

## Institutional Effectiveness Overview 2005 – 2008: Accomplishing HT’s Mission

As part of Huston-Tillotson University’s (HT) institutional effectiveness process, faculty from each academic degree program and staff from each administrative unit reflects on institutional goals and sets priorities for the academic year in the form of administrative planning objectives and/or student learning outcomes (SLOs). For each of these objectives/SLOs, the faculty and staff develop measures, collect data, and analyze findings. The analysis of the data yields important information on the extent to which each academic program and administrative unit is accomplishing both departmental goals and institutional goals. The data in this report reflects the extent to which HT is effectively accomplishing its mission.

### Mission

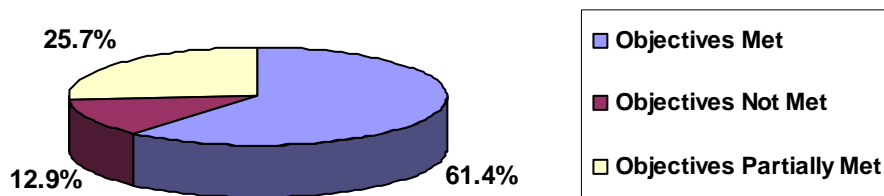
Huston-Tillotson University is an historically black University affiliated with the United Methodist Church and the United Church of Christ. The mission of the University is to provide its increasingly diverse student body with an exemplary education that is grounded in the liberal arts and sciences, balanced with professional development, and directed to public service and leadership. The University prepares students with the integrity and civility to thrive in a diverse society, fosters spiritual development, preserves and promotes interest in the accomplishments and experiences of the University’s historic constituents and evolving populations, and creates and sustains supportive relationships that advance the Huston-Tillotson University community.

In the strategic plan “An Agenda for Excellence 2001 – 2010,” HT identifies 7 goals which outline how the University will accomplish its mission. The following charts display the percentage of objectives met, not met, and partially met for each institutional goal for the academic years 2005-2006, 2006-2007, and 2007-2008. Each series of pie charts is followed by a graph which displays trend lines for each academic year.

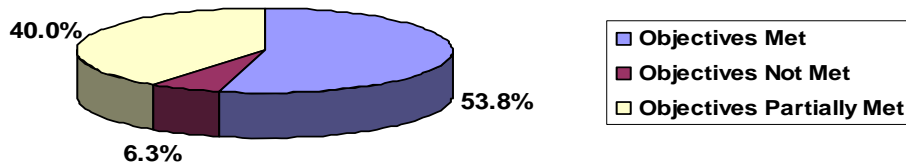
### Goal 1

The University will position itself as a premier academic institution by strengthening historical and new relationships.

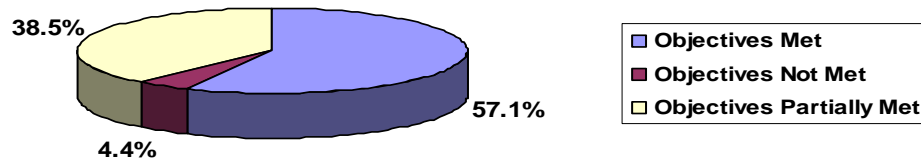
2005-2006 Progress on Goal 1



**2006-2007 Progress on Goal 1**

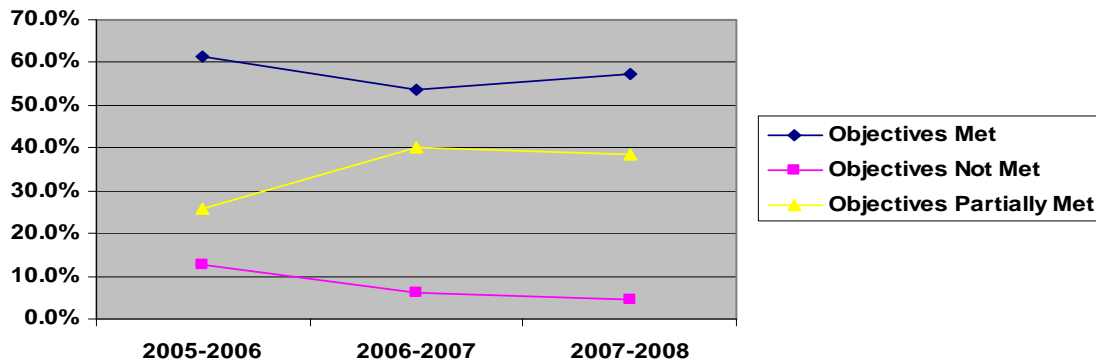


**2007-2008 Progress on Goal 1**



The following chart illustrates HT’s progress over three academic years in accomplishing institutional goal 1. The trends indicate that the *percentage of objectives not met is decreasing* after a slight increase during the 2006-2007 academic year. The *percentage of objectives partially met is decreasing*, and the *percentage objectives met is increasing* after a slight decreased during the 2006-2007 academic year. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

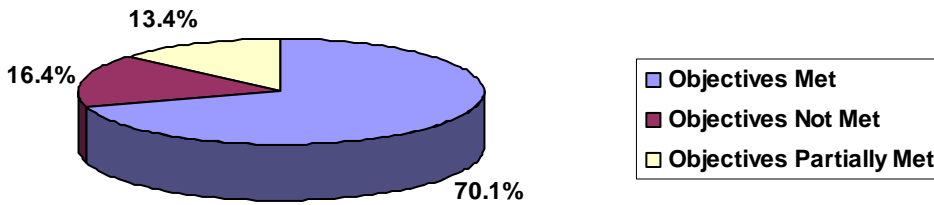
**Goal 1 Progress Trends 2005 - 2008**



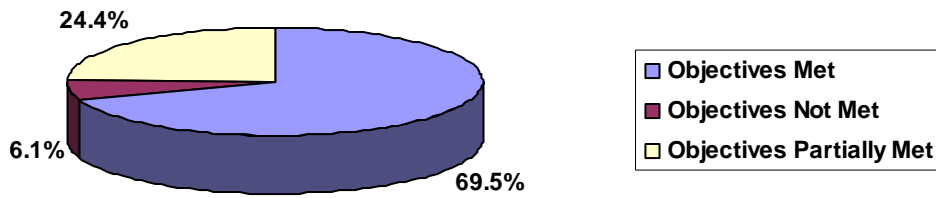
**Goal 2**

The University will offer innovative academic programs in a learner-centered environment which provides a challenging and exemplary educational experience.

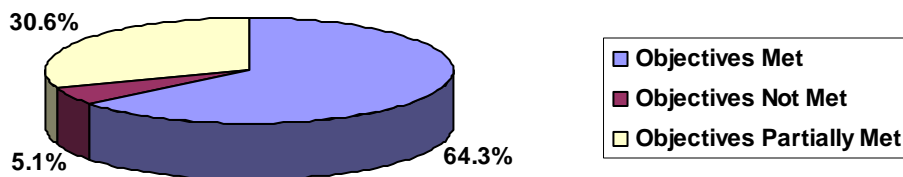
**2005-2006 Progress on Goal 2**



**2006-2007 Progress on Goal 2**

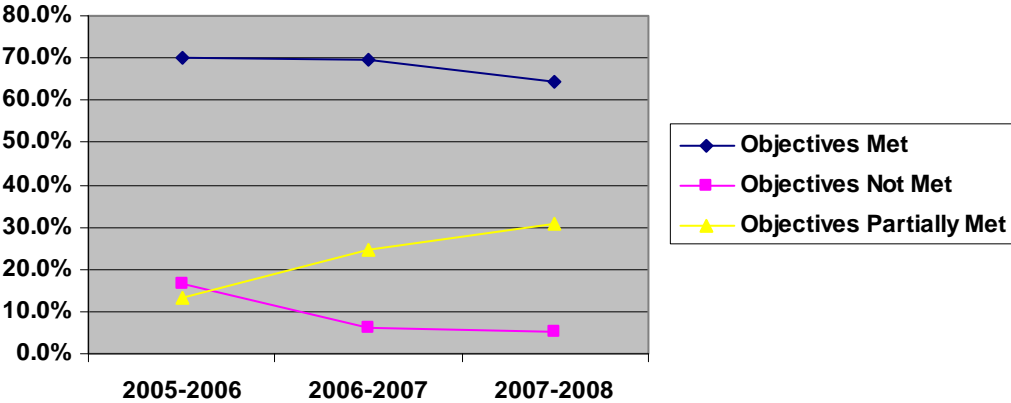


**2007-2008 Progress on Goal 2**



The following chart illustrates HT’s progress over three academic years in accomplishing institutional goal 2. The trends indicate that the *percentage of objectives not met is steadily decreasing*. The *percentage of objectives partially met is increasing*, and the *percentage objectives met is slightly decreasing*. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

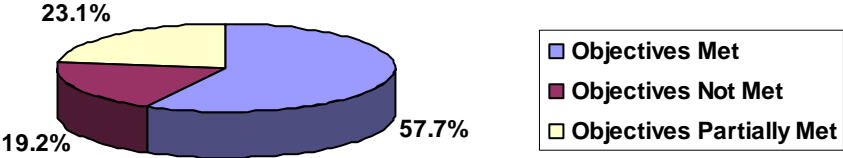
**Goal 2 Progress Trends 2005 to 2008**



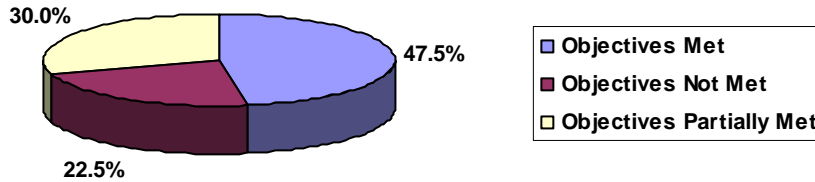
**Goal 3**

The University will increase enrollment by recruiting a diverse student population and retaining them through graduation.

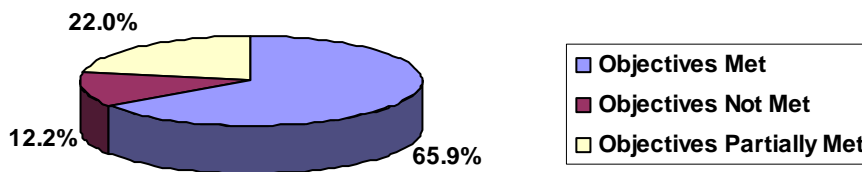
**2005-2006 Progress on Goal 3**



### 2006-2007 Progress on Goal 3

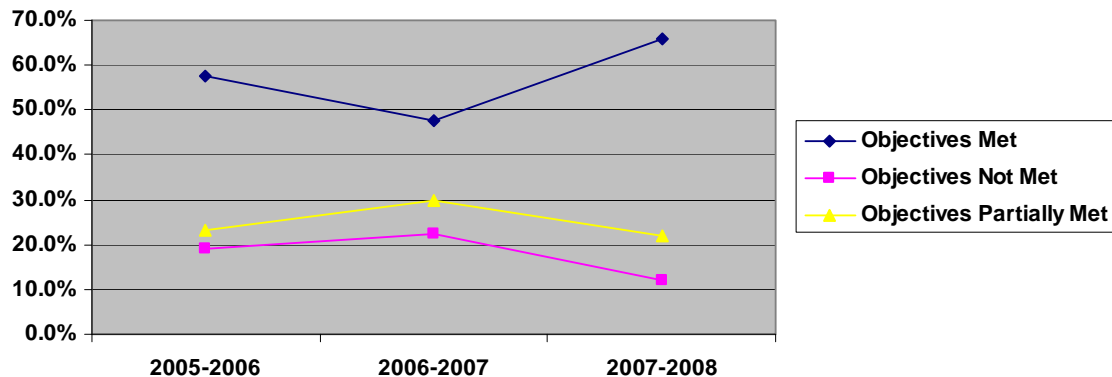


### 2007-2008 Progress on Goal 3



The following chart illustrates HT's progress over three academic years in accomplishing institutional goal 3. The trends indicate that the *percentage of objectives not met is decreasing*. The *percentage of objectives partially met is decreasing*, and the *percentage objectives met is increasing* after a decrease during the 2006-2007 academic year. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

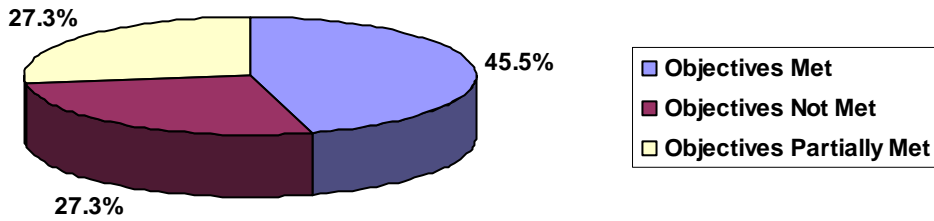
### Goal 3 Progress Trends 2005-2008



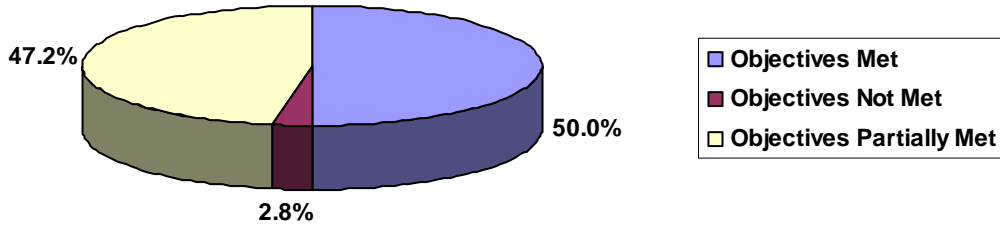
**Goal 4**

The University will create and maintain innovative student programs to foster development of the whole person to prepare students for positions of leadership in the community, the workplace, and the world.

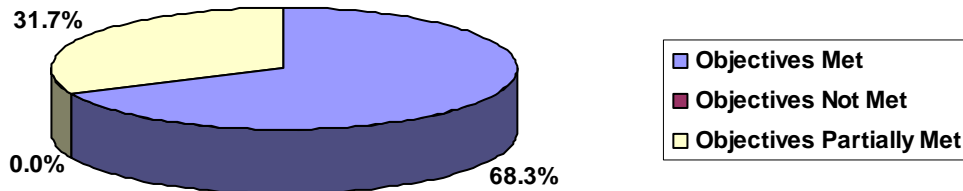
**2005-2006 Progress on Goal 4**



**2006-2007 Progress on Goal 4**

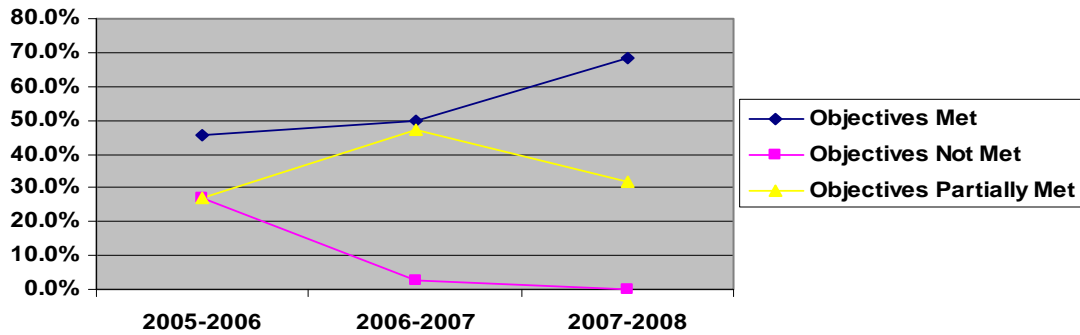


**2007-2008 Progress on Goal 4**



The following chart illustrates HT's progress over three academic years in accomplishing institutional goal 4. The trends indicate that the *percentage of objectives not met is decreasing*. The *percentage of objectives partially met is decreasing after a slight increase in 2006-2007*, and the *percentage objectives met is increasing*. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

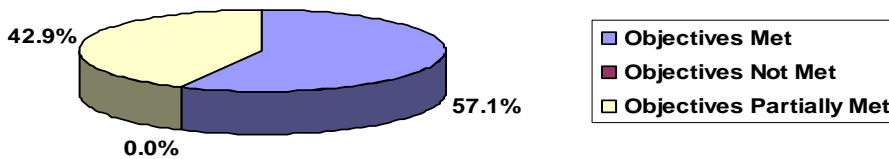
**Goal 4 Progress Trends 2005-2008**



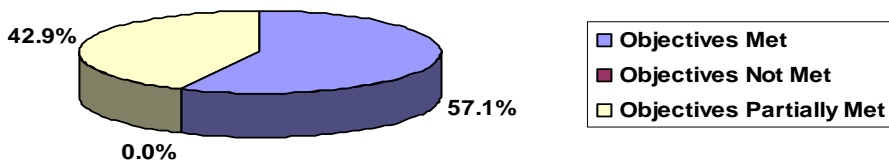
**Goal 5**

The University will operate under a participatory governance structure that involves and educates the entire University community while making use of the skills and talents of the Board of Trustees, faculty, staff, administration, and students.

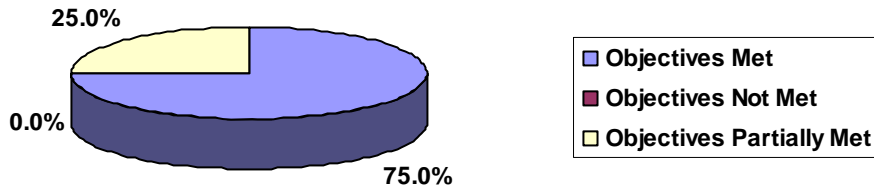
**2005-2006 Progress on Goal 5**



**2006-2007 Progress on Goal 5**

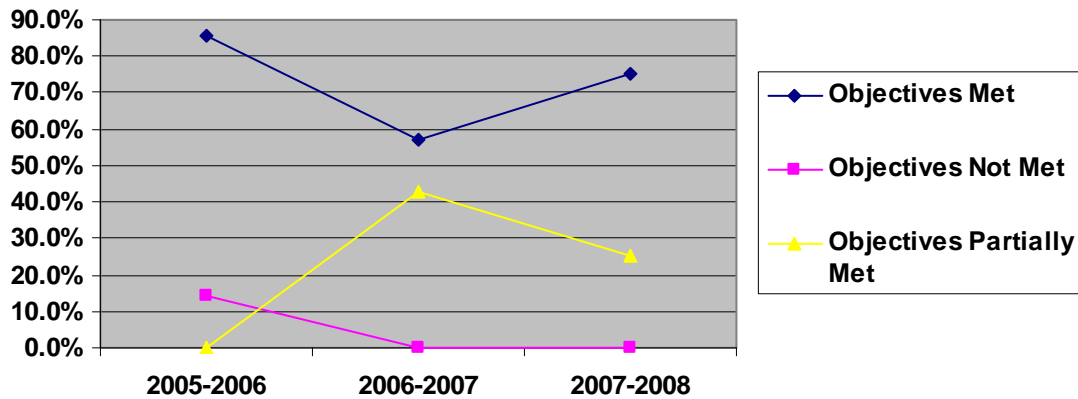


### 2007-2008 Progress on Goal 5



The following chart illustrates HT’s progress over three academic years in accomplishing institutional goal 5. The trends indicate that the *percentage of objectives not met is decreasing*. The *percentage of objectives partially met is decreasing after an increase in 2006-2007*, and the *percentage objectives met is increasing after a decrease during the 2006-2007 academic year*. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

### Goal 5 Progress Trends 2005-2008

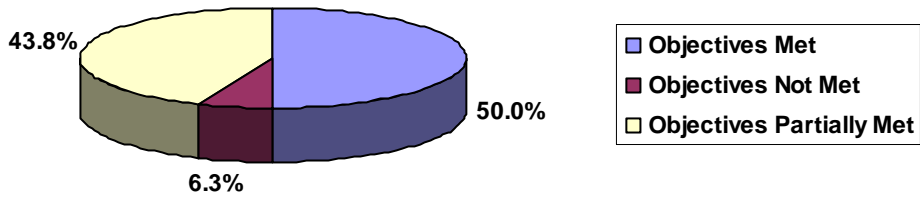


### Goal 6

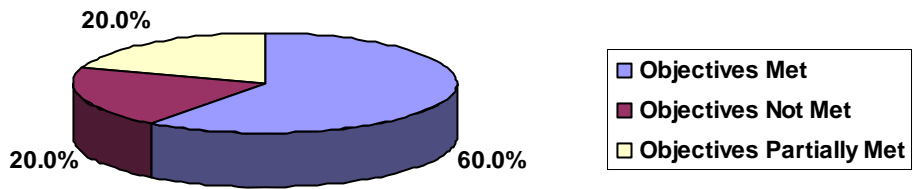
The University administration will ensure fiscal stability and growth through annual formative assessment, sound financial management and stewardship, and enhanced external funding.



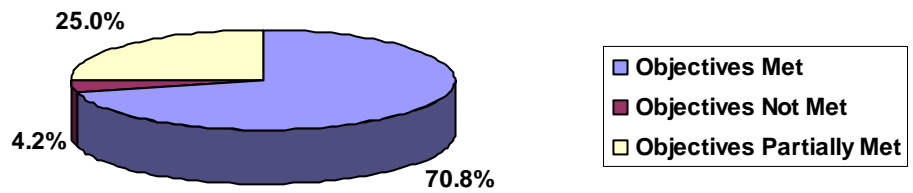
### 2005-2006 Progress on Goal 6



### 2006-2007 Progress on Goal 6

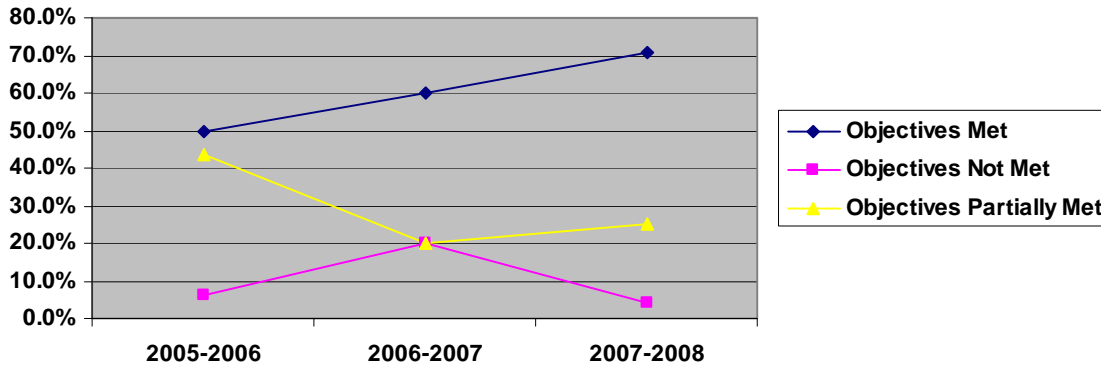


### 2007-2008 Progress on Goal 6



The following chart illustrates HT's progress over three academic years in accomplishing institutional goal 6. The trends indicate that the *percentage of objectives not met is decreasing after a slight increase in 2006-2007*. The *percentage of objectives partially met is slightly increasing*, and the *percentage objectives met is increasing*. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

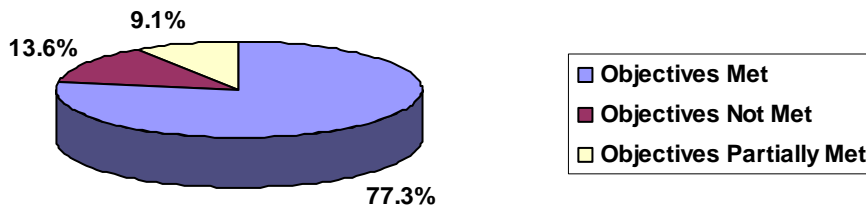
**Goal 6 Progress Trends 2005-2008**



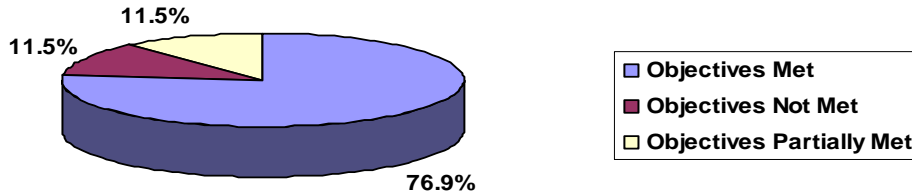
**Goal 7**

The University will develop and implement a state-of-the-art technology program to enhance the teaching and learning environment, increase administrative productivity, and improve competitive positioning.

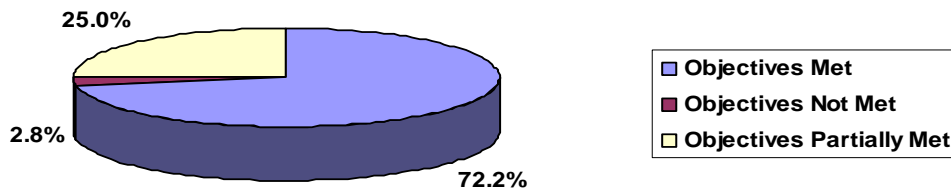
**2005-2006 Progress on Goal 7**



**2006-2007 Progress on Goal 7**

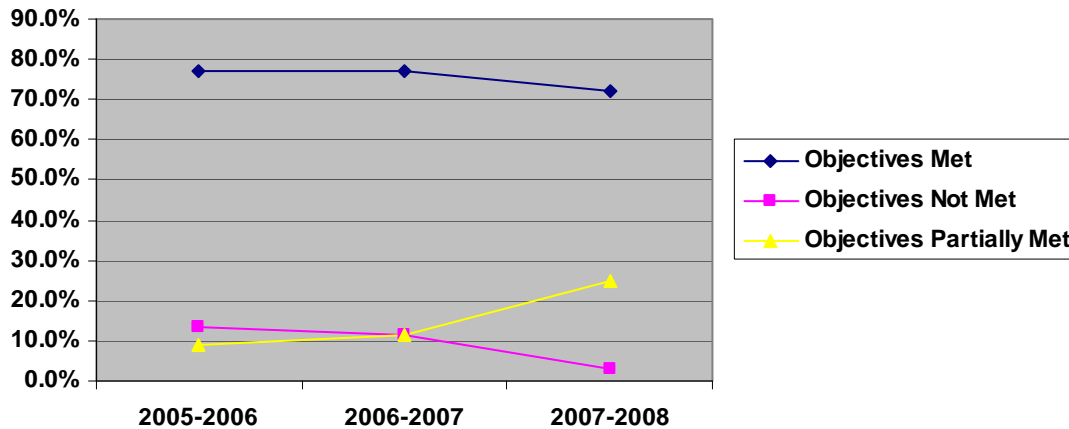


**2007-2008 Progress on Goal 7**



The following chart illustrates HT's progress over three academic years in accomplishing institutional goal 7. The trends indicate that the *percentage of objectives not met is decreasing*. The *percentage of objectives partially met is increasing*, and the *percentage objectives met is slightly decreasing*. \*Please see the Snapshot of Findings section of the report for action plans and specific examples of how HT is using the results of data to make improvements.

**Goal 7 Progress Trends 2005-2008**



## **Snapshot of Findings – 2005 through 2008**

### ***Goal 1 - The University will position itself as a premier academic institution by strengthening historical and new relationships.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is decreasing.
- The percentage of objectives met is increasing.

### **Goal 1 Improvements to HT (examples from the “Closing the Loop” document)**

- There has been significant improvement in the alumni database. Return mail and postage costs have been reduced.
- An integral part of the Business Administration Program is the internship. The Department has been successful in increasing partnerships with several local and state organizations to afford students the opportunity to put their skills into practice and to gain valuable work experience in their chosen area of study.
- Special chapel services utilizing the Spoken Word Poetry group and the Mime Dance group were extremely well received. The A.P.P.E.A.L.S. Leadership program was a success in that students could appreciate the opportunity to give back to the community through more than just the traditional kind of mentoring program.

### ***Goal 2 - The University will offer innovative academic programs in a learner-centered environment which provides a challenging and exemplary educational experience.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is increasing.
- The percentage of objectives met is decreasing.

*While the percentage of objective met is decreasing, note that the percentage not met is also decreasing? Trends seem to indicate that some objectives are moving from the met to partially met category (as opposed to the not met category).*

### **Action Plans: Examples of Goal 2 Plans for Improvement**

- Emphasize academics in recruiting student athletes.
- Produce new lab books for BIO 122 and 144.
- Create practice tests in School of Business and Technology to enhance students' performance on the Major Field Test.
- Increase the level of student involvement in planning campus programs.
- Provide tutoring in the 4 major areas for the chemistry major field test as a refresher for subjects taken early in the program.
- Develop mentoring and tutoring programs in computer science.
- Add labs on problem solving in computer science.
- Institute mandatory review sessions for exit exam in CJP.
- Provide forums and workshops for honors students to develop and to showcase their research and leadership abilities.

## **Goal 2 – Improvements to HT (examples from the “Closing the Loop” document)**

- A rigorous and challenging curriculum is a major strength of the Business Administration Program. As indicated through assessment activities, the Department is making steady progress toward its goal of providing the students with an excellent and marketable education. Testament to this excellent education, according to data collected, around 85% of the 2007 graduates are employed or have been accepted into graduate school.
- Students in the KIN program this year received very high evaluations by field supervisors in the internship course (average 9.4/10).
- More and more students are knowledgeable of the institutional 9 core competencies and apply these competencies to their course work and understanding. Students are better prepared to move from the university into a career or graduate studies as is evident by student/alumni follow-up.

## ***Goal 3 - The University will increase enrollment by recruiting a diverse student population and retaining them through graduation.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is decreasing.
- The percentage of objectives met is increasing.

## **Goal 3 – Improvements to HT (examples from the “Closing the Loop” document)**

- As a result of admission staff efforts, the University nearly met its enrollment goal for spring 2008, based on FTE. This is the largest spring enrollment in the University’s recent history.
- Student retention in the residence halls has increased. Strong programming within the halls has contributed to retention and student satisfaction.
- During May 2007 commencement ceremonies, degrees were conferred upon the largest group of graduating seniors in 5 years.
- Of the students who graduated from HT in May 2007, 46% are first generation college students.

## ***Goal 4 - The University will create and maintain innovative student programs to foster development of the whole person to prepare students for positions of leadership in the community, the workplace, and the world.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is decreasing.
- The percentage of objectives met is increasing.

## **Goal 4 – Improvements to HT (examples from the “Closing the Loop” document)**

- With the aid of grant funding for HT’s learning community for first generation college students, P.A.S.S, students were able to observe different cultural exhibits and plays, participate in service projects, receive assistance with financial obligations, and attend a lecture series by notable speakers through out the academic year.
- Peer advisors serve as mentors to first year students and Peer Mentors serve as mentors to first generation college students in the P.A.S.S program. Peer advisors/mentors assist with additional F.Y.E programming through out the academic year. For example, it was

- Counseling services has met and in some instances exceeded expectations in meeting the needs of students. Responses to anonymous self administered surveys assessing various components of counseling services reflected an 80 to 100% approval rating of the counseling services provided.
- Health Services used online prevention tools to promote healthy eating and exercise. Stipends were provided to students who worked on grant projects. Our T-Shirts and Logos became a household name around campus which promotes awareness of health and wellness.

***Goal 5 - The University will operate under a participatory governance structure that involves and educates the entire University community while making use of the skills and talents of the Board of Trustees, faculty, staff, administration, and students.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is decreasing.
- The percentage of objectives met is increasing.

**Goal 5 Improvements to HT (examples from the “Closing the Loop” document)**

- Institutional Research has made great strides in the area of education of faculty and staff on how to measure and track performance whether it be academic performance in terms of student learning outcomes or administrative unit performance. In addition, the faculty and staff are more compliant with reporting deadlines.
- Institutional Research hosted prominent speakers on campus (Dr. Linda Salane, Dr. Dorothy C. Yancy, and Dr. Saundra McGuire) to conduct hands-on workshops with faculty and staff which have helped increase the faculty and staff working knowledge of effectiveness, data based planning, and student learning outcomes.
- The Writing Program continues to increase the percentage of writing intensive courses--certified by the Core Curriculum Committee--offered throughout the curriculum.
- Supervisory and management staff is diligent in producing annual performance review for their staff.

***Goal 6 - The University administration will ensure fiscal stability and growth through annual formative assessment, sound financial management and stewardship, and enhanced external funding.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is increasing.
- The percentage of objectives met is increasing.

**Goal 6 – Improvements to the HT (examples from the “Closing the Loop” document)**

- Budget managers have come to use the budget module more frequently and, therefore, have greater involvement in the budget compliance aspect of budget management.
- Tuition revenue has increased by 36 percent over the past 4 years, from \$4,019,217 in 2005 to \$5,476,823 in 2008. This can be attributed to a record high level of enrollment,

- The University's fiscal stability is reflected by a well-established record of unqualified audit opinions. Auditors have consistently determined that the University's financials are presented in accordance with generally accepted accounting principles and standards.

***Goal 7 - The University will develop and implement a state-of-the-art technology program to enhance the teaching and learning environment, increase administrative productivity, and improve competitive positioning.***

- The percentage of objectives not met is decreasing.
- The percentage of objectives partially met is increasing.
- The percentage of objectives met is decreasing.

*While the percentage of objectives met is decreasing, note that the percentage not met is also decreasing? Trends seem to indicate that some objectives are moving from the met to partially met category (as opposed to the not met category).*

**Action Plans: Examples of Goal 7 Plans for Improvement**

- Consistently update the athletics website and press release distribution.
- Write Matlab programs for Biology classes.
- Schedule more CX module training sessions.
- Write grant to upgrade campus security systems.
- Implement SharePoint to develop custom applications.
- Identify areas that would benefit from online forms.
- Collaborate with Information Technology to efficiently extract data for reports.

**Goal 7 Improvements to HT (examples from the "Closing the Loop" document)**

- The IT Department made significant progress during the 07-08 academic year with the implementation of a hardware rotation process, installed a new and supported phone system for the HT campus, and kicked off a Jenzabar CX / JICS project to lay the initial groundwork for implementation of online registration.
- Technology, including the use of music-printing software and digital instruments, has been effectively incorporated into the Music curriculum.

## **Summary**

Data indicate that the University is making considerable progress in accomplishing its mission through the seven University goals. Goals 2 and 7 need additional attention as some of the goal specific objectives have moved from the met to the partially met category. Plans for improvement have been identified for each goal and monitoring of improvement is ongoing through the Administrative Council, Deans Council, and Executive Cabinet.

Overall HT has increased the percentage of strategic objectives accomplished between the 2005 and 2008 period. In addition, the percentage of objectives not met is decreasing in favor of the percentage of objectives partially met. This chart and the others presented in this document provide data to support the conclusion that HT is effectively accomplishing its mission and actively working to make improvements in overall institutional quality.

**Progress Trends: Meeting Strategic Objectives 2005-2008**

