

Institutional Assessment Plan and Implementation Tennessee State University

Institutional Effectiveness is a process through which which an institution demonstrates how well it succeeds in accomplishing its mission and meeting its overall objectives. This process allows Tennessee State University to define its expected outcomes based on the mission, vision and core values of the University. Therefore, the process of Institutional Effectiveness involves planning, assessment, and the effective use of the assessment results for continuous improvement.

Purpose

The Institutional Assessment Plan provides a sound mechanism to assess all components and operations of the University (1) to provide information for improving programs of the University and (2) to provide measureable internal and external accountability. The Plan identifies student learning outcomes and unit outcomes and utilizes both quantitative and qualitative measures to assess the extent to which these competencies are achieved. Equally important, the Plan documents the ways in which assessment results are used to improve the University. The Assessment Plan is intended to meet assessment requirements set out by the Tennessee Board of Regents and other agencies. In particular, it is intended to assist the University in meeting the Institutional Effectiveness Requirement (Core Requirement 2.5 and Comprehensive Standard 3.3.1) of the Commission on Colleges of the Southern Association of Colleges and Schools (COC-SACS).

As described by Task Force on Institutional Assessment and Evaluation, the Institutional Assessment Plan is on-going. It is composed of five-year cycles. Every component and operation of the University is, thereby, assessed at least once within each five-year cycle. Some components and operations will be assessed annually or multiple times during the five-year cycle as determined by the appropriate vice president.

Components

Designed in collaboration with the Task Force on Assessment and Evaluation, the University's SACS Accreditation Liaison, and the Office of Institutional Effectiveness, Quality and Assessment (EQA), the Plan utilizes evidence-based best practices in higher education. Because the process asks for information on a common set of elements from both academic and administrative units, an on-line system will be used. Several commercially licensed on-line systems are available for this purpose. An on-line system will allow users to update the Plan as assessments are completed. Through a system of queries, the on-line system will have a robust reporting mechanism. Finally, the on-line system will make assessment information readily available to users and to the University's various constituents. The Forms presented in this appendix of this document are intended as templates to guide the selection of the on-line software. Information from sample forms (Divisional Mission Statements; Unit Mission Statements; Divisional Outcomes Statements; Unit Outcomes Statements and Unit Inventory by

Division) will be automatically entered onto the Institutional Assessment Plan, Five-year Cycle Form.

Implementation

After submission of the compliance report in September, 2009, the Director of EQA and the SACS Accreditation Liaison began to plan a strategy for responding to anticipated Institutional Effectiveness (COC-SACS Core Requirement 2.5 and Comprehensive Standard 3.3.1) related issues. In particular, they sought to identify a comprehensive, clear, and convincing strategy for illustrating that TSU's assessment process was on-going, broad-based, and resulted in improvements. Inspired by the Assessment Audit process designed by the University of Mississippi and the checklist designed by Texas A&M International University, the following goals of the TSU Assessment Audit are:

1. To verify that all educational programs and non-academic units are regularly participating in assessment activities
2. To provide a systematic analysis of the extent to which programs and units are using assessment results to make improvements
3. To confirm that educational programs are not using course grades to assess student outcomes
4. To create a back map that matches each educational program and nonacademic unit's mission to one or more of the University goals statements.

The following calendar will allow the University to immediately implement the Assessment Plan, including an assessment audit. Beginning in July 2010, the Annual Planning Process Calendar in Appendix II will be followed.

Calendar for Immediate Implementation

Dec. 22, 2009	<p>Vice presidents and the President's direct reports will have submitted to the SACS Accreditation Liaison the following completed Assessment Plan forms</p> <ul style="list-style-type: none"> • Form AP-1, Divisional Mission Statement • Form AP-3, Divisional outcomes Statements • Form AP6, Unit Inventory by Division
Jan. 8, 2010	<p>Deans conduct elections at college/school meetings to elect representatives to the Assessment Council.</p> <p>Vice presidents elect or appoint representatives to the Assessment Council</p>
Jan. 12, 2010	The President will have convened the Assessment Council
Jan. 15, 2010	<p>Vice presidents will have submitted to the Office of Effectiveness, Quality and Assessment the following completed Assessment Plan forms</p> <ul style="list-style-type: none"> • Form AP-2, Unit Mission Statements • Form AP-4, Unit Outcomes Statements
Jan. 22, 2010	Each vice president will have participated in an Assessment Audit session conducted by the Director of Effectiveness, Quality and Assessment
Jan. 29, 2010	The Assessment Audit and forms AP- 1 through AP-4 and AP-6 will be attached to the Focused Report submitted to SACS in response to the Off-site Committee's report. The narrative accompanying the Plan will indicate that Part One of Form AP-5 will be completed by the time the On-site Committee arrives
Feb. 26, 2010	Vice presidents will have submitted to the Office of Effectiveness, Quality and Assessment a completed Part One of Form AP-5 for every unit within his or her division
March 23, 2010	The Assessment Plan, including Part One of Form AP-5, will be available to the SACS On-site Reaffirmation Committee
June 30, 2010	Vice presidents will have submitted to the Office of Effectiveness, Quality and Assessment a completed Part Two of Form AP-5 for every unit within his or her division.
July 1, 2010	Begin the Annual Planning Process Calendar
Aug. 1, 2010	The Assessment Council will have submitted to the President its first Annual Assessment Report for the fiscal year ending June 30, 2010

Methodology

Assessment is based on a six-step iterative process:

1. Linkage to University Mission
2. Student Learning Outcomes or Unit Objectives
3. Means of Assessment
4. Criteria for Success

5. Data Collection and Analysis
6. Use of Results to Make Improvements

The assessment process will be managed by the Office of Institutional Effectiveness, Quality and Assessment (EQA) and organized through Assessment Coordinators in each College/School and each non-academic Vice Presidential Division. The overall Assessment Coordinator will be the Special Assistant to the President for Planning, who will be responsible for implementing the Institutional Assessment Plan. The University Assessment Council, with rotating faculty and staff membership, performs peer reviews of assessment work from academic and non-academic units using rubrics, recommends improvements in the assessment process, and provides annual reports to the President via the Special Assistant to the President for Planning. The Director of EQA and the SACS Accreditation Liaison will serve as ex-officio members of the University Assessment Council.

The following methodology can be immediately utilized:

1. The University will review its Mission Statement, Vision Statement, and Statement of Core Values in the last year of every five-year cycle in preparation for the upcoming cycle. This review will take place under the direction of the President's Office.
2. All divisional vice presidents will conduct a review of their divisional mission statements and outcomes statements following or concurrent with the review of the University's mission statement. At the beginning of each five-year cycle, they will complete Forms AP-1 and Form AP-2 and submit them to the Planning Coordinator.
3. All other units of the University will conduct a review of their mission statements and outcomes statements following the institutional and divisional reviews. For Academic Affairs, units include colleges/schools, academic departments, and other administrative and service components reporting to the vice president. For other divisions, units include administrative and service components reporting to the vice president. Offices reporting directly to the President are also included as units. These units will complete Form AP-3 and Form AP-4 and submit them to their divisional vice president, who will review them and forward them to the Planning Coordinator after approving them.
4. Following the review of mission statements and outcomes statements, each unit, including the divisional vice presidents, will complete Part One of the Institutional Assessment Plan Five year Cycle (Form AP-5). These will be submitted to the Planning Coordinator through the divisional vice presidents. (Other units which report directly to the president will submit the forms directly to the Planning Coordinator.) Part One lists the expected outcomes from Form AP-3 or Form AP-4.
5. At the end of each fiscal year, each unit, including the divisional vice presidents, will complete Part Two of the Institutional Assessment Plan Five-year Cycle (Form AP-5) for those assessments that were scheduled for the fiscal year. Part Two includes the measurement results, use of results, and documentation for use of results.

6. At each step in the process described above, the Assessment Council will review the information submitted by the units and make appropriate recommendations.
7. At the end of each year, the Assessment Council will review the reports from the units and prepare an Annual Assessment Report for the President.
8. At the end of each five-year cycle, the Assessment Council will review the reports from the units and prepare a Summary Assessment Report for the President.

Appendix A

Institutional Mission Statement, Vision Statement, and Statement of Core Values

**Mission Statement, Vision Statement, and
Statement of Core Values**

Mission Statement

Tennessee State University, a Historically Black College/University (HBCU), fosters scholarly inquiry and research, life-long learning, and a commitment to service.

Vision Statement

Tennessee State University aspires to achieve national and international prominence, building on its heritage and preparing leaders for a global society.

Core Values

Tennessee State University maintains the following core values:

- Excellence
- Learning
- Accountability
- Integrity
- Shared governance
- Diversity
- Service

Approved December 20, 2007

Appendix B

Institutional Assessment Plan Five-Year Cycle

Forms AP-1 through AP-4

Institutional Assessment Plan
Five-Year Cycle: 2010-2015
Form AP-1: Divisional Mission Statement

Division Name _____ Unit AP Code _____

Division Head and
Title _____

Mission Statement

Institutional Assessment Plan
Five-Year Cycle: 2010-2015
Form AP-2: Unit Mission Statement

Unit Name _____ Unit AP Code _____

Unit Head and
Title _____

Unit's Head's Immediate Supervisor Name and
Title _____

Mission Statement

Institutional Assessment Plan
Five-Year Cycle: 2010-2015
Form AP-3: Divisional Outcomes Statements

Division Name _____ Unit AP Code _____

Division Head and
Title _____

Outcome Number	Outcome Statement

Institutional Assessment Plan
Five-Year Cycle: 2010-2015
Form AP-4: Unit Outcomes Statements

Unit Name _____ Unit AP Code _____

Unit Head and
Title _____

Unit's Head's Immediate Supervisor Name and
Title _____

Outcome Number	Outcome Statement

Appendix C

Form AP-5

Institutional Assessment Plan Five-Year Cycle

Institutional Assessment Plan
 Five-Year Cycle: 2010-2015
 Form AP-5

Unit Name _____ Unit AP Code _____

Unit Head and Title _____

Unit's Head's Immediate Supervisor Name and Title _____

Part One: Planning for Assessment			Part Two: Implementing and Reporting Assessment				
1	2	3	4		5	6	
Expected outcome	Measurement	Schedule/Cycle of Measurement	Measurement Results		Change/Improvement made on basis of results	Documentation for Change:	
			Date	Results		Document Type	Location

Columns 1 through 3 are completed at the beginning of a five-year assessment cycle.

- In **Column 1**, list all expected outcomes for the unit, entering each outcome in a separate line.
- In **Column 2**, for each outcome listed in Column 1, describe specifically how the outcome will be assessed.
- In **Column 3**, for each outcome listed in Column 1, indicate the year or years in a five-year cycle when that outcome will be assessed. For example, an outcome might be assessed annually, in Year 1, in Years 1 and 4, or in Years 2 and 5.

Columns 4 through 6 are completed as each assessment measure is implemented.

- In **Column 4**, for each outcome listed in Column 1, indicate the date of assessment and briefly describe the results. Maintain the related data in the unit.
- In **Column 5**, for each outcome listed in Column 1, describe how the results from Column 4 were used to make improvement in the unit or program.
- In **Column 6**, for each outcome listed in Column 1, indicate the document which shows that improvement described in Column 5 was made based on the results of the assessment

(e.g. department/college minutes of [date], year-end report of [date], report title and date, etc.) and indicate the location of the document (e.g. dean's/department head's/director's/vice president's office, web site, etc.)

Appendix D
Assessment Council

Assessment Council

Purpose

The purpose of the Assessment Council is to provide leadership and oversight for the Institutional Annual Assessment Plan.

Responsibilities

The Council will

- Provide training for institutional units to assist the units in developing mission statements, outcomes measures, and assessment tools; in interpreting and using assessment results; and in documenting use of results for improvement.
- Review unit mission statements, outcomes measures, assessment tools, and reports, and make recommendations as appropriate.
- Review annual reports from the units and prepare an annual report for the President.
- Review reports at the end of each assessment cycle and prepare a summary report
- Provide oversight for the assessment process and make recommendations to the Planning Coordinator and the President for revisions in the Institutional Assessment Plan as appropriate.

Membership

The President will convene the first meeting of the University Assessment Council, at which the Council will elect its own chair from among its members. The Director of Effectiveness, Quality and Assessment (EQA) will serve as the administrative officer charged with maintaining the records of the Council, including but not limited to the membership and terms of membership, the minutes, and the reports of the Council. In years when the term of the Chair has expired, the Director of EQA will conduct the election of the chair.

- Special Assistant to the President for Planning
- Director of Effectiveness, Quality and Assessment
- SACS Accreditation Liaison
- One faculty representative from each college/school, elected for a five-year term from the faculty of the college/school: If a representative vacates the position on the Council, the dean of the college/school may appoint a replacement to complete the representative's five-year term. If a representative fails to meet his/her responsibilities on the Council, the representative may be removed from the Council by a vote of two-thirds of the Council members, in which case, the dean may appoint a replacement as described above.
- One representative appointed by each vice president: Generally, the appointment should be for a five-year period although a vice president may in his or her discretion make a change in the appointment. If a representative fails to meet his/her responsibilities on the Council, the representative may be removed from the Council by a vote of two-thirds of the Council members, in which case, the vice president may appoint a replacement.

Appendix E

Institutional Assessment Plan

Form AP-6: Unit Inventory by Division

Institutional Assessment Plan
 Five-Year Cycle: 2010-2015
 Form AP-6: Unit Inventory by Division

Division Name _____ *Unit AP Code _____

Division Head and
 Title _____

Unit Name	Unit Head Title	Note(s)	*Unit AP Code	*Unit Key Code

*Note: Unit AP Codes and Unit Key Codes will be assigned by the Planning Coordinator.

Appendix F

Annual Planning Process Calendar

Institutional Annual Planning Process (APP) Calendar

Institutional Effectiveness (IE) is an on-going process which involves planning, assessment, and using the assessment results for continuous improvement.

When	What	Who
July	All administrative units develop plans, share the plan with its functional units, and submit the completed IE plan by July 15 th to the Executive Assistant to President for Planning	Vice Presidents
	Academic support units develop IE plans and submit to Dean/Director by July 30 th .	Vice President for Academic Affairs
August	Academic departments develop annual operational plan and degree program student learning outcomes assessment plan, and submit to Dean by August 30 th .	Vice President for Academic Affairs
	VPAA formally assesses and submits academic IE planning & evaluation report to the Executive Assistant to President for Planning	Executive Assistant to the President for Planning
January	Mid-year performance reports from all functional units submitted to by January 15 th . Operational Plans are re-visited and assessed formally	Vice Presidents
May	Academic units submit end of year reports to Deans by May 30 th	Vice President for Academic Affairs
	End of year unit reports submitted to Area Vice President by May 30 th .	Vice Presidents
June	End of year planning meeting to prepare operational planning report and submit to Office of Planning by June 15 th .	Executive Assistant to the President for Planning
	End of year report from all areas submitted to President by June 30 th	President