

# ROUGH DRAFT

Generally speaking, assessment is not well received in academia. It's seen as top-down, outside-in, and antithetical to the culture and mores of higher education. Often (although not always) academics have a visceral sense that the whole effort of assessment and accountability is wrong. Yet even so, some institutions embrace it, a fair number of individuals espouse it, and undeniably we have to live with it.

How should we understand what's been called the assessment "movement"? What forces are behind it? And what's our basic problem with it? "The public", we hear, wants accountability, but we apparently don't. How are we to understand this disjunction? And how should we respond?

## I. Who Wants Assessment?

To those of us on campus, the push for assessment of our work has a variety of local sources, fanning out as we go behind them into an array of individuals, constituencies, organizations, and agencies. Most academics, I think, realize that it's not just a local issue touted deans and presidents, but comes to them from accrediting agencies; beyond that, nobody seems to know much. In general, we can locate the push to assessment at at least five levels before reaching the fundamental driver.

1. On campus, a swarm of associate deans, institutional researchers, deans of faculty are talking up assessment. They start workshops, hold faculty retreats (attracting professors with modest stipends), and host lunchtime meetings intended to rally the troops around the cause of assessment. Sometimes, there is even an "assessment guy" on campus, a subject of light joking

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