RASC Briefing: Preparing the Draft of the NJIT Self Study

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)
University Accreditation in the Era of Accountability

- **1945-1975: The Golden Age**
  - New Jersey Institute of Technology name change in 1975
- **1976-1993: Diversity and Consolidation**
- **1994–the Present: The Era of Accountability**

University Accreditation in the Era of Accountability

• What do we face today?
  – Action: What do our strategic plans reveal about our responsibilities to our shareholders?
  – Agent: How do we envision and empower those who will institute responsible change within the contemporary university system?
  – Agency: How will we ensure that our strategic plans and their assessment mechanisms are complementary, realized, evaluated, and improved?
  – Scene: How will budget restrictions reshape our present assumptions of university life?
  – Purpose: How will distinct units work, in complementary fashion, to ensure quality for all shareholders?
The NJIT Self Study: A Tour of the Working Group Reports

Standards for Accreditation

**Institutional Context**
- Standard 1: Mission and Goals ........................................ 1
- Standard 2: Planning, Resource Allocation, and Institutional Renewal ........................................ 4
- Standard 3: Institutional Resources .................................. 9
- Standard 4: Leadership and Governance .......................... 12
- Standard 5: Administration ............................................ 18
- Standard 6: Integrity ..................................................... 21
- Standard 7: Institutional Assessment ............................... 25

**Educational Effectiveness**
- Standard 8: Student Admissions and Retention ................ 31
- Standard 9: Student Support Services ............................. 34
- Standard 10: Faculty .................................................... 37
- Standard 11: Educational Offerings ............................... 40
- Standard 12: General Education .................................... 47
- Standard 13: Related Educational Activities (Basic Skills, Certificate Programs, Experiential Learning, Non-Credit Offerings, Branch Campuses, Additional Locations, and Other Instructional Sites; Distance or Distributed Learning; Contractual Relationships and Affiliated Providers) ........................................ 51
- Standard 14: Assessment of Student Learning ................ 63
The NJIT Self Study: Gains and Challenges

NJIT ViSTa Process

VISION

STRAATEGY

TACTICS

To:
Robert A. Alkek
President, New Jersey Institute of Technology

Final Report: Task Force on Undergraduate Retention and Graduation

Executive Summary

Meeting during the spring 2011 term under a charge from NJIT President Robert A. Alkek, the Task Force on Undergraduate Retention and Graduation reviewed national, regional, and state demands for accountability in the areas of placement, admissions, and graduation in order to investigate specifically the environment of undergraduate education at the university. The Task Force found five major issues: (1) students have access to timely and successful completion of an NJIT degree; (2) the high costs of undergraduate education; (3) the need for increased support for underserved students; (4) the growing cost of college and student loans; and (5) the need to provide a more personalized learning experience.

Need for a Contemporary Governance System: The NJIT Model

- Representation among shareholders
- Clearly defined mission, vision, and authority associated with a governing body such as a University Senate
- Deliberation as an assurance of rigorous analysis
- Structured standing committees associated with the Senate
- Transparent committee processes and actions
- Responsive to New Jersey, regional, and federal environments
- Timely closure on key decisions
Transition from Working Group Reports to Final Draft

- The self study has been central to the working life of NJIT
  - Not a peripheral activity
- The final draft will be analytic
  - Not descriptive
- The final draft will be evidence-centered
  - No unsupported assertions
- The final draft will be unified
  - No conflicting information or viewpoint
- The final draft itself serve as evidence of the NJIT strategic planning process
  - No aspects introduced that are not part of the design of the university
- The final draft will indicate use of benchmarks
  - No analysis is too unique for benchmark comparison
- The final draft will use a single voice representative of the university
  - No one constituency will control the report
Overview

• The Timeline
• The Master Outline and Core Text
• The Digital Archive
• The Preliminary Visit of the Chair
• The Key Questions We Must Answer
# Timeline: On Target

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

New Jersey’s Science & Technology University

*The Edge in Knowledge*
What areas are absent that demonstrate evidence of mission fulfillment?

What areas must be combined to demonstrate an analytic, evidence-based framework?
The Digital Archive: In Development
Preliminary Visit of the Chair

- Tour of NJIT and hosting facilities
- Meetings with governing board, key administrative officers, the RASC, faculty, and students
- Discuss clarity and accuracy of draft, potential conflicts of interest, additional visits, time line (including the six week delivery date of materials), facilities, and agenda

Team chair is leader, facilitator, and organizer.
Key Questions We Must Answer

• What is our mission, how has it driven our actions, and how do we assess those actions in terms of mission fulfillment?
• What is the level of mission penetration and consistency?
• Are the human, fiscal, and physical resources available now to support mission fulfillment?
• What plans are in place to support mission fulfillment in the future?