

WAYS STRATEGIC PLANNING CAN SUPPORT ASSESSMENT?



ASSESSMENT

The systematic:
collection
review
use
of information to demonstrate
improvement and change.

The Universal, Periodic, Ongoing Departmental Assessment Process

Purpose

Goals

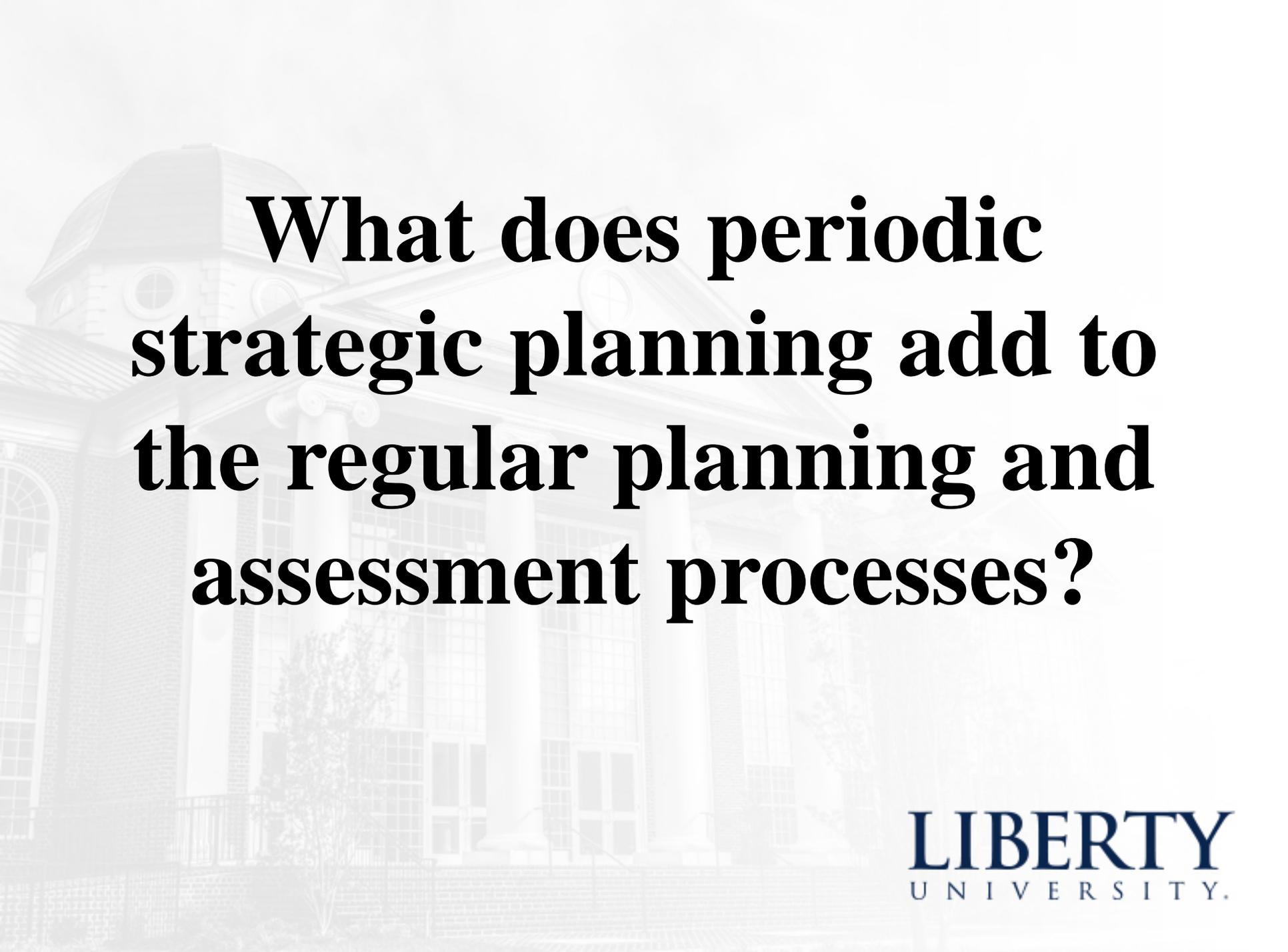
Outcomes

Measures

Findings

Action Plans

Improvements



**What does periodic
strategic planning add to
the regular planning and
assessment processes?**

Strategic Planning Supports Assessment in Two Major Ways

- First, it provides the set of institution-wide goals, objectives, and expected outcomes to which everyone in the university community can make a contribution where relevant.

Strategic Planning Supports Assessment in Two Major Ways

- Second, it also helps departments determine the extent to which annual ongoing projects need to be adjusted and realigned.

At the Institution-wide Level A Strategic Plan:

1. Provides Vision
2. Provides a shared direction
3. Organizes attention and energy
4. Identifies quantifiable measures of success
5. Defines allocation of critical resources
6. Builds commitment to action



**“Strategic Planning and
assessment provide
institutional data for strategic
decisions and
management/operations.”**

Source: Purdue University



Liberty University

Historical Approaches to Strategic Planning and Assessment

- 1. Consultant Driven**
- 2. Committee Driven**

**Both of these approaches had
some issues.**

Consultant Driven

Some 2005-2010 Strategic Plan issues were:

- Minimal stakeholder buy-in
- Challenges in trying to collect assessment information
- Minimal information on improvements

Committee Driven

Some 2011-2014 Strategic Plan issues were:

- Some areas resisting inclusion
- Limited stakeholder buy-in
- Some proposed changes that were not far reaching
- Lack of engagement in the data collection and reporting processes during the first year
- Second year outcomes/targets with minimal relevancy



Current Vice-President/Dean Driven Approach to Strategic Planning and Assessment

How does this process work?

The Vice-President/Dean Driven Process

- Research was conducted on potential visionary themes for the 2014-2017 Strategic Plan.
- The President identified and the Board approved 6 basic all-encompassing visionary themes.

List of Themes

- **Technological And Operational Efficiency**
- **Advancing Academic Reputation**
- **Student Access And Success**
- **Financial And Physical Appreciation**
- **Capitalizing On Human Potential**
- **Fostering An Integration Of Christian Worldview**

Technological And Operational Efficiency

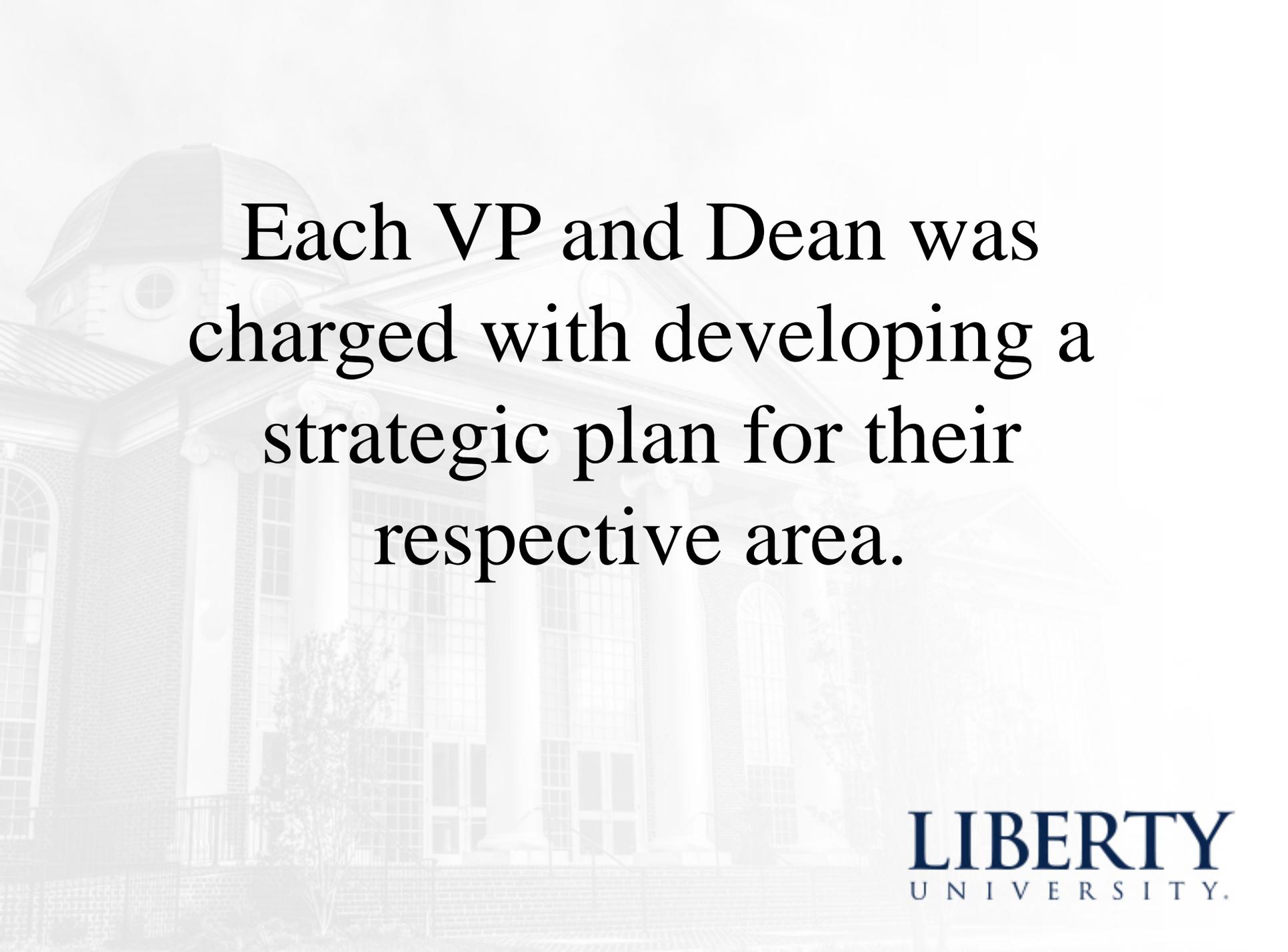
The ability to provide, maintain, and upgrade technological and operational processes and services based on informed analyses to provide the optimal conditions to meet the needs of students, faculty, and staff in order to equip and prepare them for success. Technological and operational efficiency results in an institution delivering services to stakeholders in the most cost-effective manner possible while maintaining high service and support satisfaction by employing effective measures, processes, and procedures.

Advancing Academic Reputation

The efforts a university makes to increase the quality of curriculum, instruction, academic scholarship, and research. This results in higher levels of learning and academic achievement among current students and alumni which is widely recognized by the community, prospective employers, benchmark institutions, and pertinent stakeholders. This is the foundation for developing and promoting the university as a top educational brand.

Strategic Plan Themes mapped to the Liberty University Mission Statement

MISSION STATEMENT	THEMES	
	TECHNOLOGICAL & OPERATIONAL EFFICIENCY	ADVANCING ACADEMIC REPUTATION
Emphasize teaching and learning		X
Foster university-level core competencies in all undergraduate programs.		X
Ensure scholarship, research, and professional communication in all graduate programs.	X	X



Each VP and Dean was charged with developing a strategic plan for their respective area.



What activities are included in strategic planning that enlarge and enhance assessment throughout the institution?

Strategic Planning—

Update of mission/purpose statements

Institution

School

Department

SWOT Assessments

Strengths

Weaknesses

Opportunities

Threats—internal and external

S.W.O.T. ANALYSIS SUMMARY

After carrying out a thorough SWOT review for your area, place the results into this summary template and submit it to your IE facilitator.

STRENGTHS:

- 1.
- 2.

Documentation of Major Sources (and include URL for any website sources):

WEAKNESSES:

- 1.
- 2.

Documentation of Major Sources (and include URL for any website sources):

OPPORTUNITIES:

- 1.
- 2.

Documentation of Major Sources (and include URL for any website sources):

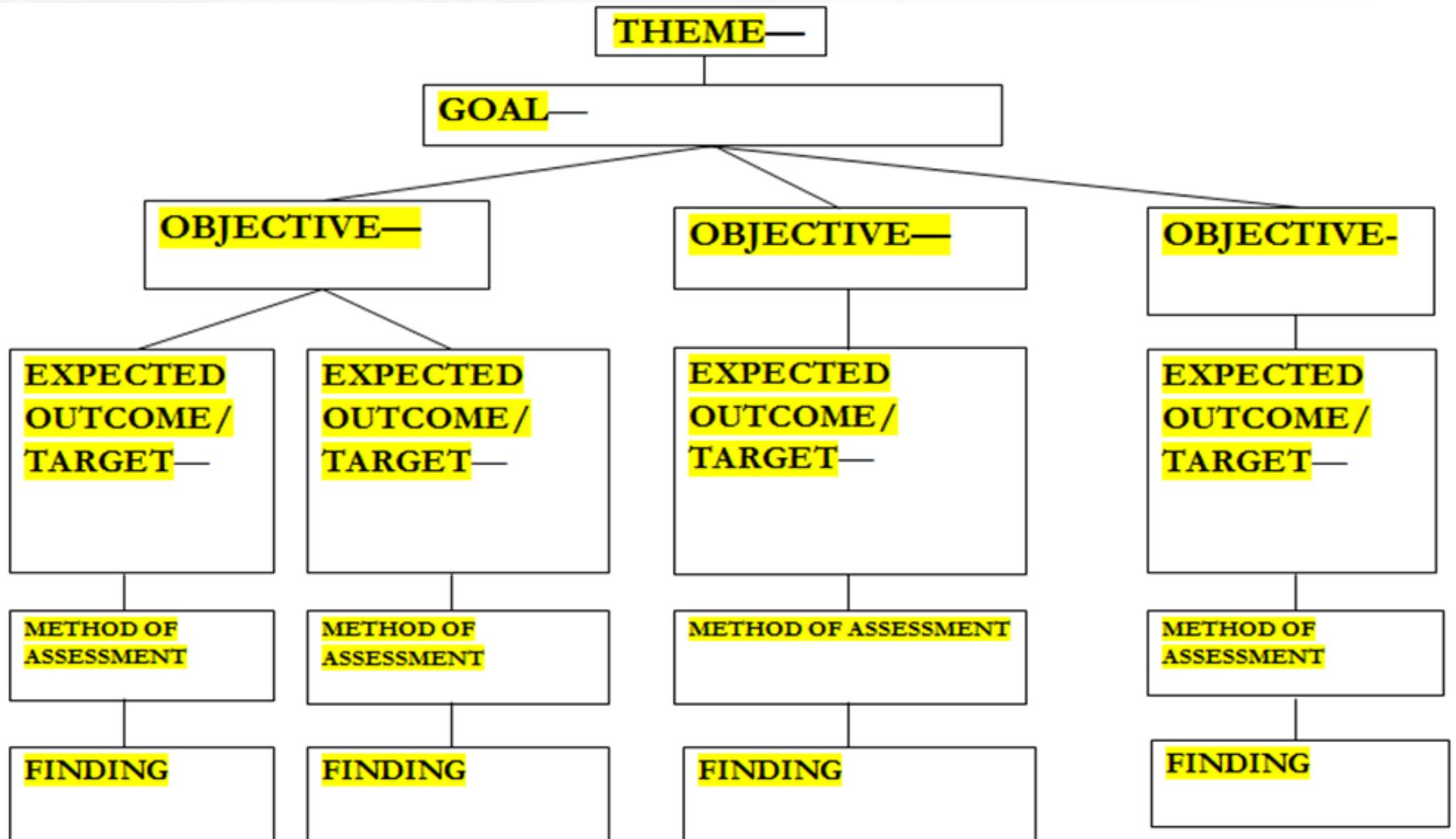
THREATS:

- 1.
- 2.

Documentation of Major Sources (and include URL for any website sources):

SWOT Template used by the VPs and Deans

STRATEGIC PLAN LOGIC MODEL TEMPLATE



THEME—Technological and Operational Efficiency

GOAL— Strive toward a world-class collection both in electronic and print

OBJECTIVE—Deficiencies in "core" and "classic" print and electronic materials in each major discipline are will be addressed.

EXPECTED OUTCOME/TARGET—(Year 1)

The Jerry Falwell Library will consult established lists for collections comparison and development to identify deficiencies in "core" and "classic" print.

Year 1-- A listing of identified deficiencies in "core" and "classic" print will be created.

METHOD OF ASSESSMENT

FINDING

EXPECTED OUTCOME/TARGET

—(Year 2) The Jerry Falwell Library will remedy the deficiencies found by consulting established lists for collections comparison and development in "core" and "classic" print.

Year 2—75% of the deficiencies identified will be remedied.

METHOD OF ASSESSMENT

FINDING

EXPECTED OUTCOME/TARGET —(Year 1)

The Jerry Falwell Library will consult established lists for collections comparison and development to identify deficiencies in electronic materials.

Year 1-- A listing of identified deficiencies in electronic materials will be created.

METHOD OF ASSESSMENT

FINDING

EXPECTED OUTCOME/TARGET —(Year 2)

The Jerry Falwell Library will remedy the deficiencies found by consulting established lists for collections comparison and development in electronic materials.

Year 2—75% of the deficiencies identified will be remedied.

METHOD OF ASSESSMENT

FINDING

OBJECTIVE— All purchased monographs should circulate within two years.

EXPECTED OUTCOME/TARGET —(Year 1)

The Jerry Falwell Library will circulate 70% of all purchased monographs within two years.

Year 1—35% of all purchased monographs will be circulated.

METHOD OF ASSESSMENT

FINDING

EXPECTED OUTCOME/TARGET —(Year 2)

The Jerry Falwell Library will circulate 70% of all purchased monographs within two years.

Year 2—An additional 35% of all purchased monographs will be circulated.

METHOD OF ASSESSMENT

FINDING

OBJECTIVE—The Jerry Falwell Library will solicit donations of appropriate archival materials from alumni and friends of Liberty University.

EXPECTED OUTCOME/TARGET —(Year 1)

The Jerry Falwell Library will coordinate with the Liberty Journal to solicit donations of archival materials from alumni and friends.

Year 1-- The Jerry Falwell Library will increase its Liberty University archival material by 50%.

METHOD OF ASSESSMENT

FINDING

EXPECTED OUTCOME/TARGET —(Year 2)

The Jerry Falwell Library will coordinate with the Liberty Journal to solicit donations of archival materials from alumni and friends.

Year One-- The Jerry Falwell Library will increase its Liberty University archival material by 25%.

METHOD OF ASSESSMENT

FINDING

2014-2017 Strategic Plan Worksheet

Dean:

Department/Area:

Date:

Director/Chair:

Section I: Alignment of Department/Unit Purpose to LU Mission

(Insert University Mission here)

Department/Unit Purpose
(Insert Department /Unit Purpose which aligns with the University Mission here.)

**Strategic
Plan
Worksheet
developed as
a guide in
writing a
strategic
plan.**

2014-2017 Strategic Plan Worksheet

Section II: Development of Department/Unit goals, objectives, expected outcomes/targets

Definitions:

- **THEME**—University-wide theme for the 2014-2017 Strategic Plan as approved by Board of Trustees, March 2013.
- **GOAL**—an intended achievement within a specific area
- **OBJECTIVE**—intended impact—something that one’s efforts or actions are intended to attain or accomplish
- **EXPECTED OUTCOME/TARGET**—actual personal or organizational impact: changes or benefits that follow as a result or consequence of some activity or service. Can be short or long term.

Fill in the charts below with one or two department/unit goals, objectives, and expected outcomes for your respective area. SACS standards are listed after the charts.

TECHNOLOGICAL AND OPERATIONAL EFFICIENCY

SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
2.11.2					
2.12					
3.3.1.2					
3.2.2.3					
3.3.1					
3.3.2					
3.3.3					

TECHNOLOGICAL AND OPERATIONAL EFFICIENCY

SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
3.3.1.2	The University will maintain high quality service and satisfaction to stakeholders	Maintain guidelines and instructions for major projects.	Review and update guidelines and instructions by June 30. (3.3.1.2) \$\$\$\$\$\$	Review and update guidelines and instructions by June 30. (3.3.1.2)	IE-Policy & Procedure Database Specialist

ADVANCING ACDEMIC REPUTATION

SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
3.3.1.3 3.3.1.4	The University will strive to maintain a culture of academic scholarship and research.	Respond to faculty requests for research and scholarship support when appropriate.	Establish and implement guidelines for determining when faculty requests for research and scholarship support are appropriate. (3.3.1.3; 3.3.1.4) \$\$\$\$\$\$	Increase the number of appropriate requests being supported. (3.3.1.3; 3.3.1.4) \$\$\$\$\$\$	IE-IE Directors/ Facilitators

STUDENT ACCESS AND SUCCESS

SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
3.3.1.3 3.3.1.4	The University will increase student success intellectually, spiritually, socially, and physically.	Increase administration/faculty/staff awareness of student perception of engagement to target areas of improvement needed for student success intellectually, spiritually, socially, and physically.	Make targeted results from various national and local surveys readily available, so that the information can be used to help students become more successful intellectually, spiritually, socially, and physically. (3.3.1.3; 3.3.1.4) \$\$\$\$\$	Track extent to which results are utilized. (3.3.1.3; 3.3.1.4)	IE-AVP-IE, Directors

FINANCIAL AND PHYSICAL APPRECIATION

SACS STANDARD	GOAL	OBJECTIVE	EXPECTED OUTCOME/TARGET YR 1	EXPECTED OUTCOME/TARGET YR 2	RESPONSIBLE DEPARTMENT(S)
2.11.2 3.11.1 3.11.3	The University will maintain a plan to allow for physical growth.	Provide an aggregated report on need for physical growth.	Produce report no later than June 30. (2.11.2; 3.11.1; 3.11.3)	Produce report no later than June 30. (2.11.2; 3.11.1; 3.11.3)	IE-AVP-IE /Directors

2014-2017 Strategic Plan Worksheet

BRIEF DESCRIPTION FOR SACS STANDARDS



SECTION 1: The Principle of Integrity	
1.1	Integrity
SECTION 2: Core Requirements (16)	
2.1	Degree-granting Authority
2.2	Governing Board
2.3	Chief Executive Officer
2.4	Institutional Mission
2.5	Institutional Effectiveness
2.6	Continuous Operation
2.7	Degree Programs
2.7.1	Program Length
2.7.2	Program Content

3.2.12	Fund-raising activities
3.2.13	Institution-related entities
3.2.14	Intellectual property rights
3.3	Institutional Effectiveness
3.3.1	Institutional Effectiveness
3.3.1.1	Educational programs, to include student learning outcomes
3.3.1.2	Administrative support services
3.3.1.3	Academic and student support services
3.3.1.4	Research within its mission, if appropriate
3.3.1.5	Community/public service within its mission, if appropriate
3.3.2	Quality Enhancement Plan
3.4	All Educational Programs
3.4.1	Academic program approval
3.4.2	Continuing education/service programs

STRATEGIC PLAN 2014-2017 TIMELINE

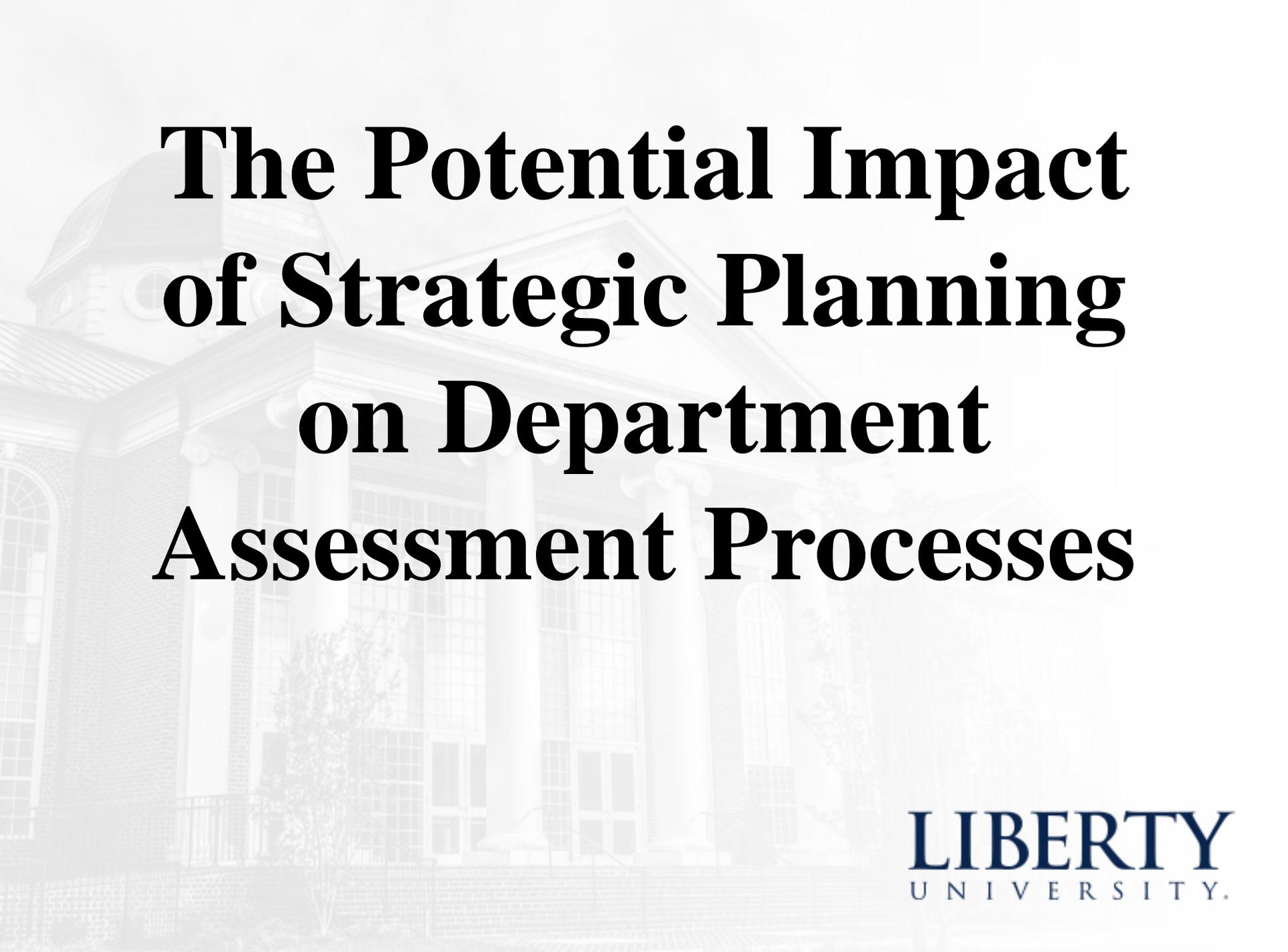
DUE DATE	STATUS	EVENT	RESPONSIBLE PARTY
Sept 13, 2013	Completed	VPs and Deans submit their SP goals, objectives, and targets by 4:00 p.m. to IE	VPs and Deans
Sept 19, 2013	Completed	VPs and Deans begin a Peer Review of each other's SP goals, objectives, and targets. Each VP and Dean must receive feedback from two different reviewers. (To be completed by Oct. 16, 2013)	VPs and Deans
Oct 4, 2013	Completed	Deadline for submitting Peer Reviews to the appropriate VP or Dean	VPs and Deans
Oct 25, 2013	Completed	VPs and Deans complete editing of their SP goals, objectives, and targets and submit them to the Provost's Office and IE	VPs and Deans
Nov. 1-Dec 15, 2013	In-Progress	VPs and Deans will meet with Drs. Godwin and Hawkins to review SP goals, outcomes, and targets	Provost
Jan. 10, 2014	Planned	SP Retreat to compile and draft new 2014-2017 SP	Provost/IE

Aligning Strategic Planning and Assessment Processes

We need to make sure we are driving our institutional assessment and it is not driving us.

Strategic Plan:

1. Ensures Assessment will be Institution-wide
2. Focuses data collection at different levels
3. Motivates those tasked with assessment
4. Provides opportunity to review longitudinal assessment
5. Assists with carrying out the assessment loop
6. Creates a culture of improvement



The Potential Impact of Strategic Planning on Department Assessment Processes

Typical Academic Department Assessment Projects

- Syllabi Review
- PLO Designs
- PLO Assessments
- Respond to national Survey data (NSSE/FSSE)
- Program Reviews
- Student Course Evaluations
- Assessment Day Designs
- Annual Reports

Departmental strategic planning goals and objectives are created to focus on additional areas of concern beyond the department's established goals and objectives. They challenge a department to do new things.

However, the department frequently uses established methods of measuring the success of assessment projects to capture findings of improvement for its strategic planning expected outcomes.

For instance:

If an academic department establishes a strategic planning goal to enhance the rigor of their academic programs, this will likely impact the content of certain syllabi, and the design of relevant program learning outcomes.

This impact will be captured by the departments normal syllabi review and PLO assessment processes. It will eventually be reflected in changes to student course evaluation results and national surveys such as NSSE. All of these efforts at improvement will be described in the department's annual reporting procedures.

Typical Co-Curricular Department Assessment Projects

- Review Goals and Outcomes
- Assessment Day Focus Groups
- Respond to National Survey data (NL-SSI/NL-PSOL)
- Annual Reports

Example:

If a co-curricular department establishes a strategic planning goal to add an additional academic or student support service, this could impact the design of its Assessment Day Survey, or questions included in an Assessment Day Focus Group. Either of these efforts to capture findings of improvement would be described in the department's annual reporting procedures.

When the strategic planning process and the assessment processes are integrated, the University can experience a more comprehensive shift toward a continuous cycle of improvement.



Q & A

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**THANK
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