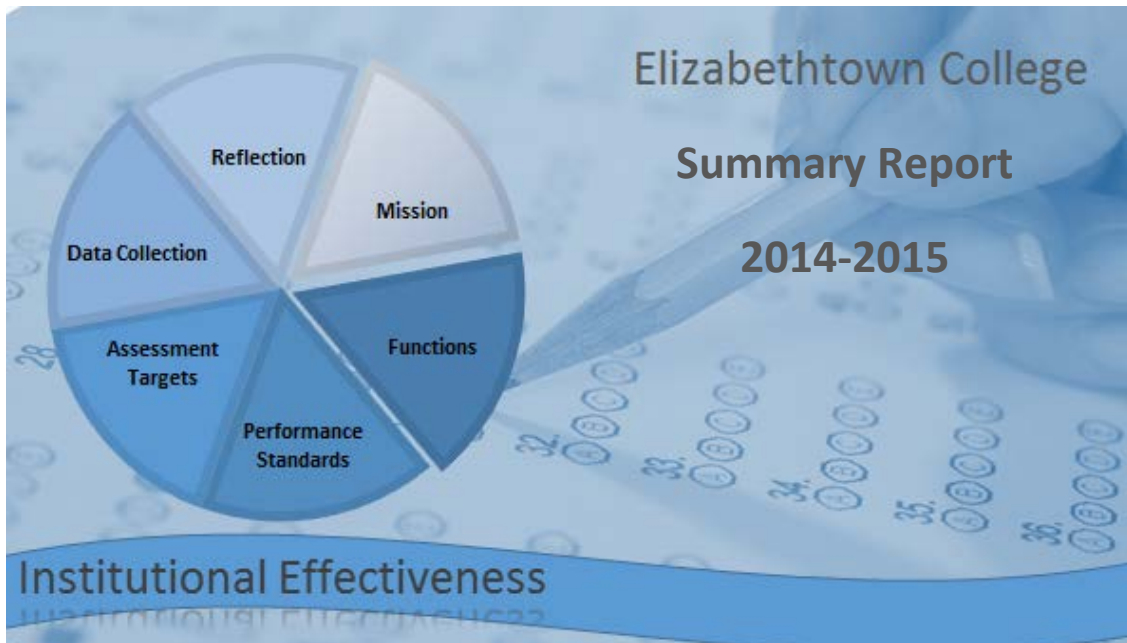
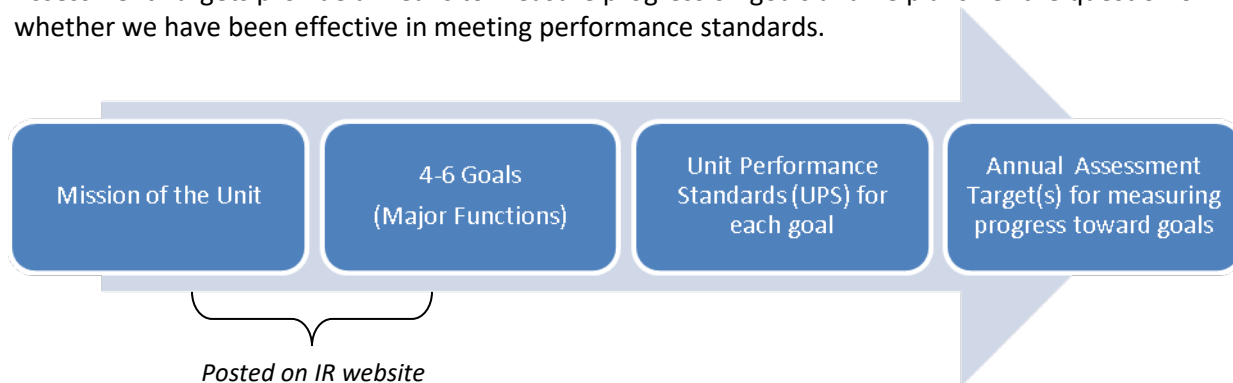


INSTITUTIONAL EFFECTIVENESS



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 their mission and major functions. Annual reports were received from 31 units. All administrative units contributed to effectiveness of Elizabethtown College in meaningful ways. Assessments were varied and included such activities as collecting data on student wellness programs offered to students, statistics on attendance at events, demonstrating adherence to industry standards or best practices, surveying select groups of constituents, analyzing internal trends, and practicing systematic self-reflection on activities. Several units experienced a change in leadership during this past year and were not in a position to submit an annual report during this transition.

This report highlights several examples of 2014-15 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.

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*. This annual report on Institutional Effectiveness helps demonstrate adherence to Standard 7, which states, “The institution has developed and implemented an assessment process that evaluates its overall effectiveness in achieving its mission and goals and its compliance with accreditation standards.”

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: Center for Global Understanding and Peacemaking

Strategic Goal: National Recognition

Unit Performance Standard: Promote collaboration both internally and externally that promotes intercultural understanding and peacemaking.

Assessment Target: Hold 2 Ware Seminars and 1 Ware lecture each year. Hold various talks on issues of peacemaking.

Outcome(s): Larger participation and attendance at the Ware Lecture would indicate that holding awareness-type events prior to the lecture are very helpful.

Unit: Prestigious Scholarships and Fellowships

Strategic Goal: National Recognition

Unit Performance Standard: Work with faculty and staff (Admissions, Honors, Stamps, Called to Lead) to identify students who have the potential to be competitive applicants for scholarships and fellowships.

Assessment Target: Hold at least 20 meetings with identified students.

Outcome(s): Forty-nine meetings were held with 20 students; 17 from direct referrals from faculty and staff. Connections to faculty, staff and key college programs is crucial in the identification of potential applicants.

Unit: Chaplain's Office and Religious Life

Strategic Goal: National Recognition

Unit Performance Standard: Establish new interfaith programming.

Assessment Target: Working with Faculty assembly, obtained approval for the first Interfaith Leadership Studies interdisciplinary major in the nation, as well as a minor.

Outcome(s): Obtained national recognition for Interfaith major.

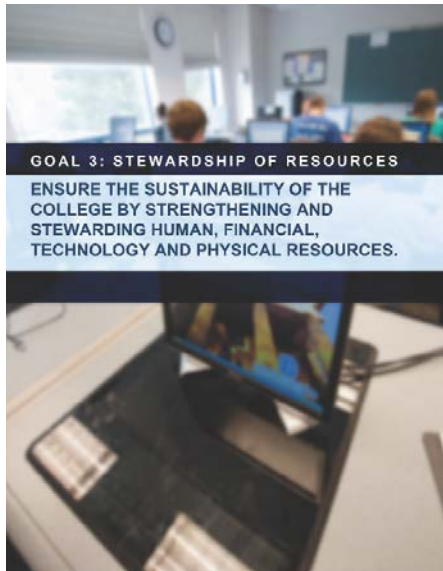
Unit: Young Center

Strategic Goal: National Recognition

Unit Performance Standard: Build and maintain a research collection of national significance.

Assessment Target: Acquire and preserve selected rare materials; expand the international reputation of the Young Center as a research center.

Outcome(s): Developing the Hess Archives in High Library.



Unit: Institutional Advancement

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Work to successfully to engage college constituencies to become donors of time, talent and/or treasure.

Assessment Targets: Raise total cash and deferred giving to more than \$4.5 million, including \$1million through unrestricted annual fund.

Outcome(s): Raised total cash and deferred giving to \$6,594,701.08 million in fiscal year 2015, including over \$1million through the unrestricted annual fund. Highlights include: engaging 849 individual donors in one 24 hour period during the Power of One giving day and the awarding of a grant from The Andrew W. Mellon Foundation to enhance the humanities at the College.

Unit: Blue Jay Athletics

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Partner with facilities management to plan for and implement facility projects.

Assessment Targets: Complete Wolf Field staging project. Renovate locker room #124 in Thompson Gymnasium. Add Landmark Conference banners and logos to athletic venues. .

Outcome(s): Projects completed within budget. Sporting facilities are more attractive to prospective students and better serve enrolled students.

Unit: Information Technology Services

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Provide an enterprise level data backup and recovery system that allows for the efficient and accurate restoration of lost or otherwise inaccessible files. Also provide long term archival and retrieval of data volumes for disaster recovery and business continuity.

Assessment Targets: Recover all lost or deleted system data or 99% of all requests.

Outcome(s): 100% success rate for restoring lost files. .

Unit: Student Wellness

Strategic Goal: Stewardship of Resources

Unit Performance Standard: Provide a variety of interactive health education programs to facilitate students' awareness and self-care skills, including new initiative based on identified student needs and programs in collaboration with campus stakeholders.

Assessment Targets: Conduct assessments with students to monitor health education outcomes and satisfaction with programs. Initiate the Wellness Wednesday health education series and other new programs. Participate in health education program collaborations with campus stakeholders.

Outcome(s): Increased use of The Well by moving to a more centralized location and offering evening hours. Student Wellness collaboration with eleven campus offices/departments. Using assessment results, student feedback, and identified campus needs to plan student wellness health education programs for the next academic year.

Unit: Admissions

Strategic Goal: Operational Effectiveness

Unit Performance Standard: Work with Other unites (Office of Marketing and Communications) to monitor all communication streams for consistency with Admissions messaging and vice versa.

Assessment Target: Convert all third-party recruitment pieces to have a similar look and feel to those produced by OMC. .

Outcome(s): The admissions team will continue to maintain the consistency of messaging efforts, which is critical to distinguishing the college.

Unit: Academic Advising

Strategic Goal: Operational Effectiveness

Unit Performance Standard: Provide students and faculty with timely and accurate policy and curriculum information and interpretation.

Assessment Target: Update Faculty Advising Handbook, The Rudder, and The Compass

Outcome(s): Updates were made and distributed. Academic Affairs led fall and spring sessions to help faculty navigate the online advising resources and give a review of supports. AA staff provided 49 faculty consults, assisting faculty with policy and curriculum clarification. Consider opportunities for more frequent engagement/use of the various Advising Handbooks with faculty and students. Review website to determine what types of info would be valuable additions.



Unit: College Store

Strategic Goal: Operational Effectiveness

Unit Performance Standard: Maintain online store and daily order process.

Assessment Target: Offer a new and improved online store.

Outcome(s): EtownJaywear.com is fully managed by a third party. We have expanded our merchandise selection tenfold without any inventory increases. This has also freed up our stockroom space and merchandise manager's time to focus on in-store functions. It is a win-win partnership.