

## APPENDIX 2.9.

### **Academic Investment and Improvement Model (AIIM) Query**

Question 1. How are the departments in your college utilizing the results from the AIIM (Academic Investment and Improvement Model)?

#### **Selected Comments:**

1. Monitor how we can increase our value to our students and to the University.
1. Identified some areas within our control (very many variables not in our control!) that we can where we can and should improve.
1. We have implemented strategies for improving our advising system(s), our monitoring of teaching effectiveness, especially among the non-permanent faculty, and a curriculum review for both our major and Gen. Ed. offerings.
1. We engaged in department-wide discussions of the design of the AIIM and its potential utility for us. Those discussions were themselves of value, although many department faculty were not ultimately confident of the utility of the results themselves.
1. The Chairperson made note of the items dealing with possible additions to department policy and hopes to identify useful models for these from other departments.
1. The Chairperson nevertheless reviewed the general pattern of findings at a department meeting and provided them to faculty who were going on a strategic planning retreat.
1. Faculty completed the AIIM survey as a group. Completion of the survey in this way generated discussion regarding the strengths and weaknesses of our program and gave us an idea of how we compared to the rest of the University.
1. The AIIM have been used in the CMD department as a part of our self-review and introspection processes. The data have helped us visualize how resources are used within the department and the kinds of emphasis we have placed in the areas of teaching, research and service. This information will be of use as we engage in future agenda setting for the department.
1. We studied the AIIM results at both the college level and the department level. We noted that our program is missing an outside evaluation organization (like an accrediting body), which knocked us lower in a few areas. We are working hard on our outcomes/assessments to self-regulate since no accrediting body is used.
1. The survey is quite useful for comparing our department to other departments on campus.
1. (College name withheld) was in the quadrant that said we were a strong program, but needed more resources. This year we have been given more faculty positions.
1. When the results were available, I reviewed our departmental responses at a departmental meeting. As a department with many non-tenure track full time faculty, it was especially important and interesting to see how the tenure track faculty scored on sections vs. the non-tenure track faculty.
1. I think the (department name withheld) AIIM score was an accurate picture of our strengths and weaknesses. At our annual June retreat, we discussed our strengths, gaps, opportunities and risks.

1. One of our biggest gaps that can be addressed is "contribution from research grants" and the department is more focused to try and encourage faculty to continue to be successful in this area.
1. We have discussed the AIIM results at the faculty meetings, and have been working on improving those weak items.
1. We will consider at the next faculty meeting the other risks that were identified in the AIIM survey.
1. We felt that the survey was designed as one to aid administrators (and a significant improvement over the PCA, by the way), rather than to particularly aid departments in identifying strengths and weaknesses.
18. We spent quite a bit of time discussing the items listed under the "Gaps" and "Risks" headings instead of patting ourselves on the back for our "Strengths" and "Opportunities."
19. We talked quite a bit about "Improving the University Image" and we dedicated ourselves to continued outreach and publicity.
20. Since the AIIM survey, we have developed a (department name withheld) Program Assessment Plan and a set of rubrics to use as we assess our current curriculum.
21. It served its purpose by prompting us to take a closer look at our programs and standing within the URI community.
22. Discussion of the results helped the department to see our strengths and weaknesses from an administrative perspective.
23. We reviewed questions/topics from the AIIM survey to identify areas in which we were weak. We have included some of the areas that need work in our strategic plan as initiatives for the next three years.

**Question 2. If AIIM results aren't being utilized, please indicate why not.**

**Selected Comments:**

1. (College name withheld) does not utilize the results of AIIM in its decision-making due to their lack of value.
2. We never have used the AIIM results for any internal review with (department name withheld). It was a very poorly designed study that has no utility to departments. There is no evidence that anyone at URI uses these types of studies to improve the academic or research climate at URI. The faculty within (department name withheld) already knew that we were among the most productive departments at URI. As one small example, it makes no sense to pool grants from entire departments without factoring in the total number of faculty in the department. Thus, research grants should be calculated on a per capita basis by department.
3. The skepticism regarding the methodology, coupled with the very low response rate from our department, make the likelihood of credible stimulation for self-reflection by the department faculty at large unlikely.
4. The results were not useful to us in evaluating the outcomes of our program.
5. A major limitation of the AIIM survey for us is that we are a graduate, professional education program and therefore cannot be compared to other programs on campus as our goals, mission, and function are very different from others.
6. Another limitation is that the AIIM survey looks at the number of students being admitted into the department and rewards those who continue to admit more and more students. As

one of the items on the AIIM survey examines whether the program accepts increasing numbers of students over time and we cannot do this, we will always fall below average on this item.

7. One of the most important pieces of data to us is the research dollars being generated by faculty. We track this ourselves and make individual decisions on our own data. Thus at a departmental level the AIIM survey is not very helpful since our focus is really how to develop individual faculty.
8. Honestly, we have not used the results in any way.