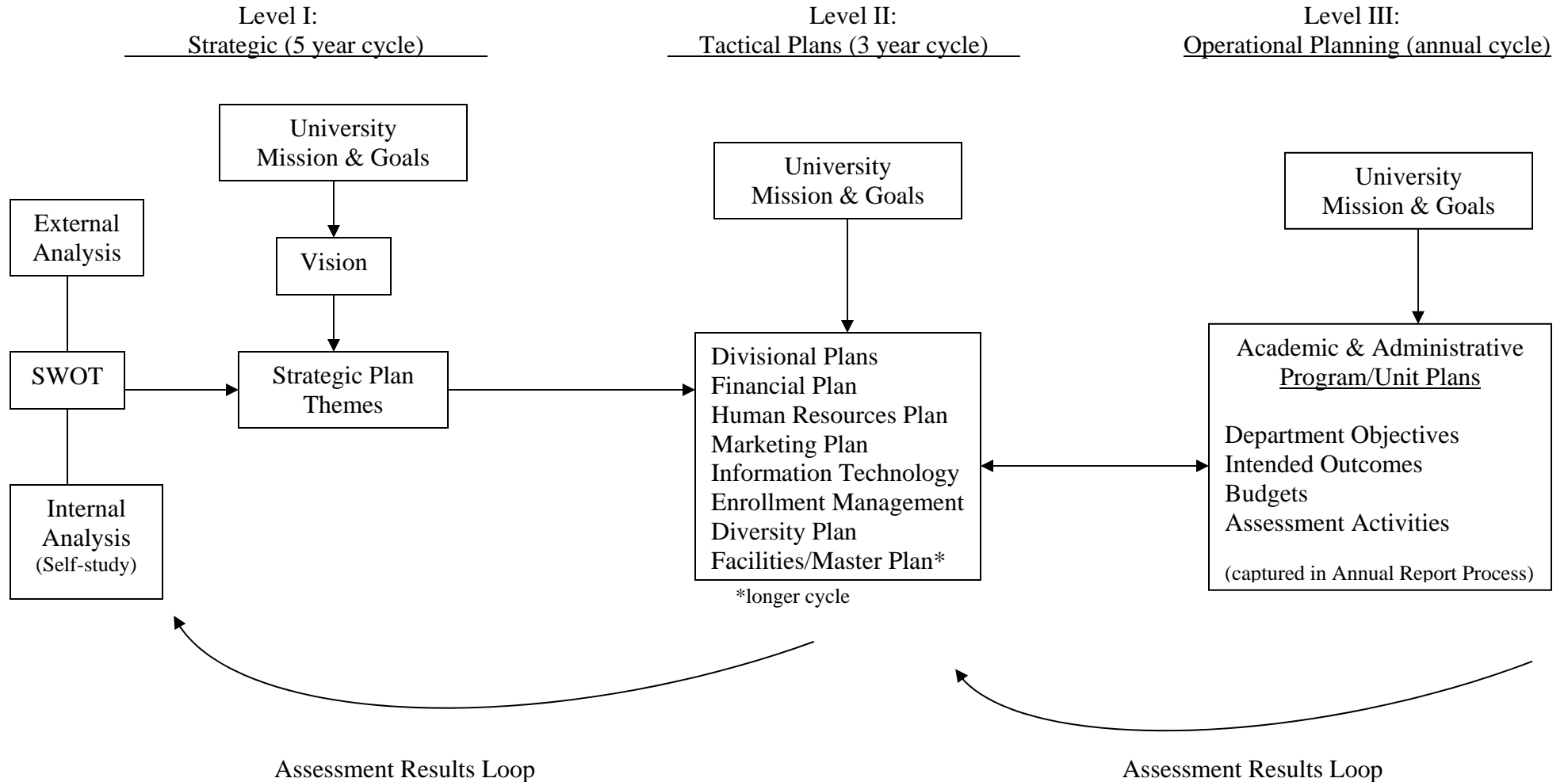


University of Scranton – Planning & Institutional Effectiveness Model (June 2004)



Assessment: Each level utilizes assessment results. Level I will use periodic, university-level methods, such as the Self Study. Level II represents the more centralized assessment and institutional effectiveness activities, such as those conducted by AIRO or University Divisions. Level III will capture the most decentralized forms of assessment through program/department assessment plans.

Adapted from “Decisions by Design: Contexts, Academics, and Strategic Decision-Making and Planning” a presentation by K. Borland, R. Howard, & R. Shirley at the Fall 2003 Middle States Conference.

Planning/Institutional Effectiveness Glossary

Assessment—A set of activities, informed by the University Assessment Plan, designed and implemented to measure selected outcomes with the goal of improvement.

Assessment Loop--Depicted on the Planning/IE model as a curved line indicating that the results of assessment activities inform future planning efforts at all three levels of planning.

Divisional Plans—The activities that are detailed within each of the University's seven organizational units (Academic, Financial, Administrative, Planning/IT, Student, Campus Ministries, and Institutional Advancement). The time span for these plans is generally three years.

External Analysis—The variety of efforts, including environmental scanning, that the institution chooses to utilize to examine opportunities available to University and threats facing the University

Intended Outcomes—Statements that articulate the ideal results expected from accomplishing goals derived from the University's mission. Student learning outcomes describe what students should be able to know, think or do upon completing an instructional program. Administrative and Educational Support Unit outcomes are process oriented and describe how well the unit intends to perform its functions.

Internal Analysis—Those activities that are designed to focus on assessing and measuring the strengths and weaknesses of the University.

Objectives—Specific activities that should be accomplished by departments during a one year period or less that help satisfy requirements of broader goal.

Operational Planning—Activities engaged in by departments that culminate in the development of a one year detailed roadmap (objectives) that helps satisfy departmental on-going needs as well as departmental/divisional/institutional strategic direction.

Strategic Plan—Outlines the course of action, over a five year period, articulated through strategic themes, that the University plans to pursue in becoming the institution it wants to be.

Strategic Themes—The major areas of concentration (3 to 5) that the Strategic Plan emphasizes.

SWOT—The acronym that stands for **S**trengths **W**eaknesses **O**pportunities **T**hreats. This set of activities is integral to the creation of an institutional strategic plan.

Tactical Plan—The activities outlined in Divisional and other campus-wide intermediate range (average 3 years) plans that show how strategic plan themes are to be addressed and satisfied.

University Goals--A reasonably static, overarching set of emblematic characteristics, informed by the University's mission, that help define the University's purpose and distinctive values.

Vision—A general statement of the University's intended direction that is intended to evoke commitment and devotion in the members of its community.

Reference (for selected terms):

Management: Leading People and Organizations in the 21st Century
G Dessler (1998), Prentice Hall Publishers