



**SOUTHERN UNIVERSITY AND A&M COLLEGE**

**INSTITUTIONAL EFFECTIVENESS (IE)  
PLANNING, BUDGETING, AND ASSESSMENT  
AT THE INSTITUTIONAL (MACRO) LEVEL**

**July - August**

**INSTITUTIONAL  
PLANNING  
(PHASE 1)**

Post budget hearings, finalize institutional expected outcomes, targets, measures, and action plans and strategies in the strategic plan

**June - July**

**BUDGETING AT THE  
MACRO LEVEL  
(PHASE 5)**

Allocate resources to support the achievement of institutional goals and expected outcomes identified in the strategic plan

**August - May**

**IMPLEMENTATION OF  
STRATEGIC PLAN  
(PHASE 2)**

Execute finalized action plans designed to achieve institutional goals and expected outcomes

**MISSION**

**INSTITUTIONAL  
IMPROVEMENTS  
(PHASE 4)**

Use of assessment results for continuous improvement in institutional quality and begin pre-planning for next cycle

**ASSESSMENT OF  
STRATEGIC PLAN  
(PHASE 3)**

Assess progress towards the achievement of institutional goals and expected outcomes

**June - July**

**May - June**

## Summary of SUBR's 5-Phase Institutional Effectiveness Model Centered on the Institutional Mission

- **Institutional / Strategic Planning – Phase 1**

- **Ongoing:** SUBR demonstrates that institutional planning is ongoing. SUBR's strategic plan, mission statement and institutional goals and outcomes have been reviewed and revised continuously since in 2014 and there have been no gaps in the implementation of revised strategic plans. By adopting an institutional effectiveness model with defined timeframes, each succeeding implementation cycle has flowed seamlessly from the preceding cycle carrying with it elements of the previous cycle. SUBR demonstrates the linkage between its mission and institutional goals and outcomes.
- **Comprehensive:** The strategic planning process at SUBR is comprehensive, as evidenced by broad-based engagement and input from faculty, student, staff, administrators, alumni, and governing board members. The comprehensive strategic planning process was facilitated by external consultants. Strategic planning committees have been used to advance the strategic planning process.
- **Integrated:** SUBR demonstrates that institutional planning is integrated and not done in isolation. During the strategic planning process, the work of the strategic planning committees demonstrated the interaction among/between units at the macro (institutional) and micro (unit) levels. Program/unit goals were clearly connected and aligned to the institutional goals. The budget for the institution reflects the priorities of the institution.
- **Research-Based:** SUBR uses institutional research and data to inform decision-making. Targets / benchmarks for each expected outcome aligned to each goal within the strategic plan were set based on longitudinal reviews of institutional data. Baselines were also established for the outcomes aligned with each goal. Examples of data usage during the strategic planning process includes consultant surveys and SWOT analysis reports, internal assessment data, etc.

- **Implementation of Strategic Plan – Phase 2**

- **Assessment of Strategic Plan – Phase 3**

- **Ongoing:** SUBR demonstrates that assessment of the strategic plan is ongoing, evidenced by the use of an institutional accountability scorecard, the submission of institutional assessment data into the Louisiana performance Accountability System (LAPAS), and the systematic review of the institution's mission by the Southern University Board of Supervisors. Assessment has been continuous with no and gaps between assessment cycles. Based on the institutional effectiveness model, assessment results are used to demonstrate continuous improvement of institutional quality.
- **Integrated:** At SUBR, assessment is not done in isolation. Instead, assessment is an integrated component of the institutional effectiveness model, representing phase 3 of the model, and occurring after the planning and implementation phases. SUBR uses an assessment committee for comprised of faculty and staff that represents a cross-section of the institution.
- **Comprehensive:** Assessment of the strategic plan is comprehensive, evidenced by the fact that the goals and expected outcomes with Imagine 20K:2018-2030 are assessed on an annual basis.
- **Research-Based:** Improvements in institutional quality are documented on the basis of assessment data.

- **Continuous Improvement of Institutional Quality – Phase 4**

- **Budgeting – Phase 5**