Institutional Effectiveness Committee Report to the College President
December 2018

Membership:
Matthew Carr
Ann Damiano, Chair
Deanna Errico
Erin Knight
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Wendy Moore
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Meeting Dates:
September 6, 2018
September 25, 2018
October 16, 2018
October 30, 2018
November 6, 2018
November 20, 2018
December 4, 2018

Agendas for each meeting are accessible on the Institutional Effectiveness webpage: https://www.utica.edu/academic/Assessment/new/ie.cfm. Minutes are stored on the committee's Google drive.

Summary of the Committee's Progress
As reported by the Institutional Effectiveness Task Force (April 2018), assessment processes in non-academic areas are not clearly defined at Utica College. The Institutional Effectiveness Committee (IEC) recognized that its role is to report on how well institutional assessment processes are operating, but in order to do this, members agreed that the committee needed to develop processes for non-academic areas—processes designed to inform continuous improvement and institutional renewal that also demonstrate compliance with MSCHE Accreditation Standard VI.

The committee reviewed samples of administrative program reviews from the following institutions: Boston College, Norco College, Sam Houston State University, Pepperdine University, the University of Notre Dame, Western Carolina, UNC/Chapel Hill, and Southwestern University. Based on their analysis of the various models they viewed, the IEC designed an outline for a 5-year program review from non-academic departments and developed the process and procedures relevant to these program reviews. Further, the committee drafted a *Guide to Annual Assessment and Program Review: Co-Curricular and Non-Academic Departments* where the processes and procedures are communicated. Finally, the IEC recommended the specific administrative units that should be required to complete annual assessments and program reviews, and which of those operations should be responsible for assessing student learning.

Follow-up on the Task Forces' Recommendations

1. The IETF recommended the College adopt an operational institutional effectiveness plan or guide that clearly articulates expectations and requirements pertaining to assessment and delineates processes related to departmental, divisional, and institutional goal-setting, planning, assessment, and dissemination of results. A draft of this guide was presented to the Joint Cabinet in June 2018. Revisions were made based on recommendations from this body, and processes were roughly outlined in consultation with appropriate vice-presidents. The IEC's work in the fall 2018 semester to develop clearly defined processes for non-academic units continues the task force's work with respect to this recommendation. It was also a necessary starting point for the committee: without an assessment process, it would be impossible to demonstrate institutional effectiveness.

2. The IETF recommended the committee structure be revised to better facilitate institutional effectiveness and efficiency.   The Academic Assessment Coordinating Committee continues to oversee assessment processes in the academic departments. The Student Services Assessment Coordinating Committee was renamed to the Co-Curricular Assessment Committee. Chaired by the Dean of Students/AVP Student Affairs, the committee consists of representatives from Athletics, Student Affairs, and Enrollment. This committee oversees and reviews annual assessments of co-curricular and student support operations. The Institutional Effectiveness Committee was formed to replace the Utica College Assessment Steering Committee and assume responsibility for institutional assessment processes and how all processes work together and inform resource allocation and planning at the College.

3. The IETF recommended that the College identify and adopt a set of key performance indicators (KPIs) that will be used to assess the current mission and priorities. No progress was made with respect to this recommendation in the fall 2018 term. The IEC determined that performance indicators ought to be identified when the strategic plan is being crafted and the institutional mission revisited. Members agreed there was little to be gained by proposing KPIs for the current year.

Action Plan

The Institutional Effectiveness Committee's action plan for the Spring 2019 semester is as follows:

- Address any feedback or concerns generated by the President and/or the College's leadership team regarding the assessment processes for administrative departments.
- Develop an annual assessment process for non-academic departments that is consistent with the process currently used by academic and co-curricular units and that is aligned with the performance evaluation process.
- Develop a library of assessment resources to assist administrators.
- Meet with Financial Affairs to determine how the budget process might clearly align with assessment processes.
- Disseminate the document roadmap for the self-study recommendations to the Joint Cabinets
    - ✓ identify the planning process for addressing specific recommendations
    - ✓ indicate the evidence that shows certain recommendations have been met or are in progress.