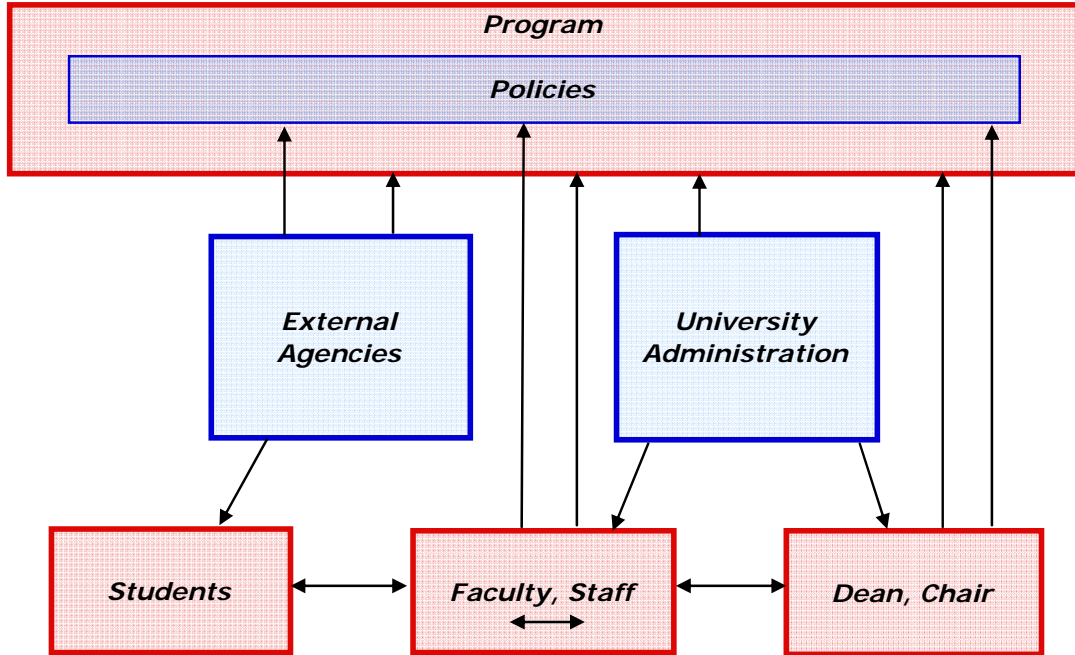


Assessment Model (Academic Programs)



Assessment Target	Assessment Source				
	<i>External Agencies</i>	<i>University Administration</i>	<i>Dean, Chair</i>	<i>Faculty, Staff</i>	<i>Students</i>
<i>Program</i>	1	4	7	10	
<i>Policies</i>	2		8	11	
<i>Dean, Chair</i>			9	12	15
<i>Faculty, Staff</i>		5	9	13	15
<i>Students</i>	3	6	14	14	15

↔ indicates assessment reciprocity

**Assessment Plan Details
(Academic Programs)**



Academic Division

General Education Core Curriculum

Arts and Sciences

Communication Studies

English

Fine Arts

Mathematical Sciences

Natural Sciences

Physical Education, Wellness and Sport Studies

Religious Studies and Philosophy

Social Sciences

World Languages, Literatures and Cultures

Schools

Business

Divinity

Education

Graduate School

Nursing

Psychology

For purposes of clarification, references to **Program** relate to the operations of specific departments and schools. Evaluation of **Policies** considers the entire academic division as a single entity.

1 External Agencies Evaluation of Program

Agencies

Southern Association of Colleges and Schools (SACS)

Various national accrediting agencies for each of the University's Schools

An external reviewer as part of the five-year self-study for all Arts and Science departments

Assessment Type/Administration

A comprehensive self-assessment along with appropriate supporting documents and an on-campus visit

Frequency of Review

Every ten years for SACS accreditation and the national accreditation of schools; department reviews are conducted every five years

Description

SACS – includes 14 items directly related to the effectiveness of the institution's academic programs (**Section 2: Core Requirements – 2.7.1; 2.7.2; 2.7.3; 2.8; 2.9 and Section 3: Comprehensive Standards – 3.3.1; 3.4.1; 3.4.10; 3.4.12; 3.4.13; 3.4.14; 3.5.1; 3.6.1; 3.6.2**)

Accrediting Agencies and External Reviewers – format is specific to the entity conducting the review

Results

Compliance (SACS), certification (accrediting agencies) and effectiveness (external reviewer) is affirmed when the university receives its comprehensive response from the appropriate entity following the off-site review and the on-site visit.

Archival

The SACS report is maintained for at least ten years and is housed in the library as well as in various administrative offices (in both hard copy and electronic format); reports from accrediting agencies and external reviewers are maintained indefinitely in the offices of the Provosts and the appropriate Dean or Chair of the school/department being reviewed.

2 External Agencies Evaluation of Policies

Agencies

Southern Association of Colleges and Schools (SACS)

Assessment Type/Administration

A comprehensive self-assessment along with appropriate supporting documents

Frequency of Review

Conducted every ten years; most recently 2006-07

Description

Seven items are addressed which relate directly to the appropriateness of the institution's academic policies (**Section 2: Core Requirements – 2.7.4 and Section 3: Comprehensive Standards – 3.4.4; 3.4.5; 3.4.6; 3.4.8; 3.5.2; 3.6.3**)

Results

Compliance is affirmed when the university receives its comprehensive response from the appropriate entity following the off-site review and the on-site visit.

Archival

The report is maintained for at least ten years and is housed in the library as well as in various administrative offices (in both hard copy and electronic format).

3 External Agencies Evaluation of Students

Agencies

Educational Testing Service (ETS)
Professional organizations specific to the student's field of licensure

Assessment Type/Administration

Pencil and paper tests administered at on-campus and off-campus sites

Frequency of Review

ETS – annually

Licensure examinations – variable; dependent upon student's course of study timetable

Description

ETS – the MAPP test is a 36-item, multiple choice assessment instrument with a 40 minute time limit. It is administered in the fall to the entering freshman class and again in the spring to undergraduate candidates for graduation. The test purports to measure college-level reading,

mathematics, writing, and critical thinking skills developed through the general education core curriculum.

Licensure examinations – PRAXIS II tests (administered to Elementary Education and English as a Second Language majors, and to specialty area majors with less than 24 hours in the content area); tests specific to the disciplines of Nursing, School Administration, and School Counseling that are required for licensure certification

Results

ETS – provides a summary report for student sub-groups at the conclusion of each testing period. Longitudinal results allow a comparative analysis of basic academic skills gained by students after having completed the university's core curriculum.

Licensure examinations – final scores are provided to the student and to appropriate university administrators and faculty

Archival

Aggregate MAPP results are maintained indefinitely in the office of the Director of Assessment and the Vice President for Planning and Institutional Effectiveness. Individual licensure examination scores are maintained indefinitely in the office of the appropriate dean or department chair.

4 University Administration Evaluation of Program

Responsible Individual / Group

Provost
Vice President for Planning and Institutional Effectiveness
Ad hoc committee consisting of faculty and administration

Assessment Type/Administration

Checklist reviewed in a focus group setting

Frequency of Review

To be determined

Description

The instrument to be used is still under construction; however, the following areas will be reviewed: internal and external demand; quality of program inputs, processes, and outcomes; size, scope and productivity; costs and expenses; and impact, justification, and essentiality of the program.

Results

The results of the assessment will be used to determine the short- and long-term viability of each program in addition to serving as a guide for resource allocation.

Archival

Documents associated with the review will remain on file in the Office of the Provost for an indefinite period of time.

5 University Administration Evaluation of Dean, Chair

Responsible Individual / Group

Provost
Associate Provost (specific to the resident school)

Assessment Type/Administration

Individual conference

Frequency of Review

Annually

Description

Faculty evaluations of the dean/chair are reviewed and constitute the major component of the session. Informal observations of the dean's/chair's performance by members of the academic administration is also included in the assessment.

Results

The results of the assessment are used to support the administrative efforts of the dean/chair and to address areas of concern within the school/department.

Archival

No formal records of these conferences are maintained.

6 University Administration Evaluation of Faculty, Staff

Responsible Individual / Group

Provost

Associate Provost (specific to the resident school)

Dean or Chair of the specific School / Department

Vice President for Planning and Institutional Effectiveness

Instrument

Administrative Evaluation of Faculty

Assessment Type/Administration

Summary sheet completed by the Vice President for Planning and Institutional Effectiveness during the conference involving the dean/chair of the school/department and the Provosts.

First-Utilized

1997

Revised

2006; further revision planned for 2007

Frequency of Review

Annually, during the fall semester (encompasses previous academic year – August to July)

Description

The assessment includes the following components as a percentage of the final evaluation:

Teaching (50%, of which student surveys and administrative input each contribute 25%) and 10% of each of the following categories: **Academic Advising, Preparation and Conduct, Professional Development, Department / School Service, and University Service**

Results

Individual reports are forwarded electronically to the faculty member and the dean/chair of school/department. The results of the assessment are used in decision-making processes involving promotion, tenure, and salary increases.

Archival

Individual reports are permanently maintained in the faculty member's personal file in the office of the Administrative Assistant to the Associate Provosts. Additionally, the Associate Provosts are provided with a detailed statistical breakdown of the evaluation results. All records associated with the process are stored permanently in the office of the Vice President for Planning and Institutional Effectiveness.

7 Dean, Chair Evaluation of Program

Instrument

School / Departmental Annual Report

Assessment Type/Administration

Comprehensive inventory completed by the dean / chair and submitted electronically to the office of the Administrative Assistant to the Associate Provosts

First-Utilized

Circa 1980

Revised

2007

Frequency of Review

Annually; deadline for submission is May 25

Description

The inventory includes quantitative questions related to the number of student majors, minors, and faculty members, and asks for qualitative assessment in the areas of school / department meetings, past and projected programmatic goals, and unit strengths / weaknesses.

Results

Reports are reviewed by the appropriate Associate Provost; strengths and weaknesses are noted and addressed in an appropriate manner

Archival

Reports are maintained in the office of the Administrative Assistant to the Associate Provosts for an indefinite period of time.

8 Dean, Chair Evaluation of Policies

Assessment Type/Administration

Regular council meetings of Schools and of Arts and Sciences

Frequency of Review

Monthly

Description

Current policies and operating procedures are reviewed and suggestions for changes or modifications are considered.

Results

Suggestions for modification in academic policy are presented to the Educational Policies and Standards Committee (EPSC) for review. Procedural changes receiving the endorsement of the council are implemented only after being communicated to the members of the faculty in the next day's school / department meetings.

Archival

Council meeting minutes are recorded and maintained by the Administrative Assistant to the Associate Provosts.

9 Dean, Chair Evaluation of Faculty, Staff

Instrument(s)

Dean / Department Chair Evaluation of Faculty Member

Instrument Type/Administration

Paper and pencil, narrative assessment supported by selected quantitative data

Frequency of Administration

Annually (due by October 1st)

First-Utilized

Circa 1980

Revised

2006

Description

Deans / chairs are asked to evaluate their faculty in seven areas of performance during the most-recently completed academic year:

Teaching

Advising

Preparation and Conduct

Professional Development

Department/School Service

University Service

Within each category, the dean / chair is asked to assess whether the expected level of performance was exceeded, met, or not met as well as to provide narrative support for each determination.

Results

A copy of the review is to be forwarded to the office of the appropriate Associate Provost. This assessment provides valuable supporting documentation when determining the faculty member's final score during the Administrative Evaluation of Faculty.

Archival

The evaluation becomes part of the faculty member's personal file and is housed permanently in the Office of the Administrative Assistant to the Associate Provosts.

10 Faculty, Staff Evaluation of Program

Instrument(s)

Evaluation of the Chair; Evaluation of the Dean

Instrument Type/Administration

Both are web-based surveys, constructed in PDF format and submitted via email

Frequency of Administration

Annually (due by October 1st)

First-Utilized

Circa 1980

Revised

2007

Description

Although the purpose of these surveys is to evaluate the performance of the dean or chair, several questions relate to the effective operation of the school or department. A section for open-ended comments is provided on each form for faculty to express programmatic perspectives.

Results

Evaluations are submitted to, and tabulated by, the Office of Planning and Institutional Research. Results are then forwarded to the Provost and the appropriate Associate Provost to be used as needed in the overall program review process.

Archival

All records are maintained permanently in the Office of Planning and Institutional Effectiveness. Each year's summary becomes part of the dean's or chair's personal file and is housed permanently in the Office of the Associate Provosts.

11 Faculty, Staff Evaluation of Policies

Assessment Type/Administration

Regularly scheduled school / department, committee, and faculty meetings

Frequency of Review

Monthly

Description

Questions and concerns relating to current university policies and operating procedures may be addressed by any faculty member during any of the structured meetings listed above.

Results

In most cases, interpretation, modification, abolition, or establishment of academic policy is handled through the legislative action of the Educational Policies and Standards Committee. Faculty approval is required before any change is implemented.

Archival

Minutes of all above meetings are recorded by an individual designated by the organization; a copy is forwarded to the Office of the Administrative Assistant to the Associate Provosts for permanent filing.

12 Faculty, Staff Evaluation of Dean, Chair

Instrument(s)

Evaluation of the Chair; Evaluation of the Dean

Instrument Type/Administration

Both are web-based surveys, constructed in PDF format and submitted via email

Frequency of Administration

Annually (due by October 1st)

First-Utilized

Circa 1980

Revised

2007

Description

Chair Evaluation - survey includes 20 questions related to administrative and leadership performance and two questions related to adequacy of departmental meetings.

Dean Evaluation – survey consists of 14 items that assesses leadership characteristics and includes a section for open-ended comments.

Results

Evaluations are submitted to, and tabulated by, the Office of Planning and Institutional Research. Results are then forwarded to the Provost and the appropriate Associate Provost to be used as supporting documentation in the annual overall administrative assessment of deans and chairs.

Archival

All records are maintained permanently in the Office of Planning and Institutional Effectiveness. Each year's summary becomes part of the dean's or chair's personal file and is housed permanently in the Office of the Associate Provosts.

13 Faculty, Staff Evaluation of Faculty, Staff

Instrument(s)

Faculty Self-Evaluation Form (full-time teaching faculty)

Instrument Type/Administration

Paper and pencil, narrative assessment supported by selected quantitative data

Frequency of Administration

Annually (due by October 1st)

First-Utilized

Circa 1980

Revised

2006

Description

Faculty members are asked to evaluate seven areas of personal performance during the most-recently completed academic year:

Teaching

Advising

Preparation and Conduct

Professional Development

Department/School Service

University Service

Within each category, the individual is asked to assess whether the expected level of performance was exceeded, met, or not met as well as to provide narrative support for each determination.

The faculty member is also to address the outcomes of his or her previous year's goals and is to identify relevant and realistic goals for the upcoming year.

Results

The faculty member is expected to submit one copy of the self-evaluation to his or her department chair and/or school dean and one copy to the office of the appropriate Associate Provost. This assessment provides valuable supporting documentation when determining the faculty member's final score during the Administrative Evaluation of Faculty.

Archival

Each year's self evaluation becomes part of the faculty member's personal file and is housed permanently in the Office of the Associate Provosts.

14 Faculty, Staff Evaluation of Students

The evaluation umbrella involving student performance is complex and specific to each school / department. The identification of student learning outcomes is the foundation from which all assessment is based. A detailed list of outcomes may be found in each school's / department's section of the respective academic catalog. Specific assessment methodologies used by each program may be somewhat transitional from year to year, but may be found, along with the results of such assessment, in the school's / department's internal documentation.

15 Student Evaluation of Faculty, Staff

Instrument(s)

Student Opinion of Instruction (distinct forms for undergraduate, graduate, and School of Divinity populations)

Instrument Type/Administration

All are web-based surveys

Frequency of Administration

Each semester (including summer)

First-Utilized

1980 (graduate); 1994 (School of Divinity); 1997 (undergraduate)

Revised

2007 (undergraduate)

Description

Undergraduate - survey includes 21 questions related to teacher performance and classroom experience; seven questions relating to the student's class involvement, preparation, and expectations; and an opportunity for open-ended comments.

Graduate - survey is comprised of 11 questions relating to instructor performance with an opportunity for responders to enter comments specific to each question.

School of Divinity - a 44 item survey which addresses professor performance, the course, student involvement and preparation, and the school's support services. A section is also provided for open-ended comments.

Results

Survey summaries are distributed to the faculty member, the dean or chair of the school or department, the appropriate Associate Provost, and the Provost within three weeks of the closing of the evaluation session. The results of the survey are factored into the overall Administrative Evaluation of Faculty, contributing 50% of the teaching component and 25% of the final score.

University-wide analysis of the undergraduate survey is provided to the Provost and Associate Provosts, including the comparison of full-time to part-time faculty, regular DAY faculty to GOAL instructors, on-line to traditional face-to-face courses, and the summary performance of departments and schools. The twelve highest scoring faculty members for each survey item are also identified.

The 12 members of the full-time teaching faculty who receive the highest scores for the entire academic year receive recognition at the annual August faculty retreat. The GOAL program's 15 highest rated adjunct professors are recognized at the annual summer GOAL workshop. Yearly awards recognizing the outstanding Graduate School, School of Divinity, and Graduate School of Business professor are based, in part, on the results of this survey.

Archival

All records are maintained permanently in the Office of the Vice President for Planning and Institutional Effectiveness.

Additional Assessment Initiatives Specific to the Academic Division

Graduate Assistants

Instrument(s)

Graduate Assistant Evaluation Form

Instrument Type/Administration

A paper and pencil survey given to all graduate assistants; completed forms are returned to the Graduate School office in person or via campus mail.

Frequency of Administration

Annually, near the end of the spring semester

Description

The two-page survey asks the student to evaluate the graduate assistantship opportunity by answering five quantitative/qualitative questions, providing general comments about the experience, and offering suggestions for program improvement.

Results

Survey summaries are reviewed by the Dean of the Graduate School before being distributed to the appropriate supervisor for informational purposes.

Archival

All forms are maintained permanently in the office of the Dean of the Graduate School.

Instrument(s)

Graduate Assistant Supervisor Evaluation Form

Instrument Type/Administration

A paper and pencil inventory distributed to all supervisors of graduate assistants; completed forms are returned to the Graduate School office via campus mail.

Frequency of Administration

Annually, near the end of the spring semester

Description

The one-page survey asks the supervisor to rate the graduate assistant in seven basic job-related performance categories. A space for general comments is provided.

Results

The completed inventory is submitted to the Dean of the Graduate School. Additionally, the supervisor is encouraged to share the evaluation results with the graduate assistant

Archival

All surveys are maintained permanently in the office of the Dean of the Graduate School.

Graduate School - Recent Graduates

Instrument(s)

Assessment of Graduate Programs

Instrument Type/Administration

A paper and pencil inventory mailed to current-year (May and August) graduates of all programs offered by the Graduate School; completed forms are returned by mail to the Graduate School office.

Frequency of Administration

Annually; surveys are requested to be returned by the first week in November.

Description

Two surveys comprise this assessment; a fourteen-item, Likert-scale instrument which addresses general components (library, curriculum, policies) of the Graduate School and a program-specific questionnaire relating to the student's major field of study.

Results

Survey summaries are processed by the office of the Dean of the Graduate School before being forwarded to the appropriate school dean for review. Programmatic changes are made when deemed necessary.

Archival

All results are maintained permanently in the office of the Dean of the Graduate School.

Graduate School – Five and Ten-Year Alumni

Instrument(s)

Graduate School Alumni Survey

Instrument Type/Administration

A paper and pencil inventory mailed to five and ten-year graduates of all programs offered by the Graduate School; completed forms are returned by mail to the Graduate School office.

Frequency of Administration

Annually, during the fall semester

Description

A four-item, Likert scale questionnaire which asks the student to assess the value of his or her degree experience. A section for open-ended comments is also provided.

Results

Survey summaries are processed by the office of the Dean of the Graduate School and are shared with other university officials when deemed appropriate.

Archival

All results are maintained permanently in the office of the Dean of the Graduate School.

Regular Program Academic Advisors

Instrument(s)

Advisor Survey

Instrument Type/Administration

Web-based; accessible to all undergraduate DAY students through MYWebb

Frequency of Administration

Annually--first administered in March 2007 prior to registration for summer and fall courses; future sessions will occur in December prior to release of final fall semester grades.

Description

The ten-item, Likert-scale instrument asks students for their opinion as to the availability, helpfulness, and knowledge of their academic advisor.

Results

Survey summaries are processed by the Vice President for Planning and Institutional Effectiveness before being given to the Director of Academic Advising for review and distribution to each advisor.

Archival

All results are maintained permanently in the office of the Vice President for Planning and Institutional Effectiveness.

Standing Faculty Committees

Instrument(s)

Committee Annual Report

Instrument Type/Administration

Web-based; constructed in PDF format and submitted via email

Frequency of Administration

Annually (due by May 25th)

Description

The committee chair is asked to submit a detailed overview of the committee's work during the recently-completed academic year, addressing such items as committee membership, major issues considered, identification of unfinished business, unit strengths and weaknesses, and suggestions for improvement.

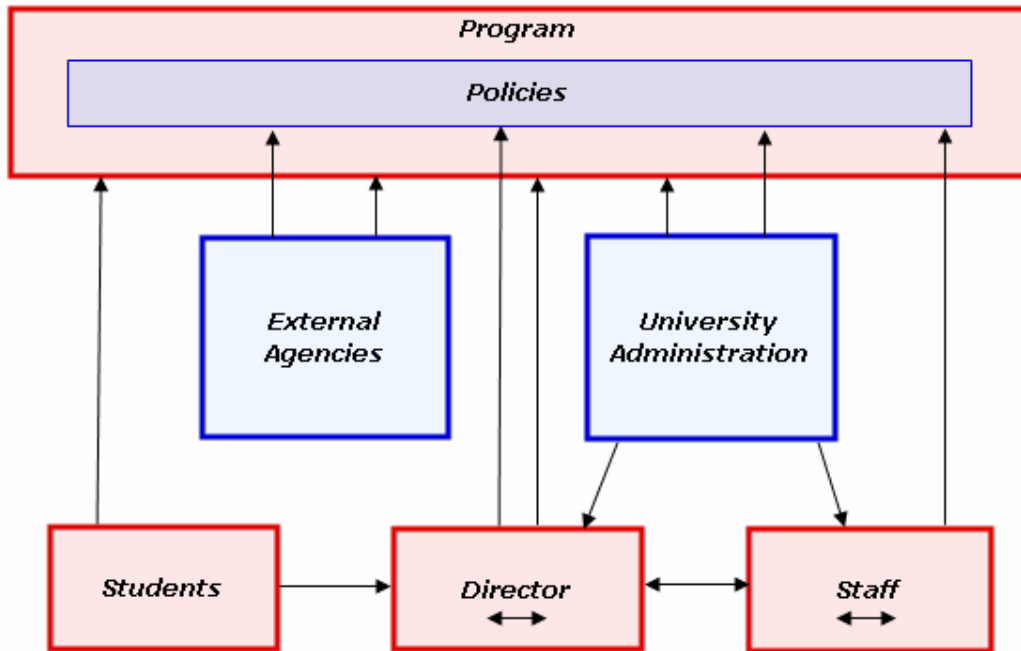
Results

Completed surveys are submitted for review to the Associate Provost for Arts and Sciences.

Archival

All results are maintained for an appropriate period of time in the office of the Associate Provost for Arts and Sciences.

Assessment Model (Non-Academic Programs)



Assessment Target	Assessment Source				
	External Agencies	University Administration	Director	Staff	Students
Program	1	3	7		14
Policies	2	4	8	11	
Director		5	9	12	15
Staff		6	10	13	
Students					

↔ indicates assessment reciprocity

**Assessment Plan Details
(Non-Academic Programs)**



Academic Division

**Distance Learning and Continuing Education
Library
Registrar
Service Learning
Technology Services
Undergraduate Research**

Arts and Sciences

**First-Year and Senior Programs
Honors Program
International Programs
Learning Assistance Program
NOEL Program
Writing Center**

1 External Agencies Evaluation of Programs

Agencies

Southern Association of Colleges and Schools (SACS)

Assessment Type/Administration

A comprehensive self-assessment along with appropriate supporting documentation

Frequency of Review

Conducted every ten years (most recent 2007)

Description

Eight SACS principles relate directly to programs supported by this division:

- 2.10. (Student support programs)*
- 3. 3. 1 (Outcomes for educational support services)*
- 3. 4. 9 (Appropriate academic support services)*
- 3. 4.11 (Security and back up of student records)*
- 3. 4.14 (Technology enhances student learning)*
- 3. 8. 1 (Appropriate learning/information resources)*
- 3. 8. 2 (Access to library and learning/information resources)*
- 3. 8. 3 (Sufficient library and learning/information staff)*

Results

Compliance in each of the above principles is affirmed when the university receives its comprehensive response from SACS.

Archival

Maintained for at least 10 years as a part of the permanent SACS documentation; housed in the library and in many administrative offices.

2 External Agencies Evaluation of Policies

Although the programs in this division are not subject to regular formal external review, the NOEL Program adheres to policies and procedures as outlined by Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act.

3 University Administration Evaluation of Program

Assessment Type/Administration

Review of end-of-year report submitted by program director

Frequency of Review

Annually, at the end of the fall semester

Description

The Provost or the Associate Provost for Arts and Sciences meet with the program director in a one-on-one conference to assess the current status of the program and to review past and projected operational goals. Additionally, informal observations during the course of the academic year will factor into the assessment.

Results

The results of the assessment are used to ascertain the effectiveness of each program in addition to serving as a guide for resource allocation.

Archival

Reports will remain on file in the offices of the Provosts, and in the office of the specific program director, for an appropriate period of time.

4 University Administration Evaluation of Policies

Except in rare situations, the review, evaluation, and modification of policies and procedures is left to the discretion of the specific program.

5 University Administration Evaluation of Directors

Responsible Individual / Group

*Provost
Associate Provost for Arts and Science*

Assessment Type/Administration

Individual conference

Frequency of Review

Annually, at the end of the fall semester

Description

When available and appropriate, staff evaluations of the director are reviewed and constitute a significant component of the session. Informal observations of the director's performance by members of the academic administration are also included in the assessment.

Results

The results of the assessment are used to support the administrative efforts of the director and to address areas of concern within the program.

Archival

No formal records of these conferences are maintained.

6 University Administration Evaluation of Staff

No formal assessment of the support staff is conducted by the Provost or the Associate Provost for Arts and Sciences. Each program director has the latitude to evaluate his or her staff members in an appropriate and comprehensive manner.

7 Director Evaluation of Program

Informal, ongoing assessment of program operations characterizes most of the units within the division. A significant number of directors use weekly or biweekly staff meetings to gather performance information in consultation with their staff. End-of-year program reports submitted to the Provost or the Associate Provost for Arts and Sciences formalize the assessment initiative.

8 Director Evaluation of Policies

Discretionary policies and procedures unique to the program are under constant review in an informal manner as to their feasibility, with modifications being made when necessary.

9 Director Evaluation of Director (Self-Assessment)

Currently, none of the program directors in the division complete a self-assessment review.

10 Director Evaluation of Staff

*Although the particular instrument varies, the **Library, Registrar, Technology Services, and NOEL Program** have similar mechanisms in place to accomplish this assessment. The director completes an evaluation of each staff member under his or her direct supervision, provides feedback to that individual in an appropriate manner, and uses the assessment results in determining future salary adjustments and job responsibilities.*

This assessment area is not applicable for all programs within the division due to the fact that some programs either do not have support staff or have staff consisting entirely of faculty not under the supervision of the program director.

11 Staff Evaluation of Policies

Currently, there is no formal structure in place that allows the support staff of any program in the division to evaluate the policies and procedures of that program.

12 Staff Evaluation of Director

*Although the particular instrument varies, the **Library, Registrar, Technology Services, and NOEL Program** have similar mechanisms in place to accomplish this assessment. Each staff member that reports to a director completes an evaluation of that supervisor and submits the form to the office of the Provost or Associate Provost for Arts and Sciences. Feedback is provided to the director during his or her end-of-year review with the appropriate administrative official.*

This assessment area is not applicable for all programs within the division due to the fact that some programs do not have support staff. In other programs, the staff consists entirely of faculty who do not report to the program director.

13 Staff Evaluation of Staff (Self-Assessment)

Library, Technology Services, and NOEL Program staff complete an annual self-assessment which is then submitted to the program director in advance of end-of-year performance review. Although the instrument varies between programs, all ask that the employee address goal outcomes and projections.

14 Students Evaluation of Program

Instrument(s)

First-Year and Senior Programs – UNIV 101 Course and Peer Leader Evaluation

LAP – Learning Assistance Program Services Evaluation

NOEL Program – NOEL Program Evaluation

Writing Center – End of Year Student Evaluation

Assessment Type/Administration

First-Year and Senior Programs – web-based; accessed and submitted through MyWebb

LAP – paper and pencil survey

NOEL Program – web-based; constructed in PDF format and submitted via email

Writing Center – paper and pencil survey

Frequency of Review

First-Year and Senior Programs – annually, at the end of the fall semester

LAP – annually, at the conclusion of the spring semester

NOEL Program – at the conclusion of each semester

Writing Center – at the conclusion of each semester

Description

First-Year and Senior Programs – the 27-item questionnaire addresses the student's perception of the beneficial aspects of the course and the role of the peer leader. There is not an option for open-ended comments.

LAP – a 13-item, quantitative-response questionnaire that addresses instructor effectiveness in addition to academic improvement as a result of participating in the program. Five questions are included asking for open-ended comments.

NOEL Program – the survey consists of 14 quantitative-response items that address program effectiveness, several questions dealing with campus accessibility, and three questions asking for open-ended comments.

Writing Center – the survey consists of 15 quantitative-response items that address the student's writing center experience in addition to providing multiple sections for open-ended comments.

Results

First-Year and Senior Programs – summaries are tabulated by the Vice President for Planning and Institutional Effectiveness and forwarded to the Director of First-Year and Senior Programs for review and distribution to course instructors.

LAP – surveys are reviewed by the Director of the Learning Assistance Program; changes in policy and procedures are considered when deemed necessary.

NOEL Program – programmatic changes are implemented based on the concerns that students address on the submitted surveys

Writing Center – submitted surveys are reviewed by the Director of the Writing Center; programmatic changes are made when necessary

Archival

First-Year and Senior Programs – survey results are maintained permanently in the office of the Vice President for Planning and Institutional Effectiveness and for an appropriate period of time in the office of the Director of First-Year and Senior Programs.

LAP – survey results are maintained for an appropriate period of time in the office of the Director of the Learning Assistance Program.

NOEL Program – survey results are maintained permanently in the office of the Vice President for Planning and Institutional Effectiveness and for an appropriate period of time in the office of the Director of the NOEL Program.

Writing Center – surveys, and the statistical analysis of the results, are maintained for an appropriate period of time in the office of the Director of the Writing Center

15 Students Evaluation of Director

No formal assessment procedures are currently in place for this area for any program in this unit.

Additional Assessment Initiatives Specific to the Academic Division

Honors Program

Instrument(s)

Honors Course Evaluation

Instrument Type/Administration

A paper and pencil survey given to all honors students; completed forms are returned in a sealed envelop to the Honors Program Coordinator.

Frequency of Administration

At the conclusion of every honors course

Description

The survey consists of 20 quantitative-response items that address course content and instructor performance in addition to providing several sections for open-ended comments.

Results

Survey summaries are reviewed by the Honors Program Coordinator and are used to determine the future composition of the program in terms of courses offered and faculty members invited to teach.

Archival

All surveys are maintained for an appropriate period of time in the office of the Honors Program Coordinator.

Instrument(s)

Honors Course Evaluation (Faculty)

Instrument Type/Administration

A paper and pencil survey completed by all faculty who teach Honors courses

Frequency of Administration

At the conclusion of every honors course

Description

The survey consists of 16 quantitative-response items that address course content and student performance in addition to providing several sections for open-ended comments.

Results

Survey summaries are reviewed by the Honors Program Coordinator; adjustments relating to course offerings, teaching assignments, and program structure are made when deemed necessary.

Archival

All surveys are maintained for an appropriate period of time in the office of the Honors Program Coordinator.

Learning Assistance Program

Instrument(s)

Peer Tutoring Evaluation

Instrument Type/Administration

A paper and pencil survey given to all students utilizing the services of a peer tutor; completed forms are returned to the Director of the Learning Assistance Program via an attached envelope through campus mail.

Frequency of Administration

At the conclusion of each semester

Description

The survey consists of 11 quantitative-response items which address the competence and effectiveness of the peer tutor. Five open-ended questions are provided to solicit the student's comments concerning the peer tutor experience.

Results

Survey summaries are reviewed by the Director of the Learning Assistance Program; decisions concerning the continued employment of specific peer tutors are made based, in part, on the results of the questionnaire.

Archival

Survey results are maintained for an appropriate period of time in the office of the Director of the Learning Assistance Program.

NOEL Program

Instrument(s)

*Captionist
Disability Specialist
Interpreter
Lab Assistant
Note Taker
Reader*

Instrument Type/Administration

Each survey is web-based; constructed in PDF format and submitted via email

Frequency of Administration

At the conclusion of each semester

Description

Each survey addresses a specific service offered by the program and is distributed via email only to those students utilizing that resource. A combination of quantitative-response items and open-ended questions characterize each of the instruments.

Results

Survey summaries are processed by the Vice President for Planning and Institutional Effectiveness before being forwarded to the Director of the NOEL Program for review.

Archival

All results are maintained permanently in the offices of the Vice President for Planning and Institutional Effectiveness and the Director of the NOEL Program.

Writing Center

Instrument(s)

Faculty Writing Center Survey

Instrument Type/Administration

A questionnaire available to faculty whose students utilize the services of the Writing Center

Frequency of Administration

Non-specific

Description

The questionnaire asks four open-ended questions relating to the student's improvement in writing skills following his or her involvement with the Writing Center.

Results

Responses are used to validate the contribution of the Writing Center as an academic support service.

Archival

All surveys are maintained for an appropriate period of time in the office of the Director of the Writing Center.

**Assessment Plan Details
(Non-Academic Programs)**



Division of Athletics

Academic Advising
Athletic Training
Baseball
Basketball (Men's)
Basketball (Women's)
Compliance
Cross Country/Track and Field (Men's)
Cross Country/Track and Field (Women's)
Football
Golf (Men's)
Golf (Women's)
Soccer (Men's)
Soccer (Women's)
Softball
Sports Information
Strength and Conditioning
Swimming (Men's)
Swimming (Women's)
Tennis (Men's)
Tennis (Women's)
Volleyball
Wrestling

For purposes of clarification, the following titles/references apply to this Division:

University Administration – the Vice President for Athletics

Director – the head coaches or supervisors of support programs (i.e. Athletic Training)

Staff – the assistant coaches or other administrative support personnel under the direction of a supervisor (i.e. Sports Information staff or athletic trainers)

Students – the athletes

1 External Agencies Evaluation of Programs

Agencies

National Collegiate Athletic Association (NCAA)

Southern Association of Colleges and Schools (SACS)

Assessment Type/Administration

A comprehensive self-assessment along with appropriate supporting documentation

Frequency of Review

Conducted every ten years; most recent--NCAA (2004-05), SACS (2006-07)

Description

NCAA – an extensive review of the institution's athletic program in the areas of: 1) Governance and commitment to rules compliance; 2) Academic integrity; 3) Equity and student-athlete welfare

SACS – one principle (3.2.11) referring to the chief executive officer's responsibility for the administration and control of the athletic program.

Results

Certification (NCAA) and compliance (SACS) is affirmed when the university receives its comprehensive response from each agency following the off-site review and the on-site visit.

Archival

Each report is maintained for at least ten years and is housed in the library as well as in various administrative offices (in both hard copy and electronic format).

2 External Agencies Evaluation of Policies

Agencies

Atlantic Sun Conference

Assessment Type/Administration

On-campus visit by the Associate Commissioner for Compliance and Legal Affairs

Frequency of Review

Annually, during the summer

Description

Individual and groups meetings (primarily the Athletic Certification Committee) are conducted with various members of athletic administration and others involved with NCAA compliance efforts. Specifically, this typically includes the President, the Vice President for Athletics, the Senior Women's Administrator, the Faculty Athletic Representative, the Assistant Athletic Director for Compliance, the Assistant Athletic Director for Academics, the Registrar and the Associate Registrar (the individual charged with the certification of athletic eligibility), the Assistant Vice President for Financial Aid, the Assistant Vice President for Undergraduate Admissions, and selected head coaches.

Results

Within a month of the compliance visit, a written summary of the proceedings, outlining strengths and weaknesses and offering suggestions for modification of athletic policies and procedures, is mailed to the President, the Vice President for Athletics, the Faculty Athletic Representative, and the Assistant Athletic Director for Compliance.

Archival

Reports are maintained permanently in the Atlantic Sun Conference office in Macon, GA and in each office of the university officials named above.

3 University Administration Evaluation of Program

Responsible Individual(s)

Vice President for Athletics

Assessment Type/Administration

Conference with head coach along with on-going informal observation

Frequency of Review

Formal meeting is conducted annually at the end of the sport season

Description

Head coaches complete a short questionnaire addressing issues related to the operation of their specific sport and submit this document to the Vice President for Athletics prior to the end-of-season conference. This serves as the foundation for the formal program review. Additionally, information gleaned from observations made over the course of the year is factored into the overall assessment.

Results

When needed and appropriate, program modifications are implemented.

Archival

Appropriate documentation is maintained permanently in the office of the Vice President for Athletics.

4 University Administration Evaluation of Policies

Responsible Individual / Group

Vice President for Athletics
Athletic Certification Committee (AAC)

Assessment Type/Administration

Compliance meetings along with on-going informal monitoring

Frequency of Review

Vice President for Athletics – conducts monthly compliance meetings of all coaches
AAC – a minimum of four annual sessions coinciding with the periods of athletic eligibility certification

Description

The Assistant Athletic Director for Compliance, at the direction of the Vice President for Athletics, conducts information-sharing meetings relating to NCAA and conference legislative regulations. Current practices are reviewed in order to determine effectiveness, efficiency, and adherence.

The AAC, whose membership consists of representatives from the following university offices: Admissions, Advising, Athletics, Financial Planning, and Registrar and is chaired by the Faculty Athletics Representative, evaluates and proposes policies relating to the certification of athletic eligibility of current students as well as the recruiting and admission of prospective athletes.

Results

Modifications of existing policies or implementation of new procedures are incorporated as needed.

Archival

Agenda items specific to the coaches' compliance meetings are kept on file in the office of the Assistant Athletic Director for Compliance. Minutes of ACC meetings are kept in the permanent files of the Faculty Athletic Representative.

5 University Administration Evaluation of Directors

Responsible Individual / Group

Vice President for Athletics

Assessment Type/Administration

A comprehensive inventory/questionnaire along with a personal conference

Frequency of Review

Annually, at the end of the sport season before the conclusion of the academic year

Description

The Vice President for Athletics completes a four page inventory, evaluating each head coach's performance in the following areas: adherence to NCAA, conference, and university rules and regulations; academic performance of team members; communication skills; on-field team success; and the student-athletes' development while members of the campus community. This document provides the foundation for the performance review which occurs during each coach's individual conference.

Results

The inventory is signed by both the head coach and the Vice President for Athletics and is considered in salary and related contract negotiations.

Archival

All documents are maintained permanently in the office of the Vice President for Athletics. A copy is provided, upon request, to the coach for his or her records.

6 University Administration Evaluation of Staff

No formal assessment of the assistant coaches or support staff is conducted by the Vice President for Athletics. It is left to the discretion of each head coach and the supervisor to evaluate the performance of his or her staff members in an appropriate and comprehensive manner.

7 Director Evaluation of Program

Responsible Individual / Group

Head coach of each university-sponsored sport

Assessment Type/Administration

Narrative survey

Frequency of Review

Annually, at the end of the sport season before the conclusion of the academic year

Description

A seven-item survey, to be completed by each head coach and submitted to the Vice President for Athletics, asks for comments and suggestions related specifically to improving intradepartmental communication and administrative support.

Results

The comments included on the survey are addressed during the head coach's end-of-year performance conference with the Vice President for Athletics. Each party signs the document affirming that the issues were discussed. Programmatic changes are made when deemed feasible.

Archival

All documents are maintained permanently in the office of the Vice President for Athletics. A copy is provided, upon request, to the coach for his or her records.

8 Director Evaluation of Policies

Responsible Individual / Group

Head coach of each university-sponsored sport

Assessment Type/Administration

Focus group format

Frequency of Review

Three or four meetings per semester

Description

The Vice President for Athletics is the only division administrator present at these meetings involving the various head coaches. Suggestions relating to improvement of athletic department policies and procedures are discussed.

Results

Programmatic changes are made when deemed feasible.

Archival

No formal documentation of these sessions is maintained.

9 Director Evaluation of Director (Self-Assessment)

No formal procedure exists for head coaches or supervisors to complete a self-assessment review.

10 Director Evaluation of Staff

It is left to the discretion of each head coach or supervisor to evaluate the performance of his or her staff members in an appropriate and comprehensive manner.

11 Staff Evaluation of Policies

Currently, there is no formal structure in place that allows the assistant coaches or other support staff to evaluate the policies and procedures of the athletic program.

12 Staff Evaluation of Director

Currently, there is no formal structure in place that allows the assistant coaches or other support staff to evaluate the head coach of their respective sport or their supervisor.

13 Staff Evaluation of Staff (Self-Assessment)

No formal procedure exists for assistant coaches or support staff to complete a self-assessment review.

14 Students Evaluation of Program

Instrument(s)

*Student–Athlete Exit Questionnaire
Student-Athlete Exit Conference*

Assessment Type/Administration

A pencil and paper survey sent to the campus mailboxes of all senior athletes. Completed surveys are returned via campus mail. A selected number of athletes are identified by the Vice President for Athletics to participate in a formal exit conference involving the Vice President for Athletics, the Senior Women's Administrator, the Assistant Athletic Director for Compliance, the Assistant Athletic Director for Academics, and the Faculty Athletic Representative.

Frequency of Administration

Annually, in April and May

First-Utilized

Circa 1991

Revised

No major revisions of the original document have occurred

Description

The four-page survey contains questions dealing with the major areas of campus life, the athletic experience (in the context of both the team setting and the overall program), and suggestions for enhancing the athlete's experience at Gardner-Webb University. The majority of the questions included in the athletic experience section reference the performance of the head coach. Students selected to participate in exit conferences are asked to expound on answers to selected survey questions.

Results

Surveys are collected and tabulated by the Assistant Athletic Director for Academics. The Vice President for Athletics uses information gleaned from these questionnaires as supportive documentation during the assessment of head coaches as described above (Item #5).

Archival

All records are maintained permanently in the office of the Assistant Athletic Director for Academics. Questionnaires completed by students selected to participate in exit conferences are provided, in advance, to all participants in the conference. These documents are maintained permanently in the office of the Faculty Athletics Representative as well as other administrative offices.

15 Students Evaluation of Director

Instrument(s)

Student–Athlete Evaluation of the Department of Athletics

Assessment Type/Administration

Pencil and paper survey administered by the Faculty Athletics Representative at a team meeting (without the coaches present)

Frequency of Administration

Annually, at the conclusion of each team's competitive season

First-Utilized

2006

Revised

Not applicable

Description

The survey contains 13 questions which address the performance of the team's head coach in addition to nine questions asking the athlete to rate various athletic department personnel and administrative services.

Results

Surveys are collected and tabulated by the Faculty Athletic Representative. A summary of each team's evaluation is provided to the Vice President for Athletics, the Senior Women's Administrator, and the head coach of the specific sport.

Archival

All records are maintained permanently in the office of the Faculty Athletic Representative.

**Assessment Plan Details
(Non-Academic Programs)**



Division of Business and Finance

Accounting and Finance

**Fund Accounting
Payroll (Regular)
Payroll (Work Study)**

Business Services

**Business Office
Campus Shop
Post Office**

Plant Operations

**Custodial Services
Dining Services
Facilities Maintenance
Facility Services
Grounds**

1 External Agencies Evaluation of Programs

Agencies

*Cherry, Beckert, and Holland, L.L.P.
Southern Association of Colleges and Schools (SACS)*

Assessment Type/Administration

The firm of Cherry, Beckert, and Holland conducts the University's audit; SACS requires a comprehensive self-assessment along with appropriate supporting documentation.

Frequency of Review

The audit is conducted annually at the end of the fiscal year; the SACS review (most recent 2007) is scheduled on a ten-year cycle.

Description

Audit – traditional

SACS – survey consists of 14 items that assesses leadership characteristics and includes a section for open-ended comments.

Results

Compliance in each of the above areas is affirmed when the university receives its final report from the specific agency.

Archival

SACS documentation is maintained for at least 10 years in the library and various administrative offices; the annual audit becomes a permanent part of the university's records and is housed in the office of the Vice President for Business and Finance.

2 External Agencies Evaluation of Policies

Because of the numerous federal and state laws and guidelines in existence that dictate the policies and operating procedures of certain programs within this division, there is no significant formal assessment under this heading.

3 University Administration Evaluation of Program

By the very nature of the division's operating procedures, informal assessment occurs on a daily basis as the Vice President for Business and Finance interacts with various program directors.

4 University Administration Evaluation of Policies

Discretionary policies and procedures unique to the institution are under constant review as to their feasibility, with modifications being made when necessary.

5 University Administration Evaluation of Directors

There is no formal instrument currently being utilized; however, the performance of each of the program's directors is regularly assessed in an informal manner by the Vice President for Business during the normal course of business and through regular daily contact.

6 University Administration Evaluation of Staff

No formal assessment of the support staff is conducted by the Vice President for Business and Finance. It is left to the discretion of each supervisor to evaluate the performance of his or her staff members in an appropriate and comprehensive manner.

7 Director Evaluation of Program

Assessment Type/Administration

*Focus group format conducted as part of the **Plant Operations** planning retreat*

Frequency of Review

Annually, in the fall

Description

General assessment sessions of plant operations and initiatives are conducted; each director summarizes the outcomes of the previous year's goals for his or her program and presents a planning strategy for the upcoming year.

Results

Modifications in operating procedures are made when deemed necessary.

Archival

All relevant documentation is maintained for an appropriate period of time in the office of the Associate Vice President for Operations.

8 Director Evaluation of Policies

Discretionary policies and procedures unique to each program within the division are under constant review as to their feasibility, with modifications being made when necessary.

9 Director Evaluation of Director (Self-Assessment)

No formal procedure exists for supervisors to complete a self-assessment review.

10 Director Evaluation of Staff

Instrument(s)

Plant Operations Evaluation Form

Assessment Type/Administration

*A paper and pencil survey completed by each supervisor in **Plant Operations***

Frequency of Review

Annually, during the spring semester

Description

Eight job-related performance attributes are rated on a numerical scale; a section is also included for the supervisor to access the staff member's improvements and goals and list general notes and comments.

Results

The supervisor references this document during his or her end-of-year personnel evaluation conference with the Associate Vice President for Operations. Adjustments in salary and job-related responsibilities occur as deemed necessary.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Associate Vice President for Operations and in the office of the appropriate supervisor.

11 Staff Evaluation of Policies

Currently, there is no formal structure in place that allows the support staff to evaluate the policies and procedures of the division.

12 Staff Evaluation of Director

Currently, there is no formal structure in place that allows the support staff to evaluate the performance of their supervisor.

13 Staff Evaluation of Staff (Self-Assessment)

Instrument(s)

Plant Operations Evaluation Form

Assessment Type/Administration

*A paper and pencil survey completed by each member of the staff of **Plant Operations***

Frequency of Review

Annually, during the spring semester

Description

Eight job-related performance attributes are rated on a numerical scale; a section is also included for the staff member to identify improvements made, goals, and list general notes and comments.

Results

The document is submitted to the appropriate Plant Operations program supervisor for review during a one-on-one conference. Each party signs the evaluation affirming that all inventory items were adequately discussed. The supervisor will then reference this document during his or her end-of-year personnel evaluation conference with the Associate Vice President for Operations. Adjustments in salary and job-related responsibilities occur as deemed necessary.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Associate Vice President for Operations and the appropriate supervisor. The staff member is also provided a copy of the document.

14 Students Evaluation of Program

With the exception of rudimentary instruments that may originate from time to time from various campus offices and address specific programs within the division, the only assessment in this area would take the form of informal comments made to various university officials.

15 Students Evaluation of Director

Because of the limited amount of interaction between students and the directors of the Division of Business and Finance, no formal assessment procedure has been developed for this area.

**Assessment Plan Details
(Non-Academic Programs)**



Division of Development

**Bulldog Club
Campaign (Annual)
Campaign (Capital)
Development (Academics)
Development (Athletics)
Donor Services
Foundations / Grant Writing**

1 External Agencies Evaluation of Programs

Agencies

Cherry, Beckert, and Holland, L.L.P.

Assessment Type/Administration

The firm of Cherry, Beckert, and Holland conducts the University's audit

Frequency of Review

Annually

Description

Appropriate management of monetary gifts is the focal point of the audit for this division

Results

Compliance is affirmed when the university receives its final report from the auditing agency

Archival

Maintained permanently as part of the university's financial records; housed specifically in the office of the Vice President for Development and the Vice President for Business and Finance.

2 External Agencies Evaluation of Policies

The division is not subject to policy review by any external agency.

3 University Administration Evaluation of Program

The assessment of the effectiveness of each program in the division is directly tied to the Vice President for Development's evaluation of the director of each program (see item #5).

4 University Administration Evaluation of Policies

Discretionary policies and procedures unique to the institution are under constant review by the Vice President for Development as to their feasibility, with modifications being made when necessary.

5 University Administration Evaluation of Directors

Assessment Type/Administration

Staff meetings; on-going monitoring of director performance goals

Frequency of Review

Weekly

Description

A review of the previous week's project goals is presented by each director; short-term and long-range goals are reviewed

Results

A director's target goals may be adjusted based on information provided; changes in solicitation strategy and/or director responsibility may result

Archival

A spreadsheet detailing the progress each director is making toward reaching annual performance goals is maintained in the office of the Vice President for Development.

6 University Administration Evaluation of Staff

Due to the limited number of support staff in this division, no formal assessment is conducted by the Vice President for Development.

7 Director Evaluation of Program

Assessment Type/Administration

Individual meetings with the Vice President for Development

Frequency of Review

Weekly

Description

The effectiveness of fund-raising strategies and overall program efficiency is addressed by each director during this time.

Results

Adjustments are made in solicitation strategy when necessary

Archival

No formal documentation is maintained

8 Director Evaluation of Policies

No formal assessment is conducted in this area; the division's operations are not dependent on adherence to established policies.

9 Director Evaluation of Director (Self-Assessment)

No formal procedure exists for directors to complete a self-assessment review.

10 Director Evaluation of Staff

Due to the fact that most directors in this division do not have a support staff, formal assessment is not applicable for this criteria.

11 Staff Evaluation of Policies

Not applicable for this division.

12 Staff Evaluation of Director

Not applicable for this division.

13 Staff Evaluation of Staff (Self-Assessment)

No formal procedure exists for staff to complete a self-assessment review.

14 Students Evaluation of Program

Not applicable for this division.

15 Students Evaluation of Director

Not applicable for this division.

Assessment Plan Details (Non-Academic Programs)



Division of Enrollment Management

Admissions (GOAL)
Admissions (Graduate School of Business)
Admissions (Graduate School)
Admissions (School of Divinity)
Admissions (Undergraduate)
Financial Planning
Retention and Student Success

1 External Agencies Evaluation of Programs

Agencies

Southern Association of Colleges and Schools (SACS)
Cherry, Beckert, and Holland, L.L.P.
North Carolina State Education Assistance Authority (NCSEAA)

Assessment Type/Administration

SACS requires a comprehensive self-assessment along with appropriate supporting documentation. Cherry, Beckert, and Holland (the university's auditing firm) and NCSEAA each conduct on-campus reviews.

Frequency of Review

Every ten years for SACS accreditation (most recent 2007); the comprehensive audit is conducted annually and the NCSEAA review, previously administered every three years, will be on a two-year cycle beginning in 2007

Description

SACS – includes one item which directly references a program housed within the division:
(Section 3: Comprehensive Standards - 3.10.3 - Auditing of financial aid programs)
Audit and NCSEAA - format is agency-specific

Results

Compliance in each of the above principles is affirmed when the university receives its comprehensive response from the specific agency.

Archival

SACS documentation is maintained for at least 10 years in the library and various administrative offices; the annual audit becomes a permanent part of the university's records and is housed in the office of the Vice President for Business and Finance; the NCSEAA report is housed in the office of the President and in the office of the Assistant Vice President of Financial Planning.

2 External Agencies Evaluation of Policies

With the exception of the North Carolina State Assistance Authority's (NCSEAA) review of the Office of Financial Planning's operating policies, none of the programs in this division are subject to review by an external agency.

3 University Administration Evaluation of Program

Assessment Type/Administration

Focus group format (directors' staff meeting)

Frequency of Review

Biweekly

Description

A basic component of each meeting is the review of each program's progress toward meeting established performance goals. Concerns related to specific program effectiveness is addressed by the Vice President for Enrollment Management in a one-on-one meeting with the director.

Results

Programmatic changes are made when deemed necessary.

Archival

Notes of each staff meetings are recorded and maintained by the Administrative Assistant to the Vice President for Enrollment Management.

4 University Administration Evaluation of Policies

Discretionary policies and procedures unique to this division are under constant review as to their feasibility, with modifications being made when necessary.

5 University Administration Evaluation of Directors

Assessment Type/Administration

A comprehensive inventory/questionnaire along with a personal conference

Frequency of Review

Annually, at the end of the academic year in late May or early June

Description

The Vice President for Enrollment Management completes an annual performance review of each director in the division. The division-wide instrument employed consists of thirteen quantitatively-evaluated performance items, the listing of prior year accomplishments, the identification of current year goals, and a section for open-ended comments.

Results

During the director's end-of-year performance conference with the Vice President for Enrollment Management, the results of the inventory are reviewed in harmony with the director's self-assessment. Each party signs the final composite document affirming that all survey items were discussed. Adjustments in salary and position responsibilities may result.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Enrollment Management. A copy is provided to the director for his or her private records.

6 University Administration Evaluation of Staff

No formal assessment of the support staff is conducted by the Vice President for Enrollment Management. It is left to the discretion of each program director to evaluate the performance of his or her staff members in an appropriate and comprehensive manner.

7 Director Evaluation of Program

Assessment Type/Administration

A comprehensive narrative with supporting statistical documentation

Frequency of Review

Annually, at the end of the academic year in late May

Description

Specific to each program within the division, the review includes the following: status of the previous year's goals; the year in review; program strengths and weaknesses; supporting statistical data (where appropriate) and goals for the upcoming year.

Results

The document is submitted to the Vice President for Enrollment Management for review during the end-of-year conference with each program director. Programmatic changes are made when deemed necessary.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Enrollment Management and in the office of the specific program director.

8 Director Evaluation of Policies

Policies and procedures unique to each program are under constant review as to their feasibility, with modifications being made when necessary.

9 Director Evaluation of Director (Self-Assessment)

Assessment Type/Administration

A comprehensive inventory/questionnaire

Frequency of Review

Annually; during the spring semester

Description

The division-wide instrument is employed which consists of thirteen quantitatively-evaluated performance items, the listing of prior year accomplishments, the identification of current year goals, and a section for open-ended comments.

Results

The completed inventory is submitted to the Vice President for Enrollment Management for consideration during the director's end-of-year performance review.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Enrollment Management.

10 Director Evaluation of Staff

No formal, division-wide structure is in place as to how program directors are to assess their support staff; however, the Assistant Vice President for Undergraduate Admissions meets individually with each of his staff members on an annual basis to informally discuss the completed self-assessment.

11 Staff Evaluation of Policies

Currently, there is no formal structure in place that allows the support staff to evaluate the policies and procedures of the division.

12 Staff Evaluation of Director

Currently, there is no formal structure in place that allows the support staff to evaluate the performance of their supervisor.

13 Staff Evaluation of Staff (Self-Assessment)

Instrument(s)

Quarterly Performance Review

Assessment Type/Administration

A paper and pencil survey completed by each member of the staff of the Office of Undergraduate Admissions

Frequency of Review

Annually, at the end of the academic year in late May

Description

Nine job-related performance attributes are rated using a traditional qualitative scale with a space provided for comments specific to the attribute; general comments may also be included as deemed necessary.

Results

The document is submitted to the Assistant Vice President for Undergraduate Admissions for review during the end-of-year conference with each staff member. Each party signs the document affirming that all issues of concern were addressed.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Assistant Vice President for Undergraduate Admissions and in the office of the specific staff member.

14 Students Evaluation of Program

Not applicable for this division.

15 Students Evaluation of Director

Not applicable for this division.

3 University Administration Evaluation of Program

No formal program of assessment is currently in place. The Vice President for Student Development reviews the year-end reports submitted by each program director and considers information presented at the year-end retreat and regular staff meetings to determine program effectiveness.

4 University Administration Evaluation of Policies

Assessment Type/Administration

Focus group format; individual conferences

Frequency of Review

Weekly (Dean's Council meetings); biweekly (individual director conferences)

Description

Operating policies are reviewed and evaluated as a basic, ongoing component of each type of regularly-scheduled staff meeting involving the division directors and the Vice President for Student Development.

Results

Programmatic changes are made when deemed necessary.

Archival

Informal agenda notes are recorded by, and maintained in the office of, the Vice President for Student Development.

5 University Administration Evaluation of Directors

Assessment Type/Administration

A comprehensive inventory/questionnaire along with a personal conference

Frequency of Review

Annually, at the end of the academic year in late May

Description

The Vice President for Student Development completes an annual performance review of each director in the division. The instrument consists of three sections: a quantitative assessment using various descriptor statements, a review and development of performance objectives, and narrative commentaries relating to specific attributes of the director's job responsibilities.

Results

During the director's end-of-year performance conference with the Vice President for Student Development, the results of the inventory are reviewed in harmony with the director's self-assessment. Each party signs the final composite document affirming that all survey items were discussed. Adjustments in salary and position responsibilities may result.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Student Development. A copy is provided to the director for his or her private records.

6 University Administration Evaluation of Staff

No formal assessment of the support staff is conducted by the Vice President for Development. Each program director evaluates his or her staff members using the division-wide performance review inventory/questionnaire (see item #9).

7 Director Evaluation of Program

Assessment Type/Administration

A comprehensive narrative with supporting statistical documentation

Frequency of Review

Annually, at the end of the academic year in late May

Description

Specific to each program within the division, the review includes the following: status of the previous year's goals; the year in review; program strengths and weaknesses; supporting statistical data (where appropriate) and goals for the upcoming year.

Results

The document is submitted to the Vice President for Student Development and reviewed during an end-of-year conference with each program director. Programmatic changes are made when deemed necessary.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Student Development and in the office of the specific program director.

8 Director Evaluation of Policies

Policies and procedures unique to each program are under constant review as to their feasibility, with modifications being made when necessary.

9 Director Evaluation of Director (Self-Assessment)

Assessment Type/Administration

A comprehensive inventory/questionnaire

Frequency of Review

Annually; presently during the spring semester

Description

The division-wide standard instrument is used consisting of three sections: a quantitative assessment using various descriptor statements, a review and development of performance objectives, and narrative commentaries relating to specific attributes of the director's job responsibilities. A critical incident report form is available for documenting outstanding successes or failures encountered when performing job-related tasks.

Results

The completed inventory is submitted to the Vice President for Student Development for consideration during the director's end-of-year performance review.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Student Development.

10 Director Evaluation of Staff

Assessment Type/Administration

A comprehensive inventory/questionnaire along with a personal conference

Frequency of Review

Annually; presently during the spring semester

Description

Each program director completes an annual performance review of each of his or her staff members. The division-wide standard instrument consists of three sections: a quantitative assessment using various descriptor statements, a review and development of performance objectives, and narrative commentaries relating to specific attributes of the staff member's job responsibilities.

Results

During the staff member's end-of-year performance conference with the program director, the results of the inventory are reviewed in harmony with the staff member's self-assessment. Each party signs the final composite document affirming that all survey items were discussed.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the program director. A copy is provided to the staff member for his or her private records.

11 Staff Evaluation of Policies

Currently, there is no formal structure in place that allows the support staff to evaluate the policies and procedures of the division.

12 Staff Evaluation of Director

Assessment Type/Administration

A comprehensive inventory/questionnaire

Frequency of Review

Annually; presently during the spring semester

Description

Each staff member completes an annual performance review of his or her program director. The division-wide standard instrument is used consisting of three sections: a quantitative assessment using various descriptor statements, a review and development of performance objectives, and narrative commentaries relating to specific attributes of the director's job responsibilities.

Results

The completed inventory is used as supporting documentation during the program director's end-of-year conference and performance review with the Vice President for Student Development.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the Vice President for Student Development.

13 Staff Evaluation of Staff (Self-Assessment)

Assessment Type/Administration

A comprehensive inventory/questionnaire

Frequency of Review

Annually; presently during the spring semester

Description

The division-wide standard instrument is used consisting of three sections: a quantitative assessment using various descriptor statements, a review and development of performance objectives, and narrative commentaries relating to specific attributes of the director's job responsibilities.

Results

The completed inventory is submitted to the program director for consideration during the staff member's end-of-year performance review.

Archival

The evaluation summary is maintained for an indefinite period of time in the office of the appropriate program director.

14 Students Evaluation of Program

Instrument(s)

Educational Benchmarking Institute (EBI)
Your First College Year (YFCY)
College Student Survey (CSS)

Assessment Type/Administration

Paper and pencil (currently); web-based (future administrations)

Frequency of Review

EBI - every two years
YFCY and CSS - annually

Description

Each of the nationally-based survey instruments listed above includes a number of questions that ask for student input on issues relating to each program within the division. The **EBI** is directly related to the Association of College and University Housing Officers – International (ACUHO-I); the **YFCY** and **CSS** are broad-based surveys that deal with all aspects of student life.

Results

Each agency provides a final report to the appropriate university contact. Information is then disseminated internally to the appropriated program director to be used in an appropriate fashion.

Archival

Reports are maintained permanently in the office of the Vice President for Planning and Institutional Effectiveness, the office of the Vice President for Student Development, and in other appropriate offices for period of time to be determined.

15 Students Evaluation of Director

No formal assessment procedures are currently in place for this area.