



Outcomes Committee Agenda

Monday, May 9, 2016

BE 323

3:00 – 4:30pm

Type of Meeting: *Regular*

Note Taker: *Melissa Jauregui, Academic Affairs Specialist*

Please Review/Bring: Review the past minutes for accuracy.

Committee Members:

- Stacey Adams, Faculty Division Rep
- Kim Covell, Classified Union
- Svetlana Deplazes, Research Analyst
- Jessica Eaton, Faculty Division Rep
- Meeta Goel, Cochair
- Glenn Haller, Cochair
- Anne Hemsley, Faculty Division Rep
- Cindy Hendrix, Faculty Division Rep
- Melissa Jauregui, Confidential Management
- Rachel Jennings, Faculty Division Rep
- Scott Lee, Faculty Division Rep/Librarian
- Tim Lynskey, Faculty Division Rep
- Karen Lubick, Faculty Division Rep
- Candace Martin, Faculty Division Rep
- Tom O’Neil, Academic Dean
- Melanie Parker, Faculty Division Rep
- Brenda Solis, Student Rep
- Wendy Stout, Faculty Division Rep
- LaDonna Trimble , Student Services Dean

Items	Person	Action
I. Opening Comments from the Co-chair	<i>Glenn / Meeta</i>	
II. Approval of Previous Minutes -3/21/2016	<i>All</i>	<p><u>Issues Discussed:</u></p> <p><u>Action Taken:</u></p> <p><u>Follow Up Items:</u></p>
III. Informational Item – Meeting Schedule 16-17 9/19/2016, 10/10/2016, 10/24/2016, 11/7/2016 3/6/2017, 3/20/2017 4/10/2017, 4/24/2017 5/8/2017		<p><u>Issues Discussed:</u></p> <p><u>Action Taken:</u></p> <p><u>Follow Up Items:</u></p>
IV. Action Item – -Handbook -Year-End Committee Report to Academic Senate	<i>All</i>	<p><u>Issues Discussed:</u></p> <p><u>Action Taken:</u></p>



ANTELOPE VALLEY COLLEGE

		<u>Follow Up Items:</u>
V. Discussion Item – -New ILO Measures and 2016-17 Roll Out -AVC 2016 Student Success Scorecard Five-Year Trend Data -Assessment Method, Assessment Criteria and Achievement Targets in CurricUNET -Quality Focus Essay -Assessment and Program Review Committee possible creation	<i>Svetlana/ Glenn</i>	<u>Issues Discussed:</u> <u>Action Taken:</u> <u>Follow Up Items:</u>
NEXT MEETING DATE: 9/5/2016		

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I. Committee Purpose, Roles, and Responsibilities

A. Committee Mission Statement

The Outcomes Committee Mission is to support the AVC Mission and promote student success by ensuring college-wide communication, collaboration, and consistency of processes related to Student Learning Outcomes (SLO), Program Learning Outcomes (PLO), Institutional Learning Outcomes (ILO), Operational Outcomes (OO), and program review. Documentation of student learning is accomplished by embedding into campus culture the following: development of quality outcomes and their implementation, analysis of resulting findings, and creation of action plans.

B. Committee 2015-16 Goals

1. Get SLO reporting back into high 90s
2. Get PLO reporting into the 90s
3. Have in place proper procedures for data gathering and assessment
4. Begin mapping SLOs and PLOs to ILOs
5. Have in place a determination of using WEAVE in the future, or having a replacement identified.
6. Have begun identifying areas and methodology for assessing the validity of current SLOs and PLOs and their creation.

C. Committee Responsibilities

The Outcomes Committee provide specific observable characteristics developed by faculty and staff that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course, program, activity, or process. The Antelope Valley College Board of Trustees relies primarily on the Academic Senate for advice on educational program development, standards/policies regarding student preparation and success, degree and certificate requirements, and curriculum including prerequisites; thus the Committee for Student Learning Outcomes is an Academic Senate responsibility.

The Outcomes Committee will determine a campus-wide process for the uniform implementation and assessment of Student Learning Outcomes at the course, program, and department level. A faculty chair is responsible for chairing the committee and overseeing that the functions of the Outcomes Committee are met.

D. Committee Functions

- Provide support and training
- Recommend and provide samples of effective assessment tools
- Provide support in the analysis of data
- Provide connections to current campus practices
- Provide support and data in program review
- Provide support and data to the accreditation reports
- Ensure that Student Learning Outcomes (SLOs) are connected to Institutional Learning Outcomes (ILOs)
- Act as a resource group and maintain liaison to AP&P

E. Committee Faculty Co-Chair Duties

According to Academic Senate Bylaw B405.3.2 the Duties of the Faculty co-Chair of the Outcomes Committee shall include:

- a. Chair bi-monthly (or as needed) meetings with committee.
- b. Continue to monitor and advocate, campus-wide plans for the continued upkeep of SLOs/PLOs, action plans and accompanying assessment.
- c. Continue to coordinate all campus SLOs/PLOs, action plans and assessment efforts.
- d. Meet with divisions and areas to facilitate the continued assessing of SLOs/PLOs and action plans for courses and programs.
- e. Work closely with the institutional researcher in developing and maintaining a record of assessment tools.
- f. Coordinate workshops for campus SLO/PLOs, action plans and assessment training.
- g. Propose connections to current campus practices on SLOs/PLOs, action plans and assessment.
- h. Maintain an archive record in support of data for accreditation, program review, and curricular issues.
- i. Disseminate information on current trends on SLOs/PLOs from conferences and workshops that are relevant to faculty, student services, and administration.
- j. Oversee developing and updating of an Outcome Committee website.
- k. Keep up-to-date on state and national information on SLOs/PLOs, action plans and assessment techniques.
- l. Be a resource person for any questions on SLOs, PLOs, ILOs, action plans, and assessment.
- m. Serve as an ex-officio voting member of Program Review.
- n. Serve as a liaison to AP&P.

- o. Run reports to ensure adherence to deadlines for establishing SLOs/PLOs, assessment data, and action plans in Weave.
- p. Monitor CurricUNET for approval of SLO/PLO revisions and work with faculty as needed to ensure compliance.

F. Committee Roster/Representatives

Faculty Co-Chair - Dr. Glenn Haller
Administration Co-Chair - Dr. Meeta Goel
Administration Member - Dr. L. Tom O'Neil
Administration Member - LaDonna Trimble
Research Analyst – Dr. Svetlana Deplazes
Div Faculty Rep Counseling and Matriculation – Dr. Jessice Eaton
Div Faculty Rep Library – Dr. Scott Lee
Div Faculty Rep Division #1 – Stacey Adams
Div Faculty Rep Division #1 – Wendy Stout
Div Faculty Rep Division #1 – Vacant
Div Faculty Rep Division #2 – Dr. Anne Hemsley
Div Faculty Rep Division #2 – Dr. Cindy Hendrix
Div Faculty Rep Division #3 – Dr. Rachel Jennings
Div Faculty Rep Division #3 – Karen Lubick
Div Faculty Rep Division #4 – Melanie Parker
Div Faculty Rep Division #4 – Timothy Lynskey
Div Faculty Rep Division #5 – Vacant
Div Faculty Rep Division #5 – Vacant
Adjunct Faculty – Vacant
Confidential Management (OOs) – Mrs. Melissa Jauregui
Classified Employee Classified Union – Vacant
ASO Rep ASO – Non Voting Ad Hoc – Vacant

II. Role of Outcomes and Assessment

A. Assessment Primer – Why Do We Have Outcomes and Assessments of Them

Every accreditation agency in the nation now requires schools to have Learning Outcomes and their assessment if they are going to be accredited to give degrees. There are no exceptions, from Community Colleges up to all four-year Universities.

What else is required? Here the surprising answer is that there really is nothing. As long as the school has both the Learning Outcomes and assessment methods in place – and are maintaining and making changes as necessary for improvement, little else is required.

This is the reason for the Outcomes Committee, which provides specific observable characteristics developed by faculty and staff that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course, program, activity, or process.

The Outcomes Committee will determine a campus-wide process for the uniform implementation and assessment of Learning Outcomes at the course, program, and department level.

Each school's faculty has the ability to create what they believe are best to determine how THEIR students are learning. No one else but the faculty in the discipline/department can say whether a Learning Outcome is right or wrong – as long as it makes sense and can be explained as valid by the faculty.

For more on the Roles of Outcomes and Assessment, please see the “Why” section of “Learning Outcomes for AVC Faculty” in the appendix.

B. Action Research and Why It's Used In Outcomes

Action research consists of a family of research methodologies that pursue action and research outcomes at the same time. It therefore has some components that resemble consultancy or change agency, and some which resemble field research.

Conventional experimental research, for good reason, has developed certain principles to guide its conduct. These principles are appropriate for certain types of research, but they can actually inhibit effective change. Action research has had to develop a different set of principles. It also has some characteristic differences from most other qualitative methods.

Action research tends to be...

cyclic -- similar steps tend to recur, in a similar sequence;

participative -- the clients and informants are involved as partners, or at least active participants, in the research process;

qualitative -- it deals more often with language than with numbers; and

reflective -- critical reflection upon the process and outcomes are important parts of each cycle.

In fact, some writers insist on those characteristics.

To achieve action, action research is responsive. It has to be able to respond to the emerging needs of the situation. It must be flexible in a way that some research methods cannot be.

Action research is emergent. The process takes place gradually. Its cyclic nature helps responsiveness. It also aids rigor. The early cycles are used to help decide how to conduct the later cycles. In the later cycles, the interpretations developed in the early cycles can be tested and challenged and refined.

In most instances the use of qualitative information increases responsiveness. It is possible to work in natural language, which is easier for informants. There is no need to develop a metric (which may have to be abandoned later if it doesn't fit the emerging situation).

The use of language also makes the whole process more accessible to participants. They can develop enough understanding to become co-researchers in many situations.

One crucial step in each cycle consists of critical reflection. The researcher and others involved first recollect and then critique what has already happened. The increased understanding that emerges from the critical reflection is then put to good use in designing the later steps.

The steps are as follows: plan --> act --> observe --> reflect (and then --> plan etc.)

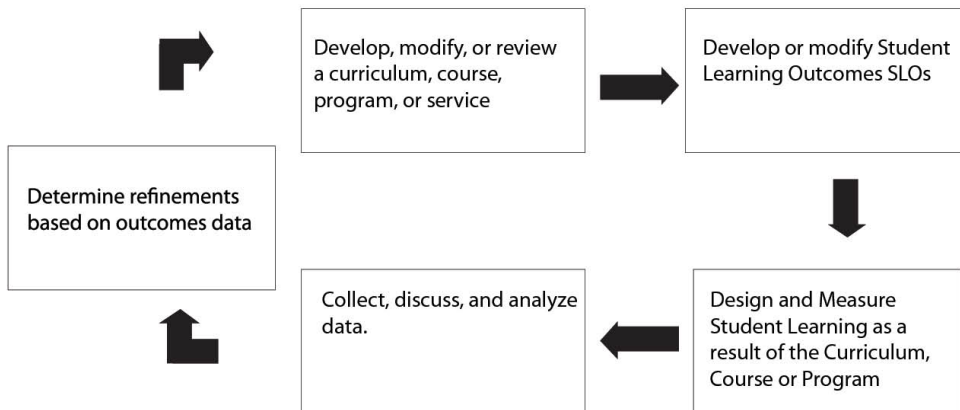
Dick, B. (2000) A beginner's guide to action research [On line]. Available at http://www.uq.net.au/action_research/arp/guide.html

C. Closing the Loop

Closing the loop refers to the use of assessment results to improve student learning through collegial dialogue informed by the results of student services, instructional learning, or operational outcome assessment.

It is part of the continuous cycle of collecting assessment results, evaluating them, using the evaluations to identify actions that will improve student learning, implementing those actions, and then cycling back to collecting assessment results.

Closing the Assessment Loop



D. College Philosophy, Vision, Mission, and Values

Philosophy

Antelope Valley College is a comprehensive community college in the California Community College System dedicated to providing services to a broad range of students with a variety of educational goals. Antelope Valley College is dedicated to providing educational programs and services as expressed in the California Master Plan for Higher Education. The College is committed to equal educational opportunity and reinforces that commitment through a program of active affirmation of diversity.

Antelope Valley College is dedicated to meeting the dynamic needs of a changing community. The College addresses the educational needs of a diverse and evolving population. The College recognizes that it is uniquely capable of responding to the requirements of regional business, industry, and public service, as well as the social and cultural needs of the Antelope Valley.

Antelope Valley College affirms the rights of the individual and respects human dignity. The programs and activities of the College foster the individual's ability to think clearly, critically, and independently to meet the demands of an increasingly complex society. The student is the primary concern of the College. The curriculum, activities, and services of the College help students understand their physical, cultural, ethnic, and social environment. The preservation of academic freedom provides a college environment in which students and faculty can examine ideas freely.

This philosophy is reflected in the curriculum, the student-faculty relationships, the services and resources, and the policies of the College.

Vision

To provide quality education that transforms lives.

Mission

Antelope Valley College, a public institution of higher education, provides a quality, comprehensive education to a diverse population of learners. We are committed to student success offering value and opportunity, in service to our community.

We offer:

Associate Degree Programs

Associate degree programs comprised of general education courses, proficiency requirements, designated courses in a specific major or area of emphasis. Associate degrees provide students with “the ability to think and to communicate clearly and effectively both orally and in writing; to use mathematics; to understand the modes of inquiry of the major disciplines; to be aware of other cultures and times; to achieve insights gained through experience in thinking about ethical problems; and to develop the capacity for self-understanding.”

Career Technical Programs

Certificate and degree programs comprised of “essential career technical instruction” in a variety of business, technical, and occupational courses designed to enhance students’ knowledge and skills leading to employment, career advancement, certification, and state or federal licensure. We award both Chancellor’s Office approved Certificates of Achievement and locally approved Certificates of Proficiency.

Transfer/General Education Courses

Transfer/general education courses in communication and critical thinking, the physical and biological sciences, arts and humanities, social and behavioral sciences, and technical education. Completion of these courses allows students to fulfill degree requirements or enroll in upper division courses and programs at accredited four-year institutions through our articulation agreements.

Basic Skills Courses

Basic skills courses in reading, writing, mathematics, English as a Second Language, and learning and study skills. These courses offer students essential foundation skills that are necessary for success in college-level degree applicable courses.

Student Support and Instructional Support

A variety of services in academic, career, and personal counseling, in library instruction and course support, in learning assistance. These services support the needs of students in pursuing and achieving their educational goals.

Workforce Preparation and Economic Development

Workforce programs, job preparation courses (non-degree applicable) and a variety of services that contribute to the educational and economic well being of the community.

Personal Enrichment and Professional Development

Community service offerings, non-credit, not-for-credit classes and services that develop the knowledge, skills and attitudes necessary for students to be effective members of the community. These classes enhance the community's social, cultural, and economic well being. Non-credit course offerings may lead to a Certificate of Completion and/or Certificate of Competency.

Values

Education – We are dedicated to students, faculty, staff, and alumni in their endeavor for lifelong learning.

Integrity – We expect honesty, trust, candor, and professionalism from one another.

Excellence – We commit to the highest quality in all our endeavors, being responsive to our community in innovative ways.

Community – We create and foster relationships between AVC and its diverse constituents: students, faculty, staff, alumni, and the community at large.

Practices

Students and learning are primary in decision making.

Mutual respect and courtesy is the basis of our relationships.

Professional standards, collaboration and teamwork are demonstrated.

Innovation, accomplishments and creativity are recognized and rewarded.

Open access to educational programs is provided to meet student needs.

Safe physical environment and a secure infrastructure improves and supports student success and learning.

Stewards of the college place service to the institution and community above self-interest.

We strive to enhance the visibility of the Antelope Valley Community College District.

We recognize that people make up the college and value them as individuals.

E. Institutional Learning Outcomes

Communication

- Demonstrates analytical reading and writing skills including research, quantitative and qualitative evaluation and synthesis.

- Demonstrates listening and speaking skills that result in focused and coherent communications.

Creative, Critical, and Analytical Thinking

- Uses intellectual curiosity, judgment and analytical decision-making in the acquisition, integration and application of knowledge and skills.
- Solves problems utilizing technology, quantitative and qualitative information and mathematical concepts.

Community/Global Consciousness

- Understands and applies personal concepts of integrity, ethics, self-esteem, lifelong learning, while contributing to the well being of society and the environment.
- Demonstrates an awareness and respect of the values of diversity, complexity, aesthetics and varied cultural expressions.

Career and Specialized Knowledge

- Demonstrates knowledge, skills and abilities related to student educational goals, including career, transfer and personal enrichment.

F. Creating an Effective Syllabus

From – Guidelines for Creating an Effective Syllabus

AP&P: 2015-2016

Based Upon the Course Outline of Record

- 1) A course syllabus must be based on the college's official Course Outline of Record (COR), and each instructor must cover all the content stated in that outline.
- 2) A course syllabus must have the Student Learning Outcomes (SLO) listed on the COR.
- 3) Attendance (alone) cannot be used to determine a student's grade; student evaluations/grades must be based upon "measurable and demonstrated objectives."
- 4) CORs for credit courses must show clear evidence of teaching and assessing students' critical thinking skills.

NOTE: Board Policy requires that the syllabus be given to students within the first two weeks of class.

There are a number of elements that make a course syllabus a more useful document for the student, as well as a safeguard for faculty should a student claim that he or she didn't know what was required or expected regarding the class or the assigned work. As soon as an instructor is scheduled to teach a course, the dean must provide them with a

Course Outline of Record and the Student Learning Outcomes for each course the instructor will be teaching. Current CORs and SLOs are also available through the Office of Academic Affairs or on AP&P's web page.

State the Obvious

- your name, phone number, and AVC e-mail address (only)
- your office number and office hours
- course title and number, including room, meeting days, and times
- course prerequisites, co-requisites, advisories, and limitations on enrollment (see COR)
- required textbooks and other materials students must purchase for the class
- optional textbooks and/or supplies that would be helpful
- any online support, such as instructor's web pages or other internet resources

Required Information

While instructors have the academic freedom to develop and structure a syllabus that reflects their own teaching style, the foundation for the syllabus must come from the Course Outline of Record and the Student Learning Outcomes.

- Sheriff Department Emergency Contact Number
 - o Dial direct: 661-722-6399
 - o From campus phone #4444 or #6399
- Course Description and Objectives—these must be stated exactly as written on the Course Outline of Record.
- Course Content—instructors may choose to list course content on a timetable (daily, weekly, monthly) that suits their particular style or approach; however, all content on the Course Outline of Record must be covered during the semester.
- Course Approved Student Learning Outcomes (SLOs)—instructors must include Course Approved Student Learning Outcomes (SLOs) on their syllabus. These must be stated exactly as written on the Student Learning Outcomes form. For specific SLO Committee Approved Guidelines please refer to Communicating Approved Student Learning Outcomes to Students section of the AP&P Standards & Practices Handbook.
- Assignments and Exams—some instructors choose to provide the exact assignments and due dates with their syllabus; others merely indicate the types and number of assignments students should expect to encounter throughout the semester. In either case, instructors must build their homework assignments based upon those that are suggested on the “typical homework assignments” page in the Course Outline of Record. A syllabus should indicate the number and type of quizzes, tests, exams, projects, performances and/or presentations students should expect and their scheduled dates. Instructors should also state whether or not late homework will be accepted or if late exams will be given and, if so, what the effect of late work will be a student's grade.

- **Methods of Evaluation**—it is a good idea to let students know how much weight (in percentages or points) will be given to assignments, exams, etc; this allows them to keep track of their own progress throughout the semester so that they are not surprised by an unexpected grade at the end. If instructors have developed grading rubrics or other standardized evaluations, these should be made available to students as well. As required, the Course Outline of Record links the evaluation of assignments, tests, or other graded work to the course objectives. This is also the place to indicate whether or not there are other classroom activities that will affect a student's grade: class participation, field trips, collaborative groups, extra credit work, visits to the Learning Center or Library, etc. Remember, attendance alone cannot be used as a basis for giving a grade, but participation can.

- **The Americans with Disabilities Act—Recommended Language for Reasonable Accommodations:** If you have a legally protected disability under the Americans with Disabilities Act (ADA) or California discrimination law, and you believe you need reasonable accommodation to participate fully in this class, please make an appointment to see me during my private office hours or after class to discuss your needs.

- **AVC Academic Honesty Policy—Academic Policy – AVC Board Policies Section 5500**

- **AVC Board Policies Section 5500 Guidelines for Student Conduct: Violation of the Academic Honesty Policy:** Dishonesty, including but not limited to, cheating, or plagiarism. Plagiarism – from the Latin word for “kidnap” – involves using another’s work without giving proper credit, whether done accidentally or on purpose. This includes not only words and ideas, but also graphs, artwork, music, maps, statistics, diagrams, scientific data, software, films, videos and the like. Plagiarism is plagiarism whether the material is from published or unpublished sources. It does not matter whether ideas are stolen, bought, downloaded from the Internet, or written for the student by someone else – it is still plagiarism. Even if only bits and pieces of other sources are used, or outside sources reworded, they must still be cited. To avoid problems, students should cite any source(s) and check with the instructor before submitting an assignment or project. Students are always responsible for any plagiarism in their work.

- An instructor who determines that a student has cheated or plagiarized has the right to give an “F” grade, or numerical equivalent, for the assignment or examination. Antelope Valley College reserves the right to utilize electronic means to investigate possible academic violations. Enrollment in any class implies student agreement and consent that all assignments are subject to submission for textual similarity review to an electronic database.

- **Number of Absences/Drops**—When the number of hours a student is absent in a specific course exceeds the number of hours the course meets per week, the student may be dropped from the course. The instructor may initiate the drop but it is the student's responsibility to drop.

Other Useful Information

It is a good idea to let students know what is expected of them when it comes to classroom behavior and the instructor's expectations. (Refer to the student code of conduct in AVC's College Catalog when developing these.) Both instructors and students will benefit from having the following in writing and presenting it at the start of the semester to avoid any misunderstanding or claims of unfair treatment.

A statement regarding:

- Late assignments and/or exams or extra credit work
- Late arrivals/tardiness and early departures (see the College Catalog on attendance)
- Electronics, pagers, cell phones, walkmans, or other distracting paraphernalia
- College resources that can help students be more successful: the Learning Center, Writing Center, Math Lab, tutors and/or counseling services, availability of computers on campus, etc.

G. Communicating SLOs to Students

Faculty are responsible for the development and assessment of student learning outcomes (SLOs) within their discipline. SLOs are the specific observable or measurable results expected subsequent to a learning experience and provide evidence that learning occurred as a result of a specified course, program activity, or process.

In addition to developing and assessing SLOs, faculty are responsible to communicate the purpose and goals of these SLOs to students. What do students need to know about SLOs?

Students need to know:

- Approved course-specific SLOs and how they are assessed,
- How SLO assessment results are being used to improve the course and/or corresponding program effectiveness, AND that
- SLOs and their assessments are used only to evaluate the effectiveness of a course or program, NOT to determine an individual student's performance in the course or program.

Faculty choose how to best communicate SLO information to their students, using one of the following recommended practices:

- Integrate SLOs on the course syllabus, or
- Include SLOs as a separate attachment to the course syllabus, or
- Post SLOs in course specific online files (Blackboard, myAVC, etc.)

Regardless of the method you select to communicate to students, please provide an opportunity for student dialogue in order to facilitate student engagement in the process. Communication of SLOs to students should occur within the first week of the course, the same time frame in which faculty are required to provide a course syllabus.

Suggestions to frame student discussion of SLOs:

- Remind students that SLOs are not the same as course objectives.
- SLOs are broad, measurable goals of student learning that are overarching outcomes for a course or program.
- SLOs will be used by faculty and college staff to analyze student learning needs, to enhance student services, to evaluate course and program effectiveness, and to influence decisions regarding college planning and operations.

III. Development and Submission of Outcomes

A. Learning Outcomes:

1. When building Learning Outcomes' for a course all instructors involved in teaching that course should be involved in the process.
2. Begin by examining the specific course objectives listed in the Course Outline of Record (COR).
3. You should then try combine 2 or more of them into one logical cohesive outcome that can be assessed.
 - a. For example, at AVC PSY 101 course has the following course objectives:
 - 1) Explain the historical context of the field of psychology.
 - 2) Identify, describe, and compare different research methodologies used in the scientific study of psychology.
 - 3) Recognize, inspect, question, and evaluate various theories and concepts that presently influence the field of psychology.
 - 4) Examine and analyze various topics and concepts in psychology.
 - 5) Assemble and critically analyze recent information on topics in General Psychology through the use of current literature and scientific journals.
 - 6) Assess the complexity and diversity of behavior including the impact of culture on human behavior.
 - 7) Inspect and describe the interaction of nature (genes) and nurture (culture) on human behavior.
 - 8) Recognize and appraise scientific journals in the field of psychology.
 - 9) Identify and demonstrate APA writing style.
 - b. Objectives 5, 8, and 9 could be combined and rewritten as follows: Students will be able to recognize scientific journals in the field of psychology, critically evaluate their content, and synthesize the information into APA format.
4. Do this until all objectives are in Learning Outcomes.
5. Once the Learning Outcomes part is written, Faculty need to develop a common tool or tools to determine if students can really do what the Learning Outcomes state.
 - a. An assessment criteria needs to be set for the tool: Assessment criteria refers to the percentage or ratio of questions answered correctly.

For example: a score of 70% or better says the student was successful
 - b. An achievement target needs to be set: The achievement target refers to the overall percentage of students that successfully meet the assessment criteria for the Learning Outcomes.

For example: 80% of the students will meet the assessment criteria

6. Once this has been done, make sure each Learning Outcomes exhibits the following qualities:
 - a. Provides evidence of overarching student knowledge, skills, abilities, attitudes, or dispositions rather than discrete objectives.
 - b. Describes student competency rather than content coverage.
 - c. Use of active verbs from Bloom's Taxonomy that are consistent with COR (Course Outline of Record).
 - d. Assessment methods / tools are clearly identified (activity or assignment students undertake that can be used to determine whether learning has occurred)

For more examples of developing and submitting Outcomes, please see the "How" section of "Learning Outcomes for AVC Faculty" in the appendix.

IV. Revising and Submitting Outcomes

Outcomes should be changed whenever the Faculty and Staff believe the change should take place – after reflection and analysis of the Outcomes Assessment data.

They must also be presented to the Outcomes Committee for approval every four years when the Course Outline of Record is being reviewed by the AP&P Committee.

The Outcomes approval process takes place completely in CurricUNET, and then must be transferred to WEAVEonline manually.

For complete information regarding to revising and submitting Outcomes, please see the “How” section of “Learning Outcomes for AVC Faculty” in the appendix.

V. Assessment

A. Best Practices

Assessment of Learning Outcomes (SLOs and PLOs) is meant to be a faculty-driven process. Faculty teaching within specific course and program areas are those most capable of determining the most valuable intended outcomes of a course or program.

Learning Outcomes are intentionally assessed in order to provide faculty with information that leads to modifications in learning outcomes, instructional objectives, learning environments, curricula and assessment strategies.

Important considerations in Learning Outcomes development and assessment include the following:

- 1- Aligning intended learning outcomes with the college mission, values, and Institutional Learning Outcomes (ILOs).
- 2- Developing assessment strategies that provide a well-rounded picture of student learning, remembering that different courses and disciplines call for different types of assessment.
- 3- Considering assessment that involves measurement not only of knowledge, but also of values, attitudes, and habits of mind identified as important in each discipline.
- 4- Practicing assessment strategies that begin with important questions and issues and then return useful data that guides continuous improvement.
- 5- Recognizing that the best assessment is cumulative and occurs over time. Using data accumulated in the same course, using the same instrument over the course of several semesters, supports continuous improvement.

The practice of collecting and assessing data alone will not effect change. Change only occurs when the data collected is valid, useful, and is regularly discussed and evaluated by teams of faculty within the discipline with the following goals:

- 1- Identifying immediate needs for personnel, equipment, materials and supplies.
- 2- Planning for future needs.
- 3- Monitoring long term effectiveness of the course or program by documenting the results of assessment.
- 4- Communicating the goals and effectiveness of the course or program to the campus and community.

When writing Learning Outcomes faculty are encouraged to do the following:

- 1- Consider how the intended outcomes of each course will help students reach the intended outcomes of the program or degree.
- 2- Focus on the central aspects of the course or program seen as most valuable and meaningful.

3- Answer the following questions:

- What is most important for the student to know, understand or express?
- What knowledge, skills, attitudes or abilities should the ideal student demonstrate?
- How will the student demonstrate learning has occurred?
- How will success be measured both qualitatively and quantitatively?

B. Developing, revising and submitting Assessment Information

For more on the development, revision and submission of assessment information that includes Tools (Methods), Criteria and Target, please see the “How” section of “Learning Outcomes for AVC Faculty” in the appendix.

VI. Important Dates and Deadlines

A. Reporting Guidelines for Academic Programs

Learning Outcomes Data

All SLO and PLO data must be entered into WEAVEonline two weeks after the final day of classes of each Spring semester.

The data shall include required information from every section of every class for the Summer, Fall, Intersession and Spring prior to that date (known as an assessment cycle).

Action Plans

Action Plans are to be entered into WEAVEonline no later than Sept. 30 of every year.

VII. WEAVEonline

One would go to WEAVEonline when they need to:

- See Learning Outcomes' Assessment Findings and Action Plans
- Input or change Learning Outcomes' Assessment Findings and Action Plans (if a facilitator).

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Outcomes Committee > WEAVEonline

The direct link is <https://app.weaveonline.com//login.aspx?ReturnUrl=/avc/login.aspx>

Once you're at the AVC page (it's basically all green, the non-AVC page is much different) enter your WEAVEonline ID.

If you are not a facilitator and wish to view the various Learning Outcomes, you may do so by logging in with the WEAVEonline ID of AVCuser and the password marauder.

Programs (Degrees and Certificates) are prefaced with a P: Often you will find these at the bottom of the pull down list.

For complete information of how to access and use WEAVEonline, please see the Facilitator's Manual in the appendix.

IX. Approved Outcomes and Assessments

All approved Outcomes can be found on CurricUNET.

One would go to CurricUNET for Outcomes purposes when they need to: do the following:

- Submit Learning Outcomes and Assessment Criteria and Targets for new classes/programs or for four year review.
- Find Objectives and Learning Outcomes
- Change Learning Outcomes and Assessment Criteria and Targets

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Academic Policies & Procedures Committee > CurricUNET Online

The direct link is <http://www.curricunet.com/AVC/>

Appendices

AVC Outcomes Glossary of Terms

Bloom's Taxonomy

Learning Outcomes for AVC Faculty

State SLO Terminology Glossary

WEAVEonline Facilitator's Manual

AVC OUTCOMES COMMITTEE GLOSSARY OF TERMS

Academic Cycle- Academic cycle refers to the assessment cycle documented in WEAVEonline that begins with the Summer semester of a given year and continues through the Spring semester of the following year.

Affective Outcomes- Affective outcomes relate to the development of values, attitudes, and behaviors.

Alignment- Alignment is the process of analyzing how explicit criteria line up or build upon one another within a particular learning pathway.

When dealing with outcomes and assessment, it is important to determine that the course outcomes align or match up with program outcomes; that institutional outcomes align with the college mission and vision.

In student services, alignment of services align with such areas as financial aid deadlines and instructional calendars.

Action Research – Action research consists of a family of research methodologies that pursue action and research outcomes at the same time. It therefore has some components that resemble consultancy or change agency, and some which resemble field research.

Action research tends to be...

cyclic -- similar steps tend to recur, in a similar sequence;

participative -- the clients and informants are involved as partners, or at least active participants, in the research process;

qualitative -- it deals more often with language than with numbers; and

reflective -- critical reflection upon the process and outcomes are important parts of each cycle.

The steps are: plan --> act --> observe --> reflect (and then --> plan etc.)

Assessment - The evaluation of the Learning Outcomes Data for use in creation of Action Plans

Assessments are done according to the Academic Cycle and are done in a way as to satisfy the Assessment Cycle.

Assessments may be done for each SLO and PLO each Assessment Cycle. However, assessment of at least one SLO and PLO MUST be done each Assessment Cycle.

Assessment Cycle- Assessment cycle refers to the process called “closing the loop.”

Cognitive Outcomes- Cognitive outcomes relate to the development of mental processes such as memory, comprehension, evaluation, reasoning, analysis, calculation, and planning.

College Operations- College operations refers to indirect support services to the campus such as maintenance and operations, auxiliary services, budget and accounting, information technology services, research and planning, police and safety, and marketing.

Continuous Improvement- Continuous improvement reflects an on-going, cyclical process to identify evidence and implement incremental changes to improve student learning.

Critical Thinking- "Critical thinking is the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

In its exemplary form, it is based on universal intellectual values that transcend subject matter divisions: clarity, accuracy, precision, consistency, relevance, sound evidence, good reasons, depth, breadth, and fairness.

" A statement by Michael Scriven & Richard Paul {presented at the 8th Annual International Conference on Critical Thinking and Education Reform, Summer 1987}.

Culture of Evidence- The phrase “culture of evidence” refers to an institutional culture that supports and integrates research, data analysis, evaluation, and planned change as a result of assessment to inform decision-making (Pacheco, 1999)5.

A culture of evidence is characterized by the generation, analysis and valuing of quantitative and qualitative data in decision making.

Curriculum Mapping- Curriculum mapping supports unified coordination of ILOs, PLOs, and coursework, provides visual representation of course alignment within a program, and promotes increased understanding of the relationship between programs and the institution’s mission.

Example of mapping: If the faculty determines that SLO #1 fits with PLO #1 then that SLO is “mapped” to the PLO. When gathering Outcomes Data for that PLO, the SLO Outcomes Data will be used directly as part of the PLO Outcomes Data.

Data Collection – The process of collecting data for SLOs and PLOs so they can be properly assessed.

Data Collection shall take place for every SLO by every instructor for each class. The data collected is aggregated for later assessment.

Data Collection for PLOs shall take place by the discipline, department or division for each course mapped to the PLO or other data gathering method approved by the Outcomes Department.

Effectiveness Criteria- Effectiveness criteria is a standard of judgment that assesses the “added value” based on evidence.

Evidence of Program and Institutional Performance- Program or institutional evidence includes quantitative or qualitative, direct or indirect data that provide information concerning the extent to which an institution meets the goals it has established and publicized to its stakeholders.

General Education (G.E.) Program Learning Outcomes- General Education PLOs are closely related to ILOs and are the skills and abilities a student is expected to be able to use after completing a general education course of study.

This knowledge is used when students evaluate themselves and appreciate the physical environment, culture, and society in which they live.

Institutional Learning Outcomes- Institutional Learning Outcomes are observable characteristics that ensure students will succeed through the assessment of the goals as outlined in the college mission.

Learning Outcomes Data - Numerical data collected with regard to each SLO and PLO.

The data consists of: number of students who successfully achieve the SLO or PLO and the number of students attempting to achieve the SLO or PLO.

For instance, in a class 14 students may have achieved the SLO out of 20 students attempting to achieve it.

The 14 and 20, in addition to the percentage created (number of students who successfully achieve the SLO or PLO divide by the number of students attempting to achieve the SLO or PLO) is then used for assessment purposes. In this case: 14/20 or 70 percent.

Operational Outcomes (OOs)- Operational Outcomes are overarching specific observable characteristics developed by staff in the institution's non-instructional and operations areas that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific program, activity, or support.

Program- An educational or instructional program is an organized sequence of courses leading to a defined objective, a degree, a certificate, a diploma, a license, or transfer to another institution of higher education.

Program Learning Outcomes (PLOs)- Program Learning Outcomes are overarching specific observable characteristics developed by faculty and staff that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course of study, activity, or service throughout the completion of a Program.

Program Review- Program Review ensures that every program and service area will experience a systematic evaluation cycle consisting of a self-evaluation process, which includes employee, student, and community evaluation, and an institutionally based peer-team review.

The information gathered during this process will provide a basis for cooperative and informed decision-making regarding the future of the institution.

Psychomotor Outcomes- Psychomotor outcomes relate to the development of specific motor skills and movement functions along with related mental processes.

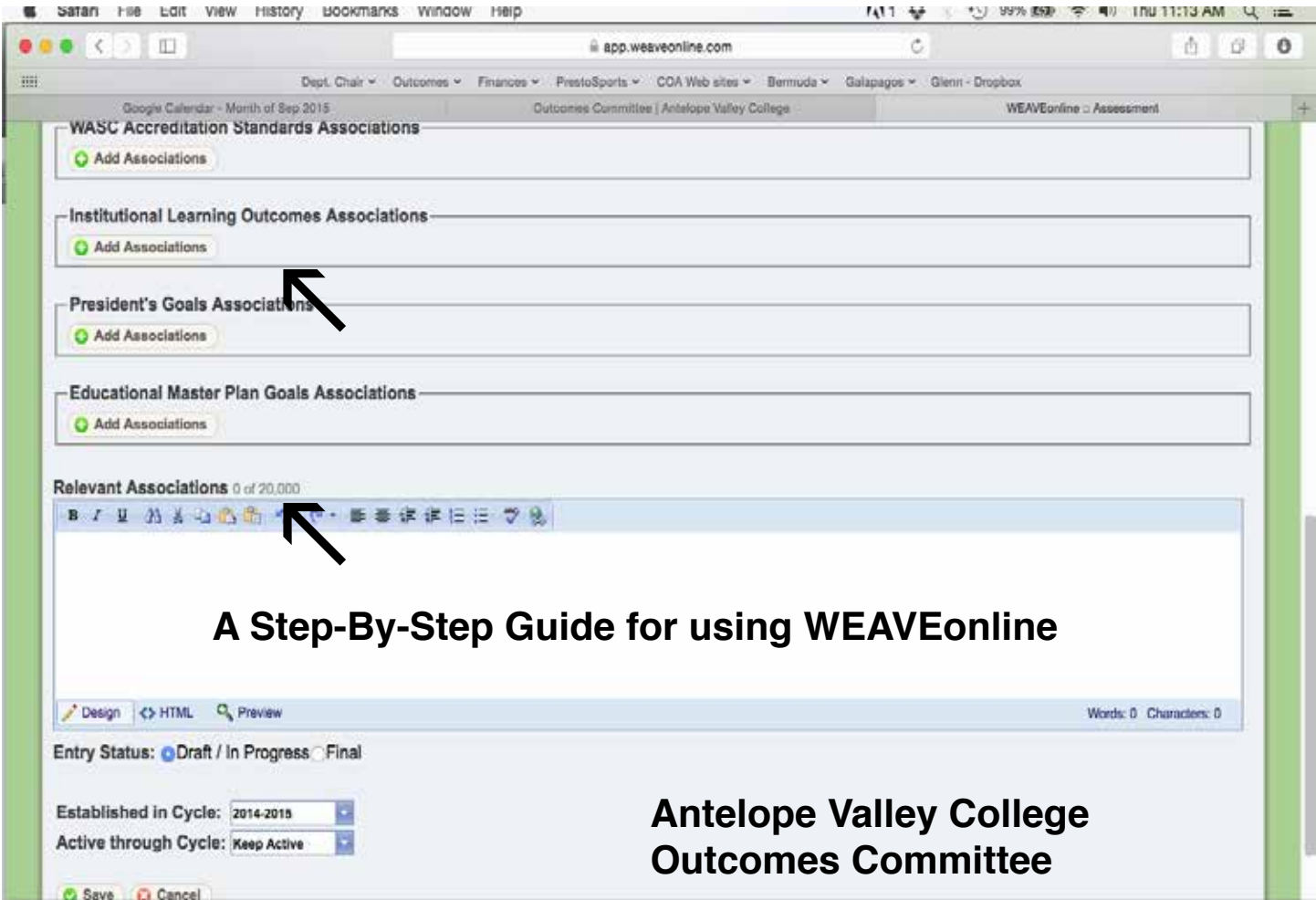
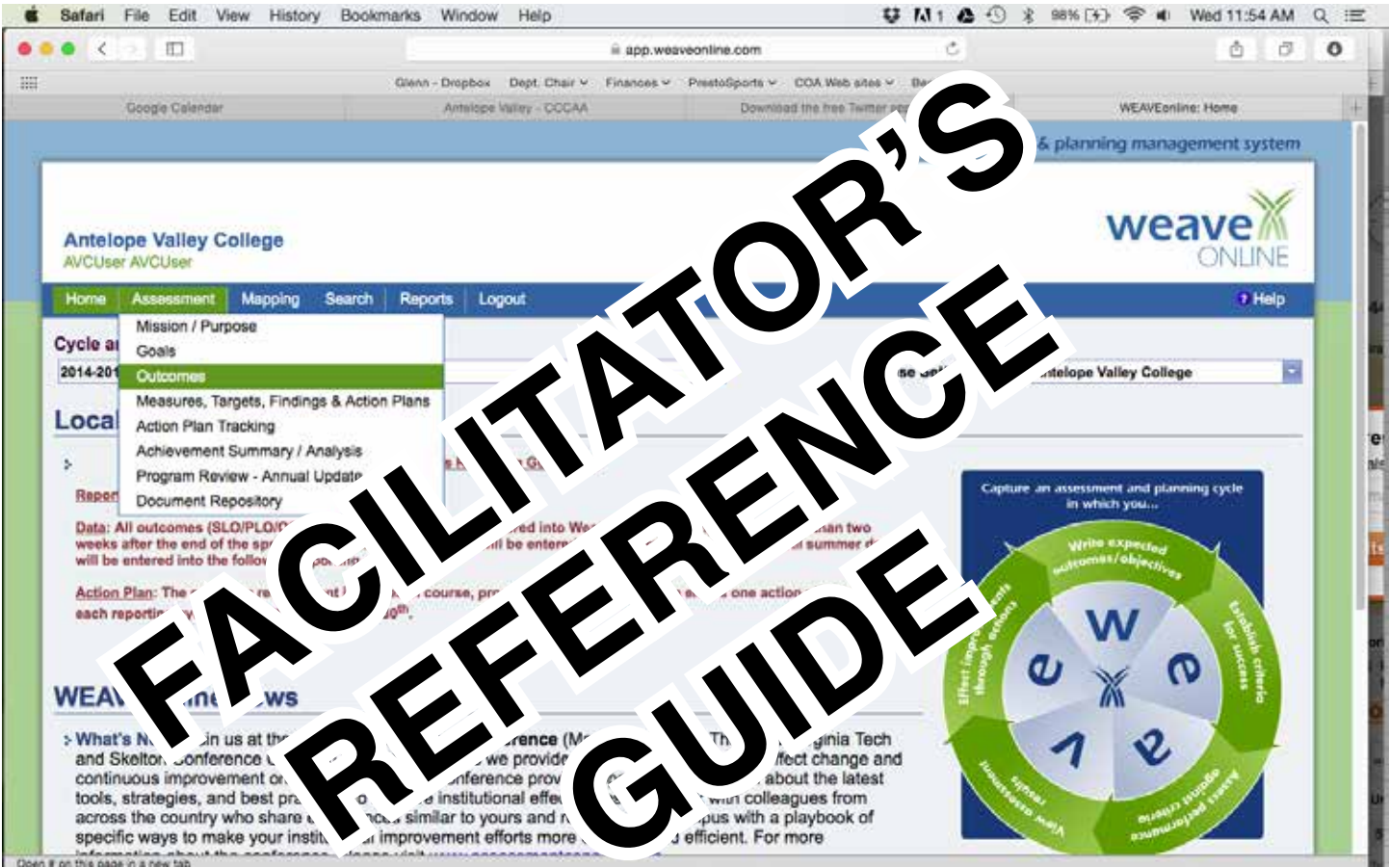
Student Learning Outcomes (SLOs)- Student Learning Outcomes are overarching specific observable characteristics developed by faculty that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course, program, activity, or process in a specific class.

Student Services- Student Services is a comprehensive system of programs and opportunities that enhance student success and facilitate achievement of education, career, and life goals.

WEAVEonline- WEAVEonline is a software application that allows the institution to develop and maintain continuous improvement processes for academic, service, and administrative structures.

WEAVE serves as a repository for assessment data and guides the alignment of assessment, planning, budgeting, and institutional priorities.

For additional definitions, please refer to—Academic Senate for California Community Colleges: Glossary of Student Learning Outcomes:



The Outcomes Committee thanks you for helping your faculty and students by taking on Facilitator duties.

In this training we will be going over:

•Facilitator duties	3
•Adding and editing an outcome	5
•Adding and editing a measure	6
•Adding and editing an achievement target.....	7
•Adding and editing findings.....	8
•Adding and editing an action plan	10

Facilitator Duties

- Gather data findings (number successfully mastered SLO and number of those who attempted) from all instructors from all sections of the classes that are your responsibility.
- Compile the data and get an aggregate number of the number successfully mastered SLO and number of those who attempted for each class, as well as deriving a percentage from those two numbers.
- Input the findings and action plans in accordance with that which has been submitted to you.
- Please note – Unless the facilitator is specifically part of the faculty in charge of a particular class or PLO, they should not make any changes to what has been submitted. If there are questions, the facilitator should contact the faculty for clarification before inputting the information.**

Some things to remember before and while inputting on WEAVE

You must have your own WEAVEonline username and password. While the username is usually your MyAVC username, your password is not. If you do not have a WEAVEonline account, contact your Outcome Rep or Department Chair.

Be sure you save your work, and if there is a “Finish” button, make sure you press that before moving on to another screen. If the “Finish” button is not pressed before saving, it will cause whatever you are working on to show as not having been completed in the various reports.

Working in WEAVEonline

The address can be found in a lot of places including the Outcomes page (<https://www.avc.edu/administration/organizations/outcomes>) at the bottom

The actual site URL is: <https://app.weaveonline.com//login.aspx?ReturnUrl=/avc/login.aspx>

Once you're at the AVC page (it's basically all green, the non-AVC page is much different) enter your WEAVEonline ID.

Once in, first make sure you're in the correct cycle and then go to the Assessment tab and go down to Objectives



Once there, find the class in the pull down menu. For this example I've chosen KIN 111.

A couple of notes:

1. You will only be able to see courses and programs you are the facilitator for. If you need access to a particular class or program, contact Jamie Jones at jjones141@avc.edu
2. Programs (Degrees and Certificates) are prefaced with a P: Often you will find these at the bottom of the pull down list.



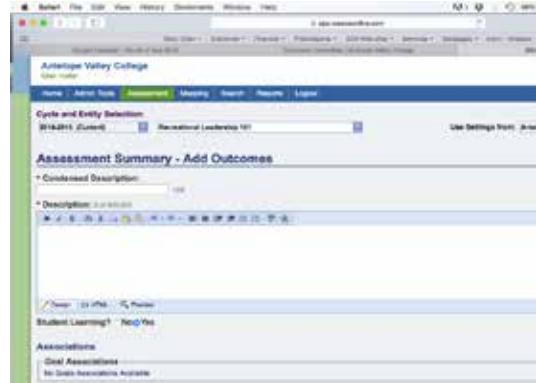
Now we are ready to do specific tasks.

Adding/editing an outcome

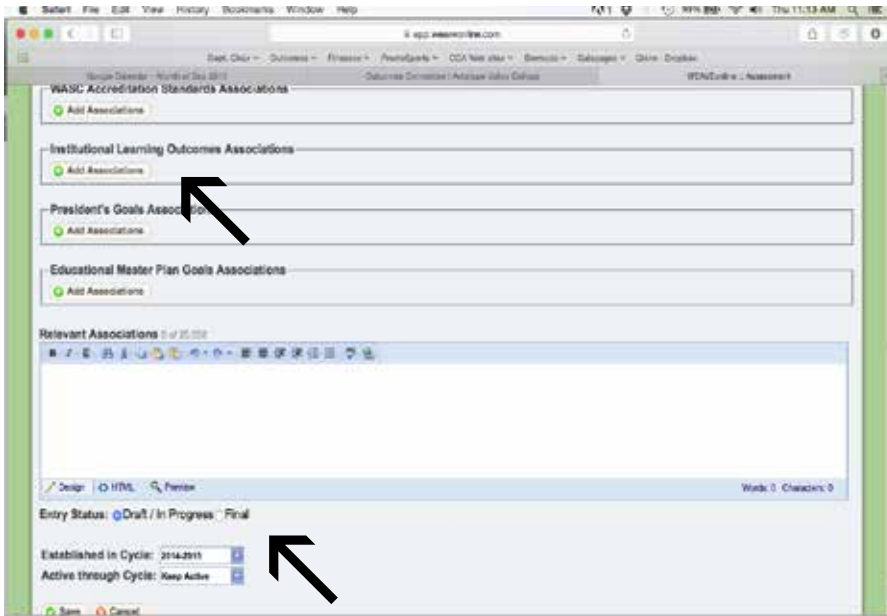
To add an outcome, head down to the middle of the page marked Outcomes and find the button marked "Add."



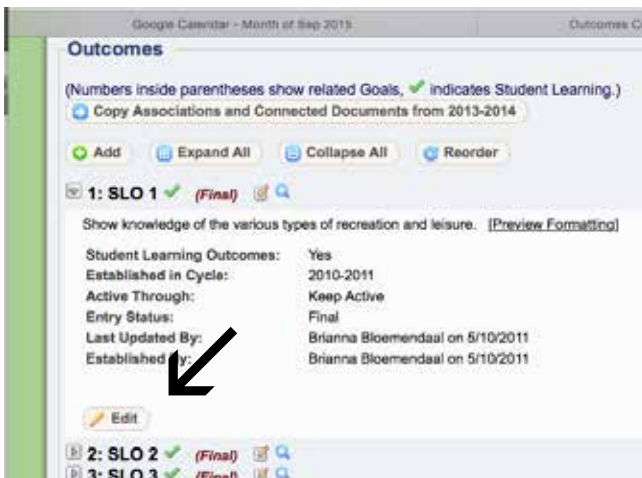
You will get this screen ----->
Fill in the "Condensed Description" (usually something like "SLO 1" and then the "Description" which is the SLO/PLO



Before finishing be sure to add any associations for Institutional Learning Outcomes and Make it "Final" before moving on.



To edit, just go to the "Edit" button under SLO/PLO you want to edit and click on the it. On the next screen change the text as required and make sure you save your work.

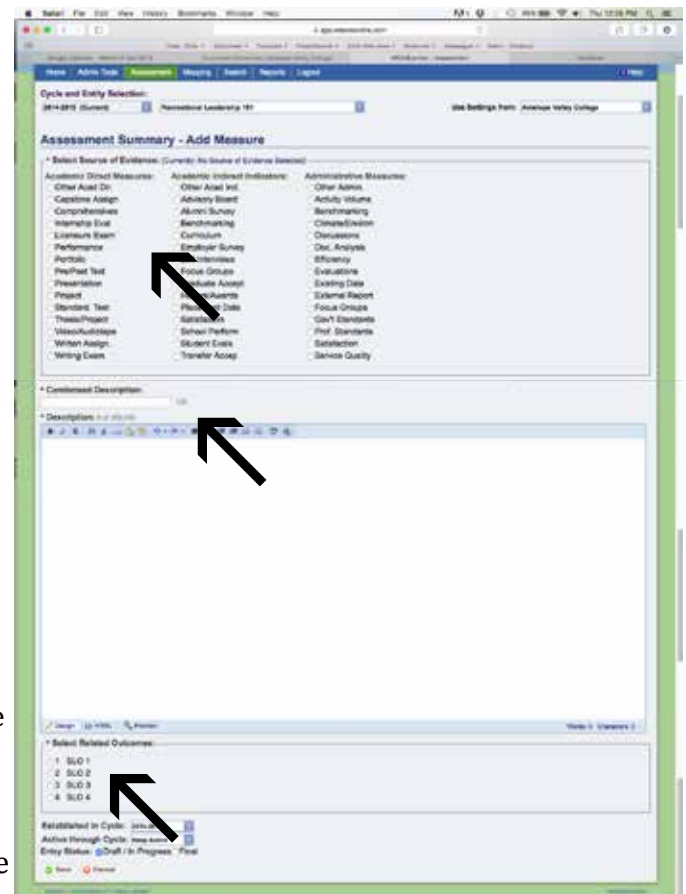


Adding/editing measures and achievement targets

To add an outcome, head down to the middle of the page marked Measures and find the button marked "Add Measure."



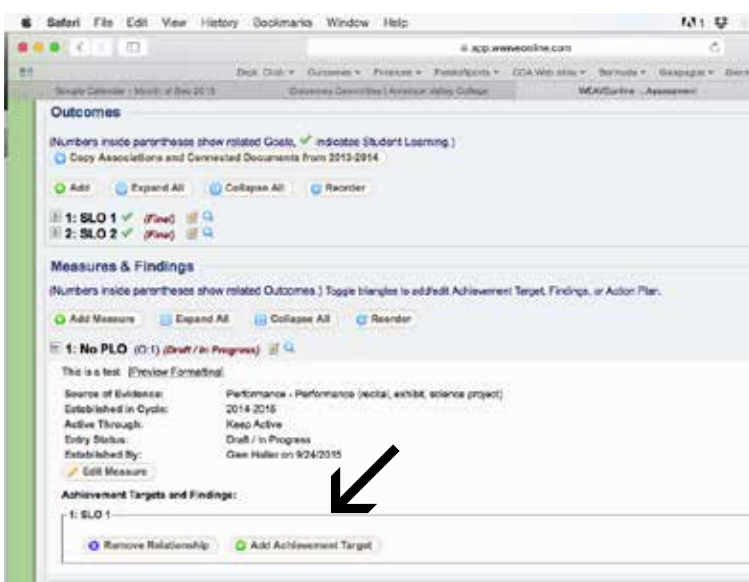
You will get this screen ----->
Click the appropriate Academic Direct Measures button.
Note: You can only click one measure so if the SLO shows multiple measures use the first one listed on the SLO.



Fill in the "Condensed Description" (usually something like "SLO 1") and then the "Description" which is the SLO/PLO

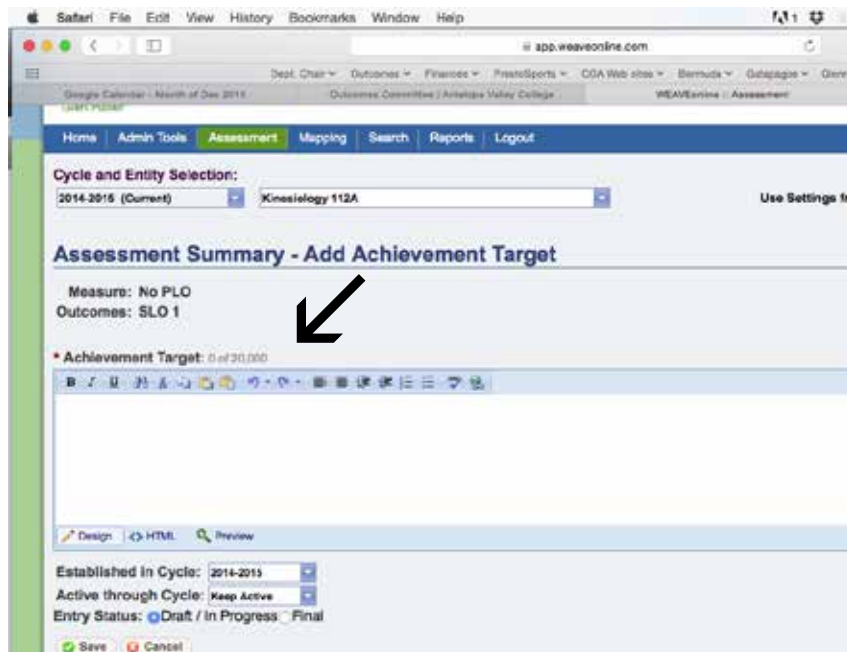
Be sure to select the Related Outcomes for the measure. You can select more than one if more than one SLO for the class uses the same measure. And as always make it "Final" before moving on.

Only adding after adding a measure can you add an achievement target. After saving the Measure, this screen will appear :



Click on the "Add Achievement Target" button

Add the Achievement Target in this screen:

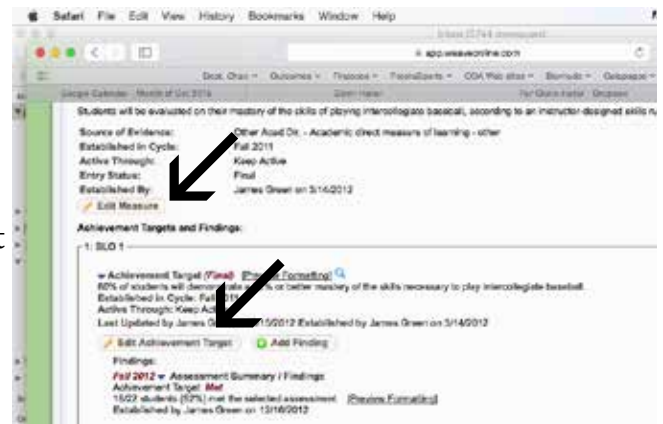


And as always, make it “Final” before saving.

To edit either one first head down to the bottom of the page marked Measures and find the button marked “Expand All.” It makes life easier.



The screen will now look like this ----->
Check either the “Edit Measure” or the Edit Achievement Target button.



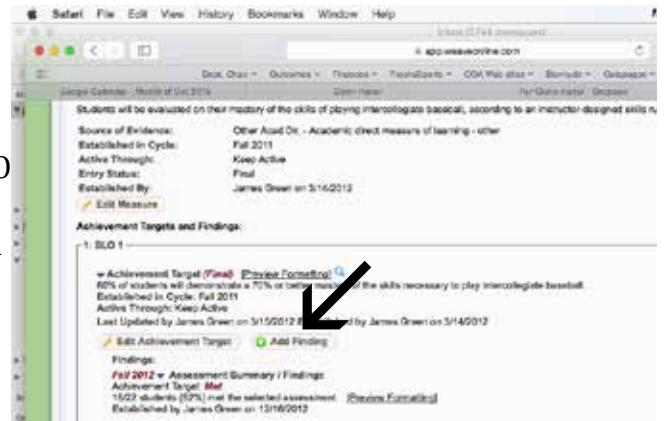
On the next screen change the text as required and make sure you save your work.

Adding/editing findings

To add a finding first head down to the bottom of the page marked Measures & Findings and find the button marked “Expand All.” It makes life easier.



The screen will now look like this -----> Look for the SLO/PLO you have a finding for and click the “Add Finding” button.

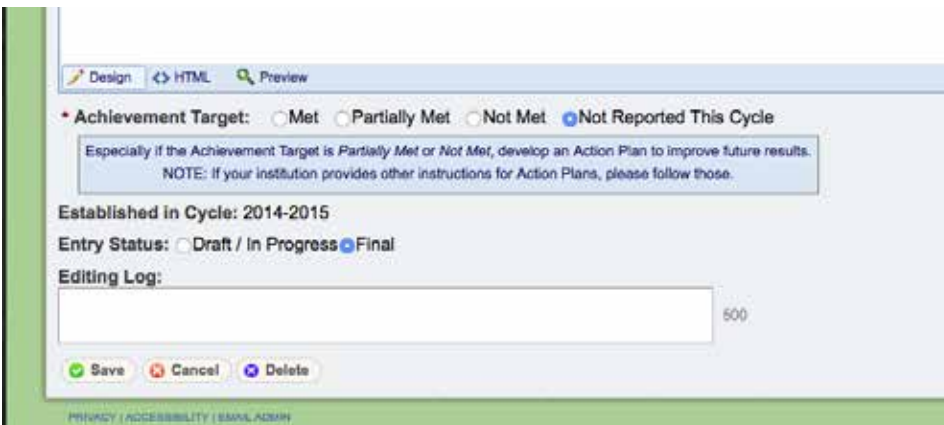


On the next screen enter the text as required.

Usually something like “10 of 15 (67%) students successfully achieved master in this SLO.”

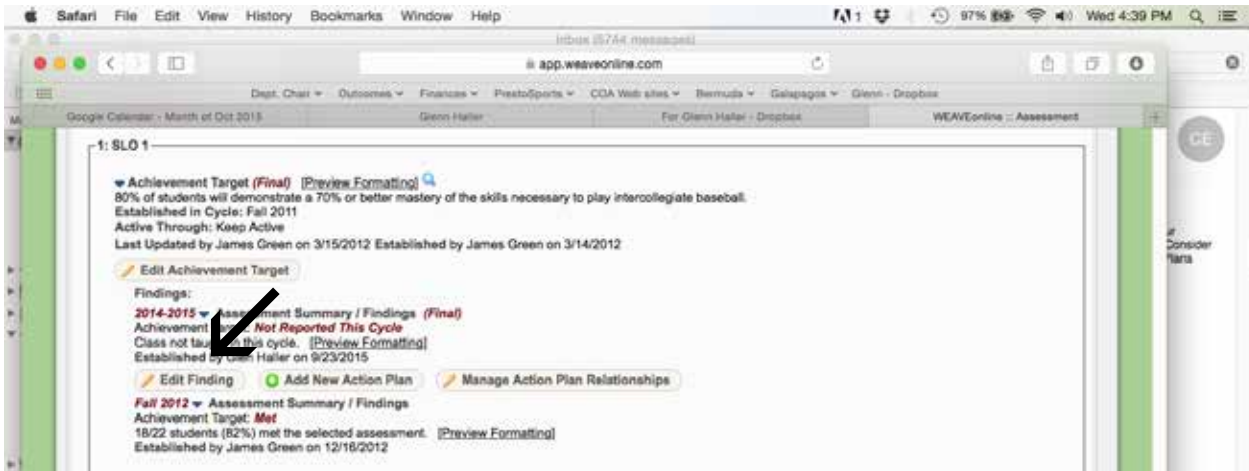
Whatever the wording, remember it must contain 1. the number that successfully mastered SLO, 2. the number of those who attempted and 3. The percentage.

Also, when adding a finding, you need to note whether the SLO was met or not. At the bottom on the page you will find the following:



Click the proper response and make sure you hit Final before save your work.

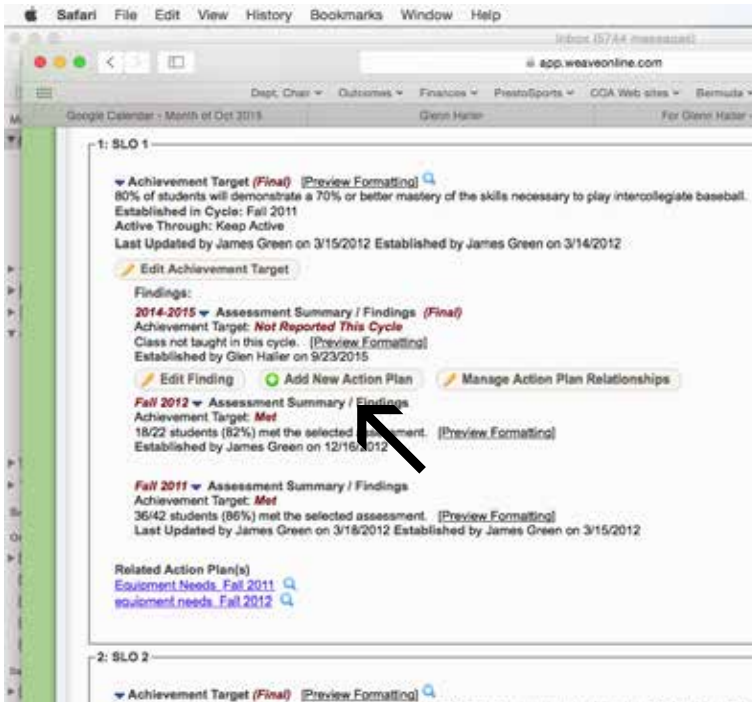
To edit a finding, head down to the bottom of the page marked Measures and find the button marked “Expand All.” Then find the SLO/PLO you need to edit and click on “Edit Finding.”



Make the changes and save your work.

Adding an action plan

Only after adding a measure can you add an action plan. After saving the Finding, this screen will appear (under Measures & Findings and after you have expanded all):

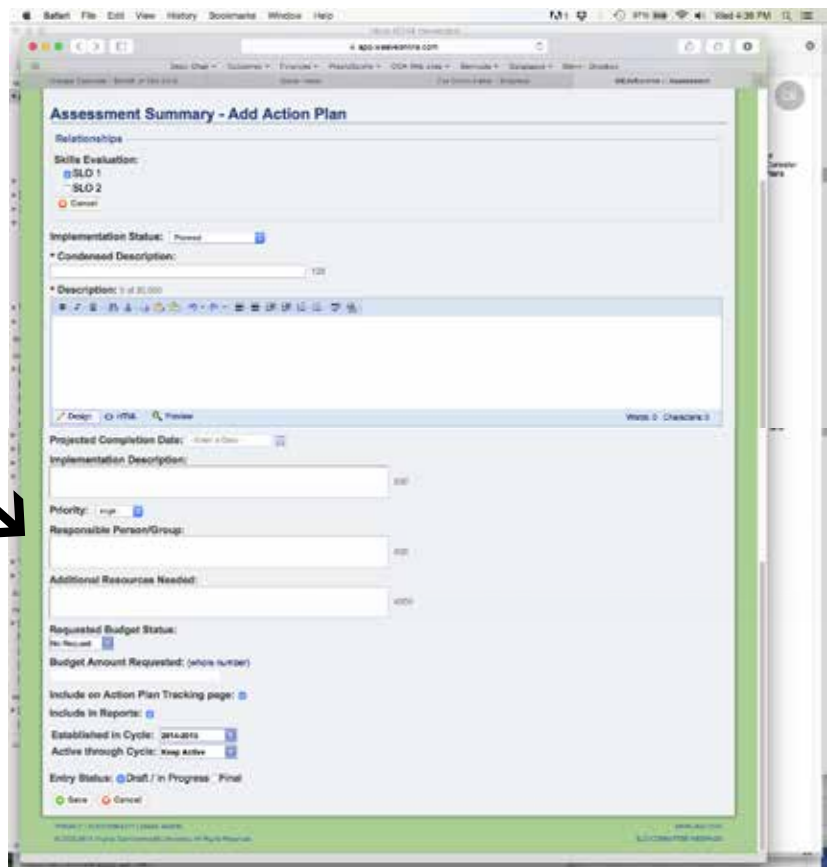


Click on "Add New Action Plan"

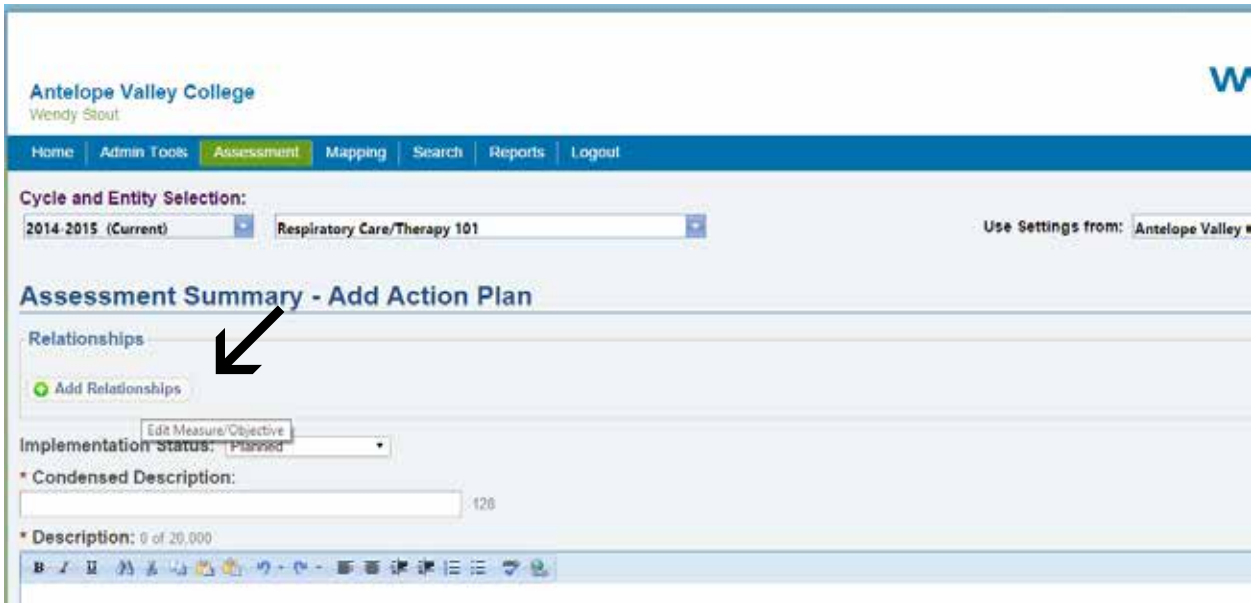
You'll see this screen

Input whatever those in charge of coming up with the Action Plan have sent you

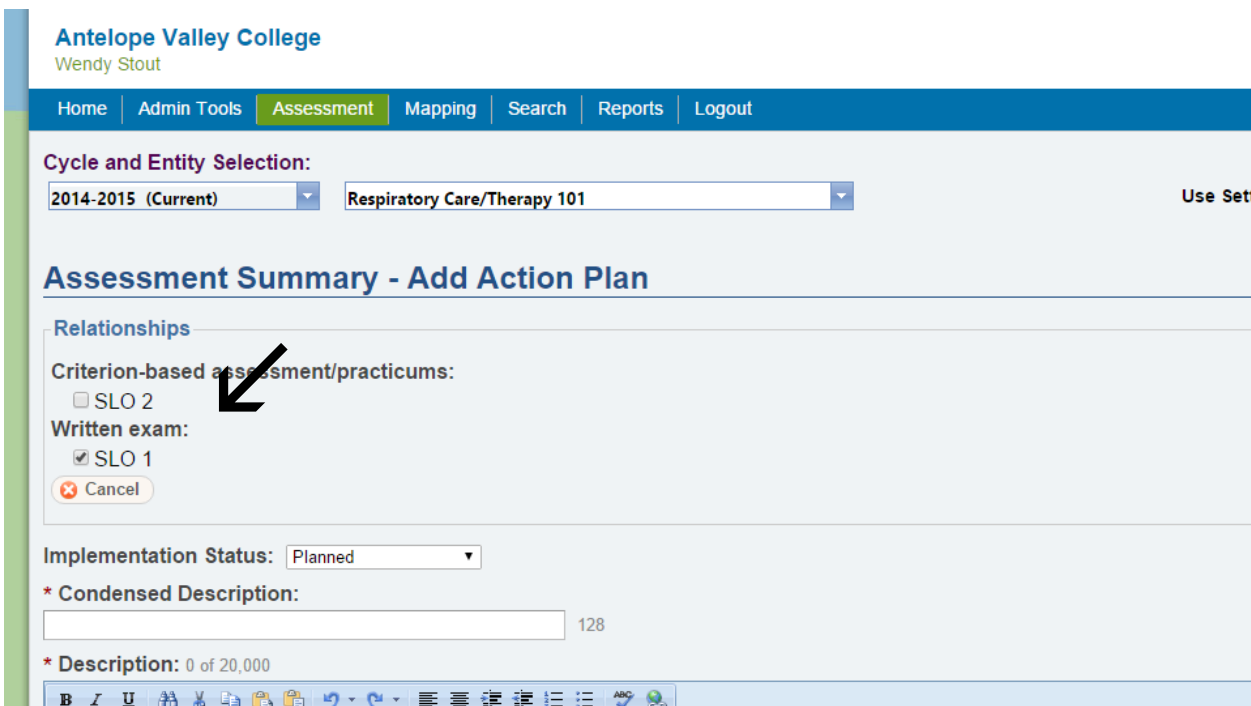
The "Responsible Person/Group" would be where the names of those who put together the Action Plan are placed.



If you need to link all SLO's in a course or all PLO's within a program to an action plan, after selecting add new action plan this screen appears and click on "Add Relationships"



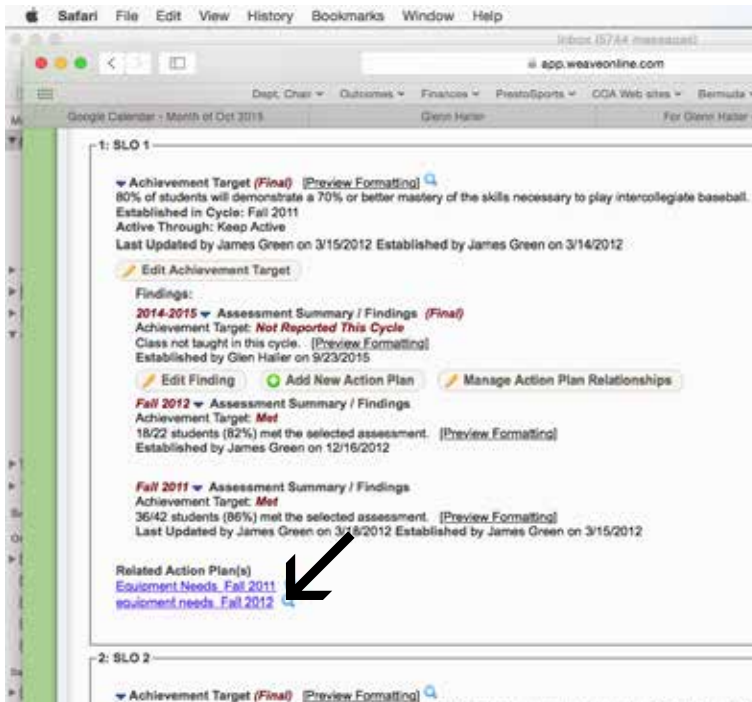
Once you have clicked on "Add Relationships" the following screen will appear. In this screen you can pick any and all SLO's from that specific course or PLO's from that specific program you want linked to the Action Plan



As always, press Final before saving.

Editing an action plan

To edit an Action Plan (under Measures & Findings and after you have expanded all):



Click on the short description of the Action Plan want to edit under “Related Action Plans.”

On the next screen make the necessary changes and be sure to save.

Learning Outcomes FOR

~~DIAMONDS~~ AVC FACULTY

*A Reference
for the
Rest of Us!*



THE OUTCOME COMMITTEE ARE:

Faculty Co-Chair - Dr. Glenn Haller

Administration Co-Chair – Dr. Meeta Goel

Research Analyst – Dr. Svetlana Deplazes

Faculty

Div Faculty Rep Counseling and Matriculation - Dr. Jessice Eaton

Div Faculty Rep Library - Dr. Scott Lee

Div Faculty Rep Division #1 - Stacey Adams

Div Faculty Rep Division #1 - Wendy Stout

Div Faculty Rep Division #1 - Candace Martin

Div Faculty Rep Division #2 - Dr. Anne Hemsley

Div Faculty Rep Division #2 - Dr. Cindy Hendrix

Div Faculty Rep Division #3 - Dr. Rachel Jennings

Div Faculty Rep Division #3 - Karen Lubick

Div Faculty Rep Division #4 - Melanie Parker

Div Faculty Rep Division #4 – Timothy Lynskey

Div Faculty Rep Division #5 - Vacant

Div Faculty Rep Division #5 - Vacant

Adjunct Faculty - Vacant

Operations

Administration Member - Dr. L. Tom O’Neil

Administration Member - LaDonna Trimble

Confidential Management (OOs) - Mrs. Melissa Jauregui

Classified Employee Classified Union - Vacant

ASO Rep ASO – Non Voting Ad Hoc - Vacant

WHAT 4

- WHAT LEARNING OUTCOMES ARE NOT
- SO WE NOW KNOW WHAT THEY ARE NOT. BUT WHAT ARE THEY?
- OK, WHAT ARE THESE ASSESSMENT THINGS WE HAVE TO TURN IN AS WELL AS OUR OUTCOMES?

WHY 12

- WHY ARE LEARNING OUTCOMES REQUIRED?
- ACTION RESEARCH

WHO 16

HOW 18

- HOW DO WE CREATE LEARNING OUTCOMES?
- HOW DO WE CREATE ACHIEVEMENT TARGETS?
- HOW DO WE GET THE NUMBERS FOR TURNING IN TO OUR FACILITATORS?
- HOW DO WE DETERMINE TO WHICH ILOS AND PLOS THE SLOS ARE MAPPED?
- HOW DO WE CREATE THE NUMBER THRESHOLDS FOR ASSESSMENT CRITERIA AND ACHIEVEMENT TARGETS?
- HOW DO WE PUT OUTCOMES AND ACHIEVEMENT TARGETS IN CURRICUNET?
- HOW DO WE CHANGE OUTCOMES AND ACHIEVEMENT TARGETS IN CURRICUNET?

WHEN 37

WHERE 38

Hello all – My name is Faccir. No it's not a real name of a faculty member on campus, and we pronounce it faw-sear (though as you go through this you might believe it's "faker"). I'm the collaboration of the Faculty on the Outcomes Committee, and I'm here to run you through everything you need to know about Learning Outcomes and give you some other thoughts and concepts regarding them. Since I have a deep background in journalism (back when it was information-based and not entertainment-based), I know completely that which a story should contain for optimum information dissemination – Who, what, where, how, why and when. So now it's time to answer each one of those. Let's start with:



WHAT

The first question that is usually asked is “What are SLOs and PLOs?”

SLOs - Student Learning Outcomes

These are Learning Outcomes attached to a particular class.

PLOs – Program Learning Outcomes

These are Learning Outcomes attached to a particular degree or certificate program.

The next question is usually something snotty and of the order of “OK smart guy, what are Learning Outcomes?”

But before we go on to figure out what Learning Outcomes are, let’s first take away some of the possibilities by discussing what Learning Outcomes are not.

WHAT LEARNING OUTCOMES ARE NOT

- GRADES
- OBJECTIVES

Let’s start with why we can’t and don’t use final grades as Learning Outcomes:

“An inadequate report of an inaccurate judgment by a biased and variable judge of the extent to which a student has attained an undefined level of mastery of an unknown proportion of an indefinite material.” - Paul Dressel definition of grade (1976)

Another definition is a grade is given to student for their mastery of the material for the WHOLE class.

Learning Outcomes are smaller pieces of particular mastery that when combined make up the grade.

Maybe looking at bits of the 1960 World Series between the New York Yankees and the Pittsburgh Pirates will help illustrate this. (Thanks to David Wood, San Antonio (TX) College for the example.)

So when it all ended after seven games, the Pittsburgh Pirates had done well enough in the Series to win the Championship with four wins to the New York Yankees’ three.

If we say because Pittsburgh won the World Series, they got an A, while because the Yankees lost they got an F, does that really reflect on either team’s impact on the outcomes that led to the final grade?

Let's see:

Using the following Outcomes to determine each team's grade:

Total Scoring
Total Hits
Batting Average
Total Home Runs
Timely Home runs
One run wins (win by one run)
Games won in best out of seven games played

We find in the series that...

The Yankees outscored the Pirates 55–27.

The Yankees outhit the Pirates 91–60.

The Yankees outbatted the Pirates .338 to .256.

The Yankees hit 10 home runs to Pittsburgh's four

But if we take a look at all these Outcomes, it's clear the Yankees took home the crown and the grade. The Yankees got an A and the Pirates, maybe, maybe a C but more like an F.

But let's add these facts to our Outcomes.

Pittsburgh hit three of their four home runs in the seventh (and final) game.

Pittsburgh was able to win two one-run games.

Both times Pittsburgh was shutout, the Yankees scored 10 or more runs.

Pittsburgh won the series four games to three.

So it shows that the Yankees did fabulously well in four outcomes and Pittsburgh did really well in three outcomes.

Yes, we don't have SLOs measured by grades, but since they are smaller parts of the overall grade, you can think of each SLO as a "mini-grade."

Taking this example let's give each team a mini-grade for each outcome:

Total Scoring – Yankees A, Pittsburgh F

Total Hits – Yankees A, Pittsburgh D

Batting Average – Yankees A, Pittsburgh D

Total Home Runs – Yankees A, Pittsburgh D

Timely home runs – Yankees B, Pittsburgh A

One run wins (win by one run) – Yankees F, Pittsburgh A

Games won in best out of seven games played – Yankees F, Pittsburgh A



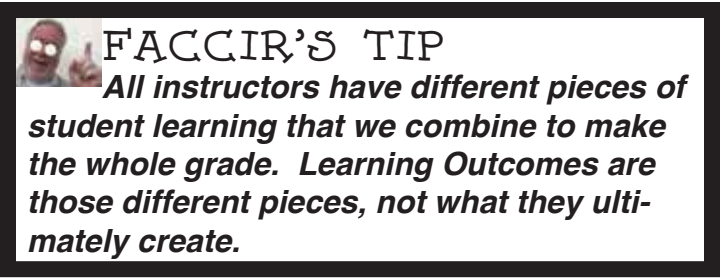
FACCIR'S TIP

Since they are smaller parts of the overall grade, you can think of each SLO as a "mini-grade."

It might be debatable but it seems to many that both teams would receive about a C for their final grade (and at that New York maybe a B- and the Pirates a C-). Certainly one would not give an A to the Pirates and the F for the Yankees.

All instructors have different pieces of student learning that we combine to make the whole grade.

The Learning Outcomes are those different pieces – we are looking specifically at each of those pieces, not what they ultimately create.



FACCIR'S TIP
All instructors have different pieces of student learning that we combine to make the whole grade. Learning Outcomes are those different pieces, not what they ultimately create.

Now let's move on as to why we can't and don't use objectives as Learning Outcomes:

WHY DON'T WE JUST USE COURSE OBJECTIVES AS OUTCOMES?

At first blush, the Outcomes and the Objectives are exactly the same. Isn't an Objective what the student is supposed to get out of the class, that is what they are supposed to learn?

After all, the definition of Objectives which comes from the AVC AP&P Handbook is "Course Objectives: This section should clearly explain the measurable objectives that students are expected to have acquired once they complete the class. These should be phrased as a series of collective statements, rather than an itemized list of each individual objective for each topic covered."

Now let's take a look at the definition of Outcomes once again.

Learning Outcomes are **overarching** specific observable characteristics developed by the faculty that allow them to determine or demonstrate evidence that learning has occurred.

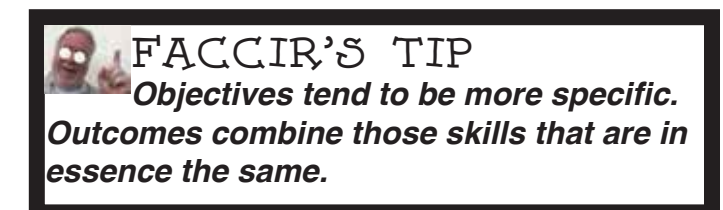
One word should stick out as if it is bolded – overarching.

Let's look at the following Course Objectives:

Design a car
Design a boat
Design an airplane

We should be able to recognize that much of the design factors have much the same skill base. To make all three Outcomes and measure each individually would be, for the most part, redundant.

So in creating our Outcome we combine those skills which are similar and tell us the same thing about a student's learning by making the Outcome - Design three modes of transportation.



FACCIR'S TIP
Objectives tend to be more specific. Outcomes combine those skills that are in essence the same.

Take a look at some of the following Objectives and then Outcomes for courses here at AVC.

OBJECTIVES	OUTCOMES	COMBINES
<p style="text-align: center;">KIN 100</p> <ol style="list-style-type: none"> 1. Explain the basic concepts of Kinesiology. 2. Explain the Historical, Ethical and Philosophical foundations of Kinesiology. 3. Discuss the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology. 4. Introduction to the sub-disciplines: Motor Learning/control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations. and Sport Nutrition. 5. Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching. 	<ol style="list-style-type: none"> 1. Identify and apply the basic concepts of kinesiology including its sub-disciplines of motor learning/control, motor development, biomechanics. and exercise physiology. 2. Appraise and evaluate the historical, ethical and philosophical foundations of kinesiology. 3. Synthesizing course teachings, formulate a personal pathway toward career opportunities in allied health, sport, fitness, teaching and coaching. 	<p style="text-align: center;">1,3,4</p> <p style="text-align: center;">2</p> <p style="text-align: center;">5</p>
<p style="text-align: center;">ACCT 111</p> <ol style="list-style-type: none"> 1. Record bookkeeping entries in general, special, and combined journals. 2. Move bookkeeping entries to a ledger. 3. Construct a worksheet, financial statements, and a payroll register. 4. Record and post adjusting, closing, and reversing entries. 5. Interpret a bank statement, and record related bookkeeping entries. 6. Create a petty cash account, record related entries, and replenish. 7. Calculate simple interest. 	<ol style="list-style-type: none"> 1. Analyze and properly record business transactions in a general journal 2. Prepare financial statements: income statement, statement of owner's equity, and balance sheet. 	<p style="text-align: center;">1,4,5,6,7</p> <p style="text-align: center;">2,3</p>
<p style="text-align: center;">BIOL 104</p> <ol style="list-style-type: none"> 1. Understand and apply the scientific method to environmental issues. 2. Recognize the universal environmental problems that face all people. 3. Assess options in solving environmental problems. 4. Examine biotic and abiotic factors involved in resource exploitation by humans. 5. Demonstrate an understanding on how energy flows through the ecosystem. 6. Evaluate the effects of habitat alteration in any given ecosystem. 7. Analyze regional and global environmental issues. 8. Judge how human interactions with the environment have changed, and how these changes have led to the environmental problems that confront us today. 	<ol style="list-style-type: none"> 1. Assess options in solving environmental problems. 2. Demonstrate an understanding of human population ecology. Evaluate environmental problems created by human overpopulation. 3. Demonstrate the principles of natural biogeochemical cycles, and how humans disrupt these cycles. Students will be able to evaluate their impact on these cycles. 4. Explain the concept of energy, energy flow and how living organisms utilize it. 5. Demonstrate an understanding of the basic concepts of ecology; recognize biotic and abiotic factors and relationships among organisms. 	<p style="text-align: center;">1, 2, 3</p> <p style="text-align: center;">8</p> <p style="text-align: center;">6,7</p> <p style="text-align: center;">5</p> <p style="text-align: center;">4</p>

SO WE NOW KNOW WHAT THEY ARE NOT. BUT WHAT ARE THEY?

From AVC's SLO Glossary –

Student Learning Outcomes are overarching specific observable characteristics developed by faculty that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course, program, activity, or process.

While

Program Learning Outcomes (PLOs)- Program Learning Outcomes are overarching specific observable characteristics developed by faculty and staff that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course of study, activity, or service.

So taking these two definitions and using that which is identical - “Learning Outcomes are overarching specific observable characteristics developed by the faculty that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course of study, activity, or service.”

Another we have comes from LA Mission College:

Learning outcomes are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course or program. In other words, learning outcomes identify what the learner will know and be able to do by the end of a course or program.

And a third from Linda Suskie in her blog, “A Common Sense Approach to Assessment & Accreditation”

Learning Outcomes are goals that describe how a student will be different because of a learning experience. More specifically, learning outcomes are the knowledge, skills, attitudes, and habits of mind that students take with them from a learning experience.

As you can tell, we can pretty well explain what Learning Outcomes are not, but putting together a precise, clear and definitive definition for them is like trying to nail Jello to a wall.

Hopefully the three definitions and the rest of this book (especially the “How” section) will help you understand them better.

OK, WHAT ARE THESE ASSESSMENT THINGS WE HAVE TO TURN IN AS WELL AS OUR OUTCOMES?

When we demand Outcomes, there are still some things we also require, often called Assessment.

FACCIR'S NOMENCLATURE RANT

Too often we get caught using the same word to mean different things. This has been true in Outcomes, and it has caused some headaches – with the word “assess” being the largest and most painful.

We assess our students (though there are those on staff who will specifically and forcefully demand this is the absolutely wrong word), we assess our SLOs, we assess our PLOs and assess our assessment and we call the whole thing “assessment.”

The Outcomes Committee understands and respects all of this. However, for the sake of clarity, we have to say:

“Assessed” has several synonyms. They include: evaluate, judge, gauge, rate, estimate, appraise, consider, get the measure of, determine, analyze so to avoid more confusion, the Outcomes Committee has worked hard to come up with a particular nomenclature.

We EVALUATE our students (though there are those on staff who will specifically and forcefully demand this also is the absolutely wrong word) as we determine the SLOs. The data we GATHER from the evaluation is submitted to our facilitators. This process is DATA GATHERING.

This is how we look at the “mini-grades” and determine the numbers used in Assessment Criteria compliance.



FACCIR'S TIP

All Learning Outcomes must have the following assessment information: Tools Methods, Criteria and Target. The faculty use these to be able to determine student learning, and to gauge where problems and hindrances to it might exist.

But now we have simmered down and the rant is coming to an end, we see we've gotten ahead of ourselves.

All Learning Outcomes must have the following assessment information: Methods, Criteria and Target, and it's up to the faculty in all cases to determine what they are. The faculty use these to be able to determine student learning, and to gauge where problems and hindrances to it might exist.

ASSESSMENT METHOD

For SLOs, the evaluation method is an activity or assignment students undertake that can be used to determine whether learning has occurred. Examples include:

True false	Exit exam
Survey	Standardized Test
Essay	Multiple Choice
Research Paper	Licensure Exam
Project	Interview
Portfolio	Simulation
Exhibit	Demonstration
Performance	Focus group

There can be more than one method to determine whether the Learning Outcome has been mastered successfully by the student.

For instance if the faculty believe it takes not only a project, but also a standardized test, then the Methods would be both of these.

In this case, the faculty would derive their data from a rubric, which is a scoring guide used to evaluate the quality of students' constructed responses. Rubrics usually contain evaluative criteria, quality definitions for those criteria at particular levels of achievement, and a scoring strategy.

PLOs can use any of these, but more and more disciplines are using the combining of various SLO data they believe goes directly to the PLO in a process called "mapping" as their Method.

ASSESSMENT CRITERIA

This refers to how success will be determined, or in other words: what must a student score on the activity or assignment to be considered successful in the particular Outcome.

*NOTE - All Assessment Criteria must be expressed numerically.

Some of the methods of determining student success for a Learning Outcome include:

o Percentage score: ____%

This would be used also if your criterion is Pass/Fail or Participation

o Ratio score (ex. 3/5) ____/____

o Rubric score ____

o Checklist score ____



One example would be if faculty decided to use a rubric and decided that a score of 80 showed student mastery of the Outcome.

The Assessment Criteria might be written "Rubric score: 80 or better," indicating that in order for a student to be successful in the particular Outcome, they would need to get a score of 80 or better.

ACHIEVEMENT TARGET

This is the percentage of students that have successfully reached the Assessment Criteria in order for that Outcome to be considered "met."

This takes into consideration:

- How many students successfully mastered the Outcome
- How many students attempted to master the Outcome

The target then becomes the percentage based on (How many students successfully mastered the Outcome) divided by (How many students attempted to master the Outcome).

WHAT DO WE DO WITH THESE THINGS?

•The Assessment Method is the tool we use to evaluate the students and derive the numbers used in Assessment Criteria.

The Assessment Criteria are the measures by which a student is determined to be successful in a particular Outcome. We look at the criteria to decide whether the student was successful and can be added to the Achievement Target numerator and denominator, or just the denominator.

The Achievement Target is a percentage target that the faculty determines shows success of a Learning Outcome. The faculty will take the percentage determined by taking how many students successfully mastered the Outcome divided by how many students attempted to master the Outcome and match it to the Achievement Target to determine if the Learning Outcome was met or not met.

MAPPING

In mapping, the PLO data (and sometimes the ILO data) actually comes directly from SLO data.

An example of this might be: Faculty decide that the Assessment Method for PLO 1 will be - SLO 1 from class A, SLO 2 from class B, SLOs 1 and 3 from class C and SLO 2 from class D.

If the Class A

SLO 1 - 250 of 300 - 83%

Class B

SLO 2 - 90 of 130 - 69%

Class C

SLO 1 - 800 of 1250 - 64%

SLO 3 - 900 of 1250 - 72%

Class D

SLO 2 - 340 of 500 - 68%

Here we can get into certain statistical concepts about weight and other mitigating factors. Each method has its pros and cons. You can always ask the statistics faculty if you are not sure what to use, but the final call is yours.

We'll give you two examples on how to map the numbers.

Mapping using Raw Score (usually best if most of the denominators are about the same)

Here we would add the numerator scores: $250+90+800+900+340=2380$ and the denominator scores: $300+130+1250+1250+500=3430$ to get our percentage for the PLO. In this case it would be $2380/3430$ or 69%.

Mapping using Percentages (usually used if one or two have very low denominators compared to the others, which would severely skew the results)

Here we add the percentages: $83+69+64+72+68=356$. We take the total and divide it by the number of percentages used - in this case five - and see we get $356/5$ or 71%.

Whatever method is used - including others not gone over here, the percentage is that which is then used against the Achievement Target to determine whether the Learning Outcome was met or not met.

WHY

Many honestly believe, because of the way it came to pass, that this photo could be a true representation of why we have to do Learning Outcomes.

It's not exactly like this, obviously, but many would be surprised to learn that while there are some influences on us to create and monitor Learning Outcomes, how it is done is left completely to each campus' faculty.



FACCIR'S FACT
How we create and monitor Learning Outcomes is completely up to the AVC faculty.

BTW - Just to be clear, there were no animals harmed or threatened in the creation of this guide. The photo this is a satire of was from a famous satire magazine cover taken in 1973, and we believe the dog lived a long happy life but is no longer with us since we know of no dogs that live 44 years.

ARE LEARNING OUTCOMES REQUIRED?

Yes, every accreditation agency in the nation now requires schools to have Learning Outcomes and their assessment if they are going to be accredited to give degrees. There are no exceptions, from Community College up to all four-year Universities.

What else is required? Here the surprising answer is: there really is nothing. As long as the school has both the Learning Outcomes and assessment methods in place – and is maintaining and making changes as necessary for improvement, little else is required.

This is the reason for the Outcomes Committee. From our website – “The Outcomes Committee provide specific observable characteristics developed by faculty and staff that allow them to determine or demonstrate evidence that learning has occurred as a result of a specific course, program, activity,



FACCIR'S FACT
No one else but the faculty in the disciple/department can say whether a Learning Outcome is right or wrong – as long as it makes sense and can be explained as valid by the faculty.

or process. The Antelope Valley College Board of Trustees relies primarily on the Academic Senate for advice on educational program development,

standards/policies regarding student preparation and success, degree and certificate requirements, and curriculum including prerequisites; thus the Committee for Student Learning Outcomes is an Academic Senate responsibility.

The Outcomes Committee will determine a campus-wide process for the uniform implementation and assessment of Learning Outcomes at the course, program, and department level.”

See?

Yes, reading mission statements and the like is often similar to understanding Learning Outcomes, so we'll give you the bottom line - each school's faculty has the ability to create what they believe are

best to determine how THEIR students are learning. No one else but the faculty in the discipline/departments can say whether a Learning Outcome is right or wrong – as long as it makes sense and can be explained as valid by the faculty.

Which nearly always lead us to such arguments as:

IT'S JUST BUSY WORK; IT ISN'T STATISTICALLY VALID

This can be best rebuked with that statistically valid statement – That's true and false.

Basically, most of us have been exposed to and follow (sometimes too faithfully) the **Empirical Research method**.

Defined as research using empirical evidence (which is a definition that uses the words to define itself, but it's right from the dictionary...), it is a way of gaining knowledge by means of direct and indirect observation or experience.

Empirical research is linear and proves or disproves a hypothesis.

Using this method on Learning Outcomes (which are by their nature circular) there is little, if any, ability to find valid data to which there is an end point – that is, a hypothesis that is either proved or not.

Since Empirical Research doesn't help in something as cyclical as improvements in an ever-changing environment such as a classroom, another type of research is used -

Action Research Method

Action research consists of a family of research methodologies that pursue action and research outcomes at the same time. It therefore has some components that resemble consultancy or change agency, and some which resemble field research.

Conventional experimental research, for good reason, has developed certain principles to guide its conduct. These principles are appropriate for certain types of research; but they can actually inhibit effective change. Action research has had to develop a different set of principles. It also has some characteristic differences from most other qualitative methods.



FACCIR'S TIP

- Most scientific research is linear and using Empirical research is usually the most reliable method.***
- Most situations dealing with Learning Outcomes require circular study and using Action research is the most reliable method.***

Action research tends to be...

cyclic - similar steps tend to recur, in a similar sequence;

participative - the clients and informants are involved as partners, or at least active participants, in the research process;

qualitative - it deals more often with language than with numbers; and

reflective - critical reflection upon the process and outcomes are important parts of each cycle.



FACCIR'S FACT

•Action research deals more often with language than with numbers.



FACCIR'S TIP

Action research steps are: plan --> act --> observe --> reflect (and then --> plan etc.)



FACCIR'S OBSERVATION

There seem to be two major schools of thoughts regarding Learning Outcomes.

One is that learning is measurable no matter what and there is a widgetizing that is possible and we can take objectives as specific observable or measurable results and linearly deal with them to make a determination. This would be Empirical.

The other sees learning much more esoterically (like Edward Thorndike) and potentially not measurable (like Justice Stewart Potter's concept of pornography). This would be Action.

It's the guess of this observer that a majority of instructors are in the second camp but they believe they must do their Learning Outcomes within the confines of the first school of thought.

As mentioned before, the whole process is based on the Action research model, which means in reality we are using one research methodology and try to fit the other "school of thought" to it.

This "square pegging" of Outcomes has led to some real misconceptions and frustrations.



FACCIR'S FUN LOOK AT LOOKING AT THINGS

EDWARD THORNDIKE - Thorndike identified the three main areas of intellectual development. The first being abstract intelligence. This is the ability to process and understand different concepts. The second is mechanical intelligence, which is the ability to handle physical objects. Lastly there is social intelligence. This is the ability to handle human interaction. - Woodworth, "Edward Thorndike 1874-1949"



FACCIR'S FUN LOOK AT LOOKING AT THINGS II

STEWART POTTER – In *Jacobellis v. Ohio* (1964) Justice Potter Stewart, in his concurrence to the majority opinion, created the standard whereby all speech is protected except for "hard-core pornography". As for what, exactly, constitutes hard-core pornography, Stewart said "I shall not today attempt further to define the kinds of material I understand to be embraced within that shorthand description, and perhaps I could never succeed in intelligibly doing so. But I know it when I see it, and the motion picture involved in this case is not that."

So as to Statistical Validity, it is not as important in Action research as in Empirical research because Empirical research tends to be binary and says "yes" or "no" and leaves it at that, while Action research is ever-changing.



FACCIR'S FINAL SAY ON ACTION RESEARCH

Action research continues to cycle and what is valid today is usually not valid tomorrow.

I ALREADY ASSESS MY STUDENTS AND GIVE THEM GRADES, WHY DO I HAVE TO TELL YOU?

First, the Justice Potter approach is no longer acceptable in today's accountability world, sad to say.

And while the statement is true on the assessment that leads to grades, as noted in the "What" section, grades are not acceptable – it's the "mini-grades" we are looking for.

It's easy to say "But I already note all this stuff in my grading materials."

That's fantastic, then you should have no problems turning in Learning Outcome data.

But human nature tells us that we go through our classes and make mental notes on how students and ourselves are doing. But with the flow of the classes, we sometimes forget some of them. So often we use certain tools to help us remember these parts. These tools will be dealt with in more depth in the "How" section.

By the way, the correct and specific answer to the question is: because it's required.

Which leads us to

WHO

So, who has to worry about Learning Outcomes?

Short answer - all faculty, whether full-time or adjunct.

But short answers are rarely adequate, nor do they allow us the myriad of hours of FPD we gain by giving long, involved answers which are rarely adequate.

Not only is it part of the contract requirement, but right now, 12 hours formally dedicated to Faculty Professional Development (for full timers) is now dedicated to working on Learning Outcomes and creation of Action Plans and Program Review.

Ah ha! We hear a large group of faculty (adjuncts) screaming “EVEN US?”

FACCIR'S BEST EXPLANATION OF A TOUCHY SUBJECT

Who has to turn in Learning Outcomes data?

Best answer - all faculty.

Now reality.

Faculty are “required” to by contract, in that it is a part of your evaluation (2.7 j) This stems from 2.6 of the Faculty Contract - Criteria for Evaluating Faculty where it is cited in 2.6.3 e. Participating in and fulfilling governance/service responsibilities such as attending division meetings, curriculum revision, and committee work.

Full-time faculty are compensated for this, either through Faculty Professional Development (FLEX) or other service/governance work.

However in 2.6.4, the contract specifically states “Item...2.6.3(e) apply to adjunct faculty to the extent that they are compensated for office hours and/or other service/governance work.

Since this compensation does not currently exist, there would not seem to be any compensation extent for turning in Learning Outcome data, unless a Memorandum of Understanding (MOU) is put into place as was done for the 2014-15 school year.



FACCIR'S BIG BUT...

Not butt, notice only one “t,” but...if the adjunct’s data can help show the need for more instructors, then that adjunct might be in a prime position to get that job when that position comes open. You never know...

OUTCOME REPRESENTATIVES

Faculty Outcome Representatives are those members of the faculty that unselfishly and uncareingly are dragged kicking and screaming into their positions by their Division or Area.

OK, some of them really want to help, and their services, as was pointed out in “Why,” are used “to determine a campus-wide process for the uniform implementation and assessment of Learning Outcomes at the course, program, and department level.”

Outcome Reps view and approve all Learning Outcomes and Achievement Targets coming from their area, work with their faculty to help in the creation, modification and implementation of them.

Outcome Reps are a primary resource for not only Learning Outcomes and Achievement Targets, but also WEAVEonline and Action Plans.

Since the Faculty Outcome Reps are part of a Standing Committee of the Academic Senate, determination of representation by Division and Area is based on a rubric set forth in the Senate Bylaws.

DEPARTMENT CHAIRS

Department Chairs now have a place in the process after the agreement to make changes in Article XX of the Collective Bargaining Agreement.

§1.1.3. Planning

(e) Coordinate departmental assessment of outcomes (e.g. SLO, PLO, OO etc.) related to college accreditation.

Yes, just another thing for Department Chairs to worry about, but as many Outcome Reps are also Department Chairs it's just another day in our life.

Point is, Department Chairs are yet another resource for your Learning Outcome questions.

WEAVE_{ONLINE} FACILITATORS

There are those faculty who agree to gather and input SLO and PLO data into WEAVEonline. Those who are full-timers (see above touchy subject) can get FPD credit for their work – at a rate of .5 FPD hour per section

Facilitator Duties include: •Gather data findings (number successfully mastered SLO and number of those who attempted) from all instructors from all sections of the classes that are your responsibility.

•Compile the data and get an aggregate number of the number successfully mastered SLO and number of those who attempted for each class, as well as deriving a percentage from those two numbers.

•Input the findings and action plans in accordance with that which has been submitted to you.

•Please note – Unless the facilitator is specifically part of the faculty in charge of a particular class or PLO, they should not make any changes to what has been submitted. If there are questions, the facilitator should contact the faculty for clarification before inputting the information.

HOW

HOW DO WE CREATE LEARNING OUTCOMES?

Let's start by clarifying that when we say "Learning Outcomes," we are talking about either Student Learning Outcomes (SLOs) or Program Learning Outcomes (PLOs). There is no significant difference in this particular section.

First, we need to compile the tools and materials that we will use to create the Learning Outcome.

So, what do we need?

We believe you need to have the following to write your Learning Outcomes:

1. THE OBJECTIVES FOR THE CLASS OR PROGRAM
2. BLOOM'S TAXONOMY
3. YOUR OUTCOMES REP
4. YOUR THINKING CAPS

So where do we go to gather these?

OBJECTIVES

You created Objectives in order to have your Course Outline of Record (COR) approved by the AP&P Committee and the Chancellor's Office and as such they are right there in CurricUNET.

We hear the groans now, not as loud as when we will mention WEAVE, but we hear them.

So let's give you a step-by-step on getting them on CurricUNET.

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Academic Policies & Procedures Committee > CurricUNET Online

Or here's the direct link: <http://www.curricunet.com/AVC/>

Now that you are there, let's show you step by step how to get to the Objectives.



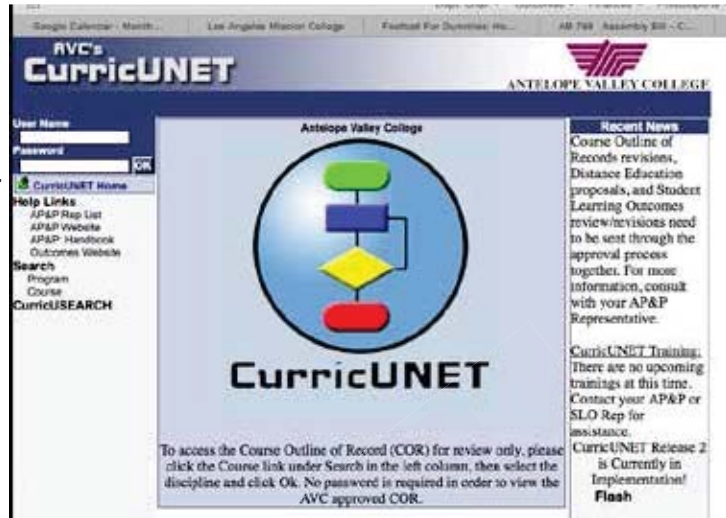
FACCIR'S TIP

When writing Learning Outcomes we are talking about either Student Learning Outcomes (SLOs) or Program Learning Outcomes (PLOs). There is no significant difference in how they are written.

The first thing you need to do is search for the class or program you are looking for Objectives.

Remember, you don't have to log in to do this.

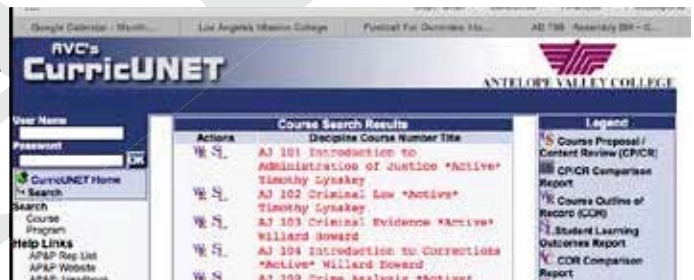
Click either the Program or Course under Search



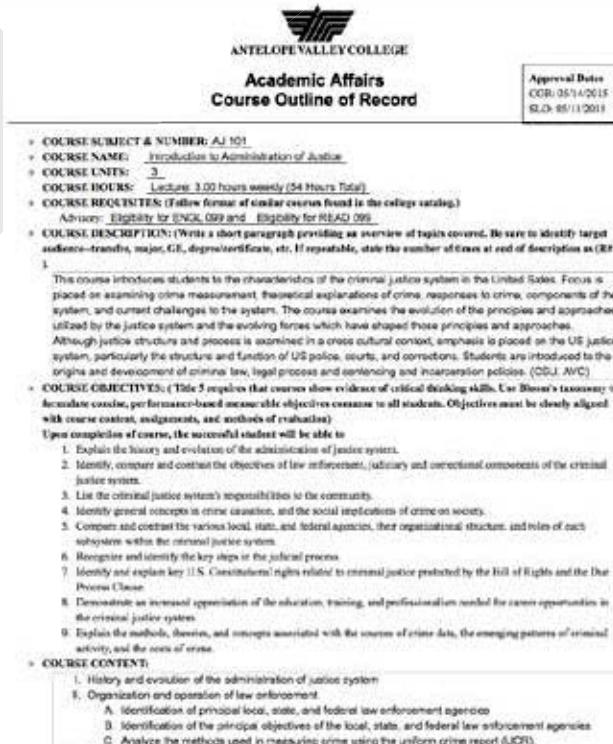
----- You'll then get this screen

Find the discipline or program in the pull down menu and you'll end up at a screen that looks like this ----->

In this case, we are looking for AJ 101 Objectives so we will push the **WR**



That should give you the COR and you can cut and paste from there



FACCIR'S TIP

• There are a lot of "speaks" in the Outcomes world. One of them is CurricUNET-speak.

In that world **WR** takes you to the Course Outline of Record (COR).

WR will take you to the Learning Outcomes.

There, you have your Objectives. Now let's get BLOOM'S TAXONOMY.

We'll make it easy and print the necessary information below. If you want to print out your own, head over to the AVC web site to the Outcomes Committee page.

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Academic Policies & Procedures Committee > Documents > Bloom's Taxonomy

Or here's the direct link: <https://www.avc.edu/sites/default/files/administration/organizations/slo/BloomsTaxonomy.pdf>

BLOOM'S TAXONOMY
Methods Requiring Cognitive Outcomes

				*Critical Thinking	
				Synthesis	Evaluation
			Analysis	Synthesis	Evaluation
		Application	Analysis	Synthesis	Evaluation
	Comprehension	Application	Analysis	Synthesis	Evaluation
Knowledge	Comprehension	Application	Analysis	Synthesis	Evaluation
define	translate	interpret	distinguish	compose	judge
repeat	restate	apply	analyze	plan	appraise
record	discuss	employ	differentiate	propose	evaluate
list	describe	use	appraise	design	rate
recall	recognize	demonstrate	calculate	formulate	compare
name	explain	dramatize	experiment	arrange	value
relate	express	practice	test	assemble	revise
underline	identify	illustrate	compare	collect	score
	locate	operate	contrast	construct	select
	report	schedule	criticize	create	choose
	review	shop	diagram	set up	assess
	tell	sketch	inspect	organize	estimate
			debate	prepare	measure
			inventory		
			question		
			relate		
			solve		
			examine		
			categorize		

*In order to comply with Title 5 regulations for college-level credit courses, a majority of the measurable objectives must be designed using the highest order of cognitive outcomes: analysis, synthesis, and evaluation. However, the full range of terms from the taxonomy can be used when appropriate to the course and/or discipline, especially for those courses that require skill development, problem solving, and demonstration.

taken from Benjamin Bloom's *Taxonomy of Educational Objectives*, 1956, 1984.

Finding your OUTCOMES REP might be harder. They have become very skilled at "being at meetings" or "in class." You might try trapping them, but usually it ends up like the end of Mountain Monsters – nice trap, no monster.

No, no, we're here for you. Contact them and we're happy to help out – especially since they have to sign off on the Learning Outcomes before they advance to the committee.

Okay, we have what we need, so let's now go over how each of these is used one by one.

OBJECTIVES

As discussed in "What" Learning Outcomes are basically the distillation of Objectives. What are we distilling them to?

We have found it easiest to break it down into the four areas that are in the current AVC Institutional Learning Outcomes:

1. Communication

- Demonstrates analytical reading and writing skills including research, quantitative and qualitative evaluation and synthesis.
- Demonstrates listening and speaking skills that result in focused and coherent communications.

2. Creative, Critical, and Analytical Thinking

- Uses intellectual curiosity, judgment and analytical decision-making in the acquisition, integration and application of knowledge and skills.
- Solves problems utilizing technology, quantitative and qualitative information and mathematical concepts.

3. Community/Global Consciousness

- Understands and applies personal concepts of integrity, ethics, self-esteem, lifelong learning, while contributing to the well being of society and the environment.
- Demonstrates an awareness and respect of the values of diversity, complexity, aesthetics and varied cultural expressions.

4. Career and Specialized Knowledge

- Demonstrates knowledge, skills and abilities related to student educational goals, including career, transfer and personal enrichment.

A word about using these particular points.

There is often the concept that "Well, we're Language Arts, so the only thing we have to worry about is Communication" or "Art doesn't have Communication" or "We're one of Sciences so we are Critical Thinking only" etc.

If you take a good hard look at all curricula throughout the campus, every one deals with all of the four given in the ILO. Now once in a while that particular class or program may not, but to start to cubby hole based on your discipline is never a good idea.



FACCIR'S TIP

•We have found after looking at thousands of Learning Outcomes, that most of the time a course or program needs no more than four Learning Outcomes – that would encompass these four areas. Certainly we see no reason to have more than seven, touching each of the sub-points.


We have found after looking at thousands of Learning Outcomes, that most of the time a course or program needs no more than four Learning Outcomes – that would encompass these four areas. Certainly we see no reason to have more than seven, touching each of the sub-points.

As with all things dealing with the significant diversity of curricula on this campus, when we give such a stricture, we always get “But we can’t do that because...”

We get that; we completely understand. Normally, three or four are all that’s needed. There are some disciplines that require more.

With that said, we believe some disciplines that have a large number of Learning Outcomes could have and should have fewer, and after reading this you might want to go back and look at your Learning Outcomes.

And if you don’t believe us, we also ask you to look at MATH 124, Finite Math, where the faculty has taken 23 (yes, 23) Objectives and has derived five (5) Learning Outcomes.



FACCIR'S TIP
•Don't get too complex or specific. Take your course objectives and work from them. Most courses don't need any more than three SLOs. Some can do with one. Some need more.

Don't get too complex or specific. Take your course objectives and work from them. Most courses don't need any more than three SLOs. Some can do with one. Some need more.

However, you and your discipline are the only ones who can say for sure. If you have a question, ask your Outcomes Rep or anyone else on the Outcomes Committee for help.

BLOOM'S TAXONOMY

Let's start this section with stating that Learning Outcomes always begin with the implied statement “At the conclusion of the class/program the student will be able to successfully...”

We DO NOT put those words in the Learning Outcome, just the part of the statement which comes after. And the beginning of that part should always be word derived from Bloom's Taxonomy – especially the Critical Thinking areas of Analysis, Synthesis and Evaluation. We'll show you how shortly.

YOUR OUTCOMES REP

As noted throughout this that was put together in collaboration with your Outcomes Rep, they are a font of knowledge in Outcomes, and can help you in doing it right the first time.

YOUR THINKING CAPS

Seriously, if you need to know where to get or use these we will begin to question how you obtained your masters degree.

Ready to put this information to use? Let's Go Anyway!

We are going to work on KIN 100 as an example, so what's the first thing we need?

Right, Objectives.

So we go to CurricUNET and find they are as follows:

1. Explain the basic concepts of Kinesiology.
2. Explain the Historical, Ethical and Philosophical foundations of Kinesiology.
3. Discuss the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology.
4. Introduction to the sub-disciplines: Motor Learning/Control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition.
5. Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching.

Now we look at which of these are specifically similar, and which are totally different, remembering what was mentioned earlier:

If we have Objectives of

Design a car

Design a boat

Design an airplane

We should be able to recognize that much of the design factors have much the same skill base. To make all three Outcomes and measure each individually would be, for the most part, redundant.

So in creating our Outcome we combine those skills which are similar and tell us the same thing about a student's learning of a by making the Outcome. Design three modes of transportation."

In the case of KIN 100, we see that three of them have either "basic" or "sub-disciplines" in them and one of them has both, so we should be able to combine them into one Learning Outcome. They are Objectives 1, 3 and 4.

1. Explain the basic concepts of Kinesiology.
3. Discuss the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology.
4. Introduction to the sub-disciplines: Motor Learning/Control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition.

So how do we parse these down?

Like writing itself, this can be more of an art form than something that can be "widgetized" ("put word A in sentence slot B"), so try to stay with us and understand the broad concept instead of the specific way it's being done. We'll also give you another example to help you along.



FACCIR'S TIP

•We combine those skills that are similar and tell us the same thing about a student's learning.

If we put the three into a sentence, it looks like this: “the basic concepts of Kinesiology, the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology., introduction to the sub-disciplines: Motor Learning/control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition.”

So if we start by taking out the redundancies “the basic concepts of Kinesiology, ~~the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology.,~~ introduction to the sub-disciplines: Motor Learning/control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition.”

This leaves us with “the basic concepts of Kinesiology, the sub-disciplines Motor Learning/control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition. “

We then clean it up a little and have: “the basic concepts of Kinesiology, including its sub-disciplines motor learning/control, motor development, biomechanics, exercise physiology, Social and Psychological Foundations, and Sport Nutrition. “

In this case, the faculty took a look at the last words “Social and Psychological Foundations, and Sport Nutrition” and determined they were best served by Objective No. 5 - Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching and deleted them to come up with “the basic concepts of Kinesiology, including its sub-disciplines motor learning/control, motor development, biomechanics, and exercise physiology, ~~Social and Psychological Foundations, and Sport Nutrition.”~~

So now we have the following Outcome: the basic concepts of Kinesiology, including its sub-disciplines of Motor Learning/Control, Motor Development, Biomechanics, and Exercise Physiology

Is there something missing? Let’s see.


If we take the implied statement “At the conclusion of the class/program the student will be able to successfully...” and add it to the Outcome we have:

At the conclusion of the class/program the student will be able to successfully the basic concepts of Kinesiology, including its sub-disciplines of Motor Learning/Control, Motor Development, Biomechanics, and Exercise Physiology.

Now many of you are not English instructors, but you all can understand that the adverb “successfully” is looking for a verb or two to modify.

This is where Bloom’s Taxonomy comes in.

In this case the faculty determined that the verbs “Identify” and “apply” were the proper verbs and turned the sentence into “At the conclusion of the class/program the student will be able to successfully identify and apply the basic concepts of kinesiology including its sub-disciplines of motor learning/control, motor development, biomechanics, and exercise physiology.”



FACCIR'S TIP
• *Learning Outcomes always begin with the implied statement “At the conclusion of the class/program the student will be able to successfully...” We `DO NOT write that - we begin with the verbs we decided on from Bloom’s Taxonomy.*

Taking out the implied “At the conclusion of the class/program the student will be able to successfully...” we come up with the first Outcome:

Identify and apply the basic concepts of Kinesiology including its sub-disciplines of Motor Learning/Control, Motor Development, Biomechanics, and Exercise Physiology.”

What about the other two Objectives - Explain the Historical, Ethical and Philosophical foundations of Kinesiology and Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching?

In this case the faculty decided to take them each separately. So they looked at them and decided:

For - Explain the Historical, Ethical and Philosophical foundations of Kinesiology.

Little was necessary, except to find the proper verbs to modify “successfully.” They chose appraise and evaluate.

For - Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching.

The faculty decided to best deal with determining success in this Outcome, the students needed to formulate a personal pathway toward career opportunities. They also recognized that Objective spoke to exploring these pathways, so it added “synthesizing course teachings.”

So from the following Objectives

1. Explain the basic concepts of Kinesiology.
2. Explain the Historical, Ethical and Philosophical foundations of Kinesiology.
3. Discuss the basic movement forms of dance, exercise and sport with an emphasis on the sub-disciplines within Kinesiology.
4. Introduction to the sub-disciplines: Motor Learning/control, Motor Development, Biomechanics, Exercise Physiology, Social and Psychological Foundations, and Sport Nutrition.
5. Explore pathways and career opportunities in Allied Health, Sport, Fitness, Teaching and Coaching.

We have derived the following Outcomes

1. Identify and apply the basic concepts of kinesiology including its sub-disciplines of motor learning/control, motor development, biomechanics, and exercise physiology.
2. Appraise and evaluate the historical, ethical and philosophical foundations of kinesiology.
3. Synthesizing course teachings, formulate a personal pathway toward career opportunities in allied health, sport, fitness, teaching and coaching.

Need another example?

OK this is ACCT 111.

Objectives

1. Record bookkeeping entries in general, special, and combined journals.
2. Move bookkeeping entries to a ledger.
3. Construct a worksheet, financial statements, and a payroll register.
4. Record and post adjusting, closing, and reversing entries.
5. Interpret a bank statement, and record related bookkeeping entries.
6. Create a petty cash account, record related entries, and replenish.
7. Calculate simple interest.

What goes together? The faculty decided that

1. Record bookkeeping entries in general, special, and combined journals.
4. Record and post adjusting, closing, and reversing entries.
5. Interpret a bank statement, and record related bookkeeping entries.
6. Create a petty cash account, record related entries, and replenish.
7. Calculate simple interest.

all deal with business transactions in a general journal

While

2. Move bookkeeping entries to a ledger.
3. Construct a worksheet, financial statements, and a payroll register.

are all a part of financial statements

So they have “business transactions in a general journal” and “parts of financial statements” as the basis for their Outcomes.

They now head to Bloom’s Taxonomy and find the right verbs to come up with the following:

1. Analyze and properly record business transactions in a general journal
2. Prepare financial statements: income statement, statement of owner’s equity, and balance sheet.

HOW DO WE CREATE ACHIEVEMENT TARGETS?

When we are done turning our Objectives into Outcomes, there is still something left.

We must now look to how we assess the Outcomes and how we come up with those numbers.

A quick reminder of what we are looking for

ASSESSMENT METHOD: activity or assignment students undertake that can be used to determine whether learning has occurred. Examples below.

True false	Exit exam
Survey	Standardized Test
Essay	Multiple Choice
Research Paper	Licensure Exam
Project	
Portfolio	
Exhibit	
Performance	
Demonstration	
Simulation	
Interview	
Focus group	

ASSESSMENT CRITERIA: how well a student must score on the activity or assignment to be considered successful, and how success will be determined.

Examples below.

- o Percentage score: ____%
- o Ratio score (ex. 3/5) ____/____
- o Rubric score _____
- o Checklist score _____
- o Pass/Fail
- o Participation

So an Assessment Criterion might be written “Rubric score: 80 or better”

This would indicate that in order for a student to be successful in the particular Outcome, they would need to get a score of 80 or better.

ACHIEVEMENT TARGET: the percentage of students that have successfully reached the Assessment Criteria in order for that Outcome to be considered “met.” Example: 80%.

HOW DO WE GET THE NUMBERS FOR TURNING IN TO OUR FACILITATORS?

So we have Assessment Criteria and Achievement Target? So what?

No it's not that busy work you keep complaining about. Well, it is, but please go to **IT'S JUST BUSY WORK, IT ISN'T STATISTICALLY VIABLE** in the "WHY" section so you can once again disagree and then come back and we can try to explain that it's information that we can now use to determine what is happening in the class, and try to determine what can be done to improve student learning.

Remember way back in Action Research? The plan --> act --> observe --> reflect cycle? Well this data gives us the ability to reflect on what happened so that we can then create the plan for the next go-round.

The plan would be the Action Plan, and will be discussed in another missive, since this is about Learning Outcomes.

We are looking for only two numbers.

The first, the numerator, is the number of students who were successful according to the Achievement Target – i.e. Rubric score: 80 or better or those who scored 80 or better according to the rubric. Their score is necessary, just the number who achieved 80 or better.

The numerator is determined by taking all the students and asking, "Did they achieve the Achievement target?" Give the ones who did a one; give the ones who didn't a zero. Add up the ones and you have your numerator.

The denominator is determined by adding anyone who got a score, either one or zero.

For those of you who are Excel savvy, the numerator is the sum function and the denominator is the count function.

And that is what is turned in for each outcome for each section – the numerator and the denominator you've just figured out.



FACCIR'S TIP

•For those of you who are Excel savvy, the numerator is the sum function and the denominator is the count function.

FACCIR'S BEST EXPLANATION OF A TOUCHY SUBJECT

How much Learning Outcomes data has to be turned in? The Outcomes Committee says data for every SLO for every section of every class should be turned in. Why the overkill? It's the perspective of the Outcomes Committee that the more SLO data is collected, the more reliable it is. This runs smack in the face of many of the math types out there who have no problem with sampling – as is used in political polling. While it's true that with the statistical advances over the year, polls have become somewhat accurate, the Outcomes Committee basically still holds to the "athletic" – and for that matter final election results - view of information . That is, in athletics they don't say "In a random sampling of games, team A won the most, so they are the champion" and you don't win an election until ALL the votes are counted.

Bottom line – complete information give you complete results.

Underlying between the bottom lines – If we allow instructors to pick and choose what and how much data to include, soon we have that slippery slope acceleration into “I thought someone else was supposed to do that data...”

FACCIR'S BEST EXPLANATION OF ANOTHER TOUCHY SUBJECT

There is often a panic with instructors that their data will show they are not teaching well enough and that's why their SLO numbers are lower.

A couple of things to say to help relieve that panic -

1) Your SLO data numbers are not part of the evaluation criteria – for neither full-time nor adjunct faculty. They are not looked at, and on this point the Union is adamant – they never will be. Not turning in your numbers on the other hand...

2) The data you collect is being compiled to show any possible weaknesses, not in your teaching, but in such areas as needs for different and more teaching materials, improved materials and facilities and even the need for more instructors to improve student learning.

If instructors turn in data that shows “Everything's Great!” then it's hard to argue later you need these things – especially if you're trying to make yourself look good with great numbers but not everything's so great (through no fault of yours). The numbers say they are, and that's what will be looked in by Program Review and the Budget Committee.

And since sometimes the numbers lead to action plans that may well indicate the need for more instructors, it's time once again to show you



FACCIR'S BIG BUT...

If the adjunct's data can help show the need for more instructors, then that adjunct might be in a prime position to get that job when that position comes open. You never know...

Now about the Achievement Target, what's that all about?

We've looked at how to figure out whether we as faculty believe a student has successfully mastered a Learning Outcome, but how do we determine if a Learning Outcome is actually successful?

That would be the Achievement Target. The targets are set by the faculty as gauges. They are often changed as the faculty realize they have set the bar too high or too low.

And again, this is what Outcomes data are supposed to do – give you an idea of what is working and not working in an ever-changing, multi-faceted situation.

So, take the numerator and divide by the denominator – remember fractions? – and get a percentage.



FACCIR'S TIP

• ***This is what Outcomes data are supposed to do – give you an idea of what is working and not working in an ever-changing, multi-faceted situation.***

Now take a look at your Achievement Target. Is that percentage you just determined from the data greater or less than the Achievement Target?

If it's equal to or greater, you have met the Achievement Target and that will be indicated as such in WEAVE. If not, it will be indicated as Not Met.

An example: Achievement Target is 80 percent.

The number of students who successfully mastered the Outcome (numerator): 15

The number of students who attempted to master the Outcome (denominator): 20

15 divided by 20 (15/20) is .75 or 75 percent.

The Achievement Target for this Outcome was Not Met.

Remember, a Not Met (and often a Met) is not a reflection of you as an instructor, it can be a reflection of many things, including needs for different and more teaching materials, improved materials and facilities and even the need for more instructors to improve student learning.



FACCIR'S TIP

• ***Remember, a Not Met (and often a Met) is not a reflection of you as an instructor, it can be a reflection of many things, including needs for different and more teaching materials, improved materials and facilities and even the need for more instructors to improve student learning.***

So don't fret about a "Not Met." Use that energy you would use to fret instead as a springboard to improve student learning.

HOW DO WE CREATE THE NUMBER THRESHOLDS FOR ASSESSMENT CRITERIA AND ACHIEVEMENT TARGETS

If you noticed that above Assessment Criteria there were blanks that needed filling (which we did in the example) and were wondering how we came up with the numbers you need to come up with, well welcome to the club.

There were some very serious discussions in the Outcomes Committee about these threshold numbers. Some members felt you should just get a dart board out and *voila*, "That's our number!"

It was even more intense when the Committee was working on new programs and classes, because what we are creating a threshold for is completely new, there is NO WAY of knowing what the number should be.

In the end (after the purge*) the Committee decided that everyone has to determine numbers for all classes and programs before the Learning Outcomes can be approved.

So, how do we go about trying to figure out what thresholds we are going to use to determine student success of a Learning Outcome and the overall success of the Learning Outcome?

That's completely up to the faculty.

Many use 75 or 70 because a "C" grade is often at this level.

Some make it much higher - especially when there are safety or outside requirements attached to the Learning Outcome.

We've also seen it very low.

In each case, if there is a question, we have the Outcomes Rep, Department Chair or member of the faculty come in and explain the reasoning. It's not the Inquisition, we are just making sure the faculty has a reason - aside from "We just threw darts at a board..."

Remember that these numbers are easily changed if the faculty finds it necessary. If during the reflection period, the faculty thinks they are too high or too low, they should change them.



FACCIR'S TIP

Remember these numbers are easily changed. If during the reflection period, the faculty thinks they are too high or too low, they should change them.

*Actually not true - one of the most vocal about this is now the Faculty co-Chair, and he is fine with it because it was the (vast) majority decision of the Committee.

HOW DO WE PUT OUTCOMES AND ACHIEVEMENT TARGETS IN CURRICUNET?

For this you need to log into CurricUNET, be in the Build mode and have the ability to edit the Student Learning Outcomes link on the bottom right.

If you can't, you probably shouldn't be doing this. If you are supposed to and don't know how to, please contact you AP&P rep for help getting to this point, which is gotten to by pressing the "Add" button.

Final reminder - this must be done for EACH Learning Outcome separately:

This is where you click which of the Institutional Learning Outcomes you believe are mapped to the Learning Outcome

Cut and paste the Learning Outcome you wrote here

You click on the Assessment Methods you plan to use to evaluate your students' success on the Learning Outcome here

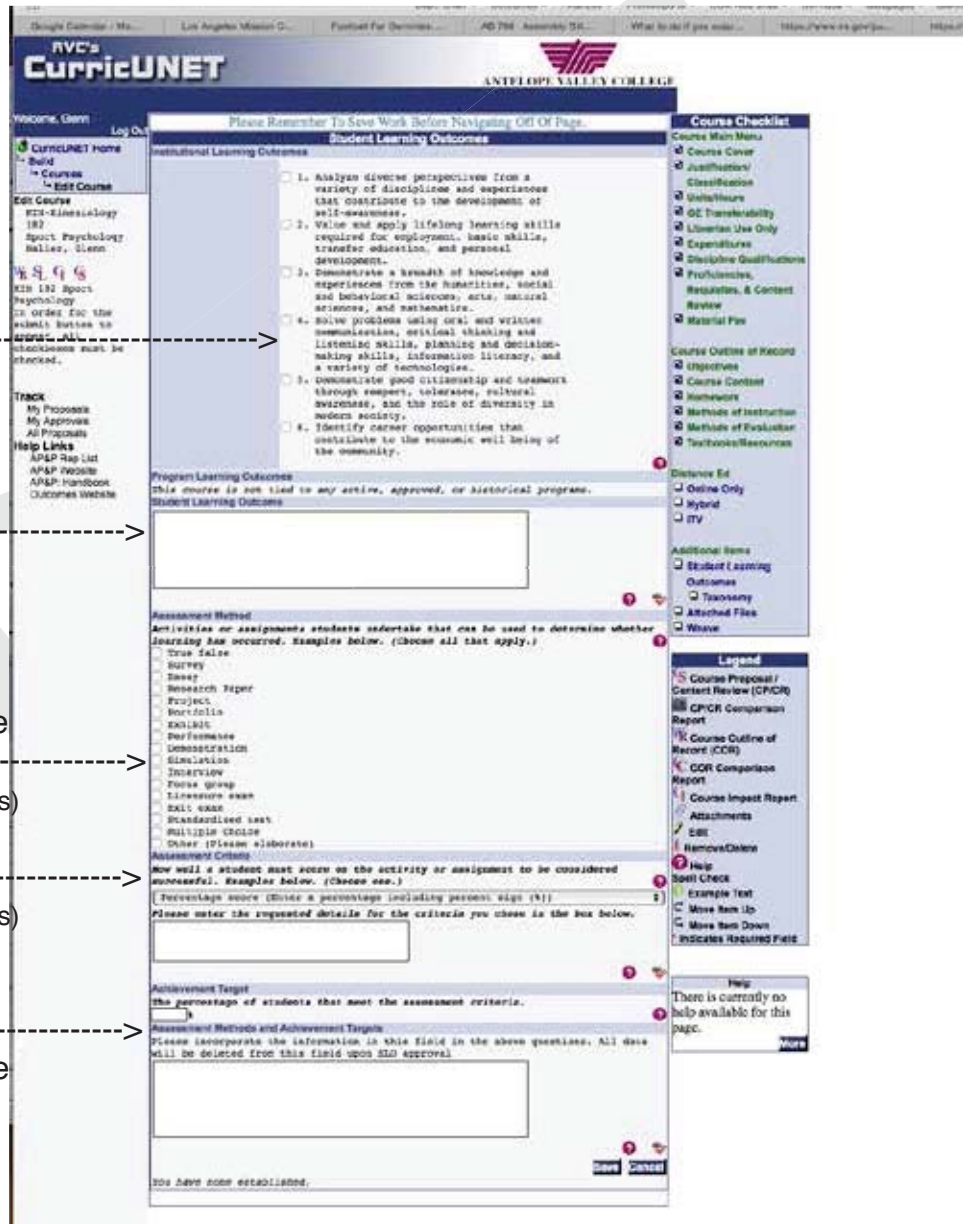
(see note 1 on next page for more on this)

Assessment Criteria go here

(see note 2 on next page for more on this)

Achievement Target goes here

Remember it's just the percentage number



NOTE 1

This section is often confusing.

What if the standardized test consists of true/false and multiple choice?

What is this “Other” and where do you enter the details?

Truth is, the Outcomes Committee tried to fix a problem, and did a pretty good job (if we do say so ourselves) but questions like these keep cropping up.

Fixing these and other questions is what we are attempting to clean up as you read this.

But for clarity for now, the Committee recommends the following:

When in doubt, click only one Assessment Method. So for the first question, you would choose “Standardized Test” and leave “true false” and “multiple choice” unchecked, if both of the latter are part of the standardized test.

The reason for this is we are seeing a lot of different methods being checked for the same Learning Outcome and it leads us to wonder just how evaluation is taking place.



Also, there is a phenomenon we see too often; that of “the more we click, the better.” For ILO mapping, it’s “lovingly” referred to as “click six,” since too often it’s apparent that no real thought went into it, except the thought, “Eh, we can’t go wrong if we click all of them.”

Actually, the more you pick, the more confusing it becomes and the greater the chances of it being turned down by the Outcomes Committee.

If you really have to click the “Other” button or multiple methods, explain in the box that is titled “Assessment Methods and...”

----->

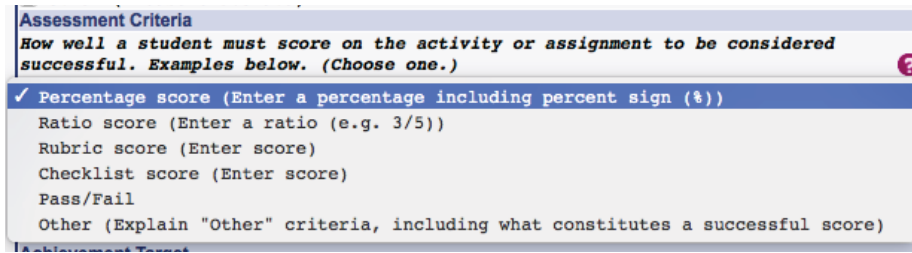
A screenshot of a web form. The title is "Assessment Methods and Achievement Targets". Below the title, there is a text area with the instruction: "Please incorporate the information in this field in the above questions. All data will be deleted from this field upon SLO approval." Below the text area is a large empty rectangular box for input.

An example of how this might read: “Project and Essay shall be considered equally to determine the Achievement Target score.”

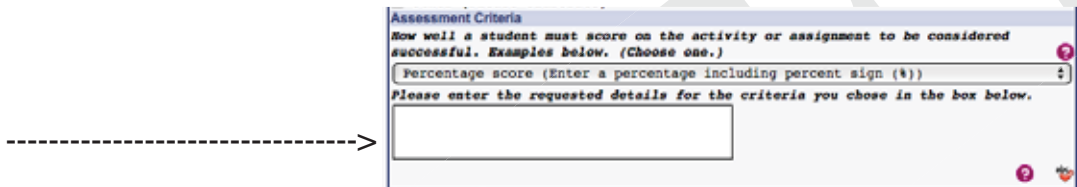
If this sounds like a rubric, you’re right. Again, the Outcomes Committee is working to make this part make more sense (probably adding “rubric” to the choices), and this section will change as we smooth it out.

NOTE 2

Notice under Assessment Criteria that there is a pull down menu. Well you might not, but where it says "Percentage score (Enter a percentage including percent sign (%))" is actually a pull menu and when click on opens up to



So you have the various ways you are gathering the data, as well as the number you will be using to create your numerator for your Achievement Target determination, as well as how to record the number, etc. that you need to place in the next box titled, "Please enter the requested fields..."



HOW DO WE CHANGE OUTCOMES AND ACHIEVEMENT TARGETS IN CURRICUNET?

The Outcomes Committee has just instituted a method through CurricUNET that bypasses the need for the full COR revision process so you can change your Learning Outcomes and Achievement Criteria and Targets as you need to.

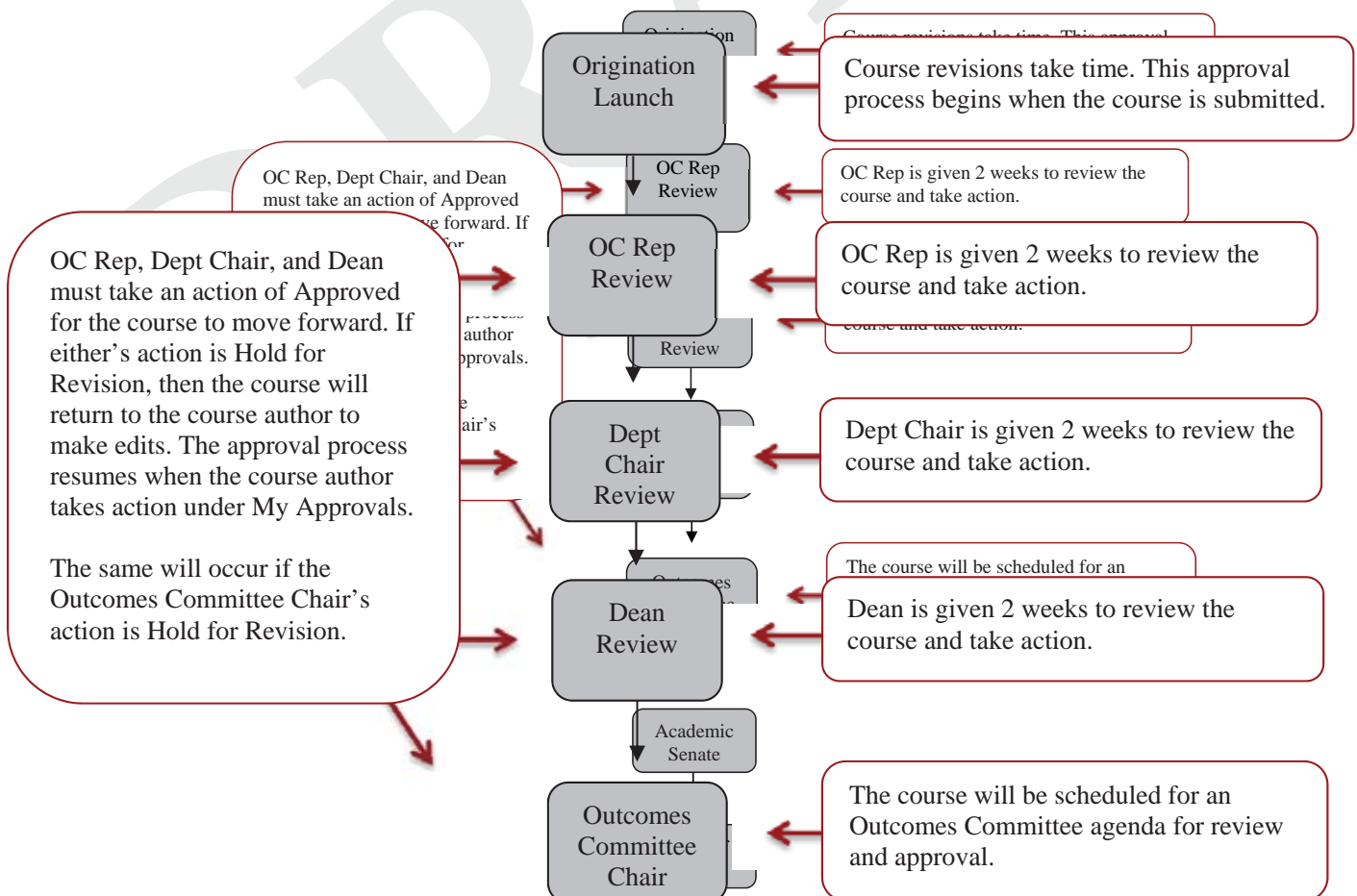
Remember when we said the faculty decides? Well, we wanted the faculty to decide and then not have to wait for the next COR review to come up before it could begin utilizing the new Learning Outcomes and Achievement Criteria and Targets.

Instead of the full two or three month process, it is now simplified and should only take a few weeks.

The process goes something like this:

If a discipline determines the need to change measures and achievement targets of SLOs and PLOs outside of the normal Course Outline of Record (COR) review cycle, the following procedures must be followed:

- 1) There shall be no changes allowed between the 2nd Friday after the end of the spring semester and Sept 30.
- 2) The discipline must submit the changes to their Outcomes Representative by initiating a revision in CurricUNET.
- 3) If approved, the Outcomes Representative will take an action of Approval in CurricUNET and the revision will then move to the Department Chair, then Dean, and finally the Outcomes Committee faculty co-chair for consideration by the Outcomes Committee.
- 4) The Outcomes Committee shall then determine whether to adopt the changes.
- 5) If the Outcomes Committee approves the changes, the faculty co-chair will direct the changes be updates on Weave.



HOW DO WE DETERMINE TO WHICH ILOS AND PLOS THE SLOS ARE MAPPED?

This section under construction



Don't you hate hitting those pages on the web? But really, the Outcomes Committee is currently trying to tackle the problem of using SLO data to be mapped up to PLOs and all the data to be mapped into ILOs.

When it's figured out – this section will be filled in.

WHEN

WHEN DO WE HAVE TO HAVE OUR LEARNING OUTCOMES WRITTEN?

Tricky question that.

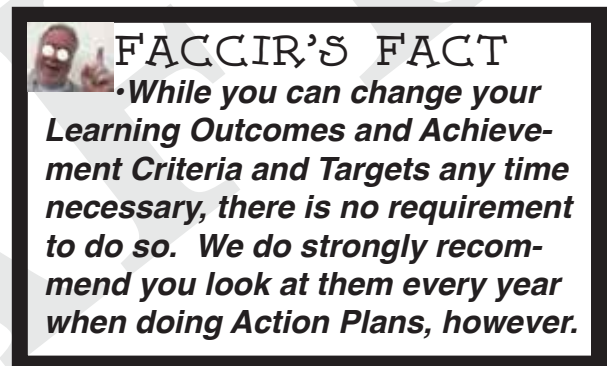
First, they must be written (and approved by the Outcomes Committee) before a new course can be presented to, and approved by, AP&P as a new course.

Let's say that you have your Outcomes in place and approved. You will then need to update them at least every four years, when your COR comes up for review by AP&P.

But you DON'T have to wait until the COR review comes around. You can (and should) change your Learning Outcomes when you as the discipline faculty decide you need to.

So the answer is that Learning Outcomes need only to be written or revised in the following instances: when creating a new class or program, when the COR comes up for review by AP&P and when the faculty believes it needs to be done.

But when most of us ask this question, they are actually asking:



FACCIR'S FACT
•While you can change your Learning Outcomes and Achievement Criteria and Targets any time necessary, there is no requirement to do so. We do strongly recommend you look at them every year when doing Action Plans, however.

WHEN DO WE HAVE TO HAVE OUR ASSESSMENT DATA TO THE FACILITATOR?

Ah, that would be two weeks after the final day of classes in the Spring semester.

The data - which is the numerator and denominator for every section of every class for the Summer, Fall, Intersession and Spring prior to that date (known as an assessment cycle) - must be in by that date.

WHEN DO WE HAVE TO HAVE OUR ACTION PLANS DONE?

We now give our faculty the summer (when many scatter to places we try not to ask about) and the first month or so of the Fall to digest the data and determine their course of action.

So Action Plans are due on Sept. 30 of every year.

WHERE

WHERE DO WE GO TO GET ON CURRICUNET?

One would go to CurricUNET when they need to:

- Submit Learning Outcomes and Assessment Criteria and Targets for new classes/programs or for four year review
- Find Objectives and Learning Outcomes
- Change Learning Outcomes and Assessment Criteria and Targets

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Academic Policies & Procedures Committee > CurricUNET Online

Or here's the direct link: <http://www.curricunet.com/AVC/>

WHERE DO WE GO TO GET ON WEAVE_{ONLINE}?

One would go to WEAVEonline when they need to:

- See Learning Outcomes' Assessment Findings and Action Plans
- If a facilitator, input or change Learning Outcomes' Assessment Findings and Action Plans

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Outcomes Committee > WEAVEonline

Or here's the direct link: <https://app.weaveonline.com//login.aspx?ReturnUrl=/avc/login.aspx>

If you are not a facilitator and wish to view the various Learning Outcomes, you may do so by logging in with the WEAVEonline ID of AVCuser and the password marauder.

WHERE DO WE FIND OTHER INFORMATION ABOUT LEARNING OUTCOMES?

There's a lot of other information about Learning Outcomes on the Outcomes Committee web page.

Follow this path: www.avc.edu > about AVC > Campus Organizations & Committees > Outcomes Committee > WEAVEonline

Also, you can contact your Outcomes Committee Representative.

Outcomes Committee

Chairs/Co-Chairs:
Dr. Glenn Haller

Year-End Committee Report

Academic Year: 2015-16

Mission: *The Outcomes Committee Mission is to support the AVC Mission and promote student success by ensuring college-wide communication, collaboration, and consistency of processes related to Student Learning Outcomes (SLO), Program Learning Outcomes (PLO), Institutional Learning Outcomes (ILO), Operational Outcomes (OO), and program review. Documentation of student learning is accomplished by embedding into campus culture the following: development of quality outcomes and their implementation, analysis of resulting findings, and creation of action plans.*

List Committee Goals for the Academic Year (as reported on the Annual Committee Goal sheet)

I.	Get SLO reporting back into high 90s
II.	Get PLO reporting into the 90s
III.	Have in place proper procedures for data gathering and assessment
IV.	Begin mapping SLOs and PLOs to ILOs
V.	Have in place a determination of using WEAVE in the future, or having a replacement identified.
VI.	Have begun identifying areas and methodology for assessing the validity of current SLOs and PLOs and their creation.

What accomplishments did the committee make toward each goal? Was the goal reached?

I.	PLOs are now at 71 percent for the 2014-15 cycle. Not reached
II.	PLOs are now at 92 percent for the 2014-15 cycle. Reached
III.	The Handbook and two other training manuals have been created and approved. Reached
IV.	There has been no movement regarding mapping. Not reached
V.	The ad hoc committee is still researching this. Not Reached
VI.	This has been hung up because of school-wide discussion. Not reached

What obstacles (if any) did the committee encounter in trying to accomplish each goal?

I.	First, there has been too little education regarding the need and reason to turn in the SLOs. Second WEAVE reports classes that have not been taught as "Not Inputted" if they are left alone. It is too time consuming to find and take out each class in this category.
II.	WEAVE reports programs that have not been taught or do not exist as "Not Inputted" if they are left alone. There are few enough that we were able to find and take out each program in this category.

III.	Nothing more than agreeing on the material and finding the time to write and compile it.
IV.	ILOs were approved, but for a variety of reasons, including accreditation, there is still no determination how they are to be assessed and which Learning Outcomes to use.
V.	This has become part of one of the school's Quality Focus Essays for Accreditation, and the scope, and hence the timeframe has changed dramatically.
VI.	This has become part of one of the school's Quality Focus Essays for Accreditation, and the scope, and hence the timeframe has changed dramatically.
General Observations or Comments	
The President and various others have commented that the Committee and the Faculty and Staff are doing a very good job of working on Learning Outcomes. There are, however, problems with the "mapping" and overall assessment between PLOs, SLOs, OOs and ILOs. This is the reason for the Quality Focus Essay and possibly reorganization of both the Outcomes and Program Review Committees.	
Recommendations for change in membership or function	
The committee has already given its opinion that the reorganization of the Committee as is currently before the CCC should be implemented.	

AVC INSTITUTIONAL LEARNING OUTCOMES

Communication

- Demonstrates analytical reading and writing skills including research, quantitative and qualitative evaluation and synthesis.
- Demonstrates listening and speaking skills that result in focused and coherent communications.

PROPOSED MEASURES

- Written proficiency exam*
- General Education assessment*
- Community College Survey of Student Engagement (CCSSE)
- Demonstration of oral presentation proficiency*

Creative, Critical, and Analytical Thinking

- Uses intellectual curiosity, judgment and analytical decision-making in the acquisition, integration and application of knowledge and skills.
- Solves problems utilizing technology, quantitative and qualitative information and mathematical concepts.

- Collegiate Learning Assessment (CLA)
- Capstone experience in the major*
- Program Learning Outcomes (PLOs)

Community/Global Consciousness

Understands and applies personal concepts of integrity, ethics, self-esteem, lifelong learning, while contributing to the well being of society and the environment.

Demonstrates an awareness and respect of the values of diversity, complexity, aesthetics and varied cultural expressions.

- PLOs
- Service Learning*
- Learning communities*
- General Education assessment*
- Written proficiency exam*
- Capstone*
- CCSSE
- Involvement in clubs and institution-related community activities*

Career and Specialized Knowledge

•Demonstrates knowledge, skills and abilities related to student educational goals, including career, transfer and personal enrichment.

- Student Learning Outcome and PLO assessment data
- Degree and certificate completion rate
- Transfer data rates
- Licensure exam pass rates
- Capstone*
- CCSSE
- Graduate survey*
- Student employment survey*

Quality Focus Essay

Action Project Two: Institutionalized Outcomes Assessment

Identified Area of Need

Antelope Valley College is not an institution of late adopters. In the long history of the college, the culture is not one of ignoring change, best practices, or new mandates. On the contrary, Antelope Valley College has a tradition of seeking out best practices, adapting to change, and exercising agility when the need arises. The college reaction to the move in California to institute outcomes assessment was no exception. Faculty, classified, and administrative leaders moved quickly to learn the details of the new requirements and process by bringing in statewide experts, attending conferences, and researching best practices from other institutions. After creating an Outcomes Committee with representatives from all divisions on campus, the college was one of the first to initiate non-instructional assessment with Operational Outcomes and was an early adopter of an assessment database, choosing WEAVE for the college assessment work.

But now, 14 years after SLOs were first introduced, the college is facing a slowing of momentum—not uncommon in complex institutions that implement change. A great deal of work is still being completed, yet the college is experiencing a lack of growth and excitement in the task. This lack of momentum, termed assimilation gaps by change theorists, has manifested itself in a growing feeling of disconnect in Student Learning and Operational Outcomes at various levels and a marked resistance to increasing outcomes requirements. One major reason for this shift is that WEAVE, the software system purchased by the college at the introduction of Assessment, has proven to be incapable of growing with the needs of the college, leaving users frustrated and unable to see connections between outcomes work. With this lack of connection, the real excitement of seeing data tracking impact learning is waning, and less interest exists in expanding the existing work.

The disconnect occurs in the mapping of the curriculum from course SLOs to Program Learning Outcomes to Institutional Learning Outcomes, and in the direct assessment of Program Learning Outcomes both in instructional areas and administrative or operational areas. The data has been collected in WEAVE, and is robust; however, extraction in a meaningful way is nearly impossible. The departments and programs have had discussion on the results of assessment, and has utilized the data results in building program review, annual updates, and budget requests, but the system is clunky and difficult to use. We have found this to diminish the value of the data. The college has met with the software developer and they expressed no interest in altering the database to our needs or even making changes in just our database. As a result, the college has determined that we need to seek another software database application in which to store our data collected and one that will facilitate effective data application to assessment and identifying performance gaps.

Additionally, as a result of analyzing the effectiveness of our current processes and the data it yielded, we are also exploring strengthening the role of Program Review and Assessment in the governance structure of the college, specifically as the bridge between planning and budget.

Noting this change in momentum, and acknowledging the importance of outcomes assessment to further the academic quality and institutional effectiveness of Antelope Valley College, the administrative, faculty, and classified leadership have developed the following plan for ~~enhancing the impacting the successful~~ impact and success of institutionalizing ~~ation of~~ this work.

The work will begin in the College Coordinating Council, whose membership represents every constituent group on campus. The charge of this committee is to determine governance committee composition, purpose and placement, and to review policy and procedure updates prior to Board of Trustee adoption.

The project plan outlines the steps to be taken in determining a more effective method of assessment, but also strengthening the bridge between planning and budget through program review and assessment. Further it will define more clearly a program, program level outcomes and the mapping of all curriculum and operational areas in supporting institutional outcomes.

Project Goals

- Evaluate and re-organize the committee structure to better support the Operational Outcome work of non-instructional areas and connect with Program Review and Assessment.
- Choose, install, and train personnel on a new outcomes software support system that is more user-friendly and generates reports with better connective abilities
- Develop and implement -a campus wide, multiyear plan including
 - a. incremental and intentional assessment of ~~all~~ [1][2]targeted instructional and non-instructional —outcomes, including an emphasis on program level outcomes, institutional outcomes, and ~~the~~ highly focused intervention activities, and
 - b. institutionalized system of sharing the results of outcomes/assessment work for broader dialogue, focusing on program level outcomes and institutional level outcomes.

Project Development Overview

Activity	Responsible Party	Description	Timeline
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Draft

1. Analyze software options for replacement of WEAVE	ITS, IERP, Outcomes Committee	Gather information, data, and analyze for performance options for databases to use in the assessment processes of the college. This will include developing and programming an internal application.	Complete analysis by 12-31-16.
2. Select software alternative, purchase, and implement	ITS, IERP, Budget and Outcomes Committees	Select, install, implement and train on the new databases software for outcomes and assessment	06-30-17
3. Review college governance committee structure for planning and budget	College Coordinating Council, Academic Senate	Review integrated planning and budgeting processes to determine appropriate structure to enhance Program Review and Assessment roles in the integrated planning and budgeting processes of the college.	12-31-16
4. Establish new governance structure for Program Review and Assessment	College Coordinating Council, Executive Council, Strategic Planning Committee, Budget Committee, Academic Senate, Classified Staff, and Associated Students	Establish a new college-wide committee for Program Review and Assessment to guide and provide program review and the integration of assessment data at all levels into those reviews. This committee will provide the bridge between planning and budget by validating the data presented and that the resource allocation requests match the gap identified in the assessment in the integrated planning and budgeting processes of the college.	12-31-16
5. Begin data input into new database and storage software	All departments of the college	Begin data entry and analysis into the new database for assessment. This will become part of the annual planning cycle and program review process for the 2018-19 planning year	12-01-17
6. Fully implement data analysis and governance structure into integrated planning process	Program Review and Assessment; Strategic Planning Committee, Budget Committee, Executive Council	Utilize the data acquired to analyze assessment processes as applied in institutional outcomes the college integrated planning processes evidenced in strategic planning; in program review and resource allocation request; and in the resource prioritization process in budget development.	03-31-18