

User: Kwesi Aggrey

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## Action Project

**Institution:** Indiana University  
Northwest

**Submitted:** 2006-09-12

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### Timeline:

Planned project kickoff date: 01-01-2005

Target completion date: 01-01-2005

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

Increasing Our Capacity for Measuring Institutional Effectiveness and Continuous Improvement

B. Describe this Action Project's goal in 100 words or fewer:

The goals of this Action Project include increasing Indiana University Northwest's capacity to measure and assess effectiveness across organizational structures and processes in units on campus and to use those measures for improvements in data-based decision-making. These larger goals include the development of a systematic plan for measuring institutional effectiveness and for continuous improvement; the development and distribution of measures; data collection, analysis, and dissemination; data use for benchmarking; the use of data for continuous improvement; the coordination of assessment and improvement efforts in a centralized manner; and assisting units across campus with unit efforts to measure effectiveness and continuously improve.

C. Identify the single AQIP Category which the Action Project will most affect or impact:  
Primary Category: Planning Continuous Improvement

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

Based on IU Northwest's Systems Appraisal Feedback Report (April 11, 2006), the Strategic Planning Team in collaboration with the Office of Academic Affairs and the AQIP Team has realized the opportunity the campus has for meeting our institutional effectiveness and assessment needs. In each of the AQIP Categories, opportunities related to measuring effectiveness and assessment exist: for example, • "IUN's portfolio reveals considerable variation in the approach to learning assessment by the different colleges across the university. Centralized deployment of a learning assessment model could serve to guide more uniform quantitative and qualitative development of aligned measures in this critical area." • "IUN demonstrated initial efforts to become a continuous improvement organization through submission of the November 2005 Systems Portfolio. The institution has not incorporated the presentation and use of results for improvement across all of the units on campus. More widespread use of results to drive continuous improvement will be necessary to move IUN to the next level. Additionally, the absence of benchmarking with other institutions compromises IUN's ability to view itself comparatively." • "Evidence of student acquisition of knowledge and skills required by the institution and its stakeholders does not appear to be supported by data." • "Benchmarking with other institutions is not identified or reported." • "The process used to set targets is provided but there is considerable opportunity here to collect more data and directly address how results and improvement priorities are communicated." • "Some new processes are listed, but no results of these changes are given." • "Results on the effectiveness of faculty, staff, and administrators in meeting objectives are not provided." • "Systemic measures

assessing leadership and communication processes are not reported.” Thus, we concluded that we need to create a culture of effectiveness, assessment, and continuous improvement. We want to increase our capacity to make data-driven decisions. We need to measure institutional effectiveness and integrate assessment into our processes across the campus in a centralized and cohesive manner. In particular, we recognize the need to assess student learning outcomes, as learning is the central focus of the institution (See also “General Education Reform” Action Project).

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

Every unit, department, and division will be affected by this Action Project as our efforts will extend across the campus.

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

This Action Project will change and improve the processes of measuring effectiveness and using data for continuous improvement and decision-making in every unit.

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

The rationale for the length of time planned for this Action Project relates to both the breadth and depth of the project itself. From the development of the plan through the use of data in continuous-improvement processes, this project simultaneously blankets the campus in terms of breadth and digs deeper in terms of the specificity of the data and its use. The large scope of the project means that it will take some time to create a comprehensive system that provides a centralized mechanism for institutional effectiveness at the same time that it builds a culture of assessment and improvement: • Develop a systematic plan for assessing institutional effectiveness—May 1, 2007 • Identify core measures of effectiveness—May 1, 2007 • Research existing (or develop new) core measures of effectiveness—June 1, 2007 • Begin to use core measures—September 1, 2007 • Collect and analyze data from core measures—May 1, 2008 • Develop a mechanism to communicate findings to the campus and other stakeholders—May 1, 2008 • Communicate findings to campus—September 1, 2008 • Use data for decision-making and continuous improvement—May 1, 2009

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

We will monitor the campus's progress in terms of the creation of a centralized and systematic plan for institutional effectiveness and continuous improvement and the creation/revision and implementation of the processes related to measuring institutional effectiveness, assessment, and continuous improvement.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

The outcome measures include • the development and implementation of a systematic plan and process to measure institutional effectiveness and provide continuous improvement, • the development and implementation of a plan and process to disseminate assessment results, and • the use of assessment results for continuous improvement.

J. Other information (e.g., publicity, sponsor or champion, etc.):

K. Project Leader and contact person:

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Questions or comments about this website should be directed to [webmaster@aqip.org](mailto:webmaster@aqip.org)

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