

Our Lady of the Lake College INSTITUTIONAL EFFECTIVENESS PLANNING MODEL

Our Lady of the Lake College is mission, purpose, and goal centered. As a wholly owned subsidiary of Our Lady of the Lake Regional Medical Center, which is a component of the Franciscan Missionaries of Our Lady Health System, the College must blend the contexts of higher education, health care, and the Catholic Church as it accomplishes its mission. Constituent groups within these contexts cooperatively function to achieve the purpose and mission. These groups are the Board of Trustees, faculty, students, alumni, staff, and administration. Bylaws of the Board of Trustees, the Faculty Senate, the Alumni Organization, and the Student Government Association provide structure and organization. Each organizational and functional unit is guided by unit-level goals and purpose statements derived from the institution's mission, purpose, and goals.

Three overriding principles guide planning process development.

1. To be truly effective, planning must be imbedded within the functional operation of the College, with widespread participation, understanding, and accountability of the Board of Trustees, faculty, staff, and administrators.
2. The planning effort must provide essential, valid, and longitudinal data by which the institution can measure itself and guide critical decisions necessary for long-term growth and development, and must prepare the institution and its various departments for meeting accreditation requirements.
3. The process must provide a guide for action, a record of efforts and accomplishments, and the continuous process of reflection and reevaluation related to institutional goals, measured against established criteria and standards.

The institutional effectiveness planning model (Appendix A) represents a dynamic system supporting the College's development, through the interaction of strategic and operational planning, implementation, and evaluation processes. The model's core is the College mission statement, purpose statement, and institutional goals. The two tiers of the planning system, strategic planning and operational planning, are related by shared common institutional goals, a common core of performance indicators, and interrelated/integrated planning cycles. The College's long-range and annual planning efforts are interrelated and connected within the overriding framework of the institution's mission, purpose, and goals.

Strategic planning is centered at the institutional level, focusing on long-range projection, analysis, and development. Strategic planning is organized in five-year cycles and involves representative participation of all constituents of the institution. The Board of Trustees, upon recommendation of the College's President, must approve the final plan.

Operational planning is centered at the unit level on an annual cycle corresponding to the academic year. Operational planning involves faculty and staff of various instructional divisions, service departments, offices, and programs of the institution. The internal operational planning process controls annual budget and curricular development cycles.

The Expanded President's Council is the focal point for strategic planning, serving as the nexus for environmental scanning, institutional research, program evaluation, and development. The Expanded President's Council serves as the oversight body for institutional effectiveness at Our Lady of the Lake College and is responsible for strategic plan implementation and evaluation. The President's Council guides the annual operational planning effort, focusing upon development and monitoring of annual unit plans. All unit plans are directly related to strategic planning, as they address the College's goals and objectives and the campus priority initiatives. Operational planning effort informs the strategic planning process and allows for incremental evaluation of the strategic plan's progress.

Central to the strategic planning process is an on-going effort to expand environmental scanning and improve institutional research capability. Environmental scanning is interested in internal and external trends, forces, and possibilities the institution might need to address. Much of the internal scanning occurs as part of the annual operational planning effort. Several academic programs have advisory committees, to provide on-going evaluation of changes in the needs within the workforce, community, and academic and technical areas.

The institutional effectiveness planning model is cyclical and continuous. Objectives that derive from the mission, purpose, and goals to guide the development process are identified, implemented, and evaluated at one- and five-year intervals. The model is information/data driven, relying on analysis of internal and external data to facilitate identification of needs, objectives, and strategies. Short- and long-term objectives evolve from needs assessment data and goals established by the Expanded President's Council. Creating responsible and responsive goals/objectives and strategies requires careful consideration of internal and external factors, research data, survey results, trends, and projections.

Evaluation, another step in the continuous cycle, culminates in April/May of each year. College units assess their efforts of the prior year and, based upon their evaluation of effectiveness, develop new plans and related budgets for the following fiscal year budget planning cycle (Appendix B), beginning in September/October. The Expanded President's Council analyzes reports to further evaluate progress toward achievement of stated goals, objectives, and outcomes. The results of the evaluation process are used to improve institutional effectiveness and, when necessary, to refine the planning and evaluation process itself.

The College's effectiveness planning and evaluation system has the following characteristics:

- Is cyclical and continuous;
- Is an information/data analysis driven system;
- Defines goals and expected outcomes;
- Stems from needs assessment;
- Ensures consistency with the institutional mission and purpose;
- Considers internal and external factors, institutional capabilities and resources;
- Ensures involvement of all College constituents;

- Integrates major institutional functions;
- Provides for assessment of achievement of goals and outcomes;
- Ensures appropriate feedback and evaluation;
- Allows for modification of processes, resources, goals, and/or functions to improve institutional effectiveness; and
- Allows for changes and improvements in the effectiveness planning and evaluation system.

Appendix A: Institutional Effectiveness Model Graphic

CLEAR STATEMENT OF PURPOSE
Functional and Linked to Institution
Input from Faculty, Students, Staff, Alumni, Trustees



Appendix B: Annual Integrated Planning/Budget Cycle

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| April | Annual Summary Reports with recommendations by organizations and College-appointed committees to the President's Council. |
| May | Completion of evaluation cycle and effectiveness reports with recommendations to Functional Unit Vice Presidents and President by all academic, administrative, support services, and HCI sub-units. |
| June 30 | End of Fiscal Year |
| July 1 | Beginning of Fiscal Year |
| June - August | Analysis of Effectiveness Reports (Previous Academic Year) by Expanded President's Council in relation to Strategic and Operational Plans in achieving the mission, purpose and institutional goals. |
| August | Beginning of Academic Year |
| September | President's Report to Board of Trustees re: Evaluation Report of Previous Academic Year with Recommendations (Operational and Strategic Plans) for next (not current) Academic Year |
| October - December | Begin budget planning for next Fiscal Year (not current); Review of effectiveness recommendations from previous academic year in relation to achievement of unit goals and objectives and strategic goals and objectives. Submission of recommendations/goals of unit for next (not current) Academic Year. Establish College Budget Planning Assumptions (Operational, Strategic, and Capital). |
| January | Receipt of Budget Assumptions from OLOLRMC. Review with College Planning Assumptions/ Recommendations/ Goals and revise as appropriate. |
| March | College Budget to College Board of Trustees |
| April | College Budget to OLOLRMC Board of Directors |
| May | College Budget to FMOLHS |