MISSION

The mission of the Institutional Effectiveness Division is to lead and support collaborative, university-wide efforts to:

- Engage in integrated strategic planning
- Monitor performance and results
- Link resource allocations with strategic priorities
- Make data-grounded decisions based on accurate and timely information
- Conduct institutional research that provides actionable insight
- Fulfill regulatory reporting requirements
- Manage institutional risks
- Improve University policy administration
- Engage in organizational development practices that improve institutional effectiveness

2018 VISION

The Institutional Effectiveness division will support student success and help the University achieve institutional excellence by providing robust data analytics and decision support systems and engaging in exemplary planning, institutional research, and organizational development practices.

VALUES

- Play well with others
- Aim high
- Solve problems
- Be open-minded and impartial
- Be thoughtful, courteous, and dependable
- Go with the flow
- Rise to the occasion
- Use resource wisely
- Learn and grow
- Celebrate successes
2014-18 GOALS AND OBJECTIVES

Goal 1. Support the efforts of the President and Executive Team to successfully execute the Fuel the Flame strategic plan.

Objective 1.1 Provide planning and assessment support to other divisions and entities.

Action 1.1.1 Establish a process for developing four-year strategic plans for the divisions, colleges, and major organizational units.

Action 1.1.2 Institute an annual reporting process for division/college/major unit strategic plan implementation.

Action 1.1.3 Enhance education and training for WEAVE plans and annual assessments of administrative effectiveness.

Action 1.1.4 Provide assistance and support in the development of the University’s Inclusive Excellence plan and integrate into the overall planning activities of the campus.

Action 1.1.5 Assist the NKU Foundation with strategic planning efforts during 2014-15.

Action 1.1.6 Provide the leadership and coordination for the NCAA Institutional Performance Program Process during 2014-15 and 2015-16.

Objective 1.2 Ensure the alignment of institutional resources with the Fuel the Flame strategic plan, working closely with the President, Provost, and Administration and Finance.

Action 1.2.1 Provide assistance and leadership in developing a new budget model that incentivizes revenue generation and ensures the alignment of institutional resources with the Fuel the Flame strategic plan.

Action 1.2.2 Coordinate the university-level process for reviewing non-academic programs, services, and operations for quality, relevance, and sustainability.

Action 1.2.3 Collaborate with Budget Office to develop a process for awarding strategic initiative funds for initiatives that support Fuel the Flame.

Objective 1.3 Enhance the effectiveness of the Executive Team and facilitate collaboration among its members on cross-divisional initiatives.

Action 1.3.1 Oversee and track ongoing strategic initiatives supporting the President’s agenda.

Action 1.3.2 Ensure that the agendas for the Executive Team, Operating Team, and other leadership meetings and retreats focus on strategic plan execution.

Action 1.3.3 Convene meetings and facilitate conversations on strategic initiatives that require cross-divisional collaboration.
Objective 1.4 Facilitate transparent internal and external communications by the President about the University’s strategic direction, investments, accomplishments, and performance.

Action 1.4.1 Disseminate information about strategic plan implementation in presentations/comments to the University and the Board and on the strategic planning website.

Action 1.4.2 Present information to the campus community and stakeholders on the University’s progress toward meeting the targets set on metrics in the Executive Dashboard.

Action 1.4.3 Collaborate with the University Advancement team to publish an annual report featuring stories and facts that demonstrate the University's progress toward achieving the *Fuel the Flame* strategic plan.

**Goal 2. Develop a robust data analytics and dashboard system and conduct research that provides actionable insight for University decision-makers as they implement the *Fuel the Flame* strategic plan.**

Objective 2.1 Oversee the development of a management dashboard to facilitate data mining by colleges and departments for student demographics, student enrollment trends, semester credit hours, and other key indicators.

Action 2.1.1 Working collaboratively with Information Technology, develop a management dashboard for access by the campus community.

Action 2.1.2 Develop an academic snapshot based upon data within the management dashboard to consolidate key indicators by program, by department, and by college, as defined by the Provost.

Objective 2.2 Develop and implement an annual research agenda focused on student success.

Action 2.2.1 Facilitate the work of the President’s Data Team, which is tasked with identifying research questions to be investigated each year that supports understanding of leading indicators for student success.

Action 2.2.2 Engage in predictive analytics modeling, and continue to collect and build on the retention database that will be the foundation for a predictive analytics model.

Action 2.2.3 Identify and adopt effective research practices at comprehensive universities similar to NKU.

Objective 2.3 Work collaboratively with Information Technology to ensure that data policies, processes, and analytics tools are in place to guide the institution.
Action 2.3.1  Enhance Institutional Research and Information Technology collaborative efforts to improve and maintain data quality, to provide data in real-time, user-friendly formats, and other efforts that support data-driven decision-making.

Action 2.3.2  Provide leadership and guidance for the Data Governance Committee in the development and implementation of a formal data governance program that functions across the enterprise.

Action 2.3.3  Work collaboratively with Information Technology through the Business Analytics Committee to oversee the use of analytical application projects that align with and support the university’s strategic goals.

Objective 2.4  Create college and/or unit dashboards to help monitor a variety of operational metrics for internal decision-making.

Action 2.4.1  Establish a team of Institutional Research and Information Technology professionals to collaborate on design and data sources.

Action 2.4.2  Create timeline for subsections to be prototyped during 2014-15 and selected sections available to the campus by summer 2015.

Action 2.4.3  Implement processes to extract data for each subsection from the official reporting database, go through rounds of validation, screen format and queries, beta test with power users, and launch to campus users.

Goal 3. Provide leadership for university-wide organizational development and change initiatives.

Objective 3.1. In coordination with the Executive Team and Human Resources, establish staff/administrator professional and leadership development programs that improve organizational effectiveness.

Action 3.1.1  Institute a staff professional development day.

Action 3.1.2  Establish a university-wide leadership development program.

Objective 3.2  Establish a committee to collect and review cost-savings suggestions and propose policy changes or process improvements and methods to develop effective educational programs for their implementation and dissemination. Promote collaboration on efficiency and resource sharing through an annual summit on cost savings and efficiencies with administrative staff across campus.

Action 3.2.1  Consult with the Executive Team and university constituency groups in the development of a committee charge, composition, and timeline.

Action 3.2.2  Serve as convener of the committee beginning in 2015-16.
Objective 3.3 Ensure that NKU capitalizes on the best practice research, toolkits, and services provided by the Education Advisory Board.

Action 3.3.1 Serve as University liaison with the EAB.

Action 3.3.2 Monitor resources provided by EAB, such as research reports, toolkits, and webinars, and communicate the availability of resources to Executive Team.

Action 3.3.3 Make use of resources provided by EAB in institutional effectiveness, University planning, institutional research, and organizational development initiatives.

Objective 3.4 Implement a university-wide process improvement methodology such as Six Sigma and train all staff and administrators in the methodology. Form a process improvement committee that must approve all major new processes on campus before they are implemented.

Action 3.4.1 Conduct research on process improvement methodologies, include Six Sigma, and select one to three approaches for consideration at NKU.

Action 3.4.2 Train a small number of staff on these methodologies and evaluate effectiveness.

Action 3.4.3 Phase in across the campus using a “train the trainers” approach.

Objective 3.5 Compile and review an inventory of existing standing and ad hoc committees, and make changes that reduce redundancy, ensure cross-divisional collaboration, improve efficiency, and align with Fuel the Flame.

Action 3.5.1 Coordinate a process and framework for compiling all existing University standing and ad hoc committees.

Action 3.5.2 Develop and manage a process for reviewing viability of existing committees, recommending changes to committee structures, and determining need for new committees.

Action 3.5.3 Create and maintain an inventory of University committees via a web portal.

Action 3.5.4 Clarify and communicate the University’s committee structure to campus constituents.

Objective 3.6 Capitalize on the strengths of our faculty and staff by cultivating an environment that values feedback and input and recognizes innovative ideas and practices that align with the goals and objectives in Fuel the Flame.

Action 3.6.1 Provide opportunities for faculty and staff to engage in conversations about the University’s core values.
Action 3.6.2 Encourage the adoption of liberating structures that more fully engage the members of the campus community in generating ideas and solutions that improve organizational effectiveness and advance University goals.

Action 3.6.3 Partner with the Executive Team and Human Resources to help build a values and strength-based culture.

Action 3.6.4 Ensure that the 2018-2023 strategic planning process is highly participatory.

Objective 3.7 Improve university policy administration, update and streamline university policies to be in compliance with federal and state regulations and to eliminate redundancies and conflicts. Improve communication of and accessibility to university policies through development of a centralized policy website.

Action 3.7.1 Oversee the policy development and revision process and ensure that policy administration is a transparent and streamlined practice.

Action 3.7.2 Clarify and communicate the University policy framework to campus constituents. Integrate academic policies with the University's policy framework and portal.

Action 3.7.3 Update and maintain the storage of current and archived University policies as well as the policy portal, which is the official location for all University policies.

Objective 3.8 Sponsor and coordinate the University’s enterprise risk management activities.

Action 3.8.1 Study emerging best practices in institutional and enterprise-wide risk management efforts in higher education.

Action 3.8.2 Sponsor institutional level risk management efforts and ensure cross divisional collaboration in identifying, assessing, monitoring, and treating risks.

Action 3.8.3 Report risk management efforts to campus stakeholders and Board of Regents.

Goal 4. Interface with the Council on Postsecondary Education and the staff on statewide policy initiatives impacting the University.

Objective 4.1 Help ensure that the CPE’s funding model is outcomes-based and addresses funding disparities among the comprehensive universities.

Action 4.1.1 Maintain strong working relationships with the CPE staff.

Action 4.1.2 Convene the budget, finance, institutional research, and government relations liaisons to ensure that all parties are working together toward a common goal.

Action 4.1.3 Provide policy advice to the President.
Objective 4.2  Improve internal communications among University administrators in order to keep the President apprised of CPE-related activities and initiatives and ensure that deliberations with CPE are well coordinated and reflect NKU’s official position.

Action 4.2.1  Maintain a data base of all NKU faculty and staff serving on CPE committees and task forces.

Action 4.2.2  Establish an internal communications protocol.

Action 4.2.3  Keep the President informed of high profile issues.

Objective 4.3  Represent the University on committees charged with developing the new system-wide strategic agenda and accountability system. (2015)

Action 4.3.1  Attend state meetings and represent NKU’s perspective.

Action 4.3.2  Communicate proposals and drafts to the NKU leadership and incorporate input in the recommendations made on behalf of NKU.

Action 4.3.3  Create baseline data for newly proposed statewide metrics to evaluate the impact of proposals and to provide a basis for viable institutional targets.

Goal 5. Engage in practices that support division effectiveness and staff development.

Objective 5.1  Provide internal or external professional development and training opportunities for all team members to improve job competencies, leadership skills, work productivity, and overall quality.

Action 5.1.1  Create staff development plans to document and identify areas and opportunities for improving skills.

Action 5.1.2  Create opportunities to cross train and share expertise within the division or other areas of the university.

Action 5.1.3  Develop an annual report on professional development and training of the Institutional Effectiveness staff.

Objective 5.2  Adopt best practices at other universities that have mature institutional effectiveness functions.

Action 5.2.1  Capitalize on existing, and build new, networks and relationships with other institutional effectiveness professionals at other institutions.

Action 5.2.2  Regularly communicate the University’s institutional effectiveness initiatives to the campus community.
Objective 5.3  Heighten awareness of the division’s roles and responsibilities, particularly information and services that are available to other campus entities.

Action 5.3.1  Broaden the planning newsletter to cover institutional research and effectiveness topics.

Action 5.3.2  Ensure the Institutional Effectiveness website has up-to-date information about the roles and responsibilities of the division and services offered.

Action 5.3.3  Meet periodically with the Academic Council, Council of Chairs, and Faculty Senate and Staff Congress leadership.

Objective 5.4  Manage projects and tasks in a manner that promotes efficiency and professionalism.

Action 5.4.1  Adopt software or practices that support project and task management appropriate for the project scope.

Action 5.4.2  Document details of recurring projects to eliminate duplication of efforts and ensure consistent methodology and results.