



Mission, Vision, and Metrics: Institutional Efforts Documenting

Student Success

The vision of Loma Linda University is to transform lives by impacting students, so they can facilitate wholeness in themselves, their patients, their families, and the communities they serve. This multifaceted action occurs not only during a student's academic tenure but continues throughout their professional life as they become engaged alumni. To measure and explain achievement in transforming students, the University Student Success Committee conducted an inventory of tools, instruments, and surveys used at LLU that systematically demonstrate institutional capacity for achieving mission, vision, and values. This process formalized current data collection practices, ensured non-duplication of efforts, and potentially identified gaps where data collection could grow (see Table 1).

LLU's unique educational environment provides a purpose-oriented foundation using traditional and mission-focused learning outcomes supporting students as they develop into clinical providers, professionals, and researchers who are engaged in service activities. The Loma Linda University experience is cumulative and supports students as they advance through their program of study in a timely manner, while gaining the requisite skills to contribute to their field of practice in a meaningful way. The University seeks to create experiences for students that polish written and oral communication skills, build information literacy, enhance quantitative reasoning, and hone critical thinking. Students gain these experiences during didactic instruction, simulation laboratory, and clinicals/practicums, when engaging in local and global community activities, and through mentored scholarly productivity. Whether online or face-to-face, students experience opportunities to develop an extended community of peers, mentors, faculty, staff, and administrators that positively affects their emotional and attitudinal maturity and supports their ability to flourish. Reports show that LLU alumni find more career satisfaction and have higher starting salaries compared to alumni from other institutions while influencing their healthcare discipline through scholarly contribution (LLU Office of Alumni Relations; *PayScale Report*, 2014).

Our mission-focused environment helps students internalize an aligned personal mission statement by practicing wholeness, displaying the values of LLU, and experiencing a vitalized spiritual life within their own faith perspective. Students' testimonial evidence and personal life stories serve to energize the faculty, staff, and administration to "*further the teaching and healing ministry of Jesus Christ.*"

The following table lists campus assessments, software activities, and responsible parties that produce reports on student success that document the Loma Linda experience and support institutional success. We feel blessed to be in an environment that not only fosters academic growth, but also enables spiritual, personal and emotional growth, and contributes to the ideals of service and healing for others. Thus, our students and alumni live out our motto “*to make man whole.*”

Table. Metrics documenting Student Success at LLU – The transformative Advantage

Focus of Categories	Metrics/Indicators	Methodology/Source Report produced	Responsible Entity Frequency
Program & Academic Metrics	OnTime GR (OTGR) Absolute GR Program Retention Rate (RR) Time to Degree (TTD) Intra institutional transfer (IIT) (Retain at institution—marketed capability) % SAP % UnSAP % on academic probation Persistence term to term	Banner Power BI	<i>Office of Educational Effectiveness Associate Director/Institutional Researcher</i> Continuous Aggregate and disaggregated reports January to December
	Course pass rates Grade spread	Banner Power BI	<i>Office of Educational Effectiveness Associate Director/Institutional Researcher</i> Quarterly. The information is not displayed.
	National and State professional board exam pass rates	External Sources Power BI	<i>Each school is responsible for reporting disaggregated rates. Annually</i> <i>Office of Educational Effectiveness Associate Director/Institutional Researcher collects and aggregates data</i>

Focus of Categories	Metrics/Indicators	Methodology/Source Report produced	Responsible Entity Frequency
Program & Academic Metrics			from individual schools.
	Institutional Learning Outcomes - Critical Thinking Information Literacy Oral Communication Quantitative Reasoning Written Communication	LiveText, AMS, and Power BI	<i>Assessment Committee</i> ¹ Collected yearly <i>Office of Educational Effectiveness Associate Director/Institutional Researcher</i>
	% Programs completing Steps 1-3 program review % Programs completing Step 4 program review	Annual PRC report	<i>Program Review Committee</i> ²
Financial Metrics	% loans % loan default % Grants, number and amount each school Loan amounts at graduation	Banner	<i>Office of Financial Aid</i> Annually
Post-graduation Metrics	Job rates Jobs report for LLU employment Jobs report for CA employment Career Satisfaction/meaningfulness report	Exit interviews with graduating seniors by program directors School Alumni report Jobs report from the Development Department of CA PayScale Alumni report	<i>Each school collects disaggregated rates. Collected quarterly or annually</i> <i>Office of Educational Effectiveness Associate Director/Institutional Researcher</i> collects, disaggregates rates, and aggregates data into a report and sends to Office of the Provost. <i>Office of Public Relations</i>

Post-graduation Metrics	Community of colleagues, lifelong network	Graduway (Alumni fill out information voluntarily, so data is anecdotal)	<i>Office of Alumni Relations</i>
Student Satisfaction Metrics	Admittance Registration Financial Aid application Residence Halls Student Health Food availability Library Athletic facilities Involvement in local and global service Parking Physical Safety	Climate Survey: different questions administered during different quarters	<i>Office of the VP Student Affairs</i>
Mission and Service Metrics	Mission focused indicators	Allied Health piloting the MFL rubric/LiveText using a standardized rubric	<i>Learning Outcomes Committee⁷</i> <i>Mission Focused Learning Co-Curricular Committee</i> <i>Office of Institute for Community Partnerships in conjunction with EEC/Institutional Researcher</i>
	Community Engagement Classification – LLU applying Community Engaged Scholarship course statistics	Carnegie Foundation Banner	<i>Institute for Community Partnerships</i> <i>Academic Service Learning Committee³</i>
	Global Mission Trips Local Student Activities Deferred Mission Appointments Global Service Awards	SIMS/CAPS Power BI	<i>Office of SIMS/CAPS and Global Health Institute annual report</i>

Vitalized Spiritual Life	Spirituality Wholeness LLU Values Chapel significance Chapel Impact	Spiritual life and Wholeness Survey Power BI 2016-2020 LLU Spiritual Plan	<i>Office of Spiritual life and Wholeness (in School of Religion). Data are collected in the Fall of each year for 2nd year returning students. Office of Educational Effectiveness Associate Director/Institutional Researcher works with the Office of Spiritual life and Wholeness to produce an annual report. Reports are sent to Deans and Academic Deans of each school. Campus Chaplain's office - annually in May</i>
	Civility, teamwork, humility (per Provost's presentation)		<i>Assessment Committee or Mission Focused Learning Co-Curricular Committee</i>
Student Scholarly Productivity	Theses & Dissertation Abstracts	<i>Student Scholarly Productivity Report produced by LLU Expert Gallery (bePress) and pairs report with Office of Research Affairs</i>	<i>Library Services reports on student dissertations, theses, journal publications, podium and poster presentations, library usage, and annual acquisitions. Annually</i>
	Hard evidence: Student Publications Proposal submissions Grants Presentations at professional meetings off campus Participation in other research projects (different	SciVal (tentative) Power BI	<i>Office of Research Affairs</i> <i>Basic Sciences tracks student scholarship success via CV/Biosketch, quarterly recognitions, exit</i>

Student Scholarly Productivity	than their own required research)		interview, Qualtrics survey on exit.
	% Postdocs offered at LLU	Survey of PostDocs report to NSF-NIH	<i>Director, Faculty Graduate Studies</i> Annually in January
	Soft evidence: On campus presentations at University sponsored meetings, i.e., Alumni weekend, SM student showcase, Basic Sciences Chairing or participating in a planning committee for conference Manuscripts submitted External Awards Internships Externships	Exit Survey CV/Biosketch, quarterly recognitions, exit interview, Qualtrics surveys Power BI Experience Transcript	TBD <i>Basic Sciences</i> tracks student scholarship <i>Office of Student Affairs</i> conducts surveys quarterly
	% Post-docs Productive Alumni	Graduway (alumni)	<i>Individual Schools</i> should collect and report data annually <i>Office of Alumni Relations</i> (SPH and Basic Sciences piloting it)
Student Engagement Metrics	Under development –decide on indicators. There are many tools being used with students.	NSSE pre and post Individualized Development Plan (IDP) AMS/Power BI Student CV Experience Transcript Student Portfolio in LiveText	<i>Office of Student Affairs</i> reports annually <i>Office of Educational Effectiveness Associate Director/Institutional Researcher</i>

Supportive Committees

Climate Survey Committee⁴ has two surveys:

- Climate Survey on Student Satisfaction
- Wholeness Survey
- VP Student Services shares the survey data for the first survey and Director, *Office of Spiritual life and Wholeness* shares the wholeness survey data. OEE also tracks this data and it is available in Power BI.

Digital Education Committee⁵, the Division of Extended Education, and Educational Technology Services:

- Tracks online courses to improve active online learning.
- Designs faculty development based on outcomes of the above to improve online student success.

Institutional Research Committee⁶

- Responds to other committees, schools, departments, and programs, and other stakeholders to improve ways of tracking, displaying, and sharing data.
- Supports improvement in the structure and processes of monitoring student success.

Learning Outcomes Committee⁷

- Modifies or designs new rubrics for the ILOs and other learning outcomes.

LiveText Administrative Committee⁸

- Ensures that schools and programs have a support group for the use of LiveText, which is a key tool for tracking many learning outcomes and other student success indicators.
- Works with Watermark/LiveText regularly on product functionality and new feature requests.

Mission Focused Learning Co-Curricular Committee⁹

- This committee was developed from the following committees:
 - Co-Curricular Committee to the Mission Focused Learning Service Committee
 - Mission Focused Learning Service Committee to the Mission Focused Learning Co-Curricular Committee
- Currently the committee's focus is on co-curricular activities through the MFL lens.
- Responsible for encouraging and supporting assessment of MFL co-curricular activities.

Program Review Committee¹⁰

- Leading indicators tracked include the Action Plan with nine potential data points for recommendations and closing gaps¹¹.

¹ University Assessment Committee - <https://home.llu.edu/education/office-of-provost/departments-and-divisions/educational-effectiveness/committees/university-assessment-committee>

² Program Review Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/program-review-committee>

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- ³ Academic Service Learning Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/academic-service-learning-committee>
- ⁴ Climate Survey Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/climate-survey-committee>
- ⁵ Digital Education Committee - <https://home.llu.edu/education/office-of-provost/departments-and-divisions/educational-effectiveness/committees/digital-education-committee>
- ⁶ Institutional Research Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/institutional-research-committee>
- ⁷ Learning Outcomes Committee - <https://home.llu.edu/education/office-of-provost/departments-and-divisions/educational-effectiveness/committees/learning-outcomes-committee>
- ⁸ LiveText Administrators Committee - <https://home.llu.edu/education/office-of-provost/departments-and-divisions/educational-effectiveness/committees/livetext-administrators-committee>
- ⁹ Mission Focused Learning Co-Curricular Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/mission-focused-learning-and-service-committee>
- ¹⁰ Program Review Committee - <https://home.llu.edu/education/office-of-provost/educational-effectiveness/committees/program-review-committee>
- ¹¹ Program Review Action Plan Nine Items (see pp. 30-32 in the LLU Program Review Guide) - [https://home.llu.edu/sites/home.llu.edu/files/docs/Program%20Review%20Guide%20-%20Jan %202017.pdf](https://home.llu.edu/sites/home.llu.edu/files/docs/Program%20Review%20Guide%20-%20Jan%202017.pdf)

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