

Measuring What Matters

Performance Measures

- **The starting point for using performance measures to improve your organization's operations is to develop an assessment plan based on a unit's mission.**
- **The assessment plan drives the process of defining and measuring outcomes/objectives.**

Assessment is a process of gathering and interpreting information to discover if a program is meeting established goals and then using that information to enhance the program.

Why must we Assess?

Accountability

- ▶ Federal requirements
- ▶ State oversight
- ▶ Southern Association of Colleges and Schools (SACS) reaffirmation

Why should we Assess?

- ▶ What assessment at UVa is **NOT** about:
 - ▶ evaluating individual faculty, staff and students.
 - ▶ usurping faculty academic freedoms with respect to course content.
 - ▶ centralizing decision making on program priorities and areas of focus.

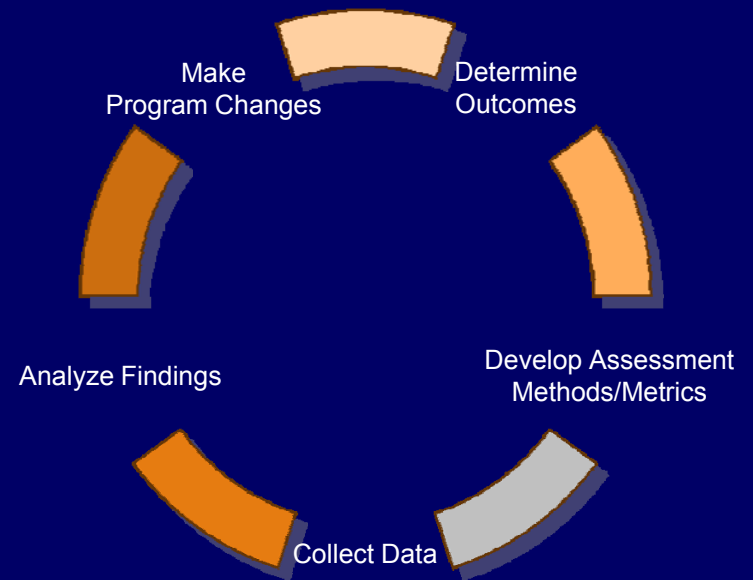
- ▶ What assessment at UVa **IS** about:
 - ▶ Program improvement.
 - ▶ Maintaining, fostering, and improving the University of Virginia's unique teaching and research environment.

More About How

- ▶ The unit of analysis for assessment is the program/office.
- ▶ Begin with what the program/office values most.
- ▶ Programs/offices define their own most important outcomes.
- ▶ Broad faculty and staff involvement is essential.
- ▶ Assessments should be feasible and useful:
 - Minimize burden on faculty, staff and students.
 - Methods should be as simple as possible and connected to what faculty and staff are already doing.
- ▶ Results should be used for program/office improvement and not used punitively.
- ▶ Documentation is critical.

Outcomes Assessment Process

1. Identify important outcomes.
2. Develop methods to assess the outcomes.
3. Collect the data.
4. Analyze the findings.
5. Consider appropriate action.



How much assessment?

How often?

- ▶ Start with the most important office/program outcomes. Focus on what is useful for office/program improvement.
- ▶ Not all outcomes can, or should, be assessed.
- ▶ Stagger assessments over multiple years.
- ▶ Allow time for analysis.
- ▶ Assessment is an iterative process and should be ongoing.
- ▶ Reporting cycle will be annual or biannual, depending upon program/office.

Characteristics of a Mission Statement

- ▶ Free of jargon, understandable to those not in your field.
- ▶ Use proactive verbs to describe what the organization does.
- ▶ Resonate with organization members and external audiences.
- ▶ States purpose, business and guiding principles.
- ▶ Short enough to fit on a t-shirt.
- ▶ Current--review every five years or so.

Example Mission Statement

The Office of Institutional Assessment and Studies (IAS) conducts institutional research and supports assessment at the University of Virginia. The office provides the University community with data and analysis needed for decision-makers to maintain and improve institutional effectiveness. IAS staff gather, analyze, interpret, and disseminate data, employing the highest professional standards of accuracy, objectivity, and timeliness.

Example Goals

- ▶ Collect, analyze, interpret, and disseminate information that is accurate, timely, useful, and responsive.
- ▶ Serve as consultants to University offices, departments, and individuals about:
 - 1. Project design
 - 2. Methodology
 - 3. Data collection strategies
 - 4. Analysis and reporting
 - 5. Appropriate use of results
- ▶ Anticipate and fulfill external reporting requirements within established deadlines.
- ▶ Support assessment activities by providing relevant training and feedback, and designing practical methods of measurement and evaluation.
- ▶ Coordinate the development and implementation of school and program assessment plans that define, measure, and evaluate student learning goals and outcomes.
- ▶ Conduct surveys of academic and student services programs that effectively meet client needs and do not pose an undue burden to the respondents.

Writing Goals and Outcomes for Assessment Purposes.

- ▶ List of goals should be comprehensive.
- ▶ Outcomes to be assessed should focus on areas of concern or critical functions.
- ▶ 1-2 outcomes per year.
- ▶ Make sure your outcomes are SMART.

Characteristics of SMART Outcomes

- ▶ Specific
 - ▶ Measurable
 - ▶ Attainable
 - ▶ Realistic
 - ▶ Time bound

Example Outcomes

- ▶ Survey respondents will express high satisfaction with the survey process (length of questionnaire, perceived invasiveness, timing, relevance of content, incentives, timeliness of incentives going out).
- ▶ IAS survey clients will express high satisfaction with communication during the field period in a survey to be administered in Spring 2008.
- ▶ All program assessment coordinators will complete an assessment plan that meets IAS` minimum acceptable level before the SACS compliance report is due (Sept 2006).
- ▶ Migrate the Query System to the SAS1 server by the end of the calendar year (2008).
- ▶ Within 6 months of implementation of the new third level web navigation system, merge Historical Data and Data Digest components of the Data Catalog.

Relationship of Mission, Goals, and Outcomes

University Mission Statement

The central purpose of the University of Virginia is to enrich the mind by stimulating and sustaining a spirit of free inquiry directed to understanding the nature of the universe and the role of mankind in it ...



Unit Mission Statement

To achieve international prominence as a student-focused school of engineering and applied science that educates men and women to be leaders in technology and society and that contributes to the well-being of our citizens through the creation and transfer of knowledge.



Unit Goals

To provide graduates with the technical competencies necessary to practice civil engineering and have an impact on the profession.



Unit Outcomes

A graduate of the program can design a component of a civil engineering system, incorporating social, economic, ethical, and contractual considerations.

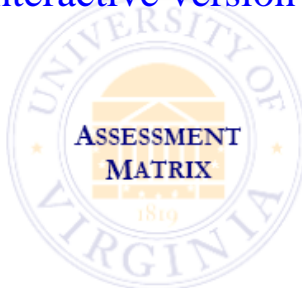
Some Strategies to Help Jump Start and Manage the Assessment Process

- ▶ Assign responsibility for assessment.
- ▶ What is the unit already doing? Work backwards from existing processes.
- ▶ Identify issues already being discussed.

Some Tools to Help Manage the Assessment Process

- ▶ Assessment Matrix
- ▶ Assessment Guide
- ▶ WEAVEonline

Interactive version available online: <http://www.web.virginia.edu/iaas/assessment/assessment.shtml>



PROGRAM OR SCHOOL:

**Assessment Coordinator
for Program or School:**

Program or School

Mission Statement:

Program or School

Goals (2-3 min.):

Name:			Email:			Phone:		

Program Outcomes/ Objectives (3-5 min.) <i>What will students know and be able to do when they graduate? Should be specific & measurable.</i>	Check if this is a Student Learning Outcome (min. of 2)	Assessment Methods/ Measures <i>How will the outcome be measured? Who will be assessed, when, and how often?</i>	Standards of Comparison/ Target Level <i>How well should students be able to do on the assessment?</i>	Interpretation of Results/Findings <i>What does the data show?</i>	Use of Results/Action Plan <i>Who reviewed the finding? What changes were made after reviewing the results?</i>
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WEAVE –Capabilities

- ▶ Information management system
 - ▶ Monitor program-level assessment plans
 - ▶ Mission
 - ▶ Goals/Outcomes (flag Student Learning)
 - ▶ Measures
 - ▶ Findings
 - ▶ Action plans
 - ▶ Annual reports
- ▶ Reporting system
 - ▶ Track other program, school, & University initiatives
 - ▶ Create annual reports at the program level
 - ▶ Supporting Document repository
 - ▶ Accreditation standards can be tracked



2008-10 University Assessment

Mission/Purpose
Assessment Essentials
Action Plan Tracking
Analysis Questions
Annual Reporting
Document Repository

Mission/Purpose

Description:

The Office of Institutional Assessment and Studies (IAS) conducts institutional research and supports assessment at the University of Virginia. The office provides the University community with data and analysis needed for decision-makers to maintain and improve institutional effectiveness. IAS staff gather, analyze, interpret, and disseminate data, employing the highest professional standards of accuracy, objectivity, and timeliness. Institutional Studies provides management information to decision-makers in University departments and units, satisfies governmental agency reporting requirements, and responds to other external requests, including those from higher education institutions and college information guides. University Assessment conducts, supports, and coordinates research to maintain and improve academic programs and student services. The Assessment team implements and supports useful and feasible assessment approaches in order to foster the University's unique learning and research environment.

Additional Information:

Established in Cycle: 2006-2007

Entry Status: Final

Last Updated by Jonathan Schnyer on 10/9/2008

Established by Migration Tool on 7/30/2008

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www.virginia.edu [Assessment at UVA](#)

**2008-10 University Assessment**

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[Annual Reporting](#)
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Goals

Add

Expand All

Collapse All

Reorder

- ▶ **0: Conduct surveys effectively**
- ▶ **1: Provide user-friendly Web-based query system**
- ▶ **2: Collect, analyze, and disseminate information** *(Not Ready for Review)*
- ▶ **3: Serve as consultants** *(Not Ready for Review)*
- ▶ **4: Fulfill external reporting requirements** *(Not Ready for Review)*
- ▶ **5: Support assessment activities** *(Not Ready for Review)*
- ▶ **6: Administer gen ed and core competency assessments** *(Not Ready for Review)*
- ▶ **7: Coordinate implementation of assessment plans** *(Not Ready for Review)*

Outcomes/Objectives

Add

Expand All

Collapse All

Reorder

- ▶ **1: Respondent Satisfaction** *(Related Goals: 0)*
- ▶ **2: Client Satisfaction** *(Related Goals: 0, 1, 2, 3)*
- ▶ **3: Respondent Confidentiality** *(Related Goals: 0)*
- ▶ **4: Respondent Satisfaction - Incentives** *(Related Goals: 0)*
- ▶ **5: Client Satisfaction - Communication** *(Related Goals: 0, 2, 3)*
- ▶ **6: Respondent Satisfaction - Results** *(Related Goals: 0, 2)*
- ▶ **7: Assessment Plans - Student Learning Outcomes** *(Related Goals: 5, 7)*



2008-10 University Assessment

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Action Plan Tracking

[Show Help](#)
View Actions:


Planned



In-Progress



Finished



On-Hold



Terminated

Planned

No action plans present for status Planned.

In-Progress

▶ [Improving data definitions in the query system.](#)

Priority: Medium / Target Date: 5/1/2009

Established in Cycle: 2008-10

Finished

▶ [Improving communication after the field period](#)

Priority: Medium / Target Date: 9/1/2008

Established in Cycle: 2008-10

On-Hold

No action plans present for status On-Hold.

Terminated

No action plans present for status Terminated.

“Good assessments give reasonably accurate, truthful information.”

Why do we insist on measuring it with a micrometer when we mark it with chalk and cut it with an axe?

--Peter Ewell

In assessment, “the perfect is the enemy of the good.” Let’s keep striving for the good.

--Tom Angelo

An approximate answer to the right question is worth a good deal more than an exact answer to an approximate question.

--J. W. Tukey

Data Sources

- **IAS Website**
- **Other UVa Sources**
- **External Sources (samples)**

IAS Website

Data Digest

Purpose and Goals

University History

Student Costs

Financial Aid

Admission

Enrollment

Academic Progress

Degrees

Alumni

Student Housing

Employees

Finance

Libraries

Facilities

Medical Center

http://www.web.virginia.edu/iaas/data_catalog/institutional/data_digest/datadigest.htm

Historical Data

Admission

Degrees

Employees

Enrollment

GPA

Graduation Rates

Tuition and Fees

http://www.web.virginia.edu/iaas/data_catalog/institutional/historical/historical.htm

Common Data Set

Admission

Academic Offerings

Student Life

Expenses

Financial Aid

Faculty/Class Size

Degrees Conferred

http://www.web.virginia.edu/iaas/data_catalog/institutional/cds/cds.htm

Other IAS Sites

Enrollment Projections

Faculty Awards

Tuition and Fees (national survey)

IAS Dashboard (limited access)

Recent/Current IAS Surveys

NSSE (National Survey of Student Engagement)

AccessUVA Surveys

Alumni Surveys

Past Surveys

Other IAS Assessment Projects

Core Competency Assessment

Program Review Dashboard

Longitudinal Studies of Undergraduate Education

CIRP Cooperative Institutional Research Program
Surveys

Other UVa Sources

Facts at a Glance

Administration

Admission

Alumni

Arts

Athletics

Current Enrollment

Faculty & Staff

Finance & Endowment

Financial Aid

Health System

Rankings

Research

Schools & Degrees

Tuition & Fees

<http://www.virginia.edu/Facts/>

Stats and Facts

Basics

Student Profile

Admission

Faculty & Staff

Costs

Sponsored Research

Financial Aid

<http://www.virginia.edu/stats&facts/>

Information Warehouse

Student Data

Financial Aid Data

Facilities Data

Finance Data (historical)

ISDS (Integrated System using Discoverer)

HR Data

Finance Data

Units' Websites (e.g. Sponsored Programs)

External Sources

SCHEV

CUPA-HR

IPEDS Peer Analysis

US News & World Report

IPEDS Tool Finder

AUTM

AAUDE

NSF Research Data

SUG

AAUP Faculty Salaries

Institute for Higher Education Policy (IHEP)
Ranking Systems Clearinghouse