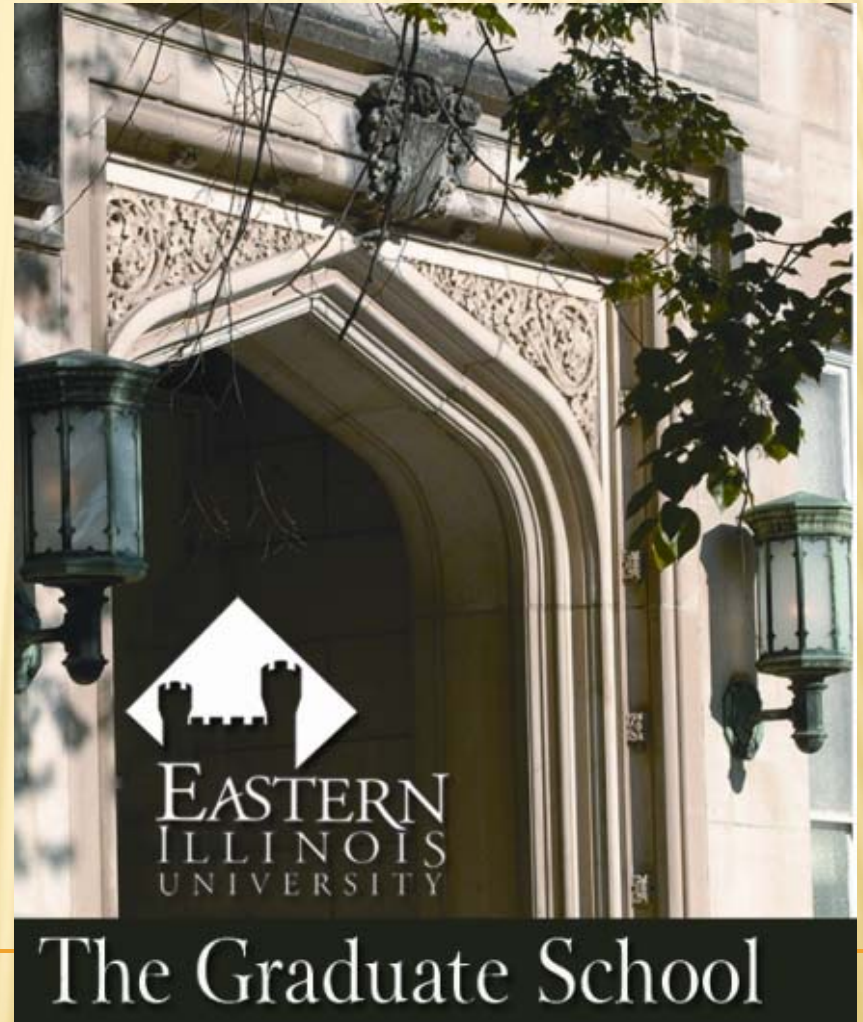


Integrating

- Assessment,
 - Program Review,
 - Program Development, &
 - Resource Allocation
- at a Comprehensive Institution

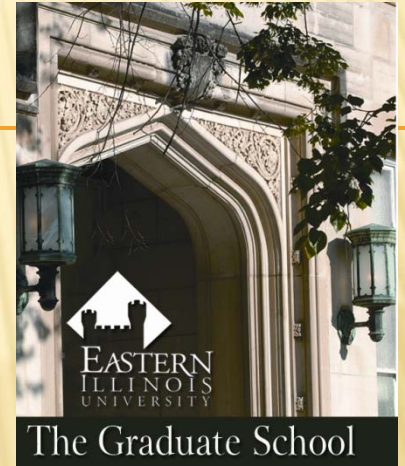
PROGRAM QUALITY ASSESSMENT





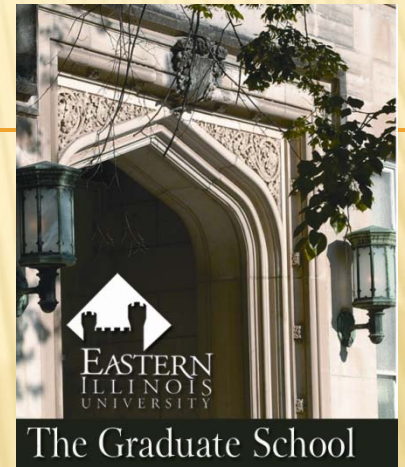
EASTERN
ILLINOIS
UNIVERSITY

EASTERN ILLINOIS UNIVERSITY



- ❑ 12,000 students
- ❑ 1,800 graduate students
- ❑ 33 graduate degree & certificate programs
- ❑ 9 programs earning “First Choice” distinction
- ❑ 5 programs in “First Choice” development
- ❑ 200 Graduate School assistantships
- ❑ 100 Externally funded awards/partnerships
- ❑ Philanthropic programs promoting scholarship

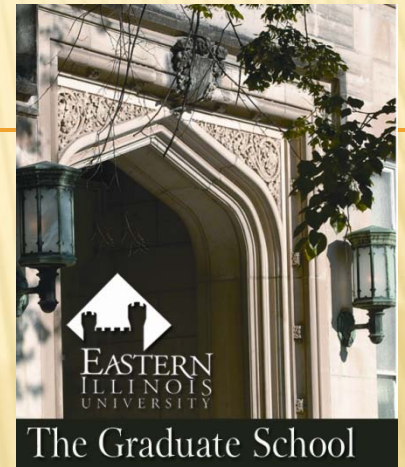
EIU ASSESSMENT *INTEGRATED* WITH 5 MISSION CRITERIA



1. *Enrollment Management & Diversity*
2. *Assessment*
3. *Curriculum Rigor*
4. *Student Scholarship*
5. *Faculty Mentoring*

ASSESSMENT *INTEGRATED* WITH 4 PROCESSES

1. *Mission Focused*
2. *Use Driven*
3. *Faculty Driven*
4. *Integration with University Values*

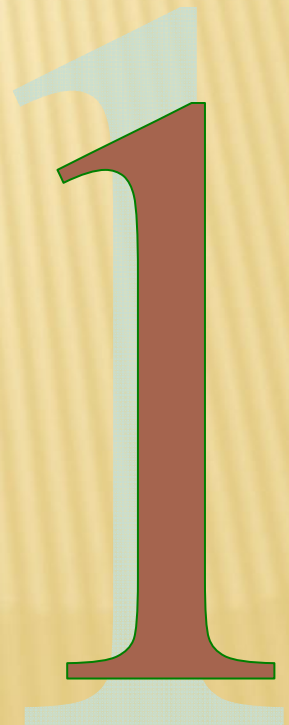
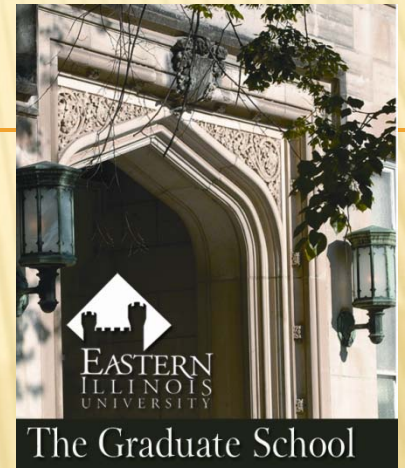


POLITICAL TIP 1

MISSION FOCUSED ASSESSMENT

“Where questions about educational mission and values are skipped over, assessment threatens to be an exercise in measuring what’s easy, rather than a process for improving what we really care about.”

Banta, 1996



EIU MISSION MODEL

**EIU: Superior
Graduate Programs**

**Graduate School:
Diversity,
Assessment, Rigor,
Student Research,
Faculty Mentoring**

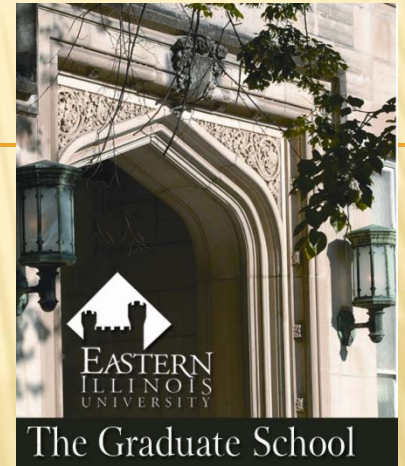
**Historical
Administration:
Museum
Administrators**



POLITICAL TIP 2

USE DRIVEN ASSESSMENT

- ✘ If an assessment doesn't help improve teaching and learning activities, why bother with it?
- ✘ In order to be useful
“*assessment must correspond to your key learning goals and your curriculum.*”
- ✘ Suskie, 2004



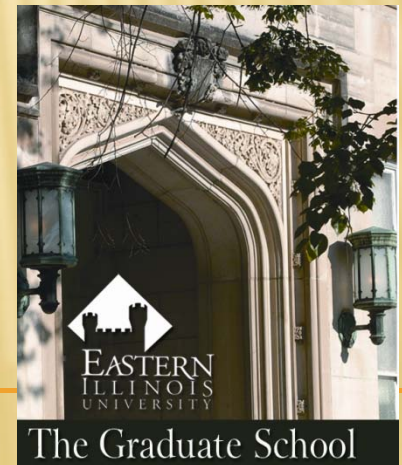
INITIAL USE VALIDATION TOOL

- ✘ Mission achieved
- ✘ Strengths identified
- ✘ Weaknesses addressed

ADVANCED USE RECOGNITION/RESOURCE TOOL

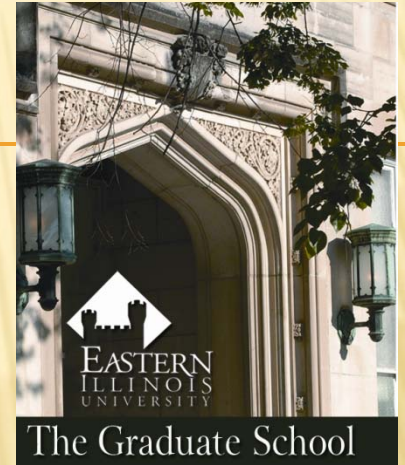
- ✘ Mission recognition
- ✘ Reputation recognition
- ✘ Resource acquisition
asset

CONTINUUM OF USE



USE FOCUSED ASSESSMENT

- ✘ Determine what a program values
- ✘ Link assessment with “meaty” actions to advance quality
- ✘ Focus on taking action NOT completing a task

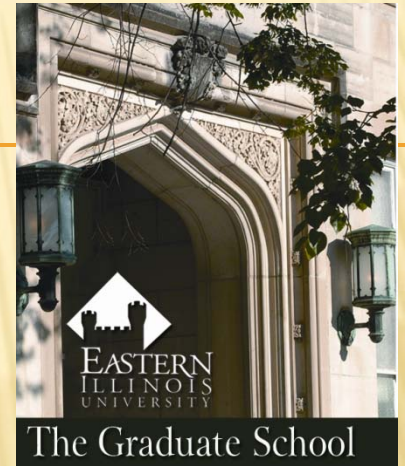


POLITICAL TIP 3

FACULTY DRIVEN ASSESSMENT & PROGRAM REVIEW

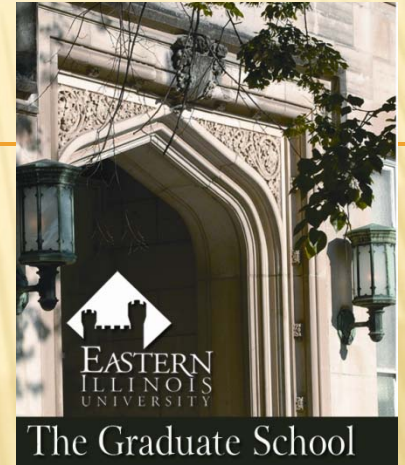
“Assessment of student learning for program improvement is transformational. We went into this process convinced that we were doing good work and after two rounds of assessment we are more committed and enthusiastic about our work as educators.”

Chris Cartwright, Portland
State University



ESSENTIALS FOR FACULTY ENGAGEMENT

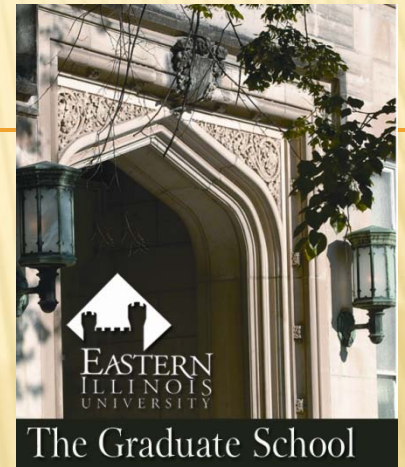
1. Included from the Beginning
2. Ease of Process/Clear/Understood
3. Resources/Development
4. Recognition



POLITICAL TIP 4

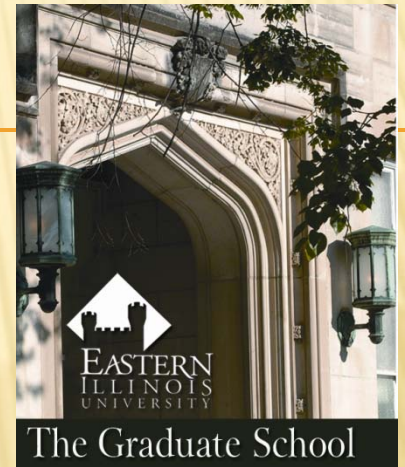
INTEGRATION WITH PROGRAM REVIEW

- ✗ Assessment leads to improvement under these conditions:
 - + Integrated with a larger set of conditions that promote change (Program Review)
 - + Integrated part of decision making
- ✗ Banta, 2004



PROGRAM REVIEW CRITERIA

- × [Enrollment] Diversity
- × **Assessment**
- × Curriculum [Rigor]
- × [Student] Scholarship
- × [Faculty] Mentoring



Criterion 1 Diversity

- ✘ Enrollment/Diversity Plan
- ✘ Assistantship/Scholarship Plan
- ✘ Matriculation Management
- ✘ Graduate Placement Rates

Criterion 2 Assessment

- ✘ Written & Oral Communication
- ✘ Depth of Knowledge
- ✘ Critical Thinking & Problem Solving
- ✘ Research & Scholarship

Criterion 3 Curriculum

- ✘ Mission Leadership
- ✘ Curricular Leadership
- ✘ External Review
- ✘ Capstone Rigor
- ✘ Student Leadership
- ✘ Alumni Leadership
- ✘ External Partnerships

Criterion 4 Scholarship

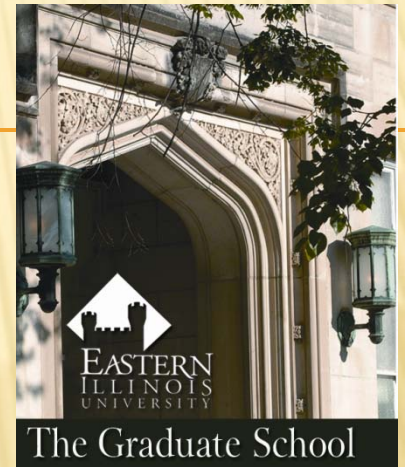
- ✘ Record of Student Scholarship
- ✘ Record of Research & Travel Grants
- ✘ Record of Showcasing Scholarship
- ✘ Record of Awards for Scholarship

Criterion 5 Mentoring

- ✘ Record of Coordinator Leadership
- ✘ Record of Faculty Scholarship

CRITERIA DRIVEN RESOURCES

- ✘ Higher stipends
- ✘ Presidential Assistantships
- ✘ Provost Research Assistantships
- ✘ First Choice Travel Awards
- ✘ Mission Enhancement Awards
- ✘ Marketing Support
- ✘ Budget Rescission Protection



HORIZONTAL AND VERTICAL ANALYSIS

Enrollment.....Assistantships.....**DIVERSITY**...Matriculation.....Placement

Communication....Depth....**ASSESSMENT**....Critical thinking.....Research

Mission...Rigor...Capstone...**CURRICULUM**...Students...Alumni...Partners

Research....Grants...**STUDENT SCHOLARSHIP**...Showcase...Awards

Coordinator Leadership...**FACULTY MENTORING**...Faculty Scholarship



MATH: ASSESSMENT *KEY* TO MULTIPLE CRITERIA FAILURES

- ✘ Diversity: Declining quality & enrollments
- ✘ Assessment: Disconnected from uses
- ✘ Curriculum: Unfocused mission
- ✘ Student Scholarship: Disengaged
- ✘ Mentoring: Disengaged

MATH: CRITERIA ANALYSIS

Enrollment.....Assistantships.....**DIVERSITY**...Matriculation.....Placement

Communication....Depth....**ASSESSMENT**....Critical thinking...Research

Mission...Rigor...Capstone...**CURRICULUM**...Students...Alumni...Partners

Research....Grants...**STUDENT SCHOLARSHIP**...Showcase...Awards

Coordinator Leadership...**FACULTY MENTORING**...Faculty Mentoring



MATH: MISSION FAILURE



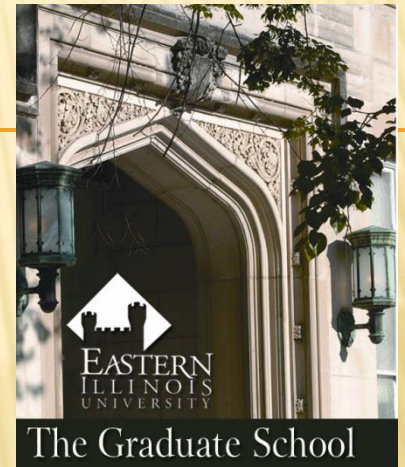
**Not Achieved: Superior
Graduate Programs**

**Not Achieved:
Diversity, Assessment,
Curriculum, Student
Research,
Faculty Mentoring**

**Not Achieved:
PHD Preparation**

MATH: ACTIONS

- ✘ 2007: Mission & Enrollment Focus
 - + Mission Consultation, Cohort Added
- ✘ 2008: Mission Focus/PSM Consultation
 - + PSM Consultation, No Action
- ✘ 2009: Resource Reduction
- ✘ 2010: Resource Reduction
- ✘ 2011: Targeted for Phase Out



PLS: ASSESSMENT *ONE* OF MULTIPLE LEVELS OF ACHIEVEMENT

- ✘ Diversity: Enrollment plan achieving diversity
- ✘ Assessment: Advancing mission
- ✘ Curriculum: Internal & external validation
- ✘ Scholarship: Exemplary
- ✘ Mentoring: Exemplary

PLS: ASSESSMENT KEY TO MULTIPLE ACHIEVEMENTS

Enrollment....Assistantships....**DIVERSITY**...Matriculation....Placement

Communication....Depth....**ASSESSMENT**....Critical Thinking....Research

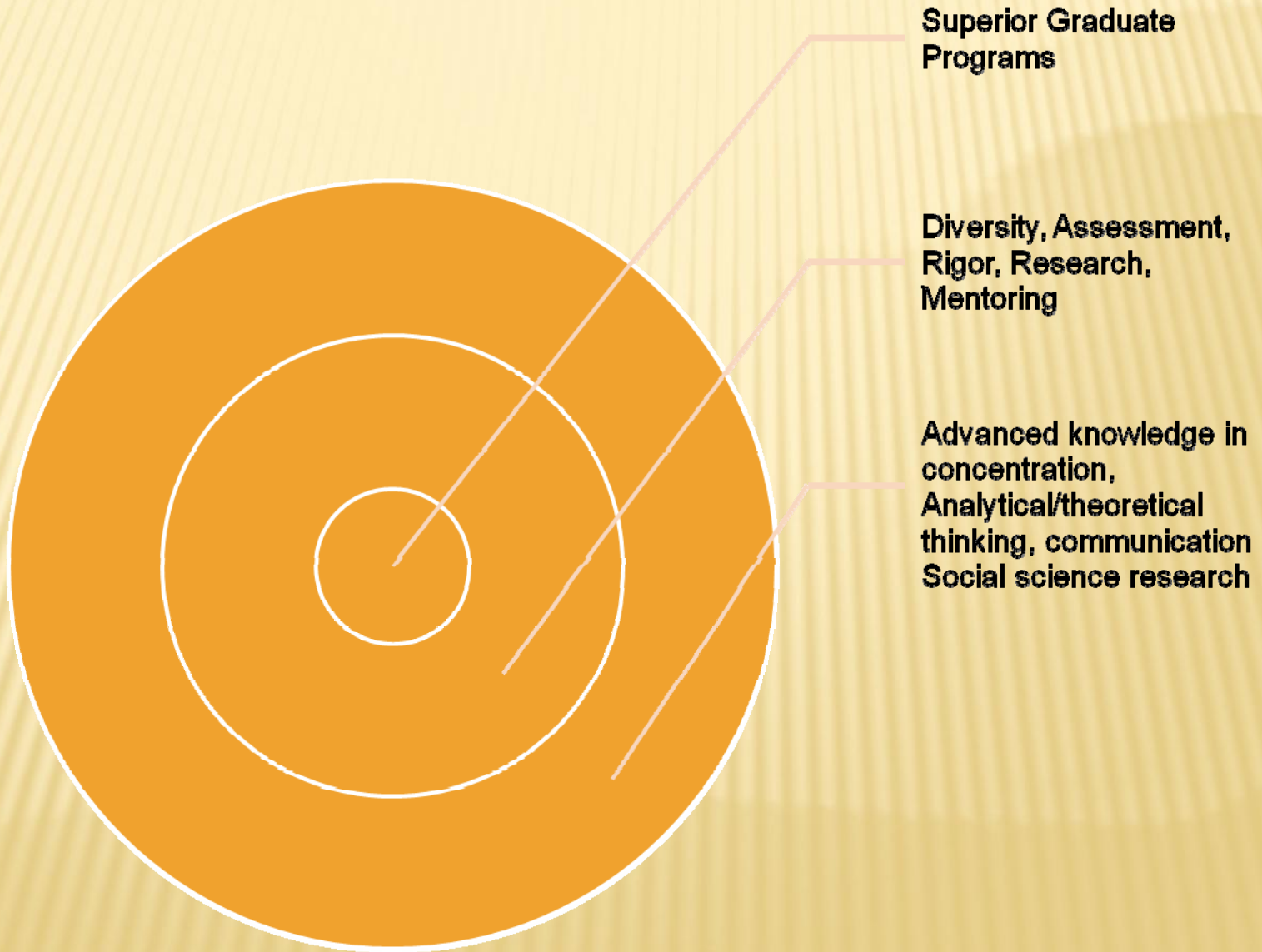
Mission...Rigor..Capstone...**CURRICULUM**...Students...Alumni...Partners

Research....Grants...**STUDENT SCHOLARSHIP**...Showcase...Awards

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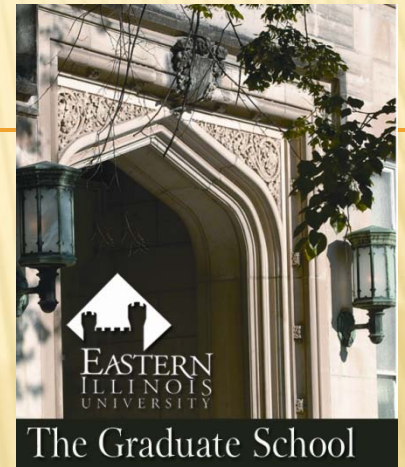


POLITICAL SCIENCE: MISSION ACHIEVED



PLS: RESOURCES OUTCOMES

- ✘ First Choice Designation
- ✘ 5% Stipend Increase
- ✘ 2 Presidential Assistantships
- ✘ 2 Travel Awards
- ✘ 1 Mission Enhancement Award
- ✘ New Marketing Materials
- ✘ Exempt from Cuts



VALUE OF INTEGRATING ASSESSMENT, PROGRAM REVIEW, & RESOURCES

- ✘ Consistent Expectations of Quality
- ✘ Value of Assessment
- ✘ Sharing of Best Practices
- ✘ Guided Approach for Program Development
- ✘ Consistent Process to Allocate Resources
- ✘ Effective Process for Moving Resources
- ✘ Consistent Process for Preserving Quality Programs

MATERIALS LINK

[http://www.eiu.edu/~graduate/CGS New Deans
Institute/cgs-2010](http://www.eiu.edu/~graduate/CGS_New_Deans_Institute/cgs-2010)

- ✘ Presentation Summary
- ✘ Graduate Assessment Plan
- ✘ Blank Assessment Form
- ✘ University Assessment Plan
- ✘ Sample Assessment Plan for Political Science
- ✘ First Choice Program Criteria
- ✘ First Choice Program Report