Institutional Effectiveness Manual

FY 2011
(Sept 1, 2010 – August 31, 2011)
Introduction to the Institutional Effectiveness Model at A&M-Commerce

University Values, Vision, Mission, and Guiding Principles

Texas A&M University-Commerce is dedicated to improving the performance of all components of the University – our students, faculty, staff, administrators, and the people of Texas deserve our best, and our continually striving for the best. To this end, Figure 1, on page 3, demonstrates the Model Institutional Effectiveness Process for A&M-Commerce.

As shown, our shared University Values guide everything we do. Dr. Dan Jones presented the University Values at his inauguration. These values are:

- Integrity
- Innovation
- Imagination

Our University Vision is the statement of excellence that we aspire to achieve. Our Vision is that:

Texas A&M University-Commerce, as a part of the A&M family of universities, will become the university of choice for all those seeking a higher education in the Northeast Texas region and beyond. It will provide traditional and non-traditional learning opportunities through existing and new programs that set high expectations and goals for our students, faculty and staff. The University will provide a sense of community through a nurturing environment for all individuals in order to maximize learning, career and personal development. A&M-Commerce will become a place where students, faculty, staff, and community are engaged in the pursuit of excellence.

Our University Mission is our “reason for being” and should guide every endeavor, activity, and program of our University. This mission is:

Texas A&M University-Commerce provides a personal educational experience for a diverse community of life-long learners. Our purpose is to
discover and disseminate knowledge for leadership and service in an interconnected and dynamic world. Our challenge is to nurture partnerships for the intellectual, cultural, social, and economic vitality of Texas and beyond.

In order for planning at A&M-Commerce to be real, dynamic, and responsive to a changing environment, the University has gone from the previous method of developing a new Strategic Plan every five years, to a rolling Dynamic Strategic University Plan based upon the University Values, Vision, Mission, and Guiding Principles. These Guiding Principles, along with the Values, Vision and Mission, will be reviewed every year, in the light of the previous year’s progress, as well as the changing external, internal, and financial environments, and modified as necessary. All University planning, at all levels, will be based upon the University Values, Vision, Mission, and Guiding Principles.

The Guiding Principles for 2010 – 2011, along with the major goals for each principle, are:

**Diversity:** Foster a culture of inclusion which attracts to our University highly qualified students, faculty, and staff who represent the diversity of the region we serve, and who will engage with us in the pursuit of our University’s vision and mission.

**Service:** Promote excellence in service to members of all internal and external communities.

**Student Success:** Pursue and implement effective, research-based strategies that provide all students the resources, support, and high-quality instruction they need to achieve their goal of earning a college degree.

**Stewardship:** Advance the University by demonstrating the quality of our programs and services to an ever-expanding community of supporters. Leverage the value of public, private, and human resources through business practices that are founded in accountability and transparency, and academic practices that are continuously improved through research, assessment, and innovation.

**Globalization:** Cultivate an academic environment enlivened by global interconnections that transverse the boundaries of culture, politics, and place.

**Research:** Strengthen the nexus between teaching and research in ways that speak to the University’s imperative both to create and disseminate knowledge.

**Communication:** Develop a consistent, authentic, and reliable message that effectively conveys our commitment to extending opportunity, transforming lives, and shaping futures through education.
As shown in Figure 1, all components of the institutional effectiveness model must be in alignment with the University values, the University Mission, and the University Strategic Plan (Guiding Principles and Goals). Assessment of how well we are accomplishing these standards becomes the focus of institutional effectiveness at A&M-Commerce.

Figure 1: A&M-Commerce Institutional Effectiveness Model
It is important that all aspects of the A&M-Commerce institutional effectiveness model are open, transparent, and incorporate input from all share-holders. It is also important that assessment results are shared with the University community.

All assessment activities at A&M-Commerce will follow the tried and tested Nichols model, developed by Dr. James Nichols and often referred to as the Nichols “five-column model.” The web-based reporting tool used by A&M-Commerce, WEAVEonline, is built along the Nichols model. The five stages (columns) in the Nichols Model are:

1. Statement of Purpose – This statement indicates the primary purpose or mission of the unit or program. This purpose should be in alignment with the University Mission, the University Strategic Plan, University Priorities, and any relevant divisional and/or college plan.

2. Intended Outcomes – The outcomes (or goals) should be the major outcomes expected for the program or planning unit. Again, these goals should be tied to the University Mission and Strategic Plan, and should be performance oriented and must have clear and measureable expectations.

3. Budgetary Impact – The financial impact of the goals should be addressed; if any additional funds are requested, they should be noted as either one-time, or recurring.

4. Means of Assessment and Criteria for Success – These should be very specific in definition, and have clearly defined quantifiable targets.

5. Assessment Results – At the end of the Academic Year, each unit or department should compare actual performance with the goals and criteria for success outlined in the plan.

6. Use of Results – Following assessment, each unit or department will explain, usually through an action plan, how the assessment results will be used to improve and enhance the unit or academic program. This “closing the loop” is critical in the institutional effectiveness model, and the use of assessment results from one annual cycle leads directly to the next cycle. Many of the goals and assessment methods will remain from year to year until the goals are consistently realized.

Planning and Assessment at A&M-Commerce

Planning and Assessment at A&M-Commerce can be divided into two major components: administrative and academic.
Administrative: All administrative units, including academic departments, should have administrative annual plans for Academic Year 2011 (September 1, 2010 through August 31, 2011), and will develop projected plans for Academic year 2012 (September 1, 2010 through August 31, 2011), using a format developed by the Budget Review and Development Council. These plans will be compiled and initiatives prioritized by the appropriate Dean, Assistant or Associate Vice President, or Vice President, and will all be reported to the Budget Review and Development Council (using a format developed by that Council). The Budget Review and Development Council will also review assessment of previous plans, and report the results to the University Executive Council and the Strategic Leadership Team (old Strategic Planning Committee). Each unit plan will be entered into the WEAVEonline system.

Academic: Academic planning and assessment will focus on Learning Outcomes Assessments (LOA’s). All academic programs, both undergraduate and graduate, as well as certificate programs, will have LOA plans for Academic Year 2011. These plans will be developed by Departmental Planning and Assessment Teams, reviewed by the appropriate College Assessment Teams, and presented to the University Academic Institutional Effectiveness Committee. All LOA plans will be entered in the WEAVEonline system. Learning Outcomes will also be developed for the Core Curriculum in the General Education Program. This process will be discussed in detail in a separate document, A&M-Commerce Core Curriculum Assessment Plan, FY 2011-2012.

Another component of academic assessment is the Comprehensive Program Review, for both graduate and undergraduate programs. These reviews have been ongoing for several years, and have brought about significant program changes. In Academic Year 2011 programs in the following departments will undergo Comprehensive Program Reviews.

Undergraduate

- Literature and Languages
- Business Administration
- Psychology and Special Education
- (3 additional undergraduate programs not in graduate cycle)

Graduate

- Counseling
- Literature and Languages
- Psychology and Special Education
Institutional Effectiveness Committee Structure

**Introduction** – Building upon the concepts of openness and accountability, all administrative plans, learning outcomes assessment plans, the results of these plans, as well as the results of assessing these plans, will be reviewed and widely disseminated. The following committees are critical to this review process.

**Academic Assessment Committees/Teams**

**Departmental Planning & Assessment Teams** – Each department will convene at least one team of faculty members to develop learning outcomes assessments for each program in the department, as well as identify major learning outcomes addressed in any General Education courses offered by the departmental. This team is also responsible for developing the metrics for the learning outcomes assessments, as well as monitoring performance on these metrics, with a goal of continuous improvement. Composition of these teams will vary by department, but should be comprised primarily of full-time faculty teaching in the programs being assessed.

**College Assessment Teams** – Each college (excluding University College and Honors College) will develop Assessment Teams to review the learning outcomes assessment developed by the Departmental Planning & Assessment Teams. The composition of these teams will be determined by the respective dean, but will include both department heads and full-time faculty members from the respective college. University College assessment is discussed in detail in a separate document *A&M-Commerce Core Curriculum Assessment Plan, FY 2011-2012.*

**University Academic Institutional Effectiveness Committee** – The Academic Institutional Effectiveness Committee will review all Learning Outcomes Assessment Plans (LOA plans) submitted by the departments and colleges for all programs as well as LOA plans for the General Education Program. The Academic Institutional Effectiveness Committee will consist of six faculty members (three from each college), three department heads (one from each college), one member from the library professional staff, one faculty member teaching in the core curriculum (representing University College), and the Associate Vice President for Academic Affairs (ex-officio). No academic department shall have more than one member on the committee. Members shall serve three-year staggered terms; the Committee Chair will be elected by the committee and will serve a one-year term as chair.
Core Curriculum Assessment Steering Committee – By the end of the fall semester, 2010, the Core Curriculum Assessment Steering Committee (reporting to the General Education Committee) will develop General Education Learning Outcomes Assessment Plans and will begin collecting data to assess the General Education program. A report on this assessment will be presented to the University Academic Institutional Effectiveness Committee, as well as the General Education Committee, in the fall 2010 semester. A complete guide for assessing the core curriculum, as well as the composition of the committee, can be found in the A&M-Commerce Core Curriculum Assessment Plan, FY2011-2012.

Quality Enhancement Plan Team – Even though the next SACS reaffirmation of accreditation is not due until 2014, A&M-Commerce has begun work on a Quality Enhancement Plan. The current preliminary work will set up the development of the five-year QEP plan that will be submitted to SACS in 2013 as part of the reaffirmation process. During the 2010 fall semester the Quality Enhancement Plan Team will finalize a topic for the study, and will provide a report to the University Academic Institutional Effectiveness Committee early in the spring semester, 2009.

Strategic Planning Committees/Teams

Departmental Planning Teams – Each administrative unit, including academic departments, will develop teams to prepare administrative plans for FY 2011. The composition of these teams will vary by department. These plans will be entered into the WEAVEonline system and then be presented to the appropriate dean, assistant/associate vice president, or vice president, who will prioritize the elements of the plans and present to the Budget Review and Development Council. More detailed instructions will be developed and issued by the Budget Review and Development Council.

Budget Review and Development Council – The Budget Review and Development Council will be appointed by the President, with broad University representation. The BRDC will review each college/division plan, with priorities tied to the University Strategic Plan, and to the University budget. These plans should also show results of previous plans/initiatives. Following review of all prioritized plans, a final prioritized recommendation will be sent to the President for funding in FY 2012. The BRDC will develop guides for this process, as well as develop a website for posting of all college/division plans.

Strategic Leadership Team – In the 2010 fall semester the Strategic Leadership Team will review progress the University has made toward completing the goals of the University Strategic Plan, and will revise the plan, as needed. The Strategic Leadership Team will also formalize the strategic
planning process and, in conjunction with the Faculty Senate and the University Executive Council, will review the University procedure on strategic planning.

Institutional Effectiveness Plans, Components and Processes

**University Strategic Plan** – Realizing that any real strategic plan is a living document, in the 2010 fall semester the Strategic Leadership Team will review progress toward the current University Strategic Plan, 2007 - 2012 and revisit the basic values, vision and mission of A&M-Commerce. The plan will be updated as needed, and will be synchronized with the Texas A&M University System Strategic Plan (http://www.tamus.edu/strategicplan/TAMUS_sp2009.pdf).

**Administrative Unit Annual Plans** – During the 2010 fall semester, all administrative units, including academic departments, will assess progress toward the FY 2010 plans, enter their FY 2011 plans into WEAVEonline, and begin developing FY 2011 annual plans. All administrative units, including academic departments, will institute Departmental Planning Teams to develop these plans. Administrative unit plans should reflect the goals in the current University Planning Documents, and any appropriate division or college strategic plan. These plans will be compiled and prioritized by the appropriate Dean, Assistant or Associate Vice President, or Vice President, and this compilation will be reported to the Budget Review and Development Council. Each unit will also review the 2010 plans and file reports on progress toward goals, along with any changes made as a result of this review. These reviews will also be compiled by and reported to the BRDC.

**Academic Learning Outcome Assessment Plans** – Learning Outcomes Assessment Plans for all programs, undergraduate and graduate, as well as certificate programs, will be developed, and assessed, during Academic Year 2011.

**Program Level Learning Outcomes Assessments** – A Learning Outcomes Assessment Plan will be developed for each undergraduate and graduate degree and certification program. *Faculty should be involved in developing these plans, as well as assessing the results, and recommending any changes as a result of these assessments. The Departmental Planning and Assessment Team should finalize the LOA plans for each program in the department.* These LOA plans will be presented to the Academic Institutional Effectiveness Committee early in the fall semester 2010, along with results of the evaluation of the FY 2010 LOA plans. After approval by the Academic Institutional Effectiveness Committee, the LOA plans will be entered in the WEAVEonline system by the end of the fall semester, 2010. In the fall semester, 2011, the results of the assessments, as well as updated LOA plans, will be presented to the University Academic Institutional Effectiveness Committee, and the cycle will continue.
General Education Learning Outcomes Assessments – During the 2010 fall semester, the Core Curriculum Assessment Steering Committee will implement the plan to assess the central learning outcomes expected in the core curriculum. This plan will be formative in nature, and will be reviewed by the Academic Institutional Effectiveness Committee. Data collection will begin in the 2010 fall semester, and the results of the assessment of these data, as well as any suggested changes to the General Education program, or the assessment process, will be presented by the General Education Committee to the University Academic Institutional Effectiveness Committee in the spring semester, 2011.

Summative learning outcomes for the General Education program will be assessed by administering the MAPP (Measure of Academic Proficiency and Progress) test in the fall semester, 2010. The results of the MAPP test will be reported to the General Education Committee and the University Academic Institutional Effectiveness Committee in the spring semester, 2011, and will be included in the Voluntary System of Accountability. A complete discussion and guide to assessing the General Education program can be found in the A&M-Commerce Core Curriculum Assessment Plan, FY2011-2012 document.

Academic Program Review – The scheduled comprehensive academic program reviews will be conducted by the office of the Dean for Graduate Studies and Research (graduate programs) and the Provost’s Office (undergraduate programs), with support from the Office of Institutional Effectiveness and Institutional Research. The results of these plans will be presented to the University Academic Institutional Effectiveness Committee, as well as the Graduate Council (graduate program reviews) and the Dean’s Council (undergraduate program reviews) in the spring semester, 2011.

Quality Enhancement Plan – The QEP Team will finalize the QEP by the end of the fall semester, 2010, and will present a report on the topic and progress toward the plan in the spring semester, 2011.

University Level Assessments -

Annual Institutional Effectiveness Report – During the summer, 2011, the Office of Institutional Effectiveness and Institutional Research will compile a report on all of the above institutional effectiveness efforts, as well as others that may emerge, as well as any results. This report will be disseminated throughout the University community, and provided to the Texas A&M University System offices.

Graduating Senior Survey – Each semester, all graduating bachelor’s level students complete a comprehensive exit survey. The results of these surveys, as well as selected analyses, are available from the Office of Institutional Research.
National Survey of Student Engagement (NSSE) – Every two years A&M-Commerce participates in the NSSE. The latest iteration was administered in the spring semester 2009. The results from this administration are posted on the Office of Institutional Research website (along with the results of previous administrations, as well as comparisons with results from the entire A&M System and Carnegie peer institutions). The NSSE will be administered during the 2011 spring semester.

Survey of Organizational Excellence – In the spring semester, 2008, A&M-Commerce administered the Survey of Organizational Excellence. A random sample of faculty and staff were asked about organizational conditions at A&M-Commerce. Results and analysis can be requested from the Office of Institutional Research.


Standard Reports

Student Flow Model Report – The student flow model has been developed over several years to show what actually happens to the students enrolled at A&M-Commerce over the subsequent fall semesters. As soon as official data are obtained in the fall 2010 semester, this report will be updated. Results will be posted on the Office of Institutional Research website.

THECB Accountability Report – The Texas Higher Education Coordinating Board Accountability Report can be found on the THECB website at:

http://www.txhighereddata.org/Interactive/Accountability/

A pdf version of the latest Accountability Report for A&M-Commerce can be found at:


THECB Closing the Gaps Report – The latest version of Closing the Gaps goals for A&M-Commerce can be found at:

http://www.thecb.state.tx.us/reports/PDF/1852.PDF?CFID=1907452&CFTOKEN=44529345
Contacts and Websites

WEAVEonline – WEAVEonline is the web-based institutional effectiveness reporting tool used by A&M-Commerce. All administrative annual unit plans, as well as all learning outcomes assessment plans, should be entered into the WEAVEonline system. Barbara Forbes (3149, Barbara_forbes@tamu-commerce.edu) is the WEAVEonline administrator and should be contacted to add, delete, or modify programs or units or individuals associated with those entities. The WEAVEonline login website is:


Voluntary System of Accountability – Since the 2008 fall semester A&M-Commerce has participated in the Voluntary System of Accountability. The VSA report can be found at:

http://www.collegeportraits.org/TX/TAMU-C

A&M-Commerce Planning, Institutional Effectiveness & Institutional Research Home Page

http://www.tamu-commerce.edu/ie/research/research.htm

A&M-Commerce Strategic Plan

http://www.tamu-commerce.edu/ie/Planning/FINAL%20VERSION%202007%20University%20Strategic%20Plan.pdf

FY 2009 Institutional Priorities

http://www.tamu-commerce.edu/ie/effectiveness/PlanningPriorities1011.pdf

A&M-Commerce QEP Home Page

http://www.tamu-commerce.edu/qep/
Appendix A

FY11 Academic Program Learning Outcomes Assessment Plan Dates

LEARNING OUTCOMES ASSESSMENT PLANS

October 10, 2009  Departmental Planning & Assessment Teams will have Learning Outcomes Assessment plans developed for each academic program, and will submit them to the College Assessment Teams for review. These tentative plans will be entered into the WEAVEonline program for review. Departmental Teams should also have assessed results of FY2010 plans and noted any changes made as a result of the assessment (Closing the Loop). College Assessment Teams will begin review and provide feedback to departments for adjustments, if necessary.

October 20, 2009  College Assessment Teams will submit finalized Learning Outcomes Assessment plans to the University Academic Institutional Effectiveness Committee. Plans will be reviewed and feedback provided to college and department assessment teams.

November 16, 2009 All Learning Outcomes Assessment plans should be finalized and locked into the WEAVEonline reporting system.

Dates for Administrative Plans will be announced after the Budget Review and Development Council determines the process and dates for FY2011.