Participant Responsibilities and Data Flow in the Assurance of Learning Process

The Belk College of Business

The Belk College is committed to continuous improvement in its academic programs. It ensures that a program of continuous improvement is ongoing in all programs by requiring that all Belk College programs have a process of program assessment in place. This document outlines the responsibilities of all participants in the assurance of learning process. It also describes the flow of information between the participants in the process.

Duties and Responsibilities

The Associate Dean for Faculty and Research is charged with ensuring that the College maintains a continuous improvement plan through assurance of learning processes.

Department chairs and program directors of graduate programs are responsible for ensuring that an effective process of assurance of learning is taking place in the department or program units. They are responsible for designing processes within the unit and involve faculty and program committees in the development of program goals and assessment processes. These processes are guided by the College's process for assurance of learning. They are accountable to the ADFR as well as to the Associate Dean for Undergraduate Programs (ADUP) and the Associate Dean for Graduate Programs (ADGP).

Program Committees are directly responsible for the formulation of program goals and learning objectives in the assessment process. They are responsible for the initial assessment of AoL outcomes, and for initiating, via recommendation to the broader faculty, changes which result in continuous improvement to the program. The Program Committees are accountable to the relevant Department Chair or Program Director. A list of Program Committees for each program in the College is included as Appendix A.

The Faculty has ultimate responsibility for the curriculum and for Assurance of Learning. The Program Faculty is responsible for conducting assessments consistent with the processes developed and agreed upon by the department or program. The Program Faculty reports the results of the assessment to the AOL Data Center. The Program Faculty is also responsible for completing the continuous improvement process initiated by the Program Committee. This includes closing the loop and implementing changes in courses and curriculum consistent with that model. Some processes may involve all Program Faculty members and others only a portion. However, it is critical that all Program Faculty members are aware of unit goals, assessment processes, and program improvement or enhancements that result. If, in the course of the AoL process, the Program Faculty propose changes to classes or the curriculum that would require a change in the undergraduate or graduate catalog, such changes must be ratified by the Belk College Faculty or the Belk College Graduate Faculty, respectively. Appendix A defines the Program Faculty for each Belk College program.

The Undergraduate Curriculum and Assurance of Learning Committee and the Belk College Graduate Council are each responsible for periodic review of the assurance of learning processes and outcomes in various programs. These committees review programs to ensure that (1) new programs have Student Learning Goals consistent with the College’s mission and strategic plan; (2) established programs
continue to be aligned with the College’s mission and strategic plan; and (3) that continuous improvement is resulting from the assurance of learning process in the College’s program. These committees also annually select a major program theme, such as ethical thinking, diversity, or critical thinking and determine whether that goal is appropriate to cover in various College programs, and surveying the degree to which that theme is already covered. These committees provide a written annual report to the ADUP or the ADGP regarding their findings and an oral report to the College faculty. A copy of the written report is also forwarded to the AOL Data Center.

The Assurance of Learning Data Center is responsible for collecting AOL data from each of the units. The center is the central repository for data and ensuring that the data is received in the appropriate format. The data manager also maintains reports that are available for review by stakeholders and accrediting bodies. The data center manager initiates the AOL process by forwarding the previous year’s reports and AOL material to the department faculty as well as a form on which to report the current year’s data. The data manager ensures that departments and programs hold “closing the loop” meetings and reports missing data to the Associate Dean for Faculty and Research, the Associate Dean for Graduate Programs, or the Associate Dean for Undergraduate Programs as appropriate. The Data center manager reports directly to the ADFR.

Data Flow

The flow of data for the AOL process is illustrated in the accompanying Graphs A through D. The process is initiated by the manager of the AOL data center who sends materials and instructions, including a timeline, to the faculty identified by the department chair or program manager. The manager also notifies the unit heads that the materials have been distributed and informs them of the timeline. Faculty conduct the assessment and then a process defined by the department results in assessment of the outcomes, “closing the loop” meetings, and plans for changes. This process involves the department curriculum committee or the program committee and the unit head. Once completed the results are sent to the AOL Data Center. The unit head then forwards the results to the Undergraduate or Graduate Curriculum and Assurance Committee (UCALC or BGC) for information or review.

Each year UCALC and BC GC will identify at least two programs for intensive review and oversight. Each Program Committee will forward its findings to the AOL Data Center, in addition to providing reports to the relevant Associate Dean and to the College faculty. These results are then archived or used to help develop the materials for the following year for assessment.
## Appendix A: Program Committees and Program Faculty

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Committee</th>
<th>Program Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSBA Core</td>
<td>UCALC</td>
<td>All faculty of the Belk College</td>
</tr>
<tr>
<td>BSBA Major, BS Accounting and BS Economics</td>
<td>Relevant Departmental Curriculum Committee</td>
<td>All faculty of relevant Department.</td>
</tr>
<tr>
<td>International Business</td>
<td>International Business Program Committee</td>
<td>IB Program Faculty</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Entrepreneurship Program Committee</td>
<td>Entrepreneurship Program Faculty</td>
</tr>
<tr>
<td>MBA</td>
<td>College MBA Program Committee</td>
<td>All Graduate Faculty of Belk College</td>
</tr>
<tr>
<td>Masters of Accounting</td>
<td>MACC Program Committee</td>
<td>Accounting Graduate Faculty</td>
</tr>
<tr>
<td>Masters of Economics</td>
<td>Economics Graduate Affairs Committee</td>
<td>Economics Graduate Faculty</td>
</tr>
<tr>
<td>Masters of Mathematical Finance</td>
<td>Math Finance Program Committee</td>
<td>Graduate faculty of Finance and Economics Departments along with relevant graduate faculty from Mathematics.</td>
</tr>
<tr>
<td>Ph.D. in Business Administration and Ph.D. in IT</td>
<td>Ph.D. Program Committee</td>
<td>All Doctoral Program Faculty in Belk College</td>
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**Undergraduate Programs**

Assessed by: **Program Committee**

- For BS Accounting, BS Economics and majors within the BSBA, program committee is the Departmental Curriculum Committee
- For the BSBA Core, Program committee is UCALC
- For International Business and Entrepreneurship, the Program Committee is selected from faculty teaching in the program.

- Department Chair or Chair of Program Committee initiate data collection.
- Program Committee conducts assessment, recommends changes to pedagogy and curriculum to program faculty.
- Program Faculty adopt (or table) suggested changes; if changes result in addition to, changes in, or deletion of courses, sent to Belk College faculty for ratification.
- Report Results to ADUP and AoL Data Center.

**Graduate Programs**

Assessed by: **Program Committee**

- Program ensures data collection takes place.
- Program Committee assesses results and recommends pedagogical changes and/or curricular changes to program faculty.
- Program faculty adopt (or table) proposed changes; if changes result in addition to, change in, or deletion of courses, sent to Belk College Graduate Faculty for ratification.
- Report results to ADGP, and AoL Data Center.
Figure 2: Undergraduate Programs Assurance of Learning Process

- Program Created
  - Initial Learning Goals (3-5) are set.
  - Initial Learning Objectives selected, 5-8 per Learning Goal

- Initial Assessment Plan created by Program Committee, Department Chair, ADUP, ADFR
  - Located in the “Permission to Implement” report sent to UNC Board of Governors.

- Program assessment entered into AoL assessment calendar

- Data Collection Period
  - AoL Data Center notifies Program Director to begin data collection process

- Program Faculty collect data and send to AoL Data Center.
  - Data summarized for Program Faculty use and stored for archival purposes

- Data report sent to Program Director who convenes Program Committee for initial assessment

- Initial Assessment
  - Program Committee analyzes program based on AoL Data and reports results and recommendations to faculty.

- Program Faculty consider proposed changes and either adopt or modify changes. The Program faculty then implement changes.

- "Closing the Loop"
  - Program Committee recommends to Program Faculty changes to pedagogy or curriculum to better achieve learning objectives and goals.

- Program Director reports change to AoL Data Center.

- Program faculty update learning objectives

- Program Director reports change to ADUP and to AoL Data Center.

- Review of Assessment Process
  - Program Committee examines whether current program learning goals still appropriate?

- Assessment of Learning Objectives
  - Program Committee examines whether current learning objectives still appropriate focus for assessment?

- Yes
  - Program faculty update learning objectives
  - Program Director reports change to ADUP and to AoL Data Center.

- No
  - Assessment of Learning Objectives
  - Program Committee examines whether current learning objectives still appropriate?

- Yes
  - Program Director makes annual assessment report to ADUP.

- No
  - Initial Assessment
  - Program Committee analyzes program based on AoL Data and reports results and recommendations to faculty.

- Major Curricular review.
  - Program faculty update learning goals.

- Initiate Belk College Undergraduate Program Curricular Review Process.
Figure 3: Graduate Programs Assurance of Learning Process

Program Created
- Initial Learning Goals (3-5) are set.
Initial Learning Objectives selected, 5-8 per Learning Goal

Initial Assessment Plan created by Program Committee, Department Chair, ADGP, ADFR
Located in the “Permission to Implement” report sent to UNC Board of Governors.

Program assessment entered into AoL assessment calendar

Program Committee examines whether current learning objectives still appropriate focus for assessment?
No

Initial Assessment
Program Committee analyzes program based on AoL Data and reports results and recommendations to faculty.

Yes

Data Collection Period
AoL Data Center notifies Program Director to begin data collection process

Program Faculty collect data and send to AoL Data Center.
Data summarized for Program Faculty use and stored for archival purposes

Data report sent to Program Director who convenes Program Committee for initial assessment

Yes

Assessment of Learning Objectives
Program committee examines whether current learning objectives still appropriate focus for assessment?
No

“Closing the Loop”
Program Committee recommends to Program Faculty changes to pedagogy or curriculum to better achieve learning objectives and goals.

Program Director reports change to AoL Data Center.

Yes

Program faculty update learning objectives

Program Director reports change to ADGP and to AoL Data Center.

No

Review of Assessment Process
Program Committee examines whether current program learning goals still appropriate?
No

Major Curricular review.
Program faculty update learning goals.
Initiate Belk College Graduate Program Curricular Review Process.

Program Director makes annual assessment report to ADGP.
Review initiated by any of:
• Program Faculty recommendation arising out of AoL process, or
• Periodic review from:
  • UCALC
  • UNC Charlotte Undergraduate Faculty Council Course and Curriculum Committee
  • UNC System
• Change in University or College Mission or Strategic Plan.

Program Faculty and the Program Committee uses internal process to review program, and suggest changes.
• Examines and proposes changes to Student Learning Goals and Learning Objectives in light of proposed changes.

UCALC examines program and proposed changes.
• Ensures broad alignment of Student Learning Goals with College mission and vision.
• Recommend action to Belk College Faculty.

Belk College Dean’s Office analyzes proposed changes with respect to Belk College resources.
• If resources are not sufficient, the Dean’s office returns the proposal to the faculty.
• If resources are sufficient, and if the changes are relatively minor, the Dean’s office notifies the faculty to implement changes.
• If resources are sufficient and the changes are of a significant enough nature to warrant the addition of classes or additions or deletions to the undergraduate catalog, the Dean’s office forwards the proposal to the UNC Charlotte Faculty Council.

Belk College Faculty consider proposal and recommendations from UCALC. Three potential outcomes:
• Accept proposal and forward to Dean’s Office.
• Reject proposal and stop process.
• Reject proposal and refer back to Program Committee.

• AoL Data Center notified of changes, and adjusts AoL calendar as appropriate.
Review initiated by any of:
- Program Faculty recommendation arising out of AoL process, or
- Periodic review from:
  - Belk College Graduate Council
  - UNC Charlotte Graduate Council
  - UNC System
- Change in University or College Mission or Strategic Plan.

**Belk College Dean’s Office** analyzes proposed changes with respect to Belk College resources.
- If resources are not sufficient, the Dean’s office returns the proposal to the faculty.
- If resources are sufficient, and if the changes are relatively minor, the Dean’s office notifies the faculty to implement changes.
- If resources are sufficient and the changes are of a significant enough nature to warrant the addition of classes or additions or deletions to the graduate catalog, the Dean’s office forwards the proposal to the Graduate School or Graduate Council.
- AoL Data Center notified of changes, and adjusts AoL calendar as appropriate.

**Program Faculty** and the **Program Committee** uses internal processes to review program, and suggest changes.
- Examines and proposes changes to Student Learning Goals and Learning Objectives in light of proposed changes.

**Belk College Graduate Council** examines program and proposed changes.
- Ensures broad alignment of Student Learning Goals with College mission and vision.
- Recommend action to Belk College Graduate Faculty.

**Belk College Graduate Faculty** consider proposal and recommendations from Belk College Graduate Council. Three potential outcomes:
- Accept proposal and forward to Dean’s Office.
- Reject proposal and stop process.
- Reject proposal and refer back to Program Committee.