

University Strategic Plan 2020-2022 Expansion (SPEX) Outcomes Assessment

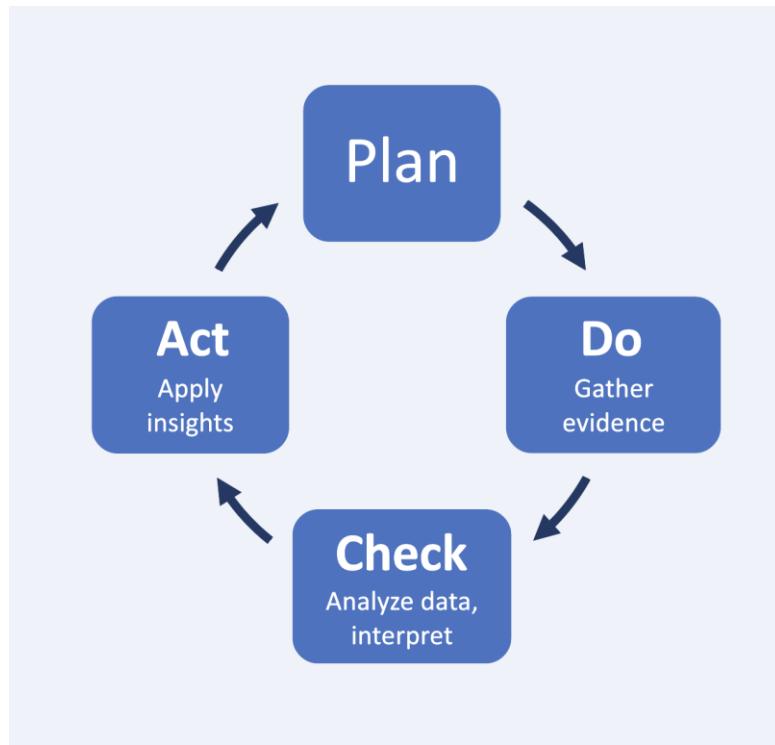
Standard Operating Procedures

In 2020, CSUSB expanded the University Strategic Plan to guide the university through 2022. For the first time, in addition to featured strategic goals and objectives, the expanded objectives included outcomes and measures for assessment. The integration of outcomes assessment in the University Strategic Plan reflects the growing importance of the development and expansion of assessment practices for all aspects of the institution at CSUSB. Outcomes assessment serves to ensure that the University's strategic goals result in the intended benefits for students, faculty, staff, and the learning environment by driving evidence-based examination of outcomes and processes of ongoing improvement.

Assessment is a structured and ongoing approach and set of processes for determining the effect of teaching on students' learning as well as the effect of programs and business units on the experience of students, faculty, and staff at the university. While assessment helps the university understand its level of success in generating its intended benefits for students and constituents, assessment is also a mechanism for propelling iterative improvement. Further, assessment informs evidence-driven decision-making and planning. Assessment is an ongoing cyclical process. This document defines the assessment cycle for CSUSB's University Strategic Plan and maps its four phases of planning, doing, checking, and acting onto the academic calendar for systematic and sustainable assessment that informs ongoing improvement and university planning.

It is important to note that the purpose and value of outcomes assessment are not limited to purposes of monitoring and documenting progress on goals and objectives to ensure their successful completion. In contrast to the management of projects, outcomes assessment is an investigative process that asks not about the status of a project and whether it has been completed, but whether and to what degree the project is having the desired effect, benefit, impact on students, faculty, staff, or processes at CSUSB. As such assessment involves not only a collective review of the assessment findings, but a collective construction of meaning and interpretation of the findings and the development of a plan for applying lessons learned to revise the existing strategies for iterative improvement to maximize impact.

Cycle for Continuous Improvement



Phase 1. PLAN

Specify outcomes, evidence, and data in this phase. Existing contextual data or analysis and recommendations from previous CHECK and ACT phases inform the PLAN phase of the assessment cycle. The plan for who will be involved in the activities at each phase of the outcomes assessment cycle are identified.

Phase 2. DO

Outcomes measures & acquisition of evidence and data

Evidence and data that are slated to inform the assessment of outcomes are collected and/or generated from deliberate data acquisition steps (e.g., developing and administering a survey instrument). This phase of assessment takes place during the fall and spring semesters of the academic year. Periodic reporting may take place at this phase to contribute to assessment in the CHECK and ACT phases. Reporting at this phase contributes to assessment in the CHECK and ACT phases.

Formative Intra-Cycle Reporting

- Reporting is completed by any organizational unit contributing evidence to understand outcomes for specific objectives - schedule for each objective TBD by the strategic objective convener
 - Changes and updates on resources, strategies, indicators, and/or evidence collected to date around outcomes
 - Templates are available in CampusLabs/Anthology Planning for *updates/summaries of outputs and evidence*

Phase 3. CHECK

Data analysis: Formal analysis of the gathered data takes place after the DO phase during the summer, sometimes extending into fall of the following academic year.

Review and discussion of the findings from multiple measures: Those that are responsible for a given objective in the University Strategic Plan will convene to discuss and interpret the gathered outcome evidence that informs progress on the objective. Synthesis of the multiple measures and sets of findings to understand how well the university is doing in achieving the desired outcomes will take place at this level. Ongoing discussions among working groups for each objective to contribute to annual outcomes assessment.

Phase 4. ACT

Action plan for continuous improvement in next cycle: Considering the synthesis of the outcomes measures findings, their meaning, and implications, those who are responsible for a given objective will convene to develop an action plan for continuous improvement moving forward. Analysis and interpretation of evidence will be shared in Fall term to brainstorm recommendations from stakeholders to inform options for closing the loop on the outcomes for each objective. The groups for each objective will review recommendations to consider any recommendations that could be taken to continue to improve outcomes.

Summative, End-of-Cycle Reporting

Annual Assessment Reporting Schedule

- Summary of analysis and interpretation around outcomes from the CHECK phase and summary of recommendations for closing-the-loop in the ACT phase.
 - 2020-21 report of outcomes assessment due no later than the end of term, Fall 2021. Reporting is completed by each working group for each objective TBD by the strategic objective convener.
 - 2021-22 final report of outcomes assessment due no later than end of term, Fall 2022
 - Templates are available in CampusLabs/Anthology Planning for *outcomes assessment* reporting.