Concordia University Chicago  
AQIP Action Project Update  
Data-Driven Decision Making Model

1. Describe the past year’s accomplishments and the current status of this Action Project.
   It has been a year since Dr. Elizabeth Owolabi joined Concordia University Chicago as the Director of Institutional Research and Assessment. The office was reorganized and tasked with:
   
   - Reporting complete, accurate and reliable data to internal and external constituents
   - Promoting student learning and assessment for continuous improvement of pedagogy, curriculum, and instruction
   - Providing data that will inform decision making thereby enhance institutional effectiveness
   
   Within the last year the office has accomplished the following to advance the mission of Concordia University Chicago: Applied for and received membership in the Council of Independent Colleges (CIC) Engaging Evidence Consortium; applied for and received a grant to facilitate data collection for Illinois Longitudinal Data System (ILDS); developed, administered, and analyzed “AQIP Evaluation of Data Collection Surveys; designed and administered “Faculty Course Evaluation Survey” to gather input from faculty regarding the usefulness of our current course evaluation system. We participated in the National Survey of Student Engagement (NSSE) Institutional Report 2012; administered General Education test to 553 freshmen and seniors; analyzed and summarized longitudinal general education data; provided summary of findings on “Undergraduate Admissions Surveys 2011” and we continue to analyze and summarize longitudinal institutional data as requested by administrators. The highlights of our accomplishments are described in the annual report presented to the Board of Regents (Appendix #1)

2. Describe how the institution involved people in work on this Action Project.
   The Office of Institutional Research and Assessment (OIRA) was created as an AQIP project to help develop a culture of data-informed decision making. Various units at Concordia University collect data and use the data to make decisions regarding their programs or services. An inventory of data collected for the university was conducted; faculty and staff were asked to identify the types of data they collect and how they have used data to improve programs. Additional input was sought on what should be the new role of the Office of Institutional Research and Assessment. The university community was engaged in this project.

   AQIP Evaluation of Data Collection Surveys was designed by a committee of three: Drs. Deb Serra, Elizabeth Owolabi and Mrs. Kathy Brandon. The surveys were administered to all members of faculty at Concordia University. Ninety six faculty and staff completed the AQIP surveys. Many expressed gratitude for the opportunity to provide input. Approximately 65.6% of participants permitted contact with the Office of Institutional Research about their data collection and use; for which 59 persons submitted their contact information. Some of the information collected in the surveys has influenced the reorganization of the new office. The members of the reorganization task force were:
3. **Describe your planned next steps for this Action Project.**
Dr. Owolabi, Director of Institutional Research and Assessment have begun to set the parameters of her office. She is responsible for data management and reporting. The next steps for her office include:

- Facilitating the implementation of university-wide assessment which includes course, program and general education.
- Creating a new university-wide assessment structure
- Maximizing the outcomes assessment data management system in Blackboard
- Providing leadership for general education assessment and coordinating the collection and analysis of institutional data
- Supporting the development of year-long first year experience courses in Humanities, Social and Behavioral Sciences where general education will be assessed
- Developing a cyclical general education assessment plan, framework and timelines
- Responding to internal and external data requests and accreditation needs
- Sharing the results of the AQIP Evaluation of Data Collection Surveys (Appendix #2) with members of the AQIP team and the Academic Cabinet

4. **Describe any “effective practice(s)” that resulted from your work on this Action Project.**
As a result of the creation of the OIRA office, we are reinvigorating assessment principles on our university campus. Faculty members are engaged in professional development opportunities on assessment. Drs. Elizabeth Owolabi, John Zillman, and Marilyn Reineck attended the CIC Engaging Evidence Consortium workshop in Washington, D.C, Aug. 5-7. These delegates shared Concordia university assessment project with colleagues across the nation.

5. **What challenges, if any, are you still facing in regards to this Action Project?**
Dr. Owolabi will continue to develop the office and determine needs and expectations using her professional judgment, knowledge, skills and expertise. The results of the survey are inconclusive about what the current role of the office should be. Some faculty and staff indicated that they would like her to perform similar roles as before such as assistance with data analysis, enhancement of data collection tools and providing more consistent, accurate information. The current challenge at this time is that everyone on campus seems to have their own ideas about what this office should do and how it should function. The final and probably the most challenging step will be the implementation and evaluation of the data-informed decision making model throughout the institution. Concordia University Chicago is in transition; we are analyzing and using our existing general education results while creating a new assessment process. The challenge is how to balance the old and the new.