



A Progress Report on the Rutgers MAAP Project: An Integrative Strategy for Mission Alignment, Assessment, and Planning in Complex University Communities

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What is **MAAP**?

Mission,
Alignment,
Assessment
and **P**lanning

MAAP is a collaborative *process* and a *graphic* tool

- MAAP responds to the pressures for assessment, accountability, and evidence of organizational effectiveness in higher education.
- MAAP joins academic and administrative units in continuous improvement and transformative change.
- MAAP addresses the current challenge of communicating the worth of the multi-faceted model of undergraduate education and student learning.



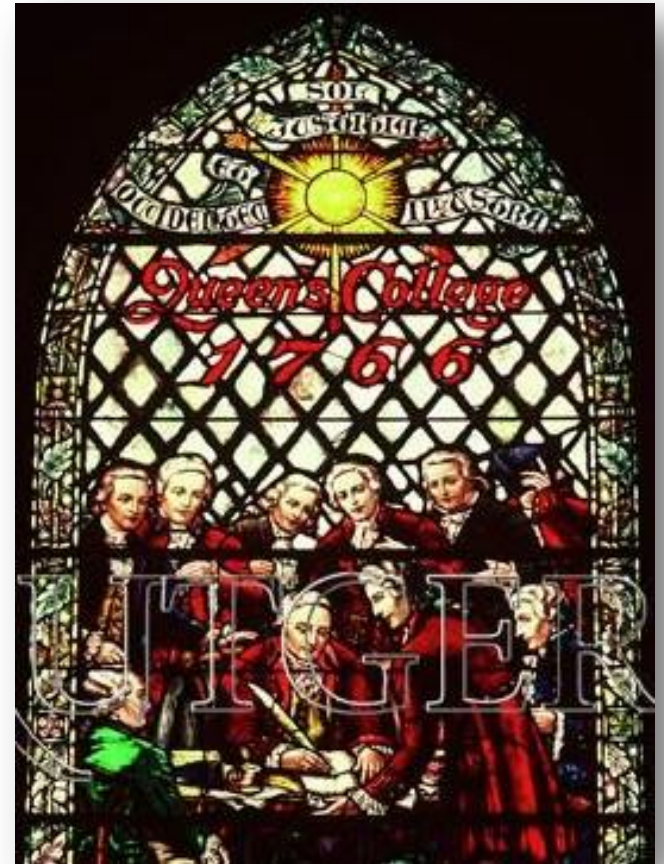
MAAP's Purposes

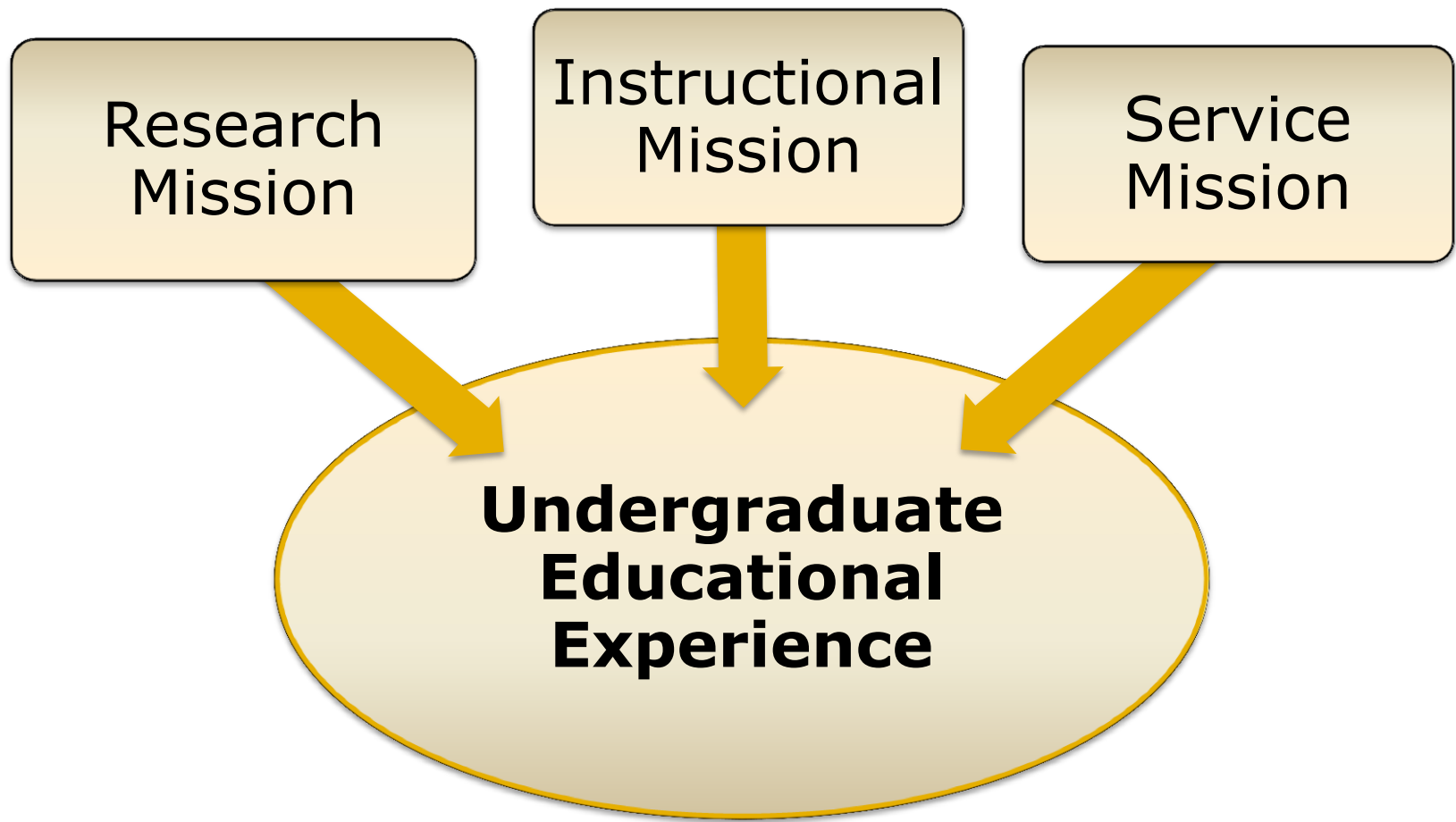
Alignment, Assessment, & Planning

- Provides a visual display of the multiple ways in which the goals of each unit/activity **align** with the University's goals.
- Recognizes unit success in meeting these goals by providing a collective portal to unit/activity **assessment** data, while connecting effective local ownership of assessment with institutional indices.
- Facilitates **planning** by identifying under-met goals and cultivating synergies between units that all contribute to a particular mission goal.

Starting with the Undergraduate Educational Experience

- That's what the public thinks we do and that is what we are being held accountable for.
- Rutgers has a great story of ambition and achievement to tell.





Shared Mission Goals for the Undergraduate Educational Experience

- **Student Recruitment**
- **Rutgers Support and Pride**
- **Personal and Professional Development**
- **Academic Degree Goals**
- **Progress to Degree**
- **Post-Graduation Success**
- **Operational Support for Faculty & Staff**

What do those goals mean and
how do we work individually
and together to achieve them?



• Student Recruitment

- Reputation of University and academic programs
- Quality/Selectivity
- Access and affordability
- Diversity

• Academic Degree Goals

- Credit-bearing general education
- Credit-bearing program learning goals (majors, minors, certificates, etc.)
- Credit-bearing experiential learning goals

• RU Support and Pride

- Valuing the research mission
- Sense of belonging, pride and self-identification with RU & School
- Quality campus facilities/services
- Satisfaction: education & experience

• Progress to Degree

- Retention
- Academic success & progress
- Timely graduation

• Personal & Professional Development

- Co-curricular engagement and learning
- Respect for human rights, diversity and individuality
- Local and global citizenship
- Leadership & workforce readiness skills

• Post-graduation Success

- Honors, Awards, Fellowships
- Graduate and professional school admissions
- Employment

• Operational Support for Faculty and Staff

Mission Goals in Graphic Format:

	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS - CREDIT-BEARING	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
<u>PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION</u> 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Co-curricular engagement and learning • Respect for human rights, diversity, and individuality • Local and global citizenship • Leadership skills & workforce readiness 	<ul style="list-style-type: none"> • Credit-bearing general education • Credit-bearing program learning outcome goals (majors, minors, certificates, etc.) • Credit-bearing experiential learning goals 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> *Honors, awards, fellowships, etc. *Graduate and professional school admission *Employment 	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 			aligned unit goals				

Columns: Mission Goals

Rows: Programs/Services/Units

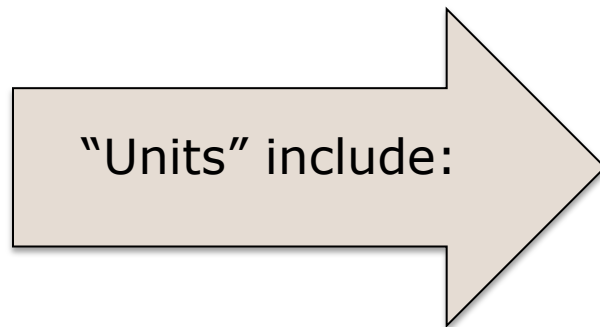
	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS CREDIT-BEARING	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
<u>PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION</u> 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Co-curricular engagement and learning • Respect for human rights, diversity, and individuality • Local and global citizenship • Leadership skills & workforce readiness 	<ul style="list-style-type: none"> • Credit-bearing general education • Credit-bearing program learning outcome goals (majors, minors, certificates, etc.) • Credit-bearing experiential learning goals 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> • Honors, awards, fellowships, etc. • Graduate and professional school admission • Employment 	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 		aligned unit goals					
recruitment, admissions, financial aid							
infrastructure, facilities, services, transportation, IT, dining, registrar, etc.							
health, psychological, & disability services public safety, et. al.							
new student orientation and advising -- SA and Academic Units;							
Student Affairs/ Student Life							
acad support, learning c, libraries, acad co-curricular							
general education/ core curriculum/ electives							
school/academic programs, majors&minors							
post-graduation planning programs							

Both axes are organized progressively by student life cycle

Step One: Alignment

What are each unit's goals?

Which of those goals align with which of the University's undergraduate educational experience mission goals?



Schools / Academic Units
Administrative Units
Programs / Centers
Departments
Activities

Each unit will list its activities or programs and fill in where its goals align with University mission goals on a MAAP grid

One Example

Administration and Public Safety

	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS - CREDIT-BEARING	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
<u>PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION</u> 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Co-curricular engagement and learning • Respect for human rights, diversity, and individuality • Local and global citizenship • Leadership skills & workforce readiness 	<ul style="list-style-type: none"> • Credit-bearing general education • Credit-bearing program learning outcome goals (majors, minors, certificates, etc.) • Credit-bearing experiential learning goals 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> *Honors, awards, fellowships, etc. *Graduate and professional school admission *Employment 	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 			aligned unit goals				
Administration and Public Safety Overall							
Student Employment							
Safety and Support Services for Students							

Units will use deep colors to identify their primary areas of contribution and the focus of their assessment activities

Administration and Public Safety

ADMINISTRATION AND PUBLIC SAFETY	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
<u>PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION</u> 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill 	<ul style="list-style-type: none"> • University, general education, academic major and minor program credit-bearing learning outcomes • Co-curricular, experiential, and workforce readiness learning outcomes 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> *Honors, awards, fellowships, etc. *Graduate and professional school admission *Employment 	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 							
Administration and Public Safety Overall							
Student Employment							
Safety and Support Services for Students							

Administration and Public Safety

Here are some activities our Administration and Public Safety Department identified as contributing to the **Personal & Professional Development Mission Goals.**



STUDENT ENGAGEMENT Leadership Knowledge & Skill

- Community Service Officer Program
- Emergency Service Officer Program
- Emergency Management Internship
- Pre-Hospital Emergency Care Course (6 credits)

Provide learning via job opportunities and training

Proposed Assessment Tools

Application Process: Marketing to Increase Applications from ES/Criminal Justice Majors

Semester End: Surveys Measuring Effectiveness of Program

Post Graduation: Career Path Follow Up Surveys

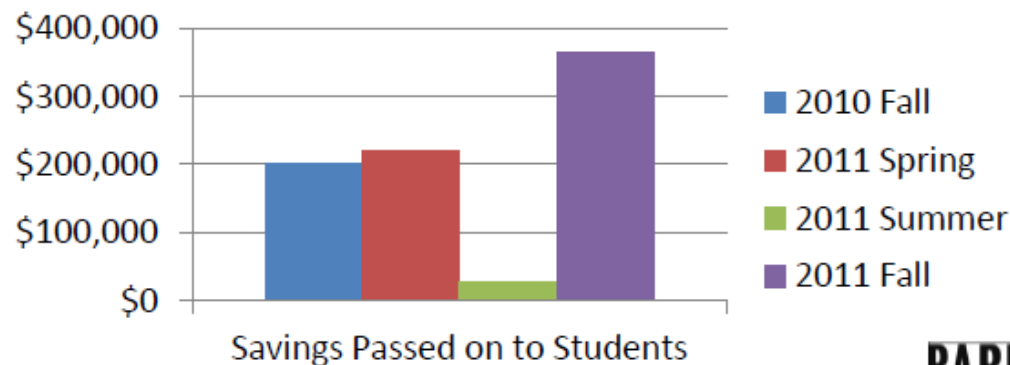
Administration and Public Safety

Our Administration and Public Safety Department oversees the Bookstore which contributes to the **Quality of Campus Support Services** goal aligned with the **Rutgers Support & Pride Mission Goal**

RUTGERS PRIDE Quality of Campus Support Services

B&N Textbook Rental Program

Provides cost effective solutions for undergraduate students to meet academic requirements



Remember:

No one unit or program should be doing ALL of these things.



Each unit should focus first on their programs and services that make particularly significant contributions to the undergraduate experience

Step Two: Assessment

What evidence is there that the unit is meeting its aligned goals?

- Ideally each unit will have a web page listing its aligned goals and providing current assessment results.
- **For many units, all that will be involved is creating a [link](#) to the assessment data they are *ALREADY* collecting!**
- Some units will want to adjust their goals to better align with the University mission goals --- this may then lead them to adopt additional or different assessment measures.





Walking units through assessment:

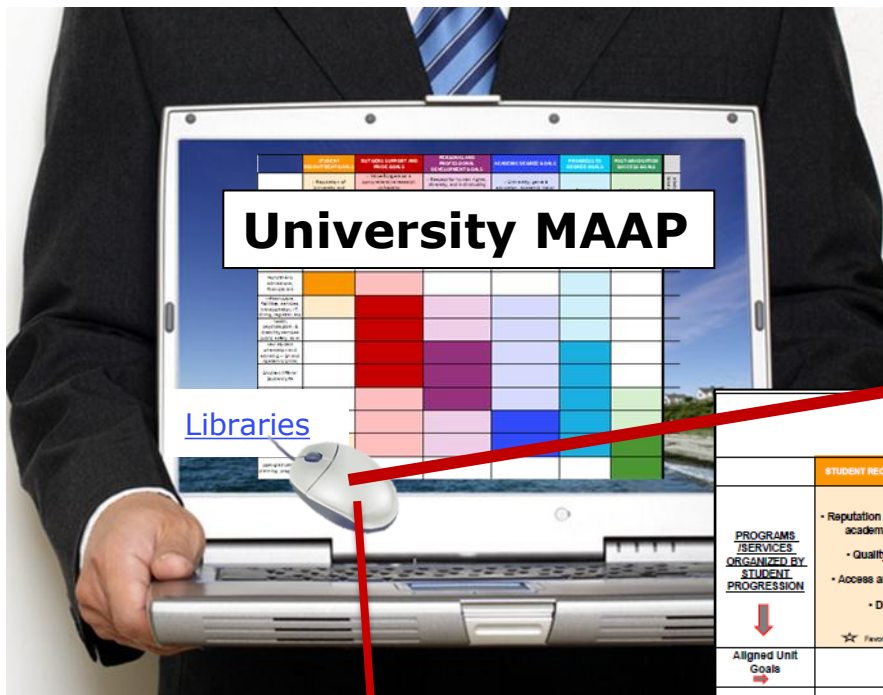
- > How do you know when your program/service is succeeding in meeting these goals?
- > What makes you feel like “job well done”?
- > What gives you that “back to the drawing board” feeling?
- > What is different when these goals are met?
- > How can that be documented?
- > In other words, how can your contribution to the goal be assessed?



Two examples
of how MAAP organizes
assessment reporting
keyed to unit goals
aligned with mission goals

- The Libraries
- The Core Curriculum

The libraries MAAP graphic is added to the University MAAP as a hyperlinked row.



Clicking on a row takes you to a unit's MAAP page

Rutgers Libraries MAAP

MAAP -- MISSION ALIGNMENT, ASSESSMENT, AND PLANNING RUTGERS UNIVERSITY LIBRARIES' UNDERGRADUATE MISSION GOALS						
	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS
PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity★ • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill 	<ul style="list-style-type: none"> • University, general education, academic major and minor program credit-bearing learning outcomes★ • Co-curricular, experiential, and workforce readiness learning outcomes 	<ul style="list-style-type: none"> • Retention★ • Academic success and progress • Timely graduation (4 year and 6 year rates)★ 	<ul style="list-style-type: none"> • Honors, awards, fellowships, etc. • Graduate and professional school admission★ • Employment
Aligned Unit Goals			aligned unit goals			
LIBRARIES		*		*		
Spaces	*	*				
Diversity Resources	*	*				
Instruction				*	*	
Reference				*	*	
Web Page / Online access					*	
Collections / Collection Development		*			*	
Reserves					*	
Interlibrary Loan					*	
Faculty Services						

Clicking on the hyperlink takes you to the libraries MAAP which shows how each of their programs fit into the mission columns.

Click on * in each colored cell for assessment data

	Rutgers Libraries MAAP						
	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
SERVICES ORGANIZED BY STUDENT PROGRESSION 	• Attraction of University and academic programs • Quality/Selectivity ☆ • Access and affordability • Diversity ☆ Favorite public measure	• Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience	• Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill	• University, general education, academic major and minor program credit-bearing learning outcomes ☆ • Co-curricular, experiential, and workforce readiness learning outcomes ☆ Includes direct assessments of student learning outcomes	• Retention ☆ • Academic success and progress • Timely graduation (4 year and 5 year rates) ☆ ☆ Favorite public measure	• Honors, awards, fellowships, etc. • Graduate and professional school admission ☆ • Employment ☆ Favorite public measure	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 			aligned unit goals				
LIBRARIES		*		*			
Spaces	*	*					
Diversity Resources	*	*					
Instruction				*	*		
Reference				*	*		
Web Page / Online access					*		
Collections / Collection Development		*			*		
Reserves					*		
Interlibrary Loan					*		
Faculty Services							*

Click on a colored cell in the Libraries MAAP to get to assessment data for a specific library program goal

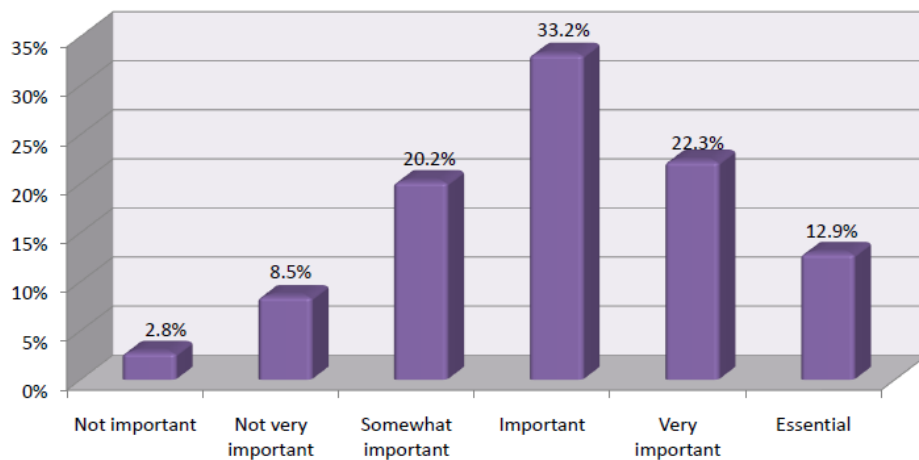
Rutgers Libraries MAAP						
PROGRAMS SERVICES ORGANIZED BY STUDICAL PROGRESSION	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS
↓	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill 	<ul style="list-style-type: none"> • University, general education, academic major and minor program credit-bearing learning outcomes • Co-curricular, experiential, and workforce readiness learning outcomes 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 year and 5 year rates) 	<ul style="list-style-type: none"> • Honors, awards, fellowships, etc. • Graduate and professional school admission • Employment
Aligned Unit Goals	★	★	★	★	★	★
LIBRARIES		★		★		
Spaces	★	★				
Diversity Resources	★	★				
Instruction				★	★	
Reference				★	★	
Web Page / Online access					★	
Collections / Collection Development					★	
Reserves					★	
Interlibrary Loan					★	
Faculty Services						

RUTGERS
University Libraries

MAAP – Mission Alignment, Assessment, & Planning
Rutgers University Undergraduate Mission Goals

Rutgers Support and Pride

Importance of having access to a world-class library collection



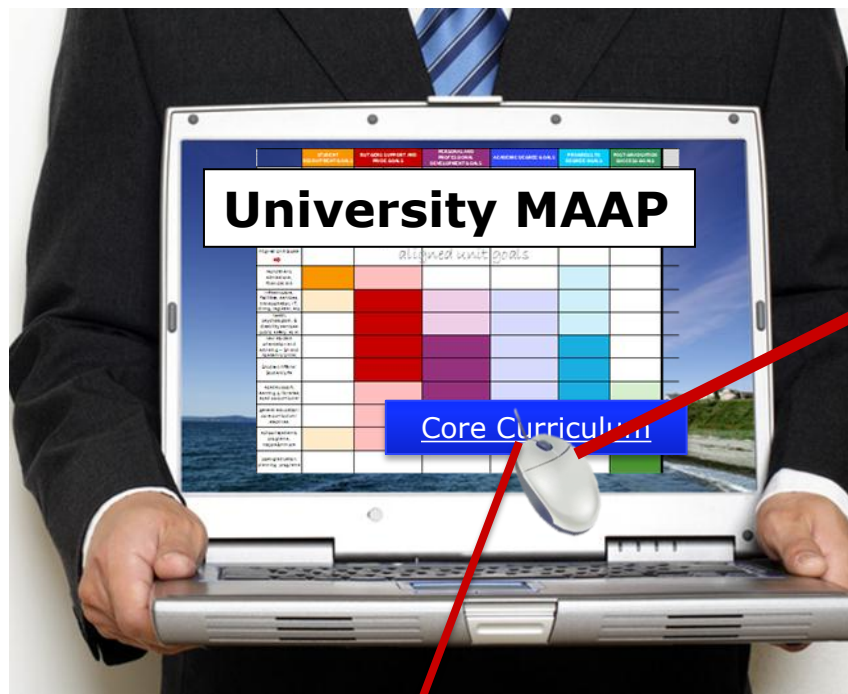
88.6% somewhat important, important, very important, or essential

Source: 2011 SERU Survey

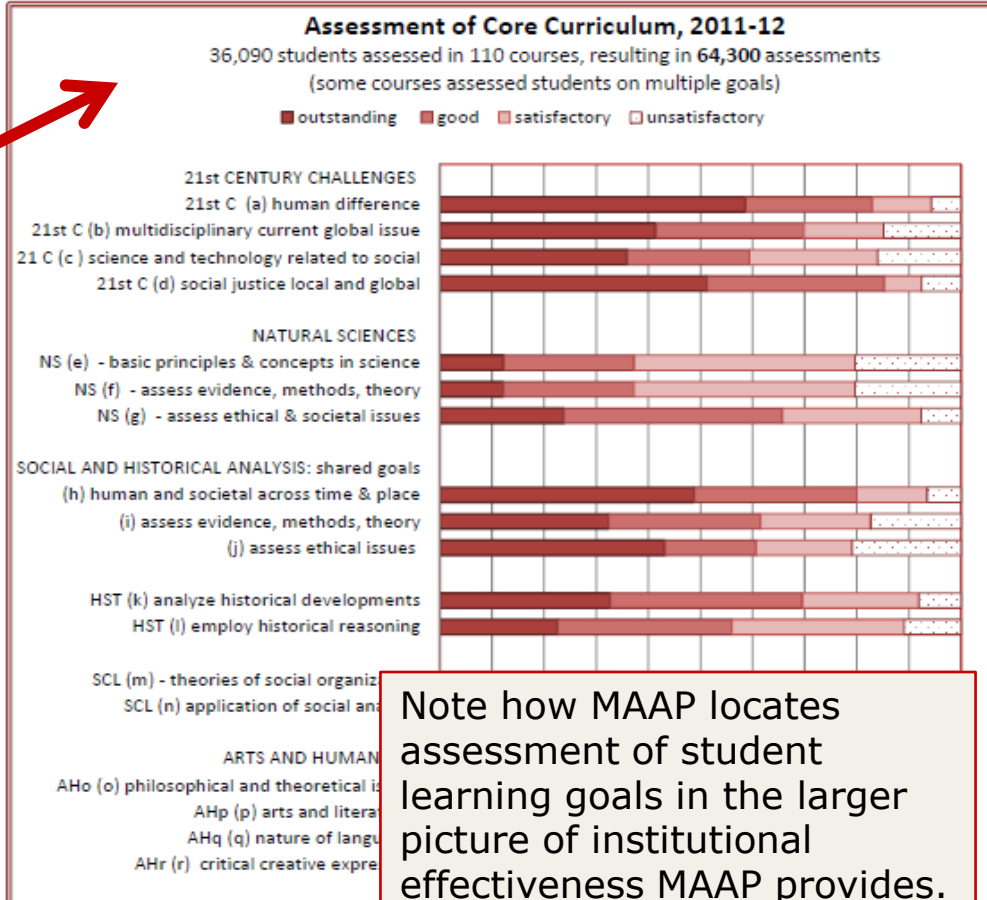
Clicking on a cell takes you to a particular program's assessment data for its aligned goals.

Note the use of SERU* (NSSE-type) data

Similarly, the Core Curriculum Assessment Report is added to the University MAAP as a hyperlinked cell.



Assessment of Core Curriculum Goals



In some cases, clicking on a cell in the University MAAP may take you directly to assessment results.

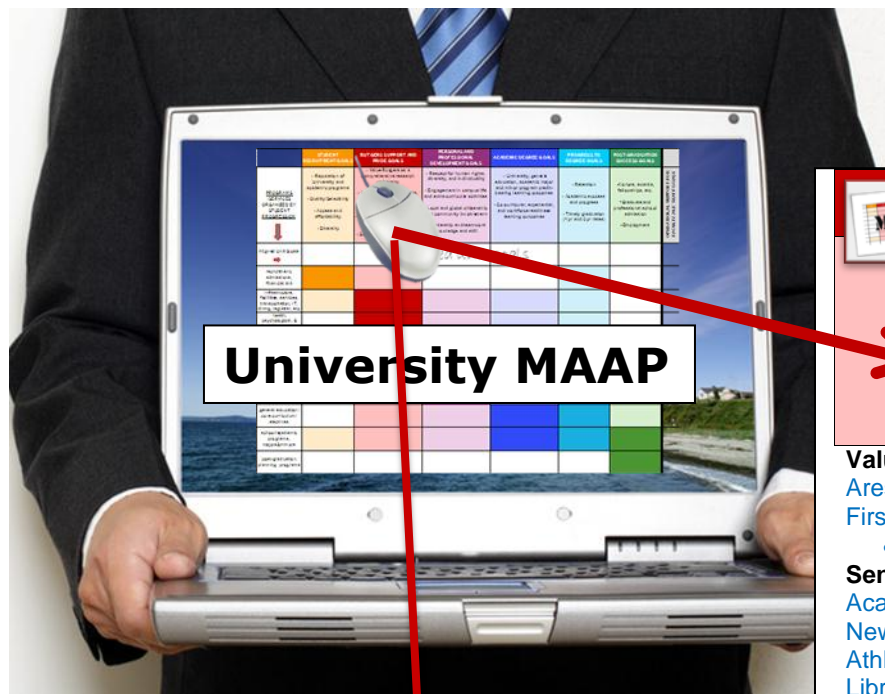
Step Three: Planning

- Individual units will use the visual map for continuous mission alignment and improvement within their units.
- All units—all levels in the institutional hierarchy—will use MAAP to see synergies and the array of units that contribute to each of the mission goals both graphically and by clicking on the columns to a page of hyperlinks.

Step 3: Planning - Seeing Synergies

	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	
<u>PROGRAMS /SERVICES ORGANIZED BY STUDENT PROGRESSION</u> 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill 	<ul style="list-style-type: none"> • University, general education, academic major and minor program credit-bearing learning outcomes • Co-curricular, experiential, and workforce readiness learning outcomes 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> • Honors, awards, fellowships, etc. • Graduate and professional school admission • Employment 	OPERATIONAL SUPPORT FOR FACULTY AND STAFF GOALS
Aligned Unit Goals 	aligned unit goals						
recruitment, admissions, financial aid							
infrastructure, facilities, services, transportation, IT, dining, registrar, etc.							
health, psychological, & disability services public safety, et. al.							
new student orientation and advising -- SA and Academic Units;							
Student Affairs/ Student Life							
acad support, learning c, libraries, acad co-curricular							
general education/ core curriculum/ electives							
school/academic programs, majors&minors							
post-graduation planning programs							

Clicking on a mission goal column will take you to a page of links connecting to contributing units' MAAP assessment pages.



University MAAP

Clicking on a column in the University MAAP will take you to a page of links to the MAAP pages of multiple units across the University.



RUTGERS SUPPORT AND PRIDE GOALS

- Value Rutgers as a comprehensive research university
- Sense of belonging, pride, and self-identification with University and School
- Quality campus facilities and support services
- Satisfaction with education and experience

Value Rutgers as a comprehensive research university

[Aresty Research Program](#)

[First Year Programs:](#)

- [Byrne Seminars \(first year research seminars with faculty\)](#)

Sense of belonging, pride, and self-identification with University and School

[Academic Advising](#) , [First Year](#), [School of Arts and Sciences](#)

[New Student Orientation](#), [Student Life](#)

[Athletics](#)

[Library](#)

[First Year Programs:](#)

- [Byrne Seminars \(first year research seminars with faculty\)](#)
- [First-year Interest Group Courses \(FIGS\)](#)
- [Learning Communities](#)

Quality campus facilities and support services

[Housing](#)

[Office of Information Technology](#)

[Administration and Public Safety](#)

[Parking and Transportation](#)

[Library](#)

Satisfaction with education and experience

[Survey of Educational Experiences at Research Universities \[SERU\]](#)

[NSSE](#)

MAAP organizes assessment materials into a nested set of links that allow you to click up and down to varying levels of granularity.

Clicking on the “Libraries” link on this column sheet will take you to the Libraries’ MAAP of its programs.

University MAAP

Libraries MAAP

MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
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MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback
MAAP Goal	Assessment Method	Assessment Frequency	Assessment Data	Assessment Results	Assessment Feedback

RUTGERS SUPPORT AND PRIDE GOALS

- Value Rutgers as a comprehensive research university
- Sense of belonging, pride, and self-identification with University and School
- Quality campus facilities and support services
- Satisfaction with education and experience

Value Rutgers as a comprehensive research university

Aresty Research Program

First Year Programs:

- Byrne Seminars (first year research seminars with faculty)

Sense of belonging, pride, and self-identification with University and School

Academic Advising , First Year, School of Arts and Sciences

New Student Orientation, Student Life

Athletics

Library

First Year Programs:

- Byrne Seminars (first year research seminars with faculty)
- First-year Interest Group Courses (FIGS)
- Learning Communities

Quality campus facilities and support services

Housing

Office of Information Technology

Administration and Public Safety

Parking and Transportation

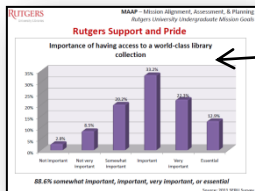
Library

Satisfaction with education and experience

Survey of Educational Experiences at Research Universities [SERU]

NSSE

In turn, clicking on a cell in the Libraries' MAAP takes you to a particular program's assessment data for its aligned goals.





Our Pilots

academic, student affairs, and service units

- University Office of Undergraduate Education
 - Division of Instructional Support
 - Division of Academic Engagement
- The Libraries
- Administration and Public Safety
- Information Technology
- Student Affairs
- Core Curriculum
- The School of Arts and Sciences
 - Academic Services
 - Honors Program



Next steps:

- Develop a web presence for MAAP
- Pilot the new Graduate Education MAAP
- Integrate MAAP into a narrative of assessment of institutional effectiveness and of student learning for our Boards and our regional accreditor.
- Assemble *top-level working groups* for each mission goal column to coordinate work across and among units

Academic Degree Goals

- Vice President for Undergraduate Education
- Curriculum & Assessment Deans from each school
- Executive Director, Center for Teaching Advancement and Assessment Research
- Assoc. Vice President for Instructional Support
- Asst. VP for Academic Engagement and Programming
- Representatives from internship and experiential learning programs
- Director, Career Services & Director, Rutgers Center for Workforce Development

	STUDENT RECRUITMENT GOALS	RUTGERS SUPPORT AND PRIDE GOALS	PERSONAL AND PROFESSIONAL DEVELOPMENT GOALS	ACADEMIC DEGREE GOALS	PROGRESS TO DEGREE GOALS	POST-GRADUATION SUCCESS GOALS	FOR GOALS
PROGRAMS /SERVICES/ ORGANIZED BY STUDENT PROGRESSION 	<ul style="list-style-type: none"> • Reputation of University and academic programs • Quality/Selectivity • Access and affordability • Diversity 	<ul style="list-style-type: none"> • Value Rutgers as a comprehensive research university • Sense of belonging, pride, and self-identification with University and School • Quality campus facilities and support services • Satisfaction with education and experience 	<ul style="list-style-type: none"> • Respect for human rights, diversity, and individuality • Engagement in campus life and extra-curricular activities • Local and global citizenship and community involvement • Leadership and teamwork knowledge and skill 	<ul style="list-style-type: none"> • University, general education, academic major and minor program credit-bearing learning outcomes • Co-curricular, experiential, and workforce readiness learning outcomes 	<ul style="list-style-type: none"> • Retention • Academic success and progress • Timely graduation (4 yr and 6 yr rates) 	<ul style="list-style-type: none"> • Honors, awards, fellowships, etc. • Graduate and professional school admission • Employment 	FOR GOALS
Aligned Unit Goals 							
recruitment, admissions, financial aid							
infrastructure, facilities, services, transportation, IT, dining, registrar, etc.							
health, psychological, & disability services public safety, et. al.							
new student orientation and advising – SA and Academic Units							
Student Affairs/ Student Life							
acad support, learning c, libraries, acad co-curricular							
general education/ core curriculum/ electives							
school/academic programs, majors&minors							
post-graduation planning programs							

Post-Graduation Success

- Office of Institutional Research and Academic Planning
- Director of Career Services
- Office of Distinguished Fellowships and Post-Graduation Guidance
- Health Professions Office and Pre-law Advising
- Alumni Relations
- Director of the Rutgers John J. Heldrich Center for Workforce Development



MAAP'S Benefits: Community

- Promotes campus-wide self-reflection and alignment as units identify their contributions to shared mission goals.
- Promotes unit-based understanding and ownership of goal-setting, assessment, and continuous improvement.
- Bridges the typical chasms between student life, administrative services, and academic units.
 - Helps administrative service units see and articulate their contribution to mission goals and demonstrates why those services should not be outsourced
- Integrates macro, institution-wide, indicators with local unit goals and assessment data.
- Promotes community and cooperative strategic planning across units and breaks down silos



MAAP'S Benefits: Change Management

- Through local ownership of assessment, it cultivates and nurtures a genuine culture of evidence and a self-generated momentum for continuous improvement.
- Switches the focus from manager to mission, maintaining unit investment in core mission goals during a time of leadership change.
- By combining top-down mission definition with bottom-up goal alignment and assessment, it is a powerful tool for new leaders as they seek to implement new visions of the university's mission goals and set new priorities.
- The process itself is transformational -- improved mission-directed alignment, assessment, and planning does not depend on all units adopting MAAP or units 'finishing' the initial MAAP process.



MAAP'S Benefits: Communication

- Effectively organizes the morass of results that genuine assessment activity produces into an accessible package for macro-level planning and for accreditation reports
- Provides data that is both meaningful *internally* for improving the quality of what we do and *externally* for telling a compelling story to our publics about the university's accomplishments and the value added by large, complex, residential universities
 - i.e., prospective students, taxpayers, the legislatures and governors, Boards, and accrediting agencies
- Locates the measure of success used in public rankings, and by Boards, in the context of the additional mission and learning goals we value and the contributions made by administrative, student life, and academic units
 - i.e., admissions profiles, retention statistics, graduation rates



MAAP'S Challenges

- Complexity of model – to develop, explain, and implement
- Securing appropriate senior leadership support
- Developing a staged process and plan
- Building a leadership team
- Broad engagement at appropriate points in time
- Pilots -- attracting appropriate units and creating successes
- Developing a common language across very different units
- Persistence
- Time



More Lessons Learned:

- It is crucial to have support and commitment from the highest levels of the university and buy in from key individuals at all levels and across many units
 - Choose pilots strategically to develop a leadership team with credibility and diverse perspectives
 - Be inclusive and recursive in developing mission goal definition--miscommunication and misunderstanding can spring up at the most unanticipated times and places
 - Create a 'buzz' rather than issue a mandate



Still More...

- **When working with units**

- Be ready for some typical initial responses:
 - “we do all of this” (e.g. Academic Units, Student Life)
 - “we don’t do any of this” (e.g. IT, Dining Services)
 - “this doesn’t include the really important things we do ” (e.g. faculty research)
- reassure programs that MAAP does not question the importance of the work they do and that it is understood that not everything they do will be captured in a MAAP of undergraduate mission goals
- emphasize that no unit is expected to contribute to ALL of the goals – dial back overly ambitious claims
- break the MAAP approach into specific simple steps
- sometimes let units think through MAAP from within their own program perspectives before walking them through alignment with the university mission goals




And finally...

- MAAP does, in fact, address important unfilled needs within universities
- Large units adapt MAAP in unforeseen ways for their own internal purposes
- Many units genuinely appreciate the opportunity to connect with a broader university vision
- If this was easy, it would have already been done, or would be unnecessary

more time and effort is
required than you
anticipate

but it is worth it!



For more information about MAAP click here 

Rutgers University Center for Organizational Development and Leadership (ODL) www.odl.rutgers.edu