LANDER UNIVERSITY

Greenwood, South Carolina 29649

STRATEGIC PLAN GOALS "REPORT CARD"

FOR THE

2012-2013 ACADEMIC YEAR

Submitted to the Lander University Board of Trustees

June 1, 2013

Period Covered

Non-Academic Units: January 1, 2012 – December 31, 2012

Academic Units: May 16, 2012 – May 15, 2013

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Strategic Plan Goals "Report Card": Executive Summary

1. Introduction

The purpose of this "Report Card" is to demonstrate that the University engages in an ongoing, integrated and institution-wide planning and evaluation process that 1) incorporates a systematic and explicit review of programs and services that 2) results in continuing improvement, and 3) demonstrates that the University is effectively accomplishing its mission. The "Report Card" is a summary of the University's performance on each of the five (5) Goals of the Strategic Plan and is linked to the University's decision-making and budgeting process. Details of how each Strategic Plan Goal Score has been derived are provided at http://www.lander.edu/Academics/Institutional-Effectiveness/Unit-Outcome-Plans.aspx in which constituent Units within the University have submitted their Unit's Goal(s) for meeting one or more of the Strategic Plan Goals. These constituent Units set their own Indicators of Success (performance measures) and benchmarks and rate themselves on their performance at the end of each year. The calendar for producing this "Report Card" is as follows:

January 1	Calendar-year assessment cycle begins.
February 28	Each non-academic unit's assessment report from the previous calendar year is submitted to the Director of Assessment and Institutional Effectiveness.
May 15	Each academic unit's assessment report from the current academic year is submitted to the Director of Assessment and Institutional Effectiveness.
June 6 - 15	President submits recommendations to Board of Trustees. Board of Trustees Meeting: President, in consultation with the Board, assesses the recommendations and submits a budget plan based on outcomes assessment from the recommendations.
July 1	Units receive budgets and assessment reports with revised goals or other directives which may have resulted from the review and budgeting process. President brings actions/directives of the Board to the President's Council.
August 1	President's Council brings actions/directives to the Director of Assessment and Institutional Effectiveness and to the individual units.
August 1 – December 31	Director of Assessment and Institutional Effectiveness works with individual units to 1) begin getting outcomes assessment data and 2) to set revised/new unit goals and indicators of success.
December 31	Calendar-year assessment cycle ends.

2. Units/Programs Included in This "Report Card"

The Master Schedule for Assessment[1] describes a unified, annual cycle of formal assessment across a number of dimensions including: academic programs (8-year cycle), formative assessments of academic programs (8-year cycle), General Education Competency assessments (2-year cycle), and non-academic programs (2-year cycle). According to the Plan, the following twenty-six units/programs are included in this "Report Card" (units in **bold** did not report, but will be expected to report in the following two academic years). The Teaching and Learning – M.Ed. (Swansea Primary School) reported voluntarily and is also included in the "Report Card."

- Academic Affairs
- Alumni Affairs
- Bearcat Shop
- Business Administration
- Campus Post Office and Copy Services
- Criminal Justice Management (Online)
- Equestrian Center
- Experience Your Education (EYE) Program
- **Facility Operations**
- **Financial Affairs**
- Financial Aid
- General Education Competence 1
- General Education Competency 2
- **Health Care Management Certificate**
- Honors Program
- Human Resources
- Information Technology Services
- Mass Communications and Theatre
- Music
- Political Science
- Procurement Services
- Psychology
- Sociology
- Teaching and Learning – M.Ed. (Swansea Primary School)
- University Relations and Publications
- Visual Art

[1] Appendix A

3. The "Report Card"

Each Unit's annual report provides details of university-wide efforts to determine to what extent we are achieving the Strategic Plan Goals defined by the Lander University Board of Trustees:

1. Learning:

We will enhance student learning by promoting academic excellence and public leadership skills.

To realize this goal, we will
- revise and improve the curriculum to enhance individual student development and produce nationally competitive graduates;
- improve the instructional effectiveness of all faculty.

2. Enrollment:

We will increase the size of the student body 3% by Fall 2010.

To realize this goal, we will
- develop, implement, and maintain marketing strategies which position Lander for future growth at regional and national levels;
- develop effective recruitment and retention processes to attract students who have the potential to succeed;
- develop and maintain programs to ensure reasonable academic success for all admitted students;
- ensure the maximum benefit of scholarships and work-study opportunities.

3. Linkages:

We will strengthen connections with local, regional, and statewide communities in order to promote experiential learning opportunities, innovative career resources, and lifelong learning interests for students.

To realize this goal, we will
- increase involvement of all Lander employees in promoting our university;
- increase involvement of parents, alumni, community members, and organizations with Lander;
- ensure high quality service to internal and external constituents;
- improve student-community linkages.

4. Environment:

We will improve the appearance and utility of the campus to serve a larger student body and increased programs of community outreach.

To realize this goal, we will
- develop and maintain environmental initiatives and practices which promote educational and operational sustainability;
- develop a comprehensive plan to address diversity issues in the campus community;
- improve the physical environment of the campus to increase safety, comfort, and satisfaction;
- enhance the "first impression" image of the university;
- expand co-curricular experiences and opportunities outside the classroom to broaden students' awareness of themselves, others, and current issues;
- meet information technology needs;
- increase retention of junior faculty and staff members.

5. Accountability:

We will achieve long-term stability through comprehensive assessment, planning, financial oversight, and sound management practices.

To achieve this goal, we will
- maintain continuing strategic planning assessment and decision-making processes;
- ensure maximum efficiency and effectiveness in the management of our university;
- maintain accreditation with appropriate organizations.

Units within the University continue to revise and refine their goals as well as devising ways to measure their progress toward meeting them, and by so doing, contributing to meeting the Goals of the University's Strategic Plan. The contents of the following pages will reflect these continuing efforts in establishing Unit Goals, Indicators of Success and Measurements.

The following table shows a summary of each Strategic Plan Goal, the number of Unit Goals, the Strategic Plan Goal Score and the Additional Resources Requested by the reporting Units in order to meet, continue to meet, or to improve performance on an individual Unit Goal. The scoring scale used for deriving the Strategic Goal Score (and for each of the Indicators of Success on the following pages) is:

Target Met:	3.00 – 2.01
Target Partially Met:	2.00 – 1.01
Target Not Met:	0.01 – 1.00

Strategic Plan Goal	Met	Partially Met	Not Met	Not Evaluated[2]	Total	Strategic Plan Goal Score[3]	Additional Resources Requested[4]
1. Learning	36	3	0	8	**47**	**2.76**	**$1,965,000**
2. Enrollment	3	2	0	0	**5**	**2.40**	**$2,000**
3. Linkages	7	1	0	0	**8**	**2.66**	**$705,000**
4. Environment	4	0	1	0	**5**	**2.60**	**$0.00**
5. Accountability	13	2	1	2	**18**	**2.68**	**$14,300**
TOTAL	**63**	**8**	**2**	**10**	**84**	**2.69**	**$2,686,300**

The following table shows an historical summary of each Strategic Plan Goal, and the number of Unit Goals, by report year. Note that according to the Master Schedule for Assessment, each year below includes only those units that are a part of the measurement cycle for that year and as such, does not incorporate each year all or the same units within the University:

Academic Year	# of Goals and Score	Strategic Plan Goal					TOTAL
		Learning	Enrollment	Linkages	Environment	Accountability	
2007-2008	# Goals	38	2	7	15	19	81
	Score	2.42	3.00	2.81	2.71	2.81	2.60
2008-2009	# Goals	29	8	7	20	21	85
	Score	2.62	2.55	2.84	2.70	2.72	2.68
2009-2010	# Goals	30	14	7	17	16	84
	Score	2.58	2.57	2.76	2.51	2.63	2.59
2010-2011	# Goals	45	3	10	8	22	88
	Score	2.71	2.66	2.72	2.61	2.58	2.65
2011-2012	# Goals	49	24	8	7	35	123
	Score	2.63	2.70	2.95	2.52	2.80	2.68
2012-2013	# Goals	47	5	8	5	18	84
	Score	2.76	2.40	2.66	2.60	2.68	2.69

The following pages contain a summary of the individual Unit Goals supporting each Strategic Goal for the current reporting cycle. More details about each Unit and their respective goals can be found at http://www.lander.edu/Academics/Institutional-Effectiveness/Unit-Outcome-Plans.aspx.

[2] For details on the specific Indicators of Success noted as "Not Evaluated", please see the appropriate Unit Outcome Plan and Report at http://www.lander.edu/Academics/Institutional-Effectiveness/Unit-Outcome-Plans.aspx.

[3] The "Strategic Plan Goal Score" column shows the aggregated Unit scores only for the individual Unit Goal(s) and Indicator(s) of Success for the Strategic Goal which were scored and which are reflected in the "Met", "Partially Met", or "Not Met" columns above; therefore, summing the five Strategic Goal Scores and dividing by five will not yield the correct total score.

[4] For details on the specific Indicators of Success, please see the appropriate Unit Outcome Plan and Report at http://www.lander.edu/Academics/Institutional-Effectiveness/Unit-Outcome-Plans.aspx.