

University of Pikeville

Institutional Planning & Evaluation Manual

**INSTITUTIONAL PLANNING
AND
EVALUATION MANUAL**

Revised November 2025

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University of Pikeville Institutional Planning and Evaluation Manual

Purpose

The purpose of ongoing institutional planning and evaluation at the University of Pikeville is to improve the institution's ability to fulfill its mission. Planning and evaluation are systematic, broad-based, interrelated, research-based, and appropriate to the institution. Planning and evaluation encompass all educational programs and administrative and educational-support functions of the University. In 2009, the planning process evolved into one that utilized three-year strategic plans developed by all University units while maintaining comprehensive assessments of learning outcomes by all educational programs. By 2016, the University planning process developed into a separate process that utilizes fewer, more focused lead objectives to which primary areas of the University directed their efforts. Beginning in 2019, the University planning process matured into an integrative process that brings all units together to focus on accomplishing the University's 2022 strategic plan. Concurrently, educational programs and administrative/academic support units maintain comprehensive assessments of measurable outcomes and report results and strategies for improvement annually.

UNIVERSITY OF PIKEVILLE STATEMENT OF MISSION

The University of Pikeville is the leading higher education institution of Central Appalachia. Founded in 1889, UPIKE remains steadfast in our commitment to preparing students for the future while creating intellectual, cultural, and economic opportunities for Appalachia. Maintaining our commitment to Christian principles, UPIKE recognizes the infinite worth of each person, respecting a variety of religious expressions.

UPIKE achieves its mission by:

- Creating a pathway to higher education for all students who desire to embark upon that journey and attracting and retaining high caliber students who will be future regional, national, and global leaders.
- Preparing graduates through quality academic programs, grounded in the liberal arts, and through involvement in community service, experiential learning, research, athletics, humanitarian efforts, and global outreach.
- Achieving academic excellence by maintaining academic rigor and relevancy in undergraduate, graduate, and professional degree programs.
- Attracting and retaining distinguished faculty, staff, administrators, trustees, and alumni who are dedicated to meeting the individual needs of students, promoting a caring and supportive environment conducive to learning, and meeting the needs of an evolving University; and
- Providing superior infrastructure with state-of-the-art classrooms, clinics, instructional materials, physical facilities, technological infrastructure and campus amenities through sound fiscal policy and efficient and effective administrative services.

UPIKE STRATEGIC PLAN 2022 (SUCCINCT VERSION)

Vision: At the University of Pikeville, we will concentrate all of our attention on engaging and empowering students to be successful learners and leaders.

We will:

Goal 1 - Build innovative curricular and co-curricular programs, guided by educational outcomes, that attract, support, and empower students to be successful in the twenty-first century.

Goal 2 - Develop facilities, programming, and technology that leverage our environment to effectively attract, empower, and retain students through the completion of appropriate credentials.

Goal 3 - Create pathways that empower students to explore career, vocation, and leadership.

Goal 4 - Strengthen the financial capacity and long-term sustainability of UPIKE.

Elements of Planning

The University includes the following components in its planning and evaluation process:

- The President's Planning Council's review and affirmation of a clearly defined purpose/mission and goals appropriate to higher education as approved by the Board of Trustees of the University of Pikeville in January of 2015.
- The President's Planning Council's systematic review of the goals and objectives of the UPIKE 2022 Strategic Plan.
- The President's Planning Council's development of measurable strategies (ideas) that are in response to the institution's strategic plan goals and objectives. At least once a calendar year, the Council provides information of the progress on the various strategies aligned with each of the objectives.
- Utilization of measurable outcomes and evaluation of results from multiple direct and indirect assessment methods to improve the quality of the University's administrative and educational support units as well as educational programs at the undergraduate, graduate, and professional degree levels.

President's Planning Council

The membership of the President's Planning Council consists of the President of the University and members of the President's Cabinet and Executive Staff: Executive Vice President & Chief Strategy Officer, Executive Vice President & Chief Financial Officer, Vice President for Academic Affairs, Vice President of Student Success and Retention, Dean, Kentucky College of Osteopathic Medicine, Dean, Kentucky College of Optometry, Dean, Tanner College of Dental Medicine, Director, Facilities, Registrar, Dean, College of Nursing and Human Services, Assistant VP, Advancement & Alumni Relations, Director, Financial Aid, Athletic Director, | Head Football Coach, Director, Library Services, Executive Director, Admissions, Associate VP, Finance Business Affairs/Controller, Assistant Director, Human Resources, Executive Director, Academics & Accreditation, Dean, Coleman College of

Business, Interim Director, Marketing & Communication, Director, Information Technology, Executive Director, Compliance & Legal Affairs, Executive Assistant to the President, Dean, Patton College of Education, Chancellor, Dean of Students, Director, Center for Infinite Worth, Director, Institutional Research & Effectiveness, Dean, College of Arts and Sciences, Associate VP, Operations & Human Resource , Director, Cybersecurity & IT Architecture.

University-Wide Assessment Activities

The Director of Institutional Research and Effectiveness works with University administrators, faculty, and staff to recommend and assist in the selection, design, and administration of assessment instruments and the use of assessment results and institutional research findings in the development and revision of the University's administrative and educational support units evaluations, as well as the evaluation of educational programs at the undergraduate, graduate, and professional degree levels.

Educational Programs Assessment

Each educational unit of the institution either has (1) a curriculum map which ties learning outcomes with courses taught in the major; or (2) an assessment plan tying goals to objectives. Regardless of framework, each has direct and indirect assessment methods for evaluating learning outcomes and objectives. To facilitate institutional planning on campus, a coordinator is assigned to each unit. Coordinators are responsible for:

- 1) Collaborating with colleagues in their educational unit in the development and implementation of the curriculum map or assessment plan. This includes developing student learning outcomes and selecting multiple measures which are congruent for assessing each student learning outcome or objective.
- 2) Discussing the map with the division chairperson or college dean.
- 3) Collaborating with the Director of Institutional Research and Effectiveness to design and administer assessment instruments where appropriate.
- 4) Collaborating with the Director of Institutional Research and Effectiveness to compile and disseminate results to faculty members in the program as desired.
- 5) Preparing an annual report on the program which is submitted to the Executive Director of Academics and Accreditation by December 15 to complete the "planning and assessment loop" which is supported by an analysis of assessment results from the immediately preceding academic year.

The list of educational units submitting reports is as follows:

Undergraduate Programs:

Biology
Biomedical Science
Business Administration
Chemistry
Communication
Criminal Justice
English
Film and Media Arts
Health and Human Performance
History | History/Political Science
Information Technology Management

Mathematics
Medical Humanities
Nursing (ADN)
Nursing (RN-BSN)
Performing Arts in Music
Psychology
Religious Studies
Social Work
Sociology
Teacher Certification Programs
Theatre

Graduate Programs

Business Administration (MBA)
Dentistry (DMD)
Information Tech Mgmt (MSITM)
Legal Studies (MLS)
Optometry (OD)

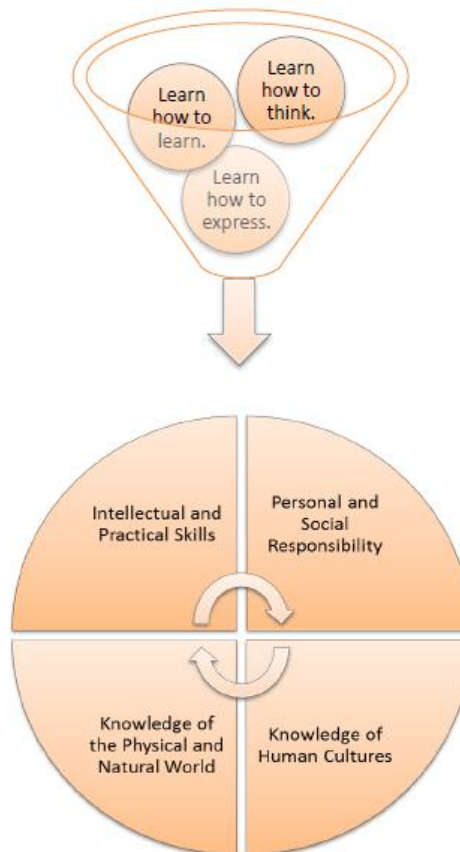
Osteopathic Medicine (DO)
Social Work (MSW)
Strategic Communication (MS)
Teacher Certification Programs (MAT)
Teacher Leader in Education (MA)

General Education Assessment

Finding Your Place at University of Pikeville

The University of Pikeville General Education Curriculum prepares students for their roles in a fast-changing 21st Century World. The General Education Curriculum positions student learning in the context of Finding Your Place at UPIKE. A curriculum that centers on place allows students to see themselves in their learning and encourages deeper connection to class material. Involving students in practices that focus on place gives them the critical skills needed to apply knowledge to world issues, whether local or global. Understanding place begins with understanding self and one's role in school and community and expands to include place in the physical and natural world, place in history, and place in the cultural and global world.

UPIKE General Education Learning Goals & Outcomes



The General Education Committee is charged with evaluating and improving the institution's General Education Program. The Vice President for Academic Affairs shall appoint a faculty General Education Coordinator who will chair the committee. Each year two of the faculty members are elected for three-year terms. They must be members of the full-time faculty who have completed at least one academic year at the University of Pikeville by the time they assume office.

The Committee is the driving force for the continuous improvement of the quality of the program. The Committee has developed learning outcomes consistent with the mission of the University and utilizes multiple direct and indirect assessment methods for evaluating these learning outcomes. Beginning Fall 2019, the Committee incorporated evaluation rubrics to gather additional direct assessment results across the curriculum to measure the learning outcomes. The Committee submits an annual report that determines if the program is meeting its learning outcomes to the VPAA's Deans' Council by March 15. The report uses data from the previous academic year to suggest specific improvements to the program, and, if appropriate, propose a budget to accomplish these improvements.

Administrative and Academic Support Unit Assessment

Planning in administrative and academic-support areas involves the development of unit objectives and/or educational outcomes that describe the intended results of an administrative or academic-support activity. Planning units select direct measures for assessing each objective or outcome. All units prepare an annual report which is submitted to Executive Director of Academics and Accreditation by December 15 to complete the "planning and assessment loop" which is supported by an analysis of assessment results from the immediately preceding academic/fiscal year.

The list of administrative and academic support units submitting reports is as follows:

Development/Alumni Affairs	Student Affairs, KYCOM
Public Relations	Student Affairs, KYCO
Facilities/Health and Safety	Student Success
Business Office	<i>Center for Student Success (CSS)</i>
Human Resources	<i>ACE Program</i>
Student Financial Services	<i>Center for Academic Excellence</i>
Health and Wellness	<i>Family and New Student Connections</i>
<i>Spiritual Life</i>	Admissions
<i>THRIVE Counseling Center</i>	University Registrar
Student Affairs	Library Services
<i>Residence Life</i>	Intercollegiate Athletics
<i>Center for Student Engagement</i>	
<i>Student Conduct</i>	
<i>Public Safety</i>	

Institutional Effectiveness Planning

The University planning process matured into an integrative process that brings all units together to focus on accomplishing the University's strategic plan. The President's Planning Council annually reviews the goals and objectives of the UPIKE Strategic Plan 2022. The Council develops and reviews at least annually multiple measurable strategies (ideas) that are in response to the institution's strategic plan goals and objectives. At least twice a calendar year, the President leads the discussion about the Strategic Plan in a special President's Planning Committee Meeting

with notes being recorded in a Google Doc: *Strategic Plan – Tracking Document* from the information provided of the progress on the various strategies aligned with each of the objectives. Every fall, the President convenes the executive staff for a retreat where members the Council meet to rate how well the Strategic Plan goals were met using a 3-point rubric.

Strategic Planning

In the fall of 2016 the Board of Trustees instructed the President to develop a strategic plan for the board to approve at their spring 2017 meeting. Beginning in the early fall 2017, the President and his cabinet level leaders began laying the groundwork for the development of a new strategic plan. By the time the Board convened in mid-winter, SWOT analysis and a Vision 2022 exercise were carried out across campus with several groups of stakeholders including, faculty executive committee, executive staff, and the entire body of faculty and staff.

Beginning in spring 2025, a new strategic plan is being developed to present to the Board of Trustees at their spring 2026 meeting.

Budget Process

The budgeting process is a year-round activity at UPIKE. The annual budget is created over a two-month process and involves managers at all levels. All responsible parties are given a template to create the following budget with current and prior information to aid in decision making. Budget managers establish their budget requests based in part on the progress of current goals and indicators. Once a budget manager completes their request, the responsible cabinet member reviews and discusses with them. Once it is agreed upon by both, the Business Office compiles all department budgets into one master file for cabinet to review and edit. As necessary to produce a budget with an appropriate surplus, the Business Office meets with budget managers to discuss adjustments if needed. Drafts of the full budget will be analyzed and discussed at various cabinet meetings and adjustments made when necessary.

At least quarterly, budget to actual reports are produced in order to evaluate progress and to inform management and the Board of Trustees whether adjustments are necessary to meet budget expectations.

Facilities Planning

The purpose of facilities planning is to improve and expand the institution's infrastructure and capital. The goals of the facilities planning process are to identify institutional units whose operations require additional space; identify existing buildings requiring renovation and/or upgrading; assess the equipment requirements of institutional units; and determine the need and implement plans for the construction of new facilities. UPIKE's last master plan was completed in the 2020.

Facilities Management is a strategic discipline that integrates people, place, process, and technology to optimize the functionality, safety, and efficiency of physical spaces, ensuring they align with organizational objectives and contribute to overall well-being. The goal of the Facilities Management team is to proactively enhance operational efficiency, student satisfaction, and overall functionality for the campus community so as to optimize the ability of the University to attract and retain students, staff and faculty in a safe, sustainable, and conducive environment which causes the mission of the University to thrive.

Institutional Research

Institutional research supports continuous planning and studies both external and internal factors and issues affecting the institution. The Director of Institutional Research and Effectiveness keeps the President's Planning Council abreast of what issues are being researched on both statewide and national levels, how these issues relate to institution-specific data, and which individual or group may need the data to make program improvements.

External Factors and Issues

A multitude of external factors influence the degree to which University units are effective in meeting their goals. As deemed necessary, members of the executive staff will determine specific issues warranting research, including but not limited to the following external factors:

- **Competition for Students and Resources**
 - Identification of competitors.
 - Assessment of the goals, outcomes/objectives, programs, strengths, and weaknesses of competitors.
 - Measurement of responses to the institution's programs and objectives.
 - Identification of donors to the University of Pikeville.
- **Governmental, Political, and Legal Factors**
 - Assessment of federal, state, and local governments.
 - Review of the effects of current and proposed changes in tax laws and student financial aid practices.
 - Consideration of the potential impact on the institution of elected officials and the resulting effect on regional economic and educational opportunities.
- **Customers**
 - Students
 - Study of the University of Pikeville recruitment area and its overlap with the recruitment areas of other institutions.
 - Identification of student characteristics and goals.
 - Assessment of student financial resources.
 - Assessment of present and future student educational preparation.
 - Employers
 - Identification of employers of the University of Pikeville students.
 - Assessment of work force needs for present and future.
- **Community**
 - Definition of the University of Pikeville community.
 - Assessment of the institution's relationship to the surrounding area.
- **Technology**
 - Assessment of how the institution can best utilize technological advances, including artificial intelligence, to improve student outcomes, recruitment and fundraising, and administrative efficiency.
- **Economic Factors**
 - Assessment of the projected economic impact on the operation of the institution, on educational costs, and on student needs.
 - Analysis of fiscal and monetary policies.

- **Social, Cultural, Demographic, and Geographic Factors**
 - Assessment of changes in demographic patterns, such as population and age group sizes, out migration from the institution's recruiting area, and birthrates.
 - Evaluation of high school graduation rates, of student academic preparation, and of percentages of college-bound students in the recruitment area.
 - Analysis of the potential impact on the institution of such factors as availability of roads, construction patterns, industrial development, and available service organizations and institutions.

Internal Factors and Issues

The Director of Institutional Research and Effectiveness assists the administration, faculty, and staff at the institution to assess internal issues and factors that have an impact on the effectiveness of the institution in fulfilling its mission. The identification of areas for further research helps focus the resources of the institution toward institutional opportunities and/or weaknesses. Some suggestions regarding the implementation of assessment practices in various areas are given below and should be carefully considered:

- **Educational Programs**
Assessment of computer-assisted instruction, data searches, interactive learning, and networking. Program effectiveness analyses, including those associated with revenues and expenditures, admissions standards, standardized testing, grade point averages, retention rates, support services, graduation rates, employment patterns, subsequent enrollment in graduate schools, and other related issues.
- **Library and Learning Center**
Analysis of the number of volumes and periodicals, of academic program needs, of the requirements of undergraduate and graduate programs, and of automation, on-line access, and other computer-related matters.
- **Student Life**
Analysis of recruitment strategies, student retention, financial aid, parking, student activities, mental health, athletics, intramurals, security, housing, career services, spiritual development, and campus outreach.
- **Physical Plant**
Assessment of available space, maintenance needs, current resources, and issues relating to facilities.
- **Administrative Processes**
Analysis of computer usage, job descriptions, retention of faculty/staff/administrators, professional development of faculty/staff/administrators, communication channels, and policy development.
- **Financial Management**
Evaluation of the allocation of funds, audit results, fiscal policies, and purchasing practices.
- **Institutional Advancement, Alumni Relations and the Trustees**
Assessment of the current donor base and of alumni participation. Assessment of trustee involvement and support.