



Comprehensive Assessment Plan

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Preamble
Section 1: Students and Student Support Services
Section 2: Program Mission and Educational Goals
Section 3: Student Learning Outcomes
Section 4: Curriculum
Section 5: Faculty and Staff
Section 6: Facilities and Equipment
Section 7: Aviation Safety Culture and Program
Section 8: Relations with Industry
Section 9: Diversity, Equity, and Inclusion (DEI)
Definitions

Preamble

The purpose of this document is to provide University of Dubuque Aviation Department stakeholders with a comprehensive guide on the assessment process of the program. This document will outline:

1. Measurable goals for each of the applicable areas.
2. Timeline, metrics, and responsibilities for assessing the goals.
3. Evidence, and how it is collected, archived, and analyzed to assess the goals.
4. How the assessment results are used to improve program effectiveness.

The areas to be assessed include:

1. Students and Student Support Services
2. Program Missions and Educational Goals
3. Student Learning Outcomes
4. Curriculum
5. Faculty and Staff
6. Facilities, Equipment, and Services
7. Aviation Safety Culture and Program
8. Relations with Industry
9. Diversity, Equity, and Inclusion

Another resource provided will be a table of the key signature data for the different learning outcomes.

Aviation Management (AVI) Program

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Aviation management majors should maintain regular attendance in all classes to achieve academic excellence.	Annually	90% attendance across all aviation classes	Head of Academics, Assessment Manager,
Facilitate Academic Support for AVI Courses through the Academic Success Center	Annually	Every year there is at least one aviation-specific tutor available to students	Head of Academics, Assessment Manager
Aviation management students have internship opportunities.	Annually	20% of AVI majors satisfy this requirement through an internship	Head of Academic, Assessment Manager

Assessment Process

Evidence

- Transcript data
- Attendance data from the LMS
- Academic Success Center Employment data

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Flight Operations (FLI) Program

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Ensure eligible R-ATP applicants meet the minimum 60 credits for maximum benefit.	Annually	100% of eligible applicants receive the maximum reduced experience of 500 hours	Head of Academics, Assessment Manager
Students successfully pass commercial end-of-course evaluation on their first attempt.	Annually	80% first-time pass rate for the Commercial EOC Evaluation	Head of Academic, Assessment Manager, Chief Flight Instructor
Facilitate Academic Support for AVI Courses through the Academic Success Center	Annually	Every year there is at least one aviation-specific tutor available to students	Head of Academics, Assessment Manager

Assessment Process

Evidence

- Transcript data
- Pass-rate data
- Academic Success Center records

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Aviation Management (AVI) Program

Program Educational Goals

1. Prepare students for immediate entry into the job market providing them with a comprehensive understanding of business management principles, operational aspects of domestic and international airlines, modern airports, corporate aviation, and fixed-base operators (FBOs).
2. Cultivate a passion for lifelong learning in students, encouraging them to continually update their knowledge and skills in the ever-evolving field of flight operations.
3. Foster professionalism and integrity in students, nurturing their ethical comprehension and personal character, and enabling them to incorporate advanced technology and safety practices into their aviation roles.

Assessment Process

Evidence

- Goal 1: Transcript data to verify that AVI students are provided with comprehensive academic exposure across multiple areas of aviation throughout their educational program.
- Goal 2: Alumni survey data assessing alumni's perspective on lifelong learning and the role it plays in their current jobs based on how the University of Dubuque Aviation program instilled these principles in them.
- Goal 3: The analysis will focus on the final paper from the Senior Seminar class (AVI 495) to evaluate students' stances on ethics, professionalism, and character, which are intended to guide their moral compass upon graduation from the University of Dubuque

Time Frame

Data will be assessed when needed, but at least once per accreditation cycle (i.e., every five years). Given the broad scope of the goals and the necessity to collect survey data, annual or more frequent assessments are impractical. Data will be collected retroactively, as needed, from relevant sources such as the LMS and historical alumni surveys.

Analysis of the Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

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Flight Operations (FLI) Program

Program Educational Goals

1. Prepare students for immediate entry into the job market by providing a comprehensive understanding of the competencies required for a professional pilot to function at a high level within various domains, including but not limited to airlines, corporate, and cargo operations.
2. Cultivate a passion for lifelong learning in students, encouraging them to continually update their knowledge and skills in the ever-evolving field of flight operations.
3. Foster professionalism and integrity in students, nurturing their ethical comprehension and personal character, and enabling them to incorporate advanced technology and safety practices into their aviation roles.

Assessment Process

Evidence

- Goal 1: Graduates from the University of Dubuque (UD) are required to obtain the necessary flight credentials to qualify for immediate entry into the workforce as professional pilots. To ensure that this criterion is met, a thorough analysis of transcript data from graduates will be conducted. This analysis will verify that all graduates have successfully completed the requisite coursework and flight training programs, thereby confirming their readiness to embark on professional aviation careers.
- Goal 2: Alumni survey data assessing alumni perspective on lifelong learning and the role it plays in their current jobs based on how the University of Dubuque Aviation program instilled these principles in them.
- Goal 3: The analysis will focus on the final paper from the Senior Seminar class (AVI 495) to evaluate students' stances on ethics, professionalism, and character, which are intended to guide their moral compass upon graduation from the University of Dubuque

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Plans for Continuous Improvement

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Aviation Management (AVI) Program

Assessment Plan for Student Learning Outcomes

AABI General Outcomes		Required Courses	Measure
a.	Apply mathematics, science, and applied sciences to aviation-related disciplines;	AVI 444	Final finance project
b.	Analyze and interpret data;	AVI 349	Flight data analysis presentation
c.	Work effectively on multi-disciplinary and diverse teams;	AVI 322	Regional Airline Project
d.	Make professional and ethical decisions;	AVI 349	Essay quiz
e.	Communicate effectively, using written communication skills;	AVI 495	Contemporary issues – Research paper
f.	Communicate effectively, using oral communication skills;	AVI 495	Contemporary issues – presentation
g.	Engage in and recognize the need for life-long learning;	Alumni Survey	Alumni Survey
h.	Assess contemporary issues;	AVI 495	Contemporary issues- Final presentation
i.	Use the techniques, skills, and modern technology necessary for professional practice;	AVI 444	Final finance project
j.	Assess the national and international aviation environment;	AVI 495	Contemporary issues – Research paper
k.	Apply pertinent knowledge in identifying and solving problems;	AVI 444	Final finance project
l.	Apply knowledge of business sustainability to aviation issues.	AVI 495	Contemporary issues – research paper

Aviation Management (AVI) Program

AABI Core Outcomes			Required Courses	Measure
1.	Professional Issues	• Attributes of and Aviation Professional • Career Planning • Certification	AVI 495	Resume
2.	Aircraft	• Design • Performance • Operating Characteristics • Maintenance	AVI 349	Case study presentation
3.	Safety	• Aviation Safety • Human Factors	AVI 349	Case study presentation
4.	Legal & labor issues	• National Aviation Law/regulations • International Aviation Laws/Regulations • National and International labor issues	AVI 349	Case study presentation
5.	Resource Management	• Airports • Airspace • Air Traffic Control	AVI 349	Case study presentation
6.	Environmental	• Environmental Issues • Meteorology	AVI 495	-Case study presentation -Environmental Sustainability essay

Aviation Management (AVI) Program

Program-specific Measurable Outcomes		Required Courses	Measure
1	Demonstrate knowledge and impact of contemporary aviation industry issues over time, including technology, business, and environmental sustainability.	AVI 495	-Final contemporary issues paper - Environmental Sustainability essay
2	Apply the techniques, skills, and modern aviation management tools to perform business-related tasks.	AVI 444	Company profile project
3	Solve technical and management issues on a multi-disciplinary and diverse management team	AVI 322	Regional Airline Project
4	Apply knowledge of mathematics, science and/or applied science to ensure safe and efficient operations	AVI 444	Company profile project
5	Accurately analyze and interpret data to solve a variety of problems.	AVI 349	Flight data analysis presentation
6	Effectively communicate, both verbally and in writing, with precision and clarity within the aviation and related industries	AVI 495	In-person class: -Contemporary issues paper & Presentation. Online class: -Contemporary issues paper & Recorded Presentation.
7	Engage in and recognize the need for lifelong learning.	Alumni Survey	Survey
8	Apply excellent moral character and professional ethics in one's decision making to the field of Aviation Management.	AVI 349	Essay quiz

Aviation Management (AVI) Program

Program Educational Goals	Required Courses	Measure
1.Prepare students for immediate entry into the job market providing them with a comprehensive understanding of business management principles, operational aspects of domestic and international airlines, modern airports, corporate aviation, and fixed-base operators (FBOs).	Industry Electives	AVI Academic Exposure
2. Cultivate a passion for lifelong learning in students, encouraging them to continually update their knowledge and skills in the ever-evolving field of flight operations	Alumni Survey	Survey
3. Foster professionalism and integrity in students, nurturing their ethical comprehension and personal character, and enabling them to incorporate advanced technology and safety practices into their aviation roles.	AVI 495	Case study presentations

Aviation Management (AVI) Program

University Goals	Required Courses	Measure
A hospitable Christian environment which respects other faith tradition	General Education	HLC
Relationships which encourage intellectual, spiritual, and moral development	General Education	HLC
Excellence in academic inquiry and professional preparation	Alumni Survey	Survey
A diverse and equitable community where Christian love is practiced	General Education	HLC
Stewardship of all God's human and natural resources	General Education	HLC
Zeal for life-long learning and service	General Education	HLC

Flight Operations (FLI Program)

Assessment Plan for Student Learning Outcomes

AABI General outcomes		Required Courses	Measure
a	Apply mathematics, science, and applied sciences to aviation-related disciplines	FLI 232	Checkride
b	Analyze and interpret data;	AVI 349	Flight data analysis presentation
c	Work effectively on multi-disciplinary and diverse teams;	AVI 447 FW AVI 434- RW	Final LOFT CRM exam
d	Make professional and ethical decisions	AVI 349	Essay quiz
e	Communicate effectively, using written communication skills;	AVI 495	Contemporary issues – Research paper
f	Communicate effectively, using oral communication skills;	AVI 495	Contemporary issues – presentation
g	Engage in and recognize the need for life-long learning	Alumni Survey	Alumni Survey
h	Assess contemporary issues;	AVI 495	Contemporary issues- Final presentation
i	Use the techniques, skills, and modern technology necessary for professional practice;	AVI 232	Written exams
j	Assess the national and international aviation environment;	AVI 495	Contemporary issues- Final presentation
k	Apply pertinent knowledge in identifying and solving problems;	AVI 349	FDM / SMS project
l	Apply knowledge of business sustainability to aviation issues.	AVI 495	Contemporary issues – Research paper

Flight Operations (FLI) Program

AABI Core Outcomes			Required Courses	Measure
1.	Professional Issues	- Attributes of an Aviation professional - Career Planning - Certification	AVI 495	Portfolio document
2.	Aircraft	- Design - Performance - Operating Characteristics - Maintenance	FLI 232	Checkride
3.	Safety	- Aviation Safety - Human Factors	AVI 434	Research paper
4.	Legal & labor issues	- National Aviation Law/regulations - International Aviation Laws/Regulations - National and International labor issues	AVI 232	FAA Commercial Airman Knowledge Written Test
5.	Resource Management	- Airports - Airspace - Air Traffic Control	AVI 232	FAA Commercial Airman Knowledge Written Test
6.	Environmental	- Environmental Issues - Meteorology	FLI 232	Checkride

Flight Operations (FLI) Program

Program-specific Measurable Outcomes		Required Courses	Measure
1	Demonstrate knowledge and impact of contemporary aviation industry issues over time, including technology, business and environmental sustainability.	AVI 495	-Final Contemporary issues paper -Environmental -Sustainability essay
2	Apply techniques, skills, and modern aviation tools to flight operations.	AVI 232	FAA Commercial Airman Knowledge Written Tes
3	Operate as a crew member in an aircraft flight deck on a multi-disciplinary and diverse team.	AVI 447 – FW	Final LOFT
		AVI 434 – RW	CRM exam
4	Apply knowledge of mathematics, science and aerodynamic principles to ensure safe and efficient flight operations.	FLI 232	Commercial End of Course Evaluation
5	Accurately analyze and interpret data to solve a variety of problems.	AVI 349	FDM / SMS project
6	Effectively communicate, both verbally and in writing, with precision and clarity within the aviation and related industries.	AVI 495	Contemporary issues document and presentation
7	Engage in and recognize the need for lifelong learning.	Alumni Survey	Alumni survey
8	Apply excellent moral character and professional ethics in one's decision making to the field of Flight Operations.	AVI 349	Essay Quiz

Flight Operations (FLI)

Program Educational Goals	Required Courses	Measure
Prepare students for immediate entry into the job market by providing a comprehensive understanding of the competencies required for a professional pilot to function at a high level within various domains, including but not limited to airlines, corporate, and cargo operation	Applicable FLI Courses	Flight Credentials
Cultivate a passion for lifelong learning in students, encouraging them to continually update their knowledge and skills in the ever-evolving field of flight operations.	Alumni Survey	Survey
Foster professionalism and integrity in students, nurturing their ethical comprehension and personal character, and enabling them to incorporate advanced technology and safety practices into their aviation roles.	FLI 232 AVI 495	Checkride PowerPoint – Case Study

Flight Operations (FLI) Program

University Goals	Required Courses	Measure
A hospitable Christian environment which respects other faith tradition	General Education	HLC
Relationships which encourage intellectual, spiritual, and moral development	Alumni Survey General Education	HLC
Excellence in academic inquiry and professional preparation	FLI 232	Checkride
A diverse and equitable community where Christian love is practiced	General education	HLC
Stewardship of all God's human and natural resources	General Education	HLC
Zeal for life-long learning and service	Alumni Survey	HLC

Assessment Process for Student Learning Outcomes (AVI and FLI Programs)

Timeframe, Process, and Analysis

The Aviation Department uses an annual (Academic Year) process to look formally at an outcome or set of outcomes. Plans are developed in August, lead faculty for each outcome are assigned, interim reviews are conducted in January, draft reports are due in June, and final reports are due no later than October. The review is undertaken by one aviation faculty member who reviews the syllabi and the assignments that have been chosen to measure this outcome, once the initial review has been completed, the faculty member presents the findings to the entire aviation faculty for review, then the Aviation Department uses external and internal assessments to identify areas of weakness and where possible areas of interest. When shortcomings are determined, plans are developed, and resources are gathered to address these issues.

Furthermore, the department conducts assessments of both general and core outcomes on a triennial basis to ensure alignment with educational standards and continuous improvement. All collected data are systematically organized within "Watermark," an integrated digital solution that facilitates comprehensive assessment management.

Program Improvement Strategies:

The following University of Dubuque departments and committees participate in the assessment of outcomes, identified program recommendations are followed up with syllabus changes, course flow adjustments, quality, and program development to address shortcomings.

- The Curriculum Committee and Core Committee
- Assessment Committee

The program uses the following techniques to gather both direct and indirect feedback on student learning:

- Individual and group assignments
- Exam scores
- Presentations
- Student and faculty evaluation
- Graduate survey
- Senior seminar
- Internal reports covering enrollment

Aviation Management (AVI) Program

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Exposure to at least two different facets of the aviation industry to prepare students to enter the workforce	Annually	100% of AVI graduates achieve this goal	Head of Academics, Assessment Manager
Conduct assessment and reviews of course content in alignment with student performance and current industry trends.	Annually	Measured on a completion basis as needed per class.	Head of Academics, Assessment Manager, Faculty, Assessment Committee, Curriculum Committee

Assessment Process for Curriculum

Evidence

- Transcript data
- Examples of curriculum improvement through course content, course proposals, and program revisions

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Flight Operations (FLI) Program

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Students are qualified and certified to enter the aviation workforce as professional pilots.	Annually	All graduates from the FLI program are prepared for immediate entry into the job market	Head of Academics, Assessment Manager
Conduct assessment and reviews of course content in alignment with student performance and current industry trends.	Annually	Measured on a completion basis as needed per class.	Head of Academics, Assessment Manager, Faculty, Assessment Committee, Curriculum Committee

Assessment Process for Curriculum

Evidence

- Transcript data
- Examples of curriculum improvement through course content, course proposals, and program revisions

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Faculty and Staff

Faculty Assessment

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Utilize technology effectively	As needed based on program needs	As applicable	Head of Academic, Assessment Manager, Faculty, Staff
Aim to maintain an optimal student-to-faculty ratio to enhance the quality of student learning and engagement.	Annually	30-to-1 ratio of students to faculty	Head of Academics, Assessment Manager
Balance faculty workload to job satisfaction	Annually	Subjective perceived assessment	Head of Academic, Assessment Manager, Faculty
Quality of education in materials and instructions	Annually	Completion	Head of Academic, Assessment Manager, Faculty

Assessment Process

Evidence

- University reporting data
- Faculty load data
- Others as necessary to support the goal

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Staff Assessment

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Ensure an adequate number of Certified Flight Instructors (CFIs) are available	Annually	Maintain a student-to-CFI ratio of fewer than 8-to-1	Head of Academics, Assessment Manager, Chief Flight Instructor
Ensure student-to-advisor ratios remain manageable.	Annually	30-to-1 ratio or less	Head of Academic, Assessment Manager, Aviation Academic Advisor
Hiring adequate staff to support program growth	Annually	As applicable	Head of Academics, Assessment Manager, Department Chair
Improve program assessment	Annually	As applicable	Head of Academic, Assessment Manager

Assessment Process

Evidence

- University reporting data
- Employment data

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Facilities and Equipment

Facilities and Equipment Assessment

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Maintain an optimal aircraft student-to-fleet ratio	Annually	16-to-1 ratio or less	Head of Academics, Assessment Manager, Department Chair, Director of Flight Operations, Director of Maintenance
Ensure that facilities and space are sufficient to support program growth and operational needs.	Annually	Variable	Head of Academics, Assessment Manager, Department Chair, Director of Flight Operations, Director of Maintenance, Faculty, Staff
Compliance with 100-hour inspections for flight training programs	Annually	Compliance basis	Director of Aviation Programs, Director of Safety, Chief Flight Instructor
Review computer lab space equipped with the latest technology for sufficiency	Annually	Met or not met	Head of Academics, Assessment Manager

Assessment Process

Evidence

- University reporting data
- Employment data

Analysis of Evidence

The evidence will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Aviation Safety Culture and Program

Safety Culture Assessment

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Conduct a comprehensive assessment of the safety culture through a survey.	Annually	Completion	Director of Aviation Safety, Head of Academics, Assessment Manager
Conduct a thorough review and implement necessary revisions to safety-related documentation.	Annually	Completion	Director of Aviation Safety, Head of Academics, Assessment Manager

Assessment Process

Evidence

- Safety Culture Survey Outputs
- Meeting Minutes
- Revision dates/status of safety-related documents

Analysis of Evidence

The outputs from the Safety Culture Survey are analyzed through various methodologies. A primary approach involves the Aviation Safety Council (ASC) (refer to the ASOM for further details on the ASC). The ASC will review the survey results and discuss targeted objectives for the upcoming year. Additionally, the council will deliberate on necessary revisions to safety-related documents, which will be implemented in the next revision cycle.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Relations with Industry

Relations with Industry

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Convene the Aviation Advisory Board for guidance on aviation trends and challenges	Annually	Completion	Aviation Department Chair, Assessment Manager, Head of Academics
Engage the Aviation Advisory Board to set goals for improving aviation efficiency and connections	Annually	Completion	Aviation Department Chair, Assessment Manager, Head of Academics

Assessment Process

Evidence

- Meeting Minutes
- Documentation of targeted goals

Analysis of Evidence

The outputs from the AAB meetings are analyzed through various methodologies. A primary approach involves engaging the AAB, which consists of esteemed industry representatives, to review and discuss the evidence gathered from these meetings. The AAB will generate targeted departmental goals aimed at enhancing efficiency, effectiveness, and fostering stronger industry connections within the aviation department. Additionally, the board will deliberate on necessary revisions to departmental strategies and practices, ensuring that the goals align with current industry standards and expectations. These targeted goals and revisions will be implemented in the next planning cycle to drive continuous improvement and innovation within the department.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Diversity, Equity, and Inclusion (DEI)

Diversity, Equity, and Inclusion (DEI)

Assessment Plan

Goal	Timeline	Metric	Person(s) Responsible
Target female retention rates	Annually	Attain At Least 80% Retention for Female Aviation Students from Year One to Year Two	Head of Academics, Assessment Manager
Review department documents for inclusive language	As needed	Completion	Head of Academics, Assessment Manager
Assess the campus climate through a comprehensive survey	As needed	Completion	Chair of DEI taskforce/committee, Assessment Manager, Head of Academics

Assessment Process for Curriculum

Evidence

- Retention data
- Revision histories
- DEI Survey outputs

Analysis of Evidence

The evidence related to retention will be quantified and analyzed as a department. The Head of Academics and Assessment Manager will compile the data and present it to the Aviation Department for analysis.

Document reviews will be completed either by a DEI expert or through the use of AI technology such as LLMs. The findings from these reviews will be cataloged in the revision history of documents.

The DEI Taskforce/Committee will review the outputs from the survey and generate findings to share with university leadership, individual departments, and the campus population as a whole.

Plans for Continuous Improvement

Based on the identified gaps and successes, the department will develop targeted strategies for improvement. These strategies will be designed to address specific areas of need and to build on successful practices.

Abbreviation	Definition	Page
AAB	Aviation Advisory Board	
AI	Artificial Intelligence	
ASC	Aviation Safety Council	
ASOM	Aviation Safety and Operations Manual	
AVI	Aviation Management Program	
DEI	Diversity, Equity, and Inclusion	
EOC	End of Course	
FBO	Fixed Base Operator	
FDM	Flight Data Monitoring	
FLI	Flight Operations Program	
FW	Fixed Wing	
HLC	Higher Learning Commission.	
LLM	Large Language Model	
LMS	Learning Management System	
R-ATP	Restricted Airline Transport Pilot	
RW	Rotor Wing	
SMS	safety management systems	