<div align="center">**Action Project**</div>

Title: Student Services Action and Strategic Planning Process
Version: 1

Institution: Lewis University **Status:** Active
Submitted: 2015-10-14 **Category:** 4 - Planning and Leading

Timeline

Planned project kickoff date: 2015-10-14
Target completion date: 2017-01-01
Actual completion date:

Project Detail

PROJECT SUMMARY
Briefly describe the project in less than 100 words. Be sure to identify the key organizational areas (departments, programs, divisions, units, etc.) and key organizational processes that this action project will affect, change, and/or improve.

In fall 2015, the Division of Student Services will begin an Action Project and Strategic Planning process involving each of the departments within the division (Counseling, Student Conduct, Athletics, International, Multicultural, Police, Recreation, Residence Life, Health Services, and Student Development & Leadership). The action planning document requires that information related to lead/partners; timeframe; measurement; target/s; assessment results; interpretation of results; and next steps based on assessment results for each action strategy identified by a department be outlined.

This action project was created from a previous student services action project. Ultimately, it could serve as a template for other non-academic units.

Lewis has made considerable improvement in the assessment of student learning and has focused on academic departments. The culture shift of faculty understanding the importance of assessing their pedagogy to determine the effectiveness of students' learning is well underway. The non-academic areas of Lewis should be undergoing assessment as well to align with strategic initiatives as well as to determine their own continuous improvement. This action project addresses previous portfolio feedback indicating a lack of continuous quality improvement principles to improve our approach to strategic planning and quality improvement. This action project also provides assessment targets that are measureable to determine alignment with University strategic initiatives and ensure continuous quality improvement. Students Services serves diverse student populations and is integral to the success and satisfaction of our students. This action project is a logical progression from the closure of the previous student services action project.

The process will begin with each department articulating objectives that will interface with University strategic initiatives for the next 3-5 years. Then, using an Action Plan document developed for this process, each department will outline 1-5 action strategies that will be implemented during the current academic year and will also serve as the initial steps to be taken toward realizing the strategic objectives that were developed.

The goal is to have all 3 documents – Action Plan, Progress Template, Key Performance Indicators Dashboards – introduced within the division and completed by each department by the end of the 2015-2016 academic year – a full annual planning cycle.

October 2015:

Introduction of new assessment document and procedures

October 2015 – December 2015:

Assistant Dean of Student Affairs for Assessment, Student Development, & Leadership works with each department individually to ensure completion of the first 4 columns within the Action Plan document (1) Action Strategy; 2) Lead/Partners; 3) Timeframe; 4) Measurement of Strategy).

December 2015:

Mid-year evaluation of planning progress

Fall Progress Indicator document due

January 2016 – May 2016:

Bi-monthly review of each department's progress via Progress Indicator

June 31, 2016:

Completed Action Plan and KPIs Dashboard for 2015-2016 academic year

August 2016:

First 4 columns of Action Plan completed for 2016-2017 academic year

Progress toward successful implementation of this action and strategic planning process will be measured by each department's completion of the required stages and assessment documentation by the deadlines outlined above.

Implementation of the Action Plan document as a departmental effectiveness and strategic planning tool will ensure that each department undergoes and completes a formal assessment process each academic year. First, the use of a document formalizes the assessment process by inviting each department head to articulate in writing the planning strategies that will be undertaken within a specific academic year. Additionally, this document also asks that department head's to continue to identify and articulate a relationship – where applicable – between their departmental objectives and the University's broader strategic goals. Finally, the last column within the Action Plan document asks, "What changes will be made to the department based upon the assessment results?" By answering this question, each department head has already articulated the first action strategies that they will include within the subsequent academic year's planning document, thus closing the loop each year on a department's measurement of its effectiveness through the use of data to influence changes made and decision-making within each area of the division.

A Progress Template will also be introduced to ensure a bi-monthly measurement of the progress made on each of the action strategies outlined by an individual department. This document will help to ensure that routine evaluation of the progress on each strategy occurs and that continuous progress is made toward achieving each outlined objective.

Additionally, a Key Performance Indicators (KPIs) Dashboard (see attached) will be introduced. Whereas the Action Plan document captures

departmental strategic planning efforts, the KPI document will serve as the repository for each department's quantifiable measures used to gauge annual performance. The implementation of this additional assessment document will help to distinguish between strategic planning and annual operations measurement and provide the division's leadership with the data needed annually for reporting and measurement of the overall division's success.

INSTITUTIONAL INVOLVEMENT
Describe how various members of the learning community will participate in this action project. Show the breadth of involvement by individuals and groups over the project�s duration.

The project will be led by the Assistant Dean of Student Affairs for Assessment, Student Development & Leadership. Each department, with its own manager, (Counseling, Student Conduct, Athletics, International, Multicultural, Police, Recreation, Residence Life, Health Services, and Student Development & Leadership) within the Division of Student Services will be engaged within each year's Action and Strategic Planning processes. While department heads will guide this assessment process for their respective areas, assembly meetings held each semester with all members of the division will integrate non-department heads into this process. Additionally, department leadership will be encouraged to involve their staffs in the planning processes outside of the formal assembly and directors' meetings in a manner that best suits their areas.

PROJECT CONTROL
Describe how the institution will monitor project progress/success during, and at the completion of this project. Be sure to specifically state the measures that will be evaluated and when.

The process will begin with each department articulating objectives that will interface with University strategic initiatives for the next 3-5 years. Then, using an Action Plan document developed for this process, each department will outline 1-5 action strategies that will be implemented during the current academic year and will also serve as the initial steps to be taken toward realizing the strategic objectives that were developed.

The goal is to have all 3 documents – Action Plan, Progress Template, Key Performance Indicators Dashboards – introduced within the division and completed by each department by the end of the 2015-2016 academic year – a full annual planning cycle.

Department Action Plan

(YEAR)

Department:

Department Objective:

University Strategic Plan Goal:

University Strategic Plan Goal (if applicable):

Performance Indicator: (if applicable):

Action Strategy	Lead/Partners	Timeframe	Measurement of Action Strategy	Target for Action Strategy	Results	Interpretation of Results	Changes to be Implemented

Key Performance Indicators (KPI) Dashboard

l- GOOD PROGRESS   l - SOME PROGRESS   l - NO ACTION   m- NOT MEASURABLE AT THIS TIME   COMPLETED – TARGET ACHIEVED

DEPARTMENT	2020 GOAL	2015-2016 TARGET	2015-2016 RESULTS	PROGRESS

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ANTICIPATED CHALLENGES TO PROJECT SUCCESS
Describe the challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project�s goals.

The challenge of this project is not in the implementation in Student Services, rather in institutionalizing the outcomes. The Assistant Dean of Student Affairs for Assessment, Student Development & Leadership is well versed in non-academic assessment, whereas other departments may not have similar experience. Depending on the success of the project, the challenge will be identifying those individuals in other departments to implement the

tools utilized in this action project. It may be that the tool/instrument will need to be modified and used where appropriate.

ADDITIONAL INFORMATION
Provide any additional information that the institution wishes for reviewers to understand regarding this action project.

None