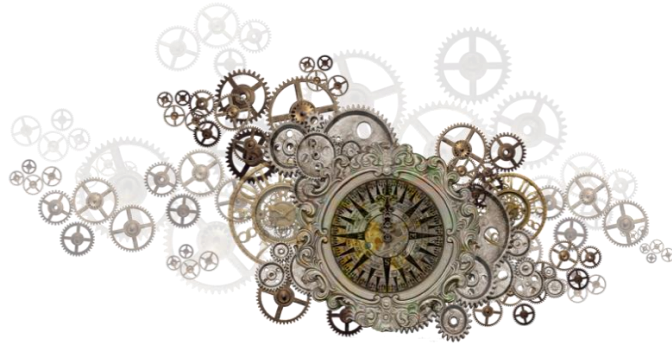


Excellence in Assessment Leadership

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Objectives

- Describe the skills and attributes of a successful leader
 - Distinguish leadership qualities that support faculty engagement and advance an assessment culture
 - Explain how to be an effective assessment leader promoting change in diverse environments.
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Skills and Attributes of a Successful Assessment Leader

Activity

What are the skills and attributes you have experienced/seen in a successful leader?

Leadership Skills and Attributes

- Mission and Vision Drivers
- Core Value and Goal Identifiers
- Team Builders and People Developers
- Thoughtful and Open Communicators
- Diversity and Inclusion Advocates
- Proactive and Accountable Persons
- Conflict Resolvers
- Change and Transition Managers



Additional Qualities

- Cognizant of the Culture and Subcultures
 - Visionary
 - Able to determine what faculty value most about their students and their learning
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Distinguish leadership qualities that support faculty engagement and advance an assessment culture

Most important skills/attributes for enhancing FACULTY ENGAGEMENT and ASSESSMENT CULTURE?

Using your list of skills/attributes, identify the three most important that enhance faculty engagement and assessment culture

Leading Assessment Design

- Identifying/Defining Goals
- Providing Clear Direction

- Sharing Assessment Knowledge
- Assuring Quality
- Communicating the Big Picture
- Offering Support

Impacts of effective assessment leaders

- Vital resource
 - Share assessment expertise with faculty
 - Earn the trust of and work in collaboration with faculty
 - Identify the organization's cultural influence
- Increase efficiencies of assessment efforts
 - Prioritize, plan and manage overlapping assessment projects



Benefits of skillful assessment leaders

- Reduce laborious tasks
- Inspire others to undertake assessment projects
- Reduce spending in long drawn-out assessment projects
- Improve overall culture of the institution

How to be an effective assessment leader promoting change in diverse environments

Scenario #1

- The annual program assessment report was not completed on time.
- The Director of Assessment communicates this to the chair of the department.
- The chair has a discussion with the assessment committee, faculty.

Scenario #2

- A department always meets their targets in their annual assessment report. (Box checking)
- The assessment coordinator approaches the department to help them collect more meaningful data to make continuous improvements.

Takeaways from the scenarios

- How was the assessment leader effective in these scenarios?
- What can you do as leader to...
 - provide assessment support?
 - enhance teaching and research using assessment?

Effective assessment leadership at CMU

What has worked for us?

- Have and communicate to others an assessment vision
- Create a positive working environment
- Be an advocate for assessment
- Be a positive influencer of change

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