
Campaign Two: Measuring Effectiveness and Planning Continuous Improvement
Action Project B

Timeline: Planned project kickoff date: 04-15-07;

Target completion date: 12-31-2010.

Actual completion date: -

- A. Give this Action Project a short title in 10 words or fewer: Creating a Culture of Continuous Improvement
- B. Describe this Action Project's goal in 100 words or fewer: The goal of this Action Project is to increase Indiana University Northwest's capacity to use data derived from institutional measures of effectiveness for continuous improvement. Additionally, the work to be done relative to this Action Project will help integrate the continuous improvement process into all relevant processes on campus, making it a "driver" rather than a separate process. This, in conjunction with our Action Project titled "Measuring Institutional Effectiveness" will greatly improve the coordination of assessment and improvement efforts in a centralized manner and will assist 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) and the information gleaned at the 2007 AQIP Strategy Forum, the Strategic Planning Team and the AQIP Team has realized the opportunity the campus has for developing a culture of continuous improvement. In many of the AQIP Categories, opportunities related to continuous improvement exist: for example, • "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." • "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." Thus, we concluded that we need to examine our current structures and processes (specifically Strategic Planning and AQIP structure and processes) in order to find ways to integrate data-based decision making and continuous improvement into our planning as a matter of routine campus operation.
- 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 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 as well as its relationship to Action Project "Increasing our Capacity for Measuring Institutional Effectiveness." Together, these two Action Projects will make up one of our campus' AQIP "campaigns" that is focusing on becoming a continuous improvement organization.

- Strategic Planning Team develops and approves a plan for its stated role as the continuous improvement overseeing body for the campus, integrating AQIP with the current planning processes—2007-06-31
- Analysis and revision of structures and processes related to continuous improvement for major administrative units—2007-12-31
- Analysis and revision of structure and processes related to continuous improvement for the next unit level—2008-12-31
- Analysis and revision of structure and processes related to continuous improvement for remaining units—2009-05-31
- All units have implemented continuous improvement processes—2009-12-31
- All units assess their continuous improvement processes-2010-05-31
- All units demonstrate that decisions are data driven—2010-12-31

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 continuous improvement and the creation/revision and implementation of the processes related to 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:

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