Mission

To develop, integrate, and continuously improve institutional planning, implementation strategies, evaluation, and improvement activities at IUPUI.

Goals and Objectives

Goal I: Assist in developing, prioritizing, and communicating broadly IUPUI’s vision, mission, and goals.

I.1. Assist in developing campus plans (e.g., Uday Sukhatme’s Academic Plan). I.1a. Academic Plan developed and implementation priorities established.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: 2006-2008

Actions taken for 2008-2009:

The Academic Plan has been integrated with IUPUI’s plan from 2002.

Evidence of Progress for 2008-2009:

The combined document is posted at http://www.iport.iupui.edu/iupui/visionmission/

Activities planned for 2009-2010:

Focus attention on unit progress on plans since 2002 as a component of the NCA self study.


Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Resource Planning Committee (RPC) established as advisory to new VC and CFO Dawn Rhodes.

Evidence of Progress for 2008-2009:
RPC meeting monthly.

Activities planned for 2009-2010:

Continue to consult with VC Rhodes in planning RPC activities and agenda.

☐ I.3. Develop a short list of campus priorities for strategic investment. I.3a. A short list of priority strategies becomes a guide for action and investment at IUPUI.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

A list of priorities is available.

---

**Evidence of Progress for 2008-2009:**

The campus priorities are not well known across the campus.

---

Activities planned for 2009-2010:

Focus more attention on the short list of priorities in preparation for NCA reaccreditation.


**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2008-2009:

Improved and streamlined development of print and online report.

---

**Evidence of Progress for 2008-2009:**

Merit Award from *Admissions Marketing Report*: print and online reports both published earlier than ever before.
Activities planned for 2009-2010:

Continue new format and processes.

I.4. Communicate broadly the campus mission/vision. I.4b. Faculty/staff understanding of campus plans increased (higher percentages on questionnaires).

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

Ongoing development of institutional portfolio and print and online Performance Report

---

**Evidence of Progress for 2008-2009:**

Merit Award from Admissions Marketing Report for æťëmessage effectiveness.” Positive reception of report on campus.

---

**Activities planned for 2009-2010:**

Continue development of online and print materials.

I.4. Communicate broadly the campus mission/vision. I.4c. Participation in PAII national conference maintained at 1,000.

**Campus Planning Theme:** Best Practices  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

Registration fee unchanged for second year.

---

**Evidence of Progress for 2008-2009:**

2008 registration down only slightly, to 970. The Assessment Institute in Indianapolis attracted people from over 400 different colleges, universities, and organizations; 48 states and Washington DC and Puerto Rico; and 6 countries outside the US (Australia, Canada, Egypt, Greece, Japan, and United Kingdom).

---

**Activities planned for 2009-2010:**

Keep registration fee at same level for 2009 and reduce expenses where possible.
I.4. Communicate broadly the campus mission/vision. I.4d. Number of national and international invitations for PAII staff maintained at 100.

**Campus Planning Theme:**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

PAII staff received invitations to make or to consult with international and national organizations, but were unable to accept all of these.

Evidence of Progress for 2008-2009:

PAII staff received 86 invitations to make presentations or to consult with international and national organizations (64 in 2007-2008, 41 in 2006-2007, 101 in 2005-2006, 102 in 2004-05) but were unable to accept 25 (56 in 2007-2008, 20 in 2006-2007, 28 in 2005-2006, 37 in 2004-05) of these.

Activities planned for 2009-2010:

Continue to monitor and increase PAII dissemination efforts.


**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

1.3e. PAII staff continue to respond to hundreds of information requests from external constituents.

Evidence of Progress for 2008-2009:


Activities planned for 2009-2010:

Continue to monitor and increase PAII dissemination efforts.

I.4. Communicate broadly the campus mission/vision. I.4f. Improved PAII website - increased Google Page Rank for home
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2008-2009:

Monitored usages on PAII websites with Google Analytics. Updated and maintained websites as required.

Evidence of Progress for 2008-2009:

Website design and setting changes made during previous year have resulted in improved page rank for PAII and Institutional Reports website.

'YSlow' grade for IMIR and PAII web pages improved to B from F grade.

Comparison of Google Page Rank on main Web sites

<table>
<thead>
<tr>
<th>Web site address</th>
<th>Google Page Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>As of 30/6/06</td>
</tr>
<tr>
<td><a href="http://planning.iupui.edu/">http://planning.iupui.edu/</a></td>
<td>n/a</td>
</tr>
<tr>
<td><a href="http://imir.iupui.edu/">http://imir.iupui.edu/</a></td>
<td>5/10</td>
</tr>
<tr>
<td><a href="http://iport.iupui.edu/">http://iport.iupui.edu/</a></td>
<td>5/10</td>
</tr>
<tr>
<td><a href="http://tc.iupui.edu/testing">http://tc.iupui.edu/testing</a></td>
<td>n/a</td>
</tr>
<tr>
<td><a href="http://reports.iupui.edu/">http://reports.iupui.edu/</a></td>
<td>n/a</td>
</tr>
</tbody>
</table>

Activities planned for 2009-2010:

Continue to improve website usability and user interface with new technologies (ASP.NET) and JQery.

Incorporate dashboard charts on IMIR website

I 4. Communicate broadly the campus mission/vision. I.4g. 5% increase in # visits to PAII Web sites (30 visits/day for IMIR, 80 for PAII, 200 for iPort).
Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

Usage statistics for PAII Web sites.

Evidence of Progress for 2008-2009:

Institutional Reports (reports.iupui.edu) website which was released last year has started to move up dramatically in the # of visitors and page views.

<table>
<thead>
<tr>
<th>Web site address</th>
<th>Site Usage</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>July 1,07 - Jun 30,08</td>
<td>July 1,08 - Jun 30,09</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pageviews</td>
<td>Visits</td>
</tr>
<tr>
<td><a href="http://planning.iupui.edu/">http://planning.iupui.edu/</a></td>
<td>42,507</td>
<td>172,849</td>
<td>45,032</td>
</tr>
<tr>
<td><a href="http://imir.iupui.edu/">http://imir.iupui.edu/</a></td>
<td>13,021</td>
<td>53,102</td>
<td>8,603</td>
</tr>
<tr>
<td><a href="http://iport.iupui.edu/">http://iport.iupui.edu/</a></td>
<td>17,737</td>
<td>48,389</td>
<td>15,512</td>
</tr>
<tr>
<td><a href="http://reports.iupui.edu/">http://reports.iupui.edu/</a></td>
<td>1,365</td>
<td>4,838</td>
<td>3,679</td>
</tr>
<tr>
<td><a href="http://tc.iupui.edu/testing">http://tc.iupui.edu/testing</a></td>
<td>7,492</td>
<td>21,199</td>
<td>13,483</td>
</tr>
</tbody>
</table>

Activities planned for 2009-2010:

Continue to expand reports offered on the Institutional Reports website.

  Update user interface for IMIR and PAII website.

Goal II: Enable all academic and administrative units to develop mission, vision, and goals statements aligned with those of the campus.

II.1 Provide planning assistance to campus units (in particular, big picture strategic planning, which program reviewers say is much needed). II.1a. At least 25 units assisted with planning annually.

  Campus Planning Theme: Best Practices
  Secondary Goals:
  Sub Unit:
  Time Frame:

Actions taken for 2008-2009:

PAII staff continue to provide planning assistance to campus units.

  Provided space planning and budget planning support for off campus facility operations for academic and support units in addition to program review budget tables.

  Worked with the Kelley School of Business; School of Social Work; School of Health & Rehab. Sciences; Community Learning Network; Assessment Institute for PAII; IUPUI Testing Center; Office of Student Life & Global Engagement; the Office of Diversity; Equity, & Inclusion; Office for English Language Services; and IUPUI Campus Police.
Evidence of Progress for 2008-2009:


Activities planned for 2009-2010:

PAII staff will continue to respond to identified needs for planning assistance, maintaining or increasing the number of units served.

To support the implementation of the strategic plan for off campus facility centers and requests for services by academic and support units.

II.1. Provide planning assistance to campus units (in particular, big picture strategic planning, which program reviewers say is much needed). II.1b. At least 50 planning consultations/projects conducted annually.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

PAII staff continue to provide planning assistance.

Evidence of Progress for 2008-2009:


Activities planned for 2009-2010:

PAII staff will continue to respond to identified needs for planning assistance, maintaining or increasing the number of units served.

II.2. Provide leadership and information support for planning II.2a. P-20 Council initiated and functioning.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2008-2009:

Evidence of Progress for 2008-2009:

Two meetings of the full Council were held and 6 working groups were established to cover the cradle to career developmental spectrum. A grant from Strive made it possible to hire two support staff to coordinate activities.

Activities planned for 2009-2010:

Name an executive committee and increase community visibility for the P-20 Council.

☑ II.2. Provide leadership and information support for planning. II.2b. NCAA recertification self study and reviewer visit completed.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Self study prepared and visit conducted.

Evidence of Progress for 2008-2009:

Preliminary indications from reviewers of a satisfactory outcome.

Activities planned for 2009-2010:

Receive final report, recertifying IUPUI's athletics programs.

☑ II.2. Provide leadership and information support for planning. II.2c. Expanded information infrastructure for campus enrollment planning.

Campus Planning Theme: Teaching and Learning, Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Revised the predicted grade point average formula for admission decisions.
Developed a simple enrollment forecasting model based on Fall 2008 data.

Evidence of Progress for 2008-2009:

Predicted grade point average model used in Fall 2009 admissions decisions.

Enrollment forecasting model was used by enrollment services.

Activities planned for 2009-2010:

Revise predicted GPA formula and use in Fall 2010 admissions.

II.2. Provide leadership and information support for planning. II.2d. Expanded use of on-line enrollment trend database by deans and directors.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

Provided workshops and individual consultation to increase the use of the database.

Evidence of Progress for 2008-2009:

Administrative personnel in schools report making use of the enrollment database.

Activities planned for 2009-2010:

Continue to provide workshops and consultation.

II.2. Provide leadership and information support for planning. II.2e. Approximately one-half (10) of the deans report using IMIR survey or database information in their annual reports.

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

Provided workshops for deans and their staffs on the use of IMIR surveys and database information.
Evidence of Progress for 2008-2009:

Virtually all deans are making at least some use of IMIR data in their annual reports.

Activities planned for 2009-2010:

Continue to conduct workshops on the use of IMIR data in annual reports.
Meet with deans and their staff to identify ways in which IMIR data can be more useful in planning and reporting.

Goal III: Provide leadership, consultation, and resources to support the evaluation of campus and unit goals and implementation strategies.

III.1. Continuously improve information support for the campus assessment process. III.1d. Work with campus leaders to integrate IUPUI surveys with other assessments for accountability.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Met with Executive Vice Chancellor and his staff, Human Resources Staff, Center for Service and Learning, and deans to discuss how surveys can be better integrated with other forms of assessment.
Developed surveys to evaluate UITS technology centers and to evaluate student learning of the PULs.
Presented Continuing Student Survey Results to Chancellors staff.

Evidence of Progress for 2008-2009:

Human Resources using staff survey to improve performance management (and review) system.
SPEA using exit survey for evaluating their programs.

Activities planned for 2009-2010:

Conduct UITS and PUL surveys and report results to the campus community.
Continue to work with academic units on using survey results.

III.1. Continuously improve information support for the campus assessment process. III.1a. Inventory of information resources available to support assessment.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2008-2009:

See Indicators of Progress.

Evidence of Progress for 2008-2009:

The Testing Center continues to seek people to partner and/or co-sponsor the evaluation resources segment of the division Web site.

PAII Web sites provide access to annual assessment and planning reports.

Periodically, Assessment Update issues are provided at no cost to PRAC members, and each dean is invited to register a PRAC member for the Assessment Institute in Indianapolis at no cost.

The electronic Institutional Portfolio includes aggregated data on student learning outcomes and is the repository for the annual campus performance report.

Activities planned for 2009-2010:

Continue to seek ways to provide useful resources to the campus community. We will continue evaluating the newly deployed Web site and make improvements as needed.

☑ III.1. Continuously improve information support for the campus assessment process. III.1b. Redesigned Civic Engagement Inventory to support and campus assessment process

Campus Planning Theme: Teaching and Learning

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Evidence of Progress for 2008-2009:

Objective is on hold for lack of funding.

Activities planned for 2009-2010:
III.1. Continuously improve information support for the campus assessment process. III.1c. Increased use (to 5) of peer group analysis by discipline.

**Campus Planning Theme:** Teaching and Learning  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

Familiarized deans with available types of peer group analysis.

---

**Evidence of Progress for 2008-2009:**

Peer group analyses conducted for Informatics, Nursing, Science, and SPEA.

---

**Activities planned for 2009-2010:**

Purchased system that will facilitate creating peer group analyses for schools using the Delaware data.

---

III.2. Continuously improve the academic and administrative program review processes. III.2a. Program review introduced to new deans and the 8-year schedule for review of units completed.

**Campus Planning Theme:** Teaching and Learning  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

Contacts made with Education, Business, Journalism, Herron to complete the current schedule.

Conducted 8 program reviews. The following units were reviewed: Philosophy, Nursing, Campus and Community Life, Philanthropic Studies, and Physical Education. Follow-up meetings were conducted for Communication Studies, Sociology, Anthropology, World Languages and Cultures, and Informatics. Planning meetings were held for Geography, Religious Studies, and the BS in Health Services Management.

---

**Evidence of Progress for 2008-2009:**

All planned reviews were conducted as scheduled.

---

**Activities planned for 2009-2010:**
The departments of Geography, Religious Studies, and the BS in Health Services Management will be reviewed and follow-up sessions for Philosophy, Nursing, Campus and Community Life, Philanthropic Studies, and Physical Education will be conducted. Planning meetings will be scheduled for appropriate departments/units.

3 reviews were planned. 5 reviews and 5 follow-up sessions were conducted.

☐ III.2. Continuously improve the academic and administrative program review processes. III.2b. Reviewer’s ratings monitored for suggested improvements.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Ratings were compiled and actions taken as necessary.

The Program Review and Assessment subcommittees on Program Review and Advanced Practice continue to provide feedback on the self-studies before they are submitted to the external review team.

Evidence of Progress for 2008-2009:

Reviewer’s ratings were monitored and one suggested change was made: Representatives from University College will now participate in the related departments meeting.

Activities planned for 2009-2010:

Ratings will continue to be monitored.

☐ III.2. Continuously improve the academic and administrative program review processes. III.2c. Develop guidelines for reviewing self-studies by PRAC members.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

The development of these guidelines is a charge of a new taskforce appointed to review the guidelines.

Evidence of Progress for 2008-2009:

PRAC members will use the newly developed guidelines in reviewing draft self-studies.
Activities planned for 2009-2010:

Continued development of the guidelines by the taskforce then reviewed by the full PRAC committee.

III.2. Continuously improve the academic and administrative program review processes. III.2d. Program Review Guidelines Reviewed by PRAC and others Taskforce

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Task force was appointed and Mark Urtel was named as Chair. After two meetings Mark developed a draft template for review.

Evidence of Progress for 2008-2009:

The new template will be in use.

Activities planned for 2009-2010:

Continued development of the guidelines by the taskforce then reviewed by the full PRAC.

III.2. Continuously improve the academic and administrative program review processes. III.2e. Continue development of Program Review database.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Most of the information about reviews has been added to the database

Evidence of Progress for 2008-2009:

Database will be used as a repository for findings of reviews and other pertinent information.

Activities planned for 2009-2010:

Verifying and correcting information will continue this year.

**Campus Planning Theme:** Teaching and Learning
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

Actions taken for 2008-2009:

See Indicators of Progress

Evidence of Progress for 2008-2009:


Activities planned for 2009-2010:

PAII staff will continue to respond to requests for assistance with assessment projects.


**Campus Planning Theme:**
**Secondary Goals:**
**Sub Unit:**
**Time Frame:**

Actions taken for 2008-2009:

See Indicators of Progress

Evidence of Progress for 2008-2009:


Activities planned for 2009-2010:

PAII staff will continue to consult with other units on assessment projects.

III.3. Continuously improve the campus practice of assessment. III.3c. Cadre of campus assessment professionals developed and supported.
Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Planned and implemented 4 campus workshops on ePortfolios, including portfolio assessment; consulted with 13 units on portfolio assessment; mentored two ePort Faculty Scholars.

Banta taught a summer course on outcomes assessment for a group of students that included six IUPUI employees.

Worked to orient deans and department chairs in Informatics, Liberal Arts, and SPEA.

Evidence of Progress for 2008-2009:

Development of faculty expertise in portfolio and other authentic assessment.

Banta’s 6 students developed evaluation plans that can be carried out in the IUPUI units in which they work.

Significant improvements in assessment and reporting in Informatics.

SPEA developing more sophisticated assessment systems.

Activities planned for 2009-2010:

Develop web-based assessment resources in preparation for 2012; expand faculty development programs for faculty interested in portfolio and authentic assessment

Banta will support the 6 students in carrying out their evaluation projects.

Work with Engineering & Technology on assessment and reporting.


Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Maintained use of course placement audit (or historical) reports for Mathematics.
Evidence of Progress for 2008-2009:

Maintained high placement compliance rates (averaging around 82%) for placement in the respective college-level Mathematics courses (i.e., MATH 11000 or higher level courses) and Chemistry C105 course.

Activities planned for 2009-2010:

Continue to generate course placement audit (or historical) reports for Mathematics and assist faculty with periodic monitoring of course placements.

Assist faculty in the Department of Chemistry with annual review and validation of the Chemistry Placement Test; and, with faculty approval, replace the existing test with an updated version of the Chemistry Placement Test following release of the latest version by the American Chemical Society.

☑ III.3. Continuously improve the campus practice of assessment. III.3e. Information derived from the placement testing and validation processes enhanced.

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Testing Center staff conducted a series of data analyses based on pooled (or aggregate) data for all students who took COMPASS Mathematics Tests since January 2000 and continued to use logistic regression and classification procedures to generate probability graphs and classification indices that helped math faculty to review and adjust cut scores for placement in Mathematics courses.

Effective March 6, 2009, Testing Center and Department of Mathematical Sciences implemented new placement cut scores for the respective COMPASS Mathematics Placement Tests.

Evidence of Progress for 2008-2009:

Maintained placement score distributions that continue to show an upward trend in the number of beginning students recommended to place in college-level mathematics courses (i.e., courses MATH 11000 / MATH 11100 or higher) and in Chemistry C105 course.

Activities planned for 2009-2010:

TC staff will continue to work with faculty in monitoring and conducting periodic validation studies to verify appropriateness and effectiveness of the revised placement cut scores and recommended courses for mathematics.

Assist faculty in selecting (or developing) additional or alternate language placement tests and an updated version of the Chemistry Placement Test for use at IUPUI.
III.3. Continuously improve the campus practice of assessment. III.3f. At least 8 units assisted annually in creating Web-based assessment tools for course evaluations.

**Campus Planning Theme:** Teaching and Learning  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

**Online SET/Course Evaluation:** (#units served: 13) Testing Center assisted a total of 13 units (i.e., 11 academic units and 2 academic support units) with creation and administration of online course/faculty evaluations.

**Web-based Placement Testing:** (#units served: 10)

Testing Center maintained administration of the Internet-based COMPASS/ESL Placement Tests for Mathematics, EAP Program, Schools of Dentistry and Law, University College's Upward Bound Program; plus the three locally-developed web-based language placement tests (French, German, and Spanish) for testing students at IUPUI; and also maintained the service agreements with IUPUI Columbus and state-wide campuses of Ivy Tech Community College.

---

**Evidence of Progress for 2008-2009:**

Testing Center assisted 13 units in creating or administering web-based course evaluation surveys; and served 10 units for placement testing purposes.

---

**Activities planned for 2009-2010:**

Continue to encourage more campus units to use online assessment tools; add new tests (e.g., Chemistry, Chinese, Japanese, etc.) to the battery of web-based placement tests; and increase the total number of academic units using Testing Center's Web-based Survey Evaluation Tool to facilitate processing of end-of-course evaluations and/or data collection for contract and grant projects.

---

III.3. Continuously improve the campus practice of assessment. III.3g. Development, implementation, evaluation (including electronic scoring capability for ePort), and adoption of student electronic portfolio by faculty. Aim to have six programs using the ePort software by the end of AY 2008-2009.

**Campus Planning Theme:** Teaching and Learning  
**Secondary Goals:**  
**Sub Unit:**  
**Time Frame:**

---

**Actions taken for 2008-2009:**

Workshops and presentations on ePort across campus; Integrative Department Grants provide some incentive for adoption of ePort; maximum amount of grants was increased to $10,000/year for 2009-2011 grants.

Mzumara participated in two ePort workshops that the ePort team facilitated for faculty interested in learning more about using student ePortfolios.
Evidence of Progress for 2008-2009:

Six or more units using software; at least four other units using software in individual courses.

Observed an increase in the total number of academic units that participated in the integrative department projects during FY 2008-2009.

Activities planned for 2009-2010:

Continue to work with UITS on improving software; continue consulting and presenting on ePort across campus; continue grant program; expand faculty development offerings.

Mrumara will continue to collaborate with the ePort Management Team in providing assessment/evaluation consulting services to faculty working on integrative department grant projects.

☑ III.3. Continuously improve the campus practice of assessment. III.3h. Faculty users of ePort provided with consultation and training, including assistance with development and validation of rubrics, enabling them to use ePort to improve assessment.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

Consultation with 13 units; expanded faculty development programs.

ePort Management Team facilitated four faculty development workshops on e-Port for the campus as a whole. More than six others were provided for individual departments/school/committees.

Evidence of Progress for 2008-2009:

Number of units using ePort for assessment; new website to support faculty work on developing and using rubrics.

Attendance and participation at e-Port workshops was quite good; and an increased number of academic units have ePort-related projects well underway.

Activities planned for 2009-2010:

Further expansion of faculty development programs, including workshop on rubric development and use (in collaboration with CTL); continued consultation and website development.
Mzumara will continue to collaborate with Susan Kahn (Director, Student ePort Initiative) in providing assessment/evaluation consulting services to faculty working on integrative department grant projects, particularly with respect to providing assistance with developing and validating ePort assessment rubrics.

III.3. Continuously improve the campus practice of assessment. III.3i. Improvements in course placement services accomplished through use of outreach testing services.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Testing Center staff continued to offer placement testing services at satellite test sites on campus (i.e., using computer labs in the BS and LD Buildings) and at off-campus sites including ACT Test Centers, statewide campuses of Ivy Tech Community College, and other ad-hoc remote sites established in consultation with peer institutions.

Testing Center maintained the partnership with IUPU Columbus and the statewide campuses of Ivy Tech Community College in offering placement testing services to students admitted at the respective institutions.

Evidence of Progress for 2008-2009:

Testing Center successfully administered a total of 27 tests remotely as part of the outreach placement testing services offered in FY 2008-2009.

Testing Center staff collaborated with colleagues in the Department of Mathematical Sciences in administering placement tests on 'walk-in' basis in the Math Computer Lab (LD 225).

Activities planned for 2009-2010:

Establish remote test sites at Park 100 Learning Center and other CLN Learning Centers as space becomes available.

We will make every effort to establish a coordinated and sustainable outreach testing program in collaboration with high schools and peer institutions that offer placement tests (including regional campuses of Indiana University and Purdue University, and ACT Test Centers across the country).

III.3. Continuously improve the campus practice of assessment. III.3j. Satisfaction with Testing Center services maintained at 95% satisfied rate on exit surveys.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Testing Center successfully administered a total of 27 tests remotely as part of the outreach placement testing services offered in FY 2008-2009.
Continued to administer exit surveys / client satisfaction surveys to monitor the quality of services offered at the Testing Center.

Evidence of Progress for 2008-2009:

**Placement Testing:** 96.3% of respondents either "agreed" or "strongly agreed" that proctors were knowledgeable about testing procedures; 96.4% of respondents either "agreed" or "strongly agreed" that the proctors' level of helpfulness was satisfactory; 95.2% indicated that the reservation agent was friendly and helpful; and approximately 95% of respondents reported that they were checked-in promptly (i.e., 3 minutes or less) upon arrival to the Testing Facility.

**National and State Testing Program:** 97.5% of survey respondents (N = 326) were satisfied with the service provided by proctors; 97.2% "agreed" or "strongly agreed" that test security procedures were handled in a sufficient manner; and 95% of respondents reported that test proctors provided a fair and friendly testing atmosphere.

**Scanning Services:** 96.4% of survey respondents (N = 30) rated the overall quality of services/products as "very good" or "excellent"; and 96.0% of respondents were "satisfied" or "very satisfied" with the quality of reports they received from scanning services.

Activities planned for 2009-2010:

Revise and update existing student testing exit surveys and continue to monitor and use exit survey results to make incremental quality improvements in business operations at the Testing Center.

Develop and implement a revised version of the student testing exit surveys for administration at satellite test sites for purposes of monitoring the quality of outreach testing services at on-campus and off-campus test sites.

☑ III.3. Continuously improve the campus practice of assessment. III.3.k. At least 2 academic units assisted in adapting their course/instructor evaluation forms and reports for use in assessing quality of teaching.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

Testing Center staff assisted at least 4 units (SPEA, IU School of Medicine’s Microbiology and Immunology unit, office of Academic and Career Development in University College, and IUPU Columbus) in adapting their course/instructor evaluation surveys or evaluation reports.

Mzumara and Singh (Co-Chairs, PRAC Subcommittee on Course Evaluations, and members of the Indianapolis Faculty Affairs Subcommittee on Student Evaluations of Faculty) facilitated a content review of end-of-course evaluation surveys for a total of 15 academic units at IUPUI.

Evidence of Progress for 2008-2009:

Reviewed end-of-course evaluation surveys for a total of 15 academic units at IUPUI.
Reviewed end-of-course evaluation surveys for a total of 19 academic units at IUPUI.

Scanning Services processed web-based and paper-and-pencil course/faculty evaluations for a total of 19 academic units in FY 2008-2009.

**Activities planned for 2009-2010:**

Disseminate highlights from Course Evaluation Study to PRAC, FAC, and via a pre-institute workshop on course evaluations at the 2009 Assessment Institute in Indianapolis.

Munara and Singh will continue to serve as co-chairs of the PRAC Subcommittee on Course Evaluations and assist faculty in leading efforts to improve the quality and effectiveness of end-of-course evaluation surveys for academic units at IUPUI.

We will continue to market Testing Center products and services more aggressively through advertisements, personal contacts, or face-to-face needs assessment meetings with existing and potential clients.

III.4. Continuously improve survey programs.

III 4c. Increased timeliness and quality of survey reports.

**Campus Planning Theme:** Teaching and Learning, Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2008-2009:**

Simplified the reports for the Continuing Student Survey and Staff Survey.

**Evidence of Progress for 2008-2009:**

Produced campus level reports for the Continuing Student Survey and Staff Survey in approximately 2 weeks.

**Activities planned for 2009-2010:**

IMIR’s new Assistant Director for Survey Research is developing a new reporting template that will speed up the delivery of reports.

III 4a. Survey items aligned with campus priorities.

**Campus Planning Theme:** Teaching and Learning, Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2008-2009:**
Revised the Faculty Survey and Staff Survey to align them with campus priorities.

Evidence of Progress for 2008-2009:

Seeing better use of Continuing Student Survey results (revised previously). IMIR is being asked to prepare more elaborate reports for the Staff Survey.

Activities planned for 2009-2010:

Make further revision of the Continuing Student Survey so it will be appropriate for evaluating PULs.

III.4. Continuously improve survey programs.
III.4b. Response rates on student surveys increased by 5%.

Campus Planning Theme: Teaching and Learning, Best Practices

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

- Shortened the Continuing Student Survey, Faculty Survey, and Staff Survey.
- Took a variety of actions to increase the response rate for NSSE.
- Worked with other units to develop the Student PULSE Survey to reduce survey burnout. (Just 2 surveys per semester are planned.)

Evidence of Progress for 2008-2009:

The response rate for the Continuing Student Survey increased by approximately 5%. Response rates for the Faculty and Staff surveys have remained stable. (Response rates for these surveys were already relatively high.)

Activities planned for 2009-2010:

Look into the feasibility of using targeted follow up procedures to increase response rates generally and among targeted groups.

III.5. Continue the use, development, and integration of economic modeling (activity-based costing/management) in unit planning, management, and evaluation. III.5a. Expand use of the program review financial table for departments as an individual consulting service for department academic budget planning.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:
Actions taken for 2008-2009:

Supported all requests for program review budget tables for the 2008-09 program reviews.

Evidence of Progress for 2008-2009:

Completed budget tables for program reviews for Philosophy, BSPA, World Languages, Informatics, and Anthropology, Sociology, and Philanthropy.

Activities planned for 2009-2010:

Continue to support the planned program reviews for 2009-2010

III.5. Continue the use, development, and integration of economic modeling (activity-based costing/management) in unit planning, management, and evaluation. III.5b. Develop a module on the use of economic models in academic budget planning with actual examples (Allied Health, Education, Nursing, etc.) for deans, directors, department chairs and fiscal officers.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:

Actions taken for 2008-2009:

No action taken as campus budget conditions became the priority.

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:

III.5. Continue the use, development, and integration of economic modeling (activity-based costing/management) in unit planning, management, and evaluation. III.5c. Write and submit two articles on the use of economic models in academic budget planning.

Campus Planning Theme: Teaching and Learning

Secondary Goals:

Sub Unit:

Time Frame:
Time Frame.

Actions taken for 2008-2009:

No actions taken.

Evidence of Progress for 2008-2009:

Activities planned for 2009-2010:

None planned with P-20 Collaborative taking priority for available time.

☑ III.6. Develop a more uniform and concise set of campus-wide performance indicators. III.6a. Institutional portfolio and annual campus report will be based on an increasingly stable list of key performance indicators.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

**Actions taken for 2008-2009:**

Revised the IUPUI Goals and Objectives document to include activities associated with the CAO’s Academic Plan.

Data on performance indicators included in print and online Performance Report formats.

Evidence of Progress for 2008-2009:

New performance indicators were used for the annual diversity report.

PIs used by campus leadership; PIs have been stable since 2002.

Activities planned for 2009-2010:

Will revise the teaching and learning performance indicators to align them with the Academic Plan and the new ICHE goals.

Continue reporting on progress for each PI.

☑ III.7. Contribute evaluation resources for campus programs and community organizations III.7a. At least 1 evaluation study funded and conducted for campus constituents and 1 evaluation study funded and conducted for community organizations.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**
Actions taken for 2008-2009:

Mzumara remained available to offer evaluation consulting services to faculty working on student ePort projects. Mzumara served as principal evaluator for the Collaborative Plowshares Peace Studies Project (www.plowsharesproject.org), an external contract project funded through the Indianapolis Peace Institute (www.indianapolispeaceinstitute.org).

Evidence of Progress for 2008-2009:

Mzumara successfully completed the two-year contract for evaluation of the Collaborative Plowshares Peace Studies Project and submitted the final report to the client.

Activities planned for 2009-2010:

Pursue new partnerships or contract and grant opportunities in collaboration with interested faculty or campus units working on contract/grant projects.

Student e-Port Initiative: Testing Center will continue to provide assessment/evaluation consulting services to interested faculty working on integrative department grant projects.

☑ III.7. Contribute evaluation resources for campus programs and community organizations. III.7b. Program evaluation resource site redesigned, deployed, and updated.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Testing Center staff (Mzumara, Singh, and Marsiglio) resumed work on developing a program evaluation resource site, and this work is still underway.

Evidence of Progress for 2008-2009:

Modest progress has been made in identifying potential partners (including faculty colleagues in CTL and CRL) who have expressed interest in working collaboratively with Testing Center in developing a program resource site that enhances evaluation capacity building activities at IUPUI.
Activities planned for 2009-2010:

Testing Center staff will continue to solicit individual faculty or campus units to work jointly on developing a program resource site that meets the program evaluation needs of constituencies at IUPUI.

☑ III.7. Contribute evaluation resources for campus programs and community organizations. III.7c. At least 225 units using Testing Center services annually (especially placement testing and national testing programs; test/survey development, scoring, and data analysis services; and educational measurement, evaluation, and statistical consulting services).

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

---

Actions taken for 2008-2009:

Testing Center staff continued to provide testing, scanning, and evaluation consulting services to a variety of internal and external clients.

---

Evidence of Progress for 2008-2009:

Testing Center staff maintained the primary client base for testing and scanning services, and served at least 226 units in FY 2008-2009.

---

Activities planned for 2009-2010:

Expand outreach testing services on-campus and at off-campus test sites; establish new test proctoring services including administration of make-up exam proctoring services; and

Continue to seek new opportunities to increase the total number of examinees or clients taking academic proficiency assessments administered through the Testing Center for a variety of purposes including course placement, college selection or admission, certification, licensure and credentials.

☑ III.7. Contribute evaluation resources for campus programs and community organizations. III.7d. Ongoing collaboration accomplished through implementation and expanded use of off-campus outreach testing services, particularly in support of testing incoming students for summer bridge programs. off-campus high school outreach testing services.

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

---

Actions taken for 2008-2009:

Testing Center staff maintained an ongoing partnership with IUPU Columbus and state-wide campuses of Ivy Tech Community College in offering placement testing services to admitted students at the respective campuses.
Testing Center staff continued to assist individual students who opted to complete their placement tests at remote test sites.

Evidence of Progress for 2008-2009:

A total of 15 students completed their placement tests remotely at off-campus ACT Test Centers or related sites.

Activities planned for 2009-2010:

Testing Center staff will continue to seek interested partners for purposes of leveraging resources needed to expand outreach testing services in collaboration with major feeder high schools and other entities such as IUPU Columbus and other regional IU campuses, and Ivy Tech Community College (ITCC). Testing Center staff will continue to assist students who opt to take their placement tests remotely through test sites located at ACT Centers and other off-campus test sites across the country.

III.7. Contribute evaluation resources for campus programs and community organizations. III.7e. At least 1 presentation and 1 publication produced annually in support of dissemination of study findings from contract and grant projects.

Campus Planning Theme: Teaching and Learning
Secondary Goals:
Sub Unit: 
Time Frame:

Actions taken for 2008-2009:

Mzumara gave 1 grant-related presentation on Shaping Outcomes Project Evaluation Study at the 2008 Evaluation Conference.

Mzumara produced 1 contract-related evaluation report for the Collaborative Plowshares Peace Studies Project.

Evidence of Progress for 2008-2009:

Completed at least 1 presentation and 1 technical report related to contract and grant projects at the Testing Center.

Activities planned for 2009-2010:

Submit a manuscript on Shaping Outcomes evaluation study for peer review and possible publication in a journal.

Goal IV: Provide analysis, interpretation, and reports to internal and external constituents.

IV.1. Continuously improve management information reports and analysis capability for academic managers. IV.1a. Management information system enhanced via deployment of Web-based database querying tool, inclusion of more types of data, and use of a more subject-based organization.
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame: Ongoing

Actions taken for 2008-2009:

Web-based tool was developed.

Evidence of Progress for 2008-2009:

Web-Based tool has been deployed.

Activities planned for 2009-2010:

Continue to add to the query tool (e.g., credit hours, survey data, graduation and retention rates)

IV.1. Continuously improve management information reports and analysis capability for academic managers. IV.1b Enhance reporting application for 'Five year trend' on IMIR Website to include drill down capability to department/program level.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

IMIR has upgraded the "Five year trend" and "Management Indicators" site with ability for users to drill down to plan level details.

Evidence of Progress for 2008-2009:

Website has started to gain # of visitors and page views.

Activities planned for 2009-2010:

Continue to incorporate Credit hours and Persistence reports.

IV.1. Continuously improve management information reports and analysis capability for academic managers. IV.1c. Evaluations of timeliness, accuracy, and usefulness of reports and analyses undertaken.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2008-2009:

Met with deans and directors to identify ways in which reports and analyses can be improved.

Evidence of Progress for 2008-2009:

Based on feedback, IMIR has made changes to the Point-In-Cycle (PIC) reports and the web-based query tool.

Activities planned for 2009-2010:

Continue to work with deans and administrators to improve analyses and reports.


  Campus Planning Theme: Best Practices
  Secondary Goals:
  Sub Unit:
  Time Frame:

Actions taken for 2008-2009:

Developed production schedule in collaboration with Communications and Marketing and IMIR; used project management software to track activities.

Evidence of Progress for 2008-2009:

Report completed on schedule.

Activities planned for 2009-2010:


  Campus Planning Theme: Best Practices
  Secondary Goals:
  Sub Unit:
  Time Frame:

Actions taken for 2008-2009:
Worked with OIE staff to lay out tasks involved in updating Performance Report on iPort.

Used the OnTrak project scheduling system to monitor due dates and coordinate activities.

Evidence of Progress for 2008-2009:
Performance report update was completed on schedule.

Activities planned for 2009-2010:
Implement a similar process for next year’s report update.


Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:
Revised the performance indicators for diversity.

Diversity indicators no longer reported on in Performance Report, except for those that also fall into other categories. Those were included, with relevant data, in the report.

Evidence of Progress for 2008-2009:
Assumed responsibility for leading the discussion of performance indicators for diversity.

Activities planned for 2009-2010:
Work with Diversity, Equity, & Inclusion to make additional improvements to the report.
Continue to report on diversity indicators that are also indicators for teaching and learning, research, scholarship, and creative activity; and civic engagement.


Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:
Actions taken for 2008-2009:

Developed report in collaboration with Communications and Marketing and IMIR.

Evidence of Progress for 2008-2009:

3000 reports distributed in early 2009.

Activities planned for 2009-2010:

Continue to produce a readable, high-quality report.

☑ IV.2. Document institutional effectiveness via IUPUI's annual performance report in print and on the Web (iPort). IV.2d. Increase page views on iPort page by 5% compared to previous year.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Published 2007-2008 Performance Report on iPort, as well as in print version. Improved presentation of data in online version of report.

Evidence of Progress for 2008-2009:

<table>
<thead>
<tr>
<th>Website address</th>
<th>Google Page Rank</th>
<th>Pageviews:</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://iport.iupui.edu/">http://iport.iupui.edu/</a></td>
<td>July 1, 2007 to June 30, 2008</td>
<td>48389</td>
</tr>
<tr>
<td></td>
<td>July 1, 2008 to June 30, 2009</td>
<td>36881</td>
</tr>
</tbody>
</table>

Activities planned for 2009-2010:

Continue to institute improvements as technology and data permit.

☑ IV.3. Provide information to academic and administrative units so that they can improve their processes. IV.3a. Provide data and analysis for Enrollment Services to assist their efforts to attract and support a better prepared entering first-year cohort.
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- Refined the predicted GPA model to assist in admissions decisions and developed a simple enrollment forecasting model.

Evidence of Progress for 2008-2009:

- The results of the predicted GPA analyses guided decisions on deferral to Ivy Tech and invitations to the Summer Bridge program.

Activities planned for 2009-2010:

- Work with Enrollment Services to develop a more elaborate enrollment forecasting model.

IV.3. Provide information to academic and administrative units so that they can improve their processes. IV.3b. Provide deans and senior administrators with information about instructional costs and productivity.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

- Administered the Delaware Study of Instructional Cost and Productivity for the second year.

Evidence of Progress for 2008-2009:

- Presented the results to chancellor's staff, academic deans, and the Faculty Council Budgetary Affairs Committee
- Prepared follow-up report for the School of Nursing

Activities planned for 2009-2010:

- Purchased software that will allow IMIR to provide tailored peer group analyses.

Met with Michael Middaugh to discuss adding information to the Delaware Study that would provide for enhanced reporting of productivity (e.g., degrees per enrolled student).
Goal V: Derive, prioritize, recommend, and assist in implementing improvements based on evaluative findings.

V.1. Orient deans, fiscal officers, associate deans, and chairs to PAII information and ways to use it. V.1a. At least one workshop on peer group analysis conducted for school personnel.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:**

Actions taken for 2008-2009:

Conducted workshop for Informatics.

Evidence of Progress for 2008-2009:

Informatics staff are attempting to create a tailored peer group for future comparisons.

Activities planned for 2009-2010:

Work with the School of Engineering and Technology to develop tailored peer groups.

V.2. Facilitate implementation and documentation of improvements suggested by analysis of campus assessment data. V.2a. List of significant improvements furthered by PAII information and evaluation resources extended and disseminated widely.

**Campus Planning Theme:** Best Practices

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** Ongoing

Actions taken for 2008-2009:

**2008-09**

- Acting on evidence that Principles of Undergraduate Learning are not systematically taught and assessed in the academic programs across campus, PAII staff initiated activities to ensure that these activities will be evident when NCA visitors arrive in 2012.
- Acting on evidence that questionnaire response rates are declining, due in part to the proliferation of surveys across campus, PAII staff convened the largest purveyors of surveys and developed, with student leaders, a Student Pulse Survey approach designed to increase response rates.
- Deans were introduced in a Deans Council meeting to the Accelerated Improvement Process (AIP) by peers who had used AIP, and several new projects were initiated as a result.
- Designed the facility layout and provided the budget plan, worked with IU Real Estate Office and secured the facility site, and developed the newest off-campus learning center at Park 100. Instrumental in the development and implementation of the strategic plan for off-campus centers.
- Provided ongoing consultation to Departments of Visual Communication, Computer and Information Science, and Tourism, Convention, and Event Management; Schools of Dentistry and Engineering & Technology; and IUPUI on implementing the IUPUI ePortfolio to improve student learning and impact authentic assessment.
Developed and presented four campus-wide faculty development workshops designed to assist faculty and academic programs with successful implementation of ePort for learning and assessment (in collaboration with staff from UITS and CTL). (Introduction to ePort workshop filled within 24 hours of announcement.)

Provided or continued grants to twelve IUPUI academic units to support implementation of ePort to improve learning and assessment.

Consulted throughout the year with UITS on needed enhancements to ePort software environment, which has improved significantly in ease of use over the past two years and now includes basic assessment management capabilities.

Provided invited presentations to 13 IUPUI academic units and committees interested in learning more about ePort.

With staff support, developed a web site on creating and using rubrics for the PULs to support IUPUI faculty with assessment of authentic materials in ePortfolios or other student work.

Worked with University College faculty and staff to plan pilot of ePort and Personal Development Plan in Spring 2010. This initiative is intended to help students chart a course for their academic career at IUPUI, to support retention, and to provide information to advisors in University College and the major.

In collaboration with Communications and Marketing and IMIR, developed improved IUPUI Performance Report, which won national recognition from the Admissions Marketing Report.

Because more than 100 first-time freshmen were dismissed from IUPUI for having a Fall semester grade point average below 1.00, IMIR undertook a study to determine (1) if any student characteristics were related to the probability of being dismissed and (2) if it was possible to predict who would be dismissed. Results of the research have led to changes in programs for first-time freshmen and have helped focus efforts to develop an early warning system.

Based on requests from the Office for Women, the Chancellor, and the Executive Vice Chancellor for Academic Affairs, IMIR conducted a faculty salary study to (1) determine if women or minorities have significantly lower salaries than males or majority faculty members. Results identified a small, but significant, difference in faculty salaries by gender. No differences were found for race/ethnicity. In addition, faculty members with salaries that were significantly lower than expected were identified and schools are evaluating whether salary adjustments are needed and how to adjust those salaries.

Feedback from school and campus administrators indicated that there is a need for five-year trend data at the department and academic plan levels. IMIR staff have developed an Institutional Reports web site that provides campus decision makers with the ability to drill down to the department and plan level.

Provided consultation to School of Engineering and Technology on implementing ePort to support student development of critical thinking skills, after NSSE results indicated that E & T students gave themselves the lowest rating on campus on critical thinking.

Provided consultation to School of Dentistry on use of ePort to support student understanding of professional ethics in clinical settings after assessment findings indicated a need for improvement.

IMIR staff developed new tools for campus enrollment planning, including models for forecasting enrollment, determining the probability of a student enrolling at IUPUI, forecasting graduation rates, and predicting first-year grade point averages for new students.

IMIR staff developed and administered a new survey for graduate and graduate professional students at IUPUI.

Worked with assessment professionals in Health and Rehabilitation Sciences, Nursing, and University College on campus-wide study of student success.

IMIR staff developed reports for IUPUI schools on instructional costs and productivity, using data from ePort.
the national Delaware Study.

- IMIR staff developed peer group analyses for the Schools of Engineering and Technology, Liberal Arts, and SPEA, as well as University College and the University Library.
- Revised performance indicators for diversity initiatives undertaken by the Diversity Cabinet.
- IMIR staff created the Information Gateway to provide easy access to information to be used in evaluation and assessment (http://reports.iupui.edu/gateway/).

2006-07

- IMIR provided data to the Enrollment Management Council and academic deans that were used to improve enrollment projections for Fall 2007 and subsequent years.
- IMIR conducted a series of analyses for the Admissions Office that are being used to provide automatic admissions for some students.
- IMIR, along with other campus units, provided Derrick Price with data to conduct an extensive study of the factors related to retention at IUPUI. Price produced a report commissioned by the Council on Retention and Graduation.
- IMIR is working with the Chancellorâ€™s Diversity Cabinet to develop new performance indicators for evaluating and improving the campus climate for diversity.
- Progress report on ICHE Goal 6 (produced by PAII staff) includes improvements made in schools based on assessment of student learning of PULs.
- Provided leadership for the Accelerated Improvement Process, which has produced improvement initiatives for 50 processes in units across the campus (http://www.planning.iupui.edu/improvement/).
- Provided consultation for the School of Nursing simulation mannequin in clinical courses; course evaluation study for Testing Center; business plan for School of Public and Environmental Affairsâ€™ Executive Education program; course budget planning for Tourism, Conventions, and Event Management and the Community Learning Networkâ€™s alternative course format; facility budget planning for School of Social Workâ€™s Department of Child Services $5 million 3-year grant; clinic budget planning for Oral Surgery Clinic; integration of the Division of Labor Studies into the School of Social Work; strategic budget planning for the School of Science; and budget planning for the Assessment Institute.
- All committees established to evaluate performance indicators used survey data or institutional data provided by IMIR to inform their decisions.

2005-06

- All Doubling Task Forces reported using data this year in their annual reports. The Enrollment Management Task Force reported â€œcollaboration with the Office of Planning and Institutional Improvement, which provides links to the broader campus planning processes, as well as with the research and analytic support of the Office of Information Management and Institutional Research.â€
- The Council on Retention and Graduation reported reviewing student success rates in 300- and 400-level courses and identified, with IMIR research, unexpectedly low rates of student success in many of these classes.
- Other Doubling Councils reported analyzing student enrollment and survey data to plan continuation of their work.
- A faculty member in Physical Education used the AIP norm setting tool (What would cause me to fail as an instructor? You fail as students?) in classes at start of the semester. She reported that this worked much better than past efforts with norm setting in classes and found the tool to be a great help.
- SPEA used the AIP to streamline the admissions process and to ensure proper back-up procedures are in place.
- University College used the AIP in the 21st Century Scholars Program to create an efficient and replicable process for enrollment, affirmation, and event recruitment. As a result, the process was streamlined and various checkpoints were added to evaluate the process.
- PAII staff continue to collaborate with staff in the Office of Human Resources Administration to conduct monthly facilitator meetings for faculty and staff interested in the Accelerated Improvement Process. To
date, over 35 improvement processes have been completed or are underway at IUPUI and additional training opportunities are planned.

The following schools or departments used survey results: Nursing, Engineering and Technology for accreditation reviews; Student Life and Diversity to inform the campus-wide smoking policy; University College to improve advising; Medicine to improve the Biotechnology Certificate program.

All committees established to evaluate performance indicators used survey data or institutional data provided by IMIR to inform their decisions.

The Economic Model was used by Nursing, Dentistry, and Law to inform their financial planning. In the Dentistry accreditation report, the Economic Model process received special notation.

Evidence of Progress for 2008-2009:

- A model predicting first-year grade point average for new students has been incorporated into admission procedures for Fall 2009.
- Workshop conducted on use of the Information Gateway was well received.
- Five disciplines made use of peer group analyses (Engineering, Liberal Arts, Library, SPEA, and University College).
- Results from the Continuing Student Survey were used by several units to evaluate implementation of the PULs.
- University College staff have used the results of the study of dismissed students to include reporting elements in the soon-to-be-released early warning system.
- All schools that had faculty identified as having salaries significantly below expectations have completed a review of those salaries and are implementing plans to adjust salaries as needed.
- Held two workshops to familiarize deans and administrative personnel with the new Institutional Reports system.

Activities planned for 2009-2010:

- Reviewed course/faculty evaluation instruments for a total of 13 academic units and compiled a course evaluation inventory.
- Will continue to work with departments and schools to assist faculty in using ePort to assess and improve student mastery of PULs and disciplinary outcomes.
- Results of the survey of graduate and graduate professional students at IUPUI will be distributed.
- IMIR will continue to work with the Enrollment Management Council to identify areas where additional information is needed to improve enrollment management efforts.
- Continue to expand and update the institutional reports web site with information on credit hours, as well as survey data and potentially retention and graduation rates.

In collaboration with PRAC and FAC Subcommittees on Course Evaluations, Testing Center staff will facilitate at least one faculty development workshop to discuss ways to improve End-of-Course Evaluations at IUPUI.

V.2. Facilitate implementation and documentation of improvements suggested by analysis of campus assessment data. V.2b. Modify IUPUI surveys and survey administration procedures to improve response rates.
Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:
Surveys shortened.

Evidence of Progress for 2008-2009:
Response rate for Continuing Student Survey increased, NSSE response rate is stable at 30%, and already high response rates for Faculty and Staff surveys are stable.

Activities planned for 2009-2010:
Evaluate possible targeted follow-up procedures to increase response rates.

☑️ V.2. Facilitate implementation and documentation of improvements suggested by analysis of campus assessment data. V.2c. Deans' annual reports placed on the Web by IMIR staff.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:
IMIR staff updated 7 units' reports on the web.

Evidence of Progress for 2008-2009:
All the requests to update the report were completed on time.

Activities planned for 2009-2010:
Continue to work with academic units and offices to update their annual reports on the website.

☑️ V.2. Facilitate implementation and documentation of improvements suggested by analysis of campus assessment data. V.2d. Deans' annual reports placed on the Web by IMIR staff.
Time Frame:

Actions taken for 2008-2009:

V.2d. IMIR staff updated a total of 9 Deans’ annual budgeting reports on the web.

Evidence of Progress for 2008-2009:

V.2d. IMIR staff updated a total of 9 Deans’ annual budgeting reports on the web.

Activities planned for 2009-2010:

V.2d. IMIR staff will continue to provide this assistance.

☑ V.3 Advance institutional effectiveness through collaboration. V.3b. At least 3 Accelerated Improvement Processes completed annually and instances of improvements documented.

Campus Planning Theme: Best Practices

Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

PAII staff participated in AIP projects. New deans and administrators were introduced to the process.

Evidence of Progress for 2008-2009:

Presented information on the process to Rachel Applegate for possible inclusion in her courses in Library and Information Sciences and to the Borden IR Council. Co-facilitated process with Admissions and University College for transfer admits.

Activities planned for 2009-2010:

Continue to respond to requests to participate in AIP projects.

☑ V.3 Advance institutional effectiveness through collaboration. V.3a. Continued participation by 5 PAII staff on committees assigning campus performance indicators.

Campus Planning Theme:
Secondary Goals:
Sub Unit:
Time Frame:
**Time Frame:**

Actions taken for 2008-2009:

V.3a. Four staff members participated in evaluation of Performance Indicators this year. With the development of quantitative standards for evaluation of PIs, the need for committee participation may be greatly reduced and this goal may no longer be relevant.

Evidence of Progress for 2008-2009:

V.3a. Number of PAII staff involved in PI evaluation.

Activities planned for 2009-2010:


- **Goal VI:** Continuously improve effectiveness of PAII personnel and services.


  **Campus Planning Theme:** Best Practices
  **Secondary Goals:**
  **Sub Unit:**
  **Time Frame:** Ongoing

Actions taken for 2008-2009:

Monitoring of attainment of goals for achievement levels set last year continues.

Evidence of Progress for 2008-2009:

Use of PIs has simplified and shortened the PAII annual report

Activities planned for 2009-2010:

Continue to review and revise PAII goals as appropriate.

- VI.2. Implement project management. VI.2a. Revive 'Project Management' techniques within PAII division. Integrate basic project scheduling components into present 'OnTrak' application at: http://ontrak.iupui.edu/.

  **Campus Planning Theme:** Best Practices
  **Secondary Goals:**
  **Sub Unit:**
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

OnTrak system has been redesigned to include task tracking and scheduling feature.

Evidence of Progress for 2008-2009:

Used this system in various internal projects (ex: Faculty and Staff Survey administration, IUPUI Performance Report update).

Activities planned for 2009-2010:

☑ VI.3. Continuously improve the professional development of PAII staff. V1.3b. Cross train IMIR staff to prepare for upcoming retirements.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:

Moved Barb Dobbs into management analyst role.

Evidence of Progress for 2008-2009:

We have been able to meet requests for information during the transition.

Activities planned for 2009-2010:

The retirements have come and gone.

☑ VI.3. Continuously improve the professional development of PAII staff. VI.3a. Professional development opportunities are identified and staff participate.

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit:
Time Frame:

Actions taken for 2008-2009:
Evidence of Progress for 2008-2009:

Staff participated in PAII staff retreats, enrolled in formal classes, and attended a variety of professional development workshops/training opportunities as part of the ongoing staff development activities in PAII. Offered discretionary/incentive bonus awards to staff members.

Activities planned for 2009-2010:

Continue to hold staff retreats at least once a year. Maintain flexibility in work schedules to allow staff members to pursue professional development or training opportunities as needed.

VI.4. Develop and implement a diversity plan for PAII. VI.4a. Diversity plan and implementation strategy developed.

Campus Planning Theme: Best Practices, Campus Climate for Diversity

Secondary Goals:

Sub Unit:

Time Frame: Ongoing

Actions taken for 2008-2009:

These were developed prior to 2008-2009. Currently, a PRAC subcommittee is considering the idea of incorporating diversity efforts into program reviews. The Diversity Cabinet is considering the suggestion that new initiatives require a "diversity impact statement."

Evidence of Progress for 2008-2009:

See actions taken to date.

Activities planned for 2009-2010:

Ken Durgans has not asked unit diversity committees to report this year. Future of this initiative seems uncertain.

VI.5. Gain recognition within IUPUI, nationally and internationally, for the use of data in planning, evaluating, and improving VI.5a. At least 300 consultations for planning, evaluation, and improvement purposes provided annually by PAII staff (internal and external).

Campus Planning Theme: Best Practices

Secondary Goals:

Sub Unit:

Time Frame: Ongoing
Actions taken for 2008-2009:

See indicators of progress

Evidence of Progress for 2008-2009:

PAII staff consulted with internal and external units on 398 requests or projects.

Activities planned for 2009-2010:

Continue to provide consultations.

Fiscal Health

Reallocation Plan

Other Question(s)

1) How are you dealing with the projected base budget reductions for 2009-10 and 2010-11? For instance, how will the projected base reductions affect your ability to deliver your current level of services to students, faculty, and staff? Will some planned initiatives have to be delayed or terminated?

The office of Information Management and Institutional Research lost a data analyst and did not have the funds to hire a replacement. This means that fewer requests from deans, directors, and vice chancellor for information to inform decisions can be accepted. Further cuts will require eliminating the graduate assistantships that enable IMIR to conduct surveys of continuing students, alumni, and employers—an important source of management information.

In the Testing Center, a reorganization recommended following an audit by HR staff resulted in the downgrading of a position. Now that the incumbent, who was earning more than the new position warrants, has retired, this salary savings coupled with a delay in purchasing needed replacement computers for the testing lab has enabled the Testing Center to meet current budget-cutting obligations. Further cuts may lead to the elimination of the scanning function, which would leave some 15 campus units without assistance in scoring both paper-based and Web-based course evaluations. Taking that function back into departments and schools will require equipment and staff time; the alternative is to purchase the service from a commercial vendor, which is much more expensive than the service the Testing Center currently provides.

In the office of Planning and Institutional Improvement, we are relying more and more on soft money—royalties from periodicals and books written and edited by staff, and conference proceeds—for operating expenses. Further cuts will decimate our program review account, making it necessary for us to ask departments to pay all the costs of their reviews (they currently pay half), or to conduct fewer reviews for academic and administrative units.