

Criterion	Initial	Emerging	Developed	Highly Developed
Definition of mission fulfillment	No formal definition of mission fulfillment	Definition of mission fulfillment with meaningful, verifiable, measurable outcomes	Clear definition of mission fulfillment with meaningful, verifiable, measurable outcomes and clear thresholds defining extent of mission fulfillment	Clear definition of mission fulfillment with meaningful, verifiable, measurable outcomes with clear thresholds defining extent mission fulfillment. Three years' assessment activities using direct and indirect measures.
Extent to which mission fulfillment is informed by analysis of accomplishment of its core theme objectives	No measure of accomplishment of core theme objectives related to mission fulfillment	Threshold of acceptable accomplishment of core theme objectives related to mission fulfillment	Assess accomplishment of core theme objectives related to mission fulfillment and analyze accomplishment of its core theme objectives	Core themes accomplishments are assessed and analyzed to inform extent of mission fulfillment
Published evidence-based evaluations of quality assessing the extent to which institution is fulfilling its mission	No formal definition of quality or thresholds related to mission fulfillment	Quality is defined in relation to mission fulfillment	Quality is defined in relation to mission fulfillment and thresholds for acceptable levels of quality are established	Quality is defined in relation to mission fulfillment and thresholds for acceptable levels of quality are established and assessed
Evaluation of the adequacy of resources, capacity, and effectiveness of operations	No formal evaluation of adequacy of resources, capacity, and effectiveness of operations	In relation to mission fulfillment, a process for formal evaluation of adequacy of resources, capacity, and effectiveness of operations are established	In relation to mission fulfillment, a process for formal evaluation of adequacy of resources, capacity and effectiveness of operations (with thresholds) are established	In relation to mission fulfillment, thresholds for acceptable levels of adequacy of resources, capacity, and effectiveness of operations are established and assessed
Full documentation of evaluation of cycle of planning, practices, resource allocation, application of institutional capacity and assessment of results to ensure effectiveness	No formal evaluation of cycle of planning, practices, resource allocation or application of capacity and assessment of results to ensure effectiveness	Developed a process for formal evaluation of cycle of planning, practices, resource allocation or application of capacity and assessment of results to ensure effectiveness	Process for formal evaluation of cycle of planning, practices, resource allocation or application of capacity and assessment of results is in place with thresholds of effectiveness established	In relation to mission fulfillment, thresholds are established for the effectiveness of planning practices, resource allocation, and application of institutional capacity. Annually, results of assessment are documented and used to make changes and for improvement
Monitoring internal and external environments and uses findings to assess strategic position and future direction	No formal monitoring of internal and external environments to assess strategic position and future direction related to mission	Informal monitoring of internal and external environments to assess strategic position and future direction related to mission	Identified methods to formally monitor internal and external environments to assess strategic position and future direction related to mission	Through the governance system, the institution uses findings to define the future position, review and revise its mission, core themes, core theme objectives, goals or intended outcomes of its programs and services and indicators of achievement.