FROSTBURG
STATE UNIVERSITY

Assessment and Institutional Effectiveness Council
2024-2025 Annual Report
Summary of Analysis: 2024-2025 Institutional Effectiveness Progress
Prepared for the President and the University Advisory Council

AIEC Membership:

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This report summarizes the activities of the Assessment and Institutional Effectiveness Council (AIEC) over the past year, identifies action priorities for AIEC in 2024-2025, and provides recommendations to the University Advisory Council.

A. AIEC Activities to Promote Assessment and Institutional Effectiveness

1. The AIEC meeting minutes can be accessed <u>here</u>.
2. Using a <u>rubric,</u> the AIEC reviewed and rated departmental plans and reports based on a red/yellow/green response scale [Green = 5 (On Track), Yellow = 3 (Average), Red = 1 (At Risk)]. These data, which are summarized in Tables 1 to 6 below and presented full in Appendix B, provide a benchmark for institutional progress. The university average has remained stable in the overall conclusion. Results from the analysis have improved in 5 of the 6 components. The AIEC still struggles with structure and staffing changes, department chair turnover, and loss of institutional knowledge. Directors are responsible for departmental/unit reports, and often there is a lack of knowledge to support the reporting process when the director exits the institution. The AIEC continues to provide training for all department/units to help guide future reporting.
3. The AIEC assisted in the Middle States Self-Study the self-study visits in support of Standard 6: Planning, Resources, and Institutional Improvement.
4. AIEC completed the 12 days of assessment assignment promotion initiative.

Table 1: Spring 2025

Row Labels	Average of Action Priorities/Plans	Average of Measures/Metrics	Average of Results	Average of Impact	Average of Communication	Average of Overall Conclusion
Academic Affairs	4.34	4.29	4.32	4.03	4.24	4.27
University Advancement	3.80	4.40	4.40	3.40	3.80	4.00
Administration and Finance	4.86	4.29	4.43	4.14	4.29	4.50
President	5.00	3.50	4.50	4.50	4.50	4.67
Regional Engagement	4.00	4.67	3.33	3.33	5.00	4.00
Student Affairs	5.00	5.00	5.00	5.00	5.00	5.00
Grand Total	**4.47**	**4.41**	**4.41**	**4.14**	**4.38**	**4.40**

Table 2: Spring 2024 Departmental Level Assessment across Departments/Units by AIEC

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.1	4.3	3.9	4.2	3.7	3.9	3.9
Administration and Finance	4.6	4.3	4.6	4.6	3.2	4.4	4.6
Student Affairs	5.0	5.0	5.0	5.0	5.0	5.0	5.0
University Advancement	4.4	3.0	4.2	4.4	3.2	4.8	3.8
Regional Engagement & Development	2.3	3.3	3.7	4.3	4.7	4.7	4.0
University Average	**4.2**	**4.3**	**4.2**	**4.4**	**4.0**	**4.0**	**4.2**

Table 3: Spring 2023 Departmental Level Assessment across Departments/Units by AIEC

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.1	4.1	4.0	4.1	3.9	4.1	4.0
Administration and Finance	5.0	4.9	4.9	4.9	4.6	4.6	4.9
Student Affairs	5.0	5.0	5.0	5.0	5.0	5.0	5.0
University Advancement	1.0	2.5	5.0	4.5	4.0	3.2	4.0
Regional Engagement & Development	5.0	4.7	5.0	5.0	4.0	4.7	4.7
University Average	**4.1**	**4.2**	**4.4**	**4.4**	**4.2**	**4.2**	**4.3**

Table 4: Spring 2022 Departmental Level Assessment across Departments/Units by AIEC

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.8	4.7	4.7	4.7	4.8	4.8	4.8
Administration and Finance	4.7	4.6	4.7	4.7	4.6	4.4	4.6
Student Affairs	5.0	5.0	4.9	4.4	5.0	5.0	5.0
University Advancement	4.1	3.1	3.7	3.4	3.3	3.7	3.4
Regional Engagement & Development	4.5	5.0	5.0	4.0	3.5	4.0	4.0
University Average	**4.7**	**4.5**	**4.6**	**4.5**	**4.6**	**4.6**	**4.6**

Table 5: Spring 2021 Departmental Level Assessment across Departments/Units by AIEC

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.9	4.8	4.6	4.8	4.8	4.9	4.8
Administration and Finance	5.0	4.7	4.4	4.7	4.4	4.9	5.0
Enrollment Management	3.6	4.1	4.4	4.4	4.4	3.6	4.1
Student Affairs	5.0	5.0	4.9	4.3	4.9	5.0	5.0
University Advancement	4.9	4.2	5.0	4.7	4.5	3.6	4.1

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Regional Engagement & Development	4.0	4.0	4.5	4.5	3.0	3.5	4.0
University Average	**4.7**	**4.6**	**4.6**	**4.6**	**4.6**	**4.5**	**4.6**

Table 6: Spring 2020 Departmental Level Assessment across Departments/Units by AIEC

Division	Goals	Action Priorities /Plans	Measures /Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.6	4.5	4.2	4.6	4.5	4.7	4.6
Administration and Finance	4.9	4.7	4.7	4.7	4.6	4.6	4.7
Enrollment Management	3.7	3.4	3.4	3.4	3.7	3.8	3.4
Student Affairs	4.9	4.9	4.9	4.1	4.9	5.0	4.9
University Advancement	5.0	4.7	4.6	4.8	4.6	5.0	4.5
Regional Engagement & Development	5.0	5.0	5.0	5.0	5.0	5.0	5.0
University Average	**4.6**	**4.5**	**4.3**	**4.4**	**4.5**	**4.6**	**4.5**

AIEC Action Priorities

To better facilitate university-wide strategic planning and assessment efforts, AIEC will:

1. Create a new internal platform and training materials for the campus to take the place of Anthology/Planning. Ensure there is a person responsible for reporting progress on each strategic goal to AIEC. Departments must be able to link their results and efforts to the university's goals.
2. Provide significant focus on professional development and training that supports improving institutional assessment to address self-study recommendations, specifically highlighting and showcasing closing of the loop activities.
3. Work with the University Advisory Council (UAC) to ensure assessment of new strategic plan as well as ensuring assessment of the division mergers and college realignment to promote continuous improvement.
4. Work to connect Vice Presidents to the results of their new divisional structure.
5. Work with the President and Cabinet to ensure alignment with the strategic planning reporting and the department/unit reporting as measured by the number of cabinet meetings at which alignment is both on the agenda and discussed.
6. Continue to cultivate a team of FSU knowledge as MSCHE evaluators as we begin to respond to our self-study findings.
7. Provide institutional training on reporting to provide knowledge transfer beyond unit leads. Create a reporting structure within the department that ensures that the institutional assessment system is sustainable and not dependent on the knowledge of specific department/unit leadership.
8. Update the structure of AIEC keeping succession planning in mind.
9. Ensure that Vice Presidents, Associate/Assistant Deans, and Department Heads share feedback from AIEC with those responsible for completing reports at the unit level.

B. AIEC Recommendations for the University Advisory Council

The Assessment and Institutional Effectiveness Council offers the following recommendations:

1. Continue purposeful and direct communication to the FSU community regarding assessment results and resource allocation, thereby further integrating assessment into the culture of the institution. This communication is best accomplished through a documented communication plan for each division that explains explicitly how the results of assessment are used for continuous improvement. Perhaps incorporating a student project opportunity for business, marketing, and communications students to develop and implement a plan would be a possibility.

2. Continue to work with the University Advisory Council to improve transparency of resource allocation, based on outcomes of assessment (effectiveness and learning).

3. Dedicate resources to update the university's strategic plan progress on the website.

4. AIEC would like directions on how to handle departments that do not provide a report. This is a repeat of previous reports from AIEC and needs to be addressed this year.

5. The assessment of the Divisional mergers and the College realignment are a priority next academic year.

6. Alignment of Institutional Effectiveness planning progress as it relates to the Strategic Enrollment Plan and other university planning reports (e.g., Managing for Results Institutional Assessment).

Appendix A: Final Strategic Plan Report Review

https://www.frostburg.edu/about-frostburg/strategic-plan-2018-2023/sp-action-items-fy23-progress.pdf

Appendix B: Red, Yellow, and Green Department Analysis

Division	Department	Goals	Action Priorities/Plans	Measures/Metrics	Results	Impact	Communication	Overall Conclusion
AA	Accounting	3	4	4	5	5	5	4
AA	Economics	5	5	5	5	5	5	5
AA	Management	4	3	3	3	3	4	3
AA	Marketing & Finance	5	5	5	5	5	5	5
AA	College of Education	5	5	5	5	5	5	5
AA	Computer Science & Information Technologies	4	5	5	5	5	5	5
AA	Geography	5	5	5	5	0	0	4
AA	Mathematics	3	4	5	4	4	4	4
AA	Engineering	5	5	5	5	4	4	5
AA	Assessment & Institutional Research	5	5	5	4	4	5	5
AA	Center for International Education	5	5	5	5	5	5	5
AA	College of Business	5	5	5	5	5	5	5
AA	Library	4	5	5	5	5	5	5
SA	Student Health Center	5	5	5	5	5	5	5
SA	Career & Professional Development Center	5	5	5	5	5	5	5
SA	Counseling and Psychological Services	5	5	5	5	5	5	5
SA	Diversity, Equity, & Inclusion	5	5	5	5	5	5	5
SA	Residence Life	5	5	5	5	5	5	5
SA	Student Conduct & Community Standards	5	5	5	5	5	5	5
SA	Civic Engagement	5	5	5	5	5	5	5
SA	Lane University Center	5	5	5	5	5	5	5
SA	Student Life	5	5	5	5	5	5	5
SA	Substance Abuse Facts & Education	5	5	5	5	5	5	5
SA	Veterans Services	5	5	5	5	5	5	5

Pres	Office of Gender Equity	5	5	3	5	5	5	5
AA	Communication	2	3	3	4	3	3	3
AA	English & Foreign Languages	4	4	3	3	3	5	5
AA	History	3	3	3	3	3	3	3
AA	Music	5	5	3	3	5	5	4
AA	Philosophy	5	5	5	5	4	5	5
AA	Political Science	3	2	3	3	2	2	2
AA	Psychology	3	3	3	3	3	5	4
AA	Sociology	3	3	4	4	2	2	3
AA	Theatre & Dance	5	5	4	3	4	4	4
AA	Visual Arts	4	4	3	5	4	5	4
AA	Office of Graduate Services	No report						
AA	Educational Professions	5	5	5	5	5	5	5
AA	Recreation	4	5	4	5	5	5	5
AA	Kinesiology							
AA	Biology	5	4	3	4	4	4	4
AA	Chemistry & Physics	5	5	5	5	5	5	5
AA	Nursing	5	5	5	5	5	5	5
AA	Physicians Assistant Medicine	3	3	5	3	3	3	3
AA	Social Work	3	4	5	4	4	4	4
AA	Registrar	5	4	5	4	5	5	5
AA	Center for Academic Advising and Retention	3	3	5	5	4	4	4
AA	Accessibility and Learning	5	5	5	5	4	4	4
AA	Student Support Services	5	4	5	4	3	4	4
AA	Regional Math and Science Center	5	5	3	5	5	4	4
AA	Upward Bound	5	5	3	5	5	4	4
AA	Admissions	5	5	5	4	4	5	5
AF	Financial Aid	5	4	4	5	4	4	4.33
ADV	Alumni Programs	5	4	5	5	3	4	4
ADV	Development	4	4	4	5	4	5	4

Division	Unit							Avg
ADV	Marketing and Communications	5	5	5	4	4	4	5
ADV	FSU Foundation	3	1	3	3	3	3	3
ADV	Radio Station WFWM	4	5	5	5	3	3	4
REG	Research & Sponsored Programs	2	3	4	1	1	5	3
REG	SBDC	5	5	5	4	4	5	5
REG	Cultural Events Series	1	4	5	5	5	5	4
AA	College of Liberal Arts and Sciences	5	5	4	4	4	4	4.33
Pres	Athletics	5	5	4	4	4	4	4.33
AF	Auxiliary	5	5	4	4	4	4	4.33
AF	Facilities	5	5	4	3	3	4	4
AF	Finance	5	5	4	4	4	4	4.33
AF	Human Resources	5	5	5	5	5	5	5
AF	Office of Information Technology	5	5	5	5	5	5	5
AF	University Police	5	5	4	5	4	4	4.5