

Institutional Effectiveness Plan

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The complexity of university accreditation and institutional improvement continues to challenge traditional infrastructures of campuses. The expectations for accountability and institutionalization of best practices are a never-ending struggle. Disciplinary accreditation increases the complexity of reporting. IU Northwest has reached a state in its growth and evolution where additional attention must be directed toward the internal expectations of regular improvement together with establishing solid cases for accrediting bodies. To achieve the best outcomes in planning and practice, the campus must develop structures to support optimal growth and development.

Institutional Effectiveness/Continuous Quality Improvement is a recurring process of data collection, analysis, and action in support of IU Northwest's mission. Measures of institutional effectiveness should be varied and comprehensive in scale. Information generated through these processes ultimately provides IU Northwest and its stakeholders with a fuller understanding of its success in fostering excellence in learning and provides for informed decision-making.

Evaluations of our peer institutions' organizational charts indicate several important factors for consideration. There are considerable resources devoted to Institutional Effectiveness, fiscal as well as personnel. This document reflects continuing discussions and refinement of the ideas initiated in the original Academic Affairs proposal. It is clear that relevant leadership must be in place to ensure responsibility for the variety of activities that will be undertaken by this important area. Thus, the following support structure is proposed:

- 1) Creation of a new position, *Assistant Vice Chancellor of Institutional Effectiveness and Research* (reporting to the Executive Vice Chancellor for Academic Affairs). This individual would provide both stability and a clearly delineated job focus to evaluate and develop Institutional Effectiveness. This position would be administratively supported by the existing Academic Affairs staff.
- 2) Creation of an *Institutional Effectiveness Advisory Committee* that will serve an advisory, monitoring, and coordinating role at IU Northwest in planning and assessment. The Committee's role and support function will be developed with support of the Office of Academic Affairs in conjunction with the new Assistant Vice Chancellor. This Committee will be appointed by the EVCAA in consultation with the Chancellor and the Faculty Organization Executive Committee.
 - a. Initially, this group will work with the Assistant Vice Chancellor to create a systematic plan of evaluation for the campus.
 - b. In subsequent years, the Committee will assume the responsibilities delineated above in (2) to provide assistance in support of continuing improvement.

- 3) The Office of Academic Affairs, the Institutional Effectiveness Advisory Committee, and the Assistant Vice Chancellor will evaluate regularly if additional support services may be required either from within the University or from external consulting bodies. For example, the potential to engage *Eduventures*, a higher education firm that provides a variety of services including benchmarking of program costs, organizational structures, research and sponsored programs, enrollment factors, student learning practices and success measures, assessment, as well as market research for the development of new curricular offerings, to add to our institutional research capacity as needed might be explored (This group is already used by IU Bloomington, IU Kokomo, IU South Bend).

The mission of both the Assistant Vice Chancellor and the Institutional Effectiveness Advisory Committee will be to monitor and coordinate quality improvement initiatives at IU Northwest.

Responsibilities of the Assistant Vice Chancellor might include, but are not limited to:

- Evaluate and analyze data, in conjunction with input from the Chancellor, Vice Chancellors, Deans, and the Institutional Effectiveness Advisory Committee, the collection of institutional and other data to support campus institutional quality improvement initiatives and data driven decision making.
- Promote the implementation of improvement initiatives identified through assessment and evaluation, in conjunction with the Chancellor, Vice Chancellors, Deans, and the Institutional Effectiveness Advisory Committee.
- Provide Institutional Research data and materials for external agencies/organizations, including the NSSE survey and accreditation bodies by appropriate groups and stakeholders.
- Coordinate, in conjunction with the Deans, Vice Chancellors and Institutional Effectiveness Advisory Committee, a comprehensive system of evaluation for all programs and units that contribute to the mission and strategic goals of the University.
- Provide leadership and administrative support for the campus assessment and evaluation processes.
- Maintain ongoing relationships with the AQIP and the Higher Learning Commission and facilitate the process of reaffirmation of accreditation.
- Coordinate the communication of the results of assessment, evaluation and improvement initiatives.
- Maintain web presence to centralize key information retrieval, such as Collegiate Portrait systems and data, in order to ensure transparency in institutional data and accessibility.