Participant Responsibilities and Data Flow in the Assurance of Learning Process

The Belk College is committed to continuous improvement in its academic programs. It ensures that continuous improvement is ongoing in all programs by requiring that all Belk College programs\(^1\) have a process for assessment in place. This document outlines the responsibilities of all participants in the assurance of learning process. It also describes the flow of information between the participants in the process.

Duties and Responsibilities

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

**Department Chairs and Program Directors** are responsible for ensuring that an effective process of AoL is taking place in the program units. They are responsible for designing processes within the unit and involving faculty and program committees in the development of program learning goals, objectives, and assessment processes. These processes are guided by the College’s process for assurance of learning. They are accountable to the **ADFR** as well as to the **Associate Dean for Undergraduate Programs (ADUP)** and the **Associate Dean for Graduate and Executive Programs (ADGEP)**.

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

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

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\(^1\) Throughout this document, programs refer to the undergraduate majors, undergraduate and graduate degree programs, and certificate programs collectively.
The Undergraduate Curriculum and Assurance of Learning Committee and the Belk College Graduate Council are each responsible for periodic review of the assurance of learning processes and outcomes in various programs. These committees review programs to ensure that (1) new programs have student learning goals consistent with the College’s mission and strategic plan; (2) established programs continue to be aligned with the College’s mission and strategic plan; and (3) that continuous improvement is resulting from the AoL process in the College’s programs.

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

Data Flow

The flow of data for the AoL process is illustrated in the accompanying flow charts. The process is initiated by the manager of the AoL data center who distributes materials and instructions, including a timeline, to the faculty teaching a course in which assessment is conducted for the given semester. The manager also notifies the unit heads that the materials have been distributed and informs them of the timeline. Faculty conduct the assessment and then a process defined by the department results in a review of the outcomes, “closing the loop” meetings, and plans for program improvements or curriculum changes. This process involves the department curriculum committee or the program committee and the unit head. Once completed the results are sent to the AoL Data Center. The unit head then forwards the results to the Undergraduate or Graduate Curriculum and Assurance Committee (UCALC or BCGC) for information or review.
### Appendix A: Program Committees and Program Faculty

<table>
<thead>
<tr>
<th>Program</th>
<th>Program Committee</th>
<th>Program Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSBA Core</td>
<td>Undergraduate Curriculum and Assurance of Learning Committee</td>
<td>All faculty of the Belk College</td>
</tr>
<tr>
<td>BSBA Majors, BS Accounting, and BS Economics</td>
<td>Relevant Departmental Curriculum Committee</td>
<td>All faculty of relevant Departments</td>
</tr>
<tr>
<td>Doctorate of Business Administration (DBA)</td>
<td>DBA Program Committee</td>
<td>All DBA program faculty in Belk College</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>College MBA Program Committee</td>
<td>All graduate faculty of the Belk College</td>
</tr>
<tr>
<td>Master of Accounting</td>
<td>MACC Program Committee</td>
<td>Graduate faculty of the Accounting Department</td>
</tr>
<tr>
<td>MS in Economics</td>
<td>Economics Graduate Affairs Committee</td>
<td>Graduate faculty of the Economics Department</td>
</tr>
<tr>
<td>MS in Management</td>
<td>MSM Program Committee</td>
<td>Graduate faculty of the Management Department</td>
</tr>
<tr>
<td>MS in Mathematical Finance</td>
<td>Math Finance Program Committee</td>
<td>Graduate faculty of the Finance and Economics Departments along with relevant graduate faculty from Mathematics and Statistics Department</td>
</tr>
<tr>
<td>MS in Real Estate</td>
<td>Real Estate Program Committee</td>
<td>Graduate faculty of the Finance Department along with relevant graduate faculty from the College of Arts and Architecture</td>
</tr>
<tr>
<td>PSM in Data Science and Business Analytics</td>
<td>DSBA Program Committee</td>
<td>Graduate faculty of the BISOM and Marketing Departments along with relevant graduate faculty from the College of Computing Informatics</td>
</tr>
<tr>
<td>PhD in Business Administration</td>
<td>PhD Program Committee</td>
<td>All PhD program faculty in the Belk College</td>
</tr>
</tbody>
</table>
Figure 1: Overview of College AoL Processes

**Undergraduate Programs**
Assessed by: Program or Department Curriculum Committee and faculty teaching a course in which assessment is conducted
- For BS Accounting, BS Economics, and majors within the BSBA, program committee is the Departmental Curriculum Committee
- For BSBA core, program committee is UCALC
- AoL Data Center initiates data collection
- Faculty conduct assessment, participate in Closing the Loop
- Committees use assessment data to recommend pedagogy changes and/or curriculum changes to program faculty
- Program Faculty adopt (or table) suggested changes; if changes result in addition to, changes in, or deletion of courses, sent to Belk College faculty for ratification
- Report results to ADFR and AoL Data Center

**Graduate Programs**
Assessed by: Program Committee and faculty teaching a course in which assessment is conducted
- AoL Data Center initiates data collection
- Faculty conduct assessment, participate in Closing the Loop
- Program Committees use assessment data to recommend pedagogical changes and/or curricular changes to program faculty
- Program faculty adopt (or table) proposed changes; if changes result in addition to, change in, or deletion of courses, sent to Belk College Graduate Faculty for ratification
- Report results to ADFR and AoL Data Center

**Administrative Review**
- Associate Dean for Faculty and Research
  - Responsible for overall College AoL efforts
  - Secondary compliance checks for overall College AoL activities
- Director of Academic Planning and Accreditation
  - Facilitates AoL process
  - Works with Program and Curriculum Committees to close the loop
  - Works with Department Chairs, Program Directors, and ADFR to complete annual SLO Assessment Plan and Reports

**Operational Compliance**
- Associate Dean for Undergraduate Programs
  - Ensures programs comply with AoL policies
- Associate Dean for Graduate and Executive Programs
  - Ensures programs comply with AoL policies

**Primary Assessment Responsibility**
- Dean
- Associate Dean for Faculty and Research
- Associate Dean for Undergraduate Programs
- Associate Dean for Graduate and Executive Programs
- Director of Academic Planning and Accreditation
- Associate Dean for Graduate and Executive Programs
- Administrative Review
- Operational Compliance
- Primary Assessment Responsibility
- Undergraduate Programs
- Graduate Programs
- Director of Academic Planning and Accreditation
Figure 2: Undergraduate Programs Assurance of Learning Process

Program Created
Initial learning goals (3-5) are identified
Initial learning objectives are identified, 4-6 per learning goal

Initial assessment plan created by Program Committee, Department Chair and Director of Academic Planning and Accreditation
Assessment plan is included in the Request for Authorization to Plan a New Degree Program report sent to UNC Board of Governors

Program Created
Program assessment added to College AoL assessment activity calendar

Initial learning goals (3-5) are identified
Initial learning objectives are identified, 4-6 per learning goal

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Initial learning goals (3-5) are identified
Initial learning objectives are identified, 4-6 per learning goal

Data Collection Period
AoL Data Center notifies Department Chair or Program Director and faculty teaching a course in which assessment is conducted to begin data collection process, sends AoL materials and assessment reporting form

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

AoL report sent to Department Chair or Program Director who convenes Program or Curriculum Committee for CTL meeting
Closing the Loop: Phase 1
Program or Curriculum Committee uses AoL data to analyze program or major and makes recommendations for improvement, if necessary

Closing the Loop: Phase 2
Program or Curriculum Committee examines whether current learning goals and objectives are still appropriate focus for program

Closing the Loop: Phase 3
Program or Curriculum Committee recommends to program faculty changes to pedagogy or curriculum to better achieve learning objectives and goals

Yes
No

Yes
No

Program Director or Department Chair reports change to ADFR and to AoL Data Center

Program faculty consider proposed changes and either adopt or modify changes
Program faculty then implement changes

Review of Assessment Process
Program or Curriculum Committee examines whether current program learning goals are still appropriate

Major Curricular review
Program faculty update learning objectives
Initiate Belk College Undergraduate Program Curriculum Review Process

Program Director or Department Chair works with AoL Data Center to produce annual assessment report
Figure 3: Graduate Programs Assurance of Learning Process

**Program Created**
- Initial learning goals (3-5) are identified
- Initial learning objectives are identified, 4-6 per learning goal

**Initial assessment plan created by Program Committee, Program Director and Director of Academic Planning and Accreditation**
- Assessment plan is included in the Request for Authorization to Plan a New Degree Program report sent to UNC Board of Governors

**Program assessment added to College AoL assessment activity calendar**

**Data Collection Period**
- AoL Data Center notifies Program Director and faculty teaching a course in which assessment is conducted to begin data collection process, sends AoL materials and assessment reporting form

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

**AoL report sent to Program Director who convenes Program Committee for CTL meeting**

**Closing the Loop: Phase 1**
- Program Committee uses AoL data to analyze program or major and makes recommendations for improvement, if necessary

**Closing the Loop: Phase 2**
- Program Committee examines whether current learning goals and objectives are still appropriate focus for program
- Program faculty consider proposed changes and either adopt or modify changes
- Program faculty then implement changes

**Closing the Loop: Phase 3**
- Program Committee recommends to program faculty changes to pedagogy or curriculum to better achieve learning objectives and goals

**Program faculty update learning objectives**
- Program faculty implement changes
- Program Director reports change to ADFR and to AoL Data Center
- Program Director works with AoL Data Center to produce annual assessment report

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

**Yes**
- **Major Curricular review**
  - Program faculty update learning goals
  - Initiate Belk College Undergraduate Program Curriculum Review Process

**No**

**Program Committee updates learning objectives**

**Yes**
- **Program Director reports change to ADFR and to AoL Data Center**

**Program Director works with AoL Data Center to produce annual assessment report**
Figure 4: Undergraduate Program Curricular Review Process Within the Belk College

Review initiated by any of:

• Program Faculty recommendation arising out of AoL process, or
• Periodic review from:
  • UCALC
  • UNC Charlotte Undergraduate Faculty Council Course and Curriculum Committee
  • UNC System
• Change in University or College Mission or Strategic Plan.

Program Faculty and the Program Committee uses internal process to review program, and suggest changes.

• Examines and proposes changes to Student Learning Goals and Learning Objectives in light of proposed changes.

UCALC examines program and proposed changes.

• Ensures broad alignment of Student Learning Goals with College mission and vision.
• Recommend action to Belk College Faculty.

Belk College Dean’s Office analyzes proposed changes with respect to Belk College resources.

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

Belk College Faculty consider proposal and recommendations from UCALC. Three potential outcomes:

• Accept proposal and forward to Dean’s Office.
• Reject proposal and stop process.
• Reject proposal and refer back to Program Committee.

• AoL Data Center notified of changes, and adjusts AoL calendar as appropriate.
Figure 5: Graduate Program Curricular Review Process Within the Belk College

Review initiated by any of:
• Program Faculty recommendation arising out of AoL process, or
• Periodic review from:
  • Belk College Graduate Council
  • UNC Charlotte Graduate Council
  • UNC System
• Change in University or College Mission or Strategic Plan.

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

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

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

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