Memorandum

To: Faculty Senate
                Seton Hall University

From: Katia Passerini, Ph.D.

                Katia Passerini

                Provost and Executive Vice President

Re: *Pause of the Interactive Program Analysis and Dashboard (IPAD)*
                2022-FS-38

Date: March 10, 2022

We are in receipt of *2022-FS-38, Pause of the Interactive Program Analysis and Dashboard (IPAD)*, passed at the Faculty Senate's January 21 meeting.

We appreciate that the Senate recognizes the necessity and importance of an expedited program review process. We have invited and continue to invite faculty participation in this administrative undertaking, and we have therefore been exceptionally transparent about how the Provost's Office uses data to make judgments. Any concerns about the development of IPAD will be addressed by a new section of our website that updates the community on our Strategic Plan process and key initiatives we have undertaken to implement the Strategic Plan. This section of our website is currently under construction, but we will forward it to the Executive Committee of the Faculty Senate as soon as it is live. Also, we have asked the Senate Executive Committee for nominees for two additional faculty members to serve on the standing committee that will be continuously revising and improving the IPAD tool, and we look forward to their collaboration on continuous improvement.

IPAD is an instrument for helping us increase transparency about how the Office of the Provost makes prudential judgments and for helping programs make informed decisions. We agree that we might be able to improve or expand criteria, but we are also confident that these criteria matter.

We will not be able to pause the implementation of IPAD, because the criteria involved undergird our sound decision-making and prioritization of student, faculty, and facilities investments, including resource allocation for programs, hiring, recruiting, equipment, spaces, and research. It is important to underscore that many University decisions will need to continue to be made based on University Mission and strategic alignment, student success outcomes, and financial sustainability constraints. While the current IPAD criteria can always be improved, mission and strategic alignment, scholarship, retention, graduation, enrollments, and similar criteria are typical indicators of outcomes assessment at many Universities, and

outcomes in these areas directly and indirectly affect student success and our external ratings, our accreditation requirements, and our ability to show and document continuous improvement under Middle States accreditation standards and our shared mission.

The notes you provided on the Senate discussion include a mix of excellent suggestions, areas of agreement, and misapprehensions. We have recently worked with the Deans to clarify their understanding of the context, details, and purpose of IPAD. Thus, you may reach out to your Deans if you have any lingering questions or confusion. Deans and Department Chairpersons can reach out to Bonnie Burkhardt if they believe we have an error in any of the IPAD data. We look forward to discussing it further with you and to moving forward together, with your thoughts, to improve academic quality across the University. We also continue to look forward to the Senate Executive Committee providing us with the names of nominees for the two positions on the standing committee.

Finally, we understand that the first cycle of reporting may need further refinement. To facilitate learning and completion, we will extend the submission deadline to May 15. Timely submission will enable Departments, Schools, and Colleges to further present data that will help prioritize upcoming resource allocation decisions in an informed way. While we will try to accommodate as many requests for additional resources as possible, we will continue to prioritize based on each College or School's input and University-wide requests across Colleges/Schools.