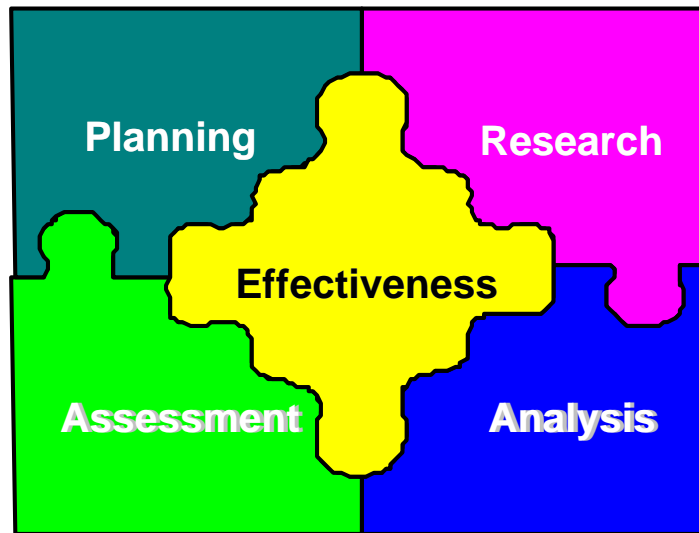


**The University of Texas-Pan American**

# **Office of Institutional Effectiveness**



## **Strategic Plan**

**FY 2002-2006**

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## Institutional Commitments

### Institutional Mission

**The University of Texas-Pan American** is a comprehensive general academic component of The University of Texas System established to serve the higher education needs of South Texas. The University is committed to excellence in instruction, student performance, research, scholarly accomplishment, and professional service, and to expansion of international emphasis in all major areas of institutional endeavor.

**The University of Texas-Pan American** is committed to providing an environment of academic freedom in which faculty engage in teaching, research, and service. Students learn from faculty scholars who engage in research and creative activity to promote excellence in teaching, to develop and maintain scholarship, and to extend human knowledge. The results of that research and creativity are shared with the general public through performance, presentation, publication, and public service activities.

**The University of Texas-Pan American** strives to fulfill its responsibilities by providing a variety of quality academic programs in social and behavioral sciences, science and engineering, arts and humanities, health sciences and human services, education, and business administration leading to degrees at the undergraduate and graduate level and to certification in selected professions. These programs are grounded in the liberal arts and emphasize competency, multicultural understanding, and high ethical standards.

**The University of Texas-Pan American** is committed to maintaining an admissions policy that recognizes the complex educational needs of its students and that provides access to qualified applicants. The University pledges itself to the fullest development of its students by seeking financial assistance, providing appropriate developmental and support services, and offering enriched programs. In addition, the University is committed to providing appropriate and current library, information technology, computer, laboratory, and physical resources to support its academic programs and to evaluating consistently and responsibly the effectiveness of its instructional programs.

**The University of Texas-Pan American** seeks to complement the instructional programs of the institution by:

- reflecting and responding to the international, multicultural, multilingual character of the Pan American community;
- providing a wide range of extracurricular activities and experiences which enhance the region's intellectual, cultural, civic, social, economic, and physical environment;

- maintaining services that accommodate and fulfill personal needs and that enrich the academic and social development of students;
- involving the institution in the community by providing services, programs, continuing education, cultural experiences, educational leadership, and expertise to the community-at-large;
- encouraging the community-at-large to contribute to the effectiveness of their University; and
- cooperating with other institutions, schools, communities, and agencies to maximize educational opportunity and effectiveness through resource sharing and collaborative efforts.

## **Institutional Vision**

The University of Texas-Pan American will be a first-class doctoral university and educational leader for South Texas, addressing the expanding needs of a multicultural, metropolitan area by offering a broad spectrum of undergraduate, graduate, and professional degree programs, by developing access opportunities for qualified applicants, and by pursuing research and providing professional services that emphasize the economic development, educational advancement, health improvement, environmental protection, and cultural confluence of the international borderland.

## Institutional Goals

Institutional Goal Area	State Category	Goal Statement
<b>TEACHING-LEARNING</b>	<b>Provide Instruction:</b>	To educate a multicultural populace for life, work, and leadership in a global society.
<b>RESEARCH, SCHOLARSHIP AND ARTISTIC PRODUCTION</b>	<b>Conduct Research</b>	To discover, develop, disseminate, and apply knowledge, insight, and understanding through research, scholarship, and artistic activities that promote health, social well-being, and economic prosperity in the region and beyond.
<b>PROFESSIONAL SERVICE AND COMMUNITY BETTERMENT</b>	<b>Provide Public Service</b>	To enhance the general quality of life in the borderland region by providing professional and educational expertise and by offering informational, cultural, technological, and life enrichment resources and services.
<b>INSTITUTIONAL MANAGEMENT AND SUPPORT SERVICES</b>	<b>Institutional Support</b>	To promote fulfillment of the institutional mission through effective and efficient support services and ancillary operations and through responsible stewardship of University resources.
<b>PARTICIPATION AND DIVERSITY</b>	<b>Promote HUB Inclusion</b>	To maximize participation of historically underrepresented groups as students, faculty, staff, and administrators, and to foster meaningful and substantive inclusion of historically underutilized businesses in the provision of goods and services to the institution.
<b>ACCESS AND SUCCESS</b>		To provide all qualified learners with the opportunity to have and pursue high educational aspirations and the financial, academic, and co-curricular support to fulfill their educational goals.
<b>EDUCATIONAL LEADERSHIP</b>		To lead the regional effort to improve education at all levels by example, by association, and by assistance.

**RESOURCE  
ACQUISITION**

To support and strengthen higher education opportunities, programs, and services by acquiring and applying resources from state, federal, and non-governmental sources.

**Overarching Goals/Initiatives FY 2001-2002**

To improve student access and success

To be a state leader in the preparation and production of public school teachers

To become the doctoral/research institution in South Texas

## Office of the President Commitments

### Office of the President Mission Statement

The Office of the President has primary responsibility for directing, implementing, and assessing the fulfillment of the mission of The University of Texas-Pan American. The Office of the President seeks to address its responsibilities by

- expressing, advocating, and reviewing the institutional mission and goals;
- initiating, interpreting, and implementing institutional plans;
- establishing institutional programs and services and evaluating their effectiveness;
- acquiring, allocating, and accounting for adequate and appropriate resources;
- determining and delegating authority to an appropriate administrative organization;
- developing, disseminating, and administering institutional policies and procedures;
- exercising institutional oversight and assuring compliance with applicable statutes and provisions, rules and regulations, and accreditation and membership expectations and obligations;
- promoting and maintaining an effective and enjoyable educational environment;
- representing the institution to various constituencies and fostering institutional relationships; and
- providing leadership and stewardship for the continued operation and advancement of the institution.

In fulfilling the mission of the office, the President is responsible to the State of Texas and to The University of Texas System for the proper management of the institution and adheres to the provisions of the Texas Education Code and the Regent's Rules and Regulations. The Office of the President maintains an open and interested environment, encourages widespread input on institutional issues, consults the findings of standing and *ad hoc* committees and councils in making institutional decisions, and works with many agencies, associations, and organizations to further the cause of the institution and of education in general.

## Office of the President Goals

<u>Goal Area</u>	<u>Goal Statement</u>
<b>institutional mission and goals</b>	<ul style="list-style-type: none"><li>• To present and advocate an institutional mission and goals appropriate to a comprehensive regional university of the first class</li></ul>
<b>institutional plans and priorities</b>	<ul style="list-style-type: none"><li>• To promote fulfillment of the institutional mission and goals through support for a practical and participatory system of planning and priority determination</li></ul>
<b>institutional programs and services</b>	<ul style="list-style-type: none"><li>• To offer and support a broad array of programs and services befitting a comprehensive regional university</li></ul>
<b>institutional effectiveness</b>	<ul style="list-style-type: none"><li>• To ensure institutional effectiveness through systematic assessment and continuous improvement of programs, services, and operations</li></ul>
<b>institutional resources</b>	<ul style="list-style-type: none"><li>• To secure sufficient resources to sustain the operation of a first-class comprehensive regional university and to expand programs and services to meet the needs of the region</li></ul>
<b>administrative organization</b>	<ul style="list-style-type: none"><li>• To enhance institutional effectiveness and efficiency through the designation of a supportive administrative organization</li></ul>
<b>institutional policies and procedures</b>	<ul style="list-style-type: none"><li>• To promote the efficacious and proper operation of the institution through the dissemination and administration of clear, thorough, and equitable policies and procedures</li></ul>
<b>institutional oversight and compliance</b>	<ul style="list-style-type: none"><li>• To maintain institutional accreditation, certification, and membership through oversight of and compliance with applicable eligibility and performance standards</li></ul>
<b>institutional environment</b>	<ul style="list-style-type: none"><li>• To contribute to a complete, well-rounded collegiate experience and to encourage community involvement in the institution by providing a safe, pleasing, and diversified institutional environment</li></ul>
<b>institutional representation and relationships</b>	<ul style="list-style-type: none"><li>• To enhance the standing of the institution through effective public representation and beneficial institutional relationships</li></ul>
<b>institutional leadership and stewardship</b>	<ul style="list-style-type: none"><li>• To engender institutional respect and confidence by demonstrating skillful leadership and exercising responsible stewardship</li></ul>

## **Office of Institutional Effectiveness Commitments**

### **OIE Mission**

The Office of Institutional Effectiveness, a component of the Office of the President, supports and fulfills the mission of The University of Texas-Pan American by directing and coordinating institutional planning, evaluation, policy analysis, and institutional research and enrollment management information. In carrying out its responsibilities, the Office of Institutional Effectiveness advances and supports the goals of the University by

- promoting, coordinating, and integrating strategic, long-range, and capital improvement planning efforts at the department, division, and institutional levels;
- articulating and communicating institutional plans within and beyond the University community;
- conducting and coordinating institutional assessment and incorporating the results into the planning processes;
- assisting in accreditation activities and institutional reporting obligations;
- accumulating, generating, maintaining, analyzing and disseminating institutional information to support planning, assessment, enrollment management and decision-making;
- coordinating the orderly maintenance and enhancement of the institution's student information system;
- reviewing and analyzing institutional policies for currency and consistency and maintaining the official policy and procedure manual;
- fostering a customer service attitude throughout the institution and assessing customer satisfaction with the programs and services of the institution;
- coordinating linkage between institutional planning and assessment, resource acquisition and allocation, and strategy development and implementation;
- acquiring and managing adequate and appropriate resources to fulfill the responsibilities of the office

In fulfilling its mission, the Office of Institutional Effectiveness encourages broad participation of all concerned parties and interests by seeking input from students, faculty, staff and administrators, alumni and citizens; by consulting the findings of committees and councils and structured planning conferences; and by working with

The University of Texas System, other institutions of higher education, state and federal agencies, boards and commissions, and other external associations and entities. The Office of Institutional Effectiveness adheres to the Rules and Regulations of The University of Texas System Board of Regents and to the Handbook of Operating Procedures of The University of Texas-Pan American.

## **OIE Goals**

<u>Goal Area</u>	<u>Goal Statement</u>
<b>institutional planning</b>	To articulate the institutional mission and promote its fulfillment by fostering and coordinating a broad-based, comprehensive program of institutional planning.
<b>policy planning and analysis</b>	To coordinate systematic review and analysis of institutional policies to ensure accuracy, currency, consistency, and compliance with applicable rules and regulations and state and federal statutes
<b>institutional assessment and evaluation</b>	To improve institutional effectiveness by coordinating and supporting a systematic program of institutional evaluation and assessment, reporting the findings, and incorporating the findings into the planning and accreditation processes.
<b>institutional research and enrollment management information</b>	To enhance institutional planning and evaluation efforts and to increase general institutional awareness through the accumulation, generation, maintenance, and dissemination of accurate, sufficient, and accessible institutional data, through the provision of data analysis services, and through maintenance and enhancement of the institution's student information system.
<b>governmental relations/communications</b>	To ensure fulfillment of the institutional mission and strengthen higher education opportunities, programs and services by communicating institutional plans and priorities and applicable supporting information to internal and external interest groups, governmental agencies and legislative bodies, and educational institutions and organizations.
<b>unit management</b>	To maximize the efficiency and efficacy of institutional planning and evaluation processes through responsible stewardship and application of allocated resources.

## Operating Context

### Departmental Overview

The Office of Institutional Effectiveness is an administrative component of the Office of the President, responsible for directing and coordinating institutional planning, evaluation, policy analysis, and institutional research. The department was established as the Office of Institutional Research and Planning in 1989 as a result of a recommendation made in the 1984-86 Institutional Self-Study. In the twelve years it has been in existence, it has grown in size and complexity, reflecting the growing national, state, and institutional emphasis on institutional planning and evaluation. The name was changed to Office of Institutional Effectiveness in FY 2000.

The department has grown from two full-time employees, a director and a secretary, in 1989, to 6.75 FTE employees in FY 2001. A research analyst was added in 1990 and a half-time Coordinator for Institutional Assessment was added in 1995. The organizational changes that established the Division of Enrollment and Student Services and the Division of External Affairs in FY 2000 also resulted in changes for the department. Two new full-time professional positions were added—the Director of Institutional Research and the Coordinator for Policy Planning and Analysis—the department name was changed, and the title of the administrative head was changed to Executive Director. Another research analyst was added in FY 2001. All of the personnel in the Office of Institutional Effectiveness are currently housed in a single suite on the first floor of the Marialice Shary Shivers Administration Building.

The Office of Institutional Effectiveness works closely with a number of University committees and councils involved in institutional planning, assessment, policy review, and institutional information. The Executive Director is a member of the Executive Committee and the President's Council, the institution's highest-level advisory groups. In addition, the Executive Director serves on and administers the Strategic Planning Committee and chairs the Campus Facilities Planning Council; he is also a member of all *ad hoc* facilities programming and design committees. The Executive Director is a member of the Information Resources Committee and a Resource Member of the Institutional Assessment Committee. The Director of Institutional Research serves as the Coordinator of the Student Information System and is Chair of the SIS Management Team and the SIS Focus Team, cross-divisional groups that coordinate the administrative software that provides management information for the University. He is also a member of the Web Team that oversees the development and maintenance of the University's main web site, and he serves of the Information Resources Committee. The Coordinator for Institutional Assessment is an ex officio member of the Institutional Assessment Committee and provides administrative support for the committee; she is also a member of the Uniform Recruitment and Retention Committee that advises the enrollment management efforts of the University. The Coordinator for Policy Planning and Analysis is an ex officio member of the Institutional Assessment Committee and attends all meetings of the President's Council when institutional

policies are being considered; she is also actively involved in the University's Customer Service efforts and in the Committee Planning the 75<sup>th</sup> Anniversary of the institution.

In the area of institutional planning, the Office of Institutional Effectiveness has primary responsibility for producing the **Agency Strategic Plan** that must be submitted to the State of Texas every two years. The Office also assists in the production of the related **Legislative Appropriations Request**. Other institutional planning documents prepared by OIE are the **Planning/Assessment Timetable**, the **President's Report**, and the **Major Goals and Institutional Priorities**. The OIE also prepares planning presentations and conducts planning conferences. In the area of institutional research, the OIE handles most required institutional reporting, including statistical reports such as the CBM Reports (THECB), the IPEDS Reports (DOE), and the Performance Measure Reports (LBB). The Director of Institutional Research is the institution's Reporting Official for the Texas Higher Education Coordinating Board for student-related information and the keyholder for federal IPEDS reports. The institutional research component of OIE also produces an annual **Institutional Fact Book**, data sets for Academic Program Review, and the **Statistical Support Package for Academic Planning and Evaluation**. The policy planning and analysis component is conducting a comprehensive review of all **Handbook of Operating Procedures** and establishing procedures to ensure that policies are reviewed regularly in the future. The assessment component of OIE conducts surveys to assess institutional effectiveness, analyzes the results, and reports the findings to inform planning and decision making. The on-going **Study of First-Time Students**, the **Recent Graduate Survey**, and the **Survey of Non-Returning Students** are examples of the kinds of surveys conducted and analytical reports written. A new Employer Satisfaction Survey is being conducted for the first time in FY 2001. The assessment component also coordinates institutional participation in and use of the results of state and national assessment surveys such as the National Survey of Student Engagement and the Survey of Organizational Excellence. The OIE took responsibility for state-mandated Customer Service Satisfaction Assessment in FY 2000 and developed the institution's Compact with Texans.

## **Internal Assessment**

The Office of Institutional Effectiveness is staffed with professionals who have extensive experience at and long-term commitments to the institution. The Director of Institutional Research is a 35-year veteran of the institution who has previously served as Director of Admissions and Assistant Vice President for Academic Affairs. The Executive Director has been with the institution for thirty-three years and holds the rank of Professor of English as well as his staff position; he has served twice as administrative head of the Department of English, three terms as Chairman of the Faculty Senate, and on the steering committee of three institutional self-studies. The Coordinator of Institutional Assessment has been with the institution for twenty-nine years and served previously as Director of the Learning Assistance Center.

The Coordinator of Policy Planning and Analysis has twenty-three years of experience at the institution and previous experience as Dean of Students and Vice President for Student Affairs. The Senior Secretary has been with the University for over ten years. The two research analysts are both graduates of the University. Altogether, the professional staff have over 130 years of experience with the institution in a variety of positions, giving them a broad perspective and extensive institutional memory.

While the staff is experienced and knowledgeable, none of the sector leaders has formal professional education in the areas of institutional planning and evaluation. While each has attended some specific training seminars, they are for the most part self-taught in their current areas of responsibility. The members of the office work comfortably with one another, but their disparate responsibilities inhibit too much teamwork and there is not much cross-training in the major areas of unit responsibility, except in institutional research. In addition, the four staff members who head the four main areas of responsibility are all approaching retirement age simultaneously, so there may be some problems with continuity of operations in the foreseeable future.

The staff members of the Office of Institutional Effectiveness are committed to supporting the University as a whole and are willing to take on any responsibilities that will help the institution to pursue its goals. They recognize the importance of their influential, behind-the-scenes role in the development of the institution and work hard to maintain a neutral and impartial position that allows them to work with and support all other units of the institution.

Because the office is relatively new and tends to work behind the scenes, the operations and services of the Office of Institutional Effectiveness are not well-known around the campus, especially among the faculty and students. The office has developed brochures and a web site to try to spread the word about the kinds of information and assistance that can be provided by the office, but additional means may need to be used to increase institutional awareness of the office. Faculty and student representatives serve (or have allotted positions) on the main committees and councils that the office works closely with, but there is a sense in the office that there is insufficient contact with faculty and students.

Currently, the Office of Institutional Effectiveness is conveniently housed in a suite of offices on the first floor of the Administration Building, near the offices of the institutional executives with whom the OIE staff work most closely. While the offices are sufficient at present, they are somewhat cramped and the existing layout is not as efficient as it could be. The office needs additional storage space to hold the supplies for the paper surveys it uses in its assessment efforts, to maintain the archives of the institutional self-study, and to house the growing collection of planning and assessment resources in its library.

The Office of Institutional Effectiveness has sufficient resources to perform its duties and fulfill its responsibilities. The operating and travel budgets have been adequate and all of the professionals have up-to-date computers. Through the annual

equipment cycle, the office was recently able to acquire a new server that will enhance its abilities in several key areas by providing a data warehouse, by facilitating the use of electronic surveys, and by allowing more information to be made available through the office's web site.

The data warehouse will help to solve an annoying problem with institutional data. In the past, queries of the institutional database would often produce different results to the same request because the database is "live" and subject to change from one minute to the next. With the data warehouse, institutional data can be archived as of a specific census date for each semester or term, providing a constant source of consistent statistics. The office now has the hardware and the software to develop the data warehouse, but needs to find the time to devote to getting the project fully operational. When it is, institutional officials will be able to query the database directly in many instances, facilitating campus use of the available data.

The staff members of Office of Institutional Effectiveness believe that the office has been successful in encouraging greater institutional awareness of and involvement in strategic planning and effectiveness assessment across the campus. However, there is a sense that more data-based decision-making would be beneficial, so it is trying to ensure that the data it supplies is reliable and readily available.

## **External Assessment**

The institutional and external environments within which the Office of Institutional Effectiveness operates appear conducive to an expanded role for the kinds of services, studies, and information that the office provides. Trends suggest that institutional, System, state, federal, and accreditation expectations in the areas of planning, assessment, and institutional statistical information will continue to increase during the period covered by this strategic plan. While these expectations promise a future of continued involvement for the office, they will also place greater demands on the personnel and resources currently allotted to Institutional Effectiveness.

The University of Texas-Pan American continues along the path of change, growing in size and complexity. Its primary service region is the seventh largest population center in the state and the fourth fastest growing in the nation. Population growth in the primary service area would continue to feed institutional growth if nothing else changed, but the institution and the state have made public commitments to increasing the participation rate among the Hispanics who make up the majority of the population in the region and who are the fastest growing ethnic group in the state. The University of Texas-Pan American is well positioned to be a state and national leader in the education of Hispanics. The changing economy of the region has also created increased demand for more people with baccalaureate, graduate, and professional degrees. A great opportunity exists to improve the quality of life in the area **and** to raise the status of the institution through increased research and

expanded public service. The University has already had a significant impact on the Rio Grande Valley, but it can be an even greater change agent in the future.

However, the kind of change the region needs will not come easily. The South Texas region lags behind other regions of the state in many standard indicators of the quality of life and must go much further to gain parity or hope for pre-eminence. The introduction to a recent analysis of the border economy by the Federal Reserve Bank of Dallas provides a concise synopsis of the situation:

Historically, the border region has been the most economically disadvantaged area of Texas. Unemployment rates have hovered in the teens, with McAllen's joblessness running above 20 percent until recently. Per capita incomes are among the lowest in the nation, ranging from 38 percent of the U.S. per capita income in Eagle Pass to 60 percent in El Paso, compared with a state average of 94 percent. Government transfers account for a large share of border income, ranging from a fifth to a third of total per capita income. Educational attainment is low; 32 percent of the adult population has less than a ninth-grade education and only 13 percent has completed college, compared with 13 percent and 20 percent, respectively, for the state. A high birth rate and immigration push population growth in border cities to 1.5 to 2.5 times the state average.

During the past several years, however, the border region has benefited from a 14-year expansion of the Texas economy, increased trade with a fast growing Mexican economy and the maquiladora boom across the border. Unemployment rates in all border cities have fallen below ten percent except in McAllen which nonetheless saw a dramatic 10 percentage point decline in joblessness. The region's strong job growth has surpassed Texas' growth since 1999. This growth has brought better-paying jobs, but also increased demands on infrastructure, housing and services. It has also brought into focus the need for a better-educated, higher-skilled workforce (**The Border Economy**, June 2001).

The analysis demonstrates that progress has been made, but there is still a long way to go.

The state and the institution recognize that education is the key to "closing the gaps" that exist between the border region and the rest of Texas and between Texas and the ten most populous states. Reports by the Texas Higher Education Coordinating Board, the Lieutenant Governor's Special Commission on 21<sup>st</sup> Century Colleges and Universities, and The University of Texas System Board of Regents all call for increasing participation rates in higher education, especially among underrepresented groups, improved success rates, more emphasis on excellence, and expanded research capacity and productivity. The University has reflected these concerns in the articulation of its three over-arching institutional goals: improving student access and success, being a state leader in the preparation and production of public school teachers, and becoming the doctoral/research institution in South Texas.

To help coordinate pursuit and fulfillment of these goals, the Office of Institutional Effectiveness will have to play an important role as a part of the Office of the

President. The OIE will have to assist in ensuring that all components and constituents of the institution have sufficient understanding about what is involved in these undertakings, making sure that institutional planning aligns with both the University's and the state's goals, providing the statistical data and information needed to make good decisions about how to pursue the goals, and conducting periodic assessments of institutional progress in attaining these goals.

While the state has shown some willingness to provide institutions with more resources and grant institutions greater flexibility to accomplish the educational goals, it has also asked for increased accountability. The University of Texas System and the institution's accrediting and certification bodies are also focusing more attention on evidence of institutional effectiveness, with special emphasis on outcomes assessment instead of inputs assessment. The institution will need to develop more comprehensive systems for evaluating its effectiveness in many areas of institutional endeavor, but especially in those areas where the state, the UT System, and the institution have committed to significant advancements. The Office of Institutional Effectiveness will certainly be involved in the institution's responses to the demands for greater accountability, both in the development of systems for evaluation and in the generation of data to support those systems.

## **Strategic Issues/Unit Challenges**

In order to fulfill its commitments better in the context of the current environment, the Office of Institutional Effectiveness must address several challenges during the period covered by this strategic plan. The Office of Institutional Effectiveness should undertake strategic initiatives to

- Encourage and facilitate more strategic planning, outcomes assessment, and data-driven decision-making at all levels of the University.
- Make more information readily accessible and clearly useful to more institutional constituents.
- Increase institutional awareness of the operations and services of the office.
- Strengthen continuity of office operations.

# Implementation Plan

## Objectives

### **Goal Area** **Institutional Planning**

### **Goal Statement**

**To articulate the institutional mission and promote its fulfillment by fostering and coordinating a broad-based, comprehensive program of institutional planning**

Objectives:

- To ensure that the institution is guided by appropriate and up-to-date mission and vision and goal statements through regular review and revision as needed.
- To maintain currency of institutional planning by organizing and facilitating regular institutional planning sessions and documenting the results.
- To achieve full participation in the number of institutional units engaged in strategic planning and producing planning/evaluation documents.
- To encourage extensive input from campus and community constituencies by supporting and facilitating a broad array of institutional and advisory councils and committees that can contribute to the planning and assessment processes.
- To strengthen unit planning through the provision of effective planning services and materials.
- To fulfill institutional planning obligations to the State of Texas and The University of Texas System.
- To increase awareness of institutional plans by assisting in communicating plans to internal and external constituencies.
- To promote planning efforts across the institution by supporting the active involvement of the Strategic Planning Committee in institutional planning efforts.
- To support the coordination of campus facilities planning with overall institutional planning through involvement in and administrative support for the Campus Facilities Planning Committee

### **Policy Planning and Analysis**

**To coordinate systematic review and analysis of institutional policies to ensure accuracy, currency, consistency, and compliance with applicable rules and regulations and state and federal statutes**

- To ensure that all existing policies are reviewed on a scheduled basis, revised if necessary, shepherded through the approval process, and entered into the official policy document in a timely manner.

<b>Goal Area</b>	<b>Goal Statement</b>
<b>Institutional Assessment and Evaluation</b>	<ul style="list-style-type: none"><li>• To strengthen the adequacy of institutional policies by reviewing internal and external environments to determine if additional policies are required or desirable and to promote and facilitate the development of appropriate policies.</li><li>• To improve institutional access to official policies through development of an effective organization and through electronic availability of the Handbook of Operating Procedures.</li><li>• To promote accurate and current representation of official policies in institutional publications and official documents through systematic review and recommendations for revision</li><li>• To foster the development of effective and acceptable institutional and unit policies through policy development advice and assistance.</li></ul> <p><b>To improve institutional effectiveness by coordinating and supporting a systematic program of institutional evaluation and assessment, reporting of the findings, and incorporating the findings into the planning and accreditation processes.</b></p>
Objectives	<ul style="list-style-type: none"><li>• To ascertain pre-attendance information and attitudes of entering students for baseline data and change analysis through collection, analysis and reporting of demographic data and opinion survey responses.</li><li>• To gain useful comparative data by coordinating institutional participation in statewide and national surveys focusing on higher education and through the preparation of reports based on the results.</li><li>• To gain insight on the impact of the university experience through post-attendance surveys and analyses of recent graduates and non-returning students and through periodic graduate follow-up studies.</li><li>• To foster customer satisfaction through coordinated assessment of customer service satisfaction and through promoting institutional emphasis on customer service attitudes and approaches.</li><li>• To increase awareness of external constituency perceptions of institutional effectiveness through periodic employer satisfaction surveys and market analyses and through the preparation of reports based on the results.</li><li>• To strengthen assessment of academic effectiveness and educational outcome analysis through data support and cooperative efforts.</li><li>• To promote assessment efforts throughout the institution by supporting the active participation of the Institutional Assessment Committee.</li></ul>

Goal Area	Goal Statement
<b>Institutional Research and Enrollment Management Information</b>	<ul style="list-style-type: none"><li>• To facilitate assessment throughout the institution by providing assistance and expertise to institutional groups/units wanting to develop assessment efforts and to interpret and apply the results</li><li>• To reinforce and heighten awareness of institutional evaluation by maintaining institutional assessment materials and by cataloging and reviewing assessment efforts.</li></ul>
Objectives	<p data-bbox="607 510 1390 747"><b>To enhance institutional planning and evaluation efforts and to increase general institutional awareness through the accumulation, generation, maintenance, and dissemination of accurate, sufficient, and accessible institutional data, through the provision of data analysis services, and through maintenance and enhancement of the institution's student information system.</b></p> <ul style="list-style-type: none"><li>• To fulfill assigned UT System, state, and federal statistical reporting requirements in accurate and timely fashion.</li><li>• To collect, organize, and disseminate on a regular basis standard sets of frequently requested statistical data and institutional information for internal and external constituencies.</li><li>• To respond to institutional, system, governmental, and media requests for specific statistical data, data analysis, and statistical projections in accurate and timely fashion.</li><li>• To support enrollment management efforts through coordination, maintenance, and enhancement of the Student Information System, and through the development and/or discovery of data exchange systems, and by implementing new or enhanced systems to improve student access and success.</li><li>• To establish UTPA as a leader in the use of technology to deliver services to students, faculty, staff, and public</li><li>• To enhance electronic access to current and archived institutional data through the development or discovery, implementation, and maintenance of information systems designed to facilitate end-user inquiries and longitudinal studies.</li><li>• To gain and maintain institutional and/or program accreditations and certifications through provision and analysis of institutional data</li><li>• To respond to the extent possible without impacting other responsibilities to external requests for statistical data and institutional information from researchers, comparable institutions, and commercial enterprises.</li></ul>

<b>Goal Area</b>	<b>Goal Statement</b>
<b>Governmental Relations/Communications</b>	<ul style="list-style-type: none"><li>• To maintain and improve institutional research capabilities through participation in professional organizations and through the development of data exchange agreements and expertise sharing networks</li></ul> <p><b>To ensure fulfillment of the institutional mission and strengthen higher education opportunities, programs and services by communicating institutional plans and priorities and applicable supporting information to internal and external interest groups, governmental agencies and legislative bodies, and educational institutions and organizations.</b></p>
Objectives	<ul style="list-style-type: none"><li>• To promote clear understanding of institutional mission and needs during the legislative process through the development of briefing documents and explanatory materials.</li><li>• To strengthen legislative inquiries, negotiations, and decision-making through the timely provision of requested statistical data and institutional information.</li><li>• To enhance institutional and community awareness of legislative processes and decisions through careful monitoring of proceedings and analysis of legislation during and following legislative sessions.</li><li>• To strengthen opportunities, programs and services through periodic impact analysis and evaluation of special legislative initiatives.</li></ul>
<b>Unit Management</b>	<p><b>To maximize the efficiency and efficacy of institutional planning and evaluation processes through responsible stewardship and application of allocated resources.</b></p>
Objectives	<ul style="list-style-type: none"><li>• To promote departmental effectiveness and continuous improvement through departmental planning, communications, training, and evaluation, including evaluation of personnel and services.</li><li>• To provide adequate human and fiscal resources for the effective operation of the Office of Institutional Effectiveness through the budget request, departmental management, and account reconciliation processes.</li><li>• To provide appropriate physical and technological resources to permit OIE personnel to operate in a unified and cohesive setting and fulfill internal and external expectations in a timely and accurate manner.</li><li>• To ensure departmental compliance with all applicable institutional policies and procedures as well as UT System rules and regulations, and state and federal statutes.</li><li>• To promote institutional and external constituency awareness of OIE functions and services through publications, web site materials, and presentations.</li></ul>



# Office of Institutional Effectiveness Strategic Plan FY 2002-FY 2006 Objectives and Strategies

GOAL AREA: Institutional Planning

GOAL: To articulate the institutional mission and promote its fulfillment by fostering and coordinating a broad-based, comprehensive program of institutional planning

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
1. To ensure that the institution is guided by appropriate and up-to-date mission, vision, and goal statements through regular review and revision as needed.	Have Strategic Planning Committee conduct a review of the institutional mission every two years as stipulated by the policy on revising and approving the institutional mission statement (HOP 10.1.7)	Last review in 1997	Conduct mission review by December 2001	
	Review mission, vision, and goal statements during each biennial President's Council Planning Conference.		Conduct review by October 1, 2001	None conducted; no need cited
	Review institutional publications to ensure that current versions of mission, vision and goals are being used.	Mission and vision reviewed for revision of catalogs in 2000		Up-to-date
2. To maintain currency of institutional planning by organizing and facilitating regular institutional planning sessions and documenting the results.	Organize and conduct biennial President's Council Planning Conference	PCPC (Focus Groups) held August 1999; notebook of materials presented produced.  PCPC 2001 held July 2001	Next PCPC scheduled for Summer 2003	

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
	Organize , conduct, and summarize results of biennial Executive Committee Planning Retreat	Executive Retreat conducted held September 2000; results summarized and distributed.  Executive Committee Planning Conference held August 2001	Conduct Executive Retreat in 2002	Continuing
	Conduct, assist, or attend planning sessions of major institutional units.	CoHSHS May 2000 Bus Affairs June 2000 Acad Affairs July 2000 Mat Mgt. July 2000 CoHSHS August 2001	As requested	Continuing
	Organize, support, and evaluate annual budget presentations by major institutional units, focusing on planning and evaluation.	Budget presentation meetings held in March/April 2001  Opinion survey conducted in April 2001; results analyzed and distributed in May 2001	Budget presentations to be held in February 2002	Continuing
3. To achieve full participation in the number of units engaged in strategic planning and producing planning/evaluation documents	Develop and support implementation of new institutional policy requiring unit planning and evaluation	Policy implemented FY 2001		Policy approved for inclusion in HOP
	Have SPC conduct survey to determine compliance with HOP 10.1.8		Survey to be proposed for FY 2002, after first submission of unit strategic plans	Pending
	Promote unit planning through presentations	Prepared President's presentation for Staff		On-going

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
		Senate Town Hall Meeting April 2001		
4. To encourage extensive input from campus and community constituencies by supporting and facilitating a broad array of institutional and advisory councils and committees that can contribute to the planning and assessment processes.	Establish and maintain a central clearinghouse of information on the purpose, composition, and membership of all institutional level councils and committees and all advisory boards consisting of external members.	Current information on each committee, including purpose, composition, membership, officer, responsibilities, methods of appointment; description consistent with the HOP	All committee information current by January 1 of each year	Current, up-to-date
	Establish and maintain a permanent web page of University councils and committees and representative bodies on the UTPA web site	Update information on each council and committee posted in September and January of each fiscal year	Update in September 2001 and January 2002	Continuing
	Revise committee appointment procedure to include Coordinator of Policy Planning and Analysis among those receiving copies of appointment letters in order to keep data current.	Procedure revised; system working.		Done
5. To strengthen unit planning through the provision of effective planning services and materials	Send out brochure to all departments announcing OIE services		Updated brochure sent out by November 2001	Original brochure sent out in Fall 1999;
	Develop planning materials	Planning Conferences		On going

Office of Institutional Effectiveness Strategic Plan FY 2002-2006

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
	booklet for use in planning conferences	booklet updated		
	Develop planning materials and sample documents accessible through OIE web site	Nothing available	On <a href="http://www.oie.panam.edu">www.oie.panam.edu</a> by May 1, 2001.	Completed
	Maintain a library of institutional planning and evaluation resources.	Continue to add resources to library	Develop a computer data base of resources in library	Pending
6. To fulfill institutional planning obligations to the State of Texas and the University of Texas System	Develop biennial update of <b>Agency Strategic Plan</b> and submit to UT System and LBB and GOBP by due date	ASP 2001-2005 submitted May 2000	Submit ASP 2003-2007 by June 1, 2002	Check requirement
	Assist in preparation of <b>LAR</b> by drafting Administrator's Statement and assisting with performance data and strategy justifications	LAR 2002-2003 submitted in October 2000	Submit LAR 2004-2005 by October 2002	Pending
	Assist in preparation of annual <b>Major Goals and Institutional Priorities Report</b>			Pending
7. To increase awareness of institutional plans and goals by assisting in communicating plans to internal and external constituencies	Assist in preparation of State of the University address and presentation for Fall Convocation	Prepared PowerPoint presentation and President's remarks by August 20, 2001	Prepare by August 15, 2001	Pending
	Write narrative text for biennial	Submitted to University	December 1, 2002	Pending

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
	<b>President's Report</b>	Relations January 20, 2001		
	Post results of PCPC 2001 on OIE web site	Results posted July 2001		
8. To promote planning efforts across the institution by supporting the active involvement of the Strategic Planning Committee in institutional planning efforts	Provide administrative and clerical assistance to ensure full membership and regular meetings of SPC	8 SPC meetings held during FY 2001;	9 SPC meetings during FY 2002	Continuing
	Encourage SPC to discover the extent and nature of planning going on across the institution	SPC had presentations by each divisional vice president on planning efforts within the divisions in FY 2001	Presentations by academic deans and library director in FY 2002	Continuing
	Develop and maintain SPC web site to increase awareness of SPC activities and concerns	First posted in April 2001	Maintain web site current monthly	Continuing
	Write up and distribute minutes of SPC meetings prior to next scheduled meeting	Minutes prepared and distributed at or before each subsequent meeting	Minutes posted on SPC web site	Continuing
9. To support the coordination of campus facilities planning with overall institutional planning through involvement in and administrative support for the Campus Facilities Planning	Set up, hold, and record the minutes of monthly meetings of CFPC to keep abreast of facilities planning and construction projects and to review facilities-related requests	10 CFPC meetings held during FY 2001; minutes distributed at or before each subsequent meeting	10 meetings during FY 2002; develop web site for posting of minutes	Continuing

Office of Institutional Effectiveness Strategic Plan FY 2002-2006

Objectives	Strategies/Actions	Performance Measurement		Comment/Status
		Benchmark/Current Level	Target	
Council				
	Review and update CIP annually	CIP presented for CFPC input		Annually
	Draft proposals for new facilities or reallocation of existing space as needed.	Education Complex (for TRB) Phys Ed/Rec Area		As needed
	Serve on all ad hoc programming committees for new or remodeled facilities.	Visitor Center (2000-2001) Admin Remodel (2001-		Continuing
	Maintain library of campus facilities planning documents and resources	Library maintained in OIE offices	Develop computerized database of library holdings	Pending
	Organize and conduct periodic campus facilities planning conferences	Campus facilities planning conference held in conjunction with campus master plan effort in 1999	Possible conference on TRB uses	Pending
	Provide support to campus master planning efforts	Most recent Campus Mater Plan completed in 1999	Schedule annual review of campus master plan for CFPC	Annually

**GOAL AREA: Policy Planning and Analysis**

**GOAL: To coordinate systematic review and analysis of institutional policies to ensure accuracy, consistency, and compliance with applicable rules and regulations and state and federal statutes**

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
1. To ensure that all existing policies are reviewed on a scheduled basis, revised if necessary, shepherded through the approval process, and entered into the official policy document in a timely manner	Develop and maintain a distribution and tracking system to ensure appropriate input on the development and/or revision of policies and to promote timely approval of new or revised policies.	Distribution and tracking system up and current; 100% of policies receive appropriate input	100% of policies receive appropriate input	Current
	Connect President's Office, VPs, Faculty Senate, and CPPA to policy network and train users in its use.	All users connected and trained	Maintain users trained at 100%	66%
	Develop and follow flow chart for policy development/revision, review, and approval.	90% compliance with established procedures	90% compliance	90%
	Bring new/revised policies to President's Council on regular basis to ensure timely approval	CPPA attends all PC meetings where HOP policies are considered; policies presented at 7 of 9 meetings in FY 2001	Policies brought for review at 9 of 12 meetings	Continuing
2. To strengthen the adequacy of institutional policies by reviewing internal and external environments to determine if additional policies are required or desirable	Monitor or research recent changes to Regents Rules, state and federal legislation, official reports and mandates, newsletter of Council of Public University Chancellors and Presidents for possible effect on institutional policies	Monthly review	Monthly review	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
and to promote and facilitate the development of appropriate policies.				
	Review minutes of Board of Regents, University councils and committees and representative bodies for possible impact on official policies and procedures	Monthly review (or as minutes become available)	Monthly review	Continuing
3. To improve institutional access to official policies through development of an effective organization and through electronic availability of the Handbook of Operating Procedures.	Assist President's Office in maintaining <b>Handbook of Operating Procedures</b> on University Web site as official version of HOP	Web HOP up and current	Up and current	Up and current
	Design and propose revised organization and numbering system for Handbook of Operating Procedures to group similar subjects together and provide better access to HOP information.	New Table of Contents proposed and approved	Web HOP organized into new Table of Contents and numbering system by October 2001	Pending
	Post approved new or revised policies on Web HOP in timely fashion	Posting accomplished within working 10 days of System approval	10 days	10 days or less
4. To promote accurate and current representation of official policies in institutional	Conduct annual/biennial review of institutional publications such as catalog, Student Guide, etc. to ensure accurate reflection of current policies and procedures	Review catalog during each biennial revision; review other publications during each revision	Maintain review schedule	Current

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
publications and official documents through systematic review and recommendations for revision.	and to ensure accurate representation of new legislation passed during biennial session of Texas Legislature			
	Conduct periodic review of institutional and System documents and publications for accuracy	Quarterly activity		Continuing
5. To foster the development of effective and acceptable institutional and unit policies through policy development advice and assistance.	Recommend additions, deletions, and/or revisions of policies in keeping with the mission, role and scope of the University	Weekly activity	As needed	Continuing
	Coordinate input from across campus during policy review and approval process	Weekly to monthly	Weekly to monthly	Continuing
	Provide policy development advice to members of the campus community seeking to propose new or revised policies	Weekly to monthly	As needed	Current

**GOAL AREA: Institutional Assessment and Evaluation**

**GOAL: To improve institutional effectiveness by coordinating and supporting a systematic program of institutional evaluation and assessment, reporting the findings, and incorporating the findings into the planning and accreditation processes**

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
1. To ascertain pre-attendance information and attitudes of entering students for baseline data and change analysis through collection, analysis, and reporting of demographic data and opinion survey responses.	Use Entering Student Survey to conduct solicit information and opinions from first-time entering students; analyze results and report on findings to institutional leadership	Latest survey conducted in Fall 2000; data compared to results from Fall 1998 and Fall 1999 administrations.  Results posted on OIE website	Next survey in Fall 2001	Continuing
2. To gain useful comparative data by coordinating institutional involvement in statewide and national surveys focusing on higher education and through the preparation of reports based on the results.	Coordinate UTPA involvement in National Survey of Student Engagement and analyze results	34% response rate to first administration of NSSE;  analytical report of results written and presented to institutional leadership  Report posted on OIE web site	40% response rate on 2001 administration of NSSE	Continuing
	Coordinate UTPA involvement in Survey of Organizational Excellence (State of Texas) and analyze results	35% response rate for 2000 administration  Analytical report written and presented to President's Council  Report posted on OIE Web site	40% response rate for 2002 administration	Pending

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
3. To gain insight on the impact of the university experience through post-attendance surveys and analyses of recent graduates and non-returning students and through periodic graduate follow-up studies.	Conduct Recent Graduate Survey each year to determine demographics and opinions of recent UTPA graduates	Recent Graduate Study for FY 2001 underway	Produce Report by October 31, 2001	In progress
	Conduct Survey of Non-Returning Students periodically to ascertain reasons for students choosing not to return to school	First Non-Returning Student Survey conducted in 1998; Follow-up studies conducted in 1999 and 2000.  Report posted on OIE web site  Second Non-Returning Student Survey conducted in Spring FY 2001.	Results of Second Non-Returning Student Report available in September 2001.	Nearing completion.
4. To foster customer satisfaction through coordinated assessment of customer satisfaction and through promoting institutional emphasis on customer service attitudes and approaches.	Develop/write <b>Compact with Texans</b> , gain approval, and post as required by Sections 2113.001-2113.007 of the Texas Government Code	Approval gained by March 15, 2000 deadline  Submitted as part of Agency Strategic Plan by June 1, 2000  Posted on University Web site by June 1, 2000	Update for next iteration of Agency Strategic Plan in June 2002	Current
	Submit Customer Service	Report submitted on time	Update biennially	Current

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	Report to State as part of Agency Strategic Plan by developing inventory of customers, describing methods used to assess customer satisfaction, charting details of service quality, analyzing findings, and identifying improvements to be made	with Agency Strategic Plan in June 2000		
	Review, analyze, and coordinate response to customer service "comments" submitted through Web site or through other means	No comments submitted in FY 2001	As needed	Continuing
5. To increase awareness of external constituency perceptions of institutional effectiveness through periodic employer satisfaction surveys and market analyses and through the preparation of reports based on the results	Conduct Employer Satisfaction Survey	First Employer Satisfaction Survey conducted in FY 2001; 27% response rate; results analyzed and report drafted in Summer 2001	Dissemination of results of Employer Satisfaction Survey to institutional leadership for review and use	Continuing
6. To strengthen assessment of academic effectiveness and educational outcome analysis through data support and cooperative efforts	Provide data sets to support Academic Program Review.	Data sets provided to College of Business Administration in FY 2001	Data sets provided to College of Education in FY 2002	Continuing
	Participate in UT System effort	Attended meetings and		Pending

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	to develop accountability system	supplied information to Raymond Rodrigues		
7. To promote assessment efforts throughout the institution by supporting the active participation of the Institutional Assessment Committee	Provide administrative and clerical assistance to ensure full membership and regular meetings of IAC	Monthly meetings held during regular school year FY 2001; minutes of meetings provided at or before next meeting in each case; some membership slots never filled	Regular meetings during FY 2002; timely posting of minutes; all memberships slots filled.	Continuing
	Develop and maintain IAC web site to increase awareness of IAC activities and concerns	As needed	As needed	Current
	Encourage IAC to review and summarize institutional assessment efforts and prepare a Institutional Assessment Report.	Presentations made by each divisional vice president during FY 2001 and summarized in IAC report	Presentations made by academic deans and library director in FY 2002	Pending
8. To facilitate assessment throughout the institution by providing assistance and expertise to institutional groups/units wanting to develop assessment efforts and to interpret and apply the results	Assist the Financial Aid Office in the development and analysis of a survey to determine validity of expectations regarding the availability of child care service on campus	Survey conducted during FY 2001		Completed
	Assist the Assistant to the President in developing a survey instrument to assess the impact of the Leadership	Survey and analysis complete		Completed

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	Program			
	Assist the Budget Officer to develop a survey to evaluate the budget development and approval process	Survey instrument completed.	Review analysis of survey results by November 2001.	In progress
9. To reinforce and heighten awareness of institutional evaluation by maintaining institutional assessment resources and by cataloging and reviewing assessment efforts.	Maintain and update MEASURE and Catalog of Institutional Planning and Assessment Resources	MEASURE and Catalog updated biennially or as needed	Update biennially	Continuing
	Maintain library of assessment documents and materials.	Library available to UTPA faculty and staff at AB 137	Develop computerized listing of holdings	Continuing

**GOAL AREA: Institutional Research and Enrollment Management Information**

**GOAL:** To enhance institutional planning and evaluation efforts and to increase general institutional awareness through the accumulation, generation, maintenance, and dissemination of accurate, sufficient, and accessible institutional data, through the provision of data analysis services, and through maintenance and enhancement of the institution's student information system.

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
1. To fulfill assigned UT System, state, and federal reporting requirements in accurate and timely fashion	Submit CBM student information reports to THECB and achieve certification by due date.	100% of CBM reports submitted and certified by due date in FY 2001	100% of CBM reports submitted and certified by due date in FY 2002	Continuing
	Submit IPEDS student information reports to federal government by due dates	100% of IPEDS reports submitted by due date in FY 2001	100% of IPEDS reports submitted by due date in FY 2002	Continuing
2. To collect, organize, and disseminate on a regular basis standard sets of frequently requested statistical data and institutional information for internal and external constituencies	Produce an annual Institutional Fact Book	Fact Book 2000 distributed by March 27, 2001	By March 1, 2002	Continuing
	Make Fact Book available on-line through OIE Website and links from UTPA home page	Fact Book 2000 posted on <a href="http://www.oie.panam.edu">www.oie.panam.edu</a> on March 21, 2001.	Fact Book 2001 posted on <a href="http://www.oie.panam.edu">www.oie.panam.edu</a> on March 1, 2002	Completed
	Produce and distribute the Statistical Support Package for Academic Planning and Evaluation	Distributed ten days before start of annual Budget Presentations	Distribute two weeks before start of annual Budget Presentations	Continuing
	Maintain and update as needed	Charts included in	Update annually for Fact	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	charts that show the administrative organization of the University.	Institutional Fact Book	Book	
	Develop and update annually the Office Directory and the Directory of Administrative Officers and Staff for inclusion in the campus telephone directory.	New directory lists prepared for 2000-2001 directory.	Update directory lists by September 30, 2001	Continuing
3. To respond to institutional, system, governmental, and media requests for specific statistical data, data analysis, and statistical projections in accurate and timely fashion.	Submit any necessary changes to THECB Enrollment Forecast document(Study Paper 27) for biennial update	Most recent edition in December 2000	Next edition in Fall 2002	Continuing
	Submit <b>Closing the Gaps</b> Goals targets	Targets submitted by June 30, 2001	Evaluate and update during FY 2002	Pending
	Prepare list of "peer" institutions and submit to UT System	List submitted August 16, 2001	Update as needed	Completed
4. To support enrollment management efforts through coordination of the Student Information System and through the development and/or discovery of data exchange systems, and by implementing new or	Implement and maintain voice response system to permit telephone registration	System up and running	Maintain and enhance as needed	On-going

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
enhanced systems to improve student access and success.				
	Implement updated electronic transcript system	Implementation in progress and on schedule for August 2001		Continuing
	Implement eCheck (electronic check payment) system for students	System being tested in summer 2001	Full implementation for Spring 2002	Implementation was delayed by problems with bank; being resolved.
	Implement Campus Pipeline (Web portal)	Phase I (e-mail) on target for September 2001	Phase II (other services) by January 2002	In progress
	Maintain active membership in state, regional, and national organizations that focus on enrollment management and student information systems.	Provided sessions at IA's of Texas and Texas Association of Collegiate Registrars and Admissions Officers in 2001	Provide program sessions at each regional, state, and national meetings	Continuing
5. To establish UTPA as a leader in the use of technology to deliver services to students, faculty, staff, and public	Provide the latest technology to allow students to self-serve themselves wherever possible	Kiosks, credit card payments, Web for students and faculty implemented and working	eCheck and Campus Pipeline in progress for FY 2002	Continuing
6. To enhance electronic access to current and archived institutional data through the development or discovery, implementation, and maintenance of information systems designed to facilitate	Develop a data warehouse system	Computer to host data warehouse purchased and set up	Data structures being developed	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
end-user inquiries and longitudinal studies.				
	Develop instruction manual to permit campus users to make direct inquiries to data warehouse	N/A	Manual to be developed in FY 2002	Pending
7. To gain and maintain institutional and/or program accreditations and certifications through provision and analysis of institutional data	Monitor changes in SACS/COC criteria for accreditation	Criteria due to change in December 2001	Prepare for next Institutional Self-Study in 2004	On-going
	Support program accreditation efforts through timely and accurate statistical data	Data support provided to CoBA, CoHSHS	As requested	On-going
	Maintain records of institutional self-studies for accreditation purposes.	Records maintained on site in OIE		Continuing
8. To respond to the extent possible without impacting other responsibilities to external requests for statistical data and institutional information from researchers, comparable institutions, and commercial enterprises.	Develop single point of coordination for responding to external surveys	17 surveys responded to by date requested during FY 2001	Respond as needed	Continuing
9. To maintain and improve institutional	Maintain membership and participation in Texas	Four staff members hold memberships in TAIR	Add membership in national organization Association of	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
research capabilities through participation in professional organizations and through the development of data exchange agreements and expertise sharing networks	Association of Institutional Research (TAIR)		Institutional Research (AIR)	
	Maintain membership and participation in the South Texas Consortium for Institutional Research (STCIR)	Staff members attended 4 meetings in FY 2001; hosted meeting in July 2001.	Have representation at all meetings of STCIR; host one meeting every two years	Continuing

**GOAL AREA: Government Relations/Communications**

**GOAL:** To ensure fulfillment of the institutional mission and strengthen higher education opportunities, programs, and services by communicating institutional plans and priorities and applicable supporting information to internal and external interest groups, governmental agencies and legislative bodies, and educational institutions and organizations.

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
1. To promote clear understanding of institutional mission and needs during the legislative process through the development of briefing documents and explanatory materials	Prepare presentation to introduce and justify LAR at biennial LAR Hearings	By September 1, 2000	By September 1, 2002	Continuing
	Prepare and update Institutional Summary and basic fact sheet for use during legislator briefings	Institutional Summary and Fact Sheet updated and included in Legislative Briefing Book for use during 77 <sup>th</sup> Legislature	Institutional Summary and Fact Sheet prepared in time for distribution at or before beginning of 78 <sup>th</sup> Legislature	Continuing
	Prepare or assist with briefing book to explain non-formula legislative requests—special items and tuition revenue bond requests	Briefing Book prepared during session	Briefing book prepared in time to hold sessions with Valley delegation before start of session in January 2003	Continuing
2. To strengthen legislative inquiries, negotiations, and decision-making through the timely provision of requested statistical data and institutional information.	Submit responses and requested position papers to interim legislative committees and special task forces preparing reports for legislative consideration.	All requests for information and statistics answered in timely fashion	Requests responded to in timely fashion and recorded for post-session analysis	Continuing
	Provide requested data to	All requests for information	Requests responded to in	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	legislative offices by date requested/needed	and statistics answered in timely fashion	timely fashion and recorded for post-session analysis	
	Provide requested data/information to UT System office by date requested/needed	All requests for information and statistics answered in timely fashion	Requests responded to in timely fashion and recorded for post-session analysis	Continuing
3. To enhance institutional and community awareness of legislative processes and decisions through careful monitoring of proceedings and analysis of legislation during and following legislative sessions.	Participate in institutional team assigned to monitor legislative proceedings and provide appropriate alerts to President as needed	Participated in unofficial team during 77 <sup>th</sup> Legislature	Official status to legislative team with regular meetings held during interim to prepare for 78 <sup>th</sup> Legislature	Continuing
	Include analysis of impact of legislative session in biennial President's Council Planning Conference	Analysis of 77 <sup>th</sup> Legislature conducted during PCPC 2001		Biennially
	Include explanation of impact of legislative session in State of the University address at Fall Convocation in odd-numbered years	Summary of major impacts of 77 <sup>th</sup> Legislature included in State of University address for August 31, 2001		In progress
4. To strengthen opportunities, programs, and services through periodic impact analysis and evaluation of special legislative initiatives	Prepare reports on the use of special line items funds	As needed		
	Prepare reports on use of	Prepare in anticipation of		Pending

Office of Institutional Effectiveness Strategic Plan FY 2002-2006

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
	Institutional Enhancement Funds	78 <sup>th</sup> Legislature		

**GOAL AREA: Unit Management**

**GOAL:** To maximize the efficiency and efficacy of institutional planning and evaluation processes through responsible stewardship and application of allocated resources.

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
1. To promote departmental effectiveness and continuous improvement through departmental planning, communications, training, and evaluation, including evaluation of personnel and services	Develop and update departmental mission, goals, and strategic plan with staff	Overview booklet contains most of what should go in a strategic plan	A model plan that will serve the department and serve as a sample for others to follow.	Completed
	Hold regular staff meetings to keep all members aware of institutional environment and current departmental projects.	Approximately one per quarter	Monthly staff meetings	
	Promote and track departmental participation in internal and external training programs for compliance and for skill improvement.	Training Report submitted quarterly		
	Complete all annual employee evaluations in timely fashion.	All SEPAPs up-to-date	SEPAPs submitted within two weeks of receipt	Continuing
2. To provide adequate human and fiscal resources for the effective operation of the OIE through the budget request,	Prepare annual budget request with appropriate staff input and submit in accordance with budget preparation timetable	Usually late	Turned in on time.	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
departmental management, and account reconciliation processes.				
	Review departmental expenditures on a regular basis to ensure appropriateness of expenditures and adequacy of resources for all expected needs	Accounts reconciled monthly and reviewed	Accounts reconciled monthly and reviewed	Current
	Review and justify any necessary requests for budget changes			
3. To provide appropriate physical and technological resources to permit OIE personnel to operate in a unified and cohesive setting and fulfill internal and external expectations in a timely and accurate manner.	Review current and projected space needs and prepare justification, as needed, for additional space through CFPC or ad hoc facilities programming channels.	Space needs prepared for architect programming renovation of Administration Building	Space needs accommodated through renovation of Administration Building by FY 2003	Pending
	Prepare annual Equipment (formerly HEAF) request with appropriate staff input and submit in accordance with published schedule	Annual request submitted as requested	Annual equipment request submitted as requested	Continuing
4. To ensure	Notify in timely fashion all	Notifications given during	Schedule of monthly staff	Continuing

Objectives	Strategies/Actions	Performance Measurement		Status
		Benchmark/Current Level	Target	
departmental compliance with all applicable policies and procedures as well as UT System rules and regulations and state and federal statutes.	departmental personnel of any new or changed policies or procedures or rules and regulations that might impact them and provide appropriate reminders of any continuing policies that need to be observed.	periodic staff meetings and by memo	meetings to enhance notification	
5. To promote institutional and external constituency awareness of OIE functions and services through publications, web site materials, and presentations.	Develop and maintain in current fashion OIE web site <a href="http://www.oie.panam.edu">www.oie.panam.edu</a> with information on staff, services, publications, and related resources.	OIE website maintained up-to-date with new material added on periodic basis	Post OIE strategic plan on web site by September 2001	Continuing
	Produce and distribute annual update of OIE Overview booklet	OIE Overview updated for distribution with FY 2001 performance review	OIE Overview updated for submission with FY 2002 performance review	Continuing

# Assessment

## General Assessment

Based on the results of objective performance indicators, the Office of Institutional Effectiveness has been successful in fulfilling its objectives in the areas of planning, institutional research, policy analysis, and assessment. Respondents to opinion surveys indicate clear satisfaction with the budget presentation process and the Institutional Fact Book. Required reports were submitted on time and respondents indicated satisfaction with the information provided to support the budget presentation process. New policies and revised policies moved through the approval process in a timely fashion and were posted on the web promptly. Response rates to assessment surveys conducted or coordinated by the OIE were reasonable, although there is room for improvement. Committees and councils administered by the OIE met regularly and minutes were completed and distributed in timely fashion. Indicators also suggest that unit management is being handled successfully, although more staff meetings should be held. Performance indicators for the area of governmental relations are more difficult to pinpoint, so assessment of that area needs to be improved.

## Performance Indicators and Projections of Performance

Indicator	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
<b>Planning</b>						
% of Respondents Indicating Agreement (SA/A) with Usefulness of Budget Presentation Process	93%	95%	95%	95%	95%	95%
% of Respondents Indicating Agreement (SA/A) with Usefulness of Planning Conferences	N/A	90%	90%	90%	90%	90%
Number of Official SPC Meetings Per Year	8	9	9	9	9	9
Number of times SPC minutes completed and distributed before subsequent meeting.	8	9	9	9	9	9
Number of Official CFPC Meetings Per Year	10	12	12	12	12	12
Number of times CFPC minutes completed and distributed before subsequent meeting.	10	12	12	12	12	12
<b>Institutional Research</b>						
% of CBM Reports Certified by Due Date	100%	100%	100%	100%	100%	100%
% of IPEDS Reports Submitted by Due Date	100%	100%	100%	100%	100%	100%
% of Respondents Indicating Fact Book "Successful"	92%	94%	95%	95%	98%	100%

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% of Respondents Indicating Agreement (SA/A) with "adequate information" item on Budget Presentation Survey	82%	90%	90%	100%	100%	100%
% of Data Sets Provided to Academic Program Review by Requested Date	100%	100%	100%	100%	100%	100%
<b>Policy Analysis</b>						
% of Policies Reviewed Completing Approval Process in One Year	62%	68%	73%	78%	81%	83%
% of Approved Policies Posted on Web within 10 Days	65%	75%	80%	85%	85%	85%
<b>Assessment</b>						
% of Recent Graduates Submitting Surveys	27.0%	28.4%	30.3%	32.2%	34.1%	36.0%
% of Students Responding to NSSE Survey	N/A	40%	N/A	43%	N/A	46%
% of Non-Returning Students Submitting Surveys	15.1%	15.9%	17.0%	18.1%	19.25	20.3%
% of Employers Submitting Surveys	27%	N/A	35%	N/A	38%	N/A
% of Employees Responding to SOE Survey	N/A	40%	N/A	40%	N/A	42%
Number of Official IAC Meetings Per Year	8	8	8	8	8	8
Number of times IAC minutes completed and distributed before subsequent meeting.	8	8	8	8	8	8
<b>Government Relations</b>						
Number of Pre-Session Briefings Held with Valley Legislators	0	N/A	All	N/A	All	N/A
Number of Legislative Requests for Information Fulfilled within Time Promised	N/A					
<b>Unit Management</b>						
% of Property Inventory Accounted For in Annual Inventory	100%	100%	100%	100%	100%	100%
Number of Employee Evaluations Completed Per Year (evaluations:employees)	6 of 6	6 of 6	6 of 6	All	All	all
Number of Staff Meetings Held Per Year	4	12	12	12	12	12

## Appendices

### Unit Profile

#### Executive Director

**Dr. Frederick (Ted) von Ende** has been with UTPA since 1968, serving in both faculty and administrative posts. He has a Ph.D. in English Literature from Texas Christian University, specializing in medieval literature and the Arthurian legends. He holds the rank of professor in the Department of English and has twice been department chair. He served as Chair of the Faculty Senate from 1973 to 1975, as Coordinator for Policy Planning in the Office of the President from 1977 to 1981, and as Editor of the 1984-86 Institutional Self Study. In 1991, he became Director of the Office of Institutional Research and Planning, a component of the President's Office. In 1999, the name of the office was changed to Institutional Effectiveness and his title became Executive Director. He sits on the President's Council and is a member of the Executive Committee. He also is a member of the Strategic Planning Committee, the Campus Facilities Planning Council, the Information Resources Committee, the Institutional Compliance Committee, and the Marketing Committee.

#### Director of Institutional Research

**William (Bill) L. Morris** came to Pan American College in June 1963 as a student. He earned a B.A. in Astroscience in 1968 and a B.B.A. in General Business in 1969 while working as a student employee in the Office of Admissions and Records; in 1980, he completed a Master of Business Administration degree. He became a full-time employee in September 1969 and has since held a number of staff positions. In his early years, he served as a transfer evaluation clerk, a statistics clerk, and a supervisor of records. He then served as the Systems and Procedures Analyst and the Director of Admissions. In 1973, he went to work in the Office of Academic Affairs, serving as Assistant to the Vice President for Academic Affairs and then as Assistant Vice President for Academic Affairs. In September 1999, he became Director of Institutional Research in the Office of Institutional Effectiveness. Morris serves as the Coordinator of the Student Information System and is Chair of the SIS Management Team, the SIS Focus Team, and the University Calendar Committee. He is also project leader for the implementation of the Campus Pipeline project. As account manager for the Registration Fee account, he has used the proceeds to provide students access to their records and to registration via the WEB, voice response system, and fifteen kiosks located across the campus. He is a member of the university's WEB team and the Information Resources Committee and serves on the Visitor Center and Campus Entrance Project Committee. He has served on a number of University of Texas System taskforces, including the

Data Warehouse Task Force and the application for admissions referral committee. On the state level, he has served on Texas Higher Education Coordinating Board committees such as the Distance Learning Policy Task Force, the 45-Hour Database Committee, the Transcript Committee for TASP and Core Course Information, and the Texas Common Application Committee. Morris is active on the regional, state, and national level as a presenter, committee chair and member, newsletter editor, officer (past president and past treasurer of the Texas Association of Collegiate Registrars and Admissions Officers), and local arrangements chair for five state and regional annual meetings. He has been the institutional reporting official for student-related information for federal and state reports since the early 1970's.

#### Research Analyst

**Xavier Andres (Andy) Rios** began working for The University of Texas Pan American as a research assistant in the Department of Chemistry while working on his undergraduate degree. He earned a B.S. in Computer Science in 1997. In 1999, he began working as a Research Analyst for the Office of Institutional Effectiveness where he is responsible for gathering, generating, and preparing statistical data for analysis. His responsibilities include gathering data for yearly IPEDS reports, submitting the **Performance Measures Reports** for the Legislative Budget Board of the State of Texas, developing data sets to support Academic Program Review, maintaining the Common Data Set, and developing a data warehouse to archive institutional statistics. He also fulfills "on-demand" requests for institutional data to support accreditation, grant applications, survey responses, and legislative requests. He is currently working on a master's degree in Computer Science.

#### Research Analyst

**Edelmirio De La Garza** taught four years in the Pharr-San Juan-Alamo Independent School District before he came to The University of Texas-Pan American as a part-time instructor in the Department of Mathematics as a tutor for the Math ExCET in the Learning Assistance Center. In January 2000, he became a Learning Specialist in the Learning Assistance Center. In November 2000, he became a Research Analyst for Access and Retention in the Office of Institutional Effectiveness. He took on responsibility for the annual publication of the **Institutional Fact Book**, the University's main compendium of commonly requested statistical information. He has a B.S. in Mathematics degree from The University of Texas-Pan American.

#### Coordinator of Policy Planning and Analysis

**Judy Vinson** has been at UTPA since 1977, and served as the chief student affairs administrator from 1982 until 1999. As Coordinator of Policy Planning and Analysis, she oversees the **Handbook of Operating Procedures** and the Committees and Councils Project, and serves as Senate Bill 1563 Customer Service/Compact with Texans representative. She is an ex officio member of the Institutional Assessment Committee and serves on the steering committee for the 75<sup>th</sup> Anniversary Celebration. She has degrees from Henderson State College and Oklahoma State University.

#### Coordinator of Institutional Assessment

Dr. **Sylvia Lujan** joined Pan American University in 1972 after teaching eight years in the Brownsville CISD and serving one year with Region One Education Service Center. At the University, she has served as a counselor from 1972-1974, and Coordinator of Counseling Services from 1975-1977. In 1977, she became Director of Student Financial Aid and served in that capacity until she became Director of the Learning Assistance Center in 1980. She was also named Staff Associate Dean of the College of Arts and Sciences in 1984. In these roles, she served as Coordinator for the Texas Academic Skills Program, the ACT Research Program, and the Office of Veterans Affairs. She was also Supervisor for Educational Talent Search, the Job Training Partnership Act, the Upward Bound Program, and the College Assistance Migrant Program. IN 1995, she retired from her position as Director of the Learning Assistance Center, but began working half-time as the Coordinator for Institutional Assessment in the Office of Institutional Research and Planning (now Institutional Effectiveness) where she is responsible for developing, selecting, and/or coordinating the administration of assessment instruments and analyzing the results and preparing reports to guide institutional assessment. She holds a BA degree from Pan American College (1962), a MEd from Texas Tech University (1971), and a EdD degree from the University of Houston (1980).

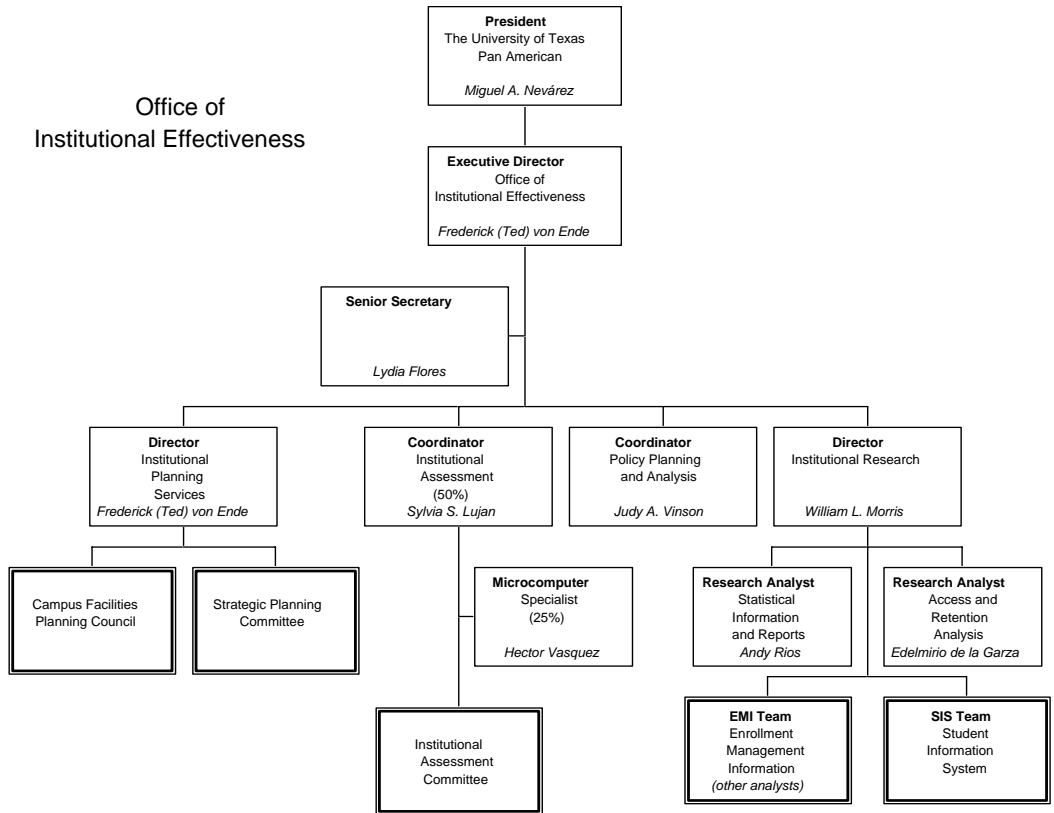
#### Microcomputer Specialist

**Hector Vasquez** has a split appointment at The University of Texas-Pan American, working 25% for the Office of Institutional Effectiveness and 75% for the Learning Assistance Center. As a Microcomputer Specialist, he compiles statistical data to support the entering student assessment reports of the Coordinator for Institutional Assessment and assists with ad hoc reports in the Institutional Research unit. He is currently finishing up his bachelor's degree in computer science.

#### Senior Secretary

**Lydia Flores** has been with The University of Texas-Pan American since 1990 and with the Office of Institutional Effectiveness since 1998. As senior secretary, she is responsible for office management, for coordinating survey mailings and response tracking, and for supervising student employees. Previously, she worked in the College of Health Sciences and Human Services for eight years. She graduated from Edinburg High School and attended The University of Texas-Pan American.

## Organizational Chart



## Planning Process

Planning in the Office of Institutional Effectiveness is a participatory, collaborative process. Because the office is a relatively small unit, involving everyone is both feasible and desirable. The office follows the four-part planning model that it promotes for other units of the institution. The format for the strategic planning document is adapted from the one developed by the Legislative Budget Board for state agencies to use in their strategic plans.

Strategic planning within the unit now known as Institutional Effectiveness has evolved during the period the office has been in existence. The mission statement and goals have been revised several times as the responsibilities of the office have expanded. The first strategic planning document consisted of the mission and goals, a list of activities and products for each of the office's major goal areas, and a list of the office's initiatives and priorities for the coming year organized according to the major goal areas.

With the advent of the new Strategic Planning and Evaluation policy (**HOP 10.1.8**), the procedures followed by the office became somewhat more formal. All members of the office staff were asked to review the existing mission and goal statements in conjunction with the mission and goals of the University as a whole and those of the Office of the President in particular and to make suggestions for any desirable or necessary revisions. A list of objectives for each goal was drafted and distributed to the staff for review; staff members were encouraged to add to or delete from the list. A matrix was created using the goals and objectives and each of the sector leaders was asked to fill in strategies, benchmarks, and targets. The staff collaborated on an environmental scan that involved an analysis of unit strengths and weaknesses, institutional strengths and weaknesses, and opportunities and threats present in the external environment. The items identified in the SWOT analysis were analyzed and ranked and a package of the results was distributed to the staff for review. The environmental scan was used as the basis for drafting a narrative description of the "context" within which the Office of Institutional Effectiveness operates. The staff members were also asked to identify performance indicators in each of the major goal areas and to provide current and expected levels of performance for each of those indicators. All members of the staff are given drafts of the strategic plan components during the formative process and are encouraged to provide input. All members of the unit are given copies of the final document and encouraged to keep them handy as they carry out their responsibilities.

The finished strategic plan is submitted to the President of the University for review and approval.