INSTITUTIONAL EFFECTIVENESS: PLANNING AND ASSESSMENT FRAMEWORK

In alignment with SACSCOC expectations, LSU demonstrates a commitment to the principles of continuous improvement, based on a systematic and documented process of assessing institutional performance with respect to mission across all aspects of the institution. The continuous improvement cycle includes the development of a plan, identification of expected outcomes and associated measures, assessment of the extent to which the outcome has been achieved, and evidence of seeking improvement based on analysis of the findings.

The following SACSCOC principles are addressed via the campus-wide strategic planning process:

<table>
<thead>
<tr>
<th>SACSCOC Principle</th>
<th>Expectation</th>
<th>Required Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>The institution engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission.</td>
<td>All Planning Units</td>
</tr>
<tr>
<td>7.3</td>
<td>The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. (Administrative/operational outcomes)</td>
<td>All Planning Units</td>
</tr>
<tr>
<td>8.2.c</td>
<td>Academic and student services that support student success. (Student learning outcomes)</td>
<td>Units Reporting To:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Academic Programs &amp; Student Support</td>
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<td>• Student Affairs</td>
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<td>• Others as applicable</td>
</tr>
</tbody>
</table>

CAMPUS-WIDE STRATEGIC PLANNING

LSU utilizes a comprehensive, campus-wide process for planning, assessing, and measuring progress in meeting the goals established in the institution’s strategic plan (strategicplan.lsu.edu). This process is critical in fulfilling the following requirements:

- documenting campus-wide efforts in support of the university’s mission;
- tracking progress to demonstrate achievement of the university’s goals as articulated in the university’s strategic plan;
- providing a systematic and integrated process for planning, assessment, and budgeting;
- utilizing assessment findings to seek opportunities for improvement;
- enhancing data supported decision-making; and
- sustaining a solid systematic, continuous improvement framework in alignment with SACSCOC expectations (Principles 7.1, 7.3, 8.2.c).

LSU utilizes Taskstream as the university’s system of record to document all of the above institutional effectiveness requirements.
ORGANIZATIONAL STRUCTURE: PLANNING UNITS (See Appendix A)
Campus-wide planning requires a comprehensive, participatory approach across academic, support, and administrative units (e.g., divisions, colleges, departments, offices). Required planning units are based on the 2019-20 organizational structure. Updates will be made, as needed, in response to reorganizations and other structural or reporting changes.

ANNUAL REPORTING REQUIREMENTS: OVERVIEW
The annual reporting requirements are documented via Taskstream per the following structure.

- The “Standing Requirements” section includes those elements that change infrequently. Units should review and revise as needed. The elements include an uploaded strategic plan, current mission statement, and priority outcomes.
- The “Annual Planning Cycle” section provides a space to enter assessment measures for each priority outcome plus related targets, findings and use of findings for a given year. Taskstream is updated each fall to open the new workspace for the current planning year.
- The “Strategic Planning Annual Report (SPAR)” section provides a space for the unit to upload the SPAR based on the guidelines below (see page 4). The SPAR is a narrative report, with supporting data as needed, that documents progress to date in achieving strategic initiatives and/or any concerns that may impede goal achievement. The timing of the SPAR facilitates its use in support of the university’s annual performance review process.

STANDING REQUIREMENTS

Strategic Plan
Each required planning unit must develop a comprehensive strategic plan in alignment with the university’s strategic plan, LSU2025. In recognition that various individuals and disciplines may have a preferred method for strategic planning, a template is not provided. The strategic plan must be uploaded within Taskstream and posted to the unit’s website.

Mission Statement
Enter the unit’s mission statement as defined in the unit’s strategic plan. This mission statement should concisely and clearly state the purpose of the unit, indicating primary functions and stakeholders. The mission statement should be reviewed periodically and revised as necessary.

Priority Outcomes
Administrative/operational outcomes are required for all planning units. Student learning outcomes are required only for specified units. Other planning units may choose to assess student learning outcomes and document accordingly in Taskstream, if applicable to the unit’s mission.

- Administrative/Operational. While a unit may have several administrative/operational outcomes, enter 3 to 5 of the unit’s highest priority outcomes into Taskstream. Outcomes should be specific statements about the intended accomplishments or improvements identified in the strategic plan. Each outcome must align with the university’s strategic plan [map within Taskstream to LSU2025]. This mapping will assist the university in assessing overall progress in achieving the goals set forth in the university’s strategic plan.
- Student Learning. In addition to the requirements above, all units reporting to the Vice President for Student Affairs or the Vice Provost for Academic Programs and Student Support must also assess and document in Taskstream at least 2 student learning outcomes. Enter each student learning outcome in the “Priority Outcomes” section of Taskstream with an indication of “SLO” (e.g., SLO: As a result of participating in “x,” students will be able to do “x”).
ANNUAL PLANNING CYCLE

Measures & Targets
!! Required fields for this section within Taskstream: Complete the Measure Title, Measure Detail/Description, and Target. Other fields are optional.

Measures. A measure is a metric or indicator that conveys progress made in achieving the expected outcome (i.e., How will we know that we have accomplished what was intended?). Reporting expectations and examples are provided below.

- **Administrative/Operational.** Enter at least one measure for each identified priority objective/outcome. Examples of measures include surveys or other formal feedback, data analysis, benchmarking, achievement of milestones, use and participation numbers, and percent task completion.

- **Student Learning.** Enter at least one measure, direct or indirect, for each identified student learning outcome.
  - **Direct measures** are those that require students to *demonstrate* their knowledge and skills relative to the expected learning outcome(s). Examples of direct measures include pre-post tests, presentations, peer evaluation, and portfolios.
  - **Indirect measures** are those that ask students to *reflect* on their learning, rather than demonstrate it. Examples of indirect measures include surveys (e.g., satisfaction, perception, NSSE), focus group studies, percent task completion, use and participation numbers.

Targets. Each measure requires the indication of an achievement target. A target is the desired level of performance that represents success at achieving the state outcome. The target may be quantitative or qualitative, as appropriate for the measure. Baseline data should be indicated, if available.

- **Administrative/Operational.** Examples include: 3% increase in retention by 2023, 100% of all planning units will completely all required elements annually, 80% satisfaction level annually; completion of a study or review by end of spring 2021.
- **Student Learning.** Examples include: 90% of students will be proficient (i.e., rubric-based), increased awareness of “x” by 20% by 2023, students will report 10% increased perception in “x” ability.

Findings & Use of Findings
!! Required fields for this section within Taskstream: Complete both “Findings” and “Use of Findings.”

Findings. Enter the findings (e.g., data, results) for each measure. Provide necessary detail, including the actual finding plus any related trend data, to facilitate interpretation and analysis. Briefly discuss.

Use of Findings. Briefly discuss how the findings for each measure shall be used to inform future planning efforts and/or strategies for seeking opportunities for improvement related to outcome. Specific examples should be included. Questions for consideration:

- What actions will you take to seek improvement of the unit’s activities or services based on evidence gathered from this assessment?
- Did the results yield the desired achievement target – why or why not? What strategies will be employed to meet the target in future years?
- Is the current assessment strategy appropriate to measure what is intended? If not, indicate actions that will be taken to revisit the assessment method.
The SPAR provides a checkpoint regarding status to date for strategic planning initiatives, which is used in support of the university’s annual performance evaluation process as well as demonstration of campus-wide progress in implementing LSU’s strategic plan, LSU2025. This narrative report, which includes supporting data as needed, facilitates a conversation regarding progress made to achieve planned strategic initiatives or any concerns that may impede goal achievement.

The unit may determine the appropriate format of the SPAR and upload it into Taskstream [2019-20 Planning Cycle – Strategic Planning Annual Report]. In addition, supervisors may choose to add requirements to meet their needs. However, at a minimum, the following elements must be included:

I. **Accomplishments.** Highlights of noteworthy accomplishments, including applicable supporting data, related to goals/outcomes and other areas of interest.

II. **Challenges.** Discussion of any identified challenges and steps taken (or planned) to address them. Major personnel changes should be documented.

III. **Program Review.** Departments that have recently undergone an internal program review must address the recommendations from the final actions plan, including the status of each recommendation and steps and associated timeline for addressing any unmet recommendations.  
   
   [NOTE: This status update must be included in the SPAR each year until all action plan recommendations have been completed.]

IV. **Planning for Upcoming Year.** Discuss priorities for the upcoming year; resource allocations (or reallocations) to accomplish planned activities; priorities for fund raising (if applicable); and planned changes to the unit’s strategic plan, if any, and rationale. If the strategic plan is revised, the updated strategic plan should be posted in Taskstream in the "standing requirements" section and posted to the unit’s website.

V. **Overall statement of the status or "well-being" of the unit.**

VI. **Other.** Each division/college/department may choose to include additional information to best meet their needs.

**TIMELINES/DUE DATES (See Appendix B) – Revised March 2020**

The annual reporting schedule is aligned with various institutional policies and requirements to:

- ensure the ability to utilize the Strategic Planning Annual Report (SPAR) in conjunction with performance evaluation timelines for faculty and staff;
- secure the necessary data for measure; and
- provide an opportunity for participation and collaboration throughout the process.

See **Appendix B** for detailed information.

**TASKSTREAM MATERIALS**

A “Taskstream QuickStart Guide” is available via the OIE website ([www.lsu.edu/planning](http://www.lsu.edu/planning)) to help navigate entry of required elements.

**QUESTIONS?** Contact Sandi Gillilan, Associate Vice Provost, via email at spillilan@lsu.edu or phone at 8-1937.
APPENDIX A: REQUIRED PLANNING UNITS
(By Organizational Leadership Area)

Reporting to the President
  Athletics
  General Counsel
  Institutional Advancement
  Internal Audit
  Strategic Communications

Reporting to the Executive Vice President & Provost
  Colleges/Academic Departments
    College of Agriculture
      Dept of Agricultural & Extension Education & Evaluation
      Dept of Agricultural Economics & Agribusiness
      School of Animal Sciences
      Dept of Entomology
      Dept of Experimental Statistics
      School of Nutrition & Food Sciences
      School of Plant, Environmental & Soil Sciences
      Dept of Plant Pathology & Crop Physiology
      School of Renewable Natural Resources
      Dept of Textiles, Apparel Design & Merchandising
    College of Art & Design
      School of Architecture
      School of Art
      School of Interior Design
      School of Landscape Architecture
    E.J. Ourso College of Business
      Dept of Accounting
      Dept of Economics
      Dept of Finance
      Stephenson Dept of Entrepreneurship & Information Systems
      Rucks Dept of Management
      Dept of Marketing
      Dept of Public Administration
    College of the Coast & Environment
      Dept of Oceanography & Coastal Sciences
      Dept of Environmental Sciences
    College of Engineering
      Dept of Biological & Agricultural Engineering
      Dept of Chemical Engineering
      Dept of Civil & Environmental Engineering
      Division of Computer Science
      Dept of Construction Management
      Division of Electrical & Computer Engineering
      Dept of Mechanical & Industrial Engineering
      Dept of Petroleum Engineering

[continued next page]
APPENDIX A: REQUIRED PLANNING UNITS
(By Organizational Leadership Area)

College of Human Sciences & Education
  School of Education
  School of Kinesiology
  School of Leadership & Human Resource Development
  School of Library & Information Science
  School of Social Work
College of Humanities and Social Sciences
  Dept of Communication Sciences & Disorders
  Dept of Communication Studies
  Dept of English
  Dept of Foreign Languages & Literatures
  Dept of French Studies
  Dept of Geography & Anthropology
  Dept of History
  Dept of Philosophy & Religious Studies
  Dept of Political Science
  Dept of Psychology
  Dept of Sociology
LSU Paul M. Hebert Law Center
Manship School of Mass Communication
College of Music and Dramatic Arts
  School of Music
  School of Theatre
College of Science
  Dept of Biological Sciences
  Dept of Chemistry
  Dept of Geology & Geophysics
  Dept of Mathematics
  Dept of Physics & Astronomy
School of Veterinary Medicine
  Dept of Comparative Biomedical Sciences
  Dept of Pathobiological Sciences
  Dept of Veterinary Clinical Sciences
Roger Hadfield Ogden Honors College
Graduate School
Digital & Continuing Education [LSU Online]
Diversity
Enrollment Management
LSU Libraries
Office of Research & Economic Development
Office of Strategic Initiatives
Senior Vice Provost [Units Reporting To]
  Institutional Effectiveness
  LSU Press & The Southern Review
  Museum of Art
  Rural Life Museum & Windrush Gardens

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APPENDIX A: REQUIRED PLANNING UNITS
(By Organizational Leadership Area)

Student Affairs
  Dean of Students
  Olinde Career Center
  Residential Life
  Student Health Center
  University Recreation
Vice Provost for Academic Programs & Support Units [UnitsReportingTo]
  Academic Center for Student-Athletes
  Cain Center for STEM Literacy
  Center for Academic Success
  Center for Community Engagement, Learning & Leadership
  Communication Across the Curriculum
  International Programs
  LSU Discover
  Office of the Registrar
  Residential College
  University College

Reporting to the Executive Vice President & CFO
Finance & Administration
  Accounting Services
  Auxiliary Services
  Budget & Planning
  Facility & Property Oversight
  Human Resource Management
  Information Technology Services
  Procurement/Property Management University
  Police

Notes:


2. Leadership for a given division or college may choose to require additional units under their purview to develop strategic plans and/or to utilize Taskstream in their planning efforts. The additional units and users will be added to Taskstream upon request.

3. If questions or additional information is needed, please contact: Sandi Gillilan, Associate Vice Provost, via email at sgillilan@lsu.edu
APPENDIX B: REPORTING DUE DATES – Revised for 2019-20 **
(By Organizational Leadership Area)

<table>
<thead>
<tr>
<th>President</th>
<th>SPAR</th>
<th>Finalize 2019-20**</th>
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<tbody>
<tr>
<td>Athletics</td>
<td>6/30/20</td>
<td>9/30/20</td>
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<td>General Counsel</td>
<td>6/30/20</td>
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<td>institutional Advancement</td>
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<td>Internal Audit</td>
<td>6/30/20</td>
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<td>Strategic Communications</td>
<td>6/30/20</td>
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<thead>
<tr>
<th>Executive Vice President &amp; Provost</th>
<th>SPAR</th>
<th>Finalize 2019-20**</th>
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</thead>
<tbody>
<tr>
<td>Colleges (All)*</td>
<td>5/30/20</td>
<td>10/15/20</td>
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<tr>
<td>Academic Departments (All)</td>
<td>4/30/20</td>
<td>10/15/20</td>
</tr>
<tr>
<td>Graduate School</td>
<td>5/30/20</td>
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<tr>
<td>Roger Hadfield Ogden Honors College</td>
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<td>LSU Libraries</td>
<td>5/30/20</td>
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<td>Office of Research &amp; Economic Development</td>
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<td>Digital &amp; Continuing Education</td>
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<td>Senior Vice Provost*</td>
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<td>Office of Institutional Effectiveness</td>
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<td>LSU Press and The Southern Review</td>
<td>6/30/20</td>
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<td>Museum of Art</td>
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<td>Rural Life Museum &amp; Windrush Gardens</td>
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<td>Student Affairs*</td>
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<td>Dean of Students</td>
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<td>Olinde Career Center</td>
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<td>University Recreation</td>
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<td>Vice Provost for Academic Programs &amp; Support Services*</td>
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<td>Communication Across the Curriculum</td>
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<td>International Programs</td>
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<td>LSU Discover</td>
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<td>Office of the Registrar</td>
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<td>Residential College</td>
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<thead>
<tr>
<th>Executive Vice President &amp; CFO</th>
<th>SPAR</th>
<th>Finalize 2019-20**</th>
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<tbody>
<tr>
<td>Finance &amp; Administration*</td>
<td>6/30/20</td>
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<tr>
<td>Accounting Services</td>
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<td>Auxiliary Services</td>
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<tr>
<td>Budget &amp; Planning</td>
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<td>Facility &amp; Property Oversight</td>
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<td>Human Resource Management</td>
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<td>Information Technology Services</td>
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<tr>
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<tr>
<td>University Police</td>
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* Earlier due dates may be established by unit leadership, as needed, to meet the institutional deadlines.

** Revised for 2019-20 to provide flexibility in reporting due dates given the COVID-19 environment. All required planning elements (standing, annual planning cycle, and SPAR) must be entered into Taskstream by no later than this date. Units may choose to submit the SPAR earlier, particularly if continuing its use in support of performance evaluations.