

Development of an Operational Effectiveness Plan

IACBE Annual Conference

April 11-13, 2007

Kansas City, Missouri

Dr. Gary J. Ross, SPHR
Director, Master of Science in Management Program

Dr. Deanna Klein
Chair, Business Information Technology Department

Mr. Jay Wahlund
Chair, Accounting and Finance Department



Minot State
UNIVERSITY

Why Have an Operational Effectiveness Outcomes Assessment Plan?

- IACBE Accreditation Manual Requires it
- p. 7: Principle 2: Strategic Planning: “Ideally the strategic plan will include the ***outcomes assessment plan for the business unit...***”
- p. 7: “The business unit has developed and implemented an outcomes assessment process that promotes continuous improvement in the business programs ***and operations...***”
- p. 7: 2.0 Strategic Planning: “This requires the business unit to have developed and implemented a strategic plan, and to be using the plan to improve the educational ***and operational effectiveness of the business unit.***”

Why Have an Operational Effectiveness Outcomes Assessment Plan?

- Initial Accreditation Site Visit Report Observation
- Description: (pp 7-8): Item #6: Operational objectives, strategies, action plans, and outcomes assessment processes.”
- “You can simplify the presentation of goal achievement by having two categories of goals:
 - 1. Operational Goals
 - 2. Student Learning Goals”
- “Also, please remember to provide assessment measures of your College of Business operational effectiveness in your plan.”

Why Have an Operational Effectiveness Outcomes Assessment Plan?

- It can be very helpful!!!

The context:

- Interim dean
- President Fuller's plan to launch a university-wide strategic planning initiative
- Initial accreditation

The Plan: Four Components

- Academic programs
- Students
- Faculty
- The College itself

The Plan: Each “component” includes:

- Criteria
- Constructs
- Goals
- Data Sources
- Timetables
- Evaluative rubrics

The Process: Parameters

- Led by Interim Dean and Department Chairs
- Participative for all faculty without encumbering them in tedious details (Chairs Council did lots of grunt work and presented it to faculty for comment)
- Iterative

The Process: Communication Vehicles

- Monthly College of Business luncheon meetings
- College of Business Portal using Share Point

The Process: Sequence

- Monthly College of Business luncheon meetings to address what an effective College would look like in the following areas
- August 2005 COB Meeting: ***Introducing***
- September 2005 COB Meeting: ***Organizing***
- October 2005 COB Meeting: ***Measuring***
- November 2005 COB Meeting: ***Explaining***

The Process: Sequence (cont.)

- December 2005 COB Meeting: *Demonstrating the Portal*
- January 2006 COB Meeting: *Using the Portal*
- February 2006 COB Meeting: *Re-demonstrating*
- March 2006 COB Meeting: *Continuing*
- April 2006 COB Meeting: *Reminding*
- May 2006 COB Meeting: *Finishing*
- May/June 2006: *Writing the final plan*

Lessons learned:

- Most faculty want input into processes/decisions but not involvement in every detail.
- Little participation in an electronic process on the COB Portal.
- Attempts to measure too many items.
- Some very important items were left for the chairs and dean to articulate.
- Faculty should have been more involved.
- Still some confusion over the impact/purpose of this document.
- Time consuming
- It's difficult to motivate tired faculty.
- Too early to know the plan's ultimate disposition

What we would do differently?

- Communication
- Ensure better understanding
- Make sure faculty know that this is not just the “dean’s” thing.
- Start earlier

Where do we go from here with this plan?

- Measure according to the plan
- Use the measurements to improve the College of Business (Actions Plans)
- Have focused discussions with the faculty on the plan and revise as needed.
- Incorporate the revised plan into an updated College of Business strategic plan
- Make faculty more aware of the plan

MSU's College of Business' Operational Effectiveness Outcomes Assessment Plan

Questions and Answers for Participants

1. What are the strengths of this plan?
2. What are some concerns you have about this plan?
3. Where is your institution in developing an OEOAP?
4. What process would you/did you use to develop an OEOAP?
5. What challenges would you anticipate/did you encounter in developing an OEOAP?
6. What benefits might you expect/did you realize from an OEOAP?

Questions and Answers for Presenters

*Thank you very much for
participating in this
session!*