011-2012) - Target: Met
   Nearly 77% of the respondents to the Customer Satisfaction Survey indicated being satisfied or very satisfied with the overall quality of services provided by OIE, which includes developing surveys for a large number of units on campus. OIE developed surveys for the College of Education, the Office of Sponsored Programs, the Faculty Senate, the College of Liberal Arts, the Division of Online Programs, the Division of Graduate Studies, Service Learning, and the College of Natural Sciences and Mathematics.

   b. Measure: Administer an alumni survey
   OIE will administer an alumni survey.

   1. Achievement Target:
   An alumni survey will be administered during the Fall semester of 2011.

   2. Findings (2011-2012) - Target: Not Met
   OIE was unable to redesign and distribute an alumni survey during the Fall semester. With the reorganization of the Alumni Relations Office and the inadequate database of contact information, the survey was not distributed.
3. **Action Plans:**
   a. **Work with Alumni Relations to develop and administer an alumni survey**
   OIE will work with Alumni Relations to develop a new alumni survey and help administer the survey.
   
   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High

3. **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 and will indicate services provided were beneficial and conducted in a satisfactory manner.

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

   2. **Findings (2011-2012) - Target: Not Met**
   75.9% of respondents indicated overall satisfaction with the services provided by OIE, 1.2% indicated being dissatisfied and 22.9% were unable to evaluate services. Although the percentage of those who were satisfied with services were in the majority, a large percentage were unable to evaluate services indicating a need to increase awareness of the services provided by OIE and/or the benefits of those services.

3. **Action Plans:**
   a. **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 Party:** Coordinator of Planning and Assessment

   b. **Review all pages of Online Fact Book for accuracy**
   Each page of the Online Fact Book will be reviewed for accuracy of all data contained on the pages. Any error found will be discussed with all OIE staff and will be corrected by the Director and correct pages will be uploaded by the Coordinator of Special Projects.
   
   **Established in Cycle:** 2011-2012  
   **Implementation Status:** In-progress  
   **Priority:** High
b. Measure: Produce annual report
OIE will produce an annual report of planning and assessment by each department for the President and Provost.

1. Achievement Target:
President and Provost will provide positive feedback regarding the annual report.

2. Findings (2011-2012) - Target: Met
OIE produced a report for each unit on campus for the 2010-11 planning cycle. The report was sent to the Provost for review and approval. After review and approval by the Provost, the annual reports were placed on the OIE Planning and Assessment website page along with Executive Summaries. The annual reports were also included in a report to the SACS Special Committee during the on-site visit in September 2011.

3. Action Plans:
a. Review all pages of Online Fact Book for accuracy
Each page of the Online Fact Book will be reviewed for accuracy of all data contained on the pages. Any error found will be discussed with all OIE staff and will be corrected by the Director and correct pages will be uploaded by the Coordinator of Special Projects.

   Established in Cycle: 2011-2012
   Implementation Status: In-Progress
   Priority: High

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

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

2. Findings (2011-2012) - Target: Not Met
Of the respondents, only 58.4% were satisfied with the amount of time it took to receive requested reports, 4.8% were dissatisfied and 36.9% were unable to evaluate. Results indicate that the length of time taking to produce reports is not acceptable to some respondents. Due to the increased number of requested reports and additional work load with SACS Leadership Teams and other committees, OIE was not able to produce reports as quickly as desired.

3. Action Plans:
a. Work with Information Technology to create a position dedicated for OIE reports
The Analyst position originally housed in the Office of Institutional Effectiveness was transferred to Information Technology during the Summer of 2011. The transition to the different department created an IT position dedicated to OIE and provides more resources for the individual
producing reports from the campus data management tool, Datatel. The transition should help with producing more timely and accurate reports.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Finished  
**Priority:** High

d. **Measure:** Submit all federal and state reports  
OIE will continue to submit federal and state reports require/requested within the specified timeframe.

1. **Achievement Target:**  
100% of all federal and state reports will be submitted within the designated timeframe. Also, OIE will create an annual report of all surveys created.

2. **Findings (2011-2012) - Target: Met**  
All Federal and State reports were produced by OIE within designated timeframes. An annual calendar of reports was created.

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

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

2. **Findings (2011-2012) - Target: Met**  
More than 100 faculty and staff members attended the monthly training sessions between August 2011 and July 2012. Of those attending, all participants indicated that the overall quality of the trainings was good and topics were useful. Topics included Stress Management, Time Management, Completing Annual Plans, Completing Assessment and Self-Studies, and WEAVEonline User training. Although the majority of attendees indicated satisfaction with sessions, nearly 41% of the respondents to the Customer Satisfaction Survey were unable to evaluate training. This result may indicate a need to increase awareness among faculty and staff of the training sessions offered.

3. **Action Plans:**  

a. **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
b. 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 are being developed in order to provide online faculty with sessions offered to faculty and staff on campus. OIE is working with Information Technology to produce Tegrity recordings of training sessions conducted on campus to upload to the OIE webpage.

Established In Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Responsible Party: Coordinator of Planning and Assessment

4. 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 scanned as PDF files and uploaded to SACS faculty roster.

1. Achievement Target:
   All faculty credentials will be scanned and uploaded by the end of Fall 2011.

2. Findings (2011-2012) - Target: Not Met

OIE began scanning transcripts for faculty in September 2011. The process is taking longer than expected and is not yet complete as of July 2012. Approximately, 95% have been completed to date and the remaining 5% will be complete by July 31, 2012.

3. Action Plans:
   a. Scan transcripts and other faculty credentials

Scanning transcripts and faculty credentials has been time-consuming. Although the projected date of completion is July 31, 2012, a plan has been put into place that will allow OIE and the Office of the Provost to scan credentials as submitted. Once a faculty or administrator is hired, transcripts and other credentials including resumes/vitas are sent from the Provost's Office to OIE to be scanned into the electronic document software. Scanning will not be done in large batches but as individual needs arise.

Established In Cycle: 2011-2012
Implementation Status: In-Progress
Priority: High
Responsible Party: Assistant to the Provost and Coordinator of Special Projects

5. Objective: Assist with SACS Compliance Certification
The Office of Institutional Effectiveness will assist in compiling data for the SACS Compliance Certification.

a. Measure: Provide data for SACS Leadership Committees
   OIE will work to provide all data and assistance as requested by all committees working on SACS Compliance Certification.

b. Achievement Target:
   OIE will work with SACS liaison and the SACS Leadership Team to compile data to complete the SACS Compliance Certification.

c. Findings (2011-2012) - Target: Met
   OIE has worked with members of the SACS Leadership Team and liaison to compile data to assist committee members with drafting narratives for the Compliance Certification. OIE will continue to work with committee members and the Leadership Team to address data needs and be a resource for the Leadership Team.

III. Other Plans for Improvement:
A. 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: Planned
   Priority: High
   Implementation Description: Re-design survey
   Projected Completion Date: 12/08/2011
   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.

B. Purchase General Education Assessment Tool
   OIE will purchase the General Education assessment tool agreed upon by the Basic Curriculum subcommitte of the Freshman Studies Committee.
   Established in Cycle: 2011-2012
   Implementation Status: In-Progress
   Priority: High
   Budget Amount Requested: $12,000.00 (recurring)

C. WEAVEonline contract agreement
   Renew WEAVEonline contract agreement and pay annual fee of $12,200. This price is guaranteed for three years (through 2013).
   Established in Cycle: 2011-2012
   Implementation Status: In-Progress
   Priority: High
   Projected Completion Date: 09/29/2012
   Responsible Person/Group: Director of OIE
   Budget Amount Requested: $12,200.00 (recurring)
IV. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
The Office of Institutional Effectiveness produced on-campus and online course evaluations through Class Climate. All of these evaluations were then scanned and comments typed. Results of these evaluations were then emailed to the Deans, Chairs, and appropriate faculty members. OIE also developed surveys for a large number of units on campus and nearly 77% of those that responded to the Customer Satisfaction survey indicated being satisfied or very satisfied with the development of these surveys. OIE was also successful in producing an extensive annual report that was approved by the Provost and included in a report to the SACS Special Committee during the on-site visit in September 2011. All Federal and State reports were produced within the designated timeframes. OIE also conducted monthly training sessions with more then 100 faculty and staff members attending.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
Results of the Customer Satisfaction Survey administered by OIE to all faculty and staff Spring 2012 and overall department analysis indicated some weaknesses. One weakness identified was in the area of increasing understanding of Student Learning Outcomes (SLOs). Survey respondents were asked to rate their overall understanding of SLOs. Of the respondents, 7% indicated dissatisfaction understanding SLOs even though OIE has held several workshops and training sessions on the topic. This results that OIE was not as successful as desired in educating faculty and staff on SLOs and increased workshops and other training/consultation sessions need to be developed in 2012-13. Another weakness identified by the survey was the percentage of faculty and staff on campus who are not familiar with the services provided by OIE. On several questions, respondents selected "unable to evaluate" as an answer because they were simply not familiar with a particular service. A respondent commented, "Market its many services more effectively." Another respondent commented, "I am glad that I did this survey. Otherwise, I will never aware of OIE and its program." OIE needs to investigate different and more creative ways to market its services to the faculty and staff and inform campus of what use OIE can be to them in different areas. Finally, analysis of OIE through the self-study indicated a weakness in maintaining accurate data on the Online Fact Book. A comment received through the survey stated, "...the totals for several line items do not add up to 100%." As a result of this comment, the Director began checking each page of the Online Fact Book and discovered some errors. As a result, the erroneous pages have been made inactive until errors can be corrected and accurate data reported.

C. What plans were implemented?
1. OIE converted a part-time position to a full-time position by the adding the coordinator of Special Projects. The position was filled in October 2011. 2. The ad hoc committee of the Freshman Studies Committee agreed to purchase the ETS Proficiency Profile for the Basic Curriculum assessment tool. 3. OIE began scanning transcripts and other faculty credentials. 4. An IT position dedicated to OIE was created during the Summer of 2011.
D. What plans were not implemented?
OIE was unable to administer an Alumni Survey.

E. How will assessment results be used for continuous improvement?
USE OF STRENGTHS: OIE will continue to work to provide workshops for the faculty and staff of the University. Also, we will work to increase awareness of OIE services so that clients will remain satisfied with the data provided by OIE. The development of surveys for the University has increased and OIE will work to maintain the clients' satisfaction of the surveys. OIE will continue to improve the production of annual reports and the data provided for the SACS Leadership Committees. With the development of an annual calendar of reports, OIE will continue to produce all Federal and State reports within designated timeframes.

USE OF WEAKNESSES: OIE will investigate new ways to market the services provided and to increase the University's awareness of OIE in general. The Office of Institutional Effectiveness will continue to provide training sessions and one-on-one sessions as requested to increase the University's understanding of Student Learning Outcomes.

V. Annual Report Section Responses

A. Key Achievements
Key Achievements for the Office of Institutional Effectiveness include: Successful purchasing and administration of the ETS Proficiency Profile as the new assessment tool for the Basic Curriculum. The first administration was successful and yielded useful results. Developing a variety of surveys for eight units on campus including three of the four colleges, the Division of Online Programs, Sponsored Programs, Graduate Studies, the Faculty Senate, and Service Learning. Two staff served as members of the Executive Committee for Sumter County's Relay for Life, which raised over $34,000. The position of Coordinator of Special Projects was filled. Administrative Evaluations for Directors and Department Heads were administered electronically and results provided to the Provost. Director presented at national conference (Association for Institutional Research) Director and Coordinator of Planning and Assessment presented at State conference (Alabama Association for Institutional Research)

B. Staff Achievements
Angel Jowers: Served as Team Development Chair for Executive Committee of Sumter County's Relay for Life Assisted Dr. Mark Davis with research for Reduction of explicit negative attitudes to stereotype-based comedy (poster presentation by Dr. Mark Davis January 2012, Society for Personality and Social Psychology) Served as Member-at-Large for Alabama Association for Institutional Research Presented concurrent session, Tackling Time Thieves, at 26th Annual ALAIR Conference Presented concurrent session, What Every IR Rookie Should Know: Class of 2012, at national conference (Association for Institutional Research) Assisted in facilitating the College of Education Strategic Planning Retreat

Lisa Rhodes: Served on the Executive Committee of Sumter County's Relay for Life Presented concurrent session, Tackling Time Thieves, at 26th Annual ALAIR Conference Served on the Advisory Council Member for Sumter County Fine Arts
Council Member of the Programs Committee for the Sumter County Fine Arts Council Served as Secretary on the SACS Leadership Committee.

C. Public/Community Service
Angel Jowers and Lisa Rhodes served as members of the Executive Committee for Sumter County's Relay for Life. The event raised over $34,000. Lisa Rhodes served on the Sumter County Fine Arts Council. Jessica Merklin served as Alumni Advisor to Alpha Sigma Tau Sorority.
Department or Division: Office of Institutional Effectiveness  
Chair or Director: Angel Jowers  
Dean or Vice President: Provost Taylor

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<th>ANNUAL PLAN Item</th>
<th>Approved</th>
<th>Remarks</th>
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| **Goals**
    Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet. |
| YES | |
| NO | |

| Outcomes/Objectives
Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities. |
| YES | |
| NO | |

Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit's mission.

| Measures
Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met. |
| YES | |
| NO | |

| Achievement Targets
Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements. |
<p>| YES | |
| NO | |</p>
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<thead>
<tr>
<th>Item</th>
<th>Approved</th>
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<tbody>
<tr>
<td>Findings</td>
<td>YES</td>
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<td>Findings</td>
<td>NO</td>
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<td>Findings are indications whether an outcome/objective was met or not. Findings are put into the system under each achievement target. Findings include an interpretation of results, possible uses of results, reflection on problems encountered, indicated improvements/changes and strengths or weakness.</td>
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<td>Action Plans</td>
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<td>Action Plans</td>
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<td>Action plans are detailed plans created by the unit to meet an outcome/objective that was only partially met or not met or to make improvement to those outcomes/objectives that were met but still need some strengthening. The plan includes a projected completion date, implementation description, responsible person(s)/group, resources required, and budget amount (if applicable).</td>
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<td>Annual Report</td>
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<td>The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.</td>
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<td>Analysis Report</td>
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<td>The unit has reflected on and created narratives for each of the following areas: specific strengths and progress made on outcomes/objectives, specific weaknesses or challenges, plans that were and were not implemented, and how assessment results will be used for continuous improvement.</td>
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Approved by: [Signature of Dean or Vice President]  
Date: 7/27/12

Received by OIE: [Signature of Coordinator of Planning and Assessment]  
Date: 8/10/12