University of Alaska Anchorage
Institutional Perspectives

Accreditation Standards & Process

Tom Miller, Vice Provost and ALO
University Processes

- Management processes are data driven and are becoming increasingly so: Department, College, Institution and System.

- Continuous improvement processes have been implemented in most units for some time. These are becoming more universal and adopted in accreditation processes.
Accreditation and Continuous Improvement

Continuous Improvement Cycle:
- Goal achievement and process adjustment based on analysis of evidence

Accreditation Cycle
- Mission
- Core Theme #1
- Goals
- Synthesis
- Adjustment
- Analysis
- Outcomes

Capacities and Resources
- Planning and Implementation
- #2
- #3
Accreditation as an Application of Evidence Based Management and Accountability

- Establish accepted set of goals and outcomes [Mission]
- Determine measures and acceptable performance [Core Themes, Objectives, Indicators, Thresholds]
- Establish functional units and activities that can achieve outcomes [Resources and Capacity] [Planning and Implementation]
- Evaluate performance at manageable levels [Assessment of Objectives, Programs and Services]
- Evaluate accomplishment of mission [Assessment of Core Themes and Mission]
- Adjust, Improve and Sustain
### Tensions and Competing Emphases

Note the different indicators that you would select to show accomplishment of each.

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
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<tbody>
<tr>
<td>• Expectations set by faculty in the disciplines</td>
<td>• Applicability to success in jobs, society, life</td>
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<tr>
<td>• Graduates prepared to learn</td>
<td>• Graduates prepared to work</td>
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<tr>
<td>• Mission set by governing board, administration and governance</td>
<td>• Mission responsive to community and political needs</td>
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<td>• Manage for effects on students</td>
<td>• Manage for productivity and efficiency</td>
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Some Observations

- Accountability to one is not accountability to another
- Differences in expectations may become less as definitions are made more clear
- There is no US framework for accountability and quality. Europe has an emerging framework.
- Independence and autonomy provide for great possibilities and great vulnerabilities