

IIT Reponse to Recommendations from 2006 HLC Team Report

I . Diversity

Make diversity a high and *visible* priority for the university. Articulation of the value of a diverse institution and commitment to this as a priority must be evident to both internal and external communities from the highest levels of the university administration and Board of Trustees. Acceptance of the goal of a diverse institution by the faculty and staff is critical. Acceptance of the goal implies that there is value added to the institution’s educational mission through a diverse environment and educational experiences.

Team Recommendation	IIT Response
<p>Make diversity a high and <i>visible</i> priority for the university. Articulation of the value of a diverse institution and commitment to this as a priority must be evident to both internal and external communities from the highest levels of the university administration and Board of Trustees. Acceptance of the goal of a diverse institution by the faculty and staff is critical. Acceptance of the goal implies that there is value added to the institution’s educational mission through a diverse environment and educational experiences.</p>	<ol style="list-style-type: none"> 1. “IIT’s Commitment to Diversity” on the Office of the President webpage http://iit.edu/president/commitment_to_diversity.shtml 2. Diversity Committee which is chaired by the General Counsel and includes both the President and Provost as members.
<p>Develop <i>special</i> programs (e.g., guest lecturers, seminars, etc.) for faculty, staff and students that will promote a discourse on diversity –particularly the value added and importance of a broadened perspective of diversity. In addition, integrating such discourse appropriately into current initiatives on such as globalization, community change, and institutional outcomes for students (what distinguishes the IIT student based on their educational experience) reinforces that diversity is not an add-on but a part of the institutional fabric.</p>	<ol style="list-style-type: none"> 1. Presidential Lecture Series 2013-14, theme of immigration. 2. Women’s History Month Events 3. Black History Month Events 4. Children of Uganda Choir Performance (1/31/14) 5. International Students Organization’s Taste of IIT 6. I-Fest Cultural Night
<p>Integrate diversity issues into the curriculum and develop multi-cultural courses (e.g., inclusion of the research and professional contributions of famous African-American and Latino scientists and engineers). Incorporate and require such courses as part of the required core curriculum for all students. Utilize professional networks and corporate partnerships to identify guest lecturers from these groups for specific course presentations that are not specifically addressing diversity but substantive professional content areas or broad career preparation for all students.</p>	

Team Recommendation	IIT Response
<p>Provide for coordination, support and oversight of these efforts, options might include a strategy similar to the institution's communication across the curriculum initiative, hiring a Director of Multi-Cultural Affairs, incorporating into the appropriate academic affairs position, or an oversight committee the responsibility for promoting the development of multi-cultural courses and bring special programs to campus.</p>	<ol style="list-style-type: none"> 1. IIT Student Center for Diversity and Inclusion 2. Women's Services in the Office of Campus Life http://www.iit.edu/student_life/women.shtml 3. GLBT Services in the Office of Campus Life http://www.iit.edu/student_life/glbt.shtml
<p>Engage prominent IIT alumni representing under-represented diverse groups to help build the culture of diversity. The prior campus and subsequent life experiences of these individuals may provide the campus community a valuable perspective on the value of diversity.</p>	
<p>Make the recruitment of <i>domestic</i> students of color a high priority. Having a student body that includes students of color helps attract faculty of color and <i>vice versa</i>. A more balanced (international students/domestic students of color) diverse student body will visibly indicate that IIT's diversity does not just mean international. The Admissions Office staff must include racial diversity. Continue to participate in community programs and initiatives such as enhancing science and math education in the Chicago Public Schools, supporting not only early student interest in the field but the skills to succeed at IIT.</p>	<ol style="list-style-type: none"> 1. Creation of the position of Vice Provost for Student Access, Success and Diversity (Jerry Doyle and staff of 7) 2. Number of admission staff of color 3. CPS programs
<p>Make the recruitment of faculty and staff of color a high priority. Effective strategies extend beyond advertisement in minority magazines and other publications. Using the institution's strong networks with the profession, professional associations and its alumni, and build on corporate and academic partnerships establish linkages with potential candidates prior to faculty position openings. Provide opportunities for campus involvement and interaction for individuals in the professions who may not have considered an academic career.</p>	
<p>Assure that search committees are not application screening committees, but committees that seek minority candidates. Identify strategies and resources (contacts, personal and professional networks, etc.) for aggressively seeking minority candidates and hold committees accountable for including viable minority</p>	

Team Recommendation	IIT Response
candidates in interviewing pools.	
Systematically track faculty retention. The tracking system must identify the reasons for leaving and be inclusive of all faculty to determine systemic issues for all faculty <i>and</i> those that are different for faculty of color.	

II. Communication

The need for improved communication was highlighted throughout conversations with a variety of IIT constituencies. While this situation is not uncommon in institutions coming out of crisis, it was clear to the team that some of the concerns reflected a potentially pervasive pattern of suboptimal communication. Several areas have been identified for organizational attention

Team Recommendation	IIT Response
<p>Institutional Mission</p> <p>As part of the 2010 Plan, the Board of Trustees approved a revised university mission. Although there was broad representation and involvement in the mission, vision and values development process, the implications of the revised mission have not been clearly communicated. There is internal confusion on exactly what that mission is (multiple versions can be found among university documents and websites) and how it changes IIT's interaction with its community. The current university mission should be clearly communicated to all constituencies (internal and external). A continuing dialogue is essential regarding what makes IIT unique (the results marketed internally and externally) and the effect of the revised mission statement elements on the plans and actions of IIT, its administration, faculty, staff, and students.</p>	<ol style="list-style-type: none"> 1. The mission statement can no longer be found on the Office of the President website. 2. 2010-2014 Strategic Plan http://www.iit.edu/mvov/index.shtml 3. 2014-2019 Updated Strategic Plan
<p>Strategic Plan Implementation</p> <p>The 2010 Plan is being advanced through the use of the yearly operational plans, which delineate annual goals and resources for each unit of the university. The broader university community, however, is not aware of these plans and, as such, may not be Advancement Section Illinois Institute of Technology/1098 7 3/14/2007 able to direct their actions to support their implementation. Publication of the annual goals and the progress status of the 2010 Plan implementation will provide the opportunity for all internal stakeholders to take an active part in achieving the priorities outlined in the 2010 Plan.</p>	<ol style="list-style-type: none"> 1. 2010-2014 Strategic Plan Metrics

Team Recommendation	IIT Response
<p>Within and Outside of Campus</p> <p>The accomplishments, activities, and plans within IIT are exciting – but do not have an optimum impact if they are not communicated to a broader audience. Both internal and external constituencies noted a lack of information of what was going on within other groups on campus. This was noted specifically among the following constituencies: (1)cross campuses (e.g., Downtown, Main, and Rice), (2) different departments and divisions within the university, and (3) external stakeholders, both within the neighboring community and the broader region. It is recommended that an enhanced communication plan be developed at all levels that would include attention to the following areas:</p> <ul style="list-style-type: none"> • Description of major planned activities within departments, e.g., planned improvements in facilities and schedules for renovations • Orientation of new staff and faculty to geography and activities of a I I campuses • Campus activities designed to bring faculty and staff outside of their home department to increase opportunities for conversation and collaboration • Communication of accomplishments of alumni, students, staff, and faculty to all university constituencies on a regular basis • Highlighting of community outreach activities for all campuses in order to clarify the university’s continued engagement with its local neighbors 	<ol style="list-style-type: none"> 1. IIT Today 2. IIT Magazine 3. University Calendar 4. IIT on Twitter 5. IIT on Facebook 6. Quality of Work Life Committee 7. QOWL 4th @ 4 8. President’s Newsletter 9. Day of Service
<p>Full Engagement of all Constituencies</p> <p>The desire for full engagement by its faculty and neighboring communities is a strength. The faculty noted a desire to be “part of the solution” as the university continues face its challenges. Thus, the incoming administrative leadership has a unique opportunity to take greater advantage of the creativity, knowledge, and skills of IIT’s faculty, staff, students, and community when developing plans to move forward with the university’s mission and address the challenges that will face the institution in the future. An initial strategy for such inclusive engagement is participation in multiple phases of the Presidential search process such as input into the dialogue on the position description and once the search is past the confidential phase of the search/interview process.</p>	

III. CO-CURRICULAR EXPERIENCES OF STUDENTS

Team Recommendation	IIT Response
<p>Although IIT has demonstrated success in its efforts to enhance the academic profile of its students, the future for recruitment and retention of high quality students is an increasingly competitive environment. Beyond academic rigor, the quality of the overall student experience will play a major role in a student's decision on where to enroll, whether they choose to stay at IIT or transfer to another university, and whether they will become engaged alumni. Examination of IIT's retention data shows that many students decide to leave IIT because they feel a lack of connection to the campus and its faculty. The results of the 2005 National Survey of Student Engagement show that IIT students rate the university as lacking in three important categories: (1) Supportive Campus Environment; (2) Enriching Educational Experiences; and (3) Student-Faculty Interaction. These data within an increasingly competitive environment requires IIT to invest in continuing to improve the non-academic and co-curricular experiences of its students.</p>	

IV. ASSESSMENT OF STUDENT LEARNING

Team Recommendation	IIT Response
<p>As IIT moves forward, it will need to continue to build on the base of assessment practices which are currently in place, and equip the faculty with the resources necessary to improve assessment practices. While recognizing the autonomy inherent in the various academic units comprising IIT, the team observed that more systematic review of the status of assessment activities and/or dissemination of outcomes beyond the School or department level would provide more consistent oversight of institutional assessment of student learning. Benefits of a centralized oversight would allow greater evaluation of resource allocation needs supporting assessment activities, enhanced support on assessment practices for faculty, and</p>	<ol style="list-style-type: none"> 1. Created Director of Assessment Position in 2014 reporting to the Vice Provost of Academic Affairs. 2. Supported external and internal assessment training opportunities for faculty and staff. <ol style="list-style-type: none"> a. Director of Assessment attended external workshops and conferences in 2011 and 2013. b. Science faculty attended HLC assessment workshop in 2012. c. Law school faculty attended external assessment conference in 2014. d. 39 faculty assessment coordinators attended internal assessment workshop conducted by IIT Director of Assessment in 2013.

Team Recommendation	IIT Response
<p>greater alignment of institutional assessment data with the requirements of discipline accreditation organizations and other agencies. Many publications and conferences are available to assist faculty and staff with assessment efforts, such as those provided by the Higher Learning Commission, Indiana University Purdue University at Indianapolis, and the Association for Institutional Research.</p>	