# The **Ad**ministrative Program Assessment and Improvement Report

# (Ad-PAIR)

# Guidance

## Prepared by the Office Of

## Institutional Effectiveness, Strategic Planning, and Assessment (IESPA)

**November 1, 2024**

### Phase I

*Priorities Development*

UMB IESPA website:  https://www.umaryland.edu/iespa/

Ad-PAIR Access: https://cfapps.umaryland.edu/adpair/

Email: umbassessment@umaryland.edu

# Ad-PAIR

*Access the Ad-PAIR here: [Ad-PAIR System](#)*

*General Guidance: There are five modules related to completing this AD-PAIR. They are as follows, with the detailed information highlighted in the respective sections named below.*

- ◆ Unit Details / Demographics
- ◆ Key Performance Indicators (KPI)
- ◆ Annual Priorities Plan
- ◆ External Program Review
- ◆ Self-Study (When prompted)

**AD-PAIR system limitation:**

# ***System will not save changes after 1-hour of inactivity.***
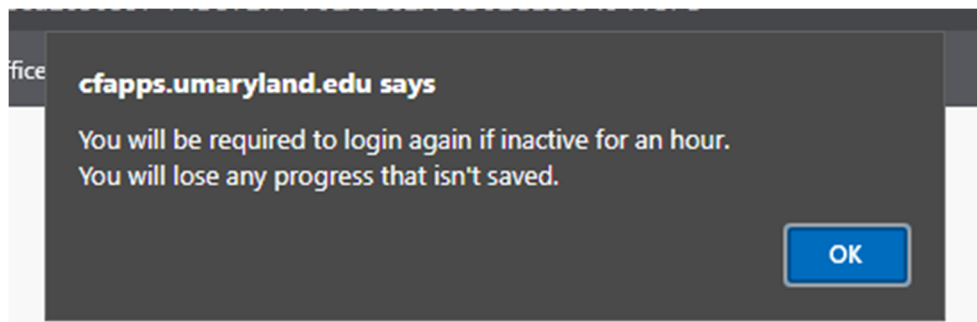
# Opening Screen (find your Unit)



**Add Unit Detail**

Select the Unit that you want to provide details for:

Show 100 ⬍ entries

| Unit Name | Unit Type | Primary Unit | Initial Self-Study Due date |
|---|---|---|---|
| Center for Information Technology Services | Central Admin Unit | | 07/01/2024 |
| Educational Support & Disability Services | SubUnit | UMB Student Affairs | 12/30/2025 |
| Intercultural Center | SubUnit | UMB Student Affairs | 12/30/2025 |
| Leadership & Engagement | SubUnit | UMB Student Affairs | 12/30/2025 |
| Office of International Services | SubUnit | UMB Student Affairs | 12/30/2025 |
| Student Affairs Operations | SubUnit | UMB Student Affairs | 12/30/2025 |
| Student Counseling Center | SubUnit | UMB Student Affairs | 09/30/2025 |
| UMB Student Affairs | Central Admin Unit | | 12/30/2025 |
| UMB Student Affairs Marketing & Communications | SubUnit | UMB Student Affairs | 12/30/2025 |
| URecFit & Wellness | SubUnit | UMB Student Affairs | 12/30/2025 |
| Writing Center | SubUnit | UMB Student Affairs | 09/30/2025 |

# Unit Details/ Demographics Module

Purpose: To provide current information on Unit demographics and website information for institutional reporting.

General Guidance: IESPA has preloaded data fields for each Unit such as Unit Type, Primary Unit, and Initial Self-Study due date. This information has been provided by the Unit's Vice President. IESPA will be responsible for maintaining the accuracy of these fields.

The Provost's Office will often require evidence of assessment.

1) **Initiate Unit Details**
   a. Select Unit Name.
   b. Fill out all "Required" portions.
      i. A unit must develop a mission statement or, if none exists, provide a brief summary of core activities and for whom.

**Add Unit Detail**

**Unit:** Writing Center
**Unit Type:** SubUnit
**Primary Unit:** UMB Student Affairs
**Initial self study due date:** 09/30/2025

| | |
|---|---|
| Vice President | _____<br>Required |
| Location | _____<br>Required |
| Website | _____<br>Required |
| Unit Lead | _____<br>Required |

**Sub Units:**

| Unit | |
|---|---|
| ☐ Writing Center | ☐ Student Counseling Center |
| ☐ Educational Support & Disability Services | ☐ URecFit & Wellness |
| ☐ Student Affairs Operations | ☐ Intercultural Center |
| ☐ Leadership & Engagement | ☐ UMB Student Affairs Marketing & Communications |
| ☐ Office of International Services | ☐ None |

Required - select "None" if there are no sub units.

**Mission Statement**

_____

Required or "TBD"

### *Sub-Unit(s) Section:*

In certain cases, the Unit's Vice President might require more than one sub-unit to jointly submit an annual Ad-PAIR. Please confirm with your VP if this is the preferred choice. Otherwise, check "None."

2) Update Status to **"In Progress"** and remember to **Save** your *Completed* work.

| Status | In Progress ⌄ |
|---|---|
| | Required - Use the comments field to provide feedback if needed. |

3) Press: In Progress (Contributors)
   a. APPROVER (different options available)

| Status | In Progress ⌄ |
|---|---|
| | **In Progress** |
| | Pending Review |
| | Changes Needed |
| Return to the Unit Summary page to make additiona[...] | Approved |
| | Denied |
| **Save** | Unit Discontinued |

# Key Performance Indicators (KPI) Module

Definition: KPIs are quantifiable and measurable; they are precise measures utilized to assess the effectives of activities or processes. These KPIs align with the unit's mission and undergo regular review to evaluate their achieve.

General Notes about this Module
- There are no limits to the number of KPIs a Unit tracks periodically. To confirm alignment with Unit mission; however, at least one KPI must be monitored annually with a required progress report due when requested.
- There will be an opportunity to review Unit KPIs periodically.

## Key Performance Indicators (KPI):

KPIs are quantifiable and measurable; they are precise metrics utilized to assess the effectiveness of activities or processes. These KPIs align with the unit's mission and undergo regular review to evaluate their achievement:

| KPI Description | Primary data being collected that supports KPI | Other Data Sources | Unit Benchmark/Target |
|---|---|---|---|
| Strategic Plan Priorities and their status | SPIMS System | None | >95% reporting by all UMB units as periodically required. |
| Required - 100 characters limit | Required - 100 characters limit | Optional - 100 character limit | Required - 150 characters limit |

Save    + Add

# Annual Priorities (Improvement / Opportunity) Planning Module

Purpose: To Define Area(s) of Improvement or Opportunities to accomplishment in the one-year timeframe.

General Notes about this Module

- There are no limits to the number of Priorities a unit can pursue to elevate its status, student outcomes, and overall success; however, at least one Priority must be attempted annually, and a required progress report is due when requested.
- New priorities can be added at any time during the "Define Priorities" period (Return to the "Define Priorities" tab).

| Year Range | [dropdown] |
| --- | --- |
| | Required - ranges with defined goals are disabled |
| Please describe your progress on the goals from the last academic program review | [text box] |
| | Required |
| What areas of weakness are you trying to address? | [text box] |
| | Required |
| Were the AD-PAIR adverse outcomes for this reporting period reviewed with leadership before developing this plan? | ○ Yes  ○ No |
| | Required |

Note: For the prior year answer (2024-25) "N/A" for above and "No" for the last question, if not applicable.

## Define (Annual) Priorities

1) Select Year Range
2) Fill in all Required fields
3) Input Planned Improvement Title(s)
4) Select Improvement Type



## Improvement Types Defined

♦ **Institutional Learning Outcome:** Provost-approved learning outcome applicable to all students (7 Themes)
♦ **Student Learning Outcome:** Learning outcome specific to students aligned with Unit's services
♦ **Key Performance Indicator:** Quantitative measure of unit outcomes (e.g., retention rates, graduation rates)

6

- ♦ **Financial Sustainability:** Initiatives to improve the Unit's (or stakeholder) financial well-being (e.g., pursuing scholarships, grants, contracts)
- ♦ **System/Technology Improvements:** Technologies/ processes to improve Unit's operations (e.g. automatic surveys, tools, applications, etc.)
- ♦ **Program Operations:** Activities related to marketing, recruitment, fundraising, etc.
- ♦ **Other:** Not defined above

**Improvement Type**

O: Other ⌄

Required -more info

**Other**

Required - 150 character limit

## Risk Evaluation

- o Provide the top risk/barrier that would prevent you from attaining your goal:
  - ▪ This will be a freeform description with a maximum of 200 characters.
- o Select a Risk Category that represents the identified top risk/barrier.
  - ▪ Compliance with Laws, Regulations, and Policies
  - ▪ Equity, Diversity, and Inclusion
  - ▪ External Competition or Market Conditions
  - ▪ Funding and Budget
  - ▪ Health and Safety
  - ▪ Human Capital
  - ▪ Infrastructure, Technology, and Facilities
  - ▪ Operational and Administrative Processes
  - ▪ Organizational Culture and Structure
  - ▪ Partnerships
  - ▪ Reputation of UMB, School, or Unit
  - ▪ Student Enrollment and Engagement
- o Choose if the top risk/barrier is:
  - ▪ Internal to UMB
  - ▪ External to UMB
  - ▪ Both Internal and External to UMB

| Planned Improvement (last updated by Karen Matthews) | Improvement Description | Improvement Type | Milestone/Metric to evaluate success |
|---|---|---|---|
| Create the Ad-PAIR | Create and implement the administrative units' version of the APAIR | SYS: Systems/Technology Improvements ▾ | Ad-PAIR piloted and implemented to student-facing support units |
| Required - 150 character limit | Required - 500 character limit | Required - more info | Required - 250 character limit |
| **Does this support a strategic plan activity/priority?** ○ Yes ● No Required | | | |
| **Evidence Document** Choose File No file chosen Optional - Word, Excel, PowerPoint, PDF, JPG or GIF only | **Top risk/barrier to attain goal?** Staffing to design, implement, train, etc. Required - 200 character limit | **Risk Category** Human Capital ▾ risk chart **Overall, the risk category is** Internal to UMB ▾ | |

**EXAMPLE:**

> **For current Year Range 2024-2025:**
>
> <u>Progress on the last Unit review Improvements</u>: The unit was instrumental in obtaining an analyst position to support evaluation and assessment activities.
>
> <u>Areas of weakness being addressed:</u> Create initiatives to improve Institutional Effectiveness outcomes for administrative unit review.

**Examples of Goal Constructs to address Areas of Weakness:**

> Goal Type: <u>Human Capital</u>
>
> - ♦ <u>Planned Improvement Title #1:</u> Create and implement the administrative units' version of the Ad-PAIR
> - ♦ <u>Milestone/Metric to Evaluate Success:</u> Ad-PAIR piloted and implemented to student-facing support units.
>
> Goal Type: <u>Institutional Learning Outcome</u>
>
> - ♦ <u>Planned Improvement Title #2:</u> Collaborate with at least two schools to implement an IPE seminar students as an extra-curricular activity.
> - ♦ <u>Milestone/Metric to Evaluate Success:</u> Activity reviewed and approved by the Provost's office for implementation.

5) Add additional goals, as needed.

# External Unit Review Module

Definition: Unit self-review conducted at the request of an External Unit Reviewer (e.g. accreditor, regulator, professional organization, USM System unit) and submitted to the body henceforth

Purpose: Facilitates external unit review and reporting.

Required Fields

If response is "Yes"



# UMB Self-Study

Definition: An intensive, collaborative Self-Study report providing an opportunity to reflect on the unit's mission, the services provided, strengths and challenges, opportunities, and future priorities.

Purpose: The self-study is valuable for promoting reflection, encouraging planning, and driving data-driven improvements within each administrative unit and the University as a whole.

(Note: The hyperlink will appear 12-months before your self-study is due. At which time, please download the guidance document.)

## Self Study Details:

## Update Self Study

Year Completed                                    [ dropdown ▾ ]

Required - ranges with previously self study are disabled

Please provide your overall self-study document. Download guidance here.

[ Choose File ] No file chosen

Required - Word or PDF

| Top KPIs Title | KPI Type | How it was Measured? | Areas Impacted | Results from tracking the KPI? How has evaluation and assessment bolstered the unit's mission? | Was this noted in the Self Study Report and/or Appendix? If yes, where? | |
|---|---|---|---|---|---|---|
| | ▾ | | ☐ Institutional<br>☐ Graduate School<br>☐ School of Dentistry<br>☐ School of Law<br>☐ School of Medicine<br>☐ School of Nursing<br>☐ School of Pharmacy<br>☐ School of Social Work<br>☐ Program<br>☐ External | | | ⊞ Add |

Going forward, what new Key performance metrics, if any, should be assessed annually since completing this self-study review?

Required - must provide at least one example (200 char limit)
[ ⊞ Add ]

Does your unit use any assessments to determine stakeholder/customer satisfaction?

○ Yes
○ No
Required

During the past 5 years, what were the most significant unit concerns or challenges you identified during the self-study process? How did they impact operations (i.e. personnel/staffing, finances, retention/recruitment, health/safety, asset/space management, technology/innovation, other?

| Challenge | Risk Category Impacted | Actions |
|---|---|---|
| | ▾ | |
| Required (500 char limit) | | |

Minimum one response is required
[ ⊞ Add Challenge ]

Are there any significant innovations or growth opportunities identified during the self-study process? If yes, what were they and how will they be leveraged to improve your unit's performance and services?

Required (2500 char limit)

Looking at the next 5 years, what are your unit's key priorities and anticipated outcomes?

| Key Priority | Anticipated Outcome | Reason for Priority | What innovation, growth opportunity or process was considered | Action |
|---|---|---|---|---|
| | | | | |
| Required (100 char limit) | Required (500 char limit) | Required (500 char limit) | Required (500 char limit) | |
| | | | | |
| | | | | |

Minimum 3 responses are required
[ Add Outcome ]
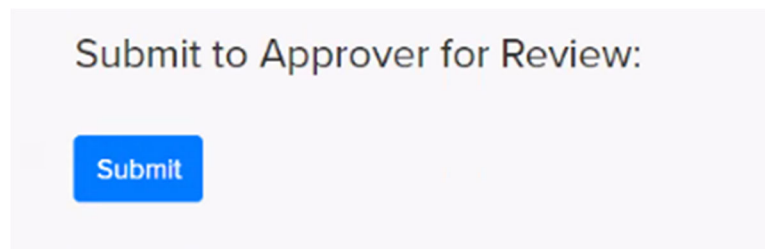
# AD-PAIR Submissions

AD-PAIR User Roles

- Approver - Can enter, edit, and approve unit information, priorities, KPIs, External Reviews, and Self-Study documentation for the assigned unit

- Contributor - Can enter and edit unit information, priorities, KPIs, External Reviews, and Self-Study documentation but cannot approve on behalf of assigned unit

- View Only - Can view unit information

**CONTRIBUTOR**

Once all Modules have been completed, return to the **UNITS** menu.

1. Select your Unit Name hyperlink
2. Scroll down to the bottom of the Unit Details page and route to the Approver for further handling.
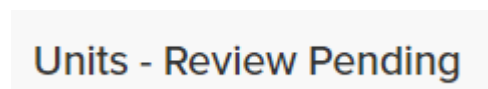
## Submit to Approver for Review:

**Submit**

**APPROVER (Approve AD-PAIR)**

♦ Approver receives email notification to review CONTRIBUTOR'S submission

Please review and update this program using the APAIR System.

OR
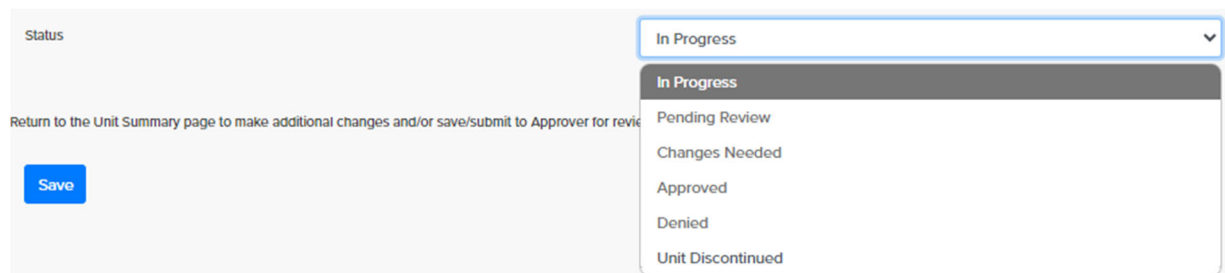
Approver goes to Pending Review Module

## Units - Review Pending

Select Unit Name hyperlink

1. Confirm all Modules have been completed and are correct.
2. If not correct, Approver returns to Contributor with comments on needed corrections. *(Contributor will receive an email notification requesting changes.)*
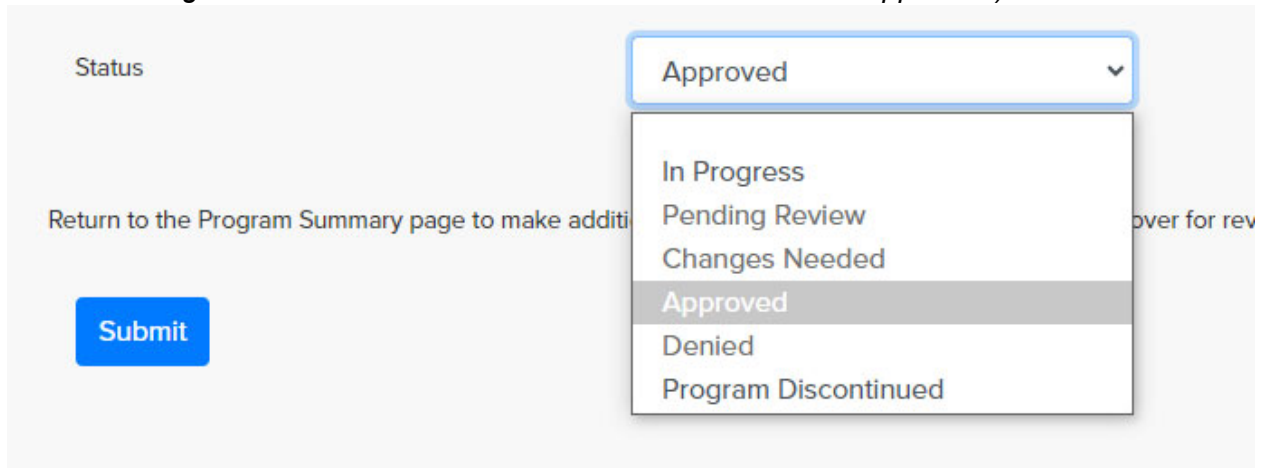
| Status | In Progress |
|--------|-------------|
| | **In Progress** |
| Return to the Unit Summary page to make additional changes and/or save/submit to Approver for revie | Pending Review |
| | Changes Needed |
| **Save** | Approved |
| | Denied |
| | Unit Discontinued |

THEN,

   3. Scroll down to the bottom of the Update Unit Details page
   4. Update status to Approved

      ♦ **While the unit is being reviewed by either the Unit Approver or IESPA, it will be locked so that contributors CANNOT make any changes until the review is complete.**

Approver

   1. Confirm all Modules have been completed and are correct.
   2. If not correct, Approver returns to Contributor with comments on needed corrections.  *(Contributors will receive email notifications requesting changes.)*
   3. If correct, Approver changes status to "Approved." *(Contributors and Approvers with access rights to this AD-PAIR will receive notification that it is approved.)*

| Status | Approved ⌄ |
|---|---|
| | In Progress |
| | Pending Review |
| Return to the Program Summary page to make additi... | Changes Needed ...over for rev |
| | Approved |
| | Denied |
| **Submit** | Program Discontinued |

THEN

   1. APPROVER, selects the Unit on the Unit list page and at the bottom of the Unit details page
   2. Pick the year range for review by IESPA, under the "Submit for IESPA Review" section.
      a. Once it is submitted, it will appear on the "Pending Review" page (the "IESPA Reviewed" column will say "Pending Review"), and an email notification will be sent to IESPA, letting them know it is ready for review.
      b. The AD-PAIR will appear in the "Units" page once the unit is reviewed. Note: The "IESPA Reviewed" column will say "IESPA Reviewed."

**AD-PAIR Contact:**
Lauren Crum, AD-PAIR Coordinator: **lcrum@umaryland.edu or umbassessment@umaryland.edu**