Introduction to Assessment of Learning

KSU’s Approach to Academic Assessment and Continuous Improvement
Assessment Team

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- Donna DeGrendel, Director of Academic Assessment
- Michelle Lee, Assessment Data Coordinator

Email assessment@kennesaw.edu with your questions or to set up an individual or team consultation.
Agenda

• Introduction
• KSU’s Continuous Improvement Cycle
  ➢ Determine Outcomes
  ➢ Provide Learning Opportunities
  ➢ Measure Effectiveness
  ➢ Use Results for Improvement
• Purposeful Reflection and Discussion
• Report Logistics
• Resources
Introduction
History and Purpose

- Launched in Fall 2016
- Purpose is simple: To improve KSU
- Emphasis on use of results for improvement
- Focus on areas with the most room for improvement
- Helps us better serve students, fulfill our mission and vision, and live our values
What is Assessment?

Assessment answers the question, “How well are we doing what we intend to do?”

• Deciding what we want students to learn and making sure they learn it
• Determining the effectiveness of our academic/student services
• Telling our story: What makes our college/program unique? How effective are we in meeting student, industry, and societal needs?

Source: Suskie (2018)
Why do Assessment?

Assessment has three fundamental purposes (Suskie, 2018):
1. Ensuring and improving educational quality
2. Stewardship
3. Accountability

Why are you doing assessment?
Extrinsic vs. Intrinsic Motivation
KSU’s Assessment Guiding Principles

- Supports KSU’s mission and strategic priorities
- Beyond mere compliance or reporting
- Focused on incremental improvement
- Meaningful and manageable
- Collaborative at all stages
- Use of embedded, direct assessments
- Continuous, flexible, systematic, and equitable
- Learning outcomes align with employer needs and/or industry standards
Our Vision for Assessment: *Meaningful and Manageable*

These changes are intended to make assessment more meaningful and manageable.

While it is our goal to help make the process easier, more meaningful, and more impactful, it is the leaders and faculty of each program who choose:

• What outcomes to focus on,
• What data to collect and how to collect it, and
• What strategies to implement to improve the program for students.
KSU’s Continuous Improvement Cycle

- Foundational Documents: Vision, Mission, Strategic Plan, Values
- Determine Outcomes
- Use Results for Improvement
- Measure Effectiveness
- Provide Learning Opportunities
- Assessment of Learning
Determine Outcomes
Determine Outcomes

• **Student Learning Outcomes**: Expected knowledge, skills, attitudes, or competencies that students are expected to acquire

• **Student Success Outcome**: A focus on incremental improvement in student retention or graduation rate

• Where is there the most room for improvement?
Specific, Strategic
Measurable, Motivating, Meaningful
Attainable, Action-Oriented, Aligned
Relevant, Result-Oriented, Realistic
Time-bound, Trackable
Student Learning Outcomes (SLOs)

• Educational programs
• 2 SLOs per program
• Knowledge/skill areas with a need for improvement
• Aligned with industry standards/needs
• Written in clear, succinct language
• Use of action verbs (Bloom’s Taxonomy)
Program/Course Design Triangle

Learning outcomes, instructional strategies, and assessments should align and support one another. Misalignment hinders student learning and motivation.

- **Learning Outcomes:** What do we want students to know or do when they complete this course/program?
- **Instruction:** What is the best way to teach the learning outcomes and prepare students for assessments?
- **Assessment:** What tasks or instruments will provide evidence of whether students have achieved the learning outcomes?
- Measure → Change → Measure

Source: [https://ctl.wiley.com/course-design-triangle/](https://ctl.wiley.com/course-design-triangle/)
Are learning outcomes observable and measurable?

Do learning outcomes align with the expected level of mastery for the course and for the degree program?

Graphic Source: Vanderbilt University Center for Teaching
Revised Bloom’s Taxonomy: Anderson et al. (2001)
Are the learning outcomes measurable?

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Students will be familiar with...</td>
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<td>Students will know the difference between...</td>
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<td>Students will learn how to...</td>
<td>Students will demonstrate...</td>
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SLO Examples

• Students will **demonstrate** effective oral communication skills.
• Program graduates will **define** and **interpret** methodological and statistical constructs.
• Students will **explain** how key values and social practices associated with American life have evolved in distinct historical periods.
Student Success Outcome

• **1 Student Success Outcome:** *Align with your college’s Student Success Plan, if appropriate*

• Choice of focus

• *Where is the most room for improvement for our program?*

• Example outcomes:
  - Improve student retention
  - Increase graduation rate
  - Decrease time-to-completion
  - Increase enrollment/recruitment
Pitfalls: Determine Outcomes

- Failing to involve other faculty members
- Identifying too many outcomes for improvement
- Writing outcomes in vague terms
- Focusing on multiple knowledge/skill areas within one SLO
- Failing to define observable behaviors for SLOs
Provide Learning Opportunities
External Resources for Teaching & Learning

MERLOT - Resource Collection

U of IL - Teaching & Learning Resources

Vanderbilt U - Center for Teaching Guides

NEA - Higher Education Best Practices - Teaching & Learning

U of Leicester - Effective Teaching Strategies

The Chronicle of Higher Ed - Here’s How to Make Your Teaching More Inclusive

Faculty Focus - Higher Ed Teaching Strategies
Measure Effectiveness
Measures

Specific method used to collect evidence of the outcome
At least two measures are required per outcome

Direct Measures:
• Tangible, visible, and compelling evidence of the outcome
• SLOs are assessed by instructor or individuals with content expertise/knowledge; or standardized tests

Indirect Measures:
• Signs or perceptions of the outcome
• Self-assessments or surveys

Quantitative or Qualitative
Student Learning Measures

MEASURE 1: At least one direct measure per outcome
Exam item • Assignment, project, or presentation rubric item • Licensure/professional exam item • Portfolio assessed with a rubric • Pre/post-test item • Thesis/dissertation defense rubric • Comprehensive exam item • Standardized test item • Internship supervisor evaluation • Employer rating of student skills

MEASURE 2: May be direct (see above) or indirect (such as a student self-assessment of skills using a rubric, or a student survey related to the student learning outcome
Assessment Instruments

• Assessment instruments should clearly align with the outcome
• Individual items may be used as separate measures
• If possible, evaluate the validity and reliability of the instrument
• The same instrument may be used to assess different outcomes
  ✓ Rubric items (direct)
  ✓ Exam items (direct)
  ✓ Internship supervisor evaluation items (direct)
  ✓ Self-assessment (indirect)
  ✓ Survey items (indirect)
  ✓ Focus group questions (indirect)
  ✓ Interview questions (indirect)
Why Not Use Grades?

Grades or holistic scores:
• Can point to potential areas of concern, but they should not be used as direct measures of student learning
• Lack granular information about what students have and have not learned
• Make it difficult to determine specific and targeted strategies for improvement
• May include factors other than student learning (i.e., participation, attendance, effort, etc.)

Assessment goes beyond grading by systematically examining patterns of student learning across courses and programs and using this information to improve educational practices (Suskie, 2018).
Increased Focus on Formative Assessment

The new template includes a place to share a few examples of formative assessment that have taken place within the program (optional for the AY 2021 report).

Summative Assessment:
• Evaluating student learning at the end of the course or program in order to identify strategies for improving teaching strategies, curriculum, and student learning
• Often benefits future students of a program, but not necessarily the current students

Formative Assessment:
• Monitoring assessment results in real-time so that instructors may modify their teaching and students may improve their learning throughout the course or program
• Faculty already engage in formative assessment, benefiting both current and future students
Benefits of Formative Assessment

- Identify students who are struggling due to lack of engagement or participation
- Recommend students to consult with advisor or student support services
- Identify gaps in instruction
- Create a plan to review learning material
- Clarify test items that may be confusing or worded poorly
- Adjust test items that are too easy or difficult
- Clarify rubric criteria and/or performance level descriptors
Classroom Assessment Techniques (CATs) are a set of specific activities that instructors can use to quickly gauge student understanding and learning. The instructor can use this feedback to inform instruction, such as speeding up or slowing the pace of a lecture or explicitly addressing areas of confusion (formative assessment).

- Minute Paper
- Muddiest Point
- Concept Map
- PhotoVoice
- Exam Wrapper
- Exit Ticket (QR code)
- Student-Generated Test Questions
- Classroom Opinion Polls

CATs may assist in assessment of student learning when program enrollment is low.

Source: Angelo & Cross (1993), above links
Student Success Measures

**MEASURE 1:** Ideally a direct measure, such as data from IR or internal tracking

**Undergraduate Programs:** *First-Time Full-Time Retention and Graduation Report* will be provided. Click for *Glossary of Terms*.

**Graduate & Certificate Programs:**

- This particular report was not available, so reporting of results is optional for AY 2021. However, you may choose to submit a data request to IR (see below) if you would like to start tracking this now.
- For AY 2022, IR data may be provided, or consider submitting an IR data request or using internal tracking as the first measure.
- Data requests can be sent to IR at: [data@Kennesaw.edu](mailto:data@Kennesaw.edu) or completing the form at [https://ir.kennesaw.edu/data-request-form-form.php](https://ir.kennesaw.edu/data-request-form-form.php).
### Cumulative Graduation/Retention Rates for First-Time Full-Time Freshman

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Student Success Measures

**MEASURE 2**: Ideally an indirect measure that measures perceptions and helps answer *why* the data looks the way it does (align with the college Student Success plan, if appropriate)

Optional for all programs for AY 2021; mandatory for AY 2022

- Survey, focus group, and/or interviews
- With current students, alumni, or students who left the program or KSU
- Contact our Assessment Office for assistance, if needed.
Pitfalls: Measuring Effectiveness

• Failing to involve other faculty members
• Failing to use embedded or existing measures or align with other initiatives
• Using measures that are too holistic (i.e., course grades or final exam scores as measures of SLOs)
• Attempting to measure too many things
• Failing to collect the data, or creating unmanageable data collection processes
• Setting arbitrary targets (targets are optional)
Use Results for Improvement
Use Results for Improvement

Results - Analyze and summarize the data

- Means and frequency distributions
- Tables or graphs to visualize results and illustrate trends over time

Identify and interpret trends

Identify strategies for improvement related to the outcome

Measure → Change → Measure
Use Results for Improvement

Identify trends and strategies for improvement related to the outcome

✓ “Full Report Addendum” is required every 3 years per the Cohort Schedule
✓ Create an implementation plan for strategies

Discuss results and strategies for improvement with supervisor and faculty/staff
Student Learning: Example Strategies

STUDENT RELATED:

- Identify and support struggling or at-risk students
- Encourage more engagement with course material
- Ask students for feedback about the course content
- Determine specific areas with which students are struggling and revisit them
- Match lower performers with higher performers for peer coaching
- Recommend the student consult with his/her advisor
- Share information about learning support or other services depending on the situation (i.e., counseling, tutoring, writing center, UITS technology assistance, etc.)
Student Learning: Example Strategies

CURRICULUM RELATED:
✓ Create additional course content or practice opportunities
✓ Identify potential curriculum changes
✓ Reevaluate sequencing/rigor of the course material
✓ Reevaluate prerequisites or course sequencing
✓ Create or revise the curriculum map
✓ Discuss with other faculty and share ideas
✓ Contact the Curriculum Support Office
✓ Contact DLI for assistance with D2L course design

If a change does not lead to improvement, it’s okay -- try something else
Student Learning: Example Strategies

ASSESSMENT RELATED:
- Clarify test items that may be confusing or worded poorly
- Adjust test items that are too easy or difficult
- Clarify rubric criteria and/or performance level descriptors
- Discuss with other faculty and share ideas
- Contact the Assessment Office
Student Success: Example Strategies

STUDENT RELATED:

- Early alert: Identify and support at-risk students
- Refer students to supplemental instruction, tutoring, and/or the writing center
- Share information about learning communities, service learning, undergraduate research, and study abroad opportunities
- Work with advising to ensure students follow the most efficient path to graduation
- Encourage enrollment in a Double Owl Pathway
Student Success: Example Strategies

PROGRAM RELATED:

- Address bottle necks in course scheduling
- Ensure there are enough seats for the students enrolled in the program
- Create online course options if not already available
- Create learning communities, service learning, undergraduate research, and study abroad opportunities
- Create a [Double Owl Pathway](#) and encourage enrollment in the program
- Create an industry advisory board and provide internship assistance

Changes in retention and graduation rates will take time. Multiple interventions should be pursued.
Pitfalls: Use Results for Improvement

- Over-complicating the analyses or written report
- Failing to involve other faculty members
- Failing to implement identified strategies for improvement
- Implementing too many strategies
- Failing to improve upon an ineffective assessment process
Purposeful Reflection and Discussion
Purposeful Reflection and Discussion

Programs can make assessment more meaningful and manageable by:

• Focusing on outcomes and measures most in need of improvement,
• Discussing assessment results and improvement strategies at faculty meetings,
• Implementing targeted strategies to improve learning and your overall program, and
• Reporting on the continuous improvement activities that are already taking place.

Use the following questions to guide your discussions of assessment at faculty meetings.
Guiding Questions: Determine SLOs

- What do we want students to get out of this learning experience? What do we want them to be able to do long after the program or course is completed? Why are those things important?
- What do our students do after they graduate? What are the most important things they need for success in those pursuits?
- What do we value most about our discipline? According to the major authorities in our discipline, what are the most important things students should learn?
- Does each SLO clearly articulate the knowledge, skill, and/or ability students will demonstrate?
- Is each SLO discrete and specific (focuses on only one main area of knowledge, skill, or ability)?
- Is each SLO observable and measurable (described using action verbs; see Bloom’s Taxonomy)?
- Does each SLO align with the expected level of learning for the course and degree (i.e., higher levels of thinking for upper-level courses and advanced degrees)?
- What specific learning activities will help students achieve the learning outcomes?
- What SLOs will we focus on for continuous improvement? (two required)? Where do students struggle the most? For new programs, where do we think students will struggle the most?
Guiding Questions: Measure Effectiveness

- How will we know if students have achieved the learning outcomes?
- What assessments will best provide evidence of outcome achievement?
- Do the measures align with the outcome (content validity)?
- Do we have at least one *direct* measure of student learning for each outcome?
- Are the measures sufficiently granular to collect specific evidence (i.e., exam, rubric, or survey items as opposed to overall grades or holistic scores)?
- Does the level of learning described by the action verb in the SLO align with the level of learning measured by the assessment instrument?
- Are rubrics well defined (with specific criteria, appropriate rating scale, and clear descriptors at each performance level)?
- What, if any, challenges might arise during data collection?
- Do we need a process for artifact sampling (i.e., for courses with high enrollment or across course sections)?
- How will the assessment data be analyzed? Who will analyze it?
Guiding Questions: Interpretation of Results

- What does the data tell us?
- What trends and relationships do we see in the data?
- In what areas are students consistently demonstrating high performance in relation to the learning outcomes?
- In what areas are students consistently struggling or on the verge of not meeting performance expectations based on the learning outcomes?
- How are some students performing compared to others? Are there any patterns that need to be addressed?
- What questions should we explore further across this set of data? Are there other sources of data we should explore?
What factors may be contributing to these results?

Perform a root cause analysis (the “5 Whys”; fishbone diagram)

Examine each of the following factors and determine how they may contribute to the assessment results:

- Course content and materials
- Learning process and environment
- Teaching practices and style
- Student-related factors
- External factors
Guiding Questions: Strategies for Improvement

- What strategies for improvement can we implement to address these issues?
- How will we support the struggling students in the class or program?
- How do the assessment results inform potential changes in teaching strategies and/or curriculum?
- What are the specific action steps needed to implement the strategies?
- What are the timeframes for each action step?
- Who else needs to be involved?
- What resources do we need?
Guiding Questions: Evaluation of Strategies

- After implemented, did the strategy and action steps have the desired impact?
- Was there a change in student learning?
- Are we seeing increased engagement with the course material?
- Is there incremental improvement in student retention or graduation rates? (This will take time, so persistence is key.)
- Do we need to modify our strategies for improvement?

Remember, if a change does not lead to improvement, it’s okay -- try something else
Guiding Questions: Review the Assessment Plan

- Should the assessment plan or process be modified?
- Are the SLOs still relevant and aligned with industry needs?
- Based on the data, are the outcomes still a priority for improvement?
- Are measures sufficiently granular to assess only the learning outcome of interest?
- Are test items and rubrics clearly worded and aligned with the learning outcomes?
- Are rubrics well defined (with specific criteria, appropriate rating scale, and clear descriptors at each performance level)?
- Do the assessment instruments demonstrate acceptable reliability and validity?
- How can we improve our data collection and/or data analysis process?
Report Logistics
The Campus Labs/Anthology online system has been discontinued.

When writing the report use the MS Word template (on our [website](#)).

Submit the report by uploading it in the report submission form (emailed to program coordinators on **August 24** -- from Donna DeGrendel via SmartSheet).
MS Word Report Template

• Find the template on our website
• 2 Student Learning Outcomes
• 1 Student Success Outcome
• Programs with specialized accreditation will continue to submit their most recent self-study in lieu of using the template
Cohort Schedule and List

- Report results annually.
- Identify trends over time and strategies for improvement every 3 years (per the Consult the Cohort Schedule and List).

For each outcome, complete the “Full Report Addendum” within the MS Word template.

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**Cohort Schedule and List**

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**Educational Programs with a Specialized Accreditation Self-Study Exemption:** Continuous improvement reporting is aligned with their accreditor’s schedule.

*College Cohorts A-F pertain to educational programs without a specialized accreditation self-study exemption. Approved centers and service units aligned with the College are also included in the cohort, but they do not participate in CPR (see below).

- Results from Previous Year: Submitted in the online system every year and includes a summary of analysis for each measure. **Due date: September 30, 2019**
- Interpretations and Trends & Strategy for Improvement: Submitted in the online system every 3 years and includes interpretations of analysis, trends related to the outcome, and strategy for improvement selected for implementation during the next 3-year cycle. **Due date: September 30, 2019**
- CPR (Comprehensive Program Review): Submitted every 6 years and includes a self-study process (TBI) for educational programs without a specialized accreditation self-study exemption. **Due date: TBD**

*For educational programs with a specialized accreditation self-study exemption, ongoing assessment and reporting is aligned with their accreditor’s schedule. The above cycle does not apply.*
August 2020
Create/revise Assessment Plan (if needed)

August 2020 – July 2021
Collect data

August – October 14, 2021
Analyze data and write report

October 15, 2021
Submit Assessment Report

Example Timeline
Culture of Continuous Improvement

• Begin with a core set of institutional values
• Communicate expectations and model the process
• Involve all facets of the university
• Utilize and build on existing tools and programs
• Identify and communicate common ties among initiatives
• Communicate how assessment results have been used for improvement
• Keep continuous improvement “top of mind” and part of the institutional lexicon
• Enhance data/information literacy skills among faculty and staff
• Encourage academic innovation -- test novel or innovative solutions
• Integrate with HR systems: job descriptions, performance reviews, recognition and reward systems
ASSESSMENT OF LEARNING:
Process Map

START HERE: Identify Program Student Learning Outcomes (SLOs)

Is there an up-to-date CURRICULUM MAP that aligns course with program SLOs?

Yes

Through consultation with faculty, identify 2-3 SLOs for 1 Student Success Outcome (e.g., retention or graduation rate) with a need for improvement.

No

Provide learning activities

Assess Student Learning Outcomes using the identified measures

Gather Student Success data (will provide retention/graduation rates to undergraduate programs), collect survey data as needed

Aggregate and analyze data

Share and discuss results with faculty

Prepare the annual ASSESSMENT OF LEARNING REPORT

Report results annually

Every 3 years, identify interpretation, trends, and strategies for improvement

Create ASSESSMENT PLAN

For 2 SLOs, identify 2 measures of student learning (e.g., exam items, rubric items, internship evaluation, self-assessment)

Identify 2 measures of Student Success (e.g., retention or graduation rate, student or alumni survey items, etc.)

Submit REPORT

A report submission here will be emailed to program coordinators in August.

Due October 15th for the prior academic year

The Assessment Office will review and provide feedback on all reports. In some cases, a submission may be needed

Update ASSESSMENT PLAN for the next academic year, as needed

Please use the feedback sent by the Assessment Office, if applicable

The Assessment of Learning website provides additional resources to support your assessment efforts. Please contact the Assessment Office at assessment@kennesaw.edu if you have any questions or you would like to schedule a consultation. Thank you for your commitment to continuous improvement at KSU.

This process map and other resources are available to download on the Assessment of Learning Website.
Workshops and Consultations

Will be announced via email and in KSU Today:

• *What’s New with AOL?*, *Introduction to AOL*, and *Creating an Assessment Plan* workshops

• Individual or team consultations (30 minutes via Teams; register: [Calendly](#))

• *D2L Learning Analytics Microlearning*: Online module on how to access the learning analytics currently available within D2L (see [website](#))

• *Academic Assessment Series*: 5 module series covering SLOs, rubric design, curriculum mapping, validity/reliability of measures, and data-informed improvement (consider attending as a department; register on our [website](#))
KSU Resources

Curriculum, Instruction, and Assessment
Assessment of Learning Website
Digital Learning Innovations
Office of Student Success
Writing Center
Center for Excellence in Teaching and Learning (CETL)
Additional Resources

A Simple Model for Learning Improvement: Weigh Pig, Feed Pig, Weigh Pig


Association of American Colleges & Universities (AAC&U) VALUE Rubrics http://www.aacu.org/value-rubrics


Thank you for attending!

Assessment Team Email:
assessment@kennesaw.edu