

# FROM THE JOURNEY GOOD TO GREAT

The newsletter is designed to help faculty, staff, and students understand important information for our accreditation visit in April, 2009. Please let me know if you have questions or concerns. The self study process has helped us move the institution from being Good to becoming Great!

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**CRITERION THREE:  
STUDENT LEARNING AND  
EFFECTIVE TEACHING. THE  
ORGANIZATION  
PROVIDES EVIDENCE OF  
STUDENT LEARNING AND  
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THAT DEMONSTRATES IT  
IS FULFILLING ITS EDUCA-  
TIONAL MISSION.**

## CRITERION THREE

This is the third in a series of newsletters outlining the criteria used by the North Central Association's Higher Learning Commission (HLC) to determine if an institution merits accreditation by that body. This newsletter focuses on Criterion Three, Student Learning and Effective Teaching. As reflected in its mission documents, Indiana University Kokomo's first commitment is to student learning. The university has demonstrated this commitment by creating exceptional learning environments, including having small class sizes; using state of the art technology, both in and outside the classroom; having modern laboratories; having a vibrant library and learning commons; and by providing curricular and cocurricular opportunities to help enhance student learning.

Additionally, Indiana University Kokomo offers a variety of support services for students, including the Math Lab, the writing center, Disability Services, the Office of Campus Climate, as well as specialized academic programs, including the Freshman Learning Community program, the ACCELerated Evening College and the R.N. to B.S.N. pods.

Of course, there could be no student learning without effective teaching. Indiana University Kokomo has devoted significant resources to increasing the number of full-time faculty, and promoted the professional development of those faculty by supporting scholarship and by recognizing outstanding faculty with teaching awards.

## HOW DOES THE CAMPUS PROVIDE EVIDENCE OF STUDENT LEARNING?

Assessment is the main tool used to measure student learning outcomes at Indiana University Kokomo. Assessment efforts are directed on campus by the Center for Teaching Learning and Assessment. Assessment is aligned with the university's mission and is used to measure student learning and guide improvements in the campus's programs and curricula. Evidence of student learning is determined in a number of ways, including assessment of written

work using a standard rubric; student performance on course examinations; review of student portfolios; and discipline specific standardized examinations.

Each academic program at the university, including the general education and graduate programs, is required have at least one clearly stated student learning outcome for every course in that program, and to show that their stated student learning outcomes fulfill both the program's mission and the university's mission. Assessment Council peer reviewers help ensure that each program's assessment plan is consistent with these requirements

Indiana University Kokomo's departments and schools use this data to go about improving teaching and student learning in their programs in a variety of ways. Some of these include changing course schedules, adding or revising courses, and adding or changing assessment strategies.

The various programs at IU Kokomo have become more effective in developing assessment plans, which has improved their assessment efforts. For example, in 2006, only 39 percent of programs collected sufficient data from their students to make sound judgments regarding their program's effectiveness. In 2007, this number had risen to 65 percent.

#### HOW DOES THE CAMPUS SHOW ITS SUPPORT FOR TEACHING EXCELLENCE?

Indiana University Kokomo supports excellence in teaching in a variety of ways. The campus supports faculty development in teaching and learning and confers several annual awards for teaching excellence. Promotion and tenure both require evidence of effective teaching, and many faculty are promoted and tenured after presenting evidence of excellence in teaching.

The campus has devoted resources to increase the number of full-time faculty, while continuing to support and retain many qualified adjunct faculty. The number of full-time faculty at IU Kokomo has increased from 80 in the fall of 1998, to 94 in the fall of 2008. The number of part-time faculty teaching on campus has dropped from 102 to 78 in the same time frame.

While full-time faculty are essential to the university, adjunct faculty are vital to the institution as well. Many of IU Kokomo's adjunct faculty have taught at the campus for a number of years, and bring professional experience, flexibility, and the ability to teach courses in specializations that the resident faculty do not have.

#### TEACHING AWARDS

The campus gives several awards each year in recognition of teaching excellence. The most prestigious award is the Claude Rich Excellence in Teaching Award. Two of these awards are given each year—one to a resident faculty member and one to an adjunct faculty member. Recipients receive a plaque

#### CRITERION THREE:

To fulfill the requirements of Criterion Three, the Higher Learning Commission asks that the institution's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible; the organization values and supports effective teaching; the organization creates effective learning environments; and the organization's learning resources support student learning and effective teaching.

The image features a small icon of a graduation cap (mortarboard) with a tassel, positioned above the text. The text is arranged in three lines: "Knowledge" in a large, bold, serif font; "that" in a smaller, lowercase, serif font; and "Works!" in a large, bold, serif font. The entire graphic is rendered in a dark red color.

“Knowledge  
that  
Works!”

and a monetary award of \$3000 for the resident faculty award winner and \$1000 for the adjunct faculty award winner.

In addition, each year, the campus gives four to six \$2500 Trustees Teaching Awards to those resident faculty members who have demonstrated that they were the campus's best teachers in the preceding academic year.

In May of each year, at Honors Day, the Student Government Association presents the Amicus Award to one resident and one adjunct faculty member. Students vote for their favorite teacher during student government elections, and the winners receive the award.

In addition to the three campus awards, Indiana University Kokomo resident faculty are eligible for, and have received, several university-wide teaching awards. The Faculty Colloquium on Excellence in Teaching (FACET) is a university-wide teaching academy whose mission is to promote innovation and excellence in scholarship and teaching. Selection to FACET is a high honor, as it follows a rigorous nomination and selection process at both the campus and the university level. Each campus nominates faculty whose submission dossier is reviewed at the local campus before being forwarded to the university-wide selection committee. Twenty-two current and nine retired IU Kokomo faculty are FACET award winners

Indiana University gives six Distinguished Teaching Awards annually, for which resident faculty from all IU campuses are eligible. Two IU Kokomo faculty members have won one of these very competitive awards.

### **EVALUATING TEACHING EFFECTIVENESS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE**

Indiana University Kokomo's commitment to effective teaching is reflected in hiring practices, faculty annual evaluation, and promotion and tenure criteria. Postings for new faculty positions require that candidates submit evidence of teaching effectiveness, and candidates are asked to teach a class or present their research to students or to faculty.

Resident faculty and adjunct faculty members submit a service report annually. This report requires that faculty describe their work on curriculum development, including how they address diversity in their courses. Faculty also summarize evidence of effective classroom teaching, including results of student evaluations and any peer reviews of their teaching in this report.

To be reappointed or promoted, all faculty members must demonstrate satisfactory teaching, defined by the promotion and tenure criteria as "effective instruction." Although faculty can be promoted or tenured based on excellence in teaching, research, or service, most IU Kokomo faculty are promoted and/or tenured based on excellence in teaching, meaning they have demonstrated a continuing record of "unusually effective or distinguished" teaching.

### **WITH AN EYE TOWARD THE FUTURE**

- With the implementation of the new e-Portfolio tool in Oncourse, more programs will be able to implement portfolio assessment more easily.
- The campus is an early adopter of the Voluntary System of Accountability (VSA), which requires that the campus begin assessing student learning using one of three nationally normed standardized tests. The Educational Policies Committee has been asked to recommend which of three exams to administer, with the first administration planned for 2009-10.
- The Center for Teaching, Learning, and Assessment is reviewing software applications that would enable the campus to create and use program-, school-, and campus-level assessment reports more efficiently and effectively.
- The campus strategic plan includes an action plan to review and evaluate assessment processes at IU Kokomo to make them more efficient and effective.
- In response to the National Academic Advising Association report's recommendations for creating a more systematic and effective program of advising across campus, the campus is planning to create advising centers, in which two advisors each serve two schools or divisions. This, along with hiring an assistant vice chancellor for advising, is expected to help al-

## HOW DOES THE CAMPUS CREATE EFFECTIVE LEARNING ENVIRONMENTS?

IU Kokomo takes great pride in the learning environments it is creating for students, including small class sizes, the use of state-of-the-art technology, modern laboratories, and dynamic library. Students also have a variety of support services available to them, and the Office of Student Development and Campus Life has developed cocurricular programming which enhances and extends student learning beyond the classroom.

### ACADEMIC ADVISING

Indiana University Kokomo has long recognized the importance of academic advising to student success. Every student is assigned to an advisor upon admission, and every school or division has a professional advisor, and some schools also have faculty advisors.

### CLASS SIZE AND STUDENT ENGAGEMENT

Both students and faculty enjoy the benefits of small class sizes. The student/faculty ratio is 16:1, and the average class size (not including independent study/internship courses) is 17 students. Most classes are composed of fewer than 30 students. Small class sizes permit more active learning, with engagement among students and between students and faculty, which research has shown to be related to higher levels of student development and student learning.

### INSTRUCTIONAL TECHNOLOGY

Because our campus is part of Indiana University, students and faculty have access to technology resources far beyond what many comparable institutions can offer. Indiana University is home to one of the largest university-owned supercomputers in the nation and is known for innovation in high-performance computing and networking. Indiana University has devoted substantial resources to supporting faculty and students in the effective use of technology for learning.

### DISABLED STUDENT SERVICES

IU Kokomo's Office of Disability Services provides assistance to students with documented disabilities, at their request, so that they might be better able to succeed academically. The office assists faculty in developing appropriate classroom modifications and making alternative testing arrangements. The office also provides support for students who require the services of interpreters, note-takers, or readers, and offers specialized computer software and books in electronic form.

### PROGRAMMING AND APPLIED LEARNING

In the spring of 2004 the position of Coordinator of Programming and Applied Learning was created to develop student life programming and to pro-

locate advising resources more equitably across campus while providing much-needed back-ups for students when their advisors are unavailable.

- The campus is continuing its comprehensive review of the Freshman Learning Community program and is planning to participate in 2009-2010 in the Foundations of Excellence in the First College Year project of the Policy Center on the First Year of College. Although IU Kokomo has a long history of creating special programming and services to improve freshman student retention, the campus believes that participation in this project will help us further enhance freshman student success.
- The campus is currently exploring the creation of a new executive M.B.A. program.
- The Indiana University IT Strategic Plan II seeks to meet the challenges of providing appropriate learning technologies by increasing university-wide access to information technology resources to support student learning, including library resources.
- The campus is currently investigating offering upper-level courses at Ivy Tech by the fall of 2009. The students who take these courses will have full access to the library, and IU Kokomo hopes to use some of this new income as a source to offset inflationary costs in library acquisitions.

vide a bridge between academic and cocurricular programming. She works closely with faculty from all disciplines to assist them in developing service learning and civic engagement opportunities. The coordinator also aids in the development and implementation of student leadership opportunities for both emerging and established leaders on our campus.

### **CAREER SERVICES**

The Office of Career Services offers a variety of services and resources for students, including individual career counseling, career assessments, and resources for students who have not yet decided on a major. The office also offers résumé and interviewing workshops, and sponsors both on-campus and university-wide job fairs.

### **WHAT PROGRAMS DOES THE CAMPUS PROVIDE TO ENHANCE STUDENT LEARNING AND ENGAGEMENT?**

#### **FRESHMAN LEARNING COMMUNITIES**

The Freshman Learning Community (FLC) program was designed to provide a year-long experience for freshman students where they would engage with an interdisciplinary topic and establish relationships with other students and faculty.

#### **ACCELERATED EVENING COLLEGE**

Established in 1998, the ACCElErated Evening College offers accelerated courses with instruction in the evening. The program is designed primarily for returning adult students who want to complete their degrees in a timely and convenient way.

#### **R.N. TO B.S.N. PODS**

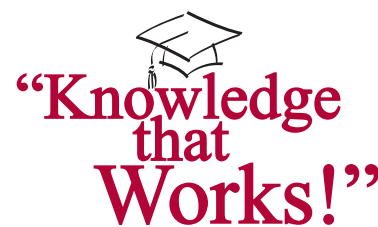
To respond to the particular needs of current R.N.'s interested in pursuing a baccalaureate degree in nursing, the School of Nursing created an R.N.-to-B.S.N. Pods program. The pods allow students already licensed as R.N.'s to earn all of the nursing credits required for the baccalaureate degree by attending class one afternoon and evening each week for three semesters.

#### **INTERNATIONAL TRAVEL**

IU Kokomo has an active international travel program. In the past five years, groups of students have visited Italy, Brazil, South Korea, Scotland, Ireland, Canada, England, and Guatemala. To assist faculty and students in creating and taking advantage of these opportunities, the International Programs liaison works with the Overseas Study Scholarship Committee and an International Programs Committee to distribute scholarships, make other funding recommendations, and develop policies and procedures for overseas travel.

#### **HONORS PROGRAM**

The Honors Program provides unique educational and cultural opportunities for bright, highly motivated students. Specially designed courses and other activities challenge students to reach their potential. The Honors Program





offers three options: University Honors with 12 credit hours in honors course work inside and outside the major, plus two honors colloquia offering 2 credits each; Major Honors with 6 credit hours in honors course work in the major, plus two honors colloquia offering 2 credits each; and Interdisciplinary Honors with 6 credit hours in honors course work outside of the student's major, plus two honors colloquia offering 2 credits each.

### STUDENT ORGANIZATIONS

The Office of Student Activities coordinates the student groups on campus. Groups registered with the office may request funding from the student activity fee, allocated by the Student Senate of the IU Kokomo Student Government Association. Though the number of student organizations has increased significantly in the past five years, the amount of funding for student government has remained relatively flat. This is partially because student government traditionally has tried to keep the activity fee as affordable as possible. Recently, student government has raised the student activity fee at the same rate as tuition has increased, but the IU Kokomo student activity fee still remains the lowest of all Indiana University campuses.

### WHAT RESOURCES DOES THE CAMPUS HAVE TO SUPPORT STUDENT LEARNING AND EFFECTIVE TEACHING?

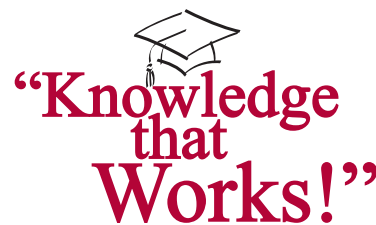
IU Kokomo provides support to its students and faculty through the resources of the IU Kokomo Library, physical facilities including the new Hunt Hall science building, recently updated computer labs, and the high-quality support of its Department of Information Technology. Students have access to state-of-the-art resources that support their learning experiences. Other services such as midterm advisory grades for freshmen, personal counseling for students, disabled student services, career services, and placement testing also provide support for IU Kokomo students.

### LIBRARY AND LEARNING COMMONS

Over the past several years, the library has become the academic hub of the campus, due in large part to a series of changes that began in 2004. The main student computer lab and the Information Technology Helpdesk, were moved to the first floor of the library, creating a new Information Commons. Two years later, two smart classrooms were created. In the fall 2007, the Writing Center also moved to the first floor of the library, prompting the Information Commons to be renamed the Learning Commons. The addition of comfortable furniture and eased restrictions on food, drink, and noise make the facility a more hospitable and friendly place to work and study. The library also provides study rooms for students to work in a quiet space or for groups to work together without distracting others. All study rooms contain technology to facilitate group work.

### MATH LAB

In fall 2006, to increase student success in mathematics, all students enrolled



in Elementary Algebra, Intermediate Algebra and Precalculus Mathematics were required to complete online homework and quizzes using the textbook-based website, MyMathLab. To support this new requirement, the campus created the Math Lab and moved all mathematics tutorial assistance from the LEC to the new lab. The LEC co-director for mathematics became the Math Lab coordinator.

### WRITING CENTER

The mission of the Writing Center is to enhance student academic success. Center staff provide assessment of, and academic support for, student writing skills in all disciplines. The center also provides tutoring in Spanish, one-on-one tutoring sessions, and workshops for students. In 2007, the Writing Center was relocated to the Learning Commons in the library. The new space features enhanced technology and is in close proximity to library resources and information technology services.

### PERSONAL COUNSELING

In 1998, Indiana University Kokomo began offering personal counseling services to currently enrolled students through a contractual relationship with Howard Regional Health System--Behavioral Health Services. This referral system allows students a greater variety of appointment hours, counselors, and services from which to choose. Students can receive up to six confidential counseling sessions at no charge, and services are available around the clock.

### THE OFFICE OF CAMPUS CLIMATE

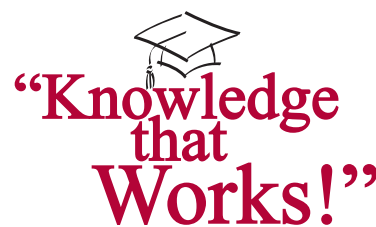
The Office of Campus Climate provides a vital support system for African American, Latino, American Indian, and Asian students, as well as other students of color enrolled at Indiana University Kokomo. This office offers a variety of services, including social events so that students can meet other students on campus, cultural heritage programs, workshops, educational support programs, personal counseling, leadership development and enhancement programs, mentoring, and study tables.

### HUNT HALL (SCIENCE)

Visitors to Hunt Hall can observe science in action in a state-of-the-art science facility. Completed in 2001, Hunt Hall encompasses several "soft-spaces" -- open areas, near faculty offices -- where students gather to study, work together, and socialize with each other and with faculty. In addition, teaching labs are designed to allow collaboration among students.

### INSTRUCTIONAL TECHNOLOGY

All classrooms at IU Kokomo have technology that typically includes a computer with an Internet connection, a projector and screen, audio capability, a document camera, and a VCR and DVD player. With an eye on the future, the campus is forming a task force to begin planning the next generation of classroom technology.




### VISUAL PRODUCTION LAB

The Visual Production Lab allows Indiana University Kokomo to teach basic video production and editing techniques. The lab includes an editing room with four workstations and a small classroom/studio area. Students can use two Avid and six Final Cut Pro editing stations, as well as portable lighting and associated equipment for shooting remote video work. In the lab, students gain hands-on experience applying what they have learned about aesthetic issues, critical theory, film study, and associated topics.

### NEW MEDIA COMMUNICATION LAB

The new media communication lab is furnished with the latest professional graphics, animation, and imaging software. In the digital arts class, students learn digital image manipulation and creation as well as beginning animation and digital illustration. The new course has been very popular, regularly filling to capacity with a waiting list. The lab is also used by new media communication classes, which teach Dreamweaver and other Web development tools. These courses are also very popular and fill to capacity. IU Kokomo also offers a computer animation course, using a professional animation package



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