

PROPOSED BLUEPRINT FOR UNIVERSITY-WIDE ASSESSMENT OF INSTITUTIONAL EFFECTIVENESS

August 2016

MISSION STATEMENT: The Mission Statement concisely sets forth the core purpose of the University within the context of higher education, and indicates who it serves and what it intends to accomplish, all of which guide the strategic planning, decision making, resource allocation and any other actions of the University.

STRATEGIC PLAN: The Strategic Plan directs the University in fulfilling its Mission. It consists of a set of Imperatives derived from the Mission Statement and timelines for their achievement, all in furtherance of required Student Learning Outcomes. Planned activities to realize the Imperatives are grouped into various Goals, each of which includes Objectives as a blueprint to achieve the Goals. Each Objective is associated with a subset of Institutional Effectiveness Indicators (IEIs)¹ so that progress toward achieving an Objective can be partially measured by assessing the values of the Objective's associated IEIs.

INSTITUTIONAL PLANNING & ASSESSMENT (IPA) COMMITTEE/ EXECUTIVE COUNCIL: This Committee oversees all strategic planning and assessment for the University. Members include the Provost, Vice Presidents, Deans of Colleges and Schools, and Director of Institutional Research & Effectiveness. The Committee also creates a Dashboard² consisting of IEIs, the values of which provide a snapshot of key Objectives integral to the operation of the University that, along with data from all Colleges or Divisions, the Office of Institutional Effectiveness and outside sources, provide the basis from which the Committee coordinates and prioritizes the Institution's planning and related budgetary agenda on a yearly basis, and judges institutional progress in fulfilling the Goals and Objectives of the Strategic Plan.

AU ADMINISTRATIVE DIVISIONS: Each University Division Vice President combines and prioritizes the assessment reports from each College or Support Office within their purview and forwards the results to the University IPA Committee for University-wide planning and budgetary purposes, and for the IPA Committee to use in their assessment of progress on the Goals and Objectives of the Strategic Plan.

COLLEGE OR SCHOOL LEVEL: All Division and Program Action Plans and assessment data are combined and prioritized by each College or School Dean to create College or School Goals and Objectives and to determine the resources needed to implement these Goals and Objectives. This information is then reported by each College or School Dean to the Provost and Vice President of the Academic Affairs Division of the University.

ACADEMIC DIVISION OR PROGRAM LEVEL: Five-year Program Reviews¹ are prepared by each Division or Program (updated yearly), with oversight and assistance provided by the Program Review Committee, to assess previous and establish new Program and Division Goals and Objectives, including required

¹ IEIs are a set of regularly generated measures about significant conditions or outcomes that are fundamental to the overall success of the University in achieving its Mission. They provide a snapshot of the Institution's situation in a variety of crucial areas at any given moment or over a period of time, and can also be used to gauge Alfred's standing in comparison with competitors in those same areas. IEIs are generally employed in matters of financial sustainability, student performance and outcomes, compliance with state and federal guidelines and accreditation. They may include, but are not limited to, headcount enrollment, graduation rate, the retention rate for student athletes, etc.

² A Dashboard is a tool for displaying complex sets of indicators in a user-friendly format.

resources, resulting in Division or Program Action Plans that are prioritized at the College or School Level. The Action Plan includes a new Course Assessment Plan based on the assessment results of the previous Course Assessment Plan. Each Division or Program chooses a subset of IEIs for each activity in their Action Plan to serve as a measure of that activity's effectiveness, thereby ultimately connecting all activities to the Imperatives of the Strategic Plan. Yearly assessment updates and the 5-year Program Review are forwarded to the Dean of the respective College or School.

SUPPORT OFFICE LEVEL: Five-year Program Reviews are prepared by each Support Office (updated yearly), with oversight and assistance provided by the Program Review Committee, to assess previous and establish new Office Goals and Objectives, including required resources, resulting in Office Action Plans that are prioritized at the University Administrative Division Level. Each Support Office chooses a subset of IEIs for each activity in their Action Plan to serve as a measure of that activity's effectiveness, thereby ultimately connecting all activities to the Imperatives of the Strategic Plan. Each Support Office sends yearly assessment updates or their Program Review to the Vice President of their respective University Administrative Division.

PROGRAM REVIEW COMMITTEE: This Committee oversees all periodic reviews of academic programs and support offices for the Institution. Members include the Provost, Vice Presidents, Deans of Colleges and Schools, and Director of Institutional Research & Effectiveness. The Committee creates assessment guides and provides assistance to each program or office undergoing review, establishes a unified schedule of assessment across the University for programs and offices, and ensures that all program and support office goals, objectives, and action plans are in support of the Strategic Plan.

ACADEMIC ASSESSMENT COMMITTEE: This Committee oversees all periodic reviews of the University-wide learning outcomes listed below. Members include the Assessment Director, faculty representatives of the Libraries and all Colleges and Schools, and the Director of Institutional Research & Effectiveness. The Committee creates assessment guides and rubrics and establishes a unified schedule of assessment of each General Education learning outcome. Each academic year it provides a report to the Provost containing the assessment results obtained that year and recommendations for any changes to the curriculum and/or instruction methodologies employed at the University.

CLASSROOM LEVEL (all academic courses): All Academic Divisions and Programs, overseen by an Academic Assessment Committee, create 5-year Course Assessment Plans that document the assessment at least once in every 5-year period of student achievement of all appropriate Student Learning Outcomes (SLOs) in every course in every program. SLOs are the most basic assessable units of specified learning achievement that inform the planning, construction and delivery of all courses and related programs and services at an Institution. Specific University-wide SLOs are required by:

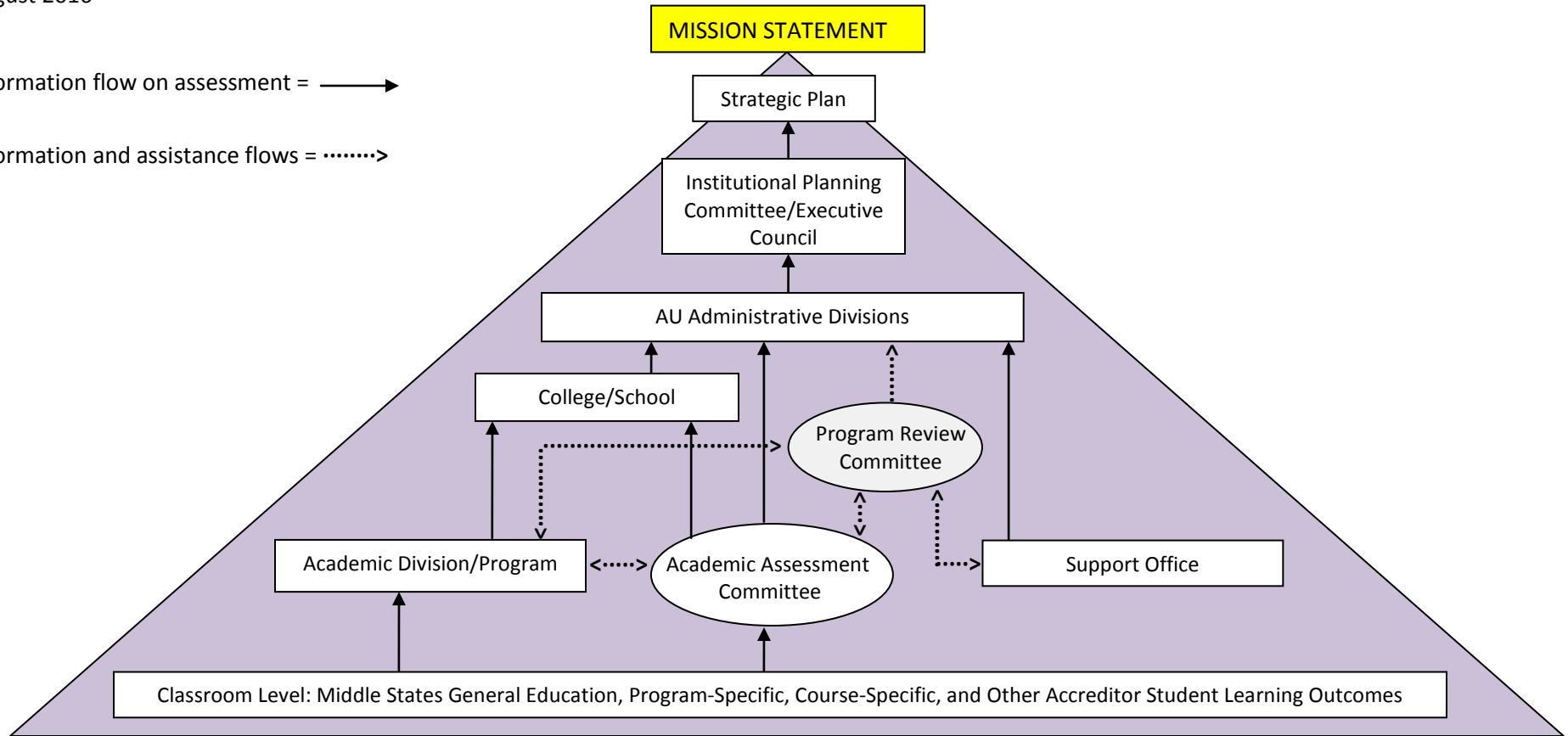
- Middle States Commission on Higher Education Standard 12, Characteristics of Excellence in Higher Education: Requirements of Affiliation and Standards for Accreditation;
- Alfred University's self-defined SLOs through General Education curricula (for example, required student achievement in Communication, Critical Analysis & Reasoning, Information Literacy, Scientific Reasoning, Quantitative Reasoning, and Technical Competence);
- Program-Specific SLOs: Required competencies in particular fields of study (which competencies form the basis for the construction of the programs);
- Course-Specific SLOs: Required individual skills expected to be delivered in individual courses; and
- Any other accrediting bodies that require specific outcomes in areas not already being met at the University.

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Information flow on assessment = \longrightarrow

Information and assistance flows = $\cdots\cdots\longrightarrow$



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| University | Board of Trustees | IPA Committee/Executive Council | | | |
| Administrative Division | Academic Affairs | Student Affairs | Business and Finance | University Relations | Enrollment Management |
| College/School | SA&D COP SOE CLAS | | | | |
| Support Office | Herrick Library Scholes Library IR&E ITS Honors Program International Programs Summer Programs Registrar External Programs | Athletics Beth Robinson Judson Leadership Center Robert R. McComsey Career Development Center Center for Student Involvement Dean of Students/Office of Student Conduct Dining Services Public Safety Residence Life Bromeley-Daggett Equestrian Center Wellness Center Student Activities New Student Programs Diversity Programs | Controller Human Resources Environmental Health and Safety Capital Operations and Legal Affairs Sponsored Research Administration Office & Procurement Services Student Service Center | Alumni Engagement & Annual Giving Alumni Services Communications Donor Relations & Stewardship University Relations Major Gifts Advancement Services Sports Information Capital Campaigns | Center for Academic Success Financial Aid Opportunity Programs Admissions |
| Academic Division/ Program | Academic Divisions & Programs (Majors, Minors) | | | | |
| Classroom | Courses in all programs | | | | |