

RIT

Rochester
Institute of
Technology



Our Mission:
To cultivate a culture of
writing that helps students
become more confident
writers and supports
student writers across all
academic disciplines.

WRITING COMM

Institutional Effectiveness Progress Report

2017.2018



2017-2018 University Assessment Council Members

Academic Affairs: Laurie Clayton and Anne Wahl (UAC co-chair)

Development and Alumni Relations: Sharon Lonthair

Enrollment Management: Ed Lincoln

Finance and Administration: Joan Graham (UAC co-chair)

Government and Community Relations: Kristina Owens

Marketing and Communications: Julia Lisuzzo

NTID Office of the President: Richard Dirmyer

Diversity and Inclusion: David Wick

Student Affairs: Jennifer Maltby

INSTITUTIONAL EFFECTIVENESS AT RIT

As part of RIT’s commitment to integrated strategic planning, RIT designed a process and a tool to facilitate opportunities for RIT’s administrative units to showcase continuous quality improvement practices.

RIT is in its fourth year of issuing the *Institutional Effectiveness (IE) Progress Report*. This report summarizes the assessment practices and improvement efforts embraced by administrative units in RIT’s divisions.

The University Assessment Council (UAC), which is comprised of representatives from RIT’s eight divisions, provides oversight for this systematic quality assurance process. Administrative units annually articulate how data are used to inform or guide decisions, make changes to improve services, operations, processes, or impact resource allocation.

Essential Question: How well are we achieving our mission and goals?

To determine how well we are meeting our goals, an *Institutional Effectiveness Continuous Improvement Rubric* is used to rate each progress report submission on continuous quality improvement efforts. The rubric has a four point scale, ranging from *No Evidence* to *Exemplary* (see Table 1).

Over the past four years, RIT reorganized and the number of administrative units participating in the annual progress reporting process has increased from 55 to 67 while the response rate has remained at 100%.

The university goal is that 100% of RIT’s administrative units are rated as “*Effective*” or higher on their annual progress reports. Achieving this target provides strong evidence of effective practices that promote continuous improvement. Findings from the 2017-18 reporting process include:

- ❖ Nearly three-quarters of administrative units (72%) were rated “*Effective*” or higher
 - This was a 15% decrease compared to the prior year, but comparable to 2014-15 and 2015-16 results.
- ❖ 91% of administrative units were rated as “*Developing*” or higher
- ❖ Five of the reports rated in the “*No Evidence*” category were first time participants in the IE progress reporting process.

The table below provides an overview for the past four years of the ratings and overall percentage of administrative units scored as “*Effective*” or higher.

Table 1: Four-Year Rubric Rating Trends

	IE PR1 (2014.15) n=55	IE PR2 (2015.16) n=58	IE PR3 (2016.17) n=60	IE PR4 (2017.18) n=67
Rubric Rating	% (#)	% (#)	% (#)	% (#)
Exemplary	15% (8)	29% (17)	35% (21)	30% (20)
Effective	51% (28)	41% (24)	52% (31)	42% (28)
Developing	31% (17)	14% (8)	13% (8)	19% (13)
No Evidence	4% (2)	16% (9)	0% (0)	9% (6)
Effective or Higher	66%	71%	87%	72%

Continuous Improvement Highlights

RIT's divisions strive to improve operations, services, and programs. The following examples demonstrate how administrative units are using data to inform decisions or guide changes that lead to departmental and institutional improvements.

Student Affairs – Student Health Center

In FY18, the Student Health Center (SHC) identified a goal to, *“Increase access to psychiatric care.”* In keeping with industry standards, SHC staff adopted the third next available appointment as their measure of availability. In spring 2017, the wait time for the third next available initial psychiatric appointment was 29 days. In response to the data and to decrease wait time, SHC medical providers (physicians, physician assistants and nurse practitioners) started seeing some of the patients referred to the SHC from Counseling & Psychological Services. In addition, the SHC introduced online scheduling for mental health visits, reducing another barrier to care. As a result of these interventions, in spring 2018 the wait time for the third next available initial psychiatric appointment dropped to 21 days, a decrease of 28% from spring 2017. The SHC continued to implement the changes in the 2018-19 academic year, to increase access to mental health care and will continue to closely monitor wait time.

Academic Affairs – University Exploration

The University Exploration (UE) Program assessed the goal, *“Provide educational and social opportunities for student growth, development, and success.”* Students are encouraged to participate in social and academic events and activities as part of the major exploration process. The benchmark is that 75% of the UE students will participate in at least one activity or event annually. In 2017-2018, UE collected attendance data at five social and eight academic events. Of the entering cohort (103) in the 2017-2018 academic year, 33 unique students attended at least one an activity or event (32%) and as a result, the benchmark was not met.

The UE analyzed attendance data for patterns between types of events and students preferences. Academic event participation was slightly higher (27% versus 20%) for social events. Based on the analysis, three strategies were developed to increase attendance at events:

- 1) Change the types of events to be less restrictive to the UE student population
- 2) Explore options to increase opportunities for students with additional applied academic events; i.e.: a "Mock Interview Day" or a "Visit Day" to a company/business of interest
- 3) Review the current benchmark as some events are population specific

UE will collect an additional academic year of data to determine if the changes made during the 2018-2019 year increase attendance or if the benchmark needs some adjustment.

Office of Diversity – Future Stewards Program

One of the Future Stewards Program's (FSP) goals is to *“Increase the enrollment of American Indian/Alaska Native scholars”* at RIT against the growing national trend of a decreasing number of Native students in higher education. Based on enrollment trends, the office established a benchmark that reflected a 25% increase above the previous three-year average. To impact Native student interest in RIT, FSP employed several strategies including hosting two Native American Outreach Days, specifically targeting the interests of the groups attending based on historical entry data and program selection. The Outreach Days attracted 45 participants from the Seneca Nation, Lafayette High School, and Akron High School. According to

Enrollment Management, RIT received 19 applications and inquiries specifically from students attending these schools who have participated in one or more of the Outreach Days. Additionally, an enrollment increase of 33% occurred during the most recent assessment cycle.

NTID – Center on Employment

The National Technical Institute for the Deaf Center on Employment (NCE) reported on the goal, *“Increase hiring of highly qualified co-op students and graduates,”* measured by an evaluation administered to employer attendees in a Working Together Training Program. Data collected through this evaluation indicated a growing need for more-flexible time offerings for training programs, with a preference for online deployment in an effort to reach a greater audience, within and across employers. Subsequently, NCE worked with National Technical Institute for the Deaf DeafTEC personnel to migrate the existing program materials into an online format which was then deployed in the summer of 2018. Program satisfaction and attendance data will be collected throughout the 2018-19 academic year.

Development and Alumni Relations – Alumni, Parent and Annual Giving Program Department

The Alumni, Parent, and Annual Giving Program Department chose the goal, *“Create a campus-wide culture that engages and embraces alumni.”* Overall, the administrative unit exceeded the engagement goal. The department surveyed alumni and tracked the existing and new events that proved most impactful toward engaging alumni. For each event, the department set a desired goal for alumni engagement and then developed marketing and program strategies to achieve the desired attendance and engagement. Following each event, the strategies were re-evaluated and modified as needed for subsequent events.

Reflections and Next Steps

The number of administrative units that completed progress reports increased this year and many first time progress reports were rated “Developing” which led to an overall lower number of administrative units rated as “Effective.” The divisions and UAC will work specifically with new administrative units and new annual report completers to support the development or refinement of Institutional Effectiveness maps and annual progress report submissions.

Based on RIT’s revised strategic plan, the UAC will develop a process to support administrative units in re-aligning to the finalized university goals and objectives. UAC should leverage this realignment opportunity to support administrative units to refine and improve their assessment plans (Institutional Effectiveness Maps). The UAC will return to collecting annual progress reports in August 2020.

RIT’s new strategic plan provides an opportunity for administrative units to revise and refresh their IE Maps. To this end, UAC will work with administrative units to focus on the following areas from July through November 1, 2019:

- ❖ Develop and offer one CPD Training course for managers
- ❖ Update assessment resources and tools available (EEA website)
- ❖ Continue to collect and analyze data (implement assessment plan)
- ❖ Review and update IE Map to align with RIT’s Strategic Plan
- ❖ Update Taskstream Administrative Unit Workspaces as needed

Spring 2020:

- ❖ Maintain Taskstream Workspace including data collection, analysis, and use of results
- ❖ Launch IE PR5 in August 2020