BOB JONES UNIVERSITY

BUILD FAITH. CHALLENGE POTENTIAL. FOLLOW CHRIST.

Office of Planning, Research and Assessment Manual 4.0

Office of Planning, Research and Assessment
Bob Jones University
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Office of Planning, Research and Assessment Staff

Mr. Phil Gerard
Senior Director
Email: pgerard@bju.edu
Phone: (864) 370-1800 Ext. 2004

Dr. Doug Garland
Director of Assessment
Email: dgarland@bju.edu
Phone: (864) 370-1800 Ext. 2006

Mr. Shawn Albert
Data Quality Manager
Email: salbert@bju.edu
(864) 370-1800 Ext. 2005

Ms. Kathy Sykes
Research Specialist
Email: ksykes@bju.edu
(864) 370-1800 Ext. 2003

Contact Information
Office of Planning, Research and Assessment
Bob Jones University
1700 Wade Hampton Blvd.
Greenville, SC 29614
(864) 370-1800 Ext. 2003
Email: pra@bju.edu

Preface

The purpose of this manual is to describe the planning, assessment, analysis, and continual improvement processes at Bob Jones University. OPRA staff as well as BJU personnel may use the manual to understand and execute the processes to improve BJU at every level and in every unit.

Background

Bob Jones University, founded in 1928, maintains the same basic purpose today as it did over eight decades ago.

> The purpose of the Bob Jones College is to educate in the arts and sciences and at the same time give spiritual things their rightful place; to develop the mind and preserve the "faith once for all

delivered to the saints"; to increase the student's knowledge and to protect his moral integrity; to enlarge the intellectual horizon and to maintain the Christian hope.

The school will consider its purpose accomplished when the student has attained the intellectual requirements and attained and kept a firm grip upon, and a thorough knowledge of, the great fundamental truths of the Christian religion.*1*

The strongly and clearly worded purpose statement coupled with criteria for success structured institutional assessment and stability beginning in the school's inaugural year. Most assessment activities throughout the school's early history were informal. The institution's current mission statement, debt-free status, and quality programs suggest that earlier assessment activities and resulting actions contributed to BJU fulfilling its mission. BJU implemented more formal and documented institutional effectiveness processes as a result of seeking and achieving accreditation in 2006 through the Transnational Association of Christian Colleges and Schools (TRACS). In 2012, administration created two staff positions in the Office of Institutional Effectiveness to focus BJU personnel on quality and improvement and to meet accreditation requirements. Administration changed the name to the Office of Planning, Research and Assessment (OPRA) in 2014 to reflect the office's primary activities. This manual communicates current institutional effectiveness and research practices at Bob Jones University.

Operational Context

OPRA Mission
The Office of Planning, Research and Assessment supports the mission of Bob Jones University by directing and coordinating institutional research, assessment, analysis, evaluation, and planning. By working closely with campus personnel, accrediting organizations, government agencies, and related institutions, the Office of Planning, Research and Assessment seeks to demonstrate and improve the quality of a BJU education and experience.

OPRA Goals
The Office of Planning, Research and Assessment will

1. Conduct institution-wide research;

2. Assess the University mission, academic programs, and business units;

3. Provide University personnel with data analysis and evaluation to guide operations and decision making;

4. Assist strategic planning processes;

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1 Excerpt from the BJC Catalogue 1928

5. Support academic planning processes.

Bob Jones University

OPRA's mission statement and goals support the University's mission and strategic plan.

BJU Mission

Within the cultural and academic soil of liberal arts higher education, Bob Jones University exists to grow Christlike character that is scripturally disciplined, others-serving, God-loving, Christ-proclaiming and focused above.

As a Christian liberal arts higher education institution we:

- educate regenerate men and women of varying educational backgrounds and proficiencies from across the nation and around the world.

- educate the whole person through a biblically-integrated liberal arts curriculum.

- equip individuals with a biblical worldview and with the ability to defend that worldview.

- offer programs leading to undergraduate and graduate degrees in a range of disciplines in a residential environment supplemented by distance learning and professional development opportunities.

- foster spiritual, intellectual, social and physical development and cultural expansion of the individual.

- are committed to excellence in teaching by a godly, competent and professional faculty who are dedicated to furthering the University's mission.

As a Christian higher education institution committed to helping Christian students grow in Christlikeness, we:

- emphasize excellence and hold students accountable to pursue it for the purpose of developing character.

- teach individuals to apply the Scriptures to practical Christian living.

- seek to develop individuals who are committed to Jesus Christ as Lord, who are engaged in service and leadership in a biblically faithful local church, and who have a compelling concern for reaching the unconverted with the Gospel.

- are steadfastly committed to remaining faithful to the biblical doctrine and principles in our founding charter.

- develop a constituency of regenerated students who have adequate preparation to profit from a Christian college education.

OPRA Relationship to BJU

BJU's Policy Manual informs OPRA's scope and work regarding assessment and other tasks related to strategic planning.

OPRA reports directly to the Executive Vice President for Academic Affairs. OPRA's Senior Director and the Director of Assessment sit on Academic Council, on the Branding Team, and on other committees as required.

OPRA's Organizational Relationship to Governance Structure
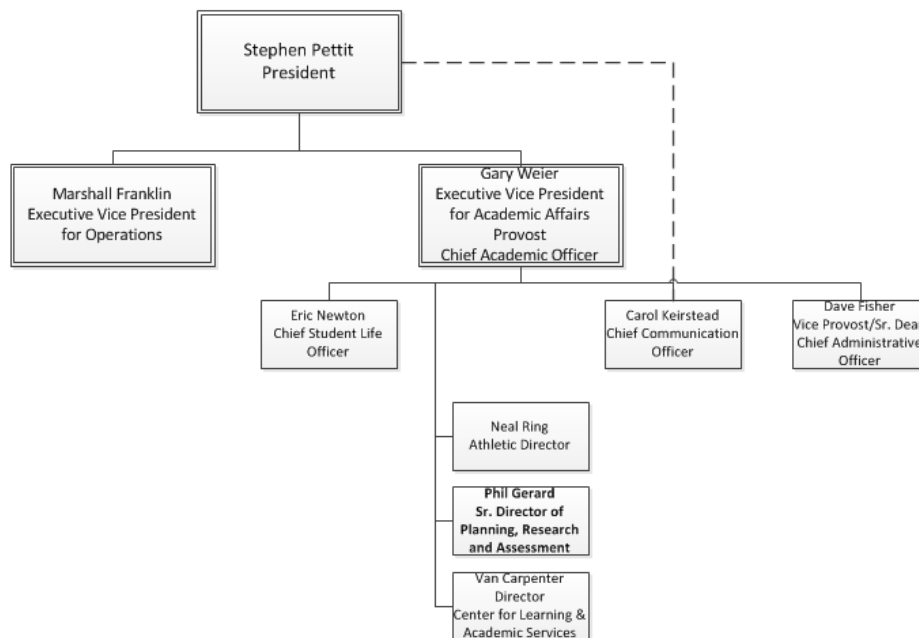
Transnational Association of Christian Colleges and Schools

BJU is accredited through the Transnational Association of Christian Colleges and Schools (TRACS) [15935 Forest Road, Forest, VA 24551; Telephone: (434) 525-9539; email: info@tracs.org]. Accreditation Manual section H details specific institutional effectiveness processes required for membership. Significant required activities include research and planning along with evaluation and outcomes assessment. TRACS re-affirmed BJU accreditation status in November 2011 for a period of ten years.

OPRA executes projects and produces reports to meet TRACS' standards.

Program-Specific Accrediting Organizations

Select BJU academic programs are accredited through various state and national organizations. OPRA supports deans, division chairs, and faculty by providing data as needed and requested to fulfil the requirements of the respective accreditors.

Strategic Planning Model

Bob Jones University implements a five-year data-informed strategic planning model that defines strategic themes for the entire organization. In addition, the model includes annual updates, which define strategic initiatives that give direction to administrators and their departments. By executing the model, BJU operationalizes the mission and thereby insures that departments work in cooperation with one another.

OPRA assesses the extent to which BJU achieved the previous strategic plan. Results appear in the Annual Planning report which includes annual update data and strategic planning assessment data.

Annual updates require assessment data from the previous year, planning in the current year, and then execution in the following year. Steps are depicted in the graphic and tables below. Complexity stems from overlap between annual updates and is depicted in the table Single Year Annual Planning and Budgeting Cycle. Specific dates are approximate and represent generally the time period of the activity. The Annual Planning Report, produced by OPRA from assessment data and departmental/school reports, informs both strategic planning and annual updates. OPRA also facilitates the creation of mission statements, key performance indicators, outcomes, and initiatives for business units and academic programs.

Management of the budgeting process is the responsibility of the Chief Financial Officer.
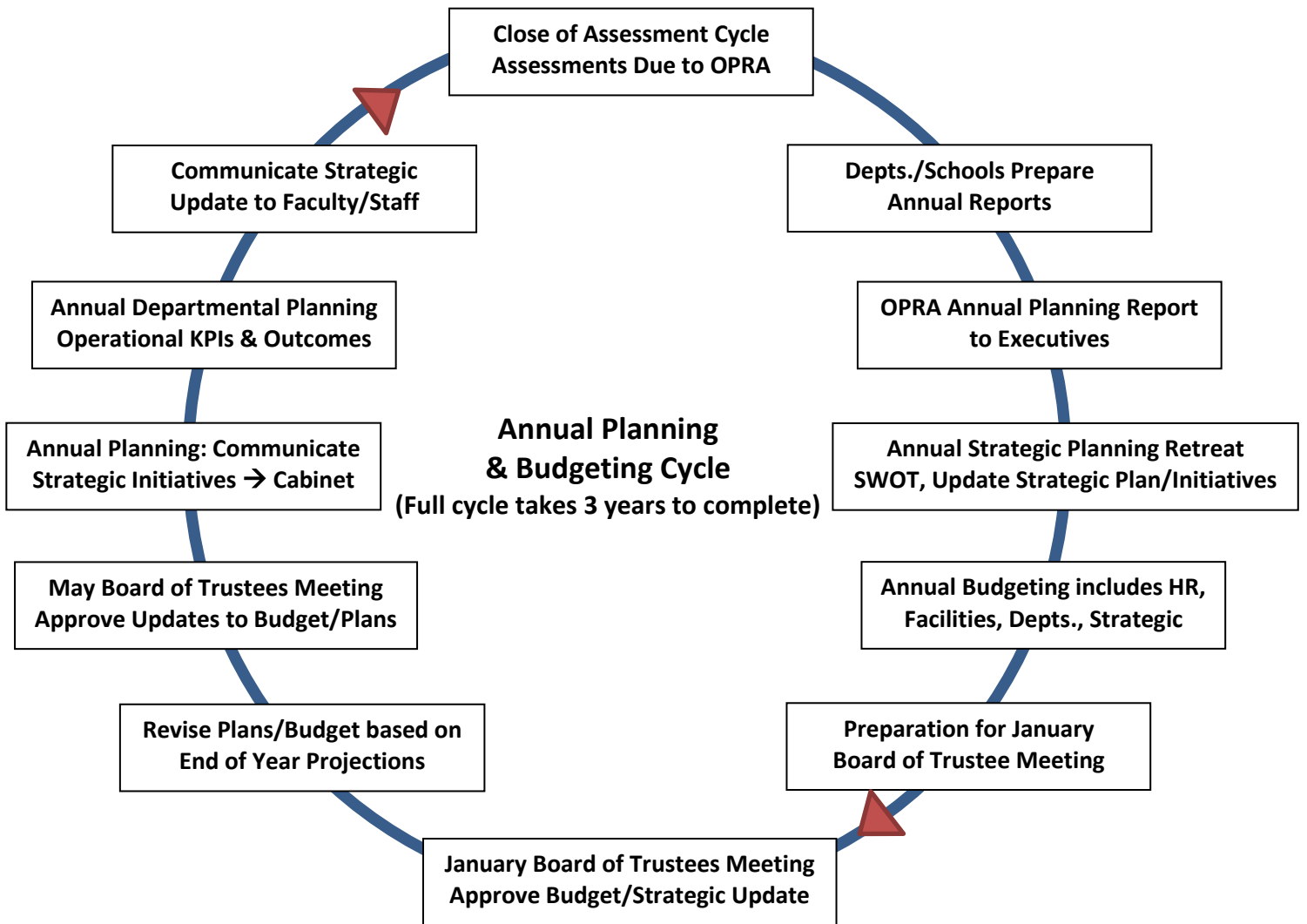
OPRA works with executives, cabinet, and multiple business units to execute the planning model.

Full Annual Planning and Budgeting Cycle

| DATES	EVENT	EXECUTIVES	CABINET	DEANS/DIR	OPRA
May 31		Assessment Cycle Ends	Assessment Cycle Ends	Assessment Cycle Ends	Begin compiling Annual Planning Report
July 1	Fiscal Year begins				
July-August, 2014			Prepare Departmental Annual Reports	Prepare School Annual Reports	
September 1	School Year begins	Receive Annual Planning Report for from OPRA			Deliver Annual Planning Report to Executives
September	Annual Strategic Planning Retreat	Analyze SWOT using Annual Reports and Update Strategic Plan & Initiatives	Participate in Annual Strategic Planning as needed	Participate in Annual Strategic Planning as needed	
October-December		Project HR/Facility Needs; Complete Institutional and Strategic Budget	Project HR/Facility Needs; Complete Capital and Dept Budgets	Project HR/Facility Needs; Complete Capital and Dept Budgets	
December-January 1		Prepare for January Board Meeting: Budget and Update to Strategic Plan	Prepare for January Board Meeting: Budget and Update to Strategic Plan		
Early January	Board of Trustee Meeting	Deliver Budget and Strategic Update to Board	Deliver Budget and Strategic Update to Board		
February-May 1		Revise Budget and Plans based on end of year data & projections	Revise Budget and Plans based on end of year data & projections		
Early May	Board of Trustee Meeting	Deliver Updates to Budget and Plans	Deliver Updates to Budget and Plans		
May-June	Extended Cabinet Meeting	Assign Strategic Initiatives to Cabinet	Clarify Strategic Initiatives with Executives		
June			Assign Strategic Initiatives to Depts	Clarify Strategic Initiatives with Cabinet Officers	
June-Early August				Update Dept Operational KPIs and Define Outcomes and Initiatives	Facilitate Dept Mission, Activities, KPIs, Outcomes and Initiatives
Late August	Opening Meeting	Communicate Strategic Update/Initiatives with Faculty and Staff			
May 31		Complete Strategic Initiatives and Report Assessments	Complete Strategic Initiatives and Report Assessments	Complete Operational Outcomes and Report Assessments	

Single Year Annual Planning and Budgeting Cycle

DATES	EVENT	EXECUTIVES	CABINET	DEANS/DIR	OPRA
May 31		Year 0 Assessment Cycle Ends	Year 0 Assessment Cycle Ends	Year 0 Assessment Cycle Ends	Begin compiling Annual Report based on Year 0
May-June	Extended Cabinet Meeting	Assign Year 1 Strategic Initiatives to Cabinet	Clarify Year 1 Initiatives with Executives		
June			Assign Year 1 Strategic Initiatives to Depts	Clarify Year 1 Initiatives with Cabinet Officers	
June-Early August				Update Dept Operational KPIs and Define Year 1 Outcomes and Initiatives	Facilitate Year 1 Dept Mission, Activities, KPIs, Outcomes and Initiatives
July 1	Fiscal Year begins				
July-August			Prepare Departmental Annual Reports	Prepare School Annual Reports	
Late August	Opening Meeting	Communicate Strategic Update/Initiatives with Faculty and Staff			
September 1	School Year begins	Receive Annual Planning Report for Year 2 from OPRA			Deliver Annual Planning Report for Year 2 to Executives
September	Annual Strategic Planning Retreat	Perform SWOT using Annual Report and Update Strategic Plan & Initiatives for Year 2			
October-December		Project Year 2 HR/Facility Needs; Complete Year 2 Institutional and Strategic Budget	Project Year 2 HR/Facility Needs; Complete Year 2 Capital and Dept Budgets	Project Year 2 HR/Facility Needs; Complete Year 2 Capital and Dept Budgets	
December-January 1		Prepare for January Board Meeting: Year 2 Budget and Update to Strategic Plan	Prepare for January Board Meeting: Year 2 Budget and Update to Strategic Plan		
Early January	Board of Trustee Meeting	Deliver Year 2 Budget and Strategic Update to Board	Deliver Year 2 Budget and Strategic Update to Board		
February-May 1		Revise Year 2 Budget and Plans based on end of Year 1 data & projections	Revise Year 2 Budget and Plans based on end of Year 1 data & projections		
Early May	Board of Trustee Meeting	Deliver Updates to Year 2 Budget and Plans	Deliver Updates to Year 2 Budget and Plans		
May 31		Complete Year 1 Strategic Initiatives and Report Assessments	Complete Year 1 Strategic Initiatives and Report Assessments	Complete Year 1 Operational Outcomes and Report Assessments	

Annual Planning & Budgeting Cycle
(Full cycle takes 3 years to complete)

Close of Assessment Cycle
Assessments Due to OPRA

Depts./Schools Prepare
Annual Reports

OPRA Annual Planning Report
to Executives

Annual Strategic Planning Retreat
SWOT, Update Strategic Plan/Initiatives

Annual Budgeting includes HR,
Facilities, Depts., Strategic

Preparation for January
Board of Trustee Meeting

January Board of Trustees Meeting
Approve Budget/Strategic Update

Revise Plans/Budget based on
End of Year Projections

May Board of Trustees Meeting
Approve Updates to Budget/Plans

Annual Planning: Communicate
Strategic Initiatives → Cabinet

Annual Departmental Planning
Operational KPIs & Outcomes

Communicate Strategic
Update to Faculty/Staff

General Assessment Model

Bob Jones University uses a cyclical process model for most assessment activities that reflects standard practice in higher education. By completing one or more full cycles, organizations improve or demonstrate high levels of performance. Yearly assessment reports, including any financial and strategic planning implications, contribute to the Annual Planning Report. The following components structure assessment at all levels of the organization including educational programs, administrative support services, academic and student support services, and community service organizations. Components may vary depending upon the nature of the organization.

1. **Mission Statements:** Broad statements of philosophy, direction, or purpose that align to the University directly or to the parent organization. Mission statements are generally static over multiple assessment cycles.

2. **Goals or Outcomes:** Specific actions or aspirations to fulfil the mission and to shape all activities within the organization.

3. **Assessment Method or KPI's:** Measurable activity aligned to a goal or outcome that indicates whether or not the organization achieved the goal or outcome.

4. **Criteria for Success:** Pre-determined benchmarks to indicate the extent to which the organization meets the assessment method. Criteria are most often expressed as number, percentage, or date.

5. **Assessment Results:** Statement and explanation of the organization's success at meeting the goal or outcome based on the assessment method and criteria.

6. **Use of Results/Work Plans:** Explanation of how the organization will use the assessment results to improve performance. Work plans result in modification to goals/outcomes, assessment methods, or criteria. Thus, work plans are often executed in the form of outcomes in the following year.
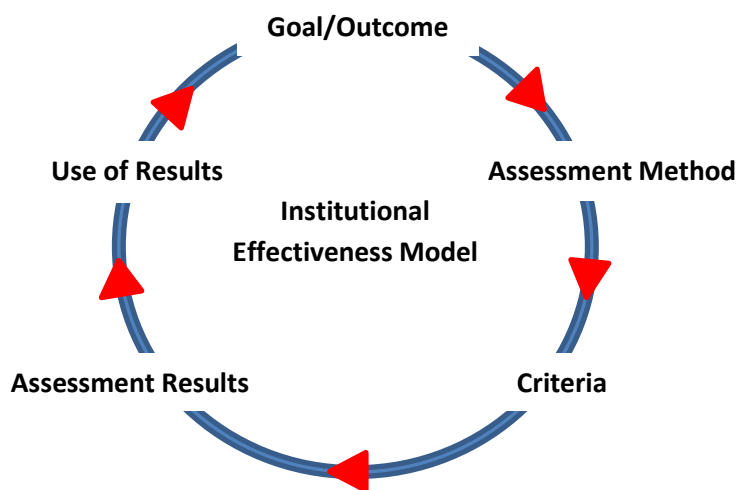
Mission Assessment Model

The Board of Trustees reviews the mission statement at least every five years. It also reviews the university's philosophy of education on the same basis.

The Office of Planning, Research and Assessment assesses achievement of the University's mission on a yearly basis. Results of the assessment form one part of the Annual Planning Report used at the Annual Planning Retreat. Strategic plans and initiatives are then adjusted as needed to accomplish the mission.

OPRA uses a multi-faceted approach to mission assessment which reflects best practice in higher education. The model depends upon data, results, and analysis from three broad-based assessment groupings.
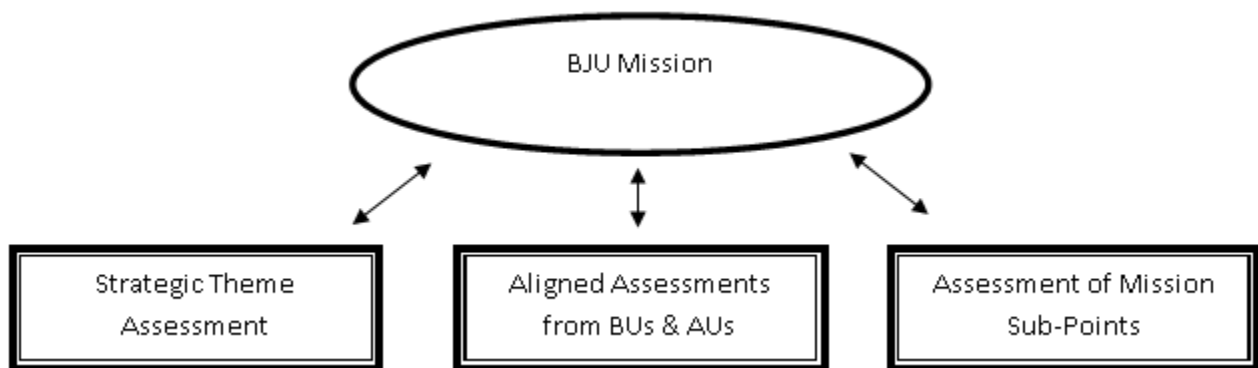
Strategic Theme Assessment: BJU executes multiple Strategic Initiatives to accomplish the Strategic Themes which explain the Strategic Plan. As part of the planning process, executives and administrators assign Strategic Initiatives or projects to specific departments or individuals. OPRA collates assessment data for each project and aides executives in analyzing the results. Mission effectiveness, in part, depends upon the extent to which the University accomplishes the Strategic Themes.

Aligned Assessments from Business Units and Academic Units: BJU requires all assessed units to publish goals aligned to the supervisory unit or to the BJU expanded mission statement. Each unit assesses their goals in accordance with the Academic Program Assessment Policy or the Business-Unit Assessment Policy. OPRA assists business units and academic programs with the assessment of their goals. OPRA analyzes and audits the assessment results. Assessed units, by meeting their goals, support the accomplishment of BJU's mission.

Assessment of Mission Sub-Points: OPRA identifies various statistical reports, survey data, and assessment results that directly align to one or more of the eleven sub-points in the BJU Mission Statement. At the end of the assessment cycle, executives use data from OPRA's analysis and evaluation to determine the extent to which BJU accomplishes its mission.

The following table identifies typical assessments for each sub-point. Some items are under development. All may be modified or improved as needed by OPRA for maximum effectiveness.

Mission Sub-Points Assessment

Mission Sub-Point	Assessments
MS 1.1 Educate regenerate men and women of varying educational backgrounds and proficiencies from across the nation and around the world.	Report: Student body profile • Regenerate—Admissions report • Background—Type of HS • Proficiencies—ACT scores • Nation & world—Listing of states and countries in student body
MS 1.2 Educate the whole person through a biblically-integrated liberal arts curriculum.	Bible test results CLA test results BJU Core /Capstone Assessment reports
MS 1.3 Equip individuals with a biblical worldview and with the ability to defend that worldview.	BJU Core /Capstone Assessment reports Student Life Bible Application Assessment SOR Assessments (alignment)
MS 1.4 Offer programs leading to undergraduate and graduate degrees in a range of disciplines in a residential environment supplemented by distance learning and professional development opportunities.	BJU Catalog Program Review (Alignment Section)
MS 1.5 Foster spiritual, intellectual, social and physical development and cultural expansion of the individual.	Spiritual development: Student survey data Intellectual development: Program assessment results Social development: Advanced Privileges data; Dining Common Survey Physical development: Percentage of student participating in sports Cultural expansion: Attendance reports for Fine Arts activities
MS 1.6 Are committed to excellence in teaching by a godly, competent and professional faculty who are dedicated to furthering the University's mission.	Course Evaluation Results F/S Survey results (committed to mission) FDAS participation
MS 2.1 Emphasize excellence and hold students accountable to pursue it for the purpose of developing character.	Student Life Character Survey-Analysis
MS 2.2 Teach individuals to apply the Scriptures to practical Christian living.	Student Life Bible Application Assessment (under development) School of Religion aligned assessments

Mission Sub-Point	Assessments
MS 2.3 Seek to develop individuals who are committed to Jesus Christ as Lord, who are engaged in service and leadership in a biblically faithful local church, and who have a compelling concern for reaching the unconverted with the Gospel.	Outreach Reports and Analysis
MS 2.4 Are steadfastly committed to remaining faithful to the biblical doctrine and principles in our founding charter.	F/S Survey results (Does BJU fulfil mission) Alumni Survey results (Does BJU fulfil mission)
MS 2.5 Develop a constituency of regenerated students who have adequate preparation to profit from a Christian college education.	Students coming to BJU as a result of BJUP. Students coming to BJU as a result of BJA.

Major Activities

OPRA plans, executes, and analyzes results from the following activities to assess the mission and to aid strategic planning processes. The Annual Planning Report contains pertinent results. Executives use the Annual Planning Report during a planning retreat to start strategic plan update processes for the following year. Dates for each deliverable may vary from year to year.

Deliverable	Start	Results Due	Report
Assessment: Service	1-Jul	15-May	15-Jun
Assessment: Academic Programs	1-Jul	1-Jun	15-Jun
Assessment: BJU Core	1-Jul	1-Jun	15-Jun
Assessment: Business Units	1-Jul	15-May	15-Jun
Assessment: Community Service	1-Jul	15-May	15-Jun
Assessment: Student Success	1-Jul	15-May	15-Jun
Reviews: Program	1-Aug	1-Apr	15-May
Reviews: Division	1-Aug	1-Jan	1-Feb
Strategic Themes	1-Jul	1-Jun	1-July
Survey: Faculty/Staff Satisfaction	1-Feb	1-Apr	15-Jun
Survey: Alumni	1-Jan	1-Mar	1-Apr
Survey: General Student	1-Feb	1-Apr	15-Jun
Survey: New Student	1-Jul	1-Sept	1-Oct
Annual Departmental Reports	1-Jul	1 Jun	1-July
Annual Planning Report			1-Sept

Activity Details

Name:	**Academic Program Assessment**
Purpose(s):	1. Demonstrate program effectiveness 2. Improve programs as needed
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 1
Manager:	Director of Assessment
Participants:	Deans, division chairs, faculty
Policy:	BJU Policy Manual, Vol. V
Scope:	All academic programs appearing in the BJU Catalog, including majors, stand-alone minors, certificate, and any other organized curricula, are subject to Academic Program Assessment. Both program learning outcomes and program management outcomes are included in the assessment.
Procedures:	1. OPRA provides assessment data and audit results from previous year. (Faculty and leadership also have access to data through the assessment software.) 2. Executives and administrators identify program management outcomes common to all programs. 3. Faculty update Assessment Plans (outcomes, assessment methods, and criteria) by October 1. 4. Faculty produce Assessment Results (results, action plans, and executive summary) by May 15 or earlier. 5. OPRA audits Assessment Results and assessment procedures. Audit results are shared with program coordinators and administrators. 6. OPRA summarizes results for executives and administrators. 7. OPRA adjusts procedures for the following year as needed.
Deliverables:	1. Assessment reports from all academic programs 2. End of year audit report by OPRA 3. Executive summary for administrators and executives by OPRA
Results Distribution:	Executives, administrators, deans, division chairs, program coordinators, and faculty receive results prior to beginning of the fall semester.
Results Use:	Results are used to monitor program quality and to make improvements as needed. Summarized results contribute to Annual Planning Report.
Document Location:	OPRA directory

Name:	**BJU Core Assessment**
Purpose(s):	1. Demonstrate student achievement in the BJU Core. 2. Improve BJU Core as needed.
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 15
Manager:	Director of Assessment

Participants:	BJU Core Team, Academic Council, OPRA
Policy:	BJU Policy Manual, Vol. V
Scope:	The BJU Core's goals and outcomes are assessed each year through multiple means. Faculty assess core learning outcomes by course-embedded instruments. OPRA administers the Collegiate Learning Assessment to a sample of freshman and seniors to assess Core goals. Nearly all freshman and seniors take the BJU Bible Test to measure the Core's Bible goals. Portions of the General Student Survey and Alumni Survey provide data concerning student perceptions of the Core. Every five years, the BJU Core Team in conjunction with OPRA executes a modified program review similar to other academic programs. The BJU Core Team reviews assessment data and makes recommendations to Academic Council about the Core. OPRA and the BJU Core Team audits results from Core assessments and adjust procedures as needed.

Procedures:	1. Core learning outcomes
	    a. See procedures for Academic Program Assessment.
	 2. Collegiate Learning Assessment (CLA)
	    a. OPRA executes a contract with CLA for cross-sectional test administration.
	    b. OPRA invites freshman to take the CLA in the fall and selects 100 participants representing all academic divisions. Those completing the test receive privileges to register for classes with the seniors for the following semester.
	    c. OPRA administers the test at two different times in the fall to accommodate the student's schedules.
	    d. OPRA invites seniors to take the test in the spring and selects 100 participants. Seniors may receive a financial incentive to take the test.
	    e. OPRA administers the test multiple times in the spring to accommodate the student's schedules.
	    f. OPRA receives, interprets, and disseminates test results to the BJU Core Team, Academic Council, and faculty.
	 3. BJU Bible Test
	    a. OPRA partners with faculty in the School of Religion to administer the BJU Bible Test to freshman in the fall and to seniors in the spring.
	    b. OPRA scores the tests and provides results to the BJU Core Team and to faculty.
	    c. OPRA performs item analysis on test questions and works with Bible faculty to make improvements as needed.
	 4. Student Survey and Alumni Survey Data
	    a. See procedures for surveys in other sections of this document.
	    b. Appropriate sections of the survey are included in the BJU Core Status Report for most years.

Deliverables:	1. BJU Core Status Report 2. CLA Results Report 3. BJU Bible Test Report

Results Distribution:	Executives, administrators, and faculty. Most results are posted on the OPRA website (in development).
Results Use:	Results are used to monitor Core quality and to make improvements as needed. Summarized results contribute the Annual Planning Report. Marketing may use select results for promotion of the Core and University.
Related Tasks:	
Document Location:	OPRA directory

Name:	**Business Unit Assessment**
Purpose(s):	1. Improve the quality of administrative, academic support and student support organizations which complement the academic enterprise at Bob Jones University. 2. Demonstrate the efficiency and effectiveness of academic and operational support organizations.
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 15
Manager:	Manager of Staff Assessment
Participants:	Cabinet, administrators, directors, staff managers, OPRA
Policy:	BJU Policy Manual
Scope:	All academic and operational support organizations
Procedures:	1. OPRA provides each unit with a folder containing previous assessment results as well as a collaborative worksheet for new assessment cycle. 2. Unit managers review and update unit Mission and Core Functions. 3. Unit managers use information gleaned from the previous year's results to establish or modify KPI's for each unit Core Function. 4. Unit managers identify one or more Initiatives for each KPI. 5. Unit managers execute Initiatives and collect relevant data as necessary to achieve KPI target and substantiate results. 6. Unit managers collect final assessment results in May, analyze results in order to produce new or adjusted KPI's and Initiatives for the following year, and upload evidence supporting results. 7. OPRA reviews final results with each unit Manager to ensure accuracy and completeness. 8. OPRA audits assessment results and assessment procedures. Audit results are shared with unit managers and administrators. 9. OPRA summarizes results for executives and administrators. 10. OPRA adjusts procedures and provides training for the following year as needed.
Deliverables:	1. Assessment reports from all administrative, academic support and student support organizations 2. End of year audit report by OPRA 3. Executive summary for administrators and executives by OPRA
Results Distribution:	Cabinet, administrators, staff managers
Results Use:	Summarized results contribute to the Annual Report.

Related Tasks:	
Document Location:	OPRA directory

Name:	**Community Service Assessment**
Purpose(s):	1. Improve the quality community service initiatives which complement the academic enterprise at Bob Jones University. 2. Demonstrate the efficiency and effectiveness of community service initiatives.
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 15
Manager:	Manager of Staff Assessment
Participants:	Cabinet, administrators, staff managers, OPRA
Policy:	
Scope:	Community service organizations
Procedures:	1. OPRA provides assessment data and audit results from previous year. 2. Community service managers establish or modify outcomes for service goals. 3. Community service managers identify or create at least one assessment method and criteria for each outcome. 4. Community service managers collect final assessment results in May and produce work plans for the following year based on the results. 5. OPRA inputs data into the assessment software. 6. OPRA audits assessment results and assessment procedures. Audit results are shared with community service managers and administrators. 7. OPRA summarizes results for executives and administrators. 8. OPRA adjusts procedures and provides training for the following year as needed.
Deliverables:	1. Assessment reports from community service organizations 2. End of year audit report by OPRA 3. Executive summary for administrators and executives by OPRA
Results Distribution:	Cabinet, administrators, staff managers
Results Use:	Summarized results contribute to the Annual Report.
Related Tasks:	
Document Location:	OPRA directory

Name:	**Student Success**
Purpose(s):	1. Document student success across multiple years 2. Evaluate and improve student success as needed 3. Provide marketing data to appropriate BJU business units
Frequency:	Yearly
Start Date:	July 1
Due Date:	May 15
Manager:	Director of Assessment
Participants:	OPRA, deans, division chairs, and faculty

Policy:	BJU Policy Manual, vol. V
Scope:	Enrollment Rates
	Freshman to Sophomore retention rates for first-time, first-year bachelor-degree seeking students
	Four-year retention rates for first-time, first-year bachelor-degree seeking students
	4 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)
	5 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)
	6 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)
	Graduate Placement (either grad school or employment)
	Course Completion Rates (all courses by semester)
	CPA Examination (all sections, all takers)
	NCLEX-RN (all takers)
	PRAXIS II (all takers):
	National Council of Strength and Fitness Personal Training Certification
	Fundamentals of Engineering (all takers)
	ServSafe Food Protection Manager Certification Examination (all takers)
Procedures:	BJU sets specific goals for each student success measure
	1. Faculty, deans, and business units will supply yearly data to OPRA when the data is available or by May 15.
	2. OPRA will collate the data and evaluate results.
	3. OPRA will supply result and analysis to executives and appropriate business units as data is available.
	4. OPRA will report final results in the Annual Planning Report.
Deliverables:	Results reports to executives and business units.
	Executive summary of overall results for the Annual Planning Report.
Results Distribution:	Executives, administrators, deans, business units
Results Use:	See Purposes
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	**Program Review**
Purpose(s):	1. Demonstrate academic program quality.
	2. Improve academic programs as needed.
	3. Identify program resource needs.
Frequency:	Faculty review programs at five-year intervals. OPRA operates the Program Review cycle each year for approximately 20% of the academic programs.
Start Date:	August 1 or earlier
Due Date:	April 1 (self-study)
Manager:	Director of Assessment
Participants:	OPRA, deans, division chairs, and faculty
Policy:	BJU Policy Manual, vol. V
Scope:	Academic majors, stand-alone minors, certificate programs, institutes.

Procedures:	In 2013, OPRA revised the scope and procedures for program reviews. 2013-2014 reviews represent a transition from the previous process. The new model should be fully operational in 2015-2016.
	1. OPRA notifies deans about the upcoming review.
	2. OPRA trains faculty in the execution of the review.
	3. OPRA creates data reports for programs.
	4. Faculty execute a self-study for the program.
	5. Deans, division chairs, and external reviewers critique the self-study.
	6. Faculty revise the self-study as needed.
	7. Faculty present the review to the school or division.
	8. Deans present action items from the review to Academic Council for approval.
	9. OPRA collates review data into the Annual Planning Report.
	10. OPRA audits the process.
Deliverables:	Completed program reviews.
	Executive summary of overall results for the Annual Planning Report.
	OPRA audit.
Results Distribution:	Executives, administrators, program faculty
Results Use:	See Purposes
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	**Division Reviews**
Purpose(s):	1. Demonstrate division quality.
	2. Improve divisions as needed.
	3. Identify division resource needs.
Frequency:	Division chairs and faculty review divisions at five-year intervals. OPRA operates the Division Review cycle each year for approximately 33% of the academic divisions.
Start Date:	August 1 or earlier
Due Date:	Jan 1
Manager:	Director of Assessment
Participants:	OPRA, dean, division chair, faculty
Policy:	
Scope:	Academic divisions
Procedures:	1. OPRA publishes the division review template in the summer.
	2. Division chairs execute the review.
	3. OPRA summarizes recommendations for Academic Council and executives.
	4. OPRA audits the process
Deliverables:	Division Review
Results Distribution:	Executives, Academic Council, faculty
Results Use:	See Purposes
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	**Strategic Themes**
Purpose(s):	1. Maintain institutional focus on the Strategic Plan. 2. Evaluate the attainment of the Strategic Plan.
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 1
Manager:	Director of Assessment
Participants:	Director of Staff Assessment, cabinet, administrators, department heads
Policy:	OPRA Manual
Scope:	All Strategic Initiatives connected to Strategic Themes
Procedures:	1. Execute general assessment activities as noted in this manual. 2. Meet with executives to assess progress on the themes. 3. Collate all results into the final report by mid-June.
Deliverables:	Strategic Plan Assessment Report
Results Distribution:	Executives, cabinet
Results Use:	
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	**Faculty/Staff Satisfaction Survey**
Purpose(s):	1. Evaluate attitudinal trends among faculty and staff in regard to the mission, operations, and success of the University. 2. Analyze faculty and staff commitment to the University. 3. Understand factors leading to faculty and staff attrition.
Frequency:	Every other year (generally on odd numbered years)
Start Date:	February 1
Due Date:	June 30
Manager:	Director of Institutional Effectiveness
Participants:	OPRA, Director of Assessment, Executives, Cabinet, Chief Communication Officer, external consultant (as needed)
Policy:	
Scope:	All current faculty and staff
Procedures:	1. OPRA reviews the previous survey to propose improvements. 2. OPRA organizes a planning meeting to ascertain current issues to include in the survey. 3. OPRA produces a draft of the survey. 4. Executives and cabinet revise the survey. 5. OPRA creates the final version of the survey. 6. OPRA or a third-party distributes the survey to faculty and staff and collects results. 7. OPRA analyzes and distributes results. 8. Executives and Cabinet create action items for improvement based on the results.
Deliverables:	Faculty/Staff Satisfaction Survey Report
Results Distribution:	Board, Executives, Cabinet, Administrators
Results Use:	Findings from the survey are incorporated into the Annual Planning Report.

Related Tasks:	
Document Location:	OPRA directory

Name:	**Alumni Survey**
Purpose(s):	1. Analyze alumni perception in regard to the mission and success of the University. 2. Analyze alumni attitudes about the perceived value of their experience at BJU. 3. Understand alumni perceptions about the Alumni Association and other contact points with the University.
Frequency:	Yearly
Start Date:	January 1
Due Date:	April 1
Manager:	Director of Institutional Effectiveness
Participants:	OPRA, Director of Assessment, Cabinet, Chief Communication Officer, Director of Alumni Association
Policy:	
Scope:	Alumni graduating the previous year, five years, and eight years
Procedures:	1. OPRA reviews the previous survey to propose improvements. 2. OPRA organizes a planning meeting to ascertain current issues to include in the survey. 3. OPRA produces a draft of the survey. 4. Chief Communication Officer and Director of Alumni Association revise the survey. 5. OPRA creates the final version of the survey. 6. OPRA or a third-party distributes the survey to alumni and collects results. 7. OPRA analyzes and distributes results. 8. OPRA suggests action items for improvement based on the results.
Deliverables:	Alumni Survey Report
Results Distribution:	Board, Executives, Cabinet, Administrators, Director of the Alumni Association
Results Use:	Findings from the survey are incorporated into the Annual Planning Report.
Related Tasks:	
Document Location:	OPRA directory

Name:	**General Student Survey**
Purpose(s):	1. Analyze student perception in regard to the mission and success of the University. 2. Analyze student attitudes about the perceived value of their experiences at BJU.
Frequency:	Yearly
Start Date:	February 1
Due Date:	June 15
Manager:	Director of Institutional Effectiveness

Participants:	OPRA, Director of Assessment, Cabinet, Chief Communication Officer, Chief Student Life Officer
Policy:	
Scope:	All students
Procedures:	1. OPRA reviews the previous survey to propose improvements. 2. OPRA organizes a planning meeting to ascertain current issues to include in the survey. 3. OPRA produces a draft of the survey. 4. Chief Communication Officer and Chief Student Life Officer revise the survey. 5. OPRA creates the final version of the survey. 6. OPRA distributes the survey to students and collects results. 7. OPRA analyzes and distributes results. 8. OPRA suggests action items for improvement based on the results.
Deliverables:	General Student Survey Report
Results Distribution:	Executives, Cabinet, Administrators, Student Life Staff
Results Use:	Findings from the survey are incorporated into the Annual Planning Report.
Related Tasks:	
Document Location:	OPRA directory

Name:	**New Student Survey**
Purpose(s):	1. Understand factors that influenced students to enroll at BJU. 2. Understand reasons for earning a college degree. 3. Analyze the effectiveness of enrollment programs and processes. (Survey needs to be more narrowly focused and re-worked to eliminate overlap with other data.)
Frequency:	Yearly
Start Date:	July 1 (prior to the beginning of the fall semester)
Due Date:	October 1 (analysis of results)
Manager:	Director of Institutional Effectiveness
Participants:	OPRA, Director of Assessment, Enrollment Planning, Cabinet, Chief Student Life Officer
Policy:	
Scope:	All new incoming freshman
Procedures:	1. OPRA reviews the previous survey to propose improvements. 2. OPRA organizes a planning meeting to ascertain current issues to include in the survey. 3. OPRA produces a draft of the survey. 4. Enrollment planning and student life suggest revisions to the survey. 5. OPRA creates the final version of the survey. 6. OPRA distributes the survey to students and collects results. 7. OPRA analyzes and distributes results. 8. OPRA suggests action items for improvement based on the results.
Deliverables:	New Student Survey Report
Results Distribution:	Board, Executives, Cabinet, Administrators, Enrollment Planning, Student Life Staff

Results Use:	Findings from the survey are incorporated into the Annual Planning Report.
Related Tasks:	
Document Location:	OPRA directory

Name:	**Annual Departmental Reports** (under development)
Purpose(s):	1. Provide an overview of yearly activity and results. 2. Report on KPI attainment. 3. Input departmental planning into the overall strategic planning process.
Frequency:	Yearly
Start Date:	July 1
Due Date:	June 1
Manager:	Manager of Staff Assessment
Participants:	OPRA, Director of Assessment, Cabinet, Directors
Policy:	
Scope:	All assessed business units. Schools provide report for academic programs.
Procedures:	1. OPRA produces a template for annual reports. 2. OPRA populates the reports with data as appropriate for the unit. 3. Unit leadership completes the reports. 4. OPRA collates and summarizes results.
Deliverables:	Annual Departmental Report from assessed units
Results Distribution:	Executives, Cabinet, Administrators
Results Use:	Annual Planning Report
Related Tasks:	
Document Location:	OPRA directory

Name:	**Annual Planning Report**
Purpose(s):	1. Collate results from yearly assessment activities. 2. Provide input for the assessment of mission effectiveness. 3. Provide input for strategic planning.
Frequency:	Yearly
Start Date:	On going
Due Date:	September 1
Manager:	Director of Institutional Effectiveness
Participants:	OPRA, Director of Assessment, Executives, Cabinet, Directors
Policy:	
Scope:	All assessed business units and statistical reports
Procedures:	1. OPRA and executives review content of previous Annual Planning Report to inform the content areas for the following year's report. 2. OPRA collects data and reports through the year. 3. OPRA makes observations and recommendations about the data and reports. 4. OPRA authors the Annual Planning Report for executive review and comment. 5. OPRA authors the final Annual Planning Report.
Deliverables:	Final Annual Planning Report

Results Distribution:	Executives
Results Use:	Informs strategic planning
Related Tasks:	
Document Location:	OPRA directory