

# Contents

Preface	xi
Acknowledgments	xvii
About the Author	xix
1 What Is Transformative Assessment?	1
2 Transformative Assessment: A Historical Perspective	19
3 Institutional Dynamics: Using Organizational Structure and Campus Climate	39
4 Encouraging Faculty Support for Transformative Assessment	61
5 Transformative Assessment Across Student and Academic Affairs	79
6 Aligning Institutional Mission with Assessment: Elements of a Meaningful Institutional Effectiveness Program	99
7 Institutional Implementation of Transformative Assessment	121

8	Embedding Transformative Assessment Activities Across the Institution	137
9	Transformative Assessment as a Method to Support Ongoing Accreditation and Accountability	153
10	The Future of Transformative Assessment in Higher Education	167
	References	181
	Index	193