



Institutional Review Plan

-July 2017 Update-

Recommendation 1 (Strategic Plan): UNO should ensure that the UNO 2020 Strategic Plan includes initiatives, objectives, and measurable outcomes with established benchmarks and completion dates and responsible units/divisions. Identification of annual aspirations for each goal, including enrollment gains, should be included in the UNO 2020 Strategic Plan and incorporated in the Institutional Effectiveness process.

Goal: Revise UNO Strategic Plan 2020					
Objective: UNO 2020 goals/strategies will be modified to align with the Institutional Effectiveness process.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Initiatives, objectives, and measurable outcomes with annual benchmarks, aspirations and completion dates and responsible units/divisions will be added to a revised and evolving UNO 2020.	Nicklow*	Assemble strategic planning team and begin analysis of existing plan; collaboratively revise original plan in an IE farmework.	March 2017	Strategic planning teams assembled in August 2016 and worked through the academic year on review and revisions. Current plan is posted at http://www.uno.edu/president/uno2020/ and will be updated semi-annually with new benchmarks and tasks.	Complete

Recommendation 2 (Institutional Research/Effectiveness): UNO should establish a single office that is responsible for both Institutional Research and Institutional Effectiveness activities, with the office reporting directly to the President.

Goal: Consolidate Institutional Research and Institutional Effectiveness functions within a single office					
Objective: One office responsible for both Institutional Effectiveness and Research will report to the President.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Concept of new office will be assessed and established and personnel hired, if appropriate	Noyes* Nicklow	Assessed in fall 2016 and hiring Director of IE/IR to begin spring 2017	January 2017	New office created and Director hired. Continued assessment of unit outcomes will occur.	<i>Complete</i>

Recommendation 3 (Administrative Positions): UNO should review all administrative positions within the Table of Organization, with particular emphasis on senior level positions, to ensure appropriate resource allocation, organizational efficiency, and effectiveness. The Provost and Vice President of Academic Affairs should be designated as the second in charge in the absence of the President.

Goal: Improve efficiency and effectiveness of University staffing and organization					
Objective: Determine and implement appropriate resource allocation, organizational efficiency, and effectiveness.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Reorganization, if deemed appropriate, of administrative positions, with redefined duties and resource allocation for all revised positions and units.	Nicklow* Amouzegar	Assess current organizational structure and opportunities; implement changes across VP units	May 2016	Assessment completed. A new organizational chart shows the elimination of 2 VP positions, 1 Assistant VP position, and 1 External Affairs position. Reorganized communications and marketing, and have modified duties of effected positions. Savings total approximately \$500K, with a more efficient and effective management structure.	<i>Complete</i>

Goal: Improve efficiency and effectiveness of University staff					
Objective: Designate the Provost and Vice President for Academic Affairs as the second in charge in the absence of the President.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Sign designee letter and communicate to administration; modify Provost title to Senior VP	Nicklow*	Draft letter and distribute; revise Provost title.	December 2017	Line of authority letter for Interim Provost was signed on 4/25/16 and emailed to administrative units. Position title changed effective January 2017 to Provost and Senior VP.	<i>Complete</i>

Recommendation 4 (Campus Police and Safety): UNO should engage a consultant to conduct an extensive review of the Campus Police operations and Safety procedures to ensure that appropriate resources are directed to this function and that procedures ensure the most appropriate response to safety concerns and issues.

Goal: Ensure appropriate resources and response to safety concerns and issues					
Objective: Conduct an extensive review of the Campus Police Operations and Safety procedures.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
External peer assessment of Campus Police operations and Campus Safety procedures, with follow up actions based on recommendations	Lassen* Nicklow	Hire an external consultant to assess and report on operations, staffing, and procedures	December 2016	Contracted with consultant for July 2016 visit and review. Report and recommendations received in fall. Recommendations being implemented, including a new staffing plan, in conjunction with HR, to ensure appropriate response to safety issues.	<i>Complete</i>

Recommendation 5 (Faculty Productivity): There is an immediate need to revise workload policy and practices to ensure consistency in workload approval and documentation. Emphasis should be placed in three areas: 1) defining release expectations for research and administrative purposes, 2) implementing improved procedures for awarding, recording, and reporting release time, and 3) evaluating faculty productivity for teaching and release time efforts.

Goal: Ensure consistency in workload approval and documentation					
Objective: Workload Policy and Practices will be revised to ensure consistency in workload approval and documentation.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
1) Define release expectations 2) Implement improved procedures for awarding, recording and reporting release time 3) Evaluate faculty productivity for teaching and release time efforts.	Amouzegar*	Finalize workload policies of the departments. Make the PS course data more robust and more consistent: define PS course component type and which carry teaching load. Continue the refinement of the faculty evaluation policy/procedures. Develop a campus wide retention and P&T policy/procedures	December 2017	Workload policies finalized in spring 2016. Created an IMD in ORSP to address criteria for course release and course buy-out. Draft of course content types currently being evaluated by Registrar and to be reviewed by Senate in fall 2017. Faculty 180 data is being improved by creating workflows and directives to Chairs regarding IoRs.	Finalize workload policies. ORSP is developing an IMD. Course types are finalized; Senate review in fall 2017. PS changes are complete. Improve data in Faculty 180. Develop campus-wide retention, P&T policy

Recommendation 6 (Shared Governance): UNO should continue its efforts to codify University existing structures, including Committee charges and Faculty and staff roles, to ensure Shared Governance and open communication among faculty, staff, and administrators.

Goal: Codify University structures to improve shared governance and communication					
Objective: Ensure shared governance and open communication among faculty, staff, and administrators.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Open communication lines created and committee charges documented publicly	Nicklow* Amouzegar Trumbach Phelps, Seab, Baxter	Reorganize committee structure; post committee charges and composition; emphasize to cabinet need for administrative outreach to constituents	November 2016	Discussing importance of visibility, outreach and transparency with administrative cabinet regularly. President meets regularly with Faculty Senate, Staff Council, and SGA leadership, and constituencies are represented on campus committees and in all conversations. Committees reorganized and corresponding	<i>Complete</i>

				information posted publicly on website.	
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Recommendation 7 (Distance/Non-Credit Offerings): UNO should expand the use of distance learning technologies and formats to increase its enrollment in both degree and non-degree programs of study. Efforts should also be expanded to design and deliver non-credit offerings to meet community and industry needs.

Goal: Expand use of distance learning technologies and formats					
Objective: Increase enrollment in both degree and non-degree programs of study.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Three new distance education programs and increase online enrollment by 20%	Johnson* with DE Oversight Committee	Examining course design and structure, and developing mandatory training and best-practice templates. Beginning discussion about identifying and building new external markets for online programs	January 2018	Fully Online Masters of Education in Curriculum and Instruction launches Fall 2017. Fully Online Bachelors of Science in Urban Studies and Planning launches Spring 2018.	Continue to work with all colleges and specifically College of Engineering to create and implement fully online Masters program for Spring 2018.

Goal: Expand use of distance learning technologies and formats					
Objective: Design and deliver non-credit offerings to meet community and industry needs.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Three new certificate, non-credit programs focused on community/industry needs	Johnson* with DE Oversight Committee	Working with new Director of Extended Campus to develop new certificate and non-credit programs	January 2018	Certificate in Human Capital Management launches Summer 2017. Certificate in Community Development Finance launches Fall 2017. Certificate in Materials Synthesis and Characterization launches Fall 2017. Certificate in Geographic Information Systems launches Fall 2017.	Continue to work with external organizations to partner and launch new non-credit and certificate programs.

Recommendation 8 (Curriculum): Faculty and key administrative personnel should expand the current program review and curriculum mapping process to determine the most appropriate array of academic program offerings, streamline the delivery of each academic program, and ensure that each course offered supports the learning objectives associated with the related program(s) of study.

Goal: Expand program review and curriculum mapping process					
Objective: Determine the most appropriate array of academic program offerings and streamline the delivery of each academic program.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Implement program review for 10 programs per year	Noyes*	Senate and Academic Affairs currently have a draft of program review guidelines that should be finalized and implemented	January 2018	The faculty Senate approved the guidelines. The timing of the approval prevented the reviews from happening in spring 2017.	Conduct 2 expedited reviews in the fall, and pilot one full review in the spring.

Goal: Expand program review and curriculum mapping process					
Objective: Ensure that each course offered supports the learning objectives associated with the related program(s) of study.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Map curriculum for all programs	Noyes* Sharpton	3-tier mapping process is underway for general education, college core, and majors. Work to support colleges to complete curriculum mapping. Support Departments to complete program specific SLOs and curriculum mapping.	January 2018	In the Colleges of Business Administration and Sciences, all undergraduate programs have mapped their curricula. Programs in the College of Engineering were mapped previously for the last ABET review. In anticipation of the upcoming ABET review, all undergraduate programs will need to remap their curricula to any revised ABET standards. The College of Liberal Arts, Education, and Human Development	Student learning outcomes need to be developed for all undergraduate programs in COLAEHD, then the respective curricula need to be mapped to those outcomes. Academic Affairs should assist programs in identifying efficiencies and reducing the array of

				has identified one common set of student learning outcomes for all undergraduate programs in the college, but student learning outcomes still need to be developed for all undergraduate programs.	courses offered. The curriculum review process needs to be implemented for graduate programs campuswide
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Recommendation 9 (Quality Enhancement Plan): UNO should reduce the scale of the Quality Enhancement Plan (QEP) to ensure effective implementation in Fall 2016.

Goal: Reduce scale of QEP					
Objective: Reduce scale of Quality Enhancement Plan to ensure effective implementation in Fall 2016.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Disseminate revised QEP plan, reflecting a reduced scale	Sharpton*	Develop written plans to focus QEP on general education curriculum and restructure general education committee to coordinate implementation.	December 2016	Developed revised plans in July 2016. Restructured general education committee in August 2016. Utilized fall 2016 as “gear up” period. Coordination and implementation will continue with general education committee.	<i>Complete</i>

Recommendation 10: (Budget Process): The UNO administration must be more transparent in providing financial information to the University community to encourage teamwork and communication throughout the campus. UNO should continue the work of the University Budget Review Committee to ensure that the budget process is inclusive and transparent. The Budget Process should be aligned with both UNO 2020 Strategic Plan and the Institutional Effectiveness process.

Goal: Ensure UNO administration is transparent in providing financial information					
Objective: Ensure Budget process is inclusive and transparent.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
1) Budget process codified, including UBRC inclusion 2) Timely and transparent dissemination of budget planning and decisions to University community.	Soublet*	Budget process improvement with UBRC	October 2016	Continuous improvement plans require separation of UL System and State reporting requirements and internal financial management needs	<i>Complete</i>

Goal: Ensure UNO administration is transparent in providing financial information					
Objective: Align budget process with both UNO Strategic Plan and the Institutional Effectiveness process.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Process adopted to incorporate budget planning process with both UNO Strategic Plan and Institutional Effectiveness procedures.	Soublet*	Document connections of budget process to plan. Develop improved management reporting (alternative budget) process	December 2016	Demonstrated that process is driven by external requirements. Created alternative budget process to assist management with resource allocation.	<i>Complete</i>

Recommendation 11 (Comptroller): UNO should establish a Comptroller position within the current organizational structure of Business Affairs, with the position reporting directly to the Vice President of Business Affairs.

Goal: Establish a Comptroller position					
Objective: Comptroller position will be established reporting directly to the Vice President for Business Affairs.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Position need assessed and, if appropriate, position description developed and position filled with appropriate candidate.	Lassen*	Assess need and financial capacity to create and fill position.	May 2016	Given declining revenues, it has been determined not to create and fill this position. We are utilizing additional meetings with R&T CFO to help coordinate efforts around areas of need, combining university and foundation financial reporting. This also addressed recommendation 14.	<i>Complete</i>

Recommendation 12 (Economic Impact): UNO and the UNO Research and Technology Foundation should partner to conduct an economic impact study of the region served by UNO using resources within UNO's Division of Business and Economic Research.

Goal: Conduct an economic impact study					
Objective: Conduct economic impact studies of the region served by UNO and by the UNO Research and Technology Park.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Two economic impact studies completed and disseminated	Norris* Nicklow	Division of Business and Economic Research completes UNO study; CCO releases through press conference. R&T Foundation commissions study with appropriate consultant.	March 2017	UNO economic impact study completed and disseminated in June 2016. DBER does not have expertise with R&T Parks. Outside vendor has been engaged and will complete study summer 2017.	<i>Complete</i>

Recommendation 13 (Lakefront Arena, Research Centers and Institutes): The UNO Lakefront Arena as well as Research Centers and Institutes should develop financial plans to become sustainable entities with self-generated revenues. In addition, the UNO Lakefront Arena should be included in the Auxiliary Fund accounting rather than being included in the Unrestricted Funds of the Operating Budget.

Goal: Support units with self-generated revenues to become financially sustainable					
Objective: Sustainable financial plans in place for entities with self-generated revenues (UNO Lakefront Arena, Research Centers and Institutes).					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Completed financial plans for arena, institutes, and centers	Lassen* Amouzegar with Tarr	Move Lakefront Arena to Auxiliary Accounts and develop financial plan. Develop academic/research criteria for the establishment, review, and continuation of institutes and centers.	February 2017	Arena has been moved to Auxiliary Accounts and task force of VP, Director of Auxiliary Operations, and Director of Arena developed detailed operational and financial plan in December 2016. Director of ORSP, and the Reseach Council developed a policy for Institutes and Centers which has been implemented	Complete

Goal: Support units with self-generated revenues to become financially sustainable

Objective: UNO Lakefront Arena included in the Auxiliary Fund accounting.

Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Auxiliary fund accounting revised to incorporate UNO Lakefront Arena	Lassen* Perez	Move Arena accounting to Auxiliaries	June 2016	Implemented and effective FY17	<i>Complete</i>

Recommendation 14 (Support Organizations): The University Executive Leadership Team must become proactive in the operations of the University of New Orleans Foundation and University of New Orleans Research and Technology Foundation and should welcome the leadership of these two organizations into the UNO Executive Leadership Team.

Goal: Improve collaborative efforts among UNO, the University of New Orleans Foundation and the University of New Orleans Research and Technology Foundation					
Objective: Composition of University Executive Leadership Team amended to include the University of New Orleans Foundation and University of New Orleans Research and Technology Foundation.					
Criteria/Target	Team	Tasks	Timeline	Results/Findings	Plan of Action
Evidence of collaborative, proactive planning with affiliate organizations and implementation of expanded and inclusive leadership Cabinet that includes those organizations.	Nicklow*	Integrate leadership of UNOF and R&T Foundation into Cabinet and collaborate on regular operations.	June 2016	Leadership of Foundation affiliates are fully integrated into campus leadership Cabinet in a collaborative environment. Implemented regular meetings with affiliate CEOs. President collaborates with CEOs and corresponding Boards in planning and decision making.	<i>Complete</i>