INSTITUTIONAL RESEARCH
& ASSESSMENT PLAN

PLAN OVERVIEW

Presented for Board Approval May 2020

GOALS OF THE INSTITUTIONAL RESEARCH & ASSESSMENT PLAN

TRACS Related

1. Ensure Clarity and Unity on the Mission, Vision, and Institutional Objectives
2. Ensure ongoing Board Governance and Development
3. Ensure Compliance with TRACS Reporting Requirements

Students

4. Understand Student Demographics and Performance
5. Improve Recruitment of New Students
6. Improve Student Retention and Graduation Rates
7. Improve Student Learning
8. Improve Graduate Success in Careers & Callings

Alumni

9. Understand Alumni Demographics and Performance
10. Improve Alumni Support & Contributions to the College

Faculty

11. Understand Faculty Credentials and Positioning
12. Improve Faculty Teaching Performance
13. Improve Faculty Unity and Morale
14. Improve Library Support of Academics

Administrative

15. Develop Effective and Efficient Uses of Institutional Resources based on Data Driven Strategic Planning
16. Ensure Policies and Publications are Current and Correct
17. Improve Fundraising
18. Build Institutional Reputation and External Relations with Schools, Churches & Businesses
19. Maintain Adequate and Safe Facilities

Area Evaluated	Board Approved Ends, Policies or Goals	Assessment Tools or Measures	Data Collection by Assessment	Findings	Resolution
TRACS Related (1)	1-Board approval of Mission Statement and related objectives 2-Clarity of mission/vision by faculty, other employees, and students	1-Board Minutes 2-Workplace (odd years) and Student Experience (even years) surveys, and annual Recruitment Surveys	1-Review Board Minutes 2- Review and analyze survey results		
TRACS Related (2)	The Board's modified "policy governance model" (Carver) of board-development plans and a quarterly monitoring schedule for Global Ends and Executive Limitations is being adhered to, Presidential reports are being heard, the President is being evaluated annually, and the Board approves all official policies and publications	President's Quarterly Reports Board self-evaluation Board development session	Review Board Minutes		
TRACS Related (3)	All TRACS required filings be made accurately and timely	Any TRACS submissions (AORs, Change Forms, etc.), Exec and Board minutes showing actions taken or contemplated that might require TRACS action, SARA filings showing our compliance with distance requirements	1-Review all documents being submitted to TRACS 2-Review all Board and Exec Minutes to see if any other submissions are necessary 3-Review all SARA filings		

Students (4)	Efficient use of human and financial resources (specifically those in the recruitment process)	Marketing and Recruiting plans and reports	Review and analysis of Marketing and Recruiting plans and reports	
Students (5)	Goal of ~60 incoming	Recruiting Survey	Review and analysis of Recruiting Survey responses	
Students (6)	Goal of 90% freshman retention and 75% six-year graduation	Student Experience Survey (every even year), Course Evaluations, and Student Affairs listing of activities	Review and analysis of Student Experience and Course Evaluation responses, and Student Affairs listing of activities	
Students (7)	Goal of the highest quality education	1-Course Evaluations, Program Reviews (Music in AYE2021) (AA in AYE2022) (MFA/MA AYE2023) (BA in AYE2024) (CCS in AYE2025) 2-Capstone projects and Theology course	1-Review and analysis of Course Evaluation responses and Program Review 2-Observe thesis completion	
Students (8)	Graduate leaders	Life Beyond College (LBC) attendance, Internship Feedback forms	Review student involvement in LBC, Internship Feedback responses	
Alumni (9)	Base alumni efforts on data	Alumni survey (annual survey of 5 and 15 years out), communications survey	Review and analysis of Alumni Survey and communications survey	
Alumni (10)	Cultivate an appreciation for classical Christian higher education in alumni	Alumni event attendance records and feedback, Giving Fuel records	Review and analysis of attendance records, feedback, and donation records	
Faculty (11)	1-60% full time, 60% terminal degrees, primarily a teaching college	1-IPEDS data	1-Review IPEDS data to determine	

	2-Efficient use of human and financial resources	2-Course loads, overload pay records	progress towards goals 2-Review and analysis of course load and overload pay records		
Faculty (12)	Goal of the highest quality education	1-Peer Observations, Self- Evaluations, Dean's Evaluations forms 2-Syllabi review by the Curriculum Committee and Faculty	1-Review of faculty files to ensure annual evaluations 2-Review Faculty Minutes for Curriculum reports		
Faculty (13)	Unity of vision	1-Faculty Development materials and schedules 2-Workplace Survey (every odd year)	1-Review schedule of faculty development, and Faculty Minutes to note any discussion or actions taken 2-Review and analysis of Workplace Survey results		
Faculty (14)	Library support of the academic mission	1-Library Committee minutes, Circulation reports, modules for various classes, Research Workshop attendance records, Prologus materials 2-Course Evaluations, Workplace Survey (every odd year)	1-Review and analyze library reports; review Library Committee minutes 2-Review and analyze Course Evaluation and Workplace Survey responses		
Administrative (15)	Effective and efficient use of financial, physical, and	1-Independent audited financial statements	1-Observe audit annually		

	personnel resources driven by data			
		2-Budget projections, with appropriate interim updates showing year to date and budget to actual	2-Review Board approval of the budget, and ensure at least semi-annual updates are prepared	
		3-Tuition revenue estimate reports based on underlying tuition agreements and historical trends	3- Review methodology of tuition revenue estimates	
		4-Strategic planning input documents	4-Review and analyze strategic planning inputs; ensure they are reflected in the update of the Strategic Plan	
		5-Lessons Learned documents for major projects	5-Review Lessons Learned documents and associated task lists; ensure their use to improve future years' performance	
		6-Annual personnel review forms	6-Ensure that annual personnel reviews are performed and documented in accordance with APPM	
		7-Workplace satisfaction surveys (every odd year)	7-Review and analyze survey responses	
		8-Salary survey data collected	8-Review salary structure v. data	

Administrative (16)	Policies and procedures are current and correct	Minutes of Exec and Board meeting, updates made by the Registrar	Review minutes and the Registrar's update directory; ensure APPM complete review is = or <4 years ago		
Administrative (17)	Decrease tuition dependence	Giving Fuel and other donation reports	Review reports		
Administrative (18)	Provide leadership to the ACCS, TRACS, and other professional entities in higher education	Presidential Board reports, attendance at conferences			
Administrative (19)	Protect personnel, records, and facilities	Emergency Plans, city filings, safety procedures, insurance contracts, and records management	1-Review Emergency plan annually and ensure that it is posted and in the student handbooks 2-Review city filings as appropriate 3-Review insurance policies for physical assets and key man 4-Observe physical safeguarding of records and review electronic backup procedures		

Data Collection Descriptions and Responsible Parties			Assessment Activity Schedule			
Assessment Tool or Measure	Responsible for Administration and/or Documentation	Responsible for Review or Analysis	Fall July-Aug-Sept	Winter Oct-Nov-Dec	Spring Jan-Feb-Mar	Summer Apr-May-June
Board Minutes	Board Recorder	Assessment				All terms reviewed
Workplace survey (given in odd years)	Admin Desk	Assessment		AYE2021, 23, 25		
Student Exp. Survey (given in even years)	Registrar	Assessment			AYE2022, 24	
Recruitment survey	Recruiter	Assessment	Surveyed - Jerusalem	Review results		
President's reports	Pres/Board minutes	Assessment				All terms reviewed
Board self-evaluation	Board and Recorder	Assessment				All terms reviewed
Board development	Board and Recorder	Assessment				All terms reviewed
TRACS submissions and SARA filings	Registrar, Academic Dean, or President	Assessment	Review as submitted			
TRACS matrix updates (when active)	Assessment	President	August 15th		February 15th	
Marketing Plan and reports	Dir of Marketing	President, Assessment	Review Plan		Review report(s) and updates	
Recruiting Plan and reports	Recruiter		Review Plan		Review report(s) and updates	
Student Affairs listing of activities	Dir of Student Affairs	Assessment				All terms reviewed
Course Evaluations (selected courses each term)	Registrar, Academic Dean, Faculty	Academic Dean, Assessment				All terms reviewed
Program reviews (Music C. AYE2021) (AA in AYE2022) (MFA/MA AYE2023) (BA in AYE2024) (CCS in AYE2025)	Curriculum Committee, Faculty, Academic Dean	Academic Dean, Assessment		Aid in development	Review in progress, add institutional effectiveness data and analysis	Review as finalized
Capstone Projects, Theology Course	Academic Dean, Faculty	Assessment	Observe theses defenses and submissions of theses/other capstone projects over all terms			

Life Beyond College listings, Internship feedback forms	Student Affairs, various intern supervisors	Assessment				All terms reviewed
Alumni survey (grads 5 and 15 years after their graduation)	Alumni Affairs	Assessment	Surveyed - October	When responses are received		
Alumni event attendance records and feedback	Alumni Affairs	Assessment			Review Chalcedon	
Alumni January communication survey	Alumni Affairs	Assessment		When responses received		
Giving Fuel records	Donor Management	Assessment			Review Chalcedon	
IPEDS	Registrar	Assessment		Review Oct filing	Review Feb filing	Review April filing
Course load and overload pay records	Academic Dean	Assessment	Review for Jerusalem term			
Peer observation, self-evaluation, and Dean's evaluation forms	Academic Dean	Assessment				Review after annual evaluation at the end of the school year
Faculty Development schedule and records	Academic Dean	Assessment			Review schedule and Faculty minutes	
Library Committee minutes, Circulation reports, workshop attendance records	Librarian	Library Committee, Assessment	Review previous year's records before classes begin			
Independent audited financial statements	CLA CFO	Board, President, Assessment		Review, and ensure TRACS copy is provided by deadline		
Budget projections and interim budget-to-actual updates	Special Projects	Board, President, Assessment			Review and ensure their incorporation into budget inputs	
Tuition revenue estimate reports	Special Projects	President, Admissions			Review methodology; ensure correct input into budget	
Strategic Planning input documents	All direct reports	Special Projects and Assessment			Review methodology; ensure correct input into budget	

Item	Responsible	Type				
Lessons Learned documents for major projects	Project teams	Assessment	Generate during Lessons Learned meetings		Follow up to note whether changes are being implemented	
Personnel review and evaluation forms	All managers of salaried employees	Assessment				Review personnel files for forms
Exec Minutes	Exec recorder	Assessment	Review as submitted			
Salary survey	Outside firm	Assessment	AYE2021 (every fifth year – AYE2026 next)			
Administrative Policies and Procedures (APPM) updates from the Registrar's update directory	Registrar	Assessment			Review in preparation for the Board's approval	
Attendance records from ACCS, TRACS, ABACC, etc.	Accounting clerk – travel expenses	Assessment				Review to assess attendance
Emergency Plan	Emergency Response Effectiveness Chief	Assessment			Review as part of the APPM review	
City filings	Special Projects		Review as filed			
Insurance contracts	Special Projects		Review to ensure renewal by appropriate deadlines			
Records management	Special Projects		Review electronic backup procedures and observe safeguarding of physical records			