

LIBERTY UNIVERSITY

ARTHUR S. DENROSS LEARNING CENTER

THE OFFICE OF INSTITUTIONAL EFFECTIVENESS

Assessment Coordinator Handbook



TABLE OF CONTENTS
(Click on Section Title to Jump to Page)

ASSESSMENT UPDATES **PAGE 3**

INTRODUCTION TO ASSESSMENT **PAGE 4**

JOB DESCRIPTION FOR ASSESSMENT COORDINATORS **PAGE 7**

2013-2014 -- TOPICAL CALENDAR OF ASSESSMENT DEADLINES **PAGE 8**

2013-2014 -- CHRONOLOGICAL CALENDAR OF ASSESSMENT DEADLINES **PAGE 10**

2014-2015 -- TOPICAL CALENDAR OF ASSESSMENT DEADLINES **PAGE 12**

2014-2015 -- CHRONOLOGICAL CALENDAR OF ASSESSMENT DEADLINES **PAGE 14**

SYLLABI REVIEW **PAGE 16**

Assessment Updates

For the 2013-2014 academic year, templates for Program Learning Outcome (PLO) assessment design, Program Reviews, and Annual Reports will no longer be available in a paper format. In an effort to move towards greater efficiency and streamline assessment processes, the University has made the decision to obtain a comprehensive assessment management system which will allow these processes to be completed electronically.

Program Reviews, Program Learning Outcomes Assessment and Annual Reports will be completed electronically through the University's assessment management system. Training on these new processes is available on a quarterly basis, or by request.

Introduction to Assessment

One of the greatest challenges facing higher education today is the ability to demonstrate the quality of education that is provided. Institutional effectiveness, in all areas—curricular and co-curricular, is vital to the success of every university. This pressing challenge for accountability, effectiveness, and change has brought assessment, strategic planning, and budget planning into the forefront of our administrative lives.

Institutional effectiveness has become a discipline that helps protect the institution from veering away from its mission and goals. An effectiveness program focuses on academic services, administrative services, student services, and facilities management and services. It holds these areas accountable to their purposes and objectives as they track continual improvement.

The process of institutional effectiveness includes a continuous planning, implementation, assessment, improvement cycle that is applied at each level of the organization. As institutions have developed assessment processes and sought to establish broad based strategic planning procedures, it has become apparent that there is a need to integrate assessment and strategic planning processes with the budget planning process. However, creating the links and closing the loops has proven to be a challenge for many institutions.

A Brief History

- The accountability movement began in the 1970's.
- From 1973-1983, there was a wide spread dissatisfaction with the perceived skills of high school graduates.
- In 1983, the National Commission on Excellence in Education released a declarative paper, "A Nation At Risk: The Imperative for Educational Reform."
- The response from colleges and universities resulted in the "Undergraduate Reform Reports of 1985-86."
- In 1986, the National Governor's Association issued its report and mandate—"Time for Results".
- The early 1990's showed a transition of the accreditation associations replacing the states as the primary external stimulus for accountability.
- The Higher Education Act Reauthorization in 1998 was a major step of federal involvement in the issue of accountability. Much of the impetus around this was a result of the increased costs of Title IV funding (financial aid to students).
- President Bill Clinton initiated the "Goals 2000" initiative
- President George W. Bush initiated "No Child Left Behind", a K-12 mandate that has a ripple effect on the colleges and universities.
- 2005-present has shown an increased level of accountability for effectiveness and efficiency in all areas of the colleges and universities by the accrediting associations.
- Beginning in 2012, greater emphasis has been placed on the practice of continuous improvement among regional and programmatic accreditors as universities are now required to demonstrate this kind of improvement in academic and co-curricular departments.

What Is Assessment?

Assessment is simply an appraisal. So, what do we assess in a higher education institution? We assess the quality of our effectiveness and efficiency in fulfilling our mission and goals. Although the statement is simple, making it a natural and ongoing process of the university culture is a bit more complex. Although in the initial stages of the assessment movement the focus was on learning outcomes, in recent times the emphasis has broadened to demonstrate continuous improvement in all areas of the institution, curricular and co-curricular.

Why We Do Assessment

What gets measured, gets done! Assessment is the tool that gives incentive to planning. It helps set realistic goals. It is the glue that brings the strategic planning and budget together for the purpose of continuous improvement.

Stakeholders are essential to the process of assessment. Whether external or internal, they set expectations and performance goals and are the ultimate judges of the institution's quality. Common stakeholders of an institution of higher education are students, faculty, staff, community, parents, alumni, benefactors, and the board. Each group has every right to expect a report on the quality of our education and an accounting of the use of the revenues received.

Assessment brings change—or at least it should. This can be very threatening at times, especially if the demand for accountability and performance comes from outside the institution. Presidents of universities and colleges are anxious to maintain accreditation status, to receive funding, and to be able to recruit competitively. Assessment results usually indicate the “health” of the institution. Any deviation from positive indicators can affect relationships with these outside entities.

How We Do Assessment at Liberty

The process of assessment involves the whole institution. Each entity, curricular and co-curricular develops purpose statements, measurable objectives and in most cases, measurable learning outcomes, which serve as a guide to assess effectiveness and efficiency as the University strives towards continual improvement.

In 2007, Liberty instituted the concept of Assessment Coordinators within departments. These individuals coordinate assessment activities and reports throughout each academic year.

In Fall 2009, Liberty instituted WEAVEonline, a web-based assessment management system. This system helped us develop and track assessment, strategic planning, and budget planning processes and results across the entire institution.

In Summer 2012, Liberty purchased the Compliance Assist and Baseline products from Campus Labs. These products replaced WEAVEonline as the assessment management system and afford additional functionality in addition to the tasks previously accomplished through WEAVEonline. It allows us to demonstrate to our stakeholders and accreditors that we are effective and efficient. An assessment management system helps us to do the following:

- . Establish purpose statements
- . Define objectives and learning outcomes
- . Identify measures for the objectives and learning outcomes, as applicable
- . Set achievement targets
- . Report findings of the assessment measures
- . Establish action plans for change and improvement with projected budget needs

Training in Assessment

The Office of Institutional Effectiveness provides training in our assessment management system, and also on various aspects of assessment to the curricular and co-curricular departments. The office also provides support in the analysis and evaluation of data leading to continual improvement.

University Wide Assessment

The University has established a rotating cycle for administering the national, benchmarking satisfaction instruments—Noel Levitz, NSSE, PSOL. In addition, an annual assessment day each year allows for the entire student body to be assessed in areas of core competencies, worldview, and other broad curricular and co-curricular areas.

Academic Departmental Assessment

There are several assessments conducted by the academic departments:

- . Academic major/programs—5 year cycle
- . Annual Departmental Reports - yearly
- . Program Learning Outcome Designs and Assessments - yearly
- . Student Course Evaluation Results Analysis - yearly
- . Faculty Evaluation Updates - yearly
- . Core Competencies (College of General Studies)
- . Syllabi Review—3 year cycle

Co-Curricular Departmental Assessment

Assessment contacts have been identified for each co-curricular area of the institution. Through these individuals assessment, facilitators collect data and reports that are entered into our assessment management system. These actions allow co-curricular departments to track continual improvement trends over time.

Job Description for Assessment Coordinators

Assessment Coordinators are responsible for providing guidance to the department assessment team, work with the Dean and Chair on approval of all assessment matters, and attend all IE training sessions and meetings. Carrying out the following assignments should be understood as occurring in the context of assisting the Dean who is ultimately responsible for all assessment activities within the School or College:

Assessment Coordinators will:

- Meet deadlines as specified by IE
- Coordinate assessment of program learning outcomes
- Coordinate core competency assessment, as appropriate
- Complete templates and prepare reports
- Maintain and update the University's assessment database
- Serve on University-wide assessment committees, as requested
- Provide assessment reports at departmental meetings
- Work with assessment team members, where applicable, on a regular basis to develop and carry out assessment plans
- Assist Dean and Chair with faculty evaluation processing and summative evaluation data
- Coordinate the development and implementation of actions plans
- Assist Dean and Chair with scheduled Program Reviews
- Assist the department with Syllabi Review Planning and Evaluation
- Assist the department with the Annual Report
- Assist with departmental Assessment Day planning
- Assist the department with Student Course Evaluation data summaries
- Provide updates to Strategic Plan targets, when applicable

Deadlines for All Schools and Colleges 2013-2014

Training Sessions
Overview of Academic Assessment Projects (Deans, Chairs, and Assessment Coordinators)
August 14—10:30 AM - 11:45 AM (Towns Alumni Hall)
Assessment Coordinator Training (Required)
August 15—1:30 PM - 2:30 PM (DH 1101) – Required: All New Assessment Coordinators. Optional: Deans and Chairs
October 14-15 (time and place-TBA)
February 13-14 (time and place-TBA)

Task	Responsible Party	Deadline
Program Learning Outcomes		
1. Complete PLO Designs for Cluster 1	Assessment Coordinator	February 28, 2014
2. Report findings and actions plans for Cluster 3	Assessment Coordinator	May 30, 2014
Syllabi Review		
3. Syllabi Review Report for 2 nd third syllabi reviews to IE and CCD	Assessment Coordinator and Chair	February 16, 2014
mRd/MRD (internal or external)?		
4. mRD/MRD Summary information (LUO)	Associate Dean or LUO Chair of Discipline	May 30, 2014
Student Course Evaluations		
5. Student Course Evaluation Summary (LUR and LUO)	Chair and Dean	May 30, 2014
Assessment Day		
6. Departmental plans for Annual Assessment Day and Measures	Assessment Coordinator	November 29, 2013
7. Assessment Day Afternoon	Individual Departments	April 9, 2014
8. Report Findings for Assessment Day Results	Assessment Coordinator	May 30, 2014
Faculty Evaluation		
9. Portfolio and Annual Update Form Submission and Data	<ul style="list-style-type: none"> • August 1 – Announcement to remind Faculty of deadlines (during Faculty Orientation) • April 1 – Deadline for all Faculty to submit completed online Portfolio • April 1-May 31– Chair reviews/comments on all Faculty Online Portfolios • June 1-30 – Dean review/comments on all Faculty Online Portfolios 	

Task	Responsible Party	Deadline
10. Promotion Portfolio Submission	<ul style="list-style-type: none"> • October 1 – Faculty Member completes Faculty Online Promotional portfolio.* • November 1-14 – College/School Promotional Committee evaluates Faculty Online Promotional Portfolio. • November 15-30 – Dean evaluates Faculty Online Promotional Portfolio. • December 1-15 - Provost evaluates Faculty Online Promotional Portfolio. <p>*NOTE: Because the Online Portfolio will not be available until January 1, 2014, All Promotional Portfolios submitted on October 1, 2013 should be submitted via hardcopy (3-ring binder) per the current portfolio requirements.</p>	
11. Adjunct Faculty Evaluation Data	Associate Dean or LUO Chair of Discipline	May 30, 2014
Program/Major Reviews		
12. Program Reviews:	Distribution and Training Completion of Parts A & B Completion of Parts C & D Completion of Parts E-H Program Review submitted to Dean Program Review submitted to IE	August 29-30, 2013 November 8, 2013 February 28, 2014 April 4, 2014 April 18, 2014 May 30, 2014
Alumni Survey		
13. Alumni Survey Questions Submission	Assessment Coordinator	August 30, 2013
Planning		
14. Strategic Plan:	<ul style="list-style-type: none"> • SP Goals, Objectives, Expected Outcomes/Targets submitted to IE • Submit Peer Reviews to appropriate VP/Dean • Submit completed SP to Provost Office • SP Retreat to compile and draft the Plan 	September 13, 2013 October 16, 2013 October 25, 2013 January 10, 2014
Summative Reports		
15. Annual Report	Chair	May 30, 2014
Course Catalog		
16. Final Updates and Changes for 13/14	Chair and Dean	August 30, 2013
17. Final Updates and Changes for 14/15	Chair and Dean	May 23, 2014

ASSESSMENT AND RELATED DEADLINES 2013-2014

August 2013

August 14—10:30 AM - 11:45 AM (Towns Alumni Hall) - **Overview of Academic Assessment Projects (Deans, Chairs, and Assessment Coordinators)**

August 15—1:30 PM - 2:30 PM (DH 1101) – **New Assessment Coordinator Training**

August 29-30, 2013 - Distribution and training of Program Reviews

August 30, 2013 –

Department Specific Alumni Survey Questions Submission to IE

Final Updates and Changes for 12/13 Catalog

September 2013

September 13 – 2014-2017 Strategic Plan Goals, Objectives, Expected Outcomes/Targets submitted to IE

October 2013

October 1 - Faculty Member completes Faculty Online Promotional portfolio.*

October 14-15 (time and place-TBA) - **Assessment Coordinator Training (Required)**

October 16 - Submit 2014-2017 Strategic Plan Peer Reviews to appropriate VP/Dean

October 25 - Submit completed 2014-2017 Strategic Plan to Provost Office

*NOTE: Because the Online Portfolio will not be available until January 1, 2014, All Promotional Portfolios submitted on October 1, 2013 should be submitted via hardcopy (3-ring binder) per the current portfolio requirements.

November 2013

November 8 - Program Reviews Completion of Parts A & B

November 14 – College/School Promotional Committee evaluates Faculty Online Promotional Portfolio.

November 29 - Departmental plans for Annual Assessment Day and Measures

November 30 – Dean evaluates Faculty Online Promotional Portfolio.

December 2013

December 15 - Provost evaluates Faculty Online Promotional Portfolio.

ASSESSMENT AND RELATED DEADLINES 2013-2014

January 2014

January 10, 2014 – Retreat to compile and draft the 2014-2017 Strategic Plan

February 2014

February 13-14 (time and place-TBA) - **Assessment Coordinator Training (Required)**

February 16 – Syllabi Review Report for 2nd third syllabi reviews (to IE and CCD)

February 28 –

Complete PLO Designs for Cluster 1

Program Reviews Completion of Parts C & D

April 2014

April 1 –

Faculty submit completed online Portfolio

Final Edits to 2014-2017 Strategic plan completed (if needed)

April 4 - Program Reviews Completion of Parts E-H

April 9 – Assessment Day 2014

April 18 - Complete Program Review submitted to Dean

May 2014

May 23 – Final Updates and Changes to Course Catalog(s) due

May 30 –

Annual Report Tasks Completed

Complete Program Review submitted

Report Student Course Evaluation Summary (LUR and LUO)

Report Findings for Assessment Day Results

Report Findings and Actions Plans for Cluster 3

Report mRD/MRD Summary information (LUO)

Report Adjunct Faculty Evaluation Data (LUO)

May 31 - Chair reviews/comments on all Faculty Online Portfolios

June 2014

June 30 – Dean review/comments on all Faculty Online Portfolios

Accelerated Deadlines for All Schools and Colleges 2014-2015

Training Sessions
Overview of Academic Assessment Projects (Deans, Chairs, and Assessment Coordinators)
TBD (During All Faculty Orientation) - (Towns Alumni Hall)
Assessment Coordinator Training (Required)
TBD (During All Faculty Orientation) – Required: All New Assessment Coordinators. Optional: Deans and Chairs
October 2014 (time and place-TBA)
February 2015 (time and place-TBA)

Task	Responsible Party	Deadline
Program Learning Outcomes		
1. Complete PLO Designs for Cluster 2	Assessment Coordinator	February 27, 2015
2. Report findings and actions plans for Cluster 1	Assessment Coordinator	December 19, 2014
Syllabi Review		
3. Syllabi Review Report for 2 nd third syllabi reviews to IE and CCD	Assessment Coordinator and Chair	February 16, 2015
mRD/MRD (internal or external)		
4. mRD/MRD Summary information (LUO)	Associate Dean or LUO Chair of Discipline	May 30, 2015
Student Course Evaluations		
5. Student Course Evaluation Summary (LUR and LUO)	Chair and Dean	May 30, 2015
Assessment Day		
6. Departmental plans for Annual Assessment Day and Measures	Assessment Coordinator	November 29, 2014
7. Assessment Day Afternoon	Individual Departments	April 9, 2015
8. Report Findings for Assessment Day Results	Assessment Coordinator	May 30, 2015
Faculty Evaluation		
9. Portfolio and Annual Update Form Submission and Data	<ul style="list-style-type: none"> • August 1 – Announcement to remind Faculty of deadlines (during Faculty Orientation) • April 1 – Deadline for all Faculty to submit completed online Portfolio • April 1-May 31– Chair reviews/comments on all Faculty Online Portfolios • June 1-30 – Dean review/comments on all Faculty Online Portfolios 	

Task	Responsible Party	Deadline
10. Promotion Portfolio Submission	<ul style="list-style-type: none"> • October 1 – Faculty Member completes Faculty Online Promotional portfolio.* • November 1-14 – College/School Promotional Committee evaluates Faculty Online Promotional Portfolio. • November 15-30 – Dean evaluates Faculty Online Promotional Portfolio. • December 1-15 - Provost evaluates Faculty Online Promotional Portfolio. <p>*NOTE: Because the Online Portfolio will not be available until January 1, 2014, All Promotional Portfolios submitted on October 1, 2013 should be submitted via hardcopy (3-ring binder) per the current portfolio requirements.</p>	
11. Adjunct Faculty Evaluation Data	Associate Dean or LUO Chair of Discipline	May 30, 2014
Program/Major Reviews		
12. Program Reviews:	Distribution and Training Completion of Parts A & B Completion of Parts C & D Completion of Parts E-H Program Review submitted to Dean Program Review submitted to IE	August 28-29, 2014 September 26, 2014 October 31, 2014 November 28, 2014 December 5, 2014 December 19, 2014
Alumni Survey		
13. Alumni Survey Questions Submission	Assessment Coordinator	August 30, 2014
Summative Reports		
14. Annual Report	Chair	April 3, 2015
Course Catalog		
15. Final Updates and Changes for 13/14	Chair and Dean	August 30, 2014
16. Final Updates and Changes for 14/15	Chair and Dean	May 23, 2015

ACCELERATED ASSESSMENT AND RELATED DEADLINES 2014-2015

August 2014

August 2014 (Towns Alumni Hall) - **Overview of Academic Assessment Projects (Deans, Chairs, and Assessment Coordinators)**

August 2014 – **New Assessment Coordinator Training**

August 28-30 - Distribution and training of Program Reviews

August 30 –

Department Specific Alumni Survey Questions Submission to IE

Final Updates and Changes for 13/14 Catalog

September 2014

September 26 - Program Reviews Completion of Parts A & B

October 2014

October 1 - Faculty Member completes Faculty Online Promotional portfolio.

October 16-17 (time and place-TBA) - **Assessment Coordinator Training (Required)**

October 31 - Program Reviews Completion of Parts C & D

November 2014

November 14 – College/School Promotional Committee evaluates Faculty Online Promotional Portfolio.

November 28 –

Departmental plans for Annual Assessment Day and Measures

Program Reviews Completion of Parts E-H

November 30 – Dean evaluates Faculty Online Promotional Portfolio.

December 2014

December 5 – Program Review submitted to Dean

December 15 - Provost evaluates Faculty Online Promotional Portfolio.

December 19 -

Complete Program Review submitted to IE

Report Findings and Actions Plans for Cluster 1

ACCELERATED ASSESSMENT AND RELATED DEADLINES 2014-2015

February 2015

February 12-13 (time and place-TBA) - **Assessment Coordinator Training (Required)**

February 13 – Syllabi Review Report for 3rd third syllabi reviews (to IE and CCD)

February 27 – Complete PLO Designs for Cluster 2

April 2015

April 1 – Faculty submit completed online Portfolio

April 3 – Annual Report Tasks Completed

April 8 – Assessment Day 2015

April 25 – Faculty Online Portfolio (report in Planning)

May 2015

May 22 – Final Updates and Changes to Course Catalog(s) due

May 29 –

 Report Student Course Evaluation Summary (LUR and LUO)

 Report Findings for Assessment Day Results

 Report mRD/MRD Summary information (LUO)

 Report Adjunct Faculty Evaluation Data (LUO)

May 31 - Chair reviews/comments on all Faculty Online Portfolios

June 2015

June 30 – Dean review/comments on all Faculty Online Portfolios

