

# Assessment and Institutional Effectiveness Council (AIEC) 2022-23 Annual Report

## Summary of Analysis: 2022-23 Institutional Effectiveness Progress

Prepared for the President and University Advisory Council (UAC)



### AIEC Membership

Ali Ashraf, Jill A Morris; Lea M Messman-Mandicott, Jeffrey L Graham, Janet A Mattern, Victoria M Gearhart; Kim H Rotruck, Latisha V Cooper, Lynn B Ketterman, Sean Morton Kaena E Smith (Minutes), Sara L Wilhelm, Denise L Murphy (Vice Chair), John Lombardi, Justin R Dunmyre, Sara Beth Bittinger (Chair)

This report: A) summarizes the activities of the Assessment and Institutional Effectiveness Council in the past year, B) identifies action priorities for AIEC in 2023-24, and C) provides recommendations to the University Advisory Council.

### A. AIEC Activities to Promote Assessment and Institutional Effectiveness

In AY 2022-2023, the Assessment and Institutional Effectiveness Council (AIEC):

1. AIEC meeting minutes can be accessed [here](#).
2. Reviewed and rated departmental plans and reports using the [rubric](#), 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 Table 1 (Table 2 and results from the past four years) below and presented in full in Appendix B, provide a benchmark for institutional progress. The university average remained stable in the overall conclusion. Results from the analysis have decreased in all areas. Much of this decrease is attributed to staffing turnover and loss of institutional knowledge. Directors have the responsibility for reporting departmental reports and when the director exits the institution, often there is a lack of knowledge to support the reporting process. AIEC will be making training available for all units' leads and others to receive guidance on reporting.
3. The AIEC assisted in the review and provided feedback of the Middle States Self-Study design (Appendix C).

**Table 1: Spring 2023 Departmental Level Assessment across Departments/Units by AIEC**

Division	Goals	Action Priorities/Plans	Measures/Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.14	4.10	4.02	4.12	3.88	4.10	4.00
Administration and Finance	5.00	4.86	4.86	4.86	4.57	4.57	4.86
Student Affairs	5.00	5.00	5.00	5.00	5.00	5.00	5.00
University Advancement	1.00	2.50	5.00	4.50	4.00	3.17	4.00
Regional Engagement & Development	5.00	4.67	5.00	5.00	4.00	4.67	4.67
<b>University Average</b>	<b>4.14</b>	<b>4.21</b>	<b>4.40</b>	<b>4.41</b>	<b>4.16</b>	<b>4.24</b>	<b>4.29</b>

**Table 2: Spring 2022 Departmental Level Assessment across Departments/Units by AIEC**

Division	Goals	Action Priorities/Plans	Measures/Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.78	4.71	4.71	4.68	4.75	4.76	4.76
Administration and Finance	4.71	4.57	4.71	4.71	4.57	4.43	4.57
Student Affairs	5.00	5.00	4.92	4.38	5.00	5.00	5.00
University Advancement	4.10	3.10	3.70	3.40	3.30	3.70	3.40
Regional Engagement & Development	4.50	5.00	5.00	4.00	3.50	4.00	4.00
<b>University Average</b>	<b>4.72</b>	<b>4.54</b>	<b>4.62</b>	<b>4.45</b>	<b>4.55</b>	<b>4.61</b>	<b>4.58</b>

**Table 3: Spring 2021 Departmental Level Assessment across Departments/Units by AIEC**

Division	Goals	Action Priorities/Plans	Measures Metrics	Results	Impact	Communication	Overall Conclusion
Academic Affairs	4.94	4.79	4.61	4.79	4.76	4.85	4.82
Administration and Finance	5.00	4.71	4.43	4.71	4.43	4.86	5.00
Enrollment Management	3.63	4.13	4.38	4.38	4.38	3.63	4.13
Student Affairs	5.00	5.00	4.92	4.31	4.92	5.00	5.00
University Advancement	4.90	4.20	5.00	4.70	4.50	3.60	4.10
Regional Engagement & Development	4.00	4.00	4.50	4.50	3.00	3.50	4.00
<b>University Average</b>	<b>4.70</b>	<b>4.57</b>	<b>4.59</b>	<b>4.55</b>	<b>4.55</b>	<b>4.46</b>	<b>4.59</b>

**Table 4: Spring 2020 Departmental Level Assessment across Departments/Units by AIEC**

Division	Goals	Action Priorities/ Plans	Measure Metrics	Res ults	Impa ct	Communica tion	Overall Conclusion
Academic Affairs	4.63	4.5	4.19	4.6 3	4.47	4.72	4.59
Administration and Finance	4.86	4.71	4.71	4.7 1	4.57	4.57	4.71
Enrollment Management	3.67	3.42	3.42	3.4 2	3.67	3.75	3.42
Student Affairs	4.93	4.93	4.86	4.1 4	4.93	5	4.93
University Advancement	5	4.7	4.6	4.8	4.6	5	4.5
Regional Engagement & Development	5	5	5	5	5	5	5
<b>University Average</b>	<b>4.59</b>	<b>4.48</b>	<b>4.3</b>	<b>4.3 7</b>	<b>4.46</b>	<b>4.63</b>	<b>4.47</b>

**Table 5: Spring 2019 Departmental Level Assessment across Departments/Units by AIEC**

Division	Goals	Action Priorities Plans	Measures Metrics	Assessment	Results	Impact	Communicati on	Overall Conclusion
Academic Affairs	4.84	4.59	4.34	4.09	4.41	4.34	4.75	4.44
Administration and Finance	4.86	4.57	4.86	4.71	4.86	4.71	4.71	4.86
Enrollment Management	3.00	3.45	3.55	3.55	3.73	3.55	3.18	3.45

Student Affairs	4.71	4.21	4.64	4.71	4.57	5.00	4.86	4.79
University Advancement	4.00	3.90	3.80	3.60	3.80	3.80	4.50	3.60
Regional Engagement & Development	5.00	4.00	4.50	4.50	5.00	3.50	5.00	4.50
<b>University Average</b>	<b>4.45</b>	<b>4.26</b>	<b>4.27</b>	<b>4.14</b>	<b>4.32</b>	<b>4.30</b>	<b>4.52</b>	<b>4.30</b>

- AIEC completed the 12 days of assessment assignment promotion initiative was a tremendous effort this year thanks to the talented Dr. Jill Morris (example in Appendix C)

### B. AIEC Action Priorities for 2022-23

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

- 1. Provide significant focus on professional development and training that supports improving institutional assessment aligned with the MSCHE Standards and criteria in preparation for upcoming accreditation events. Use the analysis completed in 21-22 to address gaps in 23-24.**
2. Work to connect VP Direct Reports to the Middle States Self Study effort, as measured by percent of VP Direct Reports with at least one performance that specifies alignment to a MSCHE Standard.
3. Work to connect Departments/Units to the Middle States Self Study effort, as measured by percent of Department/Units with at least one strategic goal that specifies alignment to a MSCHE Standard.
4. Continue to 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.
5. Continue to cultivate a team of FSU knowledge as MSCHE evaluators as we begin to build a self-study plan for our next accreditation self-study evaluation (2024-2025).
6. Provide institutional training on reporting open to the campus 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.

### C. AIEC Recommendations for the University Advisory Council

The Assessment and Institutional Effectiveness Council (AIEC) proffers 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, communications students to develop and implement a plan.
2. Continue to work with UAC 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. Secure dedicated administrative support beyond the office of the provost to support AIEC and MSCHE Steering Committee. On a rotating basis we recommend other administrative support from other divisions to assist.
6. Alignment of Institutional Effectiveness planning progress as it relates to the Strategic Enrollment Plan and other university planning reports (Managing for Results (MFR)).
7. Focused meeting time each month to get updates on the MSCHE Self-Study Process, Strategic Enrollment Management plan, and status of the University Branding efforts.

## Appendix A

(AIEC did not receive an update or assess the Strategic Planning Initiatives to date: 7/17/23)

### Strategic Planning Initiatives FY2022

Division	Responsible Reporter	\$ (In thousands)	Brief Description	1 Student Skill Acquisition	3 Student Advising	6 Cultural Competency	8 Tech Updates	9 Student Recruitment	10 Marketing	12 Fac/Staff Prof. Dev.
1. Academic Affairs	Ben Norris	200+	Staffing of University Advisors		X					
2. Academic Affairs	Ben Norris	<200	Purchase of advising software (EAA initiative)		X		X			
3. Academic Affairs	Natalie Wagoner	100+	Enhance recruiting efforts for new students					X	X	
4. Reg Dev & Eng.	Amy Hutcherson	<50	Science (Challenger) Center Coordinator						X	
5. University Advancement	John Short	<100	Continued branding work with Ologie						X	
6. Admin. & Finance	Tim Pelesky	<50	IT security - multifactor authentication for students				X			
7. Admin. & Finance/Acad Affairs	Fin. Aid Alan Walker	200+	Software Solutions for Less Paper Docs & Fin. Aid				X	X		
8. Reg Dev & Eng.	Sarah Wilhelm	<100	Purchase of grant reporting software				X			
9. Student Affairs	Robin Wynder	<100	DEI Support			X				
10. Academic Affairs	Sara Beth Bittinger	<50	Graduate Recruiting					X		
11. University Advancement	John Short	50	Support for Comprehensive Campaign						X	
12. Admin. & Finance	Lisa Hersch	<50	Purchase LinkedIn Learning for campus	X						X
<b>Total</b>		<b>1,200+</b>		<b>&lt;50</b>	<b>400+</b>	<b>&lt;100</b>	<b>400+</b>	<b>200+</b>	<b>300+</b>	<b>&lt;50</b>

### Appendix B Red Yellow Green Department Analysis

Department	Goals	Action Priorities/Plans	Measures/Metrics	Results	Impact	Communication	Overall Conclusion
Assessment & Institutional Research	5	5	4	5	2	5	4
Center for International Education	4	4	4	3	4	4	4
College of Business	5	5	5	5	5	4	5
Accounting	5	5	5	5	4	5	5
Economics	5	3	4	4	3	4	4
Management	5	4	5	5	4	5	5
Marketing & Finance	5	5	5	5	5	5	5
College of Education	5	5	5	5	5	5	5
Educational Professions	5	5	5	4	5	5	5
Kinesiology & Recreation	5	5	5	2	2	4	3
College of Liberal Arts and Sciences	5	5	2	2	3	3	3
Biology	5	4	5	5	4	4	4
Chemistry	5	5	5	4	4	4	4
Communication	4	4	1	3	3	4	3
Computer Science & Information Technologies	4	5	4	5	5	5	5
English & Foreign Languages	5	3	2	3	3	4	3
Geography	4	3	2	5	3	4	4
History	1	3	2	2	4	4	3
Mathematics	3	3	4	3	5	4	3
Music	4	4	2	3	3	4	3
Nursing	4	3	5	5	5	4	4
Philosophy	5	5	3	5	5	4	5
Physics & Engineering	5	3	3	2	3	4	3
Physician Assistant Medicine	3	1	5	5	2	3	3
Political Science	5	4	4	3	5	4	4
Psychology	4	3	4	5	3	4	4
Social Work	4	5	5	5	5	5	5
Sociology	4	4	4	4	5	4	4

Theatre & Dance	5	4	4	5	5	5	5
Visual Arts	4	5	5	5	5	5	5
Office of Graduate Services	4	5	5	4	4	4	4
Library	5	5	5	5	5	5	5
Provost Office	5	5	5	5	2	5	4
Registrar	3	5	5	5	5	3	4
Center for Academic Advising and Retention	3	4	5	5	5	4	4
Student Accessibility Services	3	4	5	5	5	4	4
Student Support Services	5	5	5	5	5	5	5
Programs Advancing Student Success	NA	NA	NA	NA	NA	NA	NA
DVMT	4	4	4	5	3	4	4
Tutoring Services	2	3	2	2	0	0	2
Regional Math and Science Center	4	5	5	5	5	5	5
Upward Bound	4	5	5	5	5	5	5
Admissions	0	0	0	0	0	0	0
Financial Aid	NA	NA	NA	NA	NA	NA	NA
Athletics	5	5	5	5	4	4	5
Auxiliary	5	5	5	5	5	5	5
Facilities	5	4	4	4	4	4	4
Finance	5	5	5	5	4	4	5
Human Resources	5	5	5	5	5	5	5
Office of Information Technology	5	5	5	5	5	5	5
University Police	5	5	5	5	5	5	5
Brady Health	5	5	5	5	5	5	5
Career & Professional Development Center	5	5	5	5	5	5	5
Counseling and Psychological Services	5	5	5	5	5	5	5
Diversity, Equity, & Inclusion	5	5	5	5	5	5	5
Residence Life	5	5	5	5	5	5	5
Student Conduct & Community Standards	5	5	5	5	5	5	5

Civic Engagement	5	5	5	5	5	5	5
Lane University Center	5	5	5	5	5	5	5
Student Activities & Greek Life	5	5	5	5	5	5	5
Substance Abuse Facts & Education	5	5	5	5	5	5	5
Veterans Services	5	5	5	5	5	5	5
University Advancement	1	3	5	4	5	3	4
Alumni Programs	1	3	5	5	3	2	4
Development	1	2	5	5	3	4	4
Marketing and Communications	1	2	5	3	5	5	4
FSU Foundation	1	3	5	5	4	2	4
Radio Station WFWM	1	2	5	5	4	3	4
Office of Gender Equity	5	5	5	5	5	5	5
Research & Sponsored Programs	5	5	5	5	5	5	5
SBDC	5	4	5	5	3	4	4
Cultural Events Series	5	5	5	5	4	5	5

**Sent:** Monday, December 5, 2022 6:15 AM

**Subject:** 2022 Frostburg's 12 Days of Assessment: Day 1

## Colleagues & Friends,

We are excited to celebrate the first day of the **2022 Twelve Days of Assessment** by introducing our Self-Study process for the Middle States Commission on Higher Education (MSCHE).

Over the next two years, Frostburg State University will engage in the Self-Study process as a requirement of our university's accreditation. Our MSCHE peer review team on-site visit will be in the spring of 2025.

Please check out our [video](#), which gives an overview of the Self-Study and highlights the talents of Dr. Jill Morris and our students' vocal and production skills.

Wishing you a wonderful 2022 Twelve Days of Assessment!

## ***Assessment and Institutional Effectiveness Council (AIEC) Elves***

**Subject:** 2022 Frostburg's 12 Days of Assessment: Day 3

Colleagues,

The third day of the 2022 Twelve Days of Assessment is an [update](#) on the assessment of the [General Education Program](#).

Benjamin Norris, PhD  
he/him/his  
Interim Associate Provost  
Associate Professor of Chemistry  
[bnnorris@frostburg.edu](mailto:bnnorris@frostburg.edu)  
301-687-4157  
213 Hitchins  
101 Braddock Road  
Frostburg, MD 21532