

Annual Report

Part 1

Section A

Unit Information

Unit: Planning and Institutional Performance

Mission Statement:

The Office of Planning and Institutional Performance (PIP) uses planning strategies and assessment to assist the University to provide excellent educational services, and to achieve regional and specialized accreditation. Planning and Institutional Performance is the focal point for FGCU's institutional effectiveness efforts. It **gathers, analyzes**, and uses data to inform institutional planning and effectiveness processes, policy development, and decision-making; **facilitates** curriculum development and revision; and **supports** university-wide strategic planning efforts. In fostering accountability and excellence, PIP provides guidance and mechanisms for assessment in such areas as educational outcomes, effectiveness in teaching and learning, distance learning and faculty productivity.

Section B

Unit goals set within last year's (2003-2004) Annual Report

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your **2004-2005** goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Plan Goal 8- Ongoing Quality Improvement

Coordinate the remaining tasks in the SACS reaffirmation process

What action did you undertake to achieve this goal?

- Submitted completed compliance certification document by deadline
- Made preparations for off-site compliance certification review
- Submitted follow-up focused reports that resulted from the off-site review
- Submitted from FGCU, a QEP that meets all SACS requirements
- Making of all arrangements for the on-site review
- Facilitating on-site review

By what means did you assess goal achievement?

- The submission of completed compliance certification document by deadline

- The completion of preparations for off-site compliance certification review
- The on-time submission of a follow-up focused report that resulted from the off-site review
- The on-time submission of FGCU's QEP that met all SACS requirements
- The completion on-time of all arrangements for the on-site review
- The completion of a successful on-site review

Describe the assessment results and the conclusions about goal attainment you inferred from them.

PIP fulfilled all stated actions associated with the SACS reaffirmation process. FGCU was found to be in compliance with 70 of 76 SACS requirements and standards. PIP is working diligently to bring the university into compliance with the remaining 6. By bringing itself towards full SACS compliance, the result is that the university's planning and institutional effectiveness mechanisms have been greatly strengthened.

What continuous improvement resulted from the use of the assessment data?

FGCU has begun to more pervasively institute a culture of assessment across the entire university. Every major unit of the university has created an assessment plan that links unit goals to university strategic plan goals. All academic programs have created integrative program matrices that include student learning outcomes and associated assessment methods. Annual reports are produced by every major unit of the university, both administrative and academic that assess goal attainment for the current year and use assessment results to guide establishment of goals for the coming year. Results of the annual reports are used to inform strategic plan priorities for the coming year thus linking planning, assessment, and budgeting to foster continuous improvement throughout the university.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Goal 8 - Ongoing Quality Improvement

Bring to fruition the current cycle of strategic planning with a new plan approved by the Board of Trustees in early 2005.

What action did you undertake to achieve this goal?

- Held August 2004 university leadership retreat
 - Completed a draft university strategic plan in early fall
 - Coordinated the remaining tasks in the SACS reaffirmation process
 - Created a website for the university strategic plan
 - Scheduled and held a series of public hearings on the draft plan during Fall 2004
 - Held a workshop for Board members
 - Proposed adoption of the plan by the Board of Trustees in early 2005
 - Disseminated the new strategic plan to the university community
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By what means did you assess goal achievement?

- Success of August 2004 university leadership retreat
- Completion a draft university strategic plan in early fall
- Creation a website for the university strategic plan
- Completion of the series of public hearings on the draft plan during Fall 2004
- Success of the workshop for Board members in December 2004
- Adoption of the plan by the Board of Trustees occurring in January 2005
- Dissemination of the new strategic plan to the university community through the Web

Describe the assessment results and the conclusions about goal attainment you inferred from them.

On January 18, 2005, the FGCU Board of Trustees unanimously approved the new strategic plan for the university. The goal was attained.

What continuous improvement resulted from the use of the assessment data?

The result is an institutional blueprint for the next five years enhancing enrollment, increasing the faculty and staff, improving facilities, broadening academic and co-curricular opportunities, increased outreach to the community, and pursuing academic excellence in all its forms with appropriate benchmarks for determining progress toward attainment of the goals.

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Plan Goal 8 – Ongoing Quality Improvement

Implement new (and enhance existing) institutional effectiveness practices

What action did you undertake to achieve this goal?

- Reconstitution of the Long Range Planning Committee as the Long Range Planning and Institutional Effectiveness Committee to make it more effective by integrating planning with institutional effectiveness
 - Establishment of quantifiable benchmarks for assessing goals of the new strategic plan
 - Full implementation of annual reporting mechanism
 - Development of academic learning compacts for all baccalaureate degree programs
 - Administration of CIRP to get baseline data on incoming student attitudes and perceptions
 - Expanded participation in NSSE to include the faculty (FSSE) as well as the student survey
 - Development of a new program review process
 - Establishment of expanded data capability
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By what means did you assess goal achievement?

- Appointment of LRPIEC and its holding meetings throughout the year
- Established quantifiable indicators/benchmarks for assessing goals of the new strategic plan and embedding them in the plan itself
- Fully implemented the annual reporting mechanism for 2004-2005 through a new template for compiling the reports
- Drafted policy and implementation procedures for development of academic learning compacts for all baccalaureate degree programs as part of an action plan
- Administered CIRP to incoming students to get baseline data on incoming student attitudes and perceptions
- Expanded participation in NSSE to include the faculty as well as the student survey
- Approval by the Faculty Senate of the creation of a standing committee for Program Review, the Program Review Team
- Hiring a new staff member to serve as assistant director for management information resources

Describe the assessment results and the conclusions about goal attainment you inferred from them.

PIP fulfilled all stated actions associated with this goal. LRPIEC was appointed by President Merwin in September 2004 and has been meeting periodically ever since. Through LRPIEC indicators/benchmarks were developed for each of the eight goals of the strategic plan and then included in the strategic plan itself. The annual reporting process was fully implemented for the first time this year with all major organizational units of the university drafting an appropriate report utilizing a PIP-designed XML template connected to a reporting database. PIP completed the development of an action plan including a policy and procedures for implementation of Academic Learning Compacts for approval by the University Board of Trustees at its June 2005 meeting. CIRP was administered to all incoming first-year students with the analysis shared with student affairs and the university community through the PIP website. FGCU, through PIP, participated in both NSSE and FSSE during the spring of 2005. The Faculty Senate at its meeting of April 15, 2005 approved bylaws establishing a standing committee to coordinate program reviews in cooperation with PIP. A new assistant director for management information resources was hired in April 2005 to enhance institutional research and analysis.

What continuous improvement resulted from the use of the assessment data?

The introduction of LRPIEC has led to improved accountability and more closely linked planning, accountability, and budgeting to foster continuous improvement. The IE directives authored by PIP and approved by LRPIEC provide a basis for implementing the university's new IE model. Improvements being made to the program review process and to the use of integrative program matrices will assist in facilitating further improvements to student learning systematically across all academic programs. The development of Academic Learning Compacts for each undergraduate degree program will assure that all graduates do so from a program with well-defined student learning outcomes with associated assessment methods. CIRP results are providing a useful baseline with regard to new student attitudes and choices concerning FGCU. NSSE results have already been used to identify weaknesses in the undergraduate experience with regard to diversity and co-curricular engagement. A new proposal to require at least one course covering diversity has emerged

as a likely student requirement. Greater student engagement in the co-curriculum has emerged as an emphasis of the university strategic plan. The current administration of NSSE will add valuable trend information on student engagement and the addition of faculty participation through FSSE will provide an additional dimension on faculty attitudes with regard to student learning at FGCU. The creation of the Program Review Team within the Faculty Senate will increase faculty involvement in the process that will contribute to enhanced effectiveness of academic program reviews through the use of external peer consultants, the review of student learning outcomes, and response and follow-up meetings involving the Provost, deans, and program leadership. The hiring of a new assistant director for management information resources will double the institutional research and analysis staff within PIP and allow the undertaking of new data reporting for decision-making

Strategic Plan Goal

Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?

Strategic Plan Goal 8 – Ongoing Quality Improvement
 Strategic Plan Goal 1 – High Quality Education

Address BOG accountability initiatives

What action did you undertake to achieve this goal?

- Development of performance measures for FGCU in consultation with Division of Colleges and Universities according to BOG’s timeline
- Implementation of new program review guidelines being developed by BOG, when promulgated
- Completion of Academic Learning Compacts according to guidelines and timelines set forth by the BOG

By what means did you assess goal achievement?

- Response to request from Division of Colleges and Universities (DCU) to complete weightings for performance measures in the following areas: degree productivity; licensure pass rates; academic learning compacts; underserved populations; graduation rates; skilled workforce; and world-class programs
- Proposal of goals and objectives in response to Division of Colleges and Universities' request in the areas of access and production of degrees; meeting statewide professional and workforce needs; building world-class academic research capacity; and other forms of national recognition
- Implemented new program review guidelines developed by BOG, after they were promulgated
- Drafting of Academic Learning Compacts according to guidelines and timelines set forth by

the BOG

Describe the assessment results and the conclusions about goal attainment you inferred from them.

Completed the weightings as requested and are waiting for the Board of Governors to determine how it will implement its performance assessment of the system. The goals and objectives submitted to the DCU have been incorporated into FGCU's strategic plan. PIP has worked to implement beginning with Fall 2005 the new DCU guidelines on program review which require an external consultant in each case and review of associated Academic Learning Compacts for baccalaureate degree programs. A new policy governing the implementation of Academic Learning Compacts has been approved by the Deans Council and the Faculty Senate and will lead to implementation of the Academic learning Compacts pursuant to criteria set forth by the Board of Governors.

What continuous improvement resulted from the use of the assessment data?

As a result of the assessments, FGCU and PIP were better able to align the goals of FGCU's strategic plan with the goals and objectives of the state. This conjunction allows FGCU to be more responsive to defined state needs in addition to meeting regional needs of Southwest Florida thus positioning the university to better fulfill its mission within the state university system and better demonstrate its effectiveness in doing so.

Section C

Program or Service Specific Assessments

What program or service specific assessment occurred in the current academic year?

The office examined the process by which institutional effectiveness was conducted at the university. It gathered evidence for the setting of goals, the assessment of goals, and the use of assessment data to foster continuous improvement. It determined that this activity could not be documented in a systematic and consistent way throughout the university, nor were linkages to institutional planning and budgeting as clear as they should be.

How were the results of the assessment used to improve programs or services?

In conjunction with the development of the new strategic plan, PIP proposed the creation of LRPIEC, the Long Range Planning and Institutional Effectiveness Committee as an executive body co-chaired by the Provost and the VP for Administrative Services comprising university administrative, faculty, and student leadership for the purpose of integrating and coordinating strategic planning and institutional effectiveness practices. The IE model adopted was proposed by PIP as were the IE directives to guide the model's implementation. The IE directives instituted the annual report cycle as the means for setting and reporting on annual goal attainment with goals aligned with university strategic plan goals. The annual report includes assessment of each goal and how the outcomes of the assessment have been used to improve

programs and services and advance fulfillment of FGCU's mission. The annual reports are used for shaping institutional priorities for the coming year in line with over goals of the university strategic plan. The results of program assessment plans are also included in the annual reports to further student learning goals.

Section D

Unit Contribution to President's Performance Measures

Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President? (If so, please indicate whether the measure set was attained and to what degree.)

Goal 14: Goal 2005 Strategic Plan for Board of Trustees Approval

A plan with quantifiable benchmarks for measuring progress was approved by the Board of Trustees at its January 2005 meeting as scheduled. A system for annual reports to describe progress toward the goals has also been put into place.

Goal 21: SACS Reaffirmation

PIP submitted a compliance certification and Quality Enhancement Plan that were acceptable to SACS as part of the reaffirmation process. All required documentation was submitted by the designated deadlines. The Off-site and on-site reviews were completed successfully and within the planned schedule.

Part 2

Section A

Unit Goals for Coming Year (2005-2006)

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Plan Goal - 8 Ongoing Quality Improvement
Complete SACS reaffirmation process successfully

What action(s) will you undertake to achieve the goal?

PIP will work with the Office of Curriculum and Instruction to complete a response to the on-site Committee Review Team report that addresses all outstanding compliance issues.

By what means will you assess goal achievement?

Reaffirmation by the Commission on Colleges of the Southern Association of Colleges and Schools.

How will you know if you have successfully attained each goal?

A decision concerning reaffirmation of accreditation will be issued by the COC of SACS in December 2005.

How will the results of the above assessments be used to improve student learning or services?

The reaffirmation decision will confirm the institution's progress in the full implementation of a comprehensive model for institutional effectiveness. This will assure that a systematic and recursive system of setting goals, assessing goals, and using the results to improve programs, services and student learning for the advancement of the university's mission in line with the goals of the university's strategic plan is fully functional.

Strategic Plan Goal
With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal
Goal for 2005-2006

Strategic Plan Goal - 8 Ongoing Quality Improvement Complete implementation of the new institutional effectiveness model for the university that is integrated with the university's strategic planning process

What action(s) will you undertake to achieve the goal?

Update unit-based assessment plans
Hold periodic meetings of LRPIEC to assess progress on the implementation of the university strategic plan
Conduct academic program reviews in conjunction with the newly established Program Review Team of the Faculty Senate
Complete annual report cycle for the second year with results tied to resource priorities for 06-07

By what means will you assess goal achievement?

LRPIEC review of the implementation of assessment plans
Summary of results of program reviews scheduled for 05-06 by the Program Review Team
The establishment of institutional priorities for 06-07 aligned with goals of the university strategic plan goals that are informed by LRPIEC review of annual reports

How will you know if you have successfully attained each goal?

Review of assessment plans will show that all units are continuing to implement their assessment plans, assessing goals, and using the results to improve programs, services, and/or student learning
Summaries of program reviews are submitted to the Division of Colleges and Universities (DCU) pursuant to DCU policy directive and an action plan for addressing findings of the review is approved by the Provost
A progress report on LRPIEC's activities for implementation of the university strategic plan is

accepted by the Board of Trustees in 05-06

How will the results of the above assessments be used to improve student learning or services?

The results of these assessments will directly impact the student learning environment through the improvement of student and academic support services and academic programs that are the product of these assessments, reviews, and planning activities.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Plan Goal - 8 Ongoing Quality Improvement Meet Board of Governors' mandates for Academic Learning Compacts

What action(s) will you undertake to achieve the goal?

Work with the Program Review Team of the Faculty Senate in the review and approval of Academic Learning Compacts for all undergraduate degree programs

By what means will you assess goal achievement?

Status reports to the Division of Colleges and Universities

How will you know if you have successfully attained each goal?

By the end of the 05-06 academic year, Academic Learning Compacts will be implemented for all existing undergraduate baccalaureate degree programs.

How will the results of the above assessments be used to improve student learning or services?

The ALCs will clearly define the learning outcomes expected for each student in terms of communication, critical thinking, and discipline-specific subject matter with associated assessment methods of student learning. Program faculty will use the results of the student assessments for curriculum revision and other improvements intended to enhance student learning. Students will have a clear understanding of what they should be capable of knowing and doing upon graduation and how they will be assessed as undergraduates in any given FGCU baccalaureate degree program.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Plan Goal 1- High Quality Education
Strategic Plan Goal 8-Ongoing Quality Improvement
Support implementation of the Quality Enhancement Plan

What action(s) will you undertake to achieve the goal?

Assist in the implementation of the QEP assessment plan

By what means will you assess goal achievement?

Gathering of necessary benchmarking data in support of the project.

How will you know if you have successfully attained each goal?

Will have data that shows current level of knowledge and attitudes with regard to questions of environmental knowledge and awareness at various points in student progression through the undergraduate curriculum at FGCU.

How will the results of the above assessments be used to improve student learning or services?

The data will be used to make comparisons on development of students' cognitive and behavioral dimensions from which faculty may draw inferences leading to curriculum revisions that can enhance student learning related to the undergraduate student learning outcome of ecological perspective.

Strategic Plan Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?

Unit Goal

Goal for 2005-2006

Strategic Plan Goal - 8 Ongoing Quality Improvement
Strategic Plan Goal 1- High Quality Education
Implement Assessment Day with appropriate recognition awards

What action(s) will you undertake to achieve the goal?

LRPIEC will develop criteria for awards recognizing examples of outstanding assessment practices and create a forum for an appropriate recognition event, perhaps in conjunction with the annual Research Day Celebration of Excellence.

By what means will you assess goal achievement?

Staging a first annual Assessment Day with appropriate recognition awards.

How will you know if you have successfully attained each goal?

Making the first awards at an event to be held in spring 06 and levels of participation in the event.

How will the results of the above assessments be used to improve student learning or services?

The results will be used to nurture a culture of assessment that is student-centered in keeping with the mission of the university. If successful, the event and awards will motivate the institution to use assessment as the preferred tool for informing decision-making and improving the student experience at FGCU.

Section B

Resources

What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?

PIP has received a commitment for a permanent addition to its budget for one staff line and additional non-salary support in the coming year. With the reorganization within PIP and Academic Affairs during the current year, the office has experienced a net loss of 2 staff positions. The staff line will help restore some of the loss and allow the office to seek a new A&P position to support institutional effectiveness activities, especially with regard to assessment support. The non-salary support is necessary to meet the need for temporary staff support. With the introduction of the new IE model, plans to administer approximately 40 potential new surveys were gleaned from the assessment plans submitted to PIP. This is in addition to the already heavy survey work in which the office engages. QEP support will be an extra focus for the office for years to come and will require dedicated and additional staff work.

What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?

Section C

Assessment Plans

What assessments are you planning to conduct during 2005-2006?

PIP will carefully evaluate the new program review process and make adjustments to it to ensure that it fulfills all institutional and state requirements leading to academic program improvements to enhance the student learning experience at FGCU.

Section D

Coming Year - Strategic Plan Contributions

Goal 8
