

FY26 Assessment and Institutional Effectiveness Council

Report provided May 5, 2026:

Institutional Effectiveness and Planning Updates

1. Transition to OKR-Based Planning

The University completed a transition year to an Objectives and Key Results (OKR)–based planning model, with deliberate emphasis on **process evaluation and refinement at the Vice President level**. This work strengthened divisional alignment, clarified accountability, and ensured that key results were measurable and directly tied to institutional priorities. Feedback from Vice Presidents was incorporated to improve clarity, feasibility, and consistency across divisions for the next planning cycle. (*Appendix: University OKR*)

2. Recommendations to Inform FY27 Planning and Resource Allocation

Assessment findings and OKR progress reports were used to develop recommendations supporting **FY27 planning and resource allocation**, particularly in light of enrollment and revenue trends. These materials also support the **Middle States Supplemental Information Report**, due in early August, which focuses on enrollment and financial projections. Critically, assessment evidence was used to evaluate progress on key results, and these reports were reviewed by the **Assessment and Institutional Effectiveness Council (AIEC)** to inform divisional OKRs, including **OKR 5 related to accreditation and compliance timelines**.

3. Revisions to the [Charter](#) and [Institutional Effectiveness Plan](#) (Appendix ***)

Updates to the **revised Charter and the Institutional Effectiveness Plan** were finalized to better reflect current governance structures, clarify roles and responsibilities for assessment and planning, and align processes with the OKR framework. These revisions reinforce a more integrated, transparent, and sustainable approach to continuous improvement and decision-making.

4. Student Learning Assessment Reporting (Student Learning Advisory Assessment Group & Graduate Learning Assessment Advisory Group)

All colleges were supported in completing and submitting **student learning assessment reports** for inclusion in the [SLAAG and GLAAG reports](#). This ensures comprehensive documentation of undergraduate and graduate learning outcomes, closing-the-loop activities, and evidence of improvement, strengthening both institutional effectiveness practices and readiness for accreditation review. This year was a transitional year for new configurations of departments, programs, and colleges.

Emerging Recommendations for FY27

The AIEC's work in the coming year will prioritize strengthening institutional effectiveness, assessment, and planning within **new and evolving college configurations**, with particular emphasis on leadership accountability, clarity of roles, and sustainable processes.

- **Establish Structured Campus Education on OKRs and Reporting Expectations**

Develop coordinated education and written guidance on OKRs, assessment expectations, **timeline/cycle** and reporting processes to support divisions. This effort will promote shared understanding, consistent use of assessment evidence, and high-quality reporting across the institution.

- **Strengthen VP-Level Leadership and Accountability for Assessment and Reporting**
Reinforce that **Vice Presidents are responsible for ensuring completion, quality, and use of assessment and OKR reports** within their divisions. Annual divisional reports will be submitted by VPs to the President and the AIEC. The AIEC will **review, synthesize, and analyze** these reports to identify institutional themes, strengths, gaps, and recommendations. Importantly, **AIEC will not be responsible for chasing unit-level reports**, as accountability for submission rests with divisional leadership.
 - **Support Leadership Alignment from University Priorities Through Unit Implementation**
Ensure clear vertical alignment from university priorities to divisional OKRs and down to college and unit implementation, especially within newly configured colleges. This alignment will help leaders use assessment results intentionally to inform decision-making and improvement.
 - **Reinforce the Linkage Between Assessment Outcomes and Fiscal Planning**
Strengthen expectations that assessment findings and OKR results directly inform annual planning, budgeting, and resource allocation decisions at the divisional and institutional levels, demonstrating evidence-based stewardship.
 - **Continue Strengthening Middle States Evidence of Planning, Assessment, and Closing the Loop**
Document and communicate how planning, assessment, use of results, and continuous improvement are sustained through organizational change. This includes demonstrating clear leadership responsibility, effective feedback loops, and institution-level analysis to support ongoing Middle States compliance and readiness.
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FY26 University Level Objectives & Key Results

Year End (6/15/2026)

| OBJECTIVE I Increase Enrollment | OBJECTIVE II Strengthen Financial Sustainability | OBJECTIVE III Improve User Experience through Academic and Operational Process Review | OBJECTIVE IV Champion Campus Culture, Collective Pride, and Community Engagement | OBJECTIVE V Achieve Academic Excellence and Innovation |
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| <ul style="list-style-type: none"> 1 Increase first-time, full-time student headcount from 515 to 590 (15%). 2 Increase transfer enrollment 269 to 320 (20%). 3 Increase total graduate enrollment from 549 to 660 (20%). 4 Increase the overall average retention rate by 7%. 5 Invest in a minimum of 2 high-demand programs poised for double-digit growth. 6 Increase marketing from \$269,000 to \$775,000 to expand brand visibility. 7 Increase endowed scholarship funds from \$900,000 to \$1 Million. | <ul style="list-style-type: none"> 1 Increase revenue on service-based revenue sources by 5% to \$294,000. 2 Obtain USM approval for extended in-state UG tuition eligibility and GRAD online tuition rate. 3 Secure funding for and initiate renovation of Brownsville residence hall. 4 Reduce operating expenses by 3%. 5 Increase average course section enrollment from 14.8 to 15.8. 6 Conduct academic program portfolio review and establish sustainability metrics. 7 Strategically invest at least 10% of net revenues from international programs. | <ul style="list-style-type: none"> 1 Reduce review time for initial transfer credit evaluation to 3 business days for non-cohort degree programs. 2 Implement new policy for multi-year faculty contracts. 3 Update the performance management system to include OKRs as core evaluation component for leadership team. 4 Improve at least ten business processes to evaluate viability, user experience and efficacy of process. 5 Update FSU website to ensure that 80% of content is current, effective, and ADA compliant. 6 Design Supervisor Training Program for Fall 2026 delivery. | <ul style="list-style-type: none"> 1 Achieve a 5-percentage point increase in the mean NSSE indicator on Supportive Environment. 2 Increase attendance by 20% at FSU on-campus events. 3 Design and deliver 'customer care' training program to 80% of staff. 4 Strengthen collaborations with community leaders and expand 'Town and Gown' activities to foster regional commitment to FSU. 5 Secure funding for and finalize renovations of Planetarium for spring 2026 reopening. 6 Establish FSU Center for Entrepreneurship and Innovation to strengthen region's entrepreneurial ecosystem. | <ul style="list-style-type: none"> 1 Design a more robust honors program and develop 3 honor majors, one per college. 2 Secure governance approval for the new General Education Program. 3 Develop a minimum of 2 new completer majors for off-main-campus delivery. 4 Implement completion pathways for the 8 largest transfer programs. 5 Incorporate AI competencies into 35% of lecture (LEC) courses. 6 Increase reported Faculty Professional Achievements by 25%. |