

Academic Support and Administrative Template Rubric
 Final
 March 17, 2014

	1 <i>The evidence provided suggests very limited performance within this category</i>	2 <i>The evidence provided suggests limited performance within this category</i>	3 <i>The evidence provided suggests average performance within this category</i>	4 <i>The evidence provided suggests above average performance within this category</i>	5 <i>The evidence provided suggests exceptional performance within this category</i>	Score
Criterion 1: History and Function	<ul style="list-style-type: none"> •Program demonstrates a very limited sense of its central function and its contribution to the University •Program provides (1) very limited evidence of activities and processes to support program goals and/or (2) considerable evidence of activities and processes that are not clearly aligned with the program goals •Program demonstrates marginal evidence of its ability to adapt to change 	<ul style="list-style-type: none"> •Program demonstrates a limited sense of its central function and its contribution to the University • Program provides (1) limited evidence of activities and processes to support the program goals and/or (2) some evidence of activities and processes that are not clearly aligned with the program goals •Program demonstrates limited evidence of its ability to adapt to change 	<ul style="list-style-type: none"> •Program demonstrates a sense of its central function and its contribution to the University • Program demonstrates activities and processes that support the program goals and are aligned with the program goals •Program demonstrates an ability to adapt to change as needed 	<ul style="list-style-type: none"> •Program demonstrates an above average sense of its central function and its contribution to the University • Program demonstrates activities and processes that strongly support the program goals and are strongly aligned with the program goals •Program demonstrates an above average ability to anticipate and adapt to 	<ul style="list-style-type: none"> •Program demonstrates an exceptional sense of its central function and its contribution to the University •Program demonstrates activities and processes that exceptionally support the program goals and are exceptionally well aligned with the program goals •Program demonstrates exceptional ability to anticipate and adapt to change 	

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	<ul style="list-style-type: none"> • Program does not meet most external compliance standards and/or has not identified specific plans to address concerns 	<ul style="list-style-type: none"> • Program does not meet all external compliance standards but has identified specific plans to address concerns 	<ul style="list-style-type: none"> • Program meets external compliance standards and / or does not need to conform to external standards 	change		
Criterion 2 Demand	<ul style="list-style-type: none"> • Program demonstrates very limited evidence of service and collaboration with other programs or stakeholders • Program has very low levels of usage from most appropriate stakeholders • Evidence suggests significant decline in demand with little justification provided • Program demonstrates very 	<ul style="list-style-type: none"> • Program demonstrates limited evidence of effective service and collaboration with other programs or stakeholders • Program has low levels of usage from some appropriate stakeholders • Evidence suggests decline in demand • Program demonstrates 	<ul style="list-style-type: none"> • Program demonstrates a track record of effective service and collaboration with other programs or stakeholders • Program has average levels of usage from all appropriate stakeholders • Program demonstrates consistent levels of demand over previous 4 years • Program demonstrates 	<ul style="list-style-type: none"> • Program demonstrates an above average track record of effective service and collaboration with other programs or stakeholders • Program has above average levels of usage from all appropriate stakeholders • Program demonstrates increased level of demand over previous four years • Program demonstrates 	<ul style="list-style-type: none"> • Program demonstrates an exceptional track record of effective service and collaboration with other programs or stakeholders • Program has exceptionally high levels of usage from all appropriate stakeholders • Program demonstrates exceptionally increased levels of demand over previous 4 years • Program demonstrates 	

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	<p>limited evidence that demand is tracked and reviewed to respond to changing levels of demand</p> <ul style="list-style-type: none"> • Evidence provided suggests significant decrease in anticipated demand • Program has some overlap and redundancy with other programs with very limited rationale 	<p>limited evidence that demand is tracked and reviewed to respond to changing levels of demand</p> <ul style="list-style-type: none"> • Evidence provided suggests modest decrease in anticipated demand • Program has some overlap in function with other programs with limited rationale 	<p>evidence that demand is tracked and reviewed to respond to changing levels of demand</p> <ul style="list-style-type: none"> • Program demonstrates no significant change in anticipated demand • Program has no overlap in function or redundancy with any other program -OR- Program has some overlap in function with other programs but with strong rationale 	<p>above average evidence that demand is tracked and reviewed to respond to changing levels of demand</p> <ul style="list-style-type: none"> • Program demonstrates an above average increase in anticipated demand with some plans in place to address that change 	<p>exceptional evidence that demand is tracked and reviewed to respond to changing levels of demand</p> <ul style="list-style-type: none"> • Program demonstrates an exceptional increase in anticipated demand and an exceptionally well-defined plan to address that change 	
Criterion 3 Quality	<ul style="list-style-type: none"> • Program demonstrates a very limited use of appropriate quality goals and quality indicators 	<ul style="list-style-type: none"> • Program demonstrates a limited use of appropriate quality goals and quality indicators 	<ul style="list-style-type: none"> • Program demonstrates appropriate quality goals and quality indicators 	<ul style="list-style-type: none"> • Program demonstrates an above average use of appropriate quality goals and quality indicators 	<ul style="list-style-type: none"> • Program demonstrates an exceptional use of appropriate quality goals and quality indicators 	

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	<ul style="list-style-type: none"> •Very limited evidence of program achieving quality performance and service expectations •Program demonstrates very limited evidence to ongoing planning, review or re-assessment •Program demonstrates very limited quality outcomes 	<ul style="list-style-type: none"> •Limited evidence of program achieving quality performance and service expectations •Program demonstrates limited evidence to ongoing planning, review or reassessment •Program demonstrates limited quality outcomes 	<ul style="list-style-type: none"> •Program demonstrates it is achieving quality performance and service expectations •Program demonstrates a commitment to ongoing planning, review & reassessment •Program demonstrates quality outcomes 	<ul style="list-style-type: none"> •Program demonstrates an above average achievement of quality performance and service expectations over time •Program demonstrates an above average commitment to ongoing planning, review & re-assessment •Program demonstrates above average quality outcomes 	<ul style="list-style-type: none"> •Program demonstrates an exceptional achievement of quality performance and service expectations over time •Program demonstrates an exceptional commitment to ongoing planning, review & re-assessment •Program demonstrates exceptional quality outcomes 	
<p>Criterion 4 Size, Scope & Productivity</p>	<ul style="list-style-type: none"> •Program demonstrates significantly below average levels of effectiveness given its current resources •Program demonstrates a 	<ul style="list-style-type: none"> •Program demonstrates below average levels of effectiveness given its current resource level •Program demonstrates a 	<ul style="list-style-type: none"> •Program demonstrates an average level of effectiveness given its current resource level •Program demonstrates an 	<ul style="list-style-type: none"> •Program demonstrates an above average level of effectiveness given its current resource level •Program demonstrates an 	<ul style="list-style-type: none"> •Program demonstrates an exceptional level of effectiveness given its current resource level •Program demonstrates an 	

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	<p>significantly below average level of efficiency given its current resource level</p> <ul style="list-style-type: none"> • Program demonstrates very limited evidence of appropriate levels of productivity given the size of the program and the standards of the field • Organizational placement significantly limits efficiency, effectiveness, or productivity 	<p>below average level of efficiency given its current resource level</p> <ul style="list-style-type: none"> • Program demonstrates limited evidence of appropriate levels of productivity given the size of the program and the standards of the field • Organizational placement limits efficiency, effectiveness, or productivity 	<p>average level of efficiency given its current resource level</p> <ul style="list-style-type: none"> • Program demonstrates average levels of productivity given the size of the program and the standards of the field • Organizational placement is mostly appropriate 	<p>above average level of efficiency given its current resource level</p> <ul style="list-style-type: none"> • Program demonstrates above average levels of productivity given the size of the program and the standards of the field • Organizational placement is appropriate for efficiency, effectiveness, and productivity 	<p>exceptional level of efficiency given its current resource level</p> <ul style="list-style-type: none"> • Program demonstrates exceptional levels of productivity given the size of the program and the standards of the field • Organizational placement is exceptionally appropriate for maximum efficiency, effectiveness, and productivity 	
<p>Criterion 5 Cost and Revenue</p>	<ul style="list-style-type: none"> • Evidence that external factors will increase costs of this program with no initiatives to mitigate impact • Program demonstrates very 	<ul style="list-style-type: none"> • Evidence that external factors will increase costs of this program, however program has initiatives to mitigate impact • Program demonstrates 	<ul style="list-style-type: none"> • No known external factors that will affect cost of this program • Program demonstrates 	<ul style="list-style-type: none"> • External factors will reduce costs of this program • Program demonstrates 	<ul style="list-style-type: none"> • External factors will reduce costs of the program and program has initiatives to maximize savings • Program demonstrates 	

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	<p>limited evidence of stewardship of resources</p> <ul style="list-style-type: none"> • Program demonstrates no evidence of cost effectiveness <p>• Evidence demonstrates program generates revenue levels significantly below expectations</p> <p>• Evidence external factors will reduce revenue with no initiatives to mitigate this impact</p> <p>• Program demonstrates very limited evidence of</p>	<p>limited evidence of stewardship of resources</p> <ul style="list-style-type: none"> • Program demonstrates limited evidence of cost effectiveness <p>• Evidence demonstrates program generates revenue levels below expectations</p> <p>• Evidence external factors will reduce revenue, however program has initiatives to mitigate this impact</p> <p>• Program demonstrates limited evidence of</p>	<p>stewardship of resources</p> <ul style="list-style-type: none"> • Program demonstrates cost effectiveness <p>For Revenue Generating and / or Programs Capable of Generating Revenue:</p> <ul style="list-style-type: none"> • Program generates expected revenue levels • No known external factors that will affect revenue of this program • Program demonstrates planning processes 	<p>above average stewardship of resources</p> <ul style="list-style-type: none"> • Program demonstrates above average cost effectiveness <p>• Program demonstrates revenue levels that are above expectations</p> <p>• External factors have above average potential to increase revenue</p> <p>• Program demonstrates above average</p>	<p>exceptional stewardship of resources</p> <ul style="list-style-type: none"> • Program demonstrates exceptional cost effectiveness <p>• Program demonstrates revenue levels that are exceptionally above expectations</p> <p>• External factors have significant potential to increase revenue of the program</p> <p>• Program demonstrates exceptional</p>	
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	planning to implement new revenue generating measures	planning processes for implementation of new revenue generating measures	for implementation of new revenue generating measures	planning processes for implementation of new revenue generating measures	planning processes for implementation of new revenue generating measures	
Criterion 6 Importance	<ul style="list-style-type: none"> • Program provides very limited evidence of its connection to the University's guiding principles • Program demonstrates very limited understanding of its position in the development of the whole student and role in the academic mission • The evidence provided suggests that very few other programs or stakeholders are dependent on this program 	<ul style="list-style-type: none"> • Program provides limited evidence of its connection to the University's guiding principles • Program demonstrates a limited understanding of its position in the development of the whole student and its role in the academic mission • The evidence provided suggests that few other programs or stakeholders are dependent on this program 	<ul style="list-style-type: none"> • Program is aligned with the University's guiding principles • Program demonstrates an understanding of its position in the development of the whole student and its significance to the academic mission • Program demonstrates that other programs or stakeholders are dependent on this program 	<ul style="list-style-type: none"> • Program has above average alignment with the University's guiding principles • Program demonstrates an above average understanding of its position in the development of the whole student and its significance to the academic mission • Program demonstrates that an above average number of other programs or stakeholders are significantly dependent on this program 	<ul style="list-style-type: none"> • Program is exceptionally well-aligned with the University's guiding principles • Program demonstrates an exceptional understanding of its position in the development of the whole student and its essentiality to the academic mission • Program demonstrates that an exceptional number of other programs or stakeholders are significantly dependent on this program 	

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	<ul style="list-style-type: none"> • Program demonstrates very limited evidence of impact on economic or social development in the region, to arts and culture, to diversity and / or to the University's reputation 	<ul style="list-style-type: none"> • Program demonstrates limited evidence of its impact on economic or social development in the region, to arts and culture, to diversity and / or to the University's reputation 	<ul style="list-style-type: none"> • Program demonstrates an impact on economic or social development in the region, to arts and culture, to diversity and / or to the University's reputation 	<ul style="list-style-type: none"> • Program demonstrates an above average impact on economic or social development in the region, to arts and culture, to diversity and / or to the University's reputation 	<ul style="list-style-type: none"> • Program demonstrates an exceptional impact on economic or social development in the region, to arts and culture, to diversity and / or to the University's reputation 	
Criterion 7 Opportunity Analysis	<ul style="list-style-type: none"> • Program demonstrates very limited potential for seizing sustainable opportunities to strengthen the program and / or the University • Program demonstrates very limited planning for seizing sustainable opportunities to strengthen the program and / or the University 	<ul style="list-style-type: none"> • Program demonstrates limited potential for seizing sustainable opportunities to strengthen the program and / or the University • Program demonstrates limited planning for seizing sustainable opportunities to strengthen the program and / or the University 	<ul style="list-style-type: none"> • Program demonstrates potential for seizing sustainable opportunities to strengthen the program and / or the University • Program demonstrates planning for seizing sustainable opportunities to strengthen the program and / or the University 	<ul style="list-style-type: none"> • Program demonstrates above average potential for seizing sustainable opportunities to strengthen the program and / or the University • Program demonstrates above average planning for seizing sustainable opportunities to strengthen the program and / or the University 	<ul style="list-style-type: none"> • Program demonstrates exceptional potential for seizing sustainable opportunities to strengthen the program and / or the University • Program demonstrates exceptional planning for seizing sustainable opportunities to strengthen the program and / or the University 	