



OMCA Strategic Plan 2005-2008

Vision

Serve as the mechanism by which the Mayagüez Campus of the University of Puerto Rico (UPRM) will become recognized as the university leader in assessment and in the continuous improvement of academic and administrative procedures.

Mission

Institutionalize a culture of continuous improvement at UPRM by means of the development of an assessment process which will permit the identification, measurement, and documentation of all university activities, be these academic, administrative or service related.

Responsibilities

- Design and implement an institutional administrative assessment plan.
- Design, administer, and coordinate institutional-level assessment methods and processes
- Guarantee the implementation of the strategies and objectives related to institutional assessment and continuous improvement which form part of the strategic plans of the campus and of the university.
- Coordinate institutional accreditation and licensing procedures.
- Lead the preparation and submission of documentation and reports related to institutional accreditation and licensures
- Advise any academic unit in any process of professional accreditation which may be related to an area of specialty.

Services

- Provide training and individual consultation to support the development and implementation of academic and administrative assessment plans, including assessment design, administration and data analysis
- Provide information and orientation related to program accreditation to academic, administrative, and service units
- Maintain current, accessible documentation of OMCA activities and institutional-level assessment and continuous improvement processes both in hard copy and on the OMCA web page

ALIGNMENT OF OMCA STRATEGIC OBJECTIVES, RESPONSIBILITIES AND SERVICES, AND UPRM CRITICAL AREAS

UPRM CRITICAL AREA - Leadership	OMCA RESPONSIBILITIES/ SERVICES	OMCA STRATEGIC OBJECTIVES
<p>Develop permanent assessment structures to support decision-making processes</p> <ul style="list-style-type: none"> • Establish a formal institutional assessment process that serves as a foundation for institutional planning and decision-making processes • Strengthen planning and assessment processes at all institutional levels • Disseminate the outcomes of all relevant studies to the community, the administration, accrediting agencies, and other institutions 	<ul style="list-style-type: none"> • Design and implement Institutional Assessment Plan (IAP) • Design, administer, and coordinate institutional level assessment methods and processes • Ensure implementation of assessment and continuous improvement strategies and objectives from the RUM and UPR strategic plans • Maintain current, accessible documentation of OMCA activities and institutional-level assessment and continuous improvement processes both in hard copy and on OMCA web page 	<ol style="list-style-type: none"> 1.1 Establish a formal institutional assessment process through the implementation of the institutional assessment plan (IAP) <ol style="list-style-type: none"> a. Review IAP annually to ensure alignment with RUM and UPR strategic and assessment plans b. Monitor the completion and review of unit-level assessment plans and annual reports for all academic and administrative units 1.2 Strengthen planning and assessment processes through provision of feedback to units to identify opportunities for improvement (OFI) in assessment planning and use of results <ol style="list-style-type: none"> a. Develop rubrics to identify criteria and performance levels for academic and administrative assessment/CI processes b. Conduct annual review of assessment plans and reports using rubrics 1.3 Disseminate activities and outcomes via OMCA web page, e-mail, quarterly bulletin, seminars, conferences, and publications <ol style="list-style-type: none"> a. Update OMCA website daily during semester; weekly in summer b. Design and launch quarterly electronic bulletin to disseminate OMCA and unit activities related to CI and assessment (Fall 2006) c. Send periodic e-mails to Chancellor, steering teams, Deans, and Directors regarding upcoming activities or progress reports d. Maintain cumulative assessment binders for each unit (academic and administrative) e. Collaborate with UPR campuses and other institutions of higher education to share assessment and CI strategies through forums and meetings

ALIGNMENT OF OMCA STRATEGIC OBJECTIVES, RESPONSIBILITIES AND SERVICES, AND UPRM CRITICAL AREAS, continued

UPRM CRITICAL AREA - Leadership	OMCA RESPONSIBILITIES/ SERVICES	OMCA STRATEGIC OBJECTIVES
<p>Develop a continuous improvement process</p> <ul style="list-style-type: none"> • <i>Incorporate TQM philosophy principles</i> in all university endeavors • <i>Educate</i> the institutional community with respect to <i>TQM philosophy</i> • <i>Systematize continuous improvement</i> in all processes and services • <i>Develop and implement assessment processes</i> in all academic, administrative, and service areas • <i>Facilitate and promote the implementation of initiatives</i> that arise from assessment processes 	<ul style="list-style-type: none"> • Ensure implementation of assessment and continuous improvement strategies and objectives from the RUM and UPR strategic plans • Provide training and consultation to support development and implementation of unit assessment plans, including design, administration, and data analysis • Prepare and submit documentation and reports related to institutional accreditations and licensures • Provide information, orientation, and consultation related to program/unit accreditation 	<ul style="list-style-type: none"> 2.1 Incorporate TQM philosophy principles and promote the implementation of improvement initiatives through implementation of CoQul (Continuous Quality Improvement) initiative (2006-2007) <ul style="list-style-type: none"> a. Coordinate formation of CoQul teams across the institution b. Ensure CoQul projects align with unit strategic plans 2.2 Increase familiarity with TQM principles as elaborated by the Baldrige National Quality Program criteria and accreditation standards <ul style="list-style-type: none"> a. Train key staff members and steering team members in the application of the Baldrige criteria and accreditation standards b. Provide opportunities for the campus community to learn about Baldrige criteria and their application through inviting nationally recognized speakers to the campus 2.3 Promote systematization of continuous improvement through provision of needs-based training and information to units on assessment and the CI process <ul style="list-style-type: none"> a. Assist academic units to identify and complete meaningful projects to improve student learning b. Assist administrative units to identify and complete meaningful projects to improve services 2.4 Promote systematization of continuous improvement through a proactive approach to accreditation <ul style="list-style-type: none"> a. Use MSCHE accreditation standards as one set of an array of institutional effectiveness indicators b. Maintain regular communication with and reporting to MSCHE and CESPR as requested by the Chancellor

ALIGNMENT OF OMCA STRATEGIC OBJECTIVES, RESPONSIBILITIES AND SERVICES, AND UPRM CRITICAL AREAS, continued

UPRM CRITICAL AREA - Leadership	OMCA RESPONSIBILITIES/ SERVICES	OMCA STRATEGIC OBJECTIVES
Develop a continuous improvement process <ul style="list-style-type: none"> • <i>Incorporate TQM philosophy principles</i> in all university endeavors • <i>Educate</i> the institutional community with respect to <i>TQM philosophy</i> • <i>Systematize continuous improvement</i> in all processes and services • <i>Develop and implement assessment processes</i> in all academic, administrative, and service areas • <i>Facilitate and promote the implementation of initiatives</i> that arise from assessment processes 	<ul style="list-style-type: none"> • Ensure implementation of assessment and continuous improvement strategies and objectives from the RUM and UPR strategic plans • Provide training and consultation to support development and implementation of unit assessment plans, including design, administration, and data analysis • Prepare and submit documentation and reports related to institutional accreditations and licensures • Provide information, orientation, and consultation related to program/unit accreditation 	2.5 Promote systematization of continuous improvement through development of alternate funding sources including corporate funding for operational and training costs, and agency funding for research projects, as well as external consulting contracts
UPRM CRITICAL AREA - Students/Alumni	OMCA RESPONSIBILITIES/ SERVICES	OMCA STRATEGIC OBJECTIVES
Retain students until they complete their degrees <ul style="list-style-type: none"> • <i>Sponsor activities that will lead to student retention</i> through the assessment of academic programs 	<ul style="list-style-type: none"> • Provide training and consultation to support development and implementation of assessment plans • Provide information, orientation, and consultation related to program/unit accreditation 	3.1 Sponsor student retention activities by serving on related institutional committees (e.g., BEAMS) <ul style="list-style-type: none"> a. Provide assistance with data analysis and development of action plans
Improve and innovate teaching-learning processes <ul style="list-style-type: none"> • <i>Incorporate continuous assessment of teaching-learning processes</i> 		-Strategic Objective 2.1a 3.2 Collaborate with other colleges and units, including CEP, to identify opportunities for improvement of teaching-learning processes
UPRM CRITICAL AREA – Effective and Efficient Administration	OMCA RESPONSIBILITIES/ SERVICES	OMCA STRATEGIC OBJECTIVES
Self-evaluate and learn from experience <ul style="list-style-type: none"> • Establish among departments and colleges an <i>articulated and continuous assessment system rooted in each individual unit’s work plan</i> 	<ul style="list-style-type: none"> • Design, administer, and coordinate institutional level assessment methods and processes • Provide training and consultation to support development and implementation of assessment plans • Provide information, orientation, and consultation related to program/unit accreditation 	-Strategic Objective 1.1a -Strategic Objective 1.2b -Strategic Objectives 1.4a and 1.4b -Strategic Objectives 2.1a and 2.1b

OMCA STRATEGIC INDICATORS, RESPONSIBLE PARTIES, AND TIMELINE

OMCA STRATEGIC OBJECTIVES	METRICS/SUCCESS INDICATORS	RESPONSIBLE PARTIES	TIMELINE
<p>1.1 Establish a formal institutional assessment process through the implementation of the institutional assessment plan (IAP)</p> <ul style="list-style-type: none"> a. Review IAP annually to ensure alignment with RUM and UPR strategic and assessment plans b. Monitor the completion and review of unit-level assessment plans and annual reports for all academic and administrative units 	<ul style="list-style-type: none"> ➤ “Crosswalk” of IAP processes and indicators with RUM strategic areas and UPR strategic goals and objectives demonstrating alignment ➤ 100% of units with approved assessment plan ➤ 100% of units with completed assessment report (Administrative beginning 2007) 	<p>OMCA Director OMCA Assessment Specialist</p> <p>Unit Directors</p>	<p>October-November</p>
<p>1.2 Provide feedback to units to identify opportunities for improvement (OFI) in assessment planning and use of results</p> <ul style="list-style-type: none"> a. Develop rubrics to identify criteria and performance levels for academic and administrative assessment/CI processes b. Conduct annual review of assessment plans and reports using rubrics 	<ul style="list-style-type: none"> ➤ Academic units: ➤ Mission – 90% or higher meet standard ➤ Learning Outcomes – 90% or higher meet standard ➤ Assessment Methods – 75% or higher meet standard ➤ Reporting & Use of Results – 60% or higher meet standard 	<p>Review: OMCA Academic Assessment Review Committee</p> <p>Tabulation: OMCA Assessment Specialist</p>	<p>August-September</p>
	<ul style="list-style-type: none"> ➤ Administrative units: ➤ Mission – 90% or higher meet standard ➤ Responsibilities & Services – 90% of higher meet standard ➤ Assessment Methods – 60% or higher meet standard ➤ Reporting and Use of Results – 60% or higher meet standard (beginning 2007) 	<p>Review: OMCA Administrative Steering Team</p> <p>Tabulation: OMCA Assessment Specialist</p>	<p>August-September</p>

OMCA STRATEGIC INDICATORS, RESPONSIBLE PARTIES, AND TIMELINE

OMCA STRATEGIC OBJECTIVES	METRICS/SUCCESS INDICATORS	RESPONSIBLE PARTIES	TIMELINE
<p>1.3 Disseminate activities and outcomes via OMCA web page, e-mail, quarterly bulletin, seminars, conferences, and publications</p> <ol style="list-style-type: none"> a. Update OMCA website daily during semester; weekly in summer b. Design and launch quarterly electronic bulletin to disseminate OMCA and unit activities related to CI and assessment c. Send periodic e-mails to steering teams, Deans, and Directors regarding upcoming activities or progress reports d. Maintain assessment binders for each unit (academic and administrative) e. Collaborate with other campuses of UPR to share assessment and CI strategies through forums and meetings f. Submit conference paper proposals to disseminate promising practices and results g. Submit papers to scholarly journals to disseminate promising practices and results 	<ul style="list-style-type: none"> ➤ Monthly number of web page hits ➤ Origin of web page hits (internal, US, Latin America, other) ➤ Number of electronic subscribers to bulletin ➤ Number of invited meetings and presentations ➤ Two or more conference papers annually ➤ One or more journal publications annually 	<p>OMCA Director OMCA Assessment Specialist OMCA Webmaster</p>	<p>Continuous</p>
<p>2.1 Incorporate TQM philosophy principles and promote the implementation of improvement initiatives through implementation of CoQul (Continuous Quality Improvement) initiative</p> <ol style="list-style-type: none"> a. Coordinate formation of CoQul teams across the institution b. Ensure CoQul projects align with unit strategic plans 	<ul style="list-style-type: none"> ➤ Number of CoQul coaches ➤ Number of CoQul teams ➤ 100% percent of projects aligned with strategic plan objectives ➤ 75% of teams complete project within proposed deadlines 	<p>OMCA Director OMCA Assessment Specialist CoQul coaches</p>	<p>Continuous</p>
<p>2.2 Increase familiarity with TQM principles as elaborated by the Baldrige National Quality Program criteria</p> <ol style="list-style-type: none"> a. Train key staff members and steering team members in the application of the Baldrige criteria b. Provide opportunities for the campus community to learn about Baldrige criteria and their application through inviting nationally recognized speakers to the campus 	<ul style="list-style-type: none"> ➤ Number of staff members and steering team members who participate in Baldrige/CQI training ➤ Number of talks by nationally recognized speakers ➤ Number of attendees at talks ➤ Level of participant satisfaction with events (75% or greater) 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>

STRATEGIC INDICATORS, RESPONSIBLE PARTIES, AND TIMELINE

OMCA STRATEGIES	METRICS/SUCCESS INDICATORS	RESPONSIBLE PARTIES	TIMELINE
<p>2.3 Promote systematization of continuous improvement through provision of needs-based training and information to units on assessment and the CI process</p> <ul style="list-style-type: none"> a. Assist academic units to identify and complete meaningful projects to improve student learning b. Assist administrative units to identify and complete meaningful projects to improve services 	<ul style="list-style-type: none"> ➤ Academic and Administrative: ➤ Number of workshops ➤ Number of attendees at workshops ➤ Number of training hours by group ➤ Number of phone and e-mail contacts by topic ➤ Level of satisfaction with workshop participation (75% or higher) ➤ 75% of units complete project (close loop) within academic year 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>
<p>2.4 Promote systematization of continuous improvement through a proactive approach to accreditation and licensure</p> <ul style="list-style-type: none"> a. Use MSCHE accreditation standards as one set of an array of institutional effectiveness indicators b. Maintain regular communication with and reporting to MSCHE and CESPR as requested by the Chancellor 	<ul style="list-style-type: none"> ➤ Timelines and work plans to complete requests created within one month of request date ➤ Requested reporting and documentation ready for submission at least one week in advance of due date 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>
<p>2.5 Promote systematization of continuous improvement through development of alternate funding sources including corporate funding for operational and training costs, and agency funding for research projects, as well as external consulting contracts</p>	<ul style="list-style-type: none"> ➤ \$15,000 or higher from corporate sources (2005-2008) ➤ \$10,000 or higher in research projects (2005-2008) ➤ One or more external consulting contracts (2005-2008) 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>
<p>3.1 Sponsor student retention activities by serving on related institutional committees (e.g., BEAMS)</p> <ul style="list-style-type: none"> a. Provide assistance with data analysis and development of action plans 	<ul style="list-style-type: none"> ➤ Number of hours served on institutional committees 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>
<p>3.2 Collaborate with other colleges and units, including CEP, to identify opportunities for improvement of teaching-learning processes</p>	<ul style="list-style-type: none"> ➤ Number of hours served in collaborative efforts (e.g., meetings) 	<p>OMCA Director OMCA Assessment Specialist</p>	<p>Continuous</p>