
Campaign Two: Measuring Effectiveness and Planning Continuous Improvement

Action Project A

Timeline: Planned project kickoff date: In progress—new start date for revised project 4/16/07. Target completion date: 12-31-2009 Actual completion date: -

A. Give this Action Project a short title in 10 words or fewer: Increasing Our Capacity for Measuring Institutional Effectiveness

B. Describe this Action Project's goal in 100 words or fewer: The goal is to begin laying the groundwork for a coordinated and centralized approach to measuring effectiveness on our campus by establishing key measures of effectiveness (what to measure and how) at the university level, campus level and in some cases the unit/department level. The project objectives are: to identify key measures and benchmarks and to develop a structure, plan and process for 1) gathering data, 2) conducting analysis and 3) communicating results to the campus. The end goal is to begin to develop a culture of measuring effectiveness.

C. Identify the single AQIP Category which the Action Project will most affect or impact:
Primary Category: Measuring Effectiveness.

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, • "Benchmarking with other institutions is not identified or reported." • "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 and assessment. 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 addition, after attending the January 2007 Strategy Forum, we concluded that our 2006 Action Project "Measuring Institutional Effectiveness" was too large and broad, and it needed to be divided into two projects representing one campus AQIP "campaign."

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 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. 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:

Phase I (complete by 12/31/2007) The project team will work with the university-wide Office of Reporting and Research at Indiana University-Bloomington to identify key measures of institutional effectiveness that will be used university-wide.

Phase II (complete by 6/1/2008)

The project team will work with the IU Northwest Strategic Planning Team to identify IU Northwest specific campus level key measures of institutional effectiveness.

Phase III (Complete by 9/1/2008)

The project team will

- define the process for gathering data for each university and campus key measure (when it is done, how it is done and who does it) and
- provide training to all those individuals who will be involved in the process.

Phase IV (Complete by 5/1/2009)

The project lead will coordinate the completion of

- training,
- data gathering, and
- data submission.

Phase V (Complete by 12/31/2009)

The project team will

- determine who will analyze, publish, and distribute results and how they will do so;
- determine which data is for internal vs. external audiences; and
- ensure that analysis, publishing, and distribution of the first set of key measures are completed.

Phase VI (Complete by 12/31/2009)

The project team will recommend a process to the Strategic Planning Team for the on-going monitoring of the key measures of institutional effectiveness and action necessary in response to analysis of data collected from the measures.

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 structure and plan for measuring institutional effectiveness and the creation/revision and implementation of the processes related to measuring institutional effectiveness.

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 following outcomes will measure our success

1. Strategic Planning team has approved a set of key measures of Institutional Effectiveness (June 2008).
2. All administrators, deans and directors have attended a training session on the key measures (May 2009).
3. The timetable for data gathering, analysis, and distribution for each key measure has been established, and work is on schedule. For those key measures where analysis is scheduled to be completed by early fall, we are able to determine how the campus stands in comparison to our benchmarks (November 2009).
4. All administrators, deans and directors have attended a presentation on how the campus is doing in relation to key measures and benchmarks and understand what feedback they are responsible for submitting (December 31, 2009).
5. Key measures and related data are on the web for anyone on campus to review (December 31, 2009).

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

K. Project Leader and contact person:

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