

Appendix

UNIT INTERVIEW GUIDE

Interview Questions Institutional Effectiveness Committee of NEASC Self-Study Committee

The charge to the Institutional Effectiveness Committee of the NEASC Self-Study Committee is provided below. Additional information about the NEASC Self-Study may be found at <http://www.unh.edu/neasc/index.htm>.

Generally, this committee will conduct a “systems” audit of processes currently being used to integrate planning, budgeting, assessment, and evaluation. This audit will include an inventory of current systems and processes. Ultimately, this structure must be carefully developed and the components must be carefully laid out in order to weigh the success of planning initiatives. This effort will lay the groundwork for institutional effectiveness and help determine a structure for evaluation. Some specific objectives:

- Evaluate the strategic planning process
- Lay the framework and criteria for the major 5th year review of RCM
- Examine how each RC unit is using assessments and planning to drive budget allocations
- Examine developments in student learning assessments and their integration into curriculum planning
- Make recommendations and projections
- NEASC Standards that may provide ideas: 1.3, 4.4-4.6, 8.3, 9.2-9.5, 10.3
(<http://www.neasc.org/cihe/stancihe.htm>)

Planning

1. What unit plans do you have in place at the school/college and department levels? What plans are under development? Are they integrated into one RC unit plan? Please consider the following:
 - Curriculum plan
 - Technology plan
 - Staffing plan
 - Financial plan
 - Outreach/public service plan
 - Research/Creative Artistry plan
 - Professional development plan

2. Are your unit plans consistent with the university academic plan and with the university master plan and/or capital campaign goals? Please describe how these plans integrate with these other plans.

Resource Management

The university has designed and implemented a number of resource management initiatives since the mid-1990s. These include:

1. Process Redesign (Business Service Centers)
2. Responsibility Centered Management
3. Financial Reporting Systems (Banner)
4. Staffing Initiatives (Deploying faculty and staff to assist in the implementation and assessment of your unit plans. Examples include staff development and training opportunities.)
5. Other (Please describe)

How has your school/college been involved in these initiatives?

Implementation

1. Describe the approaches used and actions taken within your school/college to implement unit plans. In this context, you should consider the following issues:
 - How is the school/college budget developed?
 - Describe steps followed in working with a school/college committee and department chairs on budget development, implementation, and oversight.
 - What process do you have in place (or under development) to deal with reserves that accrue to your unit?
 - How does your school/college ensure that budgets of units within your area are managed effectively?
 - How does your school/college plan for, and respond to, requests for proposals for Central Budget Committee and Provost's Strategic Planning Initiative funds?
 - How does private giving support your strategic initiatives?
 - What revenue enhancement initiatives have been undertaken within your unit?
2. What is the present linkage of department academic plans/strategic plans and RCM decision making at the school/college level?
 - How decentralized is RCM within your school/college? Do you believe this is an appropriate level of decentralization?
 - How are decisions made between the dean and department chairpersons about implementing strategies/change and how are these decisions communicated to others?
 - At the department and school/college levels, how is adherence to educational/scholarly/service quality ensured?

Assessment

Ongoing assessment is an integral activity of all units of the university. Please consider ways in which assessment activities are already in place or under development for each of the following areas.

1. Overall Assessment Strategy. Is there a defined feedback mechanism that assesses the integration of planning and implementation activities within your school/college? (e.g., annual measurements, reports, meetings, etc.). Some issues to consider are:
 - Are elements present in the school's/college's strategic plan that support high quality students, faculty, and academic and scholarly programs?
 - How flexible or responsive is the unit's strategic plan to changes in the economy/enrollment/student interest/research opportunities?
 - To what degree are department academic plans integrated with the school's/college's strategic plan?
 - How will future planning take advantage of lessons learned?
2. Student Outcomes Assessment
 - Describe the ways in which your school/college is connected to the University Student Assessment Committee.
 - Describe any current or planned assessment activities. Are the results of these assessments used? If so, how?
3. Assessing Academic Programs
 - Describe the processes and procedures in place in your unit to undertake regular and systematic reviews of academic programs? How are the results of these reviews used to improve these programs? For those areas in which external accreditation is an issue, how are accreditation reviews considered in terms of the academic plan of the school/college and department/program?
 - To what extent do department academic plans shape the direction of the school/college strategic plan?
4. Assessment of impact of RCM. RCM is now in its third year. How has your unit begun to consider methods to assess its impact? Some topics to consider:
 - Enrollment changes.
 - Curricular changes.
 - Grade distribution reports (provided each semester by the Registrar).
 - Other academic-based changes (e.g., changes in teaching/research loads, department-level recruiting, department-level fund-raising).
 - Use of RCM-derived data to inform strategic decision-making.
 - New initiatives in your school/college.
 - Other (Please describe).

5. Primary Stakeholder Perspective. What are our stakeholders' views of us? (Stakeholders might include donors, advisory boards, state representatives, business and industry, parents, students, etc.)
 - Are there assessments in place (or under development) to evaluate whether the school/college is meeting the needs and expectations of stakeholders?
 - Are there regular and systematic efforts in place or under development to assess stakeholder satisfaction, to learn from stakeholders, to keep them informed, etc.

6. Academic Management Perspective. What measures are in place or under development to:
 - Improve budget performance
 - Improve school/college operations
 - Improve management within the unit
 - Drive innovation and entrepreneurial activities

7. How do RCM "service units" (e.g. Academic Affairs, Library, Computing and Information Systems, Facilities) support the school/college strategic plan?

Other Issues or Comments

Please address any remaining questions or topics that you believe would be helpful to the committee.