

**Progress Report for the 2012 PRR
Utilizing the Summary of Our 2007 Self-Study Recommendations
Approved by Cabinet on 11/14/2011
with the understanding that status may be updated on some items**

The following pages summarize:

1. The Evaluation Team's 7 Recommendations (pages 1-3)
2. Suggestions made by both our Self-Study sub-committees and the Evaluation Team (pages 4-5)
3. Suggestions made by just the Evaluation Team; overseeing cabinet member should decide whether or not to address (pages 6-9)

Key to abbreviations used:	Status Key:
AC = Academic Council	(1) Recommendation accomplished
A&S = Arts and Sciences Department	(2) Recommendation accepted; in process
AVPIE = Assoc. V.P. Institutional Effectiveness	(3) Recommendation accepted; waiting implementation
BE = Biblical Enrichment	(4) Recommendation under consideration
DC = Degree Completion	(5) Recommendation considered but will not be implemented for reasons state
RAP = Reaching Academic Potential Center	<i>Note: For the purpose of these status keys only, all of the following items are considered "recommendations." No distinction is being made between the Evaluation Team's recommendations and suggestions.</i>
VPEM = Vice President for Enrollment Management	
VPAA = Vice President for Academic Affairs	
VPIS = Vice President for Strategic Initiatives	

I. Evaluation Team's 7 Recommendations

Note: All references to the Committee for Institutional Effectiveness & Planning (CIEP) have been changed to the Cabinet. See accompanying document explaining the shift in the oversight of planning and assessment.

Recommendations	Evidence of Accomplishment	Tasked to	Status
1. The Evaluation Team recognizes that while there is evidence that the Comprehensive Outcomes Assessment Plan (COAP) and the CIEP/CABINET are integrated, the links appear more apparent in the use of retention data, graduation rates, attrition and relevancy of the program. A challenge will be to link student learning outcomes to the strategic planning process. The new director of Assessment and Institutional Research will become a member of CIEP/CABINET which will certainly help in this regard. The Team strongly recommends special attention be given to this effort and yearly assessment of success be monitored internally.	A sixth column was added to the COAP grid to provide a place to note when an Action Plan or Strategic Initiative is needed. Copies of all Action Plans and Strategic Plans are forwarded to the AVPIE for monitoring purposes. CIEP/CABINET meeting minutes further document the successful closing of the assessment and planning loop. Various Action Plans and Strategic Planning Initiatives are on file as evidence that assessment is driving the planning process. In August of 2011, the position of Associate V.P. for Institutional Effectiveness was created to assist the cabinet in organizing and documenting the planning, budgeting, and assessment processes. COAP and the Planning documents were combined into one document further helping to link COAP and planning.	VPAA AVPIE	1 Ongoing

<p>2. Evaluation Team recommends a better coordinated planning and budgeting process possibly on a three-year cycle that integrates budgeting with the planning process.</p>	<p>LBC's direction is driven by the budget. Each cabinet member oversees the planning and budgeting in all of their departments. They in turn provide recommendations for the final budget. In August of 2011, the position of Associate V.P. for Institutional Effectiveness was created to assist the cabinet in organizing and documenting the planning, budgeting, and assessment processes.</p>	<p>President Cabinet</p>	<p>1 Ongoing</p>
<p>3. The Evaluation Team recognizes that although there is no evidence of a current conflict of interest issue on the Board, the Board of Trustees has discussed on numerous occasions a formal conflict of interest policy. The Team recommends that such a policy be finalized and adopted.</p>	<p>To Date: A conflict of interest policy was adopted on May 22, 2007. Trustees are requested to sign an individual conflict of interest form on an annual basis. The last time this occurred was December 2009. Future: Forms will be signed at each December trustees meeting.</p>	<p>President Trustees</p>	<p>1 Ongoing</p>
<p>4. The Team recommends that the college document demonstrate how assessment results are used to improve teaching, learning, and institutional programs and services.</p>	<p>Comprehensive Outcomes Assessment Plans have been established for all programs and units on campus. Each plan has a column for noting how the results of assessment are being used to improve teaching, learning, and institutional programs and services. These plans are updated continuously with a formal review of each plan every two years. In addition, Action Plans and Strategic Planning Initiatives are on file documenting the use of assessment results.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>
<p>5. The Team concurs with the present plan to form a committee for Institutional Research and Assessment and recommends that this group be charged to act as a resource to the campus for assessment activities, give thoughtful feedback and suggestion to plans and reports submitted, and act as ambassadors for assessment to campus groups.</p>	<p>The Committee for Institutional Effectiveness was formed in the fall of 2007. Meeting minutes documenting its activities are on file.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>
<p>6. The Evaluation Team recognizes that, while some direct forms of assessment are being used, with pre- and post-tests developed and administered in the Biblical Studies department, the Team recommends that LBC expand current direct assessment to include some nationally-normed tests (such as Academic Profile, MAPP, or CLA) and/or more course embedded assessments using rubrics designed by the department to assess student success.</p>	<p>LBC has developed a six-year cycle of assessment instruments that includes several nationally-normed ones. For example, LBC has administered the Standardized Assessment of Information Literacy in 2008 and 2010 and the ETS Proficiency Profile in 2008 and 2010. [The more extensive iSkills Information Literacy Assessment is scheduled for 2011-2012.]</p> <p>In the Spring of 2008, the Arts & Sciences Division chose to incorporate MAPP as a nationally-normed instrument for their division. In addition, the newly created Assessment Plan as well as individual department COAPs outline additional types of assessment instruments and procedures being utilized by the various units.</p> <p>An Assessment Annotation form was developed in 2010 whereby faculty report on course-embedded assessments and the analysis of the assessment results. These completed forms are forwarded to the program and/or department chairs for inclusion in the appropriate Comprehensive Outcomes Assessment Plans. Copies of completed forms are on file.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>

<p>7. The Evaluation Team recommends that LBC follow its self-study recommendation to simplify and focus on the assessment process and continue to implement assessment plans and review assessment data. As data becomes available, it should be used to modify and improve teaching, curriculums, and courses to better achieve learning outcomes. Each department or unit could designate two-three outcomes to assess in each cycle, with both direct and indirect forms of assessment.</p>	<p>A college-wide Assessment Plan was adopted in 2008 which establishes a systematic and viable plan by which all areas of the college are assessed for planning purposes. The plan requires all academic as well as student support departments and programs to have a Comprehensive Outcomes Assessment Plans (COAPs). Each COAP has a column for noting how the results of assessment are being used to improve teaching, learning, and institutional programs and services. Department and program chairs are encouraged to update assessment results for two to three outcomes each academic year under the supervision of the VPAA or department supervisors. The plans are updated continuously with a formal review of each plan every two years. In addition, Action Plans and Strategic Planning Initiatives are on file documenting the use of assessment results.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>
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II. Suggestions: Similar forms of the following suggestions were made by both the Self-study committees (normal font) and the Evaluation Team (italics font). Hence, these are deemed “major” suggestions.

Mission, Goals, Objectives, and Institutional Integrity

Suggestions	Evidence of Accomplishment	Tasked to	Status
1. Conduct a comprehensive and college-wide review of LBC’s institutional goals. <i>[The Evaluation Team suggests that the college fulfill its self-study recommendation by calling for a comprehensive college-wide review of LBC’s institutional goals.]</i>	New vision statement launched Feb. 13, 2008. New mission statement approved by Board of Trustees August 25, 2009 after college-wide review and input. Institutional goals and core values merged into one set of “Institutional Goals and Values” (approved 9.26.2011)	President Cabinet	1

Institutional Resources; Planning, Resource Allocation, Institutional Renewal and Institutional Assessment

Suggestions	Evidence of Accomplishment	Tasked to	Status
1. Communicate planning initiatives and outcomes more clearly to the college family. <i>[Evaluation Team suggests that CIEP/CABINET strive to better communicate the planning process to the campus and work to address a concern raised in a college community survey that staff did not feel knowledgeable about the current planning process.]</i>	A Director of Institutional Research & Assessment was hired in June of 2007. He greatly increased the communication of assessment outcomes across campus. In August of 2011 this position became Assoc. V.P. for Institutional Effectiveness and the AVP has been tasked with assisting the Cabinet in the development, documentation, assessment, and communication of planning initiatives. A 2010 Best Christian Workplace survey indicates most employees are satisfied with the communication that takes place on campus. While none of the questions addressed the communication of planning initiatives and outcomes, over 80% of the employees were knowledgeable of, and satisfied with the communication of, goals and major decisions as evidenced by the following three questions. 23. There is clear consensus on my organization's goals. 23. There is clear consensus on my organization's goals. 43. Over the past year, my organization has met its performance goals. 50. My organization's leaders explain the reasons behind major decisions.	President	1 Ongoing
2. The College administration needs to closely monitor the addition of new programs so that the college’s resources are not taxed or stretched too thin. <i>[The Evaluation Team suggests that the college look at a growth management plan that considers how new programs and other growth will impact human resources, student services, and financial resources.]</i>	Every program is now evaluated every six years. Part of that evaluation includes an analysis of the impact of the program on college resources. In Fall 2011, the Academic Council was encouraged by VPAA to review the scope of their respective department’s academic programming. Additionally, the policy regulating the creation of new academic programs requires a full analysis of anticipated impact on the college community.	VPAA	1

Leadership, Governance, and Administration

Suggestions	Evidence of Accomplishment	Tasked to	Status
<p>1. Continue board-level discussions around the issue of ethnic diversity at LBC. <i>[The Evaluation Team strongly supports the self-study recommendation to “continue discussion around the issue of diversity at LBC” and to “continue making efforts in creating diversity in the Corporation and the Board.”]</i></p>	<p>The Enrollment Management Committee continues discussion of diversity issues in student recruitment. LBC is also exploring a partnership with an urban institution which, if finalized, would greatly impact student diversity. The issue of diversity is raised at trustee meetings to maintain a high level of awareness. The President continues to work with the membership committee of the board to raise the level of diversity within the corporation and board. While some success has been seen with regard to gender diversity, recent resignations have off-set those previous gains.</p>	<p>President</p>	<p>2</p>
<p>2. Continue making efforts in creating diversity on the corporation and board. <i>[The Evaluation Team endorses what seems to be an awareness and sensitivity on campus to the issues of diversity and suggests that the college create diversity initiatives or plans at every level in order to intentionally create the diverse environment that is being discussed on so many different levels. The initiatives would then provide specific areas for assessment and future planning.]</i></p>	<p>To Date: Since the evaluation team visit, five women have been recruited to serve on the Corporation, one of whom has been elected to the Board of Trustees. In the same time frame, three women have resigned from the Corporation or passed away. No additional ethnic diversity has been achieved. Future: The Membership Committee continues to seek diversity in leadership recruitment</p>	<p>President</p>	<p>2</p>

Undergraduate General Education

Suggestions	Evidence of Accomplishment	Tasked to	Status
1. As part of LBC's overall COAP program, the Arts and Sciences Division should explore possibilities for a greater variety of tools for regular outcomes assessment. <i>The Evaluation Team suggests that arts and sciences programs include leadership, planning, resources, and implementation of rigorous assessment of the learning that occurs in the core.</i>	A new Arts & Sciences department chair was put in place at the start of 2008-2009. The A&S department is currently producing Curriculum Maps for all rostered courses. According to the COAP, assessment data is being gathered from all A&S faculty from a representative cross section of offered courses.	VPAA A&S Dept. AVPIE	1
2. The Arts and Sciences Department should hire another full-time faculty member with a specialization in English composition. <i>The Evaluation Team suggests that the college hire additional full-time faculty for this division. Currently a search for a person in English composition is under way.</i>	Dr. Heather Zias was hired in the summer of 2010. Though she will be teaching English Composition courses, her specialty is in Literature to help facilitate more writing intensive literature courses as needed in several professional majors.	VPAA A&S Dept.	1

Library and Learning Resources

Suggestions	Evidence of Accomplishment	Tasked to	Status
1. The library should consider seeking additional resources, both fiscal and personnel, to make it more accessible to LBC's non-traditional students during time other than normal semesters. <i>[The Evaluation Team suggests that the institution allocate funds and additional library staff to make the library more accessible to LBC non-traditional students.]</i>	The new Student Learning Commons is being built (opening fall 2012). The support of teaching and learning is being recast in this \$10 million building. In spring 2012, all databases will be moved to the cloud allowing student access from anywhere. We've also joined a live chat reference system providing 24/7 access to a reference librarian. We will also be adding an "Associate Dean of Teaching and Learning" position as well as an additional FT employee in the library.	VPAA Library Director	1
2. Resources should be allocated for hiring additional Information Systems staff to provide better coverage of the LBC Help Desk during non-traditional times. <i>[The Evaluation Team suggests that the institution allocate funds for additional Information Systems staff to provide better coverage of the Help Desk when non-traditional students need help.]</i>	It is planned to have an IS position FT in the new SLC when it opens in fall 2012. This position will be a "3-11" shift position to meet the demands of non-traditional students.	VPAA Library Director	1
3. As part of its current implementation of COAP, the college needs to give greater and more immediate attention to teaching and assessing information literacy. <i>[Evaluation Team suggests the administration, faculty and library staff incorporate campus-wide measures across the curriculum to encourage Information Literacy among LBC faculty and students.]</i>	Information literacy goals are now part of the grid by which faculty map specific course objectives and assignments to. Additionally, an Information Literacy Lab is in the new SLC as well as the Writing Center. Both enhance our approach to information literacy.	VPAA AC	1

Basic Skills

Suggestions	Evidence of Accomplishment	Tasked to	Status
1. The RAP Center should expand personnel, either full-time, part-time, or through use of graduate assistants, so that additional services can be extended to the degree completion and graduate programs. <i>[The Evaluation Team suggests that additional administrative staff be hired for the RAP Center.]</i>	An additional 1 ½ people resources were added to the RAP center. The full-time position was added in November, 2007, and then ½ position was added in 2010.	VPAA Director, RAP	1

III. **Suggestions: The following suggestions were made by the Evaluation Team.**

Evaluation Team Suggestions	Evidence of Accomplishment	Tasked to	Status
1. <i>The Evaluation Team suggests that the college fulfill its self-study recommendation by calling for a comprehensive college-wide review of LBC's institutional goals.</i>	To Date: New vision statement launched Feb. 13, 2008. New mission statement approved by Board of Trustees August 25, 2009 after college-wide review and input. Institutional goals and core values merged into one set of "Institutional Goals and Values" (approved 9.26.2011)	President Cabinet	1
2. <i>The Evaluation Team suggests that the college do a periodic review of the mission statement and core values as well as the institutional goals, in order to bring additional clarity and focus to its institutional efforts across the college.</i>	The Mission Statement was reviewed and revised in 2008/2009.	President Cabinet	1 Ongoing
3. <i>The Evaluation Team suggests that the college look at a growth management plan that considers how new programs and other growth will impact human resources, student services, and financial resources.</i>	The College is investing money where they see it will give them the best return. This is evaluated regularly. The five year budget plan established in 2010 assumes impact of growth among all departments.	VPAA	1
4. <i>The Evaluation Team suggests that the CPA report include an annual management letter with the yearly audit. This proactive approach will help the college conduct their business in a more efficient manner.</i>	This is now a process and is presented to the finance committee	Director of Finance	1
5. <i>The Evaluation Team suggests that the report of the CPA firm to the Trustee Finance Committee include a time when the auditors and board members discuss the college finances, personnel, and internal controls without college employees being present. This suggestion will assist in the college's proactive stand for integrity.</i>	Has taken place every year since this came about. There are minutes to reflect these meetings	President Cabinet	1
6. <i>The Evaluation Team suggests that NACUBO standard financial ratios be calculated and presented to the finance committee to benchmark the overall financial stability of LBC.</i>	Ratios are used by the auditors, not sure if they are the same NACUBO ratios. The Director of Finance is going to look into this.	Director of Finance	2
7. <i>The Evaluation Team suggests that the Board explore a mechanism for self-evaluation of the effectiveness of the Board as it relates to its stated roles. Although the Executive Committee evaluates individual members, the Board, as a whole, needs to adopt a self-evaluation tool to assess its activities as well as set an example for the campus of the importance of assessment for improvement.</i>	Self-evaluations of the board were accomplished in 2006 and 2011. Results are available in the President's Office. Plans are to continue self-evaluations every three to five years.	President Trustees	1 Ongoing
8. <i>The Evaluation Team suggests that a Board Handbook be developed.</i>	LBC has a board orientation notebook which each trustee receives when they are elected. It contains job descriptions, resource material like the by-laws, past minutes, and other basic information. It has been in existence in one form or another for the past 17 years.	President Trustees	1
9. <i>The Evaluation Team believes that growth management will be a key issue in the years ahead for LBC. With that in mind, the Team suggests preparing a rolling five year financial projection for the operating budget to assist in managing and planning growth strategies.</i>	To Date: A five-year business plan based on enrollment projections was presented to the Board of Trustees May 14, 2010. It was updated September 2010 to reflect actual fall enrollment numbers. Future: The five-year plan will continue to be revised to reflect current enrollment and budget numbers in order for five-year projections to remain accurate.	Director of Finance	1 Ongoing

<p>10. <i>The Evaluation Team suggests the college explore the use of other nationally-normed surveys such as Noel Levitz Student Satisfaction and National Survey of Student Engagement to establish peer institution comparative data. In addition, while it appears that employees are surveyed every two years through the Best Christian Workplaces Survey, there are no forums for faculty to register satisfaction or engagement other than through their portfolios.</i></p>	<p>LBC has developed a six-year cycle of assessment instruments that includes several nationally-normed ones. For example, LBC has administered the Student Satisfaction Inventory in both 2007 and 2009. [NSSE is scheduled for 2010-2011 to coincide with CCCU.] In addition, LBC participates in a battery of instruments sponsored by the Association for Independent Colleges and Universities in Pennsylvania including a First Year Student Survey and an Alumni Survey.</p> <p>Faculty participate in the Christian Workplaces Survey as well as other surveys. For example, a Faculty Survey was administered in 2007 and an Employee Survey was administered to all faculty and staff in 2007.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>
<p>11. <i>The Evaluation Team strongly supports the recommendation in several sections of the self-study that a director be appointed to coordinate assessment and institutional research.</i></p>	<p>A Director of Institutional Research & Assessment was hired in June of 2007. In August of 2011 this position became Assoc. V.P. for Institutional Effectiveness.</p>	<p>VPAA AVPIE</p>	<p>1</p>
<p>12. <i>The Evaluation Team suggests that the Vice President for Enrollment Management continue to pursue the development of the Integrated Marketing Communication plan.</i></p>	<p>A Remarketing Committee was established in 2008 and an outside vendor was hired to assist the college. Aspects of our rebranding were rolled out over the next few years culminating with the 09/2010 unveiling of our new logo and slogan. A new Director of Marketing and Communications was hired in 03/2011 and the current Institutional Marketing Strategy and Communications Plan was developed.</p>	<p>VP PEM</p>	<p>1</p>
<p>13. <i>The Evaluation Team suggests that a formal grievance policy be developed for students to follow.</i></p>	<p>A formal grievance policy was developed and appears in the Student Handbook</p>	<p>VP PEM</p>	<p>1</p>
<p>14. <i>The Evaluation Team suggests that the college continue to develop a comprehensive student service plan for meeting the needs of graduate and distant learning students.</i></p>	<p>Steps have been taken to bring our chapel programming online to connect with our graduate and distant learner students. Additional steps still need to be taken.</p>	<p>VP PEM</p>	<p>2</p>
<p>15. <i>The Evaluation Team suggests that the college make a concerted effort to identify and address the needs of the minority student population.</i></p>	<p>The selection of the specific individual hired as our Director of Student Care in July 1 2009 was made partially because of her bi-lingual skills and her experience with minority students. She currently serves as the advisor for the Melting Pot, our minority student fellowship group. We have done multiple special events in the past two years for our minority students as well as our international student population. There is continued discussion and planning taking place to exploring a position that focuses on this steadily growing population.</p>	<p>VP PEM</p>	<p>2</p>
<p>16. <i>The Evaluation Team suggests that LBC make the handbook available on line so that it can be kept current as policies change and initiate a collegial review of the handbook within the next two years.</i></p>	<p>Accomplished in 2009.</p>	<p>VPAA AC</p>	<p>1</p>

17. <i>The Evaluation Team suggests that all faculty work load issues continue to be studied with a goal of establishing fairness for all.</i>	This is done every semester. Loads are reviewed with respective department chairs. Overloads are regularly discussed.	VPAA AC	1
18. <i>The Evaluation Team suggests that while assessment at the program level is well-developed on paper, it needs to go through the full cycle and “close the loop” to create program improvement. Direct measures such as standardized tests, artifacts analyzed by rubrics, and embedded assessment are suggested.</i>	The Arts & Sciences and Bible & Theology Departments did a program assessment last spring. Embedded assessments are taking place which include rubrics and other means of direct measurements of student learning.	VPAA AVPIE	2
19. <i>The Evaluation Team suggests that the institution allocate funds and additional library staff to make the library more accessible to LBC non-traditional students.</i>	The Library & Technology Committee was dissolved due to the following two reasons. 1. In the restructure the Educational Support Services Council picks up some of that as well as the Academic Council. 2. In the new SLC, we are functionally moving together many of the technology and library related entities into one building. We are also considering a new position in the SLC that would oversee technology related to the functions in that building.	VPAA Library Director	4
20. <i>The Evaluation Team suggests the library increase its paraprofessional staff by 20%.</i>		VPAA Library Director	4
21. <i>The Evaluation Team suggests that the library staff analyze the use of library resources and use this information to improve their use.</i>		VPAA Library Director	4
22. <i>The Evaluation Team suggests that the library staff analyze library resources for rang, depth, and currency and use this information to develop the collection.</i>		VPAA Library Director	4
23. <i>The Evaluation Team suggests that the Library & Technology Committee meet regularly to assist the library director in developing and in giving and receiving input.</i>	The new Student Learning Commons is being built (opening fall 2012). The support of teaching and learning is being recast in this \$10 million building. In spring 2012, all databases will be moved to the cloud allowing student access from anywhere. We’ve also joined a live chat reference system providing 24/7 access to a reference librarian. We will also be adding an “Associate Dean of Teaching and Learning” position as well as an additional FT employee in the library.	VPAA AC	2
24. <i>The Evaluation Team suggests that stated goals and objectives be developed for IBE.</i>	The goals of the Biblical Enrichment Institute (BE) are currently under analysis as part of a complete review of this area. In June of 2011, Dr. Steve Yates was hired as the Associate Dean for Biblical Enrichment with the goal of enhancing the nature, purpose and offerings of this non-credit adult education entity. Prior to this time, the director of BE held multiple responsibilities on campus. While having served the college faithfully and effectively for decades, the former director had limited time, as well as limited expertise to take the institute in the new directions desired. The new vision for BE as an area within the iLEAD Center is to serve local church leaders and members by providing not only non-degree biblical education opportunities, but conferences and consulting services as well. A curriculum that offers a range of CEU credits and certificates is being developed in order to serve the needs of adult learners not seeking a degree.	VPSI Assoc. Dean, BE	2

<p>25. <i>The Evaluation Team suggests that LBC clearly determine the administrative oversight of the Certificate Program and periodically assess these programs.</i></p>	<p>Oversight was given to the Bible and Theology Department. A faculty member is the advisor for certificate students. Recently, the Department indicated the desire to review the certificate programs due to low enrollments. It will be evaluated according to the 6-year cycle.</p>	<p>VPAA AC</p>	<p>1</p>
<p>26. <i>The Evaluation Team suggests that progress with assessment be monitored, and that departments give informal updates each semester. It also suggests that at the end of the assessment cycle, completed reports should be submitted to the assessment director and the newly formed assessment committee gives feedback and help where needed.</i></p>	<p>Comprehensive Outcomes Assessment Plans have been established for all programs and units on campus. Each plan has a column for noting how the results of assessment are being used to improve teaching, learning, and institutional programs and services. These plans are updated continuously with a formal review of each plan every two years. In addition, Action Plans and Strategic Planning Initiatives are on file documenting the use of assessment results.</p> <p>The Committee for Institutional Research & Assessment was formed in the fall of 2007. Meeting minutes documenting its activities are on file.</p>	<p>VPAA AVPIE</p>	<p>1 Ongoing</p>
<p>27. <i>The Evaluation Team suggests that the departments use internships and practica to assess student abilities.</i></p>	<p>Professional Departments include the analysis of internships and practica as part of their Comprehensive Outcomes Assessment Plans. In addition, these findings are used to document the fulfillment of higher level outcomes such as the Core Knowledge & Skills. In fall 2011, a new two-year curriculum was established for all traditional undergraduate students (Emerge). Electronic portfolios will be a requirement of the program whereby students document leadership abilities. The program segways the students into their junior and senior level internship and practicum requirements.</p>	<p>VPAA AC</p>	<p>1 Ongoing</p>
<p>28. <i>The Evaluation Team suggests that the college institute a reward system for assessment efforts through individual promotion, annual evaluations, or assessment mini-grants for conference travel or program revision.</i></p>	<p>While there are benefits to a reward system for assessment efforts, the College favors the approach found in the literature that in order to establish a culture of assessment it should become a part of the normal teaching/learning process and not an occasional activity that is rewarded. Assessment has been added to the faculty portfolio evaluation process. There is already a budget established for faculty development and using that money for development in assessment areas is encouraged.</p>	<p>VPAA AC</p>	<p>5</p>