

Strengths and Recommendations in ESU Self-Study 2017

Standard 1: Mission and Goals

Strengths

1. The current strategic plan is in alignment with our Mission and Goals and is infused with all our curricular and extracurricular initiatives.
2. The opportunities for students through extracurricular activities offered through Student Affairs, Athletics and the Student Activity Association compliments the academic curriculum.

Recommendations

1. Analyze and integrate assessment outcomes associated with strategic goal activities and strategies to inform future curricular and extracurricular initiatives for the next three-year cycle of strategic plan.

Standard 2: Planning, Resource Allocation, and Institutional Renewal

Strengths

1. A flexible resource allocation process with ongoing monitoring and strong internal controls enable effective planning, goal achievement, and mission success.
2. A decentralized, inclusive process that puts students first in the distribution of Technology Fee funds, prioritizing projects in support of the University's Mission and Goals.

Recommendations

1. Review and refine cross division strategies to identify and deploy resources to support retention, instructional technology, diversification of staff and students, maintenance of facilities consistent with the Strategic Plan.
2. Continue to review budgeting and planning processes, formalizing mechanisms for allocating resources to institutional priorities identified in the Strategic Plan and grounded in a transparent budget process.

Standard 3: Institutional Resources

Strengths

1. Recent improvement in our fund balance enables the University to make purposeful investments in strategic initiatives and facility infrastructure.

Recommendations

1. Expand efforts to grow alternate revenue generation sources as well as cost saving initiatives to offset limitations of tuition driven revenues. These efforts should include but not be limited to greater alignment of academic department and a focus on sustainability.
2. Evaluate and update the Facilities Master Plan.

Standard 4: Leadership and Governance

Strengths

1. A new, vibrant, and highly skilled leadership team reveals a strong commitment to achieving the University's Mission, Goals, and Vision and are embracing new, improved, and innovative operations.
2. Commitment to service to the local community and region from students, faculty and staff.

Recommendations

1. With the increase in diversity in the ESU student population, develop a plan to recruit, retain, and mentor diverse faculty and staff.
2. Continue the commitment to shared governance and expand opportunities for cross constituency dialogue through such venues as the University Senate, strategic planning, task forces, and regular university-wide meetings.

Standard 5: Administration

Strengths

1. Communications to campus have improved in quality and methods over the past few years.
2. Organizational structure by divisions has created better accountability and resource usage.

Recommendations

1. Review the hiring process to enhance the clarity and efficiency.
2. Analyze and review the various employee evaluation processes to enhance employee improvement, satisfaction, and professional development.

Standard 6: Integrity

Strengths

1. Strong, viable, and functional Institutional Review Board that promotes outstanding research that is ethical in nature.
2. Numerous meaningful policies and procedures create an ethical workplace, including mechanisms to protect students, and employees against harassment and discrimination.

Recommendations

1. Incorporate review of current job description at time of annual performance review.
2. Develop a formal campus wide mechanism for tracking student issues and complaints as well as outcomes and resolutions.

Standard 7: Institutional Assessment

Strengths

1. The implementation and development of a University-Wide Assessment Committee and the establishment of the Office of Assessment within the Office of Institutional Effectiveness, Planning, and Assessment ensures that all areas of the campus are involved in assessment, and that assessment activities are documented, and that programmatic and curricular changes are based on assessments.
2. Assessment of individual departments' success in meeting ESU's Mission and Goals has been conducted.
3. ESU has incorporated more advanced assessment techniques and strategies, in which resources provided through the State System help chairs, deans, and other key stakeholders to develop and sustain assessment plans.

Recommendations

1. Develop an institution-wide initiative to address, further analyze and implement all assessment-related recommendations in response to ESU's 2017 Self-Study.

Standard 8: Student Admissions and Retention

Strengths

1. Enrollment Management responds quickly to the trends and challenges in college admissions.
2. ESU has achieved the most diverse student body in the State System.
3. Athletes perform well academically and compare favorably to student-athletes regionally and nationally, and ESU students who are not athletes.
4. The Orientation program is constantly evolving to meet the needs of parents and students.

Recommendations

1. Expand co-curricular relationships between academic and student affairs to develop a shared retention plan across departments and divisions focusing on first-year students.
2. Create a more comprehensive plan for graduate studies with program development and increased recruitment by focusing on demand for workplace credentials.

Standard 9: Student Support Services

Strengths

1. Services are accessible and responsive to meet the needs of students. Specific services are offered to support targeted groups that include international, veteran, LGBTQA, special academic need, and multicultural students.
2. Student Affairs departments are constantly collaborating on programs and events with faculty and other campus departments to combine resources, design successful programs, foster learning opportunities.
3. The departments within Student Affairs take on significant collaborative and leadership roles for major campus initiatives.
4. Student Activity fees are effectively managed and allocated.

Recommendations

1. Aligned with mission and goals, expand cross-divisional collaborations centered on strengthening student success support services through acquisition and use of a campus-wide software program
2. Continue strengthening advising by following the recommendations of the Academic Advising Task Force.

Standard 10: Faculty

Strengths

1. Faculty and other professionals with responsibility for ESU's educational programs are highly qualified and well prepared for the positions they hold.
2. While still evolving, ESU has clear policies and procedures for faculty hiring, promotion, tenure, and related employment actions.

Recommendations

1. Develop interdisciplinary and cross-cultural programs to encourage collaboration, collegiality, and inclusion.
2. Review and revise where necessary university retention, tenure, and promotion policies. Develop consistent expectations and support for advancements in each of the three categories of measurement – teaching, scholarship, and service.

Standard 11: Educational Offerings

Strengths

1. ESU has crafted and launched a comprehensive new General Education program structured around the university's Student Learning Outcomes.
2. ESU embraces a culture of assessment for all co-curricular and extra-curricular student activities and uses data from such assessment to improve the educational effectiveness of these activities.
3. ESU has implemented a wide array of programs designed to foster a cohesive learning experience across all disciplines, all student levels, and all locations.

Recommendations

1. Continue to promote timely graduation of students when selecting course offerings.
2. Reexamine the course equivalency process and identify methods necessary to support it.

Standard 12: General Education

Strengths

1. ESU's new General Education program was driven by faculty input and is aligned with our university's Mission and Goals.

2. The course recertification process features clear definitions and operationalization of critical thinking, diversity, and other core concepts.
3. The direct assessment of student learning in the new General Education curriculum is being implemented.

Recommendations

1. Assess and evaluate the new general education program.

Standard 13: Related Educational Activities

Strengths

1. Policies are in place to ensure that educational experiences completed off-campus achieve the same level of academic rigor and are subject to the same curricular oversight as those completed on campus.
2. Students in need of additional educational support are identified in a timely fashion and a comprehensive suite of resources is offered to such students.

Recommendations

1. Disaggregate assessment data by ESU's campus, additional locations, and other instructional sites in order to facilitate comparison of disparate locations.
2. Improve and centralize data gathering from alumni.

Standard 14: Assessment of Student Learning

Strengths

1. An assessment infrastructure brings together faculty, staff, students, and administration to serve on the University Assessment Committee (UAC).
2. The UAC works cooperatively with the Office of Assessment and Accreditation (OAA) to provide assessment support and educational resources to ensure academic and non-academic programs are able to assess directly their Student Learning Outcomes.

Recommendations

1. Expand assessment efforts particularly at the programmatic and unit level, and then use the data to improve the quality of the total educational experience while ensuring alignment with the university's mission and strategic planning objectives.