

**Theme 3: Foster a Culture of Accountability and Transparency**

YE FY13

Leadership: Peter Gilbert, Dr. Roger Ward

**Goal 1:** Establish accountability and transparency as core foundational principles across the University.

Tactic 1:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.1	Conduct self-reviews and reports in each school and administrative entity to assess progress in achieving the strategic priorities established by the University.	2	Neutral		Start 1/2013	Greg Spengler		
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.1.1	Each school and administrative entity prepares a "Strategic Priorities Report" to be evaluated by a campus-based peer group.	Target		Created	Done	Done	Done	R
		Actual		Started				
1.1.2	Develop key indicators with schools to assist in measuring and managing performance across missions.	Target		In process	Done	Done	Done	R
		Actual		Not started				
Tactic 2:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.2	Assess strategic plan implementation via an annual President's State of the University Report and a University Community Forum.	1	Neutral		Start 1/2013	Jennifer Litchman		
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.2.1	The Office of the President annually disseminates the President's State of the University Report to the University community.	Target		Started	Done	Done	Done	Y
		Actual		Early stages				
1.2.2	The Office of the President hosts an annual University Community Forum in conjunction with the Deans to disseminate information to the University community.	Target			Done	Done	Done	
		Actual						
Tactic 3:		Priority / Start	FY 2014 Resources		Status		Responsible Person	
1.3	Utilize an effective forum within each school and central administrative unit to report on goals and objectives to the University community.	2	Neutral		Underway	Greg Spengler		
		2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
1.3.1	Each school and central administrative unit reports on its progress towards the achievement of stated goals and objectives by the	Target		Created	Done	Done	Done	G

1.5.1 towards the achievement of stated goals and objectives by the conclusion of each academic year.	Actual		Created					
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Tactic 4:	Priority / Start	FY 2014 Resources		Status			Responsible Person
1.4 Reorganize the Institutional Research and Accountability website to make data and information more readily accessible and easier to comprehend.	3	Neutral		Underway			Greg Spengler
	FY 2012						
<b>Metrics / Milestones:</b>		<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
1.4.1 Redesign the Office of Institutional Research and Accountability website to facilitate access and understanding of the data and information contained therein.	Target		Done	Done	Done	Done	Y
	Actual		In Process				

Tactic 5:	Priority / Start	Fiscal Impact		Status			Responsible Person
1.5 Develop a training program that promotes accountability and transparency as personal and professional obligations.	2	Minimal		Start 1/2014			
	FY 2014	IR/Ongoing					
<b>Metrics / Milestones:</b>		<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
1.5.1 Campaign to inform internal constituents of the University's expectations for accountability and transparency launched by the Chief Accountability Officer.	Target			Started	Done	Done	
	Actual						

Tactic 6:	Priority / Start	Fiscal Impact		Status			Responsible Person
1.6 Establish clear expectations for civility, accountability, and professionalism and incorporate them into the employee performance evaluation and development process.	1	Minimal		Start 3/2014			
	FY 2014	IR/Ongoing					
<b>Metrics / Milestones:</b>		<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
1.6.1 Expectations for accountability, civility, and professionalism incorporated into the performance evaluation and development process by the Human Resources Department as a criteria for annual review.	Target			Started	Done	Done	
	Actual						
1.6.2 A resource that will lead the University's efforts in teaching accountability, civility, and professionalism is established.	Target			Started	Done	Done	
	Actual						

**Goal 2:** Implement an institutional effectiveness process that is based on a culture of assessment and continuous improvement.

Tactic 1:		Priority / Start	FY 2014 Resources		Status			Responsible Person
2.1	Enhance integration assessment and accountability with planning and budgeting toward a goal of continuous improvement.	1	Neutral		Start 1/2013			Roger Ward
		FY 2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.1.1	Enhanced organizational infrastructure to link assessment and accountability with planning and budgeting activities developed by the Chief Operating Officer/Senior Vice President.	Target		Done	Done	Done	Done	Y
		Actual		On-going				

Tactic 2:		Priority / Start	Fiscal Impact		Status			Responsible Person
2.2	Develop a process for implementing continuous improvement tools.	3	Neutral		Start 9/2014			
		FY 2015	Ongoing					
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.2.1	Create an evaluation kit supervisors can use that includes feedback tools.	Target				Started	Done	
		Actual						

Tactic 3:		Priority / Start	FY 2014 Resources		Status			Responsible Person
2.3	Establish a standing University Accreditation Review and Coordination Committee in the office of the chief academic and research officer to coordinate and monitor Middle States accreditation activities across the University.	2	Neutral		Start 1/2013			Roger Ward
		FY 2013						
<b>Metrics / Milestones:</b>			Baseline	6/30/13	6/30/14	6/30/15	6/30/16	G/Y/R
2.3.1	The Office of the CARO establishes a standing Accreditation Review and Coordination Committee to facilitate information sharing and gathering to comply with MSCHE accreditation standards and reporting requirements. (Edited)	Target		Done	Done	Done	Done	G
		Actual		Done				

**Goal 3:** Promote a University-wide organizational culture that values high performance in all areas.

Tactic 1:	Priority / Start	FY 2014 Resources	Status	Responsible Person
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3.1	Define, promote, and reward excellent service.	2	Neutral		Start 1/2013		Pete Gilbert	
		2013						
<b>Metrics / Milestones:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
3.1.1	Standards for excellence in service delivery are established and communicated at every level of the institution.	<b>Target</b>		Done	Done	Done	Done	Y
		<b>Actual</b>		Started				
<b>Tactic 2:</b>		<b>Priority / Start</b>		<b>Fiscal Impact</b>		<b>Status</b>		<b>Responsible Person</b>
3.2	Promote and reward employees' ownership of functions and results.	2	Minimal		Start 9/2014		Marjorie Powell	
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
3.2.1	An objective system for recognizing and rewarding employees' ownership over functions and results is adopted.	<b>Target</b>				Start	Done	
		<b>Actual</b>						
<b>Tactic 3:</b>		<b>Priority / Start</b>		<b>Fiscal Impact</b>		<b>Status</b>		<b>Responsible Person</b>
3.3	Implement a structure to permit incentivizing employees to find ways to improve efficiency and meet performance goals.	3	Minimal		Start 9/2014			
		2015	IR/Ongoing					
<b>Metrics / Milestones:</b>			<b>Baseline</b>	<b>6/30/13</b>	<b>6/30/14</b>	<b>6/30/15</b>	<b>6/30/16</b>	<b>G/Y/R</b>
3.3.1	Structure to permit incentivizing employees to find ways to improve efficiency and for meeting performance goals is implemented.	<b>Target</b>				Start	Done	
		<b>Actual</b>						