

PROGRESS REPORT NARRATIVE
 THEME 3: FOSTER A CULTURE OF ACCOUNTABILITY AND TRANSPARENCY
 AS OF JUNE 30, 2013

| Goal 1 | Goal 2 | Goal 3 |
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| Establish accountability and transparency as core foundational principles across the University. | Implement an institutional effectiveness process that is based on a culture of assessment and continuous improvement. | Promote a University-wide organizational culture that values high performance in all areas. |

| FISCAL YEAR 2013 PROGRESS | | |
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| Some schools and units use well-established annual reports on strategic progress. Planning for comprehensive reporting from the University on strategic plan progress is underway. The Institutional Research and Accountability website has been redesigned. | Organizational infrastructure to link assessment and accountability with planning and budgeting activities is underway. This lengthy and ongoing process will require continuous effort. A University Accreditation Committee has been formed to monitor and coordinate Middle States accreditation activities. | Design and implementation of standards for excellence in service delivery are in the early stages of development. |

| ANTICIPATED FISCAL YEAR 2014 OUTCOMES | | |
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| All schools and units will complete annual reports on strategic progress on specific indicators and metrics. The President will deliver an annual report on the University's strategic progress. Develop a training program to make accountability a personal obligation. | A formal process to integrate assessment and accountability with budgeting activities will be launched. The accreditation committee will meet routinely and address areas of need. Faculty members will be added to committee when the Faculty Senate reconvenes in September 2013. | Completion of pilot programs of standards for service delivery will be completed and shared broadly. |

| KEY CHALLENGES | | |
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| Schools and units have different strategic priorities and creating a set of indicators of success is an involved process. Existing workload also impacts ability to complete this work. | Building an effective mechanism and process to integrate budgeting activities with assessment and accountability in a nimble manner. | Staff availability at varying levels to work on setting standards broadly. |