

**US ARMY COMBINED ARMS CENTER
US ARMY COMMAND AND GENERAL STAFF COLLEGE (CGSC)
PROGRAM EVALUATION
(Effective Until Rescinded or Superseded)**

1. **PURPOSE.** This bulletin establishes policies and procedures for conducting Program Evaluation.
2. **APPLICABILITY.** These procedures apply to all processes, procedures or programs that effect the teaching and learning in this organization.
3. **REFERENCES.**
 - a. The Higher Learning Commission Handbook of Accreditation, 3rd Ed, 1 October 2003.
 - b. Chairman of the Joint Chiefs of Staff, Instruction 1800.01E, Officer Professional Military Education Policy, 29 May 2015.
 - c. US Army Training and Doctrine (TRADOC) Regulation 350-70, Army Training and Education Development, 6 Dec 11.
 - d. US Army Training and Doctrine (TRADOC) Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) Accreditation Standards September 2009.
 - e. Dean of Academics, CGSC Bulletin 907, Staff and Faculty Development Programs, 24 Jun 13.
 - f. Dean of Academics, Bulletin 930, US Army Combined Arms Center Leader Development and Education (LD&E)/US Army Command and General Staff College (CGSC) Curriculum Development: The Accountable Instructional System (AIS), 11 Aug 15. <https://combinedarmscenter.army.mil/orgs/ld/staff/sqs/Policy/Forms/Current.aspx>
 - g. Dean of Academics, CGSC Bulletin 933, Accreditation Program, 14 Jul 11. <https://combinedarmscenter.army.mil/orgs/ld/staff/sqs/Policy/Forms/Current.aspx>.
 - h. US Army Command and General Staff College (CGSC) current Master Evaluation Plan. <https://partis.leavenworth.army.mil/cgsc/doa/qao/pages1/Home.aspx>.
 - i. Dean of Academics, CGSC Bulletin 935, Procedures for Archiving Curriculum Materials, 24 Oct 11. <https://combinedarmscenter.army.mil/orgs/ld/staff/sqs/Policy/Forms/Current.aspx>.
 - j. US Army Command and General Staff College. Faculty Development Phase 3 Authors Handbook, Ft Leavenworth, KS: 2010.

4. INTRODUCTION.

a. Program Evaluation provides information about a program's ability to do what it was designed to do.

b. Program Evaluation is a systematic process that collects information and analyzes data on various aspects of a process, course, procedure, or program. The program evaluation results assist the leadership, course authors and/or curriculum developers in making program improvement decisions.

c. Program evaluations for curriculum occur at least every three years per the Master Evaluation Plan (MEP). They show the relationships among learning outcomes, terminal learning objectives (TLOs), and student assessments.

5. TERMS.

a. Master Evaluation Plan (MEP). The MEP is the planning document that defines the organization's program evaluation requirements for the current academic year (AY). The MEP also projects program evaluation requirements for the succeeding two years. The MEP contains a Program Evaluation Plan (PEP) for each program receiving an evaluation during the current AY.

b. Program Evaluation Plan (PEP). The PEP defines data collection methods that show the linkage among and achievement of learning outcomes, TLOs, and student assessments. The plan designates how, when, and where data will be collected and designates if external survey data will be used. The MEP also prescribes the methodology used for data analysis. The PEP provides guidance for presenting empirical evidence (data and analysis) demonstrating how the program met the organization's mission and/or learning outcomes.

c. Assessment. Assessment is the process of observing, recording, and documenting student achievement of learning objectives. Assessment is defined in measurable terms gathered using rubrics, classroom assessment techniques, examinations, etc. Assessment is a direct measure of learning.

d. Evaluation. Evaluation is a systematic formalized process of gathering and analyzing data (qualitative and quantitative) to determine the merit, worth, and significance of the program. Program evaluation determines whether the course supports the mission and/or learning outcomes. Evaluation assures educational products are efficient, effective, and in compliance with Department of the Army (DA) and Training and Doctrine Command (TRADOC) policy and guidance.

e. Accreditation. Accreditation is the process of external review created and used by accrediting bodies for purposes of quality assurance and quality improvement. CGSC maintains three accreditations.

(1) Regional (civilian) Accreditation – CGSC is accredited by the Higher Learning Commission (HLC) to award a Master of Military Art and Science (MMAS) degree, and to grant credit for two certificate programs (CGSOC Common Core and the CGSOC Advanced Operations Course).

(2) Joint Accreditation – The Chairman of the Joint Chiefs of Staff (CJCS) accredits CGSC Joint Professional Military Education (JPME) Phase I programs every six (6) years. These include resident and non-resident versions of the CGSOC.

(3) Army Accreditation – The US Army Training and Doctrine Command accredits CGSC Professional Military Education (PME) programs every three years. This includes College-level systems and processes, and all courses offered by CGSC's three subordinate schools: the Command and General Staff School (CGSS); the School for Advanced Military Studies (SAMS); and the School for Command Preparation (SCP).

6. **RESPONSIBILITIES.** Planning and conducting a program evaluation requires cooperation and collaboration.

a. Dean of Academics. Ensures program evaluations are implemented.

(1) Approves and signs MEP and coordinates its contents with the Commandant and Deputy Commandant as appropriate.

(2) Follows Bulletin 930 guidance by hosting the Post Instruction Conference (PIC) and Course Design Review (CDR).

(3) Advises the Deputy Commandant on the sufficiency of course learning outcomes.

(4) Coordinates accreditation functions.

b. Quality Assurance Office (QAO).

(1) Compiles the MEP each AY at the direction of the Dean of Academics and assigns a QAO representative to each organization.

(2) Assists organizations with development of their program evaluation plans (PEP).

(3) Assists with development of surveys, both internal and external, associated with the MEP program evaluations.

(4) Collects survey data as needed for program evaluation.

(5) Assists with designing and facilitating focus groups as needed for program evaluation.

(6) Conducts faculty observations using the Faculty Feedback and Development Database observation form as needed.

https://cgsc2.leavenworth.army.mil/CGSCApps/QAO/QAO_CO2.asp.

(7) Conducts analysis of data QAO collects.

(8) Advises organizations on the entire program evaluation process.

(9) Maintains electronic copies of all program evaluations on the QAO SharePoint site to ensure digital access by CGSC accreditation committees and accrediting body visit teams.

(10) Assists organizations with archiving Program Evaluation reports in the Combined Arms Research Library.

c. Directors.

(1) Develops Program Evaluation Plans (PEP) in collaboration with their staff and faculty for each program receiving an evaluation per the MEP.

(2) Approves PEPs for their organization for inclusion in the MEP.

(3) Implements their organization's PEP as published in the MEP.

(4) Appoints personnel to collaborate with QAO to develop surveys, interviews, and focus groups to support their PEP.

(5) Provides opportunities for faculty and staff to observe and give feedback using the Faculty Feedback and Development Database observation tool found at https://cgsc2.leavenworth.army.mil/CGSCApps/QAO/QAO_CO2.asp.

(6) Briefs the results of the program evaluation at a PIC and per Bulletin 930.

(7) Ensures the reports are archived in the Combined Arms Research Library, Accreditation Office, and in electronic format on the QAO SharePoint.

d. Faculty.

(1) Support evaluation data collection by providing the results of their assessments of student learning.

(2) Take opportunities to participate in faculty surveys and focus groups.

7. **EVALUATION CONTENTS.**

- a. Executive summary.
- b. Program evaluation plan.
- c. Data collected for the program evaluation.
- d. Analysis of data collected for the program evaluation.
- e. Any additional information relating to the program evaluation (i.e. slides or MFRs from applicable PIC or CDR).
- f. Program changes made as a result of program evaluation.

8. **PROPONENT.** Submit questions, comments or recommended changes to this bulletin to Director, Quality Assurance Office (QAO), US Army Command and General Staff College, Lewis and Clark Center, Room 4539, 100 Stimson Avenue, Fort Leavenworth, KS 66027, (913) 684-2029.


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