

UAH Instructions for Completing the Corrective Actions Taken Supplement (CATS) Form for Operational Outcomes (OPO)

Phase	Process	Deficiencies	Corrective Actions to Address Deficiencies Going Forward
#1	Identification of the unit’s expected OPO’s	<ul style="list-style-type: none"> a. If applicable, acknowledge the deficiency of having worded one or more of the expected OPO incorrectly in the past. b. If applicable, acknowledge the deficiency of having worded one or more expected OPOs in ways that were unmeasurable, unclear, and/or overly complex. 	<ul style="list-style-type: none"> a. If this deficiency existed, cite the unit’s corrective action taken as the rewording of the expected OPO. Cite the rewording here as evidence that the corrective action was implemented in 2024. b. If this deficiency existed, cite as the corrective action taken the unit’s revisions of the wording of the affected OPOs such that they are now expressed in measurable, clear, and uncomplicated terms, and cite the revised wording of the affected OPOs here.
#2	Identification of appropriate ways to measure expected Operational Outcomes	<ul style="list-style-type: none"> a. If applicable, acknowledge the deficiency that the unit’s past annual assessment report has not described in sufficient detail the measurement methods and the actual measurement instruments used to assess OPO achievement. b. Acknowledge the deficiency that the unit’s past annual assessment reports have not addressed the appropriateness of those measurement methods and instruments to properly and validly determine the OPO achievement levels 	<ul style="list-style-type: none"> a. If such deficiencies existed, cite the corrective action taken that the unit’s measurement methods and instruments have been sufficiently described in 2024, and those descriptions are included here. b. Cite the corrective action taken in 2024 to produce detailed descriptions of the appropriateness of the measurement methods and instruments used to determine OPO achievement levels. Cite those descriptions here.

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		<p>c. If applicable, acknowledge the deficiency that the methods and instruments used to measure the extent to which OPOs were achieved were not designed or used to produce informative categorical results of the extent to which OPOs were achieved at several different levels of performance (i.e., 3-5 levels of OPO achievement ranging from exceptionally strong OPO performance to exceptionally weak OPO performance).</p>	<p>c. If that deficiency existed, cite the corrective action taken to ensure that measurement methods used can produce meaningful and informative categorical distributions of the extent to which OPOs were achieved across 3-5 levels of performance ranging from exceptionally strong OPO achievement to exceptionally weak OPO achievement. The importance of having this measurement capability is apparent below in Phase 3.</p>
#3	<p>Assessments conducted of OPO achievement and the detailed assessment results, including distribution of operational outcomes IF applicable for Achievement Levels (Advanced, Intermediate, Adequate, Below)</p>	<p>a. Acknowledge the deficiency that the unit’s past annual assessment reports did not sufficiently describe where, when, and for how many (<i>e.g., students, clients, constituents, grants, funding, etc</i>) the OPO assessments of expected OPOs were conducted.</p> <p>b. If applicable, acknowledge the deficiency that the unit’s past annual OPO assessments included setting low and easily met assessment targets.</p> <p>c. If applicable, acknowledge the deficiency that the unit’s past annual assessment reports did not describe</p>	<p>a. Cite the corrective action taken in 2024 to produce the missing information describing the nature of the conducted assessments. Include those descriptions here that were missing from the unit’s 2023-2024 assessment report.</p> <p>b. Cite the corrective action taken to discontinue the unit’s practice of setting and using low or easily reached assessment targets that resulted in no further analysis of assessment results and no pursuit of unit improvement.</p>

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		<p>assessment results in much or any detail beyond reporting that an assessment target was met.</p> <p>d. If applicable, acknowledge the deficiency that the unit’s past annual assessment reports did not describe or report in sufficient detail the extent to which an expected OPO was achieved within each of 3-5 categorical levels of performance ranging from exceptionally strong OPO achievement to exceptionally weak OPO achievement. Note too the related deficiency when such categorical data were captured by the measurement instruments used but were simply collapsed or averaged to determine whether a single assessment target was met rather than totaled for each of the 3-5 levels of OPO achievement in ways that would have better described how assessment results were distributed along a continuum of different OPO achievement levels.</p> <p>e. If applicable, acknowledge the deficiency in the unit’s past annual reports that Phase 3 appeared incomplete when a unit reported</p>	<p>c. If this deficiency existed, cite the corrective action taken to discontinue in 2024 the past practice of only reporting that a target was met in assessment results. Discontinuing past uses of assessment targets in the OPO assessment process will help ensure that such deficiencies are rectified.</p> <p>d. If this deficiency existed, cite the corrective action taken going forward to present assessment results within 3-5 different levels of OPO achievement ranging from exceptionally strong OPO achievement to exceptionally weak OPO achievement. If data were collected on the different OPO achievement levels of the 2023-2024 unit assessment report, summarize them here accordingly to show the total number and percentage of performance was judged to be in each of the 3-5 different levels of OPO achievement for each OPO such that the distribution of the OPO achievement results can be easily observed, described, and interpreted.</p>

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		<p>having conducted no OPO assessments of expected OPOs that year but would do so in the following year with no rationale provided as to why such OPO assessments did not take place annually.</p>	<p>e. If this deficiency existed, provide a reasonable rationale as to why OPO assessments were not conducted or reported in the unit’s most recent assessment report for 2023-2024. If a unit’s OPO assessments were being intentionally conducted on a staggered basis every two years and 2023-2024 was the off year for assessing OPO achievement levels in the unit, indicate whether that should and will continue going forward. Above all, it is important to avoid giving the impression that Phase 3 was not completed at all for this unit. Certainly, the 2023 CATS report can help do that when the unit cites in its 2023 CATS report all of the expected corrective actions taken to improve the alignment of the unit’s most recent OPO assessment report in 2023-2024 with SACSCOC’s current expectations for compliance with the expected six-phase OPO assessment process going forward.</p>
#4	<p>Analysis of what the OPO assessment results mean and the resulting identification of the TOP</p>	<p>a. Acknowledge the deficiency that the unit’s past annual assessment report</p>	<p>a. Cite the corrective action taken by the institution for all units to</p>

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	Priority for operational improvement this year	<p>template did not include a section or phase that called for analyses of the meaning of assessment results and their implications for possible unit improvement that is now expected for OPO assessment processes.</p> <p>b. Acknowledge the deficiency that little or no analyses of assessment results of their meaning for potential unit improvements were reported previously, confirming that Phase 4 was missing and incomplete in the unit’s past OPO assessment reports.</p> <p>c. Acknowledge the deficiency that the unit’s past use of assessment targets typically indicated that further analysis of assessment results was not needed when targets were met, thereby contributing to the absence of analyses of results in past assessment reports.</p> <p>d. Acknowledge the deficiency that because analyses of assessment results were absent in the unit’s past assessment reports, those reports also lacked any explicit consideration given to potential unit improvements based on analysis of assessment results for the identification of the</p>	<p>complete CATS and OPAIRs in the 2023-2024 assessment cycle, the templates for both of which are organized to be tightly aligned with the six phases of an acceptable OPO assessment process, including Phase 4 on the analysis of what assessment results mean and their implications for potential unit improvement, as expected in current SACSCOC guidance for achieving compliance.</p> <p>b. Cite the corrective actions taken by the unit in 2023 to prepare analyses of assessment results not previously included in the 2023-2024 unit assessment report for each expected OPO. Those analyses, which included interpretations of the meanings of the OPO assessment results and their implications for potential improvements, should be reported here as evidence that those corrective actions were implemented.</p> <p>c. Cite the corrective action taken by the institution and its units going forward to discontinue the use of assessment targets that do not lead to analyses of OPO assessment results and continuous improvement.</p>

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		<p>unit improvement that would be pursued in Phase 5 of the expected OPO assessment process.</p> <p>e. If applicable, acknowledge the deficiency in past assessment reports in which a specific unit improvement based on analyses of assessment results was not identified because the assessment results in Phase 3 were expected to be shared next instead with others who would determine the disposition and use of those results at a later date. Such practices clearly left Phase 4 of the unit’s OPO assessment process unfinished and incomplete.</p>	<p>d. Cite the corrective action taken by the unit going forward to require in Phase 4 the collective consideration of all potential improvements based on the completed analyses of OPO assessment results and the subsequent selection of at least one improvement to be pursued in Phase 5 of the unit’s OPO assessment process. Cite here the particular improvement selected in 2023 to be pursued in Phase 5 going forward based on the collective consideration of all of the analyses of assessment results completed and reported above.</p> <p>e. If that deficiency was present, cite the corrective actions taken subsequently in 2023 to complete Phase 4 in that unit’s OPO assessment process by conducting appropriate analyses of OPO assessment results, collectively considering their potential implications for improvement, and selecting at least one improvement to be initiated and actively pursued in Phase 5. Report evidence of having</p>

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			completed those corrective actions taken here.
#5	Evidence of actively seeking improvements based on analysis of assessment results in Phase 4	<ul style="list-style-type: none"> a. Acknowledge the deficiency that the unit’s past annual assessment reports rarely if ever cited evidence of the pursuit of an improvement based on analyses of OPO assessment results which is clearly not in compliance with current SACSCOC Standards for the expected OPO assessment processes. b. Acknowledge the deficiency that the unit’s past use of assessment targets typically indicated that changes or improvements were not needed when targets were met, thereby contributing to the absence of reported improvements being actively pursued in past unit assessment reports. c. If applicable, acknowledge the deficiency that the unit’s past reporting of the use of assessment results for improvement did not include an improvement aimed at changing the unit based on an analysis of OPO assessment results. That deficiency would exist if the 	<ul style="list-style-type: none"> a. Cite the corrective action taken by the unit to demonstrate that it has initiated, is actively pursuing, or has completed at least one proposed improvement resulting from the analyses of OPO assessment results in 2023. Typically, that improvement would be the one selected in Phase 4 to be pursued in Phase 5 of the expected OPO assessment process. b. Cite the corrective action taken by the unit going forward to discontinue the use of assessment targets that do not lead to analyses of OPO results and continuous improvement. c. If this deficiency existed, note which improvements were not aimed at improvement or were improvements not initiated as a result of an analysis of OPO assessment results and provide evidence that another use of results aimed at improving the unit based on an analysis of OPO assessment results was initiated in 2023.

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		<p>cited use of results-focused instead on improving the assessment process or measurement instruments used rather than improving the unit. It would also exist if the cited improvement was initiated as a consequence of evaluations or circumstances other than analyses of OPO assessment results. Neither of those improvements is considered sufficient to offset a lack of attention given to pursuing an improvement that is based on an analysis of OPO assessment results.</p> <p>d. Acknowledge the deficiency that the unit's past annual assessment reports rarely if ever cited evidence of the pursuit of "continuous improvement" from year to year which is now clearly also not in compliance with SACSCOC Standards.</p>	<p>d. Cite the corrective action taken by the institution to require that all OPO assessment reports going forward include evidence of the active pursuit of at least one improvement based on analysis of OPO assessment results each year beginning with the 2023 CATS reports and going forward with the OPAIRs in the 2023-24 assessment cycle and every annual set of OPAIRs thereafter. Implementing that corrective action campus-wide demonstrates and documents that UAH is now clearly committed to using its improved six-phase OPO assessment process to support continuous improvement.</p>
#6	Evidence of repeated and ongoing Operational assessments for continuous improvement	<p>a. Acknowledge the following: No deficiencies if the unit has been completing annual assessment reports.</p> <p>b. Acknowledge the following: The unit is deficient if the unit has not</p>	<p>a. Assert that no corrective actions are needed in this phase of the OPO assessment process at UAH.</p> <p>b. Assert, the unit will submit an annual assessment report starting with the 2023-2024 assessment report.</p>

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		completed annual assessment reports.	