

**Assessment and Institutional Effectiveness Council**  
**2023-2024 Annual Report**  
**Summary of Analysis: 2023-2024 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 2023-2024, 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 [here](#).
2. Using a [rubric](#), 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 5 below and presented in 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 remained the same from previous year in all areas.

The AIEC still struggles with staffing 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 will be providing training for all department/unit leads to help guide future reporting.

3. The AIEC assisted in the review and provided feedback on the Middle States Self-Study design (Appendix C).
4. Update the [Institutional Effectiveness Plan](#)
5. AIEC trainings during the fall 2023 term. For academic affairs, due to the college realignment and new department chairs a concerted effort was made to provide training to demonstrate how to do departmental reporting and complete the assessment reports.

**Table 1: 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

<b>University Average</b>	<b>4.2</b>	<b>4.3</b>	<b>4.2</b>	<b>4.4</b>	<b>4.0</b>	<b>4.0</b>	<b>4.2</b>
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**Table 2: Spring 2023 Departmental Level Assessment across Departments/Units by AIEC**

<b>Division</b>	<b>Goals</b>	<b>Action Priorities /Plans</b>	<b>Measures /Metrics</b>	<b>Results</b>	<b>Impact</b>	<b>Communication</b>	<b>Overall Conclusion</b>
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
<b>University Average</b>	<b>4.1</b>	<b>4.2</b>	<b>4.4</b>	<b>4.4</b>	<b>4.2</b>	<b>4.2</b>	<b>4.3</b>

**Table 3: Spring 2022 Departmental Level Assessment across Departments/Units by AIEC**

<b>Division</b>	<b>Goals</b>	<b>Action Priorities /Plans</b>	<b>Measures /Metrics</b>	<b>Results</b>	<b>Impact</b>	<b>Communication</b>	<b>Overall Conclusion</b>
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
<b>University Average</b>	<b>4.7</b>	<b>4.5</b>	<b>4.6</b>	<b>4.5</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>

**Table 4: Spring 2021 Departmental Level Assessment across Departments/Units by AIEC**

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

**Table 5: Spring 2020 Departmental Level Assessment across Departments/Units by AIEC**

<b>Division</b>	<b>Goals</b>	<b>Action Priorities /Plans</b>	<b>Measures /Metrics</b>	<b>Results</b>	<b>Impact</b>	<b>Communication</b>	<b>Overall Conclusion</b>
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
<b>University Average</b>	<b>4.6</b>	<b>4.5</b>	<b>4.3</b>	<b>4.4</b>	<b>4.5</b>	<b>4.6</b>	<b>4.5</b>

- AIEC completed the 12 days of assessment assignment promotion initiative, which was a tremendous effort and success this year, thanks to the talented Dr. Jill Morris.

## **B. AIEC Action Priorities**

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

- 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 2021-2022 to address gaps in 2023-2024.
- Work to connect Vice Presidents' direct reports to the Middle States Self Study effort, as measured by percent of direct reports with at least one performance standard that aligns specifically to an MSCHE Standard.
- 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 aligns specifically to an MSCHE Standard.
- 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.
- Continue to cultivate a team of FSU knowledge as MSCHE evaluators as we begin to build a self-study plan for the accreditation self-study evaluation (2024-2025).
- 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.

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

The Assessment and Institutional Effectiveness Council proffers the following recommendations:

- 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.
- Continue to work with the University Advisory Council to improve transparency of resource allocation, based on outcomes of assessment (effectiveness and learning).
- Dedicate resources to update the university's strategic plan progress on the website.
- 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.
- The assessment of the College realignment should be a priority next academic year.

6. Secure dedicated administrative support beyond the Office of the Provost to support AIEC and MSCHE Steering Committee. On a rotating basis, we recommend administrative support from other divisions to assist on a regular basis.
7. 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).
8. Focused meeting time each month to get updates on the MSCHE Self-Study Process, Strategic Enrollment Management plan, and status of university branding efforts.
  - There needs to be a responsibility party for each strategic goal and reporting requirements for submission to AIEC. The goals are expressed in Compliance Assist Planning and departments can link efforts to these goals.

## 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

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 & Info. 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