



BOB JONES UNIVERSITY
EST. 1927

Office of Planning, Research and Assessment Manual ^{5.3}

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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 guided institutional assessment and stability beginning in the school’s inaugural year. Most assessment activities throughout the school’s early history were informal. 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. In 2017, BJU achieved regional accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). BJU will seek reaffirmation through TRACS in 2021 and SACSCOC in 2022. This manual communicates current institutional effectiveness and research practices at Bob Jones University.

Operational Context

OPRA Mission Statement

The Office of Planning, Research and Assessment (OPRA) 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 the quality of a BJU education and experience.

OPRA Core Functions

1. OPRA provides information and reporting about BJU to executives, administrators, faculty and staff.
2. OPRA assesses the performance of academic programs and non-academic business functions and facilitates their continual improvement.

¹ Excerpt from the BJC Catalogue 1928

3. OPRA supports strategic and operational planning by providing research to inform those involved in the strategic planning process.
4. OPRA manages select compliance issues with governmental and accreditation organizations.
5. OPRA manages projects, both major and minor, for the academic business unit.
6. OPRA guides academic leadership and faculty through curriculum update 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.

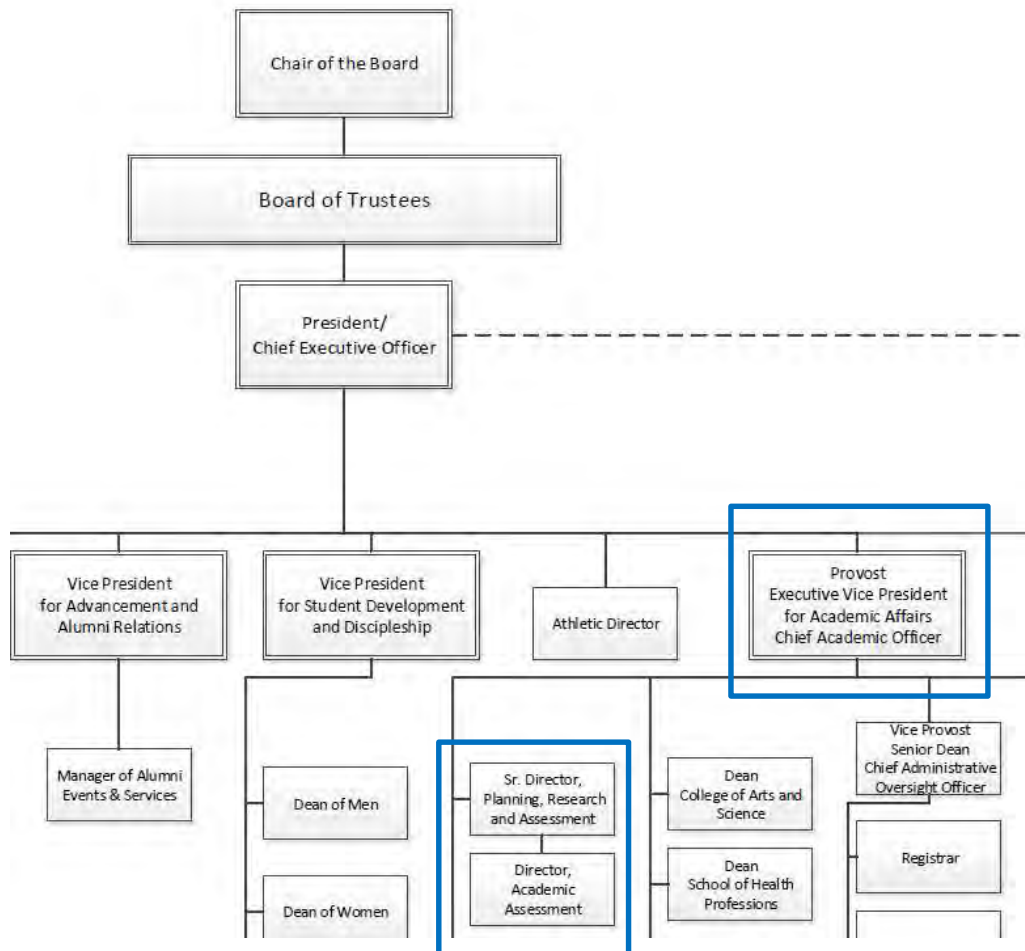
- are steadfastly committed to remaining faithful to the biblical doctrine and principles in our founding charter.
- develop a constituency of regenerated students who have adequate preparation to profit from a Christian college education.

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 and Curriculum Development sit on Academic Council and on other committees as required.

OPRA's Organizational Relationship to Governance Structure



Transnational Association of Christian Colleges and Schools

BJU is nationally 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]. TRACS Accreditation Manual section 12 details specific institutional assessment processes required for membership. Significant required activities include research and planning along with evaluation and outcomes assessment. TRACS re-affirmed BJU's accreditation status in November 2011 for a period of ten years. BJU will seek reaffirmation in 2021.

Because SACSCOC is BJU's primary accrediting agency, BJU plans to submit narrative and evidence that certifies compliance with all SACSCOC requirements for reaffirmation of its accreditation with TRACS. In addition, BJU plans to address any TRACS standard that does not align with a SACSCOC standard. BJU plans to appear before the TRACS Commission in April 2021.

OPRA executes assessment and research projects to produce reports to comply with TRACS' standards.

Southern Association of Colleges and Schools Commission on College

BJU is regionally accredited through the Southern Association of Colleges and Schools Commission on College [1866 Southern Lane; Decatur, GA 30033; Telephone: (404) 679-4500]. *Principles of Accreditation: Foundations for Quality Enhancement* (2018) and *Resource Manual for Principles of Accreditation: Foundations for Quality Enhancement* (2018) detail specific institutional assessment processes required for membership. Significant required activities include planning and evaluation that is ongoing, comprehensive, integrated and research based. BJU was initially accredited by SACSCOC in 2017 and will seek reaffirmation in 2022.

OPRA facilitates planning processes and evaluates results to comply with SACSCOC requirements.

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.

Support for Strategic Planning

Since 2006, Bob Jones University has matured in its implementation of strategic planning. Strategic plans have varied in duration from three to five years. Each plan has defined strategic themes for the entire organization. During the last two strategic planning cycles, OPRA assisted the executives in producing annual updates to the strategic plan that detail which initiatives have been successfully completed and flesh out initiatives yet to be accomplished during the cycle. C-level officers and directors are responsible for implementation of the initiatives at the level of departmental operations. By executing this general model, BJU operationalizes the mission and thereby insures that departments work in cooperation with one another.

Annually, OPRA audits the extent to which BJU has achieved the initiatives in the current strategic plan or most recent update of the strategic plan. Results appear in the Annual Planning report which includes annual update data and strategic planning assessment data.

As the Office of Planning, Research and Assessment, OPRA has responsibility to support the strategic planning process at BJU in the following ways:

- OPRA provides research and assessment data to inform the strategic planning process.
 - Much of this research is part of OPRA's regular annual research and assessment cycle, including:
 - the results of annual and bi-annual surveys
 - the annual student body profile
 - net tuition revenue modeling
 - annual admission pipeline, enrollment and retention reports
 - academic program and division reviews
 - summaries of academic program assessments
 - summaries of business unit assessments
 - Much of this research is collated in the Annual Planning Report
 - In addition, OPRA supplies *ad hoc* reports requested by the executives for particular planning cycles or annual updates
 - In recent years, OPRA has supplied between 20 and 30 reports annually to support the strategic planning process
- Though not an executive, the senior director of OPRA is usually involved directly in the strategic planning process in order to be cognizant of research and reporting needed but also to encourage good practice in the strategic planning process.
- OPRA works to document the linkage between the strategic plan or update with the annual budget of BJU. In cooperation with the Chief Financial Officer, the costs of strategic initiatives that are not contained in the operational budget are documented in the strategic plan or update.
- Annually, OPRA audits the strategic plan or most recent annual update. This audit is fairly simple, documenting which initiatives have been completed or the level of their progress and

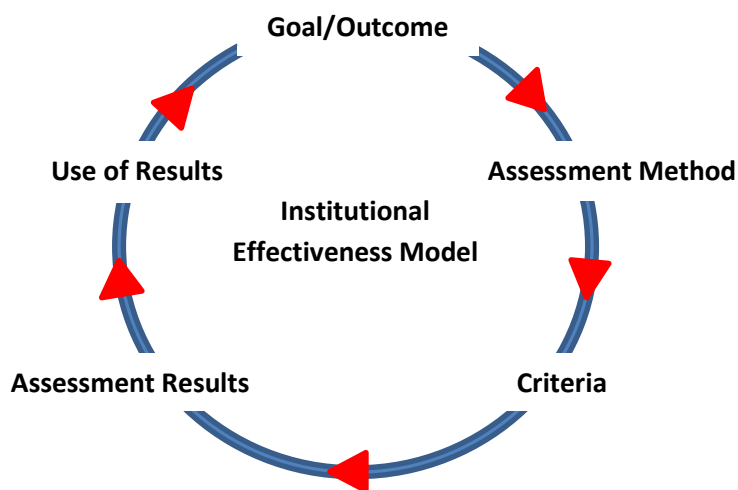
which initiatives need further work to implement in the following annual update or strategic plan.

In the past, BJU has not matured in their implementation of strategic planning to include clear, measurable Key Performance Indicators (KPIs) in their plans. In the current strategic planning process undertaken in 2019, BJU hired the higher education consultancy, Credo, to facilitate the process. One of the goals of this process is to produce not just initiatives, but also KPIs to better assess the success of the strategic plan.

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 inform assessment at all levels of the organization including educational programs, administrative support services and academic and student support services. 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.

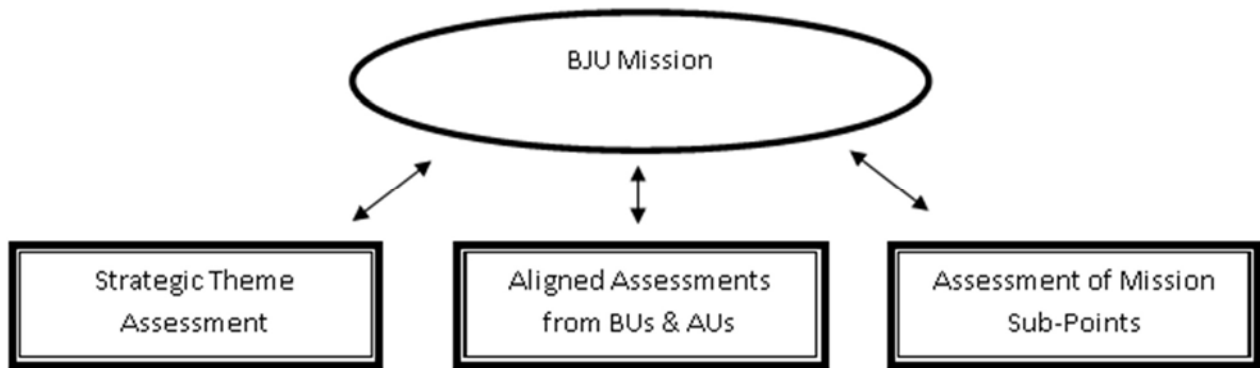


Mission Assessment Model

The Board of Trustees reviews the mission statement at least every five years.

The Office of Planning, Research and Assessment assesses achievement of the University's mission on a yearly basis. OPRA provides results throughout the academic year to the executive team. 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. As part of its annual audit of the Strategic Plan, OPRA documents which initiatives have been completed or the level of their progress and which initiatives need further work to implement in the following annual update or strategic plan. 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. 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 <ul style="list-style-type: none"> • Regenerate—Admissions report • Background—Type of HS • Proficiencies—ACT scores • Nation & world—Student Body Profile
MS 1.2 Educate the whole person through a biblically-integrated liberal arts curriculum.	BJU Core 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 SOR Assessments
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 Student Success assessments
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: Student Life assessments 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 FDAS participation
MS 2.1 Emphasize excellence and hold students accountable to pursue it for the purpose of developing character.	General Student Survey: Growth Factors Student Life assessment data
MS 2.2 Teach individuals to apply the Scriptures to practical Christian living.	School of Religion assessments General Student Survey: Chapel

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 General Student Survey
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.	Annual admission pipeline and enrollment reports, with particular focus on graduates of Bob Jones Academy

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. See Activity Details for specifics.

Deliverable	Start	Results Due	Report
Assessment: Academic Programs	1-Aug	15-Sep	1-Oct
Assessment: BJU Core	1-Jul	1-Jun	15-Jun
Assessment: Business Units	1-Jun	31-May	1-Oct
Assessment: Student Success	Varies	Varies	Varies
Reviews: Program	1-Aug	1-Apr	15-May
Reviews: Division	1-Aug	1-Apr	15-May
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	15-Sept	15-Oct
Annual Planning Report			1-Aug

Activity Details

Name:	Academic Program Assessment
Purpose(s):	<ol style="list-style-type: none"> 1. Demonstrate program effectiveness 2. Improve programs as needed
Frequency:	Yearly
Start Date:	August 1
Due Date:	October 1 (following year)
Manager:	Director of Assessment
Participants:	Deans, division chairs, faculty
Policy:	BJU Policy Manual, Vol. V
Scope:	All academic programs appearing in the BJU Catalog and/or appearing on an academic transcript, including majors, stand-alone minors, certificates, and any other organized curricula, are subject to Academic Program Assessment. The primary focus of the assessment is the program's learning outcomes.
Procedures:	<ol style="list-style-type: none"> 1. OPRA provides assessment data and audit results from previous year. 2. Faculty produce Assessment Reports (results, action plans, and executive summary) by September 15 for the previous year. 3. Faculty update Assessment Plans (outcomes, assessment methods, and criteria) by September 15 for the current year. 4. OPRA audits Assessment Plans and Reports. Audit results are shared with program coordinators and administrators. 5. OPRA summarizes results for executives and administrators. 6. OPRA adjusts procedures for the following year as needed.
Deliverables:	<ol style="list-style-type: none"> 1. Assessment Reports and Plans 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 in mid fall.
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):	<ol style="list-style-type: none"> 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:	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

	<p>instruments. OPRA periodically 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. Trained faculty grade BJU Core capstone projects from Bi 499. The grading rubric corresponds to BJU Core goals. Portions of the General Student Survey and Alumni Survey provide data concerning student perceptions of the Core.</p> <p>Faculty and administrators review assessment data and make recommendations to Academic Council about the Core.</p>
<p>Procedures:</p>	<ol style="list-style-type: none"> 1. Core learning outcomes <ol style="list-style-type: none"> a. See procedures for Academic Program Assessment. 2. Collegiate Learning Assessment (periodically) <ol style="list-style-type: none"> 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 Academic Council and faculty. 3. BJU Bible Test <ol style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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. 5. BJU Core Capstone Projects <ol style="list-style-type: none"> a. OPRA partners with faculty in the School of Religion to administer the BJU Capstone Project. The project—a 1250-1750 word paper—requires students to solve a problem within their discipline. b. OPRA trains faculty on grading the project with a rubric corresponding to the goals of the BJU Core. c. Faculty grade the projects. d. OPRA analyzes results and shares the results with faculty and administration.
<p>Deliverables:</p>	<ol style="list-style-type: none"> 1. BJU Core Status Report 2. CLA Results Report

	3. BJU Bible Test Report
Results Distribution:	Executives, administrators, and faculty.
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):	<ol style="list-style-type: none"> 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:	October 1
Manager:	Data Quality Manager
Participants:	Cabinet, administrators, directors, staff managers, OPRA
Policy:	BJU Policy Manual
Scope:	All academic and operational support organizations
Procedures:	<ol style="list-style-type: none"> 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 or September, depending on the business cycle of the department, 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:	<ol style="list-style-type: none"> 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:	Student Success
Purpose(s):	<ol style="list-style-type: none"> 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:	Varies
Manager:	Director of Assessment
Participants:	OPRA, deans, division chairs, and faculty
Policy:	BJU Policy Manual, vol. V
Scope:	<p>Enrollment Rates</p> <p>Freshman to Sophomore retention rates for first-time, first-year bachelor-degree seeking students</p> <p>Four-year retention rates for first-time, first-year bachelor-degree seeking students</p> <p>4 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)</p> <p>5 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)</p> <p>6 Year Graduation Rate (first-time, first-year bachelor-degree seeking students)</p> <p>Graduate Placement (either grad school or employment)</p> <p>Course Completion Rates (all courses by semester)</p> <p>CPA Examination (all sections, all takers)</p> <p>NCLEX-RN (all takers)</p> <p>PRAXIS II (all takers):</p> <p>National Council of Strength and Fitness Personal Training Certification</p> <p>Fundamentals of Engineering (all takers)</p> <p>ServSafe Food Protection Manager Certification Examination (all takers)</p>
Procedures:	<p>BJU sets specific goals for each student success measure</p> <ol style="list-style-type: none"> 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:	<p>Results reports to executives and business units.</p> <p>Executive summary of overall results for the Annual Planning Report.</p>
Results Distribution:	Executives, administrators, deans, business units
Results Use:	See Purposes
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	Program and Division Review
Purpose(s):	<ol style="list-style-type: none"> 1. Demonstrate academic program quality. 2. Improve academic programs as needed. 3. Identify program resource needs. 4. Identify opportunity to grow enrollment.
Frequency:	Faculty and division chairs review programs and divisions at five-year intervals. OPRA operates the 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 degree programs and all academic divisions
Procedures:	<p>The division and all programs within the division are reviewed during the same year.</p> <ol style="list-style-type: none"> 1. OPRA trains faculty in the execution of the review. 2. Division chair and faculty execute the program reviews. 3. Division chair executes the division review. 4. Division chair appears before Academic Council to present results and recommendations. 5. OPRA summarizes results for executive review and prioritization.
Deliverables:	<p>Completed division and program reviews.</p> <p>Executive summary of overall results for the Annual Planning Report.</p> <p>OPRA audit.</p>
Results Distribution:	Executives, administrators, program faculty
Results Use:	See Purposes
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	Strategic Themes
Purpose(s):	<ol style="list-style-type: none"> 1. Maintain institutional focus on the Strategic Plan. 2. Evaluate the attainment of the Strategic Plan.
Frequency:	Yearly
Start Date:	September 1
Due Date:	September 1
Manager:	Director of Assessment
Participants:	Sr. Director of OPRA, cabinet, administrators, department heads
Policy:	OPRA Manual
Scope:	All Strategic Initiatives connected to Strategic Themes
Procedures:	<ol style="list-style-type: none"> 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 late August.
Deliverables:	Audit of Strategic Plan

Results Distribution:	Executives, cabinet
Results Use:	Update Strategic Plan or provide input to next strategic planning cycle.
Related Tasks:	Annual Planning Report
Document Location:	OPRA directory

Name:	Faculty/Staff Satisfaction Survey
Purpose(s):	<ol style="list-style-type: none"> 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
Start Date:	February 1
Due Date:	June 30
Manager:	Director of Assessment
Participants:	OPRA, Director of Assessment, Executives, Cabinet, Chief Communication Officer, external consultant (as needed)
Policy:	
Scope:	All current faculty and staff
Procedures:	<ol style="list-style-type: none"> 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):	<ol style="list-style-type: none"> 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 Assessment
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:	<ol style="list-style-type: none"> 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):	<ol style="list-style-type: none"> 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 Assessment
Participants:	OPRA, Director of Assessment, Cabinet, Chief Communication Officer, Chief Student Life Officer
Policy:	
Scope:	All students
Procedures:	<ol style="list-style-type: none"> 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):	<ol style="list-style-type: none"> 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 Assessment
Participants:	OPRA, Director of Assessment, Enrollment Planning, Cabinet, Chief Student Life Officer
Policy:	
Scope:	All new incoming freshman
Procedures:	<ol style="list-style-type: none"> 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 Planning Report
Purpose(s):	<ol style="list-style-type: none"> 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 Assessment
Participants:	OPRA, Director of Assessment, Executives, Cabinet, Directors
Policy:	
Scope:	All assessed business units and statistical reports

Procedures:	<ol style="list-style-type: none"> 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