Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Assessment is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

**Criterion:** #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

**Question:** Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

The Assessment Office supports the mission of IPFW to develop globally competitive graduates through summative and formative assessment activity. This activity identifies what graduates of IPFW know and are able to do, demonstrates how IPFW academic and co-curricular programs contribute to graduate knowledge and skills and provides evidence of how programs can continually improve the quality of the educational experience and associated student learning achievement.

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

**Question:** I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

Involvement in the Multi-State Collaborative in the pilot stages of norming AAC&U’s Value Rubrics to assess student gains in critical thinking, quantitative literacy and oral and written communication.

Acceptance into the HLC Assessment Academy and commitment to a five year plan for developing and implementing a cohesive institution-wide assessment strategy.

**Question:** II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

N/A

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.
**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

Reconvening and Restructuring of the Assessment Council

New Assessment Director position created and filled

**Question:** Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

N/A

**Criterion:** #3: Accreditations - Program specific accreditation and status

**Question:** Accreditations - What program-specific accreditations and status do you have, if any?

N/A

**Question:** Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

N/A

**Criterion:** #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

**Question:** Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

The Department of Education Higher Education Authority Act requires institutions to be accredited by a "recognized" and approved accrediting agency to participate in federal funding programs. Our regional accrediting agency (Higher Learning Commission) requires significant evidence of institutional and student assessment to document compliance.

**Question:** Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

The linking of federal support to accreditation supports the unit goal to use assessment to improve student achievement.
#5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

**Question:** Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

Presently there is not an adequate information system for assessment limiting the ability to structure assessment findings and actions in a way that encourages good practices in reporting and documentation of how assessment is used to improve student learning. This creates inefficiencies that cost both academic units and the assessment office critical losses in time resulting in increased and unmeasured expenses. The lack of a coordinated accounting system creates challenges in addressing the mission of the unit to use assessment to improve the institution’s effectiveness at continually improving student learning and improving the quality of graduates.

**Criterion:** #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

The Assessment function is largely funded indirectly through expectations placed on the colleges. The assessment department needs to develop a budget that scaffolds to the budget development in the Institutional Effectiveness division.

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:
   It is an admirable goal, however, changing culture is hard to quantify

2. Comment on the goal's measures:
   See above

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   Difficult

4. Comment on the goal's relevance:
   Relevant

5. Comment on the timeline of the goal:
   5 years is challenging for a culture shift
   Possible opportunities for collaboration or suggestions for addressing a gap:
   n/a

**Question:** Unit Goal - What is your unit goal?

Establish a culture of assessment so that the attitudes and behaviors of IPFW support the assessment of student learning.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Establishing a "culture of assessment" is necessary to accomplish 2020 Goals 1 and 4 (fostering student success and creating a stronger university as a quality imperative). In addition, the focus on a culture of assessment grounded on improving student learning through improving the quality of the curriculum in general education and the majors creates an environment that promotes the creation, integration and application of knowledge (Goal 2).

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
The culture of assessment will be enhanced through the following actions:

Developing a partnership with the Assessment Council to promote faculty ownership of meaningful assessment that improves the quality of academic programs through increased student learning and increases the value of assessment to faculty.

Work with the Assessment Council to update assessment policies and propose the changes to Faculty Senate to update and replace current sections dealing with assessment in the Senate Documents.

Provide support for assessment through workshops delivered at the institutional and departmental level to help faculty efficiently integrate assessment into their present teaching and learning related activities.

Create a common assessment language across campus.

In consultation with the VCAA and Assessment Council, create clear assessment timelines and communicate the timelines openly.

Review and update the IPFW Assessment Handbook.

Provide guidance and support for the assessment of General Education.

Develop an assessment newsletter to clearly communicate assessment activities across campus and highlight the work of faculty members and academic units engaging in assessment.

Provide feedback and support through the assessment council to departments to improve the quality of assessment across campus.

Communicate to the campus all surveys administered identifying the population surveyed, the information collected and the parties collecting the information.

Create an assessment budget that ensures good stewardship of university resources.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

The long-term specific metrics will be developed by the Assessment Council in consultation with the Assessment Director.

Short term metrics will include a completed proposal for restating SD 98-22 amended by SD 03-02 to be submitted to Faculty Senate in Fall 2015.

The Assessment Strategy will detail the long term metrics consistent with the approval of the restatement of SD 98-22 amended by SD 03-02.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Presently the assessment office has no formal budget and no specific targeted resources to accomplish unit goals.
**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Budget for the development or adoption of an assessment information system. Estimated cost of $20,000 annually.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

The shift in culture to value assessment as an integral piece of the scholarship of teaching and learning will be an initial barrier.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

The timeline for developing and implementing a fully functional assessment unit will stretch over five years aligned with the work done in HLC Assessment Academy.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

   Specific

2. Comment on the goal's measures:

   We recommend that you set a clearer quantitative measure that will signify achievement of the goal

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

   Unclear

4. Comment on the goal’s relevance:

   Relevant

5. Comment on the timeline of the goal:

   5 years is challenging

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

**Question:** Unit Goal - What is your unit goal?
The Assessment Office will develop and implement a coherent assessment process for Academic majors and programs that integrates into the Program Review Process.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

This goal primarily addresses Goals 1 and 4.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

- Engagement of the Assessment Council in recommending a restatement of Senate Document 98-22 as amended by SD 03-02
- Build on HLC Academy participation to create an IPFW Assessment Academy to support assessment activity across academic divisions.
- Work with Assessment Council to develop a consistent and coherent Assessment Strategy including standardized reporting formats that integrate with, enhance and inform Unit Planning and Program Review.
- Create a public portal for demonstrating how assessment is improving teaching and learning at IPFW

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

We will apply the programmatic assessment review rubric that Assessment Council is developing to review assessment within the majors.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Our ability to accomplish will be limited without additional resources.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

- 6 two-week summer stipends at $3,000 each. Total $18,000 over three years.
- ½ time support person. $16,000 annually plus fringe.
Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

We will need to get faculty "buy in" for the effort to be authentic and effective. Substantial training is needed to help departmental chairs support faculty in assessment efforts. In addition, professional development at the individual faculty level is necessary but challenging given the constrained time available of faculty teaching a 3-3 Load with variable research expectations.

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

The accomplishment of the goal will follow the Five Year Timeline of the HLC Assessment Academy.

Criterion: #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Task Force: 1. Comment on the specificity of the goal:

Specific

2. Comment on the goal’s measures:

We recommend that you set a clearer quantitative measure that will signify achievement of the goal

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

Unclear

4. Comment on the goal’s relevance:

Relevant

5. Comment on the timeline of the goal:

5 years is challenging

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

Question: Unit Goal - What is your unit goal?

The Assessment Office will support the activities of the General Education Subcommittee and build on current assessment activity in general education to develop a coherent, quality general education assessment strategy that integrates with assessment of academic majors and programs.

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
Goals 1, 2 and 4.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Leverage participation in the HLC Assessment Academy to align assessment activity in general education with assessment in academic programs.

Develop a model for general education assessment through the initial development and implementation of an assessment plan in mathematics, oral communication and written communication through the HLC Assessment Academy activity.

Engage the Assessment Council in the process through inclusion of multiple members in HLC Assessment Academy participation.

Communicate and replicate the assessment model through an Institutional Assessment Academy coordinated and led by the Assessment Council to develop a consistent assessment process across academic units.

Engage the General Education Subcommittee and Assessment Council in refining the assessment model.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

We will apply the programmatic assessment review rubric that Assessment Council is developing to review the assessment report of the General Education Committee consistent with the review of assessment within the majors.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

We will need additional resources.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

6 two-week summer stipends at $3,000 each. Total $18,000 over three years.

½ time support person. $16,000 annually plus fringe.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
We will need to carefully align the goals and activities of the Assessment Council and General Education Subcommittee and clarify lines of responsibility.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

The accomplishment of the goal will follow the Five Year Timeline of the HLC Assessment Academy.

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   - Unclear

2. Comment on the goal's measures:
   - Metrics could be taken a step further to include baseline measurements.

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   - Achievable

4. Comment on the goal's relevance:
   - Unclear

5. Comment on the timeline of the goal:
   - Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

**Question:** Unit Goal - What is your unit goal?

The Assessment office will work with other university offices to develop assessment strategies measuring and leading to integration of co-curricular with academic student learning efforts that lead to improving the contributions co-curricular programs make to student success.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Goal 1
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

We will work closely with non-academic units to develop assessment plans focusing on measuring and improving the extent to which co-curricular activities support student matriculation to graduation.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

NSSE

Additional measures developed with Student Affairs.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

It is often challenging working across institutional divisions. The relationship between the Assessment Office and Student Affairs will need to be cultivated.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

NSSE will be administered this Spring and serve as a benchmark for the next five years.

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?
IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:**
#13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?