

Evaluating Administrative Functions

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Objectives



- Suggest an institutional strategy to evaluate administrative functions.
- Learn how to describe administrative functions.
- Learn how to develop an evaluation plan tailored to the needs of the administrative unit.

Today's Schedule



8:00—8:40	Philosophy
8:40—9:45	Development of program design
9:45—10:45	Development of evaluation plan
10:45—11:00	Wrap-up and questions

● 1992 SACS Visiting Team Report

- “Although OIR has occasionally evaluated the usefulness of some of its products and services, evaluation has not been established as a routine matter. Thus, *the Committee recommends that the University establish regular and ongoing evaluation mechanisms for the institutional research function.*”

SACS Core Requirements



- “5. The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement and (b) demonstrates that the institution is effectively accomplishing its mission.”

Evaluation is User-Oriented



- Objective is program improvement and accountability.
- User control of evaluation is important.
- However, many institutions find it useful to ask common questions across units.

Elements of the Evaluation



1. Institution-wide policy and schedule
2. Program design (Most evaluation methods do not address this)
3. Evaluation design
4. Program review team (formal)
5. Data collection and analysis
6. Reporting and recommendations
7. Improvement plan
8. Ongoing evaluation—annual informal (Close the loop)

Policy and Schedule



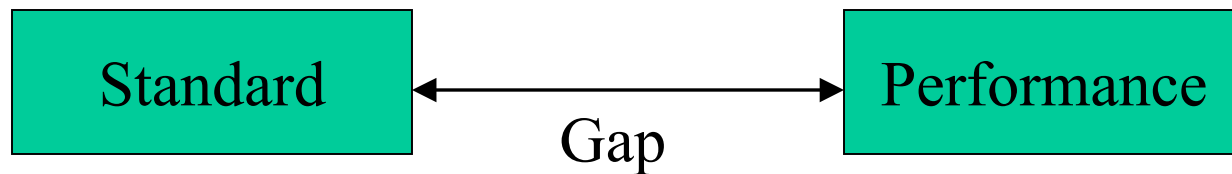
- An institutional policy is highly recommended.
 - JMU Program Review Standards
- Inventory of evaluation activity is useful
- Develop a periodic schedule for all administrative units.
 - Comprehensive or focused
 - Periodic (Once every __ years)
 - Annual data collection and reporting

Program Design Philosophy



- You cannot evaluate that which you cannot describe
- Program Design is first step in evaluation
- Facilitates clarification of program goals and operation—wonderful communication device
- Aids the planning process
- Documents program operation

- Discrepancy Evaluation Model (DEM)
 - Systems approach
 - Expected Inputs
 - Expected Processes
 - Expected Outputs
 - Compare performance with standard (gap analysis)



Evaluation Design



- Overall plan for the evaluation
 - Concerns/issues
 - Questions to address concerns/issues
 - Expectations/standards
 - Collect and analyze data
 - Present results
 - Use of results for program improvement

Program Review Team—Formal



- Consists of 8-10 staff recommended by office and approved by supervisor
- Chair not from office, but appointed by senior administrator (division head, dean, etc.)
- Collect and analyze data
- Write report and recommendations

Program Review Team—Formal



- Can include outside consultants if desired
- Recommendations discussed with division head and supervisor
- Annual objectives developed to address recommendations
 - Unit head and supervisor must monitor follow-up

Program Design Exercise



- Program design consists of two parts
 - Network
 - Input-Process-Output (IPO) statements
- Example: JMU Institutional Effectiveness Processes
- Numbering and levels
- Functional dependencies

Network and IPO Exercises



- Description of office—common exercise
 - Procurement
 - Procurement Web Site
- Network and IPO Exercise

Evaluation Plan



- Address primary needs of area
- May want to address common institutional issues and questions
 - Customer satisfaction
 - Planning
 - Use of results
 - Linkages between budget and evaluation
- Institutional Effectiveness evaluation
design

Selection Criteria



- Critical functional importance
- Areas that are problematic
- Areas of direct concern to external evaluation audiences (i.e., accrediting agencies)
- Areas of concern to internal evaluation audiences (customer satisfaction)
- Areas where information is needed soon

Evaluation Concerns Identification



- Common models of organization
 - By design component
 - By cross-cutting function
 - By evaluation stage

Evaluation Questions



- Derived from a larger area of concern
 - Develop at least one for each concern
- Guide to collection of performance information
- What kind of performance information is necessary to answer questions posed?
- Determine standard for each variable identified

Evaluation Design Exercise



- Evaluation processes
 - List evaluation issues/concerns
 - Prioritize issues/concerns
 - Develop evaluation questions
 - Establish expected outcomes (standards)
 - Determine evaluation methods
 - Collect data and analyze results
 - Formulate improvement strategies
- Let's create an evaluation design

Data Analysis



- Questions determine evaluation methods
- Multiple methods appropriate
 - Statistical analysis of data
 - Document review
 - Surveys
 - Interviews
 - Focus groups

Reporting and Recommendations



- Reports are organized by evaluation issues/concerns
 - Simplest way to report
- Self-Study team develops recommendations
- Annual reports should be required of all units

Other Models



- Institutional Effectiveness Associates
- JMU Student Affairs model
- Beg, borrow, or steal

Suggested Tasks



- Develop institutional policy
- Appoint a team to oversee process
 - Conduct an inventory of evaluation activities
 - Develop schedules for administrative units
 - Determine how to use this model or select other models
 - Develop common evaluation concerns
 - Monitor evaluations and use of results (Make this part of annual reporting)
- Consider procuring or developing a database to monitor evaluation activities

Location of Workshop Files



- All files for this workshop are located at:
<http://www.jmu.edu/instresrch/oirpresent.htm>

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