



NEW SAINT  
ANDREWS  
COLLEGE

# INSTITUTIONAL RESEARCH & ASSESSMENT PLAN

PLAN OVERVIEW

Presented for Board Approval May 2019



## GOALS OF THE INSTITUTIONAL RESEARCH & ASSESSMENT PLAN

### TRACS Related

1. Ensure Clarity and Unity on the Mission, Vision, and Institutional Objectives
2. Ensure ongoing Board Governance and Development
3. Ensure Compliance with TRACS Reporting Requirements

### Students

4. Understand Student Demographics and Performance
5. Improve Recruitment of New Students
6. Improve Student Retention and Graduation Rates
7. Improve Student Learning
8. Improve Graduate Success in Careers & Callings

### Alumni

9. Understand Alumni Demographics and Performance
10. Improve Alumni Support & Contributions to the College

### Faculty

11. Understand Faculty Credentials and Positioning
12. Improve Faculty Teaching Performance
13. Improve Faculty Unity and Morale
14. Improve Library Support of Academics

### Administrative

15. Develop Effective and Efficient Uses of Institutional Resources based on Data Driven Strategic Planning
16. Ensure Policies and Publications are Current and Correct
17. Improve Fundraising
18. Build Institutional Reputation and External Relations with Schools, Churches & Businesses
19. Maintain Adequate and Safe Facilities

<i>Area Evaluated</i>	<i>Board Approved Ends, Policies or Goals</i>	<i>Assessment Tools or Measures</i>	<i>Data Collection by Assessment</i>	<i>Findings</i>	<i>Resolution</i>
<b><i>TRACS Related (1)</i></b>	1-Board approval of Mission Statement and related objectives  2-Clarity of mission/vision by faculty, other employees, and students	1-Board Minutes  2-Workplace (odd years) and Student Experience (even years) surveys, and annual Recruitment Surveys	1-Review Board Minutes  2- Review and analyze survey results		
<b><i>TRACS Related (2)</i></b>	The Board’s modified “policy governance model” (Carver) of board-development plans and a quarterly monitoring schedule for Global Ends and Executive Limitations is being adhered to, Presidential reports are being heard, the President is being evaluated annually, and the Board approves all official policies and publications	President’s Quarterly Reports  Board self-evaluation  Board development session	Review Board Minutes		
<b><i>TRACS Related (3)</i></b>	All TRACS required filings be made accurately and timely	Any TRACS submissions (AORs, Change Forms, etc.), Exec and Board minutes showing actions taken or contemplated that might require TRACS action, SARA filings showing our compliance with distance requirements	1-Review all documents being submitted to TRACS  2-Review all Board and Exec Minutes to see if any other submissions are necessary  3-Review all SARA filings		

<b>Students (4)</b>	Efficient use of human and financial resources (specifically those in the recruitment process)	Marketing and Recruiting plans and reports	Review and analysis of Marketing and Recruiting plans and reports		
<b>Students (5)</b>	Goal of ~60 incoming	Recruiting Survey	Review and analysis of Recruiting Survey responses		
<b>Students (6)</b>	Goal of 90% retention and 75% six-year graduation	Student Experience Survey (every even year), Course Evaluations, and Student Affairs listing of activities	Review and analysis of Student Experience and Course Evaluation responses, and Student Affairs listing of activities		
<b>Students (7)</b>	Goal of the highest quality education	1-Course Evaluations, Program Reviews (BA in AYE2019) (CCS in AYE2020) (MA in AYE2021) (MFA in AYE2022) (Music in AYE2023)  2-Capstone projects and Theology course	1-Review and analysis of Course Evaluation responses and Program Review  2-Observe thesis completion		
<b>Students (8)</b>	Graduate leaders	Life Beyond College (LBC) attendance, Internship Feedback forms	Review student involvement in LBC, Internship Feedback responses		
<b>Alumni (9)</b>	Base alumni efforts on data	Alumni survey (annual survey of 5 and 15 years out)	Review and analysis of Alumni Survey		
<b>Alumni (10)</b>	Cultivate an appreciation for classical Christian higher education in alumni	Alumni event attendance records and feedback, Giving Fuel records	Review and analysis of attendance records, feedback, and donation records		
<b>Faculty (11)</b>	1-60% full time, 60% terminal degrees, primarily a teaching college	1-IPEDS data	1-Review IPEDS data to determine progress towards goals		

	2-Efficient use of human and financial resources	2-Course loads, overload pay records	2-Review and analysis of course load and overload pay records		
<b>Faculty (12)</b>	Goal of the highest quality education	1-Peer Observations, Self- Evaluations, Dean's Evaluations forms  2-Syllabi review by the Curriculum Committee and Faculty	1-Review of faculty files to ensure annual evaluations  2-Review Faculty Minutes for Curriculum reports		
<b>Faculty (13)</b>	Unity of vision	1-Faculty Development materials and schedules  2-Workplace Survey (every odd year)	1-Review schedule of faculty development, and Faculty Minutes to note any discussion or actions taken  2-Review and analysis of Workplace Survey results		
<b>Faculty (14)</b>	Library support of the academic mission	1-Library Committee minutes, Circulation reports, modules for various classes, Research Workshop attendance records, Prologus materials  2-Course Evaluations, Workplace Survey (every odd year)	1-Review and analyze library reports; review Library Committee minutes  2-Review and analyze Course Evaluation and Workplace Survey responses		
<b>Administrative (15)</b>	Effective and efficient use of financial, physical, and personnel resources driven by data	1-Independent audited financial statements	1-Observe audit annually		

		<p>2-Budget projections, with appropriate interim updates showing year to date and budget to actual</p> <p>3-Tuition revenue estimate reports based on underlying tuition agreements and historical trends</p> <p>4-Strategic planning input documents</p> <p>5-Lessons Learned documents for major projects</p> <p>6-Annual personnel review forms</p> <p>7-Workplace satisfaction surveys (every odd year)</p>	<p>2-Review Board approval of the budget, and ensure at least semi-annual updates are prepared</p> <p>3- Review methodology of tuition revenue estimates</p> <p>4-Review and analyze strategic planning inputs; ensure they are reflected in the update of the Strategic Plan</p> <p>5-Review Lessons Learned documents and associated task lists; ensure their use to improve future years' performance</p> <p>6-Ensure that annual personnel reviews are performed and documented</p> <p>7-Review and analyze survey responses</p>		
<b>Administrative (16)</b>	Policies and procedures are current and correct	Minutes of Exec and Board meeting, updates made by the Registrar	Review minutes and the Registrar's update directory		
<b>Administrative (17)</b>	Decrease tuition dependence	Giving Fuel and other donation reports	Review reports		

<b><i>Administrative (18)</i></b>	Provide leadership to the ACCS, TRACS, and other professional entities in higher education	Presidential Board reports, attendance at conferences			
<b><i>Administrative (19)</i></b>	Protect personnel, records, and facilities	Emergency Plans, city filings, safety procedures, insurance contracts, and records management	<p>1-Review Emergency plan annually and ensure that it is posted and in the student handbooks</p> <p>2-Review city filings as appropriate</p> <p>3-Review insurance policies for physical assets and key man</p> <p>4-Observe physical safeguarding of records and review electronic backup procedures</p>		

<i>Data Collection Descriptions and Responsible Parties</i>			<i>Assessment Activity Schedule</i>			
<i>Assessment Tool or Measure</i>	<i>Responsible for Administration and/or Documentation</i>	<i>Responsible for Review or Analysis</i>	<i>Fall July-Aug-Sept</i>	<i>Winter Oct-Nov-Dec</i>	<i>Spring Jan-Feb-Mar</i>	<i>Summer Apr-May-June</i>
Board Minutes	Board Recorder	Assessment				All terms reviewed
Workplace survey (given in odd years)	Admin Desk	Assessment		AYE2021, 23		
Student Exp. Survey (given in even years)	Registrar	Assessment		AYE2020, 22, 24		
Recruitment survey	Recruiter	Assessment	Surveyed - Jerusalem	Review results		
President's reports	Pres/Board minutes	Assessment				All terms reviewed
Board self-evaluation	Board and Recorder	Assessment				All terms reviewed
Board development	Board and Recorder	Assessment				All terms reviewed
TRACS submissions and SARA filings	Registrar, Academic Dean, or President	Assessment	Review as submitted			
Marketing Plan and reports	Dir of Marketing	President, Assessment	Review Plan		Review report(s) and updates	
Recruiting Plan and reports	Recruiter		Review Plan		Review report(s) and updates	
Student Affairs listing of activities	Dir of Student Affairs	Assessment				All terms reviewed
Course Evaluations (selected courses each term)	Registrar, Academic Dean, Faculty	Academic Dean, Assessment				All terms reviewed
Program review (BA in AYE2019) (CCS in AYE2020) (MA in AYE2021) (MFA in AYE2022) (Music in AYE2023)	Curriculum Committee, Faculty, Academic Dean	Academic Dean, Assessment		Aid in development	Review as finalized	
Capstone Projects, Theology Course	Academic Dean, Faculty	Assessment	Observe theses defenses and submissions of theses/other capstone projects over all terms			
LBC sign-ups, completed Internship feedback forms	Student Affairs, various intern supervisors	Assessment				All terms reviewed



Alumni survey (grads 5 and 15 years after their graduation)	Alumni Affairs	Assessment	Surveyed - October	When responses are received from the October survey		
Alumni event attendance records and feedback	Alumni Affairs	Assessment			Review Chalcedon	
Giving Fuel records	Donor Management	Assessment			Review Chalcedon	
IPEDS	Registrar	Assessment		Review Oct filing	Review Feb filing	Review April filing
Course load and overload pay records	Academic Dean	Assessment	Review for Jerusalem term			
Peer observation, self-evaluation, and Dean's evaluation forms	Academic Dean	Assessment				Review after annual evaluation at the end of the school year
Faculty Development schedule and records	Academic Dean	Assessment			Review schedule and Faculty minutes	
Library Committee minutes, Circulation reports, workshop attendance records	Librarian	Library Committee, Assessment	Review previous year's records before classes begin			
Independent audited financial statements	Director of Finance and Operations	Board, President, Assessment		Review, and ensure TRACS copy is provided by deadline		
Budget projections and interim budget-to-actual updates	Director of Finance and Operations	Board, President, Assessment			Review and ensure their incorporation into budget inputs	
Tuition revenue estimate reports	Admissions, Director of Finance and Operations	President, Admissions			Review methodology; ensure correct input into budget	
Strategic Planning input documents	All direct reports	Director of Finance and Operations, Assessment			Review methodology; ensure correct input into budget	
Lessons Learned documents for major projects	Project teams	Assessment	Generate during Lessons Learned meetings		Ensure changes are being implemented	
Personnel review and evaluation forms	All managers of salaried employees	Assessment				Review personnel files for forms
Exec Minutes	Exec recorder	Assessment	Review as submitted			

Administrative Policies and Procedures (APPM) updates from the Registrar's update directory	Registrar	Assessment			Review in preparation for the Board's approval	
Attendance records from ACCS, TRACS, ABACC, etc.	Accounting clerk – travel expenses	Assessment				Review to assess attendance
Emergency Plan	Director of Finance and Operations				Review as part of the APPM review	
City filings	Director of Finance and Operations		Review as filed			
Insurance contracts	Director of Finance and Operations		Review to ensure renewal by appropriate deadlines			
Records management	Director of Finance and Operations		Review electronic backup procedures and observe safeguarding of physical records			