

## Characteristics of Evidence

Evidence is the data upon which a judgment or conclusion may be based. As such, it is presented in answer to questions that have been deliberately posed because an institution regards them as important. Evidence tells all stakeholders that an institution has investigated its questions and knows something about itself—it knows what it achieves.

For evidence to be useful, it must have undergone analysis and reflection by the college community. The dialogue required for analysis and reflection is an integral part of the capacity an institution has for using the evidence it has accrued to make improvements.

Good evidence, then, is obviously related to the questions the college has investigated and it can be replicated, making it reliable. Good evidence is representative of what is, not just an isolated case, and it is information upon which an institution can take action to improve. It is, in short, relevant, verifiable, representative, and actionable.

### *Evidence on Student Achievement and Student Learning*

The evidence the institution presents should be about student achievements (student movement through the institution) and should include data on the following:

- Student preparedness for college, including performance on placement tests and/or placement,
- Student training needs, including local employment training needs, transfer education needs, basic skills needs, etc.,
- Course completion data,
- Retention of students from term to term,
- Student progression to the next course/next level of course,
- Student program (major) completion,
- Student graduation rates,
- Student transfer rates to four-year institutions
- Student job placement rates,
- Student scores on licensure exams.

The evidence the institution presents should also be about student learning outcomes (mastery of the knowledge, skills, abilities, competencies attitudes, beliefs, opinions, and values at the course, program, and degree levels in the context of each college's mission and population) and should include data on the following:

- Development and dissemination of student learning outcomes,
- Samples of student work/performance (recitals, projects, cap-stone courses, etc.),
- Summary data on measured student learning outcomes,
- Measurement and analysis of student attainment of student learning outcomes used as part of the institution's self evaluation and planning processes,
- Improvement of the teaching/learning process as a result of the above analysis.

Self study should be only one phase of on-going institutional evaluation, and an evaluating team should be able to see how the institution develops and uses evidence of effectiveness as part of its ongoing evaluative processes. Institutions should gather and use both qualitative and quantitative evidence, and often must use indirect as well as direct measures to assess institutional effectiveness. Good evidence used in evaluations has the following characteristics:

- It is intentional, and a dialogue about its meaning and relevance has taken place.
- It is purposeful, designed to answer questions the institution has raised.
- It has been interpreted and reflected upon, not just offered up in its raw or unanalyzed form.
- It is integrated and presented in a context of other information about the institution that creates a holistic view of the institution or program.
- It is cumulative and is corroborated by multiple sources of data.
- It is coherent and sound enough to provide guidance for improvement.

It is important to note that evidence per se does not lead to confirmations of value and quality. Rather, the members of the college community, or of the higher education community, must arrive at the decisions about value and quality through active judgments. The purpose of good evidence is to encourage informed institutional dialogue that engages the college community and leads to improvement of its processes, procedures, policies, relationships, ultimately with the effect of improving student learning. Good evidence should provide the means for institutions or evaluators to make sound judgments about quality and future direction, but at the same time, it will probably stimulate further inquiry about institutional quality.

Institutions report or store good evidence in many formats, and institutions engaged in self study or evaluative teams may find good evidence in a number of sources, including institutional data bases; documents such as faculty handbooks, catalogues, student handbooks, policy statements, program review documents, planning documents, minutes of important meetings, syllabi, course outlines, and institutional fact books; from survey results; from assessments of student work on examinations, class assignments, capstone projects, etc; from faculty grading rubrics and analyses of student learning outcomes; and from special institution-al research reports.

## Using Evidence to Verify Assertions

In studying itself, Smith Jones Community College has made these assertions. What evidence would you seek in verifying these assertions?

1. The mission statement of the college defines its educational objectives and its commitment to student learning.
2. The college regularly engages in dialogue about student learning and the effectiveness of its institutional processes.
3. The college has employed a regular cycle of planning, implementing, and evaluating its processes for allocating all resources.
4. The college now has a program for identifying and measuring student learning outcomes and is using the results to improve instruction.
5. All programs of the college, including student services, are systematically reviewed using the current SJCC Program Review Cyclical Scheme for Evaluation.
6. The SJCC Library Services Committee conducted a survey and reports that library and other learning support services are quite adequate.
7. The college's evaluation procedures for administrators, faculty, and support staff vary, but are appropriate for the range of personnel categories from which staff are drawn.
8. Planning for human and physical resources is integrated in all of the college's planning.
9. The college evaluated the processes used in financial management last year and is using the results of the evaluation to improve how things work this year.
10. Everyone at SJCC feels empowered by our institutional leaders.
11. The SJCC policy on participation in the decision-making process is guiding the college in becoming a place where all constituencies work together for the good of the institution and its students.
12. The SJCC Governing Board not only sets policies, its members regularly help manage the day-to-day operations of the college.
13. Everyone at SJCC loves the Commission.