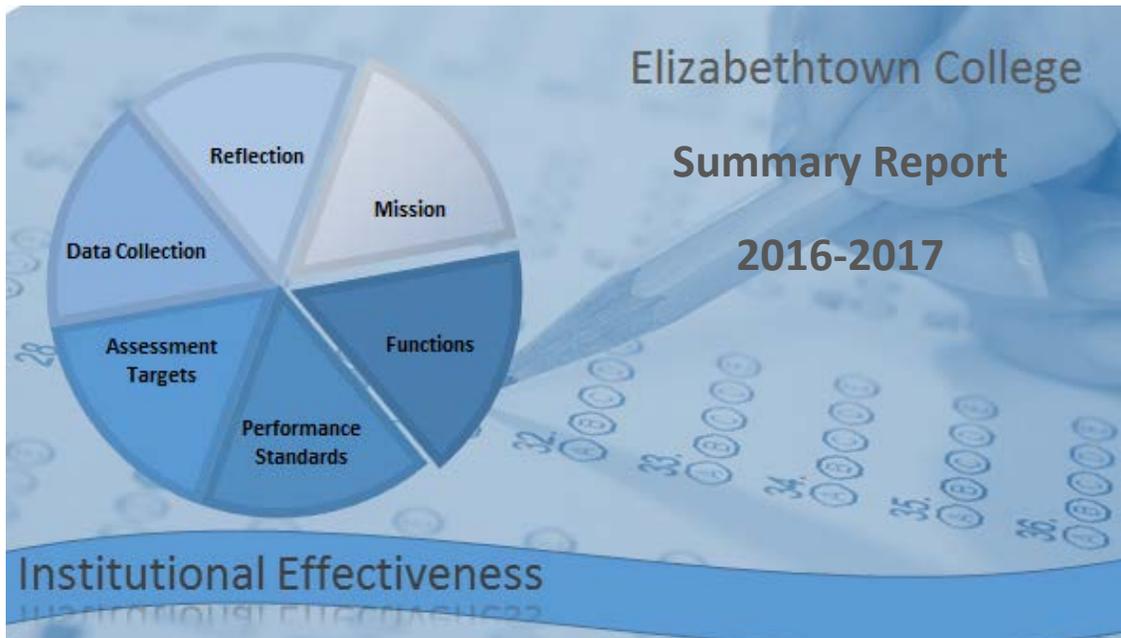


INSTITUTIONAL EFFECTIVENESS



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.



As part of the 2016-17 Institutional Effectiveness reporting process, each department was asked to affirm their mission and goals. The academic administration was restructured at the beginning of the 2016-17 year, so several units within academic affairs have revised their mission and goals, as indicated at the end of this summary document.

Reports were received from 34 of the 41 units. Several units experienced a change in leadership or organization structure during this past year and were not in a position to submit an annual report during this transition.

All reporting units contributed to the effectiveness of Elizabethtown College in meaningful ways. Assessments were varied and included:

- Growth in participation at Homecoming and Family Weekend with a record 1190 attendees;
- 80% retention rate of the 2016 Intensive Advising cohort;
- 38% of the 2016-17 enrolled class are athletes – exceeding the department’s stated enrollment goal;
- Door Access Control Project is complete ensuring that all building entrances are monitored helping to ensure the safety of students and employees;
- Resident Assistants attended Escalation workshop learning about intimate partner violence;
- Facilities staff arranged for 1342 events on campus in the past academic year, compared to 636 10 years ago.
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This report highlights several examples of 2016-17 outcomes from particular units, organized in four categories drawn from the 2012-2017 Strategic Plan: 1) National Recognition; 2) Real World Learning; 3) Stewardship of Resources; and 4) Ongoing Operational Effectiveness. As this year also marks the completion of the 2012-17 strategic plan, the goals of some units shifted focus to align with initial plans for the 2017-20 strategic plan.

Elizabethtown College is accredited by the Middle States Commission on Higher Education. As an accredited institution, Elizabethtown College adheres to the seven standards that comprise MSCHE's *Characteristics of Excellence in Higher Education*. Assessment of institutional effectiveness is embedded in Standards VI, in particular.

MSCHE Standard VI: The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.



Unit: Center for Community and Civic Engagement

Strategic Goal: National Recognition

Unit Performance Standard: Submit application for President's Higher Education Community Service Honor Roll.

Assessment Target: Received President's Higher Education Community Service Honor Roll designation based on Spring 2015 application. Developed more efficient data-gathering methods.

Outcome(s): The College was named to the 2013-14 President's Higher Education Community Service Honor Roll with Distinction.

Unit: Office of International Student Services

Strategic Goal: National Recognition

Unit Performance Standard: Petition submitted to the Department of State to gain approval for EC to be a J-1 Exchange Visitor sponsor institution.

Assessment Target: Gaining approval from the Department of State.

Select Outcome(s): The College was approved to serve as a host institution for J-1 Exchange Visitors. First program approved was the Nihon Summer Program which will launch in 2018. Moving forward the College could host exchange scholars, visiting professors, and others.

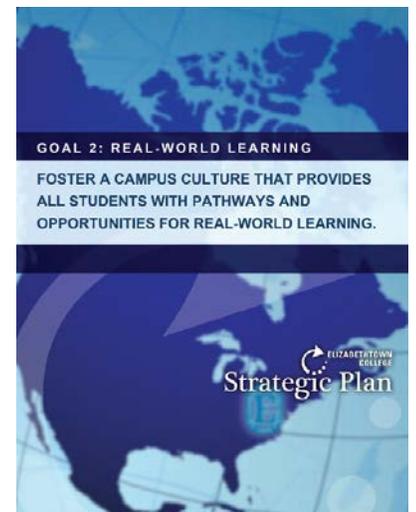
Unit: Called to Lead

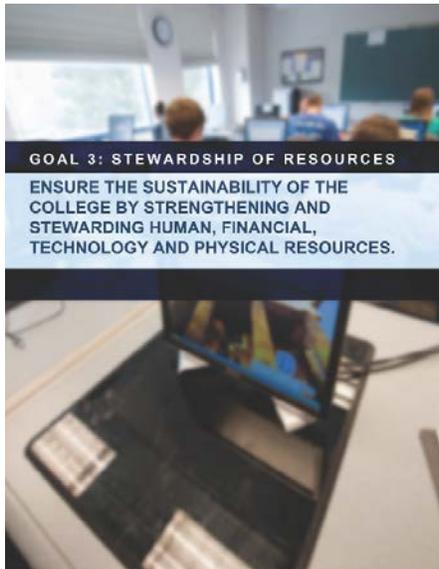
Strategic Goal: Real-World Learning

Unit Performance Standard Document and assess student learning and progress through the program.

Assessment Target: Assess all senior capstone assignments utilizing both AAC&U and custom rubrics to ensure student-learning outcomes are being reached.

Outcome(s): All seniors who completed capstones reached milestone level 2 on every area of the rubrics; most reached milestone level 3 and capstone level 4.





Unit: Office of Sponsored Research and Programs

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Generate and facilitate grant and contract submissions that are competitive.

Assessment Targets: Submit 15 highly competitive grant applications or contract bids.

Outcome(s): The total number of grant applications and contract bids submitted is 26. Interest in grant applications has been maintained by providing faculty and staff with RFPs and new faculty orientations.

Unit: Office of Alumni Relations

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Develop and implement programming intended to foster new and nurture current relationships between members of the ECAA and the College.

Assessment Targets: Plan and execute major campus-based events.

Outcome(s): Homecoming and Family Weekend featured 60 individual events and yielded a record 1,190 attendees.

Unit: Disability Services

Strategic Goal: Stewardship of Resources and Ongoing Operational Effectiveness

Unit Performance Standard: Cooperate with other departments to educate regarding campus accessibility polices, specifically policies for service and emotional support animals on campus.

Assessment Target: Increase retention for students who seek approval of an assistance animal as a residential accommodation. Nearly 50% of those approved during the previous academic year had either withdrawn from the college or taken a leave of absence.

Outcome(s): Assistant animal committee worked to relax guidelines in hopes that the provision of an assistance animal would increase student retention. In 2016-17, 87.5% of students with an assistance animal either persisted into the following semester or graduated.

Unit: Academic Advising

Strategic Goal: Ongoing Operational Effectiveness

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

Assessment Target: Use established tools to facilitate advising relationships.

Outcome(s): Intensive Advising Program had an 80% retention rate of the 2016 Intensive Advising Cohort.



Unit: Blue Jay Athletics

Strategic Goal: 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 163 unique deposits out of 427 deposits (38%) of the incoming class. This figure exceeds the department goal of 109.

Unit: Campus Security

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Leverage use of technology to ensure and promote a safe and secure campus.

Assessment Target: Complete last phase of the Door Access Control project.

Outcome(s): Door Access Control Project was completed. Two hundred entrances are now monitored and 300 cameras are placed around the campus. LiveSafe users are currently at 1385 and 349 tips were submitted. The Door Access Control has provided evidence and information in several investigations. LiveSafe has provided information for Campus Security and provided students and employees with an additional means to connect with Campus Security.

Unit: College Store

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Provide students with cost effective options for course materials

Assessment Target: Offered new in-house rental and digital options.

Outcome(s): The new option provides students with lower costs for course material and also generated improved textbook sales.

Unit: Facilities Management

Strategic Goal: Ongoing Operational Effectiveness

Unit Performance Standard: Provide a safe, well-maintained and esthetically pleasing educational environment to support the mission and goals of the College

Assessment Target: Oversee all aspects of maintaining the college campus.

Outcome(s): Facilities management is feeling the pinch of reduced budgets. EC spends \$0.78 per square foot on campus maintenance. Average spending for similar institutions vary from \$0.69 to \$3.10 per square foot. While the number of events on campus continues to grow (636 in 2006-07 to 1342 in 2016-17) the number of employees supporting those events has remained the same. .

Unit: Residence Life

Strategic Goal: Ongoing Operational Effectiveness

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

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

Outcome(s): Resident Assistants responded well to the content presented in the Escalation workshop. A majority felt they had learned something new about intimate partner violence. Results indicates the Escalation program was effective and should be continued as a training component for new RAs.

REVISED Unit Functions

Unit: Bowers Writers House

Submitted revised Functions of the Unit to focus in the following areas:

1. Enhanced interdisciplinary learning and experiences
2. Directing of the Woodrow Wilson Visiting Fellow Program
3. Strengthening the Scholar-in-Residence program
4. Providing pathways and opportunities for further development of Signature Learning Opportunities and real world learning, and
5. Working with alumni relations and admissions on programs of E-town branding and student experience.

Unit: Honors Program

Submitted revised Functions of the Unit to focus in the following areas:

1. Recruit students with exceptional high school records and potential to succeed at the College and after graduation
2. Maintain detailed records of all honors students
3. Encourage interdisciplinary work by providing honors courses in the core curriculum, department majors and minors, and free electives
4. Assess student learning in the honors program, and
5. Provide students with strong academic advising and support for study abroad, prestigious scholarships and fellowships, graduate and professional school, and post-graduate service opportunities.

Unit: Student Rights and Responsibilities

Submitted revised Functions of the Unit to focus in the following areas:

1. Develop and enforce standards of conduct and provide educational opportunities and sanctions that foster students' learning and development
2. Ensure yearly professional development/training of Student Conduct Administrators and Appeal Board members.
3. Produce a semester and an annual report of the number and types of violations. Assess for any area of substantial increase with recommendations towards effectiveness.
4. Collaborate with colleagues and departments to promote student learning, development and success.

Unit: School of Continuing and Professional Studies

Submitted revised Functions of the Unit to focus in the following areas:

1. Expand access to unique benefits of an SCPS education through innovative programming, formatting, and distance learning
2. Develop and administer quality academic programs and activities in order to advance student learning outcomes
3. Offer support and guidance to adult students as they progress through their degree program and achieve goal of graduation
4. Educate and develop the regional workforce through relevant professional and liberal arts learning experiences to increase worker and employer productivity, and
5. Value and nurture in the SCPS staff the qualities necessary to meet stated objectives and qualities necessary for full personal development.

Unit: Dean for Academic Affairs and Faculty Development

Submitted revised functions of the Unit to focus in the following areas:

1. Provide strategic leadership, advocacy and resources for the college's faculty, center directors, and curricular and co-curricular programs
2. Promote the development and implementation of curricular/co-curricular offerings, instructional activities, and assessment practices that foster and measure student learning
3. Provide programs and resources to promote faculty devilmnt as teacher-scholars and effective leaders
4. Evaluate faculty members according to standards of excellence in teaching, scholarship and service
5. Collaborate with student life and other offices to facilitate centers of student learning
6. Promote an intellectually stimulating campus culture and trust

Unit: Senior Vice President for Academic Affairs and Dean of Faculty

Submitted revised functions of the Unit focusing in the following areas:

1. Provide oversight and strategic leadership to the College's educational programs and operations that support those programs
2. Assist the president in developing initiatives essential to the success of the College
3. Define specific goals for the relationship of the academic program to the total student experience in collaboration with the division of Student Life
4. Determine institutional policy, procedures, and budget allocations, in collaboration with other senior administrators and the president to advance the college
5. Use program review and assessment for effective decision-making and institutional planning

Conclusions & Recommendations

The administrative units are comprised of many dedicated professionals who are committed to the Elizabethtown College mission. The 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 they demonstrate use of assessment results to strengthen their work to improve effectiveness.

As the College begins the 2017-18 academic year, all constituents (Board of Trustees, Administration and Faculty) are focused on the creation of a 2017-2020 strategic Plan. This new plan may require a unit's Goals and Unit Performance Standards be revised to align with the new Strategic Plan. Also, the College has begun the process of drafting a self-study document in preparation for the 2018-19 Middle

States Reaccreditation Site Visit.