

REPORT SECTION B: STUDENT ASSESSMENT AND PROGRAM REVIEW

Over the past seven years, what did your department do and what did you learn relative to the college's Institutional Learning Outcomes, your departmental Program Learning Outcomes, and its Key Questions?

Please consider this from seven different perspectives:

1. Student Learning
2. Alumni Reflections
3. Curriculum Review
4. Program Sustainability and Adaptability
5. Contribution to Diversity
6. Additional Analysis

1. Student Learning

In this section of the report, the department should reflect on their students' learning over the preceding seven years. This is an opportunity for you to discuss whether your students are achieving the knowledge, skills, and virtues that you believe they should as a result of your program.

This discussion will focus on the assessment work you have done since the department's last seven-year program review report. It is advisable to collect both quantitative and qualitative data for your discussion. If you consider using student focus groups, click [here](#) for some tips. If you plan to survey your students, click [here](#) for suggestions.

Reflect on the evidence you have collected.

a. Substance

- Did your students meet the ILO standards or benchmarks?
- What did you learn about your students' learning relative to your department's PLOs? Did your students meet the standards or benchmarks you established (if appropriate)?
- How did your assessment of student learning relative to ILOs and PLOs help you address your department's Key Questions?
- What changes have you made and/or do you plan to make to improve student learning?

b. Assessment methodology

- Are your annual assessment results giving you useful information for improving your work?
- How effective are your current methods for truly assessing student achievement?
- What changes do you plan to make to improve your assessment work?

2. Student and Alumni Reflections

Surveying alumni has proved a useful way for many departments at Westmont to learn about how well they are accomplishing their goals.

- How happy are your majors with your program and specific aspects of it?
- How well did the program prepare them for life after Westmont including graduate school and careers?
- Did your program provide opportunities to apply disciplinary skills and knowledge and explore discipline-related interests?

Also think about how your alums might help you to answer your Key Questions.

The process is easier than you might think. A sample survey, with standard questions, has already been created in LimeSurvey. Look for the document entitled “How to Set-up and Administer your Alumni Survey via LimeSurvey” on that website. If you want to customize your survey, click [here](#) for the survey template. While working on your version of the Alumni Survey you may consider these useful [tips](#).

Every fall, the Registrar’s Office uploads the information about your alumni into the Demographic Data subfolder of your departmental Program Review Archives on Egnyte. Make the list of your alumni and send it to the Director of Alumni and Employer Relations for obtaining their most current email addresses. It is important to obtain this information right before you will be administering the survey. The alumni database is being constantly updated and you want to use the most current emails of your alumni. Survey only alumni who graduated in the past seven years.

It may be helpful for your department to conduct senior student focus group interviews and compare the results to the Alumni survey findings. Here are some [tips](#) for developing and administering focus groups.

3. Curriculum Review

This review provides an opportunity for the department to reexamine its curriculum to see if it is ideally configured for student success in the major and life beyond. If General Education courses constitute a significant part of your curriculum, please factor this into your curriculum review.

- How well does your program provide opportunities for students to learn disciplinary knowledge, skills, etc.?
- Are there ways you could structure your major more effectively?
- Is more effective sequencing of courses possible?
- Do you offer an appropriate range of courses each year?
- Is your curriculum comparable to curricula of similar departments at relevant peer institutions?

Curriculum should not be defined narrowly. Perhaps conversations with colleagues at other institutions may be helpful with respect to the overall philosophical framing of the major and the implications of that framing for pedagogy, emphases within courses, advising and so forth.

If direct conversations are not feasible then perhaps studying written materials such as the catalog would be helpful. After looking at your existing curriculum, [curriculum map](#) and [PLO alignment chart](#), are you content with the courses currently offered by your department? Are there holes or ways that resources could be allocated more effectively to help students learn what they need to learn? Is the major structured well, so that students can progress from more rudimentary exposure to the key learning objectives to more advanced expressions? Do your PLOs cover multiple levels of mastery, including the highest cognitive levels (evaluating and creating)? Discuss whether you offer enough courses at each level of sophistication. Address your Key Questions as appropriate.

Outside sources can be helpful in answering these questions. Some departments have found that [alumni surveys](#) have highlighted gaps in their curricula. Consult materials produced by professional or disciplinary organizations, which may provide a sense of national trends for your major. You should also compare your department's program with at least three peer institutions and include a brief analysis of this comparison in your report.

4. Program Sustainability and Adaptability

The basic question that needs to be addressed here is whether your department is likely to be around in ten years' time! Here are some questions to address:

- What does your department understand to be the primary challenges to your program's sustainability?
- Will your department be able to maintain programming and meet the needs of stakeholders in a rapidly changing professional and higher education environment?
- Will it be able to sustain its curriculum development and delivery, faculty and student research, and institutional service in response to internal challenges, such as changes in enrollment, staffing, or resource allocation?
- Do you need to consider more efficient mechanisms for utilizing or repurposing existing resources?

According to the *Guidelines on Faculty Loads and Low Enrollments* adopted by the Academic Senate in 2019, all seven-year reviews will now include the expectation that departments examine their enrollment patterns over the past seven years and address patterns of under-enrollment or inequity.

For some departments, it is more important to analyze external challenges and opportunities, while others need to focus on responses to internal changes. It is up to your department to set priorities and address them. Please state in your report the specific focus of your inquiry in this area. Understandably, your program sustainability or adaptability efforts may relate to your main Key Questions.

The following questions may help your department to identify the parameters of your sustainability or adaptability inquiry.

- First, **how do your a) major and b) minor serve society?** How does your program meet current and potential needs in society and in relevant professions? Is your program well-adapted to survive and thrive in a rapidly changing higher education environment? How is your minor attractive to Westmont students? This may be a

wide-ranging discussion in which you examine the state of the various professions that your students gravitate toward as well as the transferable skills they acquire. Information from your alumni survey will likely be relevant here. In addition, your discipline's professional organizations may provide information on the employability of students with degrees in your field. Are there any changes to courses or curriculum you need to make in light of your findings here? There may be something to be gained from talking about sustainability issues with comparable small departments around the country. Are other departments of three to five full-time faculty relying more on part-time adjunct faculty? Are they sharing faculty with other departments of the college? Do they offer a wider or narrower variety of courses? What is the balance of their theoretical and more applied courses? What tracks do they have within their majors? Do you offer hybrid majors or minors in conjunction with other departments? How do they integrate internships in their curricula? How do they market their programs? We expect your department to compare your program with at least three similar programs at peer institutions and include your findings in the report.

- Second, **how does your department serve Westmont?** How does your program contribute to Westmont's educational experience? Is your program attracting and graduating an appropriate number of students? Is your program attracting and graduating a good number and a good mix of students? How is your department serving other programs? There are departments that do not produce many majors but provide education to other majors. You may also consider the number of minors offered by your department. As part of this discussion, take a look at the gender and ethnicity of your graduates, and compare the percentages to those for the college as a whole. You will find this information in your departmental Program Review folder on the shared drive Egnyte. If your answers to any of these questions aren't what you would have hoped, discuss how you can address these issues. They may become one of your next Key Questions.
- Third, **how does your department respond to existing external or internal challenges and opportunities?** Provide an analysis of the trends and projections for enrollment in the program, including majors, minors, and General Education courses if applicable, and respond to challenges and opportunities of your program. Provide analysis of the departmental enrollment patterns during over the past seven-years and your plan for addressing patterns of under-enrollment or inequity.

5. Contribution to Diversity

- A. Working on your seven-year report presents an excellent opportunity to reflect on the department's contribution to the college's diversity and inclusiveness efforts. Every fall, your department receives the Student Diversity data (graduation rates, retention rates, grades in introductory courses, and/or GPAs by semester disaggregated by race, gender, and first-generation status) which assist your department in evaluating student success in your program. The Data Analyst or Director of Research, Planning and

Implementation uploads these data into your departmental Program Review Archive on Egnyte.

Please address the following questions while preparing this section of the report:

- What processes are in place to support the success of all students regardless of their group? How does the Student Diversity Data support the departmental curricular, pedagogical or resource allocation decisions?
- What practices have been particularly successful in supporting diversity, equity and inclusion? **Please use Student Diversity data uploaded to your Program Review Archives on Egnyte.**
- **How does the department identify barriers to success and what are resulting interventions?**
- What does the department do to pursue a more inclusive pedagogy and curriculum?
- Do courses offered by your department **incorporate content that represents a diverse set of perspectives and experiences?**
- Do course syllabi and other instructional materials emphasize learning opportunities for all categories of students?
- In which diversity and inclusiveness events and initiatives did your departmental faculty participate in the past seven-years? Which diversity events did your faculty organize or facilitate? What did departmental faculty learn from those experiences?
- What is faculty gender and race/ethnic breakdown in your department? Are your faculty satisfied with the data? If not, which measures has your department undertaken or is planning to undertake with regards to faculty diversity?
- What is student gender and race/ethnic breakdown in your department? Are your faculty satisfied with the data? If not, which measures has your department taken or is planning to undertake with regards to student diversity?

Your department may also consider the following questions while preparing this section:

- Do the department's faculty encourage students to disagree with the ideas in the readings and lectures as well as the perspectives of other scholars in the course? Do all students feel comfortable to express themselves?
- Are your students engaged in articulating and revising PLOs?
- How does your department seek to understand the impact of campus climate on student's success and contribution to your program?
- How does a department address systemic bias and discrimination that can affect learning and student experience in your program?
- How does a department validate and attend to student's identities and cultural backgrounds?
- How does your department interpret and address retention gaps for different groups of students?
- How does your department support students of color, women, and first-generation students enrolled in your program?
- How does your department support faculty of color and female colleagues?

6. Additional Analysis

There may well be other questions that your department needs to ask and other information that it needs to gather in order to assess student learning relative to the college's Institutional Learning Outcomes, your department's Program Learning Outcomes and/or your Key Questions.

For example:

- 1.** General Education, especially if your department GE offerings constitute a significant part of your curriculum or if a certain GE area is predominantly populated by the courses offered by your department. In most cases, no assessment of GE student learning outcomes is required, and the data already collected by the General Education Committee can be used for drawing conclusions. However, if your department is solely responsible for the GE area, we expect your department to collect and analyze the data and include your findings and recommendations in the seven-year report.
- 2.** Finances: an analysis of your finances is necessary in your report if your department is requesting a significant increase in resources.
- 3.** Faculty: quality, load, forthcoming retirements and desirable expertise of future hires.
- 4.** Advising
- 5.** Employers'/internship supervisors' survey
- 6.** Facilities
- 7.** Interaction with other departments
- 8.** Integration of faith and learning in your program
- 9.** Collaboration with the departmental library liaison
- 10.** Student participation in off-campus programs
- 11.** Student/faculty research opportunities