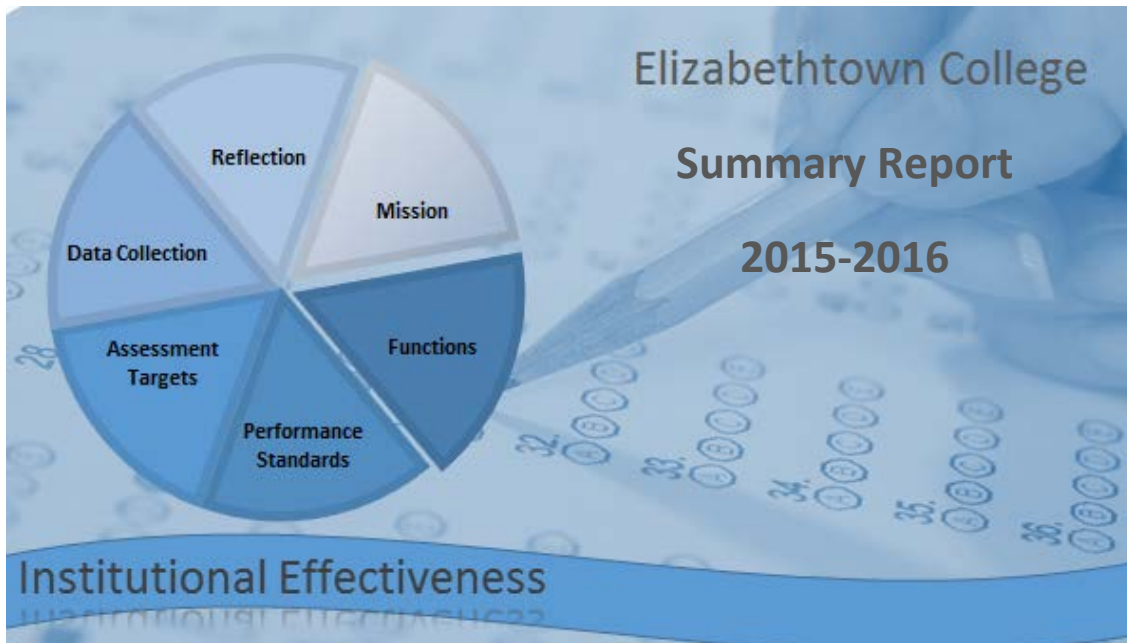
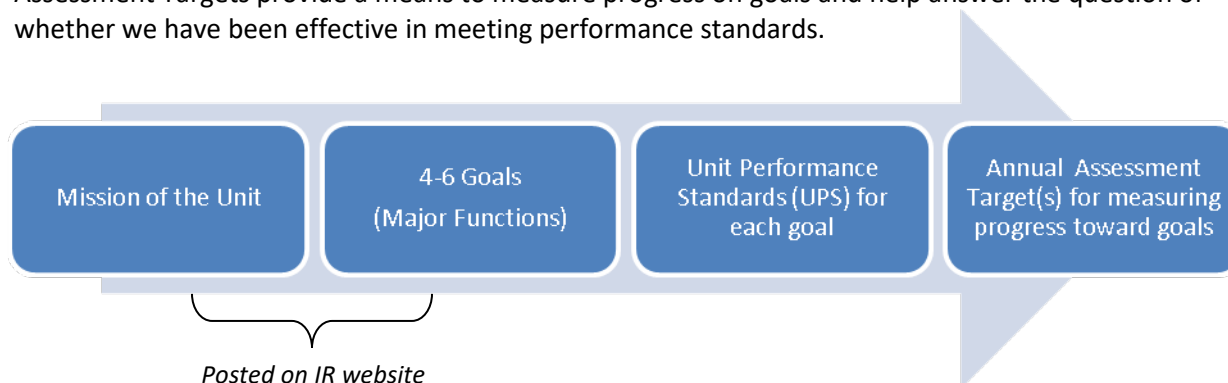


INSTITUTIONAL EFFECTIVENESS



Institutional effectiveness (IE) is the degree to which an institution achieves its stated mission. The process of institutional effectiveness includes systematic and ongoing review of evidence to evaluate progress and inform decisions. Evidence is collected and reviewed in order to improve operations and outcomes; it is not collected as an end in itself. Reports on IE seek to demonstrate that all units (departments, offices, programs, centers) of the institution, individually and collectively, are having their intended effect. In addition, an effective institution aligns its resources (human and fiscal) with its mission and outcomes assessment findings.

Elizabethtown College has implemented an institutional effectiveness process to systematically identify unit goals and track progress towards achieving these goals. Administrative Effectiveness Plans begin with a mission statement that articulates the overarching purpose of the unit. From these mission statements, each unit has identified 4-6 goals that represent the major functions or expectations of the administrative unit. At the next level, each goal has 2-6 unit performance standards (UPS) of effective practice. These UPS demonstrate how the unit achieves its goals. For some units, UPS may reflect industry standards or principles of best practice from regional or national organizations. Annual Assessment Targets provide a means to measure progress on goals and help answer the question of whether we have been effective in meeting performance standards.



Each unit affirmed or updated its mission and major functions. Annual reports were received from 34 units. All administrative units contributed to effectiveness of Elizabethtown College in meaningful ways. Assessments were varied and included such activities as piloting career courses, analyzing data on program participation, and evaluating the effectiveness of student workers.

This report highlights several examples of the 2015-16 outcomes from particular units, organized in four categories drawn from the 2012-17 Strategic Plan: 1) National Recognition; 2) Real World Learning; 3) Stewardship of Resources; and 4) Ongoing Operational Effectiveness.

Elizabethtown College is accredited by the Middle States Commission on Higher Education. As an accredited institution, Elizabethtown College adheres to the 14 standards that comprise MSCHE's *Characteristics of Excellence in Higher Education*.

MSCHE Standard 7: The effectiveness of an institution rests upon the contribution that each of the institution's programs and services makes toward achieving the goals of the institution as a whole.

"As an institutional community, how well are we collectively doing what we say we are doing?" and, in particular, "How do we support student learning, a fundamental aspect of institutional effectiveness?"



Unit: Career Services

Strategic Goal: National Recognition

Unit Performance Standard: Coach humanities students through the process of cultivating a professional identity in keeping with interests, skills and values.

Assessment Target: As part of Mellon Foundation grant, develop and implement a pilot career course for students who are considering a major in the Humanities.

Outcome(s): In course evaluations, students rated most highly the opportunity to meet with alumni to hear their career path. More in-class opportunities will be included for exploration, networking, and connection with individuals related to students' interest.

A proposal to present information about the courses has been submitted to the Middle Atlantic Career Counseling Association for the winter conference. Notifications will be made in mid-July regarding the acceptance of proposals.

Unit: Prestigious Scholarships

Strategic Goal: National Recognition

Unit Performance Standard: Support summer enrichment opportunities for students on scholarship and fellowship path through awarding of designated funds.

Select Outcome(s): Ten students awarded designated enrichment funds to support summer research, internships, conference presentations, and enrichment travel. The growth in the amount of designated funds available allowed for awards to additional students. Initial recipients of summer enrichment funds have included three Fulbright recipients and two alternates. The application process helps identify future prestigious scholarship applicants and the enrichment activities help strengthen future scholarship and fellowship applications.

Unit: Dean of Faculty

Strategic Goal: National Recognition

Unit Performance Standard: Improving and marketing our SLE program

Assessment Target: Opportunities to promote the program.

Select Outcome(s): Two presentations on SLEs delivered at AAC&U. Activities to ritualize SLEs for seniors and promote reflective, integrative learning will be developed for 2016-17.

Unit: Young Center

Strategic Goal: National Recognition

Unit Performance Standard: Accurately interpret Anabaptist and Pietist groups to a broader public.

Select Outcome(s): Young Center staff planned and conducted a major, international academic conference about the Amish, “Continuity and Change: 50 Years of Amish Society 1963-2013”. The conference included 3 pre-conference tours to Amish sites. 217 people attended, including 28 from foreign countries representing 9 different countries. The conference received many strong, positive evaluations.

The Young Center released a major review of demographic statistics regarding the Amish during the past year. An AP release appeared in the Lancaster Newspaper and went out to AP outlets.

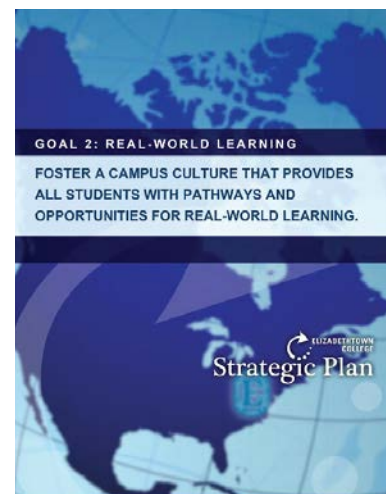
Unit: Academic Advising, Center for Student Success

Strategic Goal: Real-World Learning

Unit Performance Standard: Interactions between advisors and advisees in the Intensive Advising program and Academic Probation program will focus on identifying each advisee’s individual short and longer term academic/personal goals.

Assessment Target: Maintain advising notes, use StrengthsQuest, Plan of Action forms, course and core tracking forms, purposeful Life Mentor referrals, Academic Strengths inventories, and track scheduled appointments.

Outcome(s): Majority of students maintained regularly scheduled appointments and completed forms (80% of IA, 75% of AP). IA students who followed through obtained GPAs in the good standing range. Academic probation students (40 of 48) either made or improved their target GPA. Results indicate focused approach had a positive impact on performance/retention and helped students reach short and longer term goals.



Unit: Honors Program

Strategic Goal: Real-World Learning

Unit Performance Standard: Recruit faculty to teach interdisciplinary seminars.

Assessment Target: Prepare a call for new Honors courses. Ensure that the Honors Committee considers at least one new proposal for an interdisciplinary course.

Outcome(s): Call for proposals made in fall and Honors Committee approved two new interdisciplinary Honors courses (for History and Environmental Science). These new courses will enhance the Honors curriculum. Future calls for new courses will be made periodically to ensure a robust offering of Honors courses.

Unit: Career Services

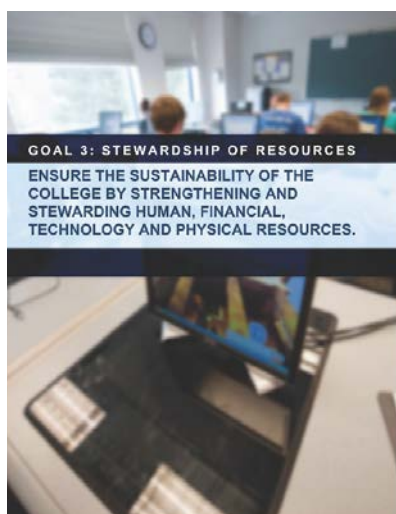
Strategic Goal: Real-World Learning

Unit Performance Standard: Enhance experiential and employment opportunities for students.

Assessment Target: Increase employer recruitment on campus through campus recruiting, classroom presentations, site visits and/or meetings with faculty members.

Outcome(s):

- Significant increase in students participating in an internship as an SLE. Last year one (1) student participated and this year 18 students registered for an SLE.
- A pilot mini job fair was held in the Masters Atrium for Business and Computer Science/Engineering majors. Seven (7) employers participated and 110 students attended.
- Engineering Site Visits were arranged for three employers: Utz, Frito Lay and Tait Towers with 83 students participating.
- A total of 101 student interviews were conducted. Accounting firms comprised the bulk of recruiting with 65 interviews total. Armstrong, Liberty Mutual, AXA, M &T, and Fulton also conducted 36 interviews with students. Additionally, 33 resumes were submitted to 13 employers with 16 students offered internships and one possible hire.
- Three recruiting fairs were held on campus: Accounting fair with 26 employers and 56 candidate participants; Health and Helping Professions with 40 employers and 75 candidate participants; and Job, Internships and Graduate School Fair with 102 recruiting organizations and over 220 student participants.
- Career Services assisted with a networking event sponsored by the Chemistry Department and the Southeast Pennsylvania American Chemistry Society. The event attracted approximately 20 Chemistry professionals and resulted in connections for future internships/recruiting events.



Unit: Institutional Research

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Provide accurate and useful analysis and reports to support campus needs and decision making.

Assessment Targets: Provide data to all academic departments (and assess).

Outcome(s): Data provided to all academic departments. Overall the results were positive. A few adjustments are being made to improve clarity. These documents provide the academic departments with an overview of the last seven years for their programs and were used for program assessment and planning, as well as human resource

assessment and planning.

Unit: Blue Jay Athletics

Strategic Goal: Stewardship of Resources and Ongoing Operational Effectiveness

Unit Performance Standard: Create a recruiting funnel for each sport program.

Assessment Target: Be actively engaged in the recruitment of 22% of the freshman class.

Outcome(s): Athletics enrolled 123 out of 445 deposits (27.6%) exceeding the department goal of 106.

Unit: Campus Security

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Regular meetings with local law enforcement and other agencies.

Assessment Target: Identify areas of collaboration and overlap in order to strengthen the partnership between the college and outside agencies.

Outcome(s): Achieved increased information sharing, mutual consultation, and participation in training events.



Unit: High Library

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Librarians inform and collaborate with faculty regarding library databases, collections, and services for students.

Assessment Target: Map the library's database subscriptions to the curriculum-specific needs of each department. Identify gaps in coverage. Investigate the implementation of a discovery layer.

Outcome(s): Canceled databases with low usage and started subscriptions to Books@JSTOR, Hoover's Online, Kanopy, and Statista. Upgraded Academic Search Complete, Education Source, and MEDLINE for additional full-text content. Tried two discovery layers and purchased EBSCO's Discovery Service (EDS).

Unit: Institutional Advancement

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Engagement: Work to successfully engage college constituencies (alumni-see alumni section, students, parents, faculty and staff, foundations, corporations, friends and community organizations) to become donors of time, talent and/or treasure to Elizabethtown

Assessment Target: Raise total cash and deferred giving to more than \$4.5 million, including continuing to raise \$1M+ through the unrestricted annual fund

Outcome(s): Raised-total cash and deferred Campaign giving of more than \$30 million, including \$3.2 million raised through unrestricted annual fund. The College held the Power of One Day of Giving during the campaign kickoff and engaged 1363 donors as part of this effort.

Unit: Residence Life

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Train staff in effective emergency procedures and timely crisis response

Assessment Target: Increase the training offered to staff on dating violence

Outcome(s): Resident Assistants received three training sessions related to power based violence – sexual assault, dating violence, and reporting/resources. Residence Life partnered with Lancaster Domestic Violence Services to provide a 1.5 hour training session for RAs solely dedicated to dating violence. RAs worked through a case study related to dating violence and were assessed in terms of problem solving skills. The Resident Assistants demonstrated solid problem solving skills, with 100% of RAs demonstrating proficiency in their ability to pull information from different trainings and experiences to make a plan. The results indicated that the RAs could engage in more critical reflections after working through a problem to evaluate the outcome.

Conclusions & Recommendations

The administrative units, individually and collectively, provide critical support for the college's main mission of advancing student learning. The units assess their progress and effectiveness in a variety of ways, and demonstrate use of assessment results to strengthen their work to improve effectiveness.

Next year will be the final year of the 2012-17 Strategic Plan. The College will engage in a final assessment of progress on goals, which will be presented to the Board of Trustees in in 2017. The College will also engage in crafting a three-year strategic plan to guide us to 2020.