

LSU

LOUISIANA STATE UNIVERSITY-EUNICE

EUNICE

Office of Institutional Research and Effectiveness

What is Institutional Effectiveness? Institutional Effectiveness is the extent to which the college is meeting its mission and achieving its goals as demonstrated by a comprehensive, integrated, participatory planning and evaluation process that focuses on improvement in all aspects of college operations and educational outcomes.

- Essential Components of Institutional Effectiveness, SAIR Conference, 2002

Questions or suggestions regarding this guide or the planning and assessment process should be directed to the Office of Institutional Research and Effectiveness, a subdivision of the Office of Information Technology. Feel free to contact either Amanda Darbonne or Ron Wright.

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Overview

As a regionally accredited university, Louisiana State University at Eunice must identify expected outcomes for its educational programs and its administrative and educational support services; assess whether it achieves these outcomes; and provide evidence of improvement based on analysis of those results.

LSUE's Planning Process is based on the assumption that planning and evaluation is an integral part of all university operations and that employees and students will have an opportunity to be involved in the development and review of official planning documents.

LSUE documents institutional effectiveness by employing a comprehensive system of planning and evaluation in all major aspects of its operation. Planning and evaluation of teaching, research, service, administration, and educational support is thorough, broad-based, integrated and appropriate. As evidence of institutional effectiveness, LSUE provides documentation of planning, assessment, and the use of results in decision-making.

Planning and Evaluation Process

The LSU at Eunice *Planning and Evaluation Model* provides the overall structure for a systematic review of programs and services. Using the model, LSUE engages in a wide range of ongoing assessments of its effectiveness, and, guided by the assessment results, LSUE develops and implements plans for continued improvements in accomplishing its mission. Based on an institutional mission statement that is reviewed each year, LSUE establishes institutional goals and strategic priorities that are translated annually into institutional objectives and corresponding divisional and departmental objectives. The annual budget is developed to implement these objectives. Success in implementing the objectives is then measured by effectiveness indicators that are used in revising and developing plans for the next year. Throughout the cycle, policies and procedures are adjusted if performance indicators show that expected outcomes are not being achieved.

Five-Year Plan

The current long-range campus planning document entitled *LSU at Eunice Strategic Plan: A Blueprint for the Future* was produced in 2000 by the Strategic Planning Committee. The plan was developed to be an extension of existing statewide planning initiatives including LAPAS, Louisiana's performance-based budgeting system; Vision 2020, Louisiana's mast plan for economic development; and the Louisiana Board of Regents master plan for higher education. All of these initiatives are designed to complement one another. The existing five year plan is designed to integrate resource planning, program evaluation, performance monitoring, and planning with the budgetary process to enhance institutional quality.

In developing strategic goals, the committee used the results of focus group surveys representing all segments of the university community and the results of a general campus survey. Both instruments were administered by consultants

from the University of New Orleans. Based on data gained from these surveys, the committee developed a list of strategic goals that the campus community reviewed and ranked. The committee then designated six major headings for the strategic plan: academic programs, human resources, enrollment management, financial resources, administrative processes, and facilities. Subcommittees worked on individual sections, and the entire committee reviewed and approved each section of the plan.

Annual Planning and Evaluation Cycle

During each year of the five-year plan, the three vice chancellors are responsible for the implementation and monitoring of progress toward meeting objectives related to goals in their areas and making modifications based on the evaluation and review process. Planning forms are used to define annual goals for each planning unit, state objectives, identify links with institutional and other planning goals, list expected outcomes, describe assessment procedures, and indicate budget requirements. Unit assessment forms are used to summarize assessment findings and provide recommendations for improvement based on the findings.

In the current planning and evaluation cycle, the five-year *Strategic Plan* is reviewed and revised as necessary in October. The institutional goals and objectives for the next year are established and published in November. Using the online planning and evaluation system, individual units review and revise goals, objectives and forecasts from January through March and also develop next year's objectives and budget requests. During April, the Budget Review Committee meets to review and prioritize unit budget requests for the upcoming year. Although assessment is ongoing throughout the year, individual units conduct annual performance reviews in April and May. Unit assessments should be completed by the end of June. In July, the institutional research staff compiles the individual reports into the Annual Summary Report on Institutional Effectiveness. In September, the Administrative Council reviews the outcomes of the previous year's activities and makes appropriate recommendations. The Executive Planning Committee conducts a final review in preparation for the next planning cycle. In addition, the planning and assessment process is reviewed annually by the Strategic Enrollment Management Task Force.

Improvements in Planning and Evaluation

The current *Planning and Evaluation Model* provides for more input and participation than in the past by directly involving campus units in all aspects of the cycle. The system previously used provided valuable data, but it did not have the proper mechanisms to insure that the "loop was closed." The updated process adds budget requests to the planning forms to provide the Budget Review Committee with better planning information. Additionally, the model now includes publication of the annual summary report on effectiveness so that the campus at large can follow the progress and see where future efforts should be concentrated.

Annual Assessment Plan

Each Institutional Planning Unit must develop an Annual Assessment Plan documenting the accomplishment of annual goals and objectives that includes the following elements:

- Unit Mission: A broad, comprehensive statements of the unit's purpose.
- Unit Vision: A compelling conceptual image of the desired future.
- Objectives: Specific, measurable outcome statements for the accomplishment of goals.
- Assessment/Evaluation Strategies: The methods used to accomplish objectives.
- Assessment/Evaluation Results: Statement of progress toward accomplishment of objectives.
- Improvement Plans: Statement of changes made based on assessment/evaluation results.
- Participation: Those involved in plan development and evaluation.

The Annual Assessment Plan does not have to evaluate every goal from the Strategic Plan; however, it must include an assessment of those goals that are perceived to be priorities for the current year.

Departmental goals and objectives should be created in support of the overall institutional mission and vision while focusing on strategies that will contribute to the achievement of the published institutional goals and objectives derived from the five-year strategic plan.

To assist in the departmental planning process, the following documents are attached:

- LSUE Mission and Vision Statements
- LSUE Institutional Goals and Objectives
- Planning and Assessment Calendar
- LSUE Planning and Evaluation Cycle Diagram
- LSUE Planning and Evaluation Model Diagram
- LSUE Organizational flow of the Planning and Evaluation Process Diagram
- Sample mission and vision statements
- Sample wording for goals and objectives
- Characteristics of Effective Programs Checklist

LSUE Mission and Vision Statements

Mission: Louisiana State University at Eunice, a member of the Louisiana State University System, is a comprehensive, open admissions institution of higher education. The University is dedicated to high quality, low-cost education and is committed to academic excellence and the dignity and worth of the individual. To this end, Louisiana State University at Eunice offers associate degrees, certificates and continuing education programs as well as transfer curricula. Its curricula span the liberal arts, sciences, business and technology, pre-professional and professional areas for the benefit of a diverse population. All who can benefit from its resources deserve the opportunity to pursue the goal of lifelong learning and to expand their knowledge and skills at LSUE.

Vision: In fulfillment of its mission, Louisiana State University at Eunice strives to achieve the following:

- Encourage traditional and nontraditional populations to take advantage of educational opportunities.
- Create a learning environment which facilitates the integration of knowledge and the development of the whole person.
- Provide a general education which requires all students to master the skills and competencies necessary for lifelong learning.
- Provide programs which parallel four-year college and university courses, including special honors courses, which are directly transferable.
- Prepare student to meet employment opportunities as determined by regional needs.
- Prepare programs of developmental studies which will upgrade student skills to the levels necessary for successful college experience.
- Provide the necessary support services to help students realize their maximum potential.
- Create and offer programs of Continuing/Adult Education and community service which respond to the needs of the area.