**Improvement Plan Feedback 2012**

**For Equal Opportunity Office**

This Improvement Plan is reviewed and requires some revisions before it can be approved. Rather than commenting on the original submission, the Committee is offering this revised Plan that is better aligned with assessment principles. Information is needed in Action Plan/Evidence of Assessment. Also, it was put into the current form.

**Please submit a revised Plan by Mon. Nov 5** via the SHARE website using a separate dropbox labeled, “Resubmission of revised departmental files.”

*Service Assessment Committee*

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| **Effective Objectives meet the following criteria** | Obj #1  Met? | Obj #2  Met? | Obj #3 Met? |
| Identifies a measured goal (target statistic) or process development (impact and purpose) or study (scope and purpose) | Y | Y/N | Y |
| Objective wording is one simple and straightforward goal. Avoids “and.” Uses an active verb (create, present, review, collect, analyze, interpret, recommend, solve, design, explain, etc. in defining the objective) | Y | Y | Y |
| States a rationale aligned with objective | Y | Y | Y |
| Identifies AQIP Portfolio category this objective will improve or Road Map for an initiative | Y | Y | Y |

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| **Effective Means of Assessment meet the following criteria** (Do not rely solely on indirect methods, e.g. satisfaction surveys, for all objectives) | Obj #1  Met? | Obj #2  Met? | Obj #3 Met? |
| For a measured goal, the data collection and analysis processes are described | N | N | Y/N |
| For a process or product development or a study, a timeline is given with interim milestones, assigned unit responsibilities and dates to ensure that the objective will stay on track and get completed. |
| For a survey, indicates the implementation steps and survey methods and expected participants |
| Measures (2 are preferred) are given that will be used by the unit (in next year’s report) to evaluate whether the goal was actually achieved, i.e. did the intervention work. | N | N | Y |
| Ties or aligns with objective, i.e. the plan appears to be a rational approach for achieving the objective. | Y | Y | Y |

(Your Plan and detailed comments begin on the next page)

**Northern Michigan University**

**Improvement Plan / Assessment Report Form**

**Administrative or Educational Support Unit**

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| Name of Department or Unit | | Equal Opportunity Office | | | |
| This document is the | 🗹 PLAN or 🞎 REPORT for July 1, 2012 to June 30, 2013 | | | Date Submitted: | 10/03/12 |
|  |  | | | Date Revised: | 11/01/12 |
| Submitted by (Unit Representative) | | |  | | |

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| **Department or Unit Mission Statement: Was this mission statement revised this year? Yes \_x\_ No** |
| The Equal Opportunity administers the university’s non-discrimination and sexual harassment policies, advises on civil rights issues, monitors the employee recruitment and selection process to ensure compliance with federal affirmative action (AA) requirements, provides training opportunities and handles complaints of discrimination and harassment. |

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| **Improvement Plan** |  |  | |
| **Administrative Objective #1** *(State an ongoing goal by which the unit gauges its overall performance in a key role year after year, i.e. your “bottom line” measure.)* |  | **Action Plan/Evidence of Assessment for Objective** *(Describe the statistic or criteria that measures success in achieving this goal. What is the desired and/or minimum target you expect*? *What method is used to collect the data for the statistic*?) | |
| *Objective*:  Ensure compliance with federal and state EEO regulations.  *Rationale (Why you are setting this objective; mark with “X”)*:  Effectiveness/quality action Efficiency/cost action  X Compliance issue Satisfaction measure Create baseline  Other (explain):  *Alignment (Refer to last pages)*   1. *Which AQIP category does this address? 4* 2. *Does this objective relate to a Road Map goal? If yes, type the related Road Map codes here*: CA 2 & CA 3 |  | *Measures*:   1. Conduct Policy review of two selected policies by June 2013. The policies selected have yet to be determined.    1. Review policies    2. Update policies to ensure compliance 2. Conduct Compensation Equity review by December 31, 2012. If results indicate inequity, results with be shared with administration and affected individuals.    1. Review compensation results    2. Identify inequities    3. Share results with administration and affected individual(s) 3. Provide Best practice materials to search committees throughout the search process, example: sexual orientation, age, race, etc. Best practice materials are located: <http://www.nmu.edu/hr/node/24>. | |
| **Assessment Report** |  |  | |
| **Summary of Data Collected** *(Provide trend data and summary)* |  | **Description of how results were used to improve services** *(Offers conclusions or interpretation and explains how data was used to make changes for improvement as related to the objective)* | |
| (Fill this cell only for the REPORT at the end of the year.) |  | (Fill this cell only for the REPORT at the end of the year.) | |
| **Improvement Plan** |  |  | |
| **Administrative Objective #2** *(State a 1-2 year objective intended to improve a unit process, service, or output.)* |  | **Action Plan/Evidence of Assessment for Objective** | |
| *Objective*:  Improve the Staffing Best Practices materials [and training] in order to make progress towards reaching NMU’s Affirmative Action Goals as stated at [include link to this document, if public]  *Rationale (Why you are setting this objective; mark with “X”)*:  Effectiveness/quality action Efficiency/cost action  Compliance issue Satisfaction measure Create baseline  Other (explain):  *Alignment (Refer to last pages)*   1. *Which AQIP category does this address?* 2. *Does this objective relate to a Road Map goal? If yes, type the related Road Map codes here*: |  | *Describe timetable plans to achieve objective*.  a. [There should be something stated to indicate what you plan to do to improve the materials.]  b. [If you plan to improve training, state that separately and then change Objective statement also.]  c. Identify search chair satisfaction with process and process guidance by [ soliciting feedback, evaluation instrument upon conclusion of search, meeting with them, etc.]  Comments: More information is needed – what is the plan?  *Beyond completing the above steps, how will you judge whether the objective was a success? Examples: If the rationale was Efficiency/cost, what is the desired and/or minimum target criteria for savings in time or cost? If the rationale was Satisfaction, what is the measure and what increase is desired*?   1. Increased percentage of qualified females and minorities in applicant pools. (include a reasonable percentage goal) Are we deficient? 2. Evidence of progress towards achieving goals. what are those indicators: # of staff reading materials/attending workshop? # of hires in desired groups? | |
| **Assessment Report** |  |  |
| **Summary of Data Collected #2** (*Summarize the evidence)* |  | **Description of how results were used to improve services** | |
| (Fill this cell only for the REPORT at the end of the year.) |  | (Fill this cell only for the REPORT at the end of the year.) | |
| **Improvement Plan** |  |  |
| **Administrative Objective #3** *(State a 1-2 year objective intended to improve a unit process, service, or output.)* |  | **Action Plan/Evidence of Assessment for Objective** | |
| *Objective*:  Align Equal Opportunity Policy and Practices in light of updates to Title IX compliance  *Rationale (Why you are setting this objective; mark with “X”)*:  Effectiveness/quality action Efficiency/cost action  X Compliance issue Satisfaction measure Create baseline  Other (explain):  *Alignment (Refer to last pages)*   1. *Which AQIP category does this address? 4* 2. *Does this objective relate to a Road Map goal? If yes, type the related Road Map codes here*: CA-2 and CE-3 |  | *Describe timetable plans to achieve objective*.   1. Sexual Assault Policy update by October 1, 2012. 2. Attendance at the University of Michigan Sexual Assault Compliance Training by November 1, 2012. 3. Review of 2011-2012 sexual assault cases and monitoring of 2012-2013 cases in associated investigations. 4. [State who else is involved in this process for both review and decision-making…HR Director, Internal Auditor, General Counsel, VP, etc.]   *Beyond completing the above steps, how will you judge whether the objective was a success*?  Objective success will be determined by compliance with an updated policy that is in compliance with federal regulations and no Office of Civil Rights audit outcomes. | |
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| **Summary of Data Collected #3** (*Summarize the evidence)* |  | **Description of how results were used to improve services** | |
| (Fill this cell only for the REPORT at the end of the year.) |  | (Fill this cell only for the REPORT at the end of the year.) | |

**AQIP Functions within the University:**

Some unit objectives address specific operational issues directly related to AQIP reporting. Listed below are AQIP categories. Use these category numbers to describe the context of each objective, i.e. which category does that objective address?  
 (A full description of the Portfolio’s categories and its detailed topics are available at [www.nmu.edu/aqip](http://www.nmu.edu/aqip) under the Current Document

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| ***AQIP Categories*** | |
| Category 1 | Helping Students Learn documents the curricular and co-curricular processes and student learning support. |
| Category 2 | Accomplishing Other Distinctive Objectives documents the key non-curricular functions by which NMU serves the region, e.g. community engagement initiatives of students and employees, and department outreach. |
| Category 3 | Understanding Students’ and Other Stakeholders’ Needs documents how NMU builds relationships with students, alumni and employers and identifies, targets and meets their needs. |
| Category 4 | Valuing People documents NMU personnel recruitment, training, satisfaction, services and programs. |
| Category 5 | Leading and Communicating documents processes that guide NMU in setting directions, making decisions, seeking future opportunities, and communicating decisions and actions. |
| Category 6 | Supporting Institutional Operations documents student and administrative support services, safety, and facilities. |
| Category 7 | Measuring Effectiveness documents IT systems and institutional research NMU employs to collect, analyze, and distribute, and how departments use them to manage improvement, e.g. use of charts, “cubes,” dashboards. |
| Category 8 | Planning Continuous Improvement documents NMU’s strategic and administrative planning processes. |
| Category 9 | Building Collaborative Relationships documents how NMU works with external organizations from which we receive students (school systems) or goods and services (vendors and utilities), send our graduates (schools and employers), and support or regulate our programs (agencies). |

(A full description of the Portfolio’s categories and its detailed topics are available at [www.nmu.edu/aqip](http://www.nmu.edu/aqip) under the Current Document

**Road Map Codes to Tie to Unit Objectives**

Some unit objectives are strategic initiatives that align with goals in the University strategic plan - Road Map to 2015. Listed below are Road Map categories and goals, preceded with a code. Use these codes when describing Objectives #2 and #3. (Note: Even if your objective is not an exactly itemized as a Road Map priority, still use the code if it applies to that goal.) The full Road Map is at [www.nmu.edu/roadmap2015](http://www.nmu.edu/roadmap2015).

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| ***Road Map to 2015 Goals*** | |
| ***Code*** | ***Innovation Goals*** |
| **I-1** | Balance successful programs with new offerings |
| **I-2** | Professional development program that rewards innovation and collaboration |
| **I-3** | A growing portfolio of corporate collaborations that exploit NMU’s technical expertise, enhance academic programs and facilitate global engagement for students and faculty both on campus and abroad |
| **I-4** | Develop the financial resources to support innovation and student success |
|  | ***Meaningful Lives Goals*** |
| **ML-1** | A Liberal Studies Program that provides students with the abilities and knowledge necessary for lifelong learning and effective citizenship in a challenging and rapidly changing world |
| **ML-2** | Develop a new academic advising system that integrates the advising assets of academic departments and student services to contribute to a new, effective retention management network—similar to our enrollment management network |
| **ML-3** | Integrate the highest possible level of information technology skills and competencies throughout the university |
|  | ***Campus Attributes Goals*** |
| **CA-1** | Utilize the Campus Master Plan and related initiatives to continue to build and develop a greener and more learner-centered campus |
| **CA-2** | Enhance processes throughout campus operations to guide the use of resources and inform resource allocation |
| **CA-3** | Enhance the portfolio of academic programs, research and other activities that leverage the university’s location |
| **CA-4** | Be a model community for sustainable education and practices |
|  | ***Community Engagement Goals*** |
| **CE-1** | Include all units of the campus in the process of community engagement for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. |
| **CE-2** | Increase faculty, staff and student involvement in the Superior Edge program, academic service learning and other community engagement and leadership development initiatives. |
| **CE-3** | Put into action a commitment to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience |
| **CE-4** | Increase collaboration with local communities, schools, governments, development groups and other partners to enhance community and economic development in the Upper Peninsula. |