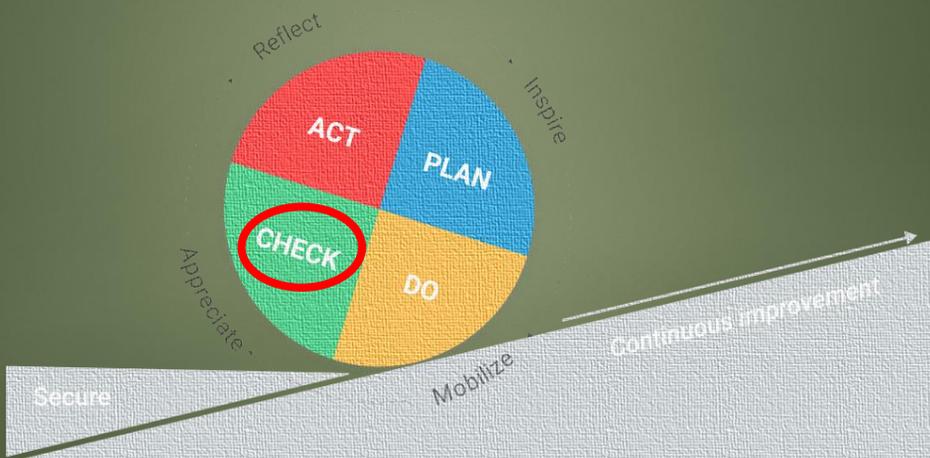


# Supporting Institutional Effectiveness by Maximizing Reporting Efforts

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UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

## Principle 7.1

- ▶ Incorporate a systematic review of institutional goals and outcomes consistent with its mission.



## Principle 7.1- Questions to consider

- ▶ Are plans and evaluations of results mission consistent?
- ▶ How is comprehensive “macro” planning integrated with “micro” unit-level planning and evaluation?
  - ▶ **How does it inform resource allocation decisions?**



## Principle 7.1- Questions to consider

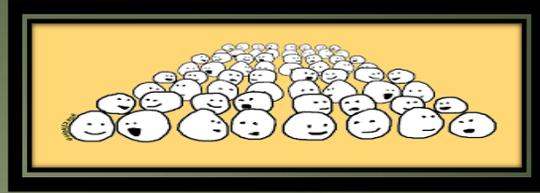
- ▶ Does evaluation feed back into changes in institutional plans?



- ▶ What evidence exists that institution-wide planning and evaluation result in continuing improvements in institutional quality?



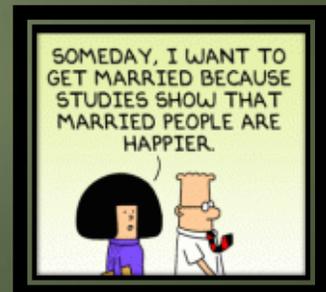
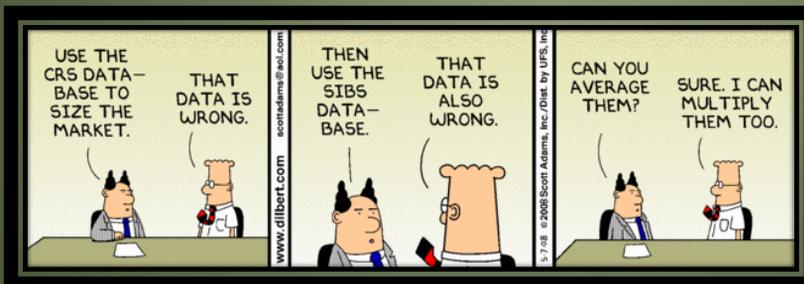
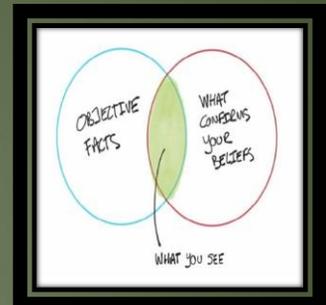
## Pair and share –



- ▶ **Where do you face the most significant challenges?**
  - ▶ Creating plans and evaluations that are **mission consistent**?
  - ▶ Providing evidence evaluation feeds back **into changes** in institutional plans?
  - ▶ Providing evidence planning and evaluation processes result in **continuing improvements** in institutional quality
  - ▶ Providing evidence “**Macro**” integrated with “**micro**” planning and evaluation?

## Challenges

- ▶ Quality of data
- ▶ Synthesis of data
- ▶ Communication of findings to stakeholders
- ▶ Use of findings for improvement



# Lessons from Cognitive Science - Utility Value

- ▶ People work harder when the work has value
  - ▶ Minimize invoking tax return mentality
  - ▶ Create an authentic audience
    - ▶ Inform reporters of the audience
    - ▶ Provide a response
  - ▶ Link work to results

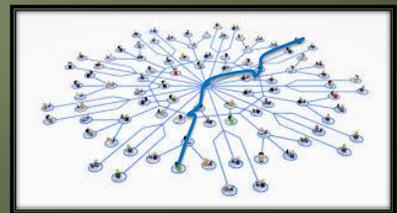


Objective Number *	<input type="text"/>
Objective Abbreviation *	<input type="text"/>
<small>Short Abbreviation or Entire Objective Statement. 255 CHARACTER LIMIT</small>	
Objective Description	<input type="text"/>
<small>If Applicable: Additional space for complete objective statement.</small>	
Start *	<input type="text"/>
End *	<input type="text"/>
Providing Department *	<input type="text"/>
Date for Objective Completion	<input type="text"/>



## A good plan will generate better reporting

- ▶ What events do we take the time an effort to plan in life?
  - ▶ Important
  - ▶ Complicated - Require indirect steps
  - ▶ Require cooperation or coordination
- ▶ What is necessary for success?
  - ▶ Know the plan
  - ▶ Check progress
  - ▶ Communicate with partners
  - ▶ Adjust plan to accommodate the unexpected



## What makes a good shopping list?

### SHOPPING LIST

DOG FOOD  
CAT FOOD  
HUMAN FOOD

### Groceries

Oranges	Milk	Saran Wrap
Garlic	Eggs	Coffee
Peppers	Oatmeal	Chocolate
Salad	Cheerios	Rice

### Groceries

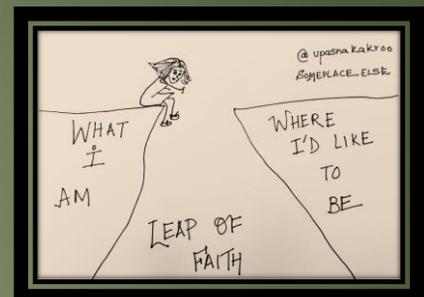
No Broccoli  
Garlic  
Coffee  
Saran Wrap

When we want plans to direct our actions they should be

- Useful
- Concise
- Focused on essential elements
- Memorable

## Elements of good goals and objectives

- ▶ Specific enough to direct decisions
  - ▶ Should align efforts of different units
- ▶ Broad enough to direct 5 years of effort
- ▶ Simple enough to remember
- ▶ Important enough to generate enthusiasm



## Follow and Encourage Grice's Principles

- ▶ **Quantity** - Give only as much information as is needed
- ▶ **Relation** - Say things that are pertinent
- ▶ **Manner** - Be clear, brief, and orderly
- ▶ **Quality** - Give information that is supported by evidence

### Gobbledygook

– many long, sophisticated words (think "gobs of words")

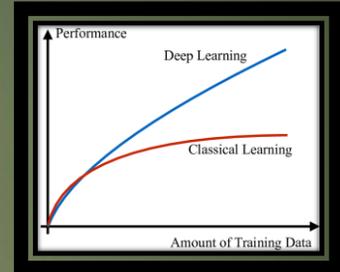
– used in long, complicated sentences to confuse the audience and hide the real issue of the discourse

## Spot the problem

- ▶ Utilize the exchange partner framework to encourage broader and deeper constituent engagement with the campus internationalization initiatives
  - ▶ Utilize exchange partner framework to encourage engagement with campus internationalization initiatives
  - ▶ Increase number of educational exchange experiences available on campus and abroad

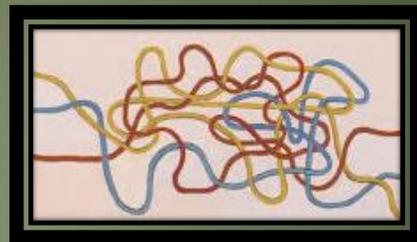
## Lessons from Cognitive Science

- ▶ Good planning requires deep processing
  - ▶ Build relations between concepts
  - ▶ Elaborate relations between concepts, prior knowledge, and goals
  - ▶ Identify and evaluate alternate routes
  
- ▶ Deep processing occurs in working memory
  - ▶ Working memory is limited
  - ▶ Unnecessary information adds cognitive load



## Supports for deep processing

- ▶ Decrease undesirable difficulties
  - ▶ Coherence breaks
    - ▶ Timeline violations
    - ▶ Poor grammar or phrasing
    - ▶ TMI



## Spot the problem – Broken Timeline

C. Progress

D. Changes to Current Plan

E. Actions/Tactics

F. Effectiveness Measures

G. Communicate Findings

H. Type of Evidence

I. Expected Performance Outcomes

J. Budget and Resources

K. Assessment Findings and Results

L. Changes to Operation

M. Changes to Data Collection

N. Use of Results for Improvement

O. Discussion

P. Impact of Last Year's Changes on Objective

## Spot the problem – Broken Timeline

**C. Progress**

D. Changes to Current Plan

E. Actions/Tactics

F. Effectiveness Measures

**G. Communicate Findings**

H. Type of Evidence

I. Expected Performance Outcomes

J. Budget and Resources

**K. Assessment Findings and Results**

L. Changes to Operation

M. Changes to Data Collection

N. Use of Results for Improvement

O. Discussion

P. Impact of Last Year's Changes on Objective

## Fixing the Timeline

### Current Plan

- 1.1 Actions/Tactics
- 1.2 Measures
- 1.3 Type of Evidence
- 1.4 Performance Outcomes
- 1.5 Changes

### Changes

- 3.1 Data Collection
- 3.2 Use of Results for Improvement
- 3.3 Discussion
- 3.4 Budget and Resources

### Reporting

- 2.1 Findings and Results
- 2.2 Progress
- 2.3 Communicate Findings

## Spot the problems – Undesirable difficulty

**F. Effectiveness Measures** - *Identify the method/instrument for gathering the data to determine whether or not the objective was achieved.*

**G. Methodology** - *How measurement tool will be used to determine whether or not objective was met (or to what degree it was met). Describe the process the unit will use to administer and evaluate the assessment; collect, analyze, and share assessment data with stakeholders; and decide the changes to make on the basis of the assessment data.*

## Solutions

**F. Effectiveness Measures** - Identify the method/instrument for gathering the data to determine whether or not the objective was achieved.

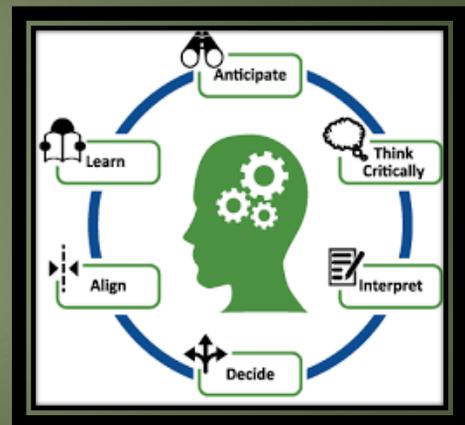
**G. Methodology** - How measurement tool will be used to determine whether or not objective was met (or to what degree it was met). Describe the process the unit will use to administer and evaluate the assessment; collect, analyze, and **share assessment data with stakeholders**; and decide the changes to make on the basis of the assessment data.

**1.2 Current Plan - Measures** - Describe data used to determine the extent to which the objective was achieved.

**2.3 Reporting - Communicating Findings** - Describe how assessment data was shared with stakeholders.

## Supports for deep processing

- ▶ Increase desirable difficulties
- ▶ Follow descriptive questions with integrative questions
  - ▶ What else do we need to know?
  - ▶ What should we do next?
  - ▶ How?
  - ▶ Why?



## Spot the problem – Integrative thinking

**O. Use of Results and Changes – Discussion** - Based upon the assessment findings, describe the changes that the unit will implement during the next year in order to continue satisfactory progress toward achieving this objective. If the objective has been achieved but it will be assessed in next year's plan, describe the changes that the unit will implement to maintain or improve performance.

**P. Impact of Last Year's Changes on Objective** - Describe how changes informed from last year's assessment had an impact on this year's objective.

**Budget and Resources** - Clearly state budget and resources with clear rationale and justification. Estimates should be realistic and practical.

## Fix the problems – Integrative thinking

**O. Use of Results and Changes – Discussion** - Based upon the assessment findings, describe the changes that the unit will implement during the next year in order to continue satisfactory progress toward achieving this objective. If the objective has been achieved but it will be assessed in next year's plan, describe the changes that the unit will implement to maintain or improve performance.

**P. Impact of Last Year's Changes on Objective** - Describe how changes informed from last year's assessment had an impact on this year's objective.

### 3.3 Changes – Discussion

Describe each change you will implement. For each, explain how the change will support the objective.

## Fix the problem – Integrative thinking and utility value

**J. Budget and Resources** - Clearly state budget and resources with clear rationale and justification. Estimates should be realistic and practical.

**3.4 Changes - Budget and Resources** - List fiscal, human, or other resources needed to meet the objective in the coming year. Provide a rationale for each. This information will be presented to your division head.



## Encourage concise reporting

Is this level of detail useful to you?

### Groceries

Oranges	Milk
Garlic	Eggs
Peppers	Onion
Salad	Cheerios
Tomatoes	Bread
Carrots	Cheese
Potatoes	Yogurt

- ▶ OIP experienced a strong year for partnership engagement with new UNC Charlotte constituents, both abroad (n = 5) and on-site (n = 4). Highlights of connections follow:
- ▶ **New Overseas Partner Connections** September 2017: A Cato College of Education faculty member visited UNC Charlotte University partner (University of Cantabria, Santander, Spain) to develop an education abroad program for education majors. A reciprocal delegation visit took place at UNC Charlotte in April 2018 to continue and advance planning for the education program at UNICAN. January 2018: OIP Associate Director Christina Sanchez and Belk College of Business Associate Dean Dolly King and Professor Richard Buttner served as guest visiting lecturers for the winter, one-week intensive business seminar program: the IAE Lyon International Education Week at the University of Jean Moulin III, France. April 2018: The Chair of the CLAS Department of Global Studies will begin collaborating with Sarajevo University of Science and Technology to explore opportunities to develop a "Democracy in Action" lecture series in conjunction with Dr. Mirsad Hadzikadic's Summer/Fall 2018 campaign for the Bosnian presidency. May 2018: OIP Associate Director and ELTI Director traveled to Shanxi University, China to discuss faculty development and training programs in addition to new exchange opportunities. Spring 2018: UNC Charlotte Department of English has begun collaboration with Kingston University London (KUL) on the development of a dual master degree in Creative Writing.
- ▶ **New Connections at UNC Charlotte** April 2018: Office of Academic Affairs Senior Associate Provost Jay Raja hosted Professor P. Radhakrishnan from the PSG Institute of Advanced Studies in India to discuss possible areas of collaboration with the College of Engineering, Center for Teaching and Learning and the Audiovisual Integration and Support for Learning Environments. April 2018: In support of the Charlotte International House's grant with the U.S. State Department's International Visitor Leadership Program, the Office of International Programs welcomed a delegation of seven visitors from the Georgian University (also referred to as St. Andrews the First) from the country of Georgia. The delegation expressed interest in learning about the general content regarding university governance with an emphasis on academic advising, including academic planning, programs, support/advising services; academic policy; academic services; budgets; faculty affairs; and governance. In addition, the delegation expressed interest in future partnership with UNC Charlotte, with specific interest in computing informatics/cyber security.
- ▶ **2017-2018 Kingston University Faculty/Staff Exchange** April 2018: The Office of Undergraduate Admissions Director Claire Kirby and Assistant Director for International Undergraduate Admissions Bolu Akinyemi hosted the Kingston University Associate Director for Marketing and Student Recruitment Ms. Priti Patel. Ms. Patel met with various campus constituents engaged in the international recruitment process (e.g., Alumni Affairs, Communications, Development, Graduate Admissions, UG Admissions, etc.) gather and share knowledge, strategies and tactics relating to marketing and student recruitment. May 2018: Chair of the Department of Global Studies Dale Smith and DGS Director of the Center for Holocaust, Genocide & Human Rights Studies hosted Kingston University Associate Professor of Faculty of Arts and Social Sciences Atsuko Ichijo. Dr. Ichijo's goal was to explore expanding

## Or is this?

### Groceries

No Broccoli  
Garlic  
Coffee  
Saran Wrap

- ▶ OIP experienced a strong year for partnership engagement with new UNC Charlotte constituents, both abroad (n = 5) and on-site (n =4).
- ▶ **New Overseas Partner Connections** were established with University of Cantabria, the University of Jean Moulin III, Sarajevo University of Science and Technology, Shanxi University, and Kingston University.
- ▶ **New Connections at UNC Charlotte** A professor from the PSG Institute of Advanced Studies in India and a delegation of seven visitors from the Georgian University were hosted at UNCC.
- ▶ **Kingston University Faculty/Staff Exchange** UNCC hosted Kingston University faculty and staff.

## Outcomes

- ▶ Increased enthusiasm for strategic planning and reporting
- ▶ More engagement with our office
- ▶ Better reporting????

# Conclusions

- ▶ Attention to communication can enhance institutional planning, reporting, and improvements
  - ▶ Encourage strategic planning that focuses on strategic and not operational
  - ▶ Write simply and clearly!
  - ▶ Encourage concise reporting
  - ▶ Create logical timelines
  - ▶ Increase utility value
    - ▶ Make it matter
    - ▶ Make the benefits clear