WORKSHOP #2
ON
INSTITUTIONAL EFFECTIVENESS/ASSESSMENT

Conducted by
Institutional Effectiveness Associates

April 22-23, 2004

Dr. Walter D. Broadnax
President

Dr. Dorcas D. Bowles
Provost and Vice President for Academic Affairs
Clark Atlanta University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Bachelor’s, Master’s, Specialist’s and Doctor’s degrees. As a member institution of the Commission, the University supports the new Principles of Accreditation.

In that light, the University is currently implementing a systematic and comprehensive institution-wide approach to assessment. This specifically means that the University will implement strategies to achieve Core Requirement 2.5 and Comprehensive Standard 3.3.1 as mandated by COC/SACS, stated in the Principles of Accreditation as follows:

- **Core Requirement 2.5**: The institution engages in on-going, integrated, an institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement and (b) demonstrates that the institution is effectively accomplishing its mission.

- **Comprehensive Standard 3.3.1**: The institution identifies expected outcomes for its educational programs and its administrative and educational support services; assesses whether it achieves these outcomes; and provides evidence of improvement based on analyses.

The University began implementation of a systematic and comprehensive institution-wide assessment strategy during the closing activities for the 2002-2003 academic year. As a component of the closing activities for the 2002-2003 academic year, Dr. Jim and Karen Nichols of Institutional Effectiveness Associates (IEA), provided consultation services on institutional effectiveness implementation to Clark Atlanta University on May 21 and 22, 2003. The IEA consultation focused on assessment measures and activities for instructional programs, general education, and administrative and educational support units.

During the opening activities for the 2003-2004 academic year, a series of workshops on assessment, designed for instructional programs, general education, and administrative and educational support units, were conducted by the Office of Planning, Assessment and Research (OPAR) on, August 19 and 20, 2003.

These workshops were a sequel to the workshops on institutional effectiveness implementation conducted by Institutional Effectiveness Associates (Dr. James and Karen Nichols) on May 21 and 22, 2003 and the debriefing sessions held on May 30, 2003.
On April 22 and 23, 2004, Institutional Effectiveness Associates return to Clark Atlanta University to conduct Workshop #2. This workshop will consist of a series of working and advisory sessions. These activities focus on (1) assessing the status of implementation of assessment plans developed for the instructional programs (IP), the general education program, and the administrative and educational support units (AES); and (2) advising academic department chairs and program coordinators, AES unit heads, assessment committees, and academic and administrative leaders on courses of action required to achieve a full cycle of assessment activities that (a) complement accreditation requirements and standards, and (b) enable the implementation of a sound institutional effectiveness system.

Workshop activities include (1) group consultations with instructional programs and AES units on assessment implementation, (2) working sessions with the University Assessment Committee, and the General Education Assessment Committee and General Education Coordinators, (3) consultation with the OPAR staff, and (4) an advisory session with academic and administrative leaders, and the Accreditation Leadership Team.

Instructions for workshop participants and the schedule of activities including events, times, and locations are provided on the pages that follow.
SCHEDULE “AT-A-GLANCE”
WORKSHOP #2
INSTITUTIONAL EFFECTIVENESS/ASSESSMENT

Conducted by
Institutional Effectiveness Associates
(Dr. James and Karen Nichols)

April 22 and 23, 2004

Day 1:
Thursday,
April 22, 2003
◆ Consultation – Office of Planning, Assessment and Research (OPAR)
◆ Group Sessions on Implementation of Assessment Plans
   ~ Instructional Programs
   ~ Administrative Support Units
   ~ Educational Support Units

Day 2:
Friday,
April 23, 2003
◆ OPAR Staff Briefing
◆ General Educational Workshop
   ~ General Education Assessment Committee
   ~ General Education Coordinators
◆ Group Sessions on Implementation of Assessment Plans
   ~ Administrative Support Units
   ~ Educational Support Units
◆ University Assessment Committee
◆ Session – Academic, Administrative and Accreditation Leaders
WORKSHOP #2
INSTITUTIONAL EFFECTIVENESS/ASSESSMENT

Conducted by
Institutional Effectiveness Associates (IEA)
Dr. James and Karen Nichols

April 22 and 23, 2004

AGENDA

DAY 1: Thursday, April 22, 2004

Pre-Workshop Consultation
Room 231, Cornelius Henderson Student Center

9:00 a.m. – 11:00 a.m. Consultation, OPAR Staff
11:00 a.m. – 11:30 a.m. IEA Preparation
11:30 a.m. – 12:30 p.m. LUNCH
12:30 p.m. – 1:00 p.m. IEA Set-up

GROUP SESSIONS
Dr. James Nichols, Workshop Leader
Room 113/114, Cornelius Henderson Student Center

1:00 p.m. – 2:00 p.m. Group 1: Instructional Programs
~ Arts and Sciences
2:00 p.m. – 3:00 p.m. Group 2: Instructional Programs
~ Arts and Sciences
3:00 p.m. – 4:00 p.m. Group 3: Instructional Programs
~ School of Business Administration
4:00 p.m. – 5:00 p.m. Group 4: Instructional Programs
~ School of Education
~ School of Library and Information Studies
~ Whitney M. Young, Jr., School of Social Work
GROUP SESSIONS
Ms. Karen Nichols, Workshop Leader
Room 231, Cornelius Henderson Student Center

1:00 p.m. – 2:00 p.m. Group 5: Administrative and Educational Support Units
2:00 p.m. – 3:00 p.m. Group 6: Administrative and Educational Support Units
3:00 p.m. – 4:00 p.m. Group 7: Administrative and Educational Support Units
4:00 p.m. – 5:00 p.m. Group 8: Administrative and Educational Support Units

DAY 2: Friday, April 23, 2004

9:00 a.m. – 9:45 a.m. BRIEFING, OPAR Staff
Room 113/114
Cornelius Henderson Student Center

Dr. James Nichols, Workshop Leader
Room 113/114, Cornelius Henderson Student Center

10:00 a.m. – 11:00 a.m. GENERAL EDUCATION WORKSHOP
~ General Education Assessment Committee
11:00 a.m. – 12:00 p.m. General Education (Core Curriculum) Coordinators

GROUP SESSIONS CONTINUED
Ms. Karen Nichols, Workshop Leader
Room 231, Cornelius Henderson Student Center

10:00 a.m. – 11:00 a.m. Group 9: Administrative and Educational Support Units
11:00 a.m. – 12:00 p.m. Group 10: Administrative and Educational Support Units
12:00 p.m. – 1:00 p.m. LUNCH
1:00 p.m. – 3:00 p.m.  
UNIVERSITY ASSESSMENT COMMITTEE  
Room 113/114  
Cornelius Henderson  
Student Center

3:00 p.m. – 4:00 p.m.  
Harkness Hall  
Conference Room  
ADVISORY SESSION  
Executive Cabinet  
Vice Provost and Deans  
Assistant Vice President-Institutional Research/Assessment Director  
Accreditation Leadership Team  
Chairs – University Assessment Committee  
General Education Assessment Committee

4:00 p.m. – 5:00 p.m.  
Harkness Hall  
Conference Room  
CLOSE-OUT  
OPAR Staff
The information below provides instructions for participating in the Workshop #2, conducted by Dr. Jim and Karen Nichols of Institutional Effectiveness Associates (IEA) on Thursday, April 22 and Friday, April 23, 2004.

**Participants – Instructional Programs Workshop Sessions***

Academic Department Chairs/Program Directors and one faculty member, and academic leaders, e.g., Provost, Vice Provost, Deans, Associate/Assistant Deans, and CETL Director.

**Participants – General Education Program Workshop Sessions***

Dean of Undergraduate Studies, General Education (Core Curriculum) Coordinators, Associate Dean (Undergraduate Academic Services), Assistant Dean (Undergraduate Studies), Academic Achievement Center Director, CETL Director, General Education Assessment Committee, and other academic support personnel as the Dean may designate.

**Participants – Administrative/Educational Support Units***

Unit/Department Heads/Directors (AES), Deans, Associate/Assistant Deans (Supervising Educational Support Units), and responsible senior administrators.

**Workshop Materials:**

1. Participants should bring to their assigned workshop sessions copies of the following documents: assessment plan – Forms A, B, C (Columns 1, 2, 3 of the Nichols Model), unit/departmental mission statement, and goal/objective statements.

2. IEA will provide the material specific to the topic of each session.

**Preparation for the Workshop:**

Workshop participants should review the following materials prior to their assigned session.

1. Handout materials from the IEA Workshop #1, May 2003.
2. OPAR Assessment Workshops, August 2003.**

**NOTES**

* A list of participants for each session is found on the following pages.

** The Powerpoint Presentation on August 2003 the OPAR Assessment Workshop is posted on the CAU Website on the Institutional Assessment Web page.
LISTING OF PARTICIPANTS
WORKSHOP #2
INSTITUTIONAL EFFECTIVENESS/ASSESSMENT

APRIL 22 and 23, 2004

GROUP SESSIONS
INSTRUCTIONAL PROGRAMS (IP)

Date: April 22, 2004         Time: 1:00 PM – 2:00 PM      Place: Rooms 113/114
Cornelius Henderson
Student Center

GROUP #1: IP - SCHOOL OF ARTS AND SCIENCES
Dr. Josephine Bradley                      African and African-American Studies/
                                            Africana Women’s Studies
Ms. Belinda Peters                        Art/Fashion Design and Merchandising
Dr. Mosunmola George-Taylor               Allied Health Professions
Dr. Isabella Finkelstein                  Biological Sciences
Dr. Mark Mitchell                        Chemistry
Dr. Roy George                           Computer and Information Sciences
Dr. Alma Vineyard                        English
Dr. Ayo Abatan                           Engineering
Dr. Laurent Monye                        Foreign Languages
Dr. Vicki Crawford                       History
Dr. Karamo Barrow                        Doctorate of Arts/UG Humanities
Dr. Kwaku Danso-Boafo                    International Affairs and Development

Date: April 22, 2004         Time: 2:00 PM  – 3:00 PM      Place: Rooms 113/114
Cornelius Henderson
Student Center

GROUP #2: IP - SCHOOL OF ARTS AND SCIENCES
Dr. Michael Bleicher                     Mathematical Sciences
Dr. Brenda Wright                       Mass Media Arts
Ms. Mary Frances Early                  Music
Dr. Michael Williams                    Physics
Dr. Marvin Haire                        Political Science
Dr. Joseph Coble                        Psychology
Dr. Ronald Finnell                      Public Administration
Dr. L. Henry Whelchel                   Religion and Philosophy
Ms. Carol Mitchell-Leon                 Speech Communications/Theatre Arts
Dr. Jeffrey Porterfield                 Sociology and Criminal Justice
GROUP #3: IP - SCHOOL OF BUSINESS ADMINISTRATION
Dr. Jeffrey Phillips      Accounting
Dr. Young Kim           Decision Sciences/Management
Dr. Mesfin Bezuneh      Economics
Dr. Kasim Alli          Finance
Dr. Ivor Mitchell       Marketing

GROUP #4: IP - SCHOOL OF EDUCATION, SLIS, SOCIAL WORK
Dr. Margaret Counts-Spriggs BSW Program
Professor Naomi T. Ward   MSW Program
Dr. Amos Ajo              Ph.D. Program
Dr. Teresa Fletcher      Counseling, Exceptional Education, and Psychological Studies
Dr. Janet Fisher         Curriculum/Instruction
Dr. Leslie Fenwick       Educational Leadership
Dr. Anita O’Neal          Library and Informational Studies

GROUP SESSIONS
ADMINISTRATIVE AND EDUCATIONAL SUPPORT UNITS (AES)

GROUP #5: AES
Dr. William Boone    Graduate Studies
Ms. Dolores Davis   Financial Aid
Mr. Julius Dodds    Admissions
Ms. Ermita Hemmitt  Career Planning and Placement
Mr. Marvin Patterson Graduate Student Services (School of Business Administration)

Dr. Isabella Jenkins Honors Program
Ms. Amy Graham      Registrar
Ms. Juanita Carter  Undergraduate Student Services (School of Business Administration)
Date: April 22, 2004   Time: 2:00 PM – 3:00 PM   Place: Room 231
Cornelius Henderson
Student Center

GROUP #6: AES
Ms. Rosemary Allwood          Dean of Student Affairs
Mr. Darland Dallas            Alumni Relations
Mr. Rick Robinson             Associate Dean of Student Affairs
Ms. Sheila Jack               Communications/Publications
Ms. Gay-linn Jasho            Community Services/Disability
Ms. Arnita King               Residence Life

Date: April 22, 2004   Time: 3:00 PM – 4:00 PM   Place: Room 231
Cornelius Henderson
Student Center

GROUP #7: AES
Ms. Carol Johnson              Research and Sponsored Programs
Dr. Beverly Edmond            Title III Administration
Mr. Gregory Copeland          Comptroller
Ms. Carmelita Farrar          Student Accounts
Ms. Janet Scott               Financial Planning and Evaluation
Mr. Dallas Darland            Institutional Advancement
Dr. Nathaniel Pugh, Jr.       Institutional Research

Date: April 22, 2004   Time: 4:00 PM – 5:00 PM   Place: Room 231
Cornelius Henderson
Student Center

GROUP #8: AES
Ms. Ramona Calvey             Web Support
Mr. Paul Copeland             AITC
Dr. Janice Liddell            Center for Excellence in Teaching and Learning
Ms. Brenda Edmond             Intercollegiate Athletics
Dr. Herbert Marbury           Campus Ministry/Religious Life
Ms. Deneia Whitted            Student Activities
Mr. Devin White               Student Center Manager
GROUP #9: AES
Mr. Terry Woodard  Auxiliary Services
Mr. David Alexander  Facilities and Operations
Ms. Richardine Myers  Human Resources
Mr. Johann Lawton  OITC
Mr. Michael Burrell  Public Safety

GROUP #10: AES
Ms. Phyllis Thakis  Center for Academic Achievement
Dr. Marilyn Lineberger  University Counseling Center
Dr. Alexa Henderson  Dean of Undergraduate Studies
Ms. Susan Gibson  Enrollment Support Services and Retention
Ms. Telisa Simpson  Student Health Services
Dr. Isabella Jenkins  Undergraduate Academic Services

GENERAL EDUCATION ASSESSMENT COMMITTEE
Dr. Lebone Moeti  Engineering
Dr. Ralph Ellis  Religion and Philosophy
Dr. Isabella Finkelstein  Biology
Dr. Marvin Haire  Political Science
Professor Gwendolyn Morgan  English
Dr. Sandra Rucker  Mathematical Sciences
Dr. Isabella Jenkins  Undergraduate Academic Services
Dr. Cynthia Clem  Undergraduate Academic Services
Dr. G. Gail Rouse  Office of Planning, Assessment and Research
### GENERAL EDUCATION (CORE CURRICULUM) COORDINATORS

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Mia Moore</td>
<td>Computer and Information Sciences</td>
</tr>
<tr>
<td>Professor Gwendolyn Morgan</td>
<td>English (Composition)</td>
</tr>
<tr>
<td>Dr. Fisseha Abebe</td>
<td>Mathematical Sciences</td>
</tr>
<tr>
<td>Dr. Rajan Anantharanaran</td>
<td>Mathematical Sciences</td>
</tr>
<tr>
<td>Professor Michelle Scott</td>
<td>Speech/Theatre Arts</td>
</tr>
<tr>
<td>Dr. Isabella Jenkins</td>
<td>Undergraduate Academic Services</td>
</tr>
<tr>
<td>Dr. Cynthia Clem</td>
<td>Undergraduate Academic Services</td>
</tr>
<tr>
<td>Dr. Charles Washington</td>
<td>Arts and Sciences</td>
</tr>
<tr>
<td>Dr. Alexa Henderson</td>
<td>Dean of Undergraduate Studies</td>
</tr>
</tbody>
</table>

### UNIVERSITY ASSESSMENT COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. William Boone</td>
<td>Graduate Studies</td>
</tr>
<tr>
<td>Mr. Larry Callhoun</td>
<td>Institutional Advancement/University</td>
</tr>
<tr>
<td>Dr. Joseph Coble</td>
<td>Department of Psychology</td>
</tr>
<tr>
<td>Ms. Carmelita Farrar</td>
<td>Student Accounts</td>
</tr>
<tr>
<td>Dr. Ronald Finnel</td>
<td>Public Administration</td>
</tr>
<tr>
<td>Dr. Frederick Fresh</td>
<td>Decision Sciences</td>
</tr>
<tr>
<td>Mr. Michael Goldthrip</td>
<td>Office of Planning, Assessment and</td>
</tr>
<tr>
<td></td>
<td>Research</td>
</tr>
<tr>
<td>Ms. Tameka Harper</td>
<td>1st Year Political Science Grad Student</td>
</tr>
<tr>
<td>Dr. Alexa Henderson</td>
<td>Undergraduate Studies</td>
</tr>
<tr>
<td>Dr. Janice Liddell</td>
<td>Center for Excellence in Teaching and</td>
</tr>
<tr>
<td></td>
<td>Learning</td>
</tr>
<tr>
<td>Professor Barbara Mason</td>
<td>Curriculum/Education</td>
</tr>
<tr>
<td>Dr. Lebone Moeti</td>
<td>Engineering</td>
</tr>
<tr>
<td>Dr. Laurent Monye</td>
<td>Foreign Languages</td>
</tr>
<tr>
<td>Dr. Charles Pierre</td>
<td>Mathematical Sciences</td>
</tr>
<tr>
<td>Dr. Nathaniel Pugh, Jr.</td>
<td>Office of Planning, Assessment and</td>
</tr>
<tr>
<td></td>
<td>Research</td>
</tr>
<tr>
<td>Dr. G. Gail Rouse</td>
<td>Office of Planning, Assessment and</td>
</tr>
<tr>
<td></td>
<td>Research</td>
</tr>
<tr>
<td>Mr. Lamont Robinson</td>
<td>SGA President (Undergraduate)</td>
</tr>
<tr>
<td>Mr. Ricky Robinson</td>
<td>Student Affairs</td>
</tr>
<tr>
<td>Dr. Robert Waymer</td>
<td>School of Social Work/Continuing</td>
</tr>
<tr>
<td></td>
<td>Education</td>
</tr>
</tbody>
</table>
The mission of Clark Atlanta University is to provide a quality undergraduate, graduate and professional education to a student body that is predominantly African-American and also diversified by students from various other racial, ethnic, cultural and socioeconomic backgrounds. As an institution grounded in the liberal arts, the University is committed to the development of productive and creative students who excel in their chosen careers and who become responsible citizens in their communities and the world.

To achieve its mission, the University attracts and maintains a dedicated faculty that meets high professional standards in teaching, scholarship, research, and service. The University also provides an educational environment in which its students thrive, learn, and develop their potential for leadership and responsible citizenship, and the pursuit and creation of knowledge.

The University maintains an historic relationship with the United Methodist Church and emphasizes sound ethical and moral principles that promote personal integrity and understanding of others.

Approved by the Board of Trustees, February 20, 2004
PURPOSE STATEMENT

Clark Atlanta University is dedicated to preserving and disseminating the heritage of peoples of African descent. Our growth and survival are predicated upon self-knowledge and self-respect, both of which are rooted in a knowledge of history. In pursuit of its mission, Clark Atlanta University accepts the mandate of its parent institutions: Atlanta University’s motto, “I’ll Find a Way or Make One,” and Clark College’s motto, “Culture for Service.” Rooted in its African American heritage, impacted by present and projected trends, destined to shape the future, the purposes of Clark Atlanta University are:

1. To maintain a repository of knowledge and an environment which fosters maximum intellectual, social, and cultural development of students, faculty, administrators, and staff.

2. To engage in the exploration of innovative ideas through research and teaching, new programs and educational experiments, both within and across disciplinary lines, so that the University shall be on the leading edge of American education and so that its graduates shall be informed, visionary, culturally sensitive, politically engaged, and socially responsible individuals with an understanding of their heritage and a strong commitment to advancing social justice.

3. To provide, through experimentation, research, and social and cultural analysis, new solutions to the physical and social problems of humankind.

4. To provide excellent education for those students who have proven they are high achievers and for those students who have the capacity for achieving excellence despite previous adverse circumstances.

5. To provide an increasingly diverse population with competent teachers and role models at all levels of education.

6. To promote artistic and creative expressions and to emphasize their importance in shaping intellect, values, and culture.

7. To provide members of the larger community with opportunities for continuing education which are consistent with the overall mission of the University.

Revised: May 9, 2003
1.0 To enhance and maintain an environment which fosters intellectual, social and cultural curiosity and creativity, and the continuing development of morally sound value systems among students, faculty, administrators, and staff.

2.0 To develop accelerated undergraduate and graduate degree programs, other new programs, and educational experiments using innovative ideas through research and teaching, both within and across disciplines, and in keeping with the mission of the University.

3.0 To increase the number of African-American faculty members who obtain doctoral degrees in the critical areas of natural and mathematical sciences, humanities, and social sciences.

4.0 To implement a comprehensive approach for continuous academic program review and assessment to improve quality and determine resource requirements and new directions through a system of external visiting committees.

5.0 To enhance the role of research with an improved research infrastructure and an evaluation system that recognizes the importance of research and teaching to the mission of the University.

6.0 To implement an integrated and centralized program for faculty and staff to address personal and professional development.

7.0 To continue to institute modern management techniques, taking into account the new information systems, the improvement of human work environments, and the energy-efficient utilization of space.

8.0 To build and maintain a vigorous institutional advancement and fund-raising capacity to provide the financial resources necessary to meet the University’s goals.

9.0 To continue to develop and implement a comprehensive student life program that will include both the undergraduate and graduate levels.

10.0 To develop and implement more comprehensive public service programs, including opportunities for students to participate in local, national, and international internships and work experiences.

11.0 To implement a systematic plan for attracting a student body of increasing quality and size and an expanded academic support system to improve student retention.

12.0 To enhance and provide services to meet the education, cultural, and social service needs of the community by maintaining ongoing linkages with other local, regional, national, and international institutions.

13.0 To enhance the institution’s commitment to provide education and technical assistance to other nations through programs, and to the furtherance of a university community that will be sensitive to the nature and depth of global interdependence.

14.0 To provide a state-of-the-art telecommunication infrastructure using multimedia technology to facilitate excellence in teaching, research, and service.

Revised May 9, 2003