

Performance Plan

In an effort to maintain a reasonable scope for this performance improvement project, the team has chosen to focus the Mega, Macro and Micro level goals in this Performance Plan specifically on the Curriculum & Instruction (C&I) online Master’s degree program at the Curry School of Education. However, we acknowledge similar Mega goals could apply to other Master’s degree programs at the Curry School.

The Performance Plan is based on Kaufman’s OEM model (1999). Five gaps and corresponding performance statements identified by the needs assessment form the areas of consideration. The Mega goals are fairly consistent across all five areas. The Macro and Micro goals are differentiated based on the area specified in the gap statement. The Performance Plan was informed by Guerra and Rodriquez’ (2005) plan for the Sonora Institute of Technology and Ghumman’s (2014) plan for a Curry online program.

The team evaluated objectives, written to identify results (Ends), with the 7-Point Check from Moore, Ellsworth, and Kaufman (2008).

1. Good Online Instruction

Performance Statement: Faculty members have a clear understanding of what high-quality, community-developing online instruction looks like based on agreed-upon characteristics established through a collaborative process. Instructional faculty translate their understanding of high-quality online instruction with high fidelity to established characteristics.

Gap Statement: Instructional faculty need to know what good online instruction looks like. They do not have models or agreed upon internal standards of high-quality to aid development and evaluation of effective and engaging online courses.

	Objectives (stated in measurable terms so you can determine if you’re meeting your objective)	Measures of Effectiveness (what is your target)	Data (what data will you gather to determine if you are on target)	Instrument (what will you use to gather that data)	Reporting (who are your audience and what data will they want to know)
Mega (these are the longitudinal results that your efforts should add up to over time)	100% of C&I online graduates will be self-sufficient	Upon graduation from the program, students will be able to acquire professional full-time employment or further education at one of their top three employers or	Employment and educational status data	Annual survey of C&I online program alumni	Prospective C&I students; accrediting bodies; government agencies; Employment trend lines over time.

		universities.			
		Continued employment	Employment data	Annual survey of online program alumni	C&I online graduates Employment trend lines over time
Upon graduation from the program, 100% of C&I online students will be gainfully employed within six months.	Earned Income trend of C&I online graduates over a five-year period	Employment data	Annual survey of online program alumni	Prospective C&I students; prospective employers of C&I online graduates Employment trend lines over time	
All C&I online graduates contribute to the field of education and beyond.	Employer satisfaction ratings above 95%	Employer satisfaction ratings	Employer satisfaction index	Employers of C&I online graduates Report satisfaction over time	
	95% of alumni report employment either in the field of education or further the learning of others in a way they find personally meaningful.	Alumni self-reports of career satisfaction	Annual survey of online program alumni	Curry faculty and administrators; Prospective and current C&I online students Report satisfaction over time	

Macro (these must both be necessary and collectively sufficient to achieve one or more Mega-level objectives)	The C&I program is consistently ranked one of the top five best education programs in the United States.	Annual upward movement or position maintenance in the US World and News Report rankings to secure a position in the top five.	Rankings from US World and News Report	Web reports of rankings	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students; C&I online alumni Report ranking over time
	20% increase in program enrollment over five years until such time as this target is re-evaluated	The C&I program will annually increase the enrollment by 5% until such time as this target is re-evaluated.	C&I online Enrollment rates	Annual report of Curry enrollment	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students Enrollment rates over time
	95% C&I online graduation rate	95% or more of C&I online students who enter the program will complete the program	Enrollment rates and graduation rates	Annual reports of enrollment and graduation	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment and graduation rates over time
Micro (these must be both necessary and sufficient to achieve one or more Macro-level	Full C&I faculty participation in ongoing workshops or quality-oriented meetings.	90% attendance at workshops and quality-oriented meetings.	Faculty and supporting staff attendance rates	Meeting and workshop attendance record and minutes.	C&I online faculty and administrators; and Curry School Dean's Office Meeting records over time

objectives)	All courses include opportunities for interaction and engagement, and other agreed upon standards.	100% of C&I online courses include agreed-upon, high quality standards (e.g., discussion opportunities)	Evaluation on a C&I-developed Course Quality document	Curry-developed Course Quality document	Curry faculty and administrators; Accreditation boards; prospective and current students Course quality score ratings
	Community of learners developed among students in the online program.	100% of student feedback indicates high level of engagement and feelings of community	Student report of peer engagement and feelings of community.	Course evaluations Student exit survey(this is just an idea)	Curry faculty and administrators; Curry School Dean's Office; Current and prospective C&I online students Student survey data

2. Guidelines for Creating Courses

Performance Statement: Instructional faculty members have clear guidelines to follow as they set up classes. This includes consistency in the layout of course websites, selected tools, organizational structure of classes (e.g., systematic discussion post timing), and general norms for classes (e.g., approximately uniform student workloads). Instructional faculty establish these guidelines through a collaborative process. Support staff are aware of these guidelines to best support consistency.

Gap Statement: Faculty do not have clear guidelines to create online courses that are consistent, nor a process for collaboratively creating these guidelines. Faculty need a clear system and meeting time for content and pedagogy-oriented communication and knowledge-sharing.

	Objectives (stated in measurable terms so you can determine if you're meeting your objective)	Measures of Effectiveness (what is your target)	Data (what data will you gather to determine if you are on target)	Instrument (what will you use to gather that data)	Reporting (who are your audience and what data will they want to know)
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Mega (these are the longitudinal results that your efforts should add up to over time)	100% of C&I online graduates will be self-sufficient	Upon graduation from the program, students will be able to acquire professional full-time employment or further education at one of their top three employers or universities.	Employment and educational status data	Annual survey of C&I online program alumni	Prospective C&I students; accrediting bodies; government agencies; Employment trend lines over time.
		Continued employment	Employment data	Annual survey of online program alumni	C&I online graduates Employment trend lines over time
	Upon graduation from the program, 100% of C&I online students will be gainfully employed within six months.	Earned Income trend of C&I online graduates over a five-year period	Employment data	Annual survey of online program alumni	Prospective C&I students; prospective employers of C&I online graduates Employment trend lines over time
	All C&I online graduates contribute to the field of education and beyond.	Employer satisfaction ratings above 95%	Employer satisfaction ratings	Employer satisfaction index	Employers of C&I online graduates Report satisfaction over time
		95% of alumni report employment either in the field of education or further the learning of others in a way they find	Alumni self-reports of career satisfaction	Annual survey of online program alumni	Curry faculty and administrators; Prospective and current C&I online students Report satisfaction over time

		personally meaningful.			
Macro (these must both be necessary and collectively sufficient to achieve one or more Mega-level objectives)	The C&I program is consistently ranked one of the top five best education programs in the United States.	Annual upward movement or position maintenance in the US World and News Report rankings to secure a position in the top five.	Rankings from US World and News Report	Web reports of rankings	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students; C&I online alumni Report ranking over time
	20% increase in program enrollment over five years until such time as this target is re-evaluated	The C&I program will annually increase the enrollment by 5% until such time as this target is re-evaluated.	C&I Enrollment rates	Annual report of Curry enrollment	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment rates over time
	95% C&I online graduation rate	95% or more of C&I online students who enter the program will complete the program	Enrollment rates and graduation rates	Annual reports of enrollment and graduation	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment and graduation rates over time
Micro (these must be both necessary and sufficient to achieve one or more Macro-level objectives)	Best practices document that includes faculty agreed-upon best practices, optimal tools, and	100% of agreement of faculty on best practices documentation Curry best practices document can be found online 24/7	Faculty signed contract of agreed upon best practices Confirmation of web upload of document	Images of/and or physical contract Images or email confirmation of upload of best practices	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission

	guidelines, is made available online.			document	
	100% adherence to standards outlined in an agreed upon Curry course guidelines document	100% of courses adhere to the to-be-developed Curry course guidelines	Evaluation on a Curry-developed course guidelines document	Curry-developed course guidelines document	Curry faculty and administrators; Accreditation boards; Prospective and current C&I online students
	Community of learners among students in the online program.	100% of student feedback indicates high level of engagement and feelings of community	Student report of peer engagement and feelings of community.	Course evaluations	Curry faculty and administrators; and Curry School Dean's Office, teaching faculty, students

3. Recognition of Time Involved

Performance Statement: Faculty members receive recognition in alignment with the additional time it takes to create and manage an online course based on analytic data of time spent relative to course type. Performance evaluations and professionally significant formal recognition are used to reward faculty in addition to or in lieu of financial incentives, subject to the availability of monetary resources.

Gap Statement: Faculty need to receive recognition for the additional time needed to create online programs. Due to limited financial resources, this recognition cannot currently be financial. There is a lack of feedback and accountability structure on annual reviews and other Curry policy material to provide for non-financial recognition.

	Objectives (stated in measurable terms so you can determine if you're meeting your objective)	Measures of Effectiveness (what is your target)	Data (what data will you gather to determine if you are on target)	Instrument (what will you use to gather that data)	Reporting (who are your audience and what data will they want to know)
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<p>Mega (these are the longitudinal results that your efforts should add up to over time)</p>	<p>100% of C&I online graduates will be self-sufficient</p>	<p>Upon graduation from the program, students will be able to acquire professional full-time employment or further education at one of their top three employers or universities.</p>	<p>Employment and educational status data</p>	<p>Annual survey of C&I online program alumni</p>	<p>Prospective C&I students; accrediting bodies; government agencies;</p> <p>Employment trend lines over time.</p>
		<p>Continued employment</p>	<p>Employment data</p>	<p>Annual survey of online program alumni</p>	<p>C&I online graduates</p> <p>Employment trend lines over time</p>
	<p>Upon graduation from the program, 100% of C&I online students will be gainfully employed within six months.</p>	<p>Earned Income trend of C&I online graduates over a five-year period</p>	<p>Employment data</p>	<p>Annual survey of online program alumni</p>	<p>Prospective C&I students; prospective employers of C&I online graduates</p> <p>Employment trend lines over time</p>
	<p>All C&I online graduates contribute to the field of education and beyond.</p>	<p>Employer satisfaction ratings above 95%</p>	<p>Employer satisfaction ratings</p>	<p>Employer satisfaction index</p>	<p>Employers of C&I online graduates</p> <p>Report satisfaction over time</p>
		<p>95% of alumni report employment either in the field of education or</p>	<p>Alumni self-reports of career satisfaction</p>	<p>Annual survey of online program alumni</p>	<p>Curry faculty and administrators; Prospective and current C&I online students</p>

		further the learning of others in a way they find personally meaningful.			Report satisfaction over time
	All interested students, regardless of location in the United States or abroad, have access to the online C&I program.	Zero instances of inability to become a student due to geographic location.	Student application data, including demographic data.	Prospective student communication with C&I admissions; students demographic information from applications	Prospective C&I online students, Curry faculty and administrators; Office of Admissions Demographic trends over time
		Zero instances of inability to participate in learning activities and events or inability to access educational materials provided.	Student reports of accessibility to materials and activities.	Course evaluations	Prospective and current C&I online students, Curry faculty and administrators; Office of Admissions Accessibility evaluation data over time
Macro (these must both be necessary and collectively sufficient to achieve one or more Mega-level objectives)	All current C&I instructional faculty retained.	Decreased annual faculty attrition rate to no more than 5% over five years.	Annual faculty attrition rate	Annual employee data reports	Curry faculty and administrators; University of Virginia Dean's Office, Prospective and current C&I online students
	Sufficient funds available annually for hiring remote or in-person C&I faculty as needed.	After 5 years, the program will generate enough revenue to fund up to 5	Annual budget allocation for hiring	Annual budget documentation	Curry faculty and administrators; University of Virginia Dean's Office,

		new faculty positions, as needed.			Prospective and current C&I online students
	The C&I program is consistently ranked one of the top five best education programs in the United States.	Annual upward movement or position maintenance in the US World and News Report rankings to secure a position in the top five.	Rankings from US World and News Report	Web reports of rankings	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students; C&I online alumni Report ranking over time
	20% increase in program enrollment over five years until such time as this target is re-evaluated	The C&I program will annually increase the enrollment by 5% until such time as this target is re-evaluated.	C&I Enrollment rates	Annual report of Curry enrollment	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment rates over time
	95% C&I online graduation rate	95% or more of C&I online students who enter the program will complete the program	Enrollment rates and graduation rates	Annual reports of enrollment and graduation	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment and graduation rates over time
Micro (these must be both necessary)	Annual acknowledgement and recognition for time	100% of online program instructional	Employee review data	Annual faculty performance review metrics.	Curry faculty and administrators; and Curry

and sufficient to achieve one or more Macro-level objectives)	commitment involved in creating, facilitating and maintaining online programs given to all instructional faculty in the online programs.	faculty performance reviews reflect additional time commitments	Online program time commitment data	Tracking system of faculty time devoted to online course development and instruction.	School Dean's Office
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4. Level and Use of Technical Support

Performance Statement: A devoted support staff is readily available to help faculty members combat technical issues. A system for communicating technical challenges reliably and quickly is in place. The system allows support staff to prioritize instructional faculty needs and respond within a set time in order of the importance of the request.

Gap Statement: Faculty need a dedicated support staff available to provide assistance with initial creation of online courses and to provide ongoing support. Current resources need to be more efficiently allocated based on prioritization of support needs.

	Objectives (stated in measurable terms so you can determine if you're meeting your objective)	Measures of Effectiveness (what is your target)	Data (what data will you gather to determine if you are on target)	Instrument (what will you use to gather that data)	Reporting (who are your audience and what data will they want to know)
Mega (these are the longitudinal results that your efforts should add up to over time)	100% of C&I online graduates will be self-sufficient	Upon graduation from the program, students will be able to acquire professional full-time employment or further education at one of their top three employers or universities.	Employment and educational status data	Annual survey of C&I online program alumni	Prospective C&I students; accrediting bodies; government agencies; Employment trend lines over time.

		Continued employment	Employment data	Annual survey of online program alumni	C&I online graduates Employment trend lines over time
	Upon graduation from the program, 100% of C&I online students will be gainfully employed within six months.	Earned Income trend of C&I online graduates over a five-year period	Employment data	Annual survey of online program alumni	Prospective and current C&I online students; prospective employers of C&I online graduates Employment trend lines over time
	All C&I online graduates contribute to the field of education and beyond.	Employer satisfaction ratings above 95%	Employer satisfaction ratings	Employer satisfaction index	Employers of C&I online graduates Report satisfaction over time
		95% of alumni report employment either in the field of education or further the learning of others in a way they find personally meaningful.	Alumni self-reports of career satisfaction	Annual survey of online program alumni	Curry faculty and administrators; Prospective and current C&I online students Report satisfaction over time
	All interested students, regardless of location in the United States or abroad, have access to the online	Zero instances of inability to become a student due to geographic location.	Student application data, including demographic data.	Prospective student communication with C&I admissions; students demographic information	Prospective online C&I students, Curry faculty and administrators; Office of Admissions Demographic

	C&I program.			from applications	trends over time
		Zero instances of inability to participate in learning activities and events or inability to access educational materials provided.	Student reports of accessibility to materials and activities.	Course evaluations	Prospective and current C&I online students, Curry faculty and administrators; Office of Admissions Accessibility evaluation data over time
Macro (these must both be necessary and collectively sufficient to achieve one or more Mega-level objectives)	The C&I program is consistently ranked one of the top five best education programs in the United States.	Annual upward movement or position maintenance in the US World and News Report rankings to secure a position in the top five.	Rankings from US World and News Report	Web reports of rankings	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students; C&I online alumni Report ranking over time
	20% increase in program enrollment over five years until such time as this target is re-evaluated	The C&I program will annually increase the enrollment by 5% until such time as this target is re-evaluated.	C&I Enrollment rates	Annual report of Curry enrollment	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment rates over time
	95% C&I online graduation rate	95% or more of C&I online students who enter the program will complete the	Enrollment rates and graduation rates	Annual reports of enrollment and graduation	Curry faculty and administrators; University of Virginia Dean's Office, Office of

		program			Admission Enrollment and graduation rates over time
Micro (these must be both necessary and sufficient to achieve one or more Macro-level objectives)	Zero instances of technical issues caused by C&I online program infrastructure or material while completing a course.	Zero technical incidents caused by C&I online program infrastructure reported on course evaluations	Course evaluations data	Course evaluations	Curry faculty and administrators; current students Instances of technical issues during a course
	A combination of graduate students and a newly hired technical agent are available to address 100% technical issues.	All concerns are addressed within 24 hours, high priority issues are addressed within 12 hours	Technical support tickets and/or emails submitted to the support team	List of emails and/or requests to the support team	Curry faculty and administrators; Prospective and current C&I online students; support personnel Support requests over time
	Effective support system in place to organize and prioritizes all faculty technical concerns.	All concerns are correctly prioritized such that high and low priority concerns are addressed in the appropriate time frame (See above).	Support system analytics data	Support system analytics	Curry faculty and administrators; prospective and current students; support personnel; current C&I online students Support system analytics data over time

5. Time for Course Creation

Performance Statement: Additional time is allocated for faculty members by reducing their current workload. Alternatively, additional resources and/or support are provided to help create a more balanced workload.

Gap Statement: Faculty need appropriate time to create online courses or translate a face-to-face course to an online format. In addition to the amount of time, faculty lack readily available technical support to make most effective use of their time in the development and execution of online courses.

	Objectives (stated in measurable terms so you can determine if you're meeting your objective)	Measures of Effectiveness (what is your target)	Data (what data will you gather to determine if you are on target)	Instrument (what will you use to gather that data)	Reporting (who are your audience and what data will they want to know)
Mega (these are the longitudinal results that your efforts should add up to over time)	100% of C&I online graduates will be self-sufficient	Upon graduation from the program, students will be able to acquire professional full-time employment or further education at one of their top three employers or universities.	Employment and educational status data	Annual survey of C&I online program alumni	Prospective C&I online students; accrediting bodies; government agencies; Employment trend lines over time.
		Continued employment	Employment data	Annual survey of online program alumni	C&I online graduates Employment trend lines over time
	Upon graduation from the program, 100% of C&I online students will be gainfully	Earned Income trend of C&I online graduates over a five-year period	Employment data	Annual survey of online program alumni	Prospective C&I online students; prospective employers of C&I online graduates

	employed within six months.				Employment trend lines over time
	All C&I online graduates contribute to the field of education and beyond.	Employer satisfaction ratings above 95%	Employer satisfaction ratings	Employer satisfaction index	Employers of C&I online graduates Report satisfaction over time
		95% of alumni report employment either in the field of education or further the learning of others in a way they find personally meaningful.	Alumni self-reports of career satisfaction	Annual survey of online program alumni	Curry faculty and administrators; Prospective and current C&I online students Report satisfaction over time
	All interested students, regardless of location in the United States or abroad, have access to the online C&I program.	Zero instances of inability to become a student due to geographic location.	Student application data, including demographic data.	Prospective student communication with C&I admissions; students demographic information from applications	Prospective C&I online students, Curry faculty and administrators; Office of Admissions Demographic trends over time
		Zero instances of inability to participate in learning activities and events or inability to access educational materials	Student reports of accessibility to materials and activities.	Course evaluations	Prospective and current C&I online students; Curry faculty and administrators; Office of Admissions Accessibility evaluation data over time

		provided.			
Macro (these must both be necessary and collectively sufficient to achieve one or more Mega-level objectives)	The C&I program is consistently ranked one of the top five best education programs in the United States.	Annual upward movement or position maintenance in the US World and News Report rankings to secure a position in the top five.	Rankings from US World and News Report	Web reports of rankings	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission; Prospective and current C&I online students; C&I online alumni Report ranking over time
	All current C&I instructional faculty retained.	Decreased annual faculty attrition rate to no more than 5% over five years.	Annual faculty attrition rate	Annual employee data reports	Curry faculty and administrators; University of Virginia Dean's Office, Prospective and current C&I online students
	Sufficient funds available annually for hiring remote or in-person C&I faculty as needed.	After 5 years, the program will generate enough revenue to fund up to 5 new faculty positions, as needed.	Annual budget allocation for hiring	Annual budget documentation	Curry faculty and administrators; University of Virginia Dean's Office, Prospective and current C&I online students
	20% increase in program enrollment over five years until such time as this target is re-evaluated	The C&I program will annually increase the enrollment by 5% until such time as this target is re-evaluated.	C&I Enrollment rates	Annual report of Curry enrollment	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment rates over time

	95% C&I online graduation rate	95% or more of C&I online students who enter the program will complete the program	Enrollment rates and graduation rates	Annual reports of enrollment and graduation	Curry faculty and administrators; University of Virginia Dean's Office, Office of Admission Enrollment and graduation rates over time
Micro (these must be both necessary and sufficient to achieve one or more Macro-level objectives)	Zero instances of unsupported technical issues that would add to course creation and maintenance time.	50% decreased time spent on technical management and content creation over five years	Online program time commitment data	Tracking system of faculty time devoted to online course development and instruction. Tracking system of faculty time spent with tech support	Curry faculty and administrators; Tech Support staff Instances of technical issues during a course
	Average faculty workload and time allotment satisfaction score above 90%.	20% annual increase in faculty satisfaction scores	Annual faculty program survey data	Annual faculty program survey	Curry faculty and administrators; Satisfaction ratings over time
	All C&I faculty have balanced responsibilities designated by load assignment.	100% of faculty loads evaluated annually and adjusted when necessary based on time commitment for online courses.	Annual faculty load document data	Annual faculty load document.	Curry faculty and administrators; current C&I online students
			Online program time commitment data	Tracking system of faculty time devoted to online course development and instruction.	Curry faculty and administrators; current C&I online students

References

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