

# Rapid Assessment and Steering Committee—Year 2 Launch

RASC Members: Robert Barat, Edward Bishof, Joel Bloom, Fadi Deek, Perry Deess, Norbert Elliot, Tony Howell, Katia Passerini, Judith Redling, Marguerite Schneider (on leave), Richard Sweeney. Robert Clark (Consultant). Ewa Solarz (Assistant)

September 13, 2010

# Welcome: New RASC Members

- Judith D. Redling, PhD: Associate Provost
- Katia Passerini, PhD: Associate Professor, School of Management, RASC Committee Member
- Robert Clark, PhD: Emeritus Professor of Chemistry, Rochester Institute of Technology, Consultant

# Milestone Event: April 6, 2010

From: Mary Ellen Petrisko [MEPetrisko@msche.org]  
Sent: Tuesday, April 06, 2010 5:05 PM  
To: Elliot, Norbert  
Subject: Self-study design

Dear Norbert, Steve, Perry, and Ewa,

I am pleased to inform you that I have now reviewed your revised design and am happy to approve this final document. Congratulations on this result of your good work! I look forward to next steps in the process and to our continuing collaboration.

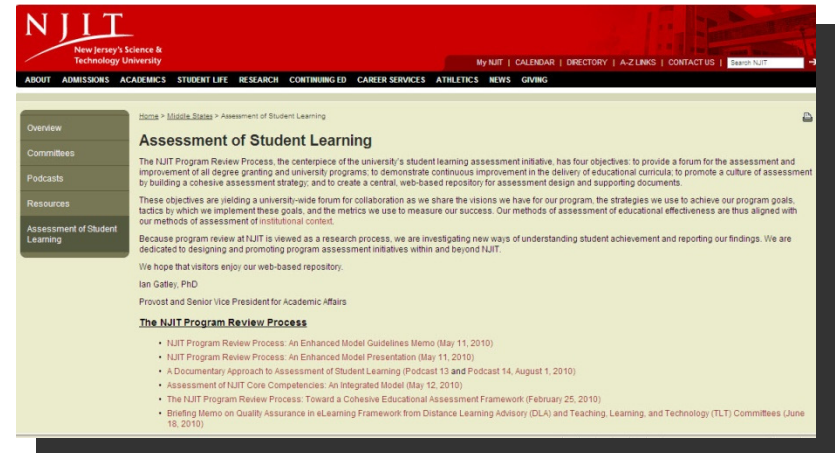
As always, please let me know if you have questions or if there is any way in which I can be helpful.

Enjoy this beautiful day,  
Best wishes,  
Mary Ellen

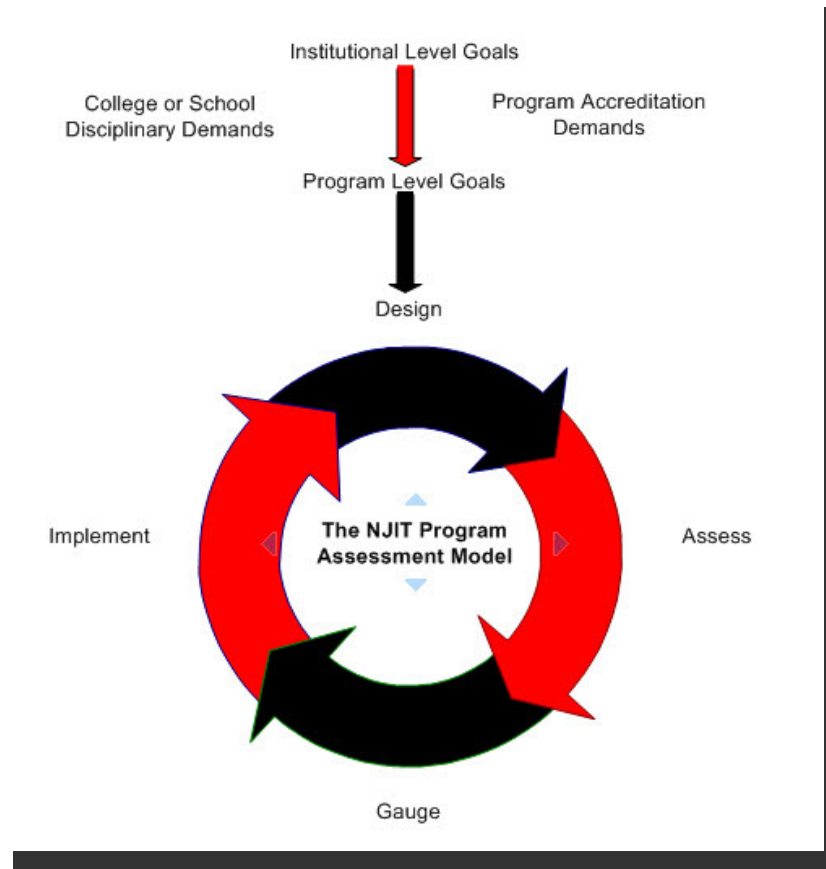
Mary Ellen Petrisko, Ph.D.  
Vice President  
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MSCHE website: [www.msche.org](http://www.msche.org)

# Summer Progress Since Last RASC Meeting (May 11, 2010)

- Cohesive Presence in Office of Associate Provost
- Defined and Launched Assessment of Student Learning Program



# Defined and Launched Assessment of Student Learning Program



# Defined and Launched Assessment of Student Learning Program

## **Institutional Level Goals → Program Goals → Course Goals**

The NJIT Academic Affairs *Core Values*: **Institutional Level Core Learning Goals**

1. An awareness of learning as a lifelong educational activity
2. An attitude towards research-based inquiry
3. An awareness of economic opportunity as integral to individual and community advancement
4. A call to service in a variety of community settings
5. An adoption of a leadership role in professional and citizenship activities
6. A disposition toward engagement within and beyond the NJIT community
7. A method of entrepreneurial inquiry when problem-solving
8. An application of technology to improve quality of life
9. An adoption of ethical conduct across circumstance
10. A view of diversity that celebrates cultural contexts
11. A sense of civility that embraces respect and candor

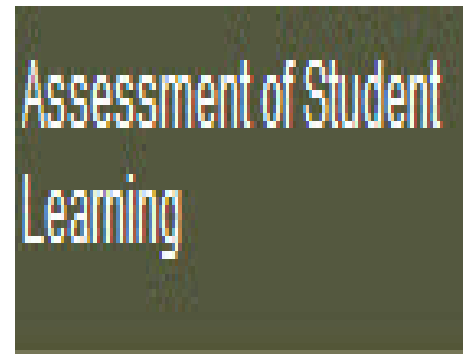
# Defined and Launched Assessment of Student Learning Program

The NJIT Academic Programs *Learning Outcomes:*  
**Program Level Core Learning Goals**

1. Analytical and Problem-Solving
2. Quantitative Reasoning
3. Communication
4. Teamwork
5. Ethics
6. Information Literacy
7. Mastery of Own Discipline

# Defined and Launched Assessment of Student Learning Program

- What is the cohesive framework of program assessment at NJIT?
- How are degree program and course goals integrated and articulated?
- How have planned assessment processes been implemented?
- How do assessment results provide convincing evidence of student learning?
- How have actions been taken as a result of assessment?
- How have program assessment results been communicated to a variety of shareholders?



# Goals for Fall 2010 and Spring 2011

- Time Line and Document Centered
- Advanced Preparation for Fall of 2011
- Preparing the Self Study Report for Stakeholder Review in Fall of 2011

| Task  | Start                     | End                       | Duration     |
|---|---------------------------|---------------------------|--------------|
| Submission of self-study design to Liaison              | March 9, 2010             | April 6, 2010             | 1 month      |
| Working groups gather data/reports                      | April 1, 2010             | January 1, 2011           | 9 months     |
| Working groups draft and submit report to RASC          | January 1, 2011           | April 30, 2011            | 3 months     |
| Working groups receive requests for revisions           | April 30, 2011            | May 31, 2011              | 1 month      |
| Working groups submit final report                      | June 1, 2011              | July 1, 2011              | 1 month      |
| RASC drafts self study report                           | July 1, 2011              | August 31, 2011           | 2 months     |
| Campus community reviews draft                          | September 1, 2011         | September 30 2011         | 1 month      |
| NJIT governing board reviews draft                      | October 1, 2011           | October 31, 2011          | 1 month      |
| Draft is final  | October 31, 2011          | November 8, 2011          | 1 week       |
| Team chair receives finalized draft                     | November 8, 2011          | November 11, 2011         | 3 days       |
| Team chair visits                                       | November 11, 2011         | Week of December 12, 2011 | 1 month open |
| Self-study report finalized and sent to evaluation team | Week of December 12, 2011 | February 10, 2012         | 2 months     |
| Evaluation team visit to NJIT                           | March 1, 2012             | Week of April 9, 2012     | 1 month open |

# Time Line: Fall 2010 – Spring 2011

## Fall 2010

- October 31: Working Groups Submit Finalized Documentation Identification and Needed Studies to RASC. Submit brief need statement.
- November 15: RASC gives Working Groups formatting standards.
- November 30: Working Groups Submit Detailed Outline to RASC based on pp. 27-39 (Research Questions) and pp. 42-47 (Proposed Outline) of *New Jersey Institute of Technology Self Study Design: A Science and Technology Research University for the 21st Century*
- December 17: RASC Returns Comments on Detailed Outline to Working Groups

## Spring 2011

- February 28: Working Groups Submit *Preliminary Drafts*
- March 18: RASC Returns Comments on Preliminary Drafts
- April 15: Working Groups Submit *Near Completion Documents* to RASC
- April 30: RASC Returns Comments on Near Completion Draft to Working Groups
- May 12: Working Groups Submit *Final Copy* to RASC

# Time Line: Fall 2011 – Spring 2012

## Fall 2011

### Fall, Academic Year 3

- Campus community reviews draft self-study report
- Evaluation team Chair reviews draft self-study report
- Institution's governing board reviews draft self-study report
- Institution sends draft self-study report to evaluation team Chair, prior to Chair's preliminary visit
- Team Chair makes preliminary visit at least four months prior to team visit
- Institutions with a selected-topics self-study that elect to have a document review *prior* to the team visit: Conduct an early document review
- Institution prepares final version of the self-study report

### Winter or Spring, Academic Year 3

- Institution sends final report to evaluation team and to MSCHE at least six weeks prior to team visit

## Spring 2012

### Spring, Academic Year 3

- Team visit
- Institutions with a selected-topics self-study that elect to have a document review *during* the team visit: Conduct a concurrent document review
- Team report
- Institutional response

### Summer or Fall after Academic Year 3

- Committee on Evaluation Reports meets
- Commission action

# The Fall 2010 and Spring 2011 RASC Shift

- RASC as Designers → RASC as
  - Developmental Editors
  - Document Writers
  - Revision Specialists
  - Certification Reviewers



## NJIT Self Study: Middle States Commission on Higher Education Meeting Documentation

### Part 1: Attendance

|                                   |   |
|-----------------------------------|---|
| <b>Committee Number:</b>          | GROUP 4 - Educational Outcomes: The Measurement of Institutional Effectiveness and Learning Ability                                       |
| <b>MSCHE Standard Addressed:</b>  | Standard 7: Institutional Assessment<br>Standard 14: Assessment of Student Learning   |
| <b>Meeting Date:</b>              | April 28, 2010  |
| <b>Meeting Time:</b>              | 2:30-4:00pm   |
| <b>Meeting Location:</b>          | 425 Fenster Hall  |
| <b>Chair:</b>                     | John Bechtold   |
| <b>Vice-Chair:</b>                | Katia Passerini   |
| <b>Committee Advisors:</b>        | Perry Deess   |
| <b>Committee Members Present:</b> | Ala Saadeghvaziri, William Barnes, John Bechtold, John Crays, Carol Johnson, Marvin Nakayama, Katia Passerini, Naomi Rotter, Davida Sharf |
| <b>Committee Members Excused:</b> | Phyllis Bolling, Nick Carlson, Eugene P. Deess, James Lipuma, Thomas Moore, Sharon Morgan, Mary Kate Naatus, Oleksandr Rudny,             |
| <b>Committee Guests:</b>          |   |
| <b>Meeting Purpose:</b>           | To identify documentation needed to answer each question.   |

### Part 2: Agenda

|   |  |
|---|--|
| <b>Agenda Items</b>                     |  |
| 1: Discussion of Task                   | Discuss of University-level learning outcomes and documentation needed |
| 2: Identify Documentation for Questions |  |

# Review of 2007 Periodic Review Reports

- Catherine Hennessey:  
Periodic Review  
Report—Fiscal Analysis

The following highlights were provided by Moody's:

*Strengths*

- Stable market position, with healthy student demand;
- Stable matriculation levels, averaging 43% over the past five years;
- Despite recent weakening in selectivity from 55% in 2002 to 69%, remains a relatively selective institution, with increase in freshman class to 798 in 2006, from 661 in 2002;
- Diversified revenue stream, with low percentage of operating revenue derived from net tuition and fees (28%); and
- Consistent operating cash flow.

*Challenges*

- Modest balance sheet resources relative to debt;
- High leverage levels, though consistent with other public institutions in the State;
- Future state budgetary challenges expected to remain difficult; and
- While no new debt is anticipated, enrollment plans may necessitate additional debt.

NJIT appears to be financially well managed.

# Review of 2007 Periodic Review Reports

- Katherine Mayberry:  
Periodic Review Report—  
Comprehensive Analysis

Report to  
Faculty, Administration, Trustees, Students  
of  
New Jersey Institute of Technology  
University Heights, Newark, New Jersey

Prepared following analysis of the institution's  
Periodic Review Report

First Reviewer:  
Dr. Katherine Mayberry  
Vice President for Academic Affairs  
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# Significance of the NJIT Strategic Plan, 2010 – 2015

-DRAFT-

NJIT Strategic Plan  
2010-2015

New Jersey Institute of Technology  
--innovative, entrepreneurial, engaged

## Mission

NJIT is New Jersey's science and technology university,

committed to the *pursuit of excellence* ----

- in *service* to both its urban environment and the broader society of the region, state, and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects;
- in undergraduate, graduate, and continuing professional *education*, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;
- in the conduct of *research* with emphasis on applied, interdisciplinary efforts encompassing architecture, design, the sciences, including the health and life sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;
- in contributing to *economic development* through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;

NJIT *prepares its graduates* for positions of leadership as professionals and as citizens; *provides educational opportunities* for a broadly diverse student body; *responds to needs* of large and small businesses, state and local governmental agencies, and civic organizations; *partners with educational institutions* at all levels to accomplish its mission; and *advances the uses of technology* as a means of improving the quality of life.

## Vision

A preeminent science and technology research university known for innovation, entrepreneurship, and engagement.



New Jersey's Science & Technology University

THE EDGE IN KNOWLEDGE

# Outstanding Issues Identified by RASC: Progress to Date

The screenshot shows the NJIT website's page for Middle States Accreditation. The header features the NJIT logo and navigation links. The main content area includes a sidebar with navigation options, a breadcrumb trail, a title, a description of the accreditation process, a link to a guide, and a list of recent news items. A right-hand sidebar provides information about the MSCHE.

**NJIT**  
New Jersey's Science & Technology University

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ABOUT | ADMISSIONS | ACADEMICS | STUDENT LIFE | RESEARCH | CONTINUING ED | CAREER SERVICES | ATHLETICS | NEWS | GIVING

Home > Middle States

## Middle States Accreditation

NJIT is accredited by the Middle States Commission on Higher Education (MSCHE). NJIT is actively engaged in preparing a Self-Study Report for a MSCHE accreditation visit during the 2011-2012 academic year. This web site will contain resources and committee information so that the NJIT community may participate in our efforts to design and prepare our self study.

For a concise guide to MSCHE required web page information, please visit <http://www.njit.edu/lrp/middlestates/>

### The Latest News

- May 31, 2010 -- Update on Middle States Self Study Process
- May 11, 2010 -- NJIT Self Study Progress and Key Performance Indicators: A Conversation with Provost Gately (pdf)
- April 6, 2010 -- *New Jersey Institute of Technology Self Study Design: A Science and Technology Research University for the 21st Century* (pdf), cover letter (pdf), and approval letter (pdf)
- March 24, 2010 -- Post-Liaison Review Workshop: Spring 2010 MSCHE Self Study Plans (pdf)
- March 10, 2010 -- Dr. Petrisko's Post-Visit Memo (pdf)
- February 25, 2010 -- The NJIT Program Review Process: Toward a Cohesive Education Assessment Framework (pdf)
- February 23, 2010 -- The Vector: Middle States Accreditation Process
- February 23, 2010 -- *New Jersey Institute of Technology Self Study Design: A Technological Research University for the 21st Century Draft* (pdf) and cover letter (pdf)
- February 2010 -- Agenda for Middle States Liaison Visit (pdf)
- January 2010 -- Self Study Questions Finalized
- December 9, 2009 -- Middle States Liaison Visit Scheduled for March 9, 2010

**MSCHE**

The Middle States Commission on Higher Education is a voluntary, non-governmental, membership association that is dedicated to quality assurance and improvement through accreditation via peer evaluation. Middle States accreditation instills public confidence in institutional mission, goals, performance, and resources through its rigorous accreditation standards and their enforcement.

See more at [www.msche.org](http://www.msche.org)

Contact Information:  
Middle States Commission on Higher Education