

STUDENT AFFAIRS ASSESSMENT & ANALYTICS 2021-22 ANNUAL REPORT

1. Primary Purpose

Mission Statement: The Department of Student Affairs Assessment & Analytics supports student well-being and success through intentional and innovative data-informed leadership for evidence-based decision making.

This happens through three primary functions:

1. Intentional & Innovative
 - a. Being *intentional* involves:
 - i. Responsible stewardship and management of data
 - ii. Research-informed practice
 - b. Being *innovative* involves:
 - i. Resourcefulness
 - ii. Entrepreneurial spirit
 - iii. A focus on continuous improvement
 - iv. Management through murkiness
 - v. Learning from failures and successes
2. Data-Informed Leadership
 - a. We foster a *culture of inquiry* by encouraging strategic leadership using data
3. Evidence-based Decision-making
 - a. Being mission-centric and purposeful
 - b. Striving to get to the right answer
 - c. Demonstrating value and impact on students

2. Departmental Outcomes

We define outcomes in the following way: What Assessment & Analytics is expected to provide to staff within the division of student affairs in their efforts to support student wellbeing and success.

- **Clear Visualizations and Analysis of Data:** We aim to create clear, concise, and informative visualizations and analysis of student affairs data for staff, students, faculty, and community members. Many of our visualizations are built using Tableau software, and we intend for them to provide staff with quick and useful summaries of information for real-time decision-making. Additionally, we aim to prioritize the clear analysis of data that provides predictive measures to guide evidence-based decision making for student affairs resources, programs, and services offered to students.

This outcome connects with the following strategic themes and/or objectives:

- **Student Support & Advocacy:** We strive to support staff in the process of collecting and utilizing data to support holistic student wellness. Data is an important part of making critical and student-centered decisions, and we provide infrastructure, training, and guidance to SA staff in analyzing the services, resources, and programs they provide to students.
- **Improve Outcomes:** We help SA offices to align their services, programs, and resources with their aim to support student engagement, learning, and development.

Assessment & Analytics satisfied this outcome in the following way:

- During the 2021-22 academic year, Assessment & Analytics created dashboards that visualized data from the following surveys:
 1. *Spring 2021 National College Health Assessment Survey*
 2. *Fall 2021 Food Insecurity Survey*
 3. *Fall 2021 & Spring 2022 Graduating Student Survey*
 4. *Spring 2022 Campus Climate Survey on Sexual Assault & Misconduct*
 5. *Fall 2020 and Spring 2021 First Destination Survey*
- During the 2021-22 academic year, Assessment & Analytics overhauled the process of collecting and organizing utilization data – expanding the use of the *Utilization Dashboard* across the division. As a result of this process, A&A helped SA offices to better connect their services, programs, and resources with the types of students they were serving.
- We overhauled the Campus Climate dashboard to incorporate re-scaled visualizations of Likert questions representing student perceptions of risks, resources, and university response to incidents. This overhaul helped us better visually assess university strengths and weaknesses with student perceptions of resources, support, and response.
- We partnered with the Racist and Bias Incident Response Team (RBIRT) to provide them with a dashboard to visualize their data on incident types, incident locations, response times, etc. This process helped the RBIRT team to see trends of response and types of incidents—to make decisions about their approach to addressing incidents and supporting students.
- **Staff Knowledge and Proficiency with Assessment:** We aim to build capacity for assessment within the division of student affairs by generating knowledge for survey development, data reporting, and evaluative decision making. We strive to provide training, guidance, and technical support that helps student affairs staff conduct assessments within their own functional areas.

This outcome connects with the following strategic themes and/or objectives:

- **Operational Excellence:** We strive to optimize resources and knowledge for staff to utilize data to make strategic and informed decisions about how to support student wellbeing and success.
- **Improve Collaboration and Strategic Partnerships:** We strive to build great working relationships with staff throughout the division to provide training, guidance, and consultation with data collection, assessment, and analysis. We utilize the liaison program to maintain direct connections with each SA office regarding the use of data assessment and analysis.
- **Improve Staff Experience:** We strive to provide staff with resources and knowledge to feel comfortable with collecting and analyzing their data.

Assessment & Analytics satisfied this outcome in the following way:

- During the 2021-22 academic year, Assessment & Analytics led several training sessions for assessment liaisons on how to collect utilization data and navigate the utilization dashboard
 - Assessment & Analytics guided and assisted assessment liaisons in the creation and implementation of Qualtrics surveys
 - As part of the Balanced Scorecard process, Assessment & Analytics facilitated the development of several worksheets guiding student affairs staff in the process of creating and prioritizing strategic initiatives.
- **Promote Collaboration Between Student Affairs Departments and Campus Partners:** We aim to promote collaboration between student affairs assessment and campus partners to strengthen our assessment processes and increasing the value the institution places on the resources, programs, and services our division provides to students.

This outcome connects with the following strategic themes and/or objectives:

- **Improve Collaboration & Strategic Partnerships:** We strive to develop campus partnerships with other data-facing and student-facing organizations, so we can coordinate knowledge, ideas, and information that streamlines the student and staff experience.
- **Improve Strategic Communication:** We strive to streamline communication and reference material in order to increase staff knowledge of existing data infrastructure and resources.

Assessment & Analytics satisfied this outcome in the following way:

- During the 2021-22 academic year, Assessment & Analytics partnered with the university's Business Intelligence team to expand Collibra software—which categorized and documented data stewards, protocols, and processes throughout the institution.
 - Assessment & Analytics partnered with the Office of Equity, Diversity, and Inclusion (EDI) to roll-out a pilot study for assessing students' sense of belonging. This survey will be used in EDI decision-making about resources, programs, and services.
 - During the 2021-22 academic year, Assessment & Analytics worked in partnership with the university's Business-Intelligence team, the Student Health Center, and the COVID-19 Contact Tracers team to develop a dashboard tracking students' vaccination status, academic class schedule, and demographic information. The COVID-19 Contact Tracing team currently utilizes this dashboard to track class and demographic information for students who have been exposed to COVID-19. With this dashboard, the Contact Tracers are able to quickly identify students and notify them of their COVID-19 exposure in the classroom.
- **Provide Staff Access to Resources for Assessment and Analytics:** We aim to provide accessible resources, guidelines, data, and information to Student Affairs staff, so they are able to make efficient and informed decisions about programs, resources, and services they provide to students.

This outcome connects with the following strategic themes and/or objectives:

- **Operational Excellence:** By providing data collection and analysis resources to SA offices, we aim to ensure they are prepared to understand, support, and optimize student success and wellbeing.

- **Improve Management & Practices:** We aim to support the quality and efficiency of SA programs and resources by guiding staff with performance metrics and data on students' changing needs.

Assessment & Analytics satisfied this outcome in the following way:

- During the 2021-22 academic year, Assessment & Analytics used Tableau software to provide a number of dashboards for Student Affairs staff to explore and visualize data on the following topics:
 1. Students' perceptions about sexual assault and misconduct, university support and response
 2. Students' perceptions about food insecurity and basic needs
 3. Graduating students' perceptions and experiences
 4. Graduating students' career and professional plans
 5. Students' utilization of student affairs programs, services and resources
- Assessment & Analytics is working to improve our website to provide updates to dashboard access, liaison resources, FAQ pages, and other important information for Student Affairs staff engaged in assessment work.

3. Resources and Services

The Office of Assessment & Analytics is primarily staff-facing, and we provide a number of resources and services for staff within the division.

- **Qualtrics Onboarding and Technical Support:** Assessment & Analytics serves as the Brand Administrator for the student affairs Qualtrics license. To fulfill the responsibilities of this role, we oversaw the training and onboarding of all new Qualtrics users within our license. We follow an established hierarchy of Qualtrics users, which sets-up an Assessment Liaison position within each SA office. The person in the liaison role is specifically trained and provided resources to help A&A manage standard users within their respective office.

Additionally, A&A reviewed all survey projects created within the SA Qualtrics license to ensure they were technically and methodologically sound before being distributed. As part of this process, we occasionally consulted with assessment liaisons to guide them in survey building and diagnosing/solving technical difficulties.

- **Dashboard Creation, Training, and Oversight:** Assessment & Analytics created a number of public and private dashboards using Tableau software. During the 2021-22 academic year, A&A built dashboards for multiple assessment areas, including:
 - Students' perceptions about sexual assault and misconduct, university support and response
 - Students' perceptions about food insecurity and basic needs
 - Graduating students' perceptions and experiences
 - Graduating students' career and professional plans
 - Students' utilization of student affairs programs, services and resources

Additionally, A&A provided training and oversight to help assessment liaisons navigate some of these dashboards—to understand the data and download corresponding visualizations for their reporting and decision-making processes.

- **Consulting for Student Affairs Assessment, Evaluation, and Analytics:** Assessment & Analytics supported the student affairs division by providing guidance, knowledge, and assistance with various projects. During the 2021-22 academic year, some of the projects A&A assisted to develop, included:
 - Coordinating first-destination survey and data analysis process in partnership with Career & Professional Development Center
 - Student COVID-19 vaccine exemption requests and reporting
 - Basic needs collective- student resource request form and process
 - Survey helping to organize the distribution of ASSU purchased protective COVID-19 masks
 - Prototype survey and roll-out plan for divisional 360-evaluations and performance review process
 - ASUU elections voting survey
 - 2021-22 student affairs annual report template

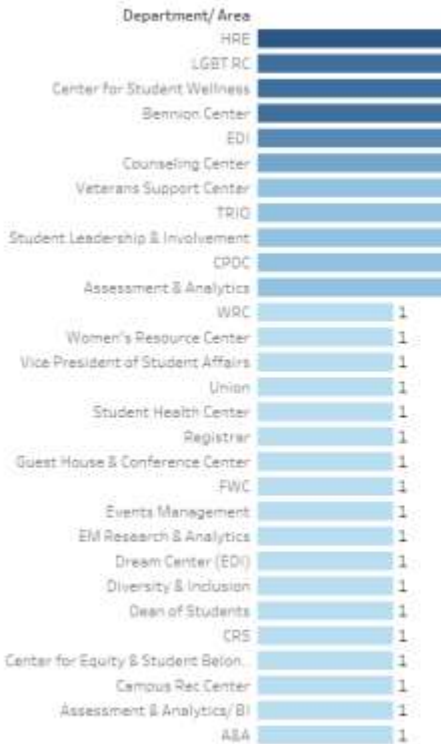
- **Planning, Facilitation, and Implementation of Institutional-wide Surveys:** Assessment & Analytics provided oversight, coordination, and implementation for a number of institutional-wide surveys that collected data on student experience, perceptions, learning, and development. As part of this process, we coordinated with internal/external survey partners, completed IRB documentation, provided sampling, created and distributed surveys, and organized incentives for participating students. During the 2021-22 academic year, we implemented the following surveys:
 - *Fall 2020 and Spring 2021 First Destination Survey*
 - *Fall 2021 Food Insecurity Survey*
 - *Fall 2021 & Spring 2022 Graduating Student Survey*
 - *Fall 2021 Cicero Student Perceptions Survey*
 - *Spring 2022 Campus Climate Survey on Sexual Assault & Misconduct*
 - *Spring 2022 National Survey of Student Engagement (NSSE)*

- **Facilitation of Divisional Strategic Plan:** Assessment & Analytics served as a co-facilitator and co-coordinator of the Balanced Scorecard divisional strategic planning process. During the 2021-22 academic year, we coordinated and facilitated the following items associated with the Balanced Scorecard:
 - Implemented presentations for each SA office to understand the Balanced Scorecard divisional strategic plan (mission, vision, strategic themes/objectives, etc.)
 - Led divisional-wide updates and presentations to outline BSC strategy and timeline
 - Developed a worksheet to coordinate the cascading process for each SA office
 - Facilitated weekly meetings with SALT to develop strategic metrics, initiatives, etc.
 - Built-out list of strategic metrics to roll-out in the 2022-23 academic year
 - Co-coordinated Institute Way consultant process for building BSC communication and roll-out plan

4. Impact Data

Onboarding Qualtrics New-User Accounts in 2021-22

56 New Users were created



The Increase of
new users

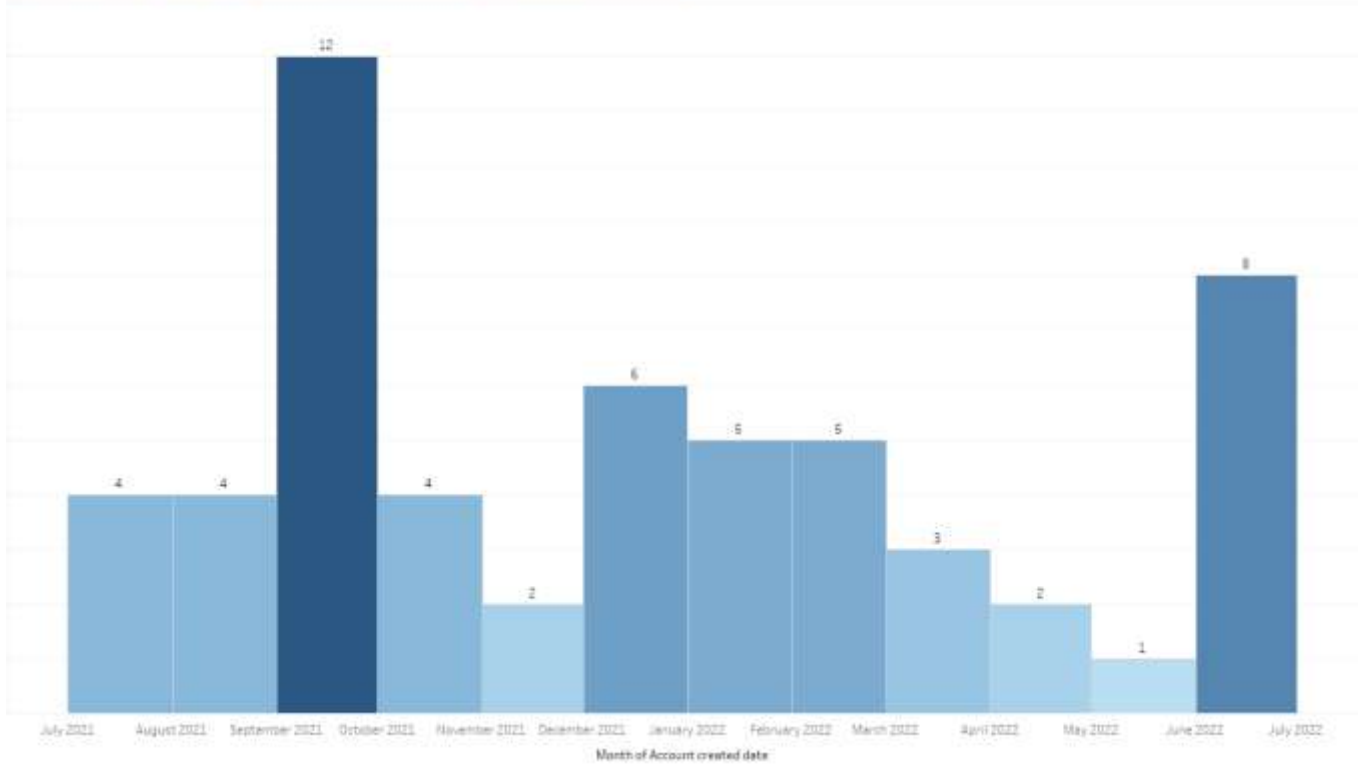
43.59%

During this academic year there was an increase in new users of 43.6% compared to last year. These new accounts are usually created at the beginning of each semester, having the highest month in September. HRE was the office with highest demand of new accounts followed by LGBT RC, Center for wellness support and the Bennion Center.

Timeline for Creating Qualtrics New-User Accounts

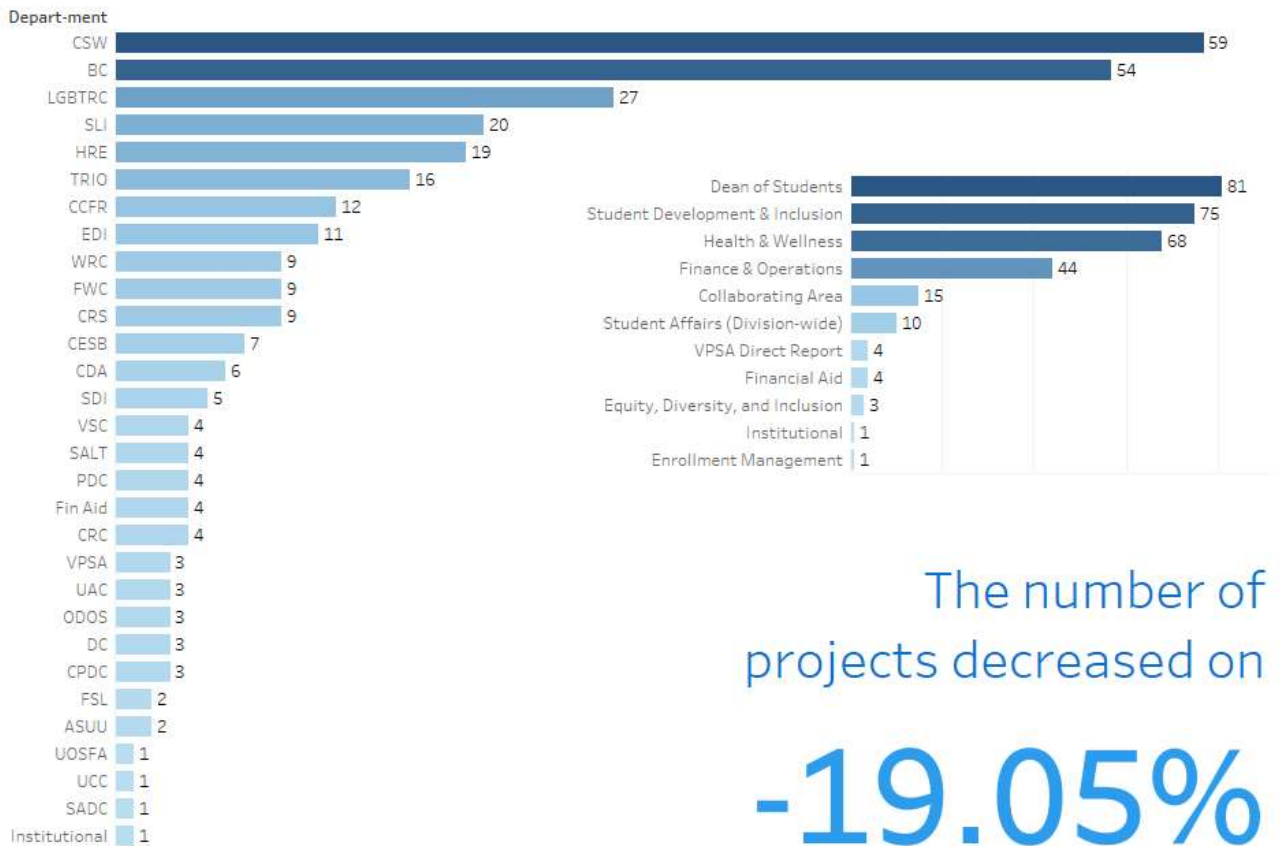
Monthly New Accounts

At the beginning of each semester is the highest demand of new accounts



Reviewing and Approving Qualtrics Projects

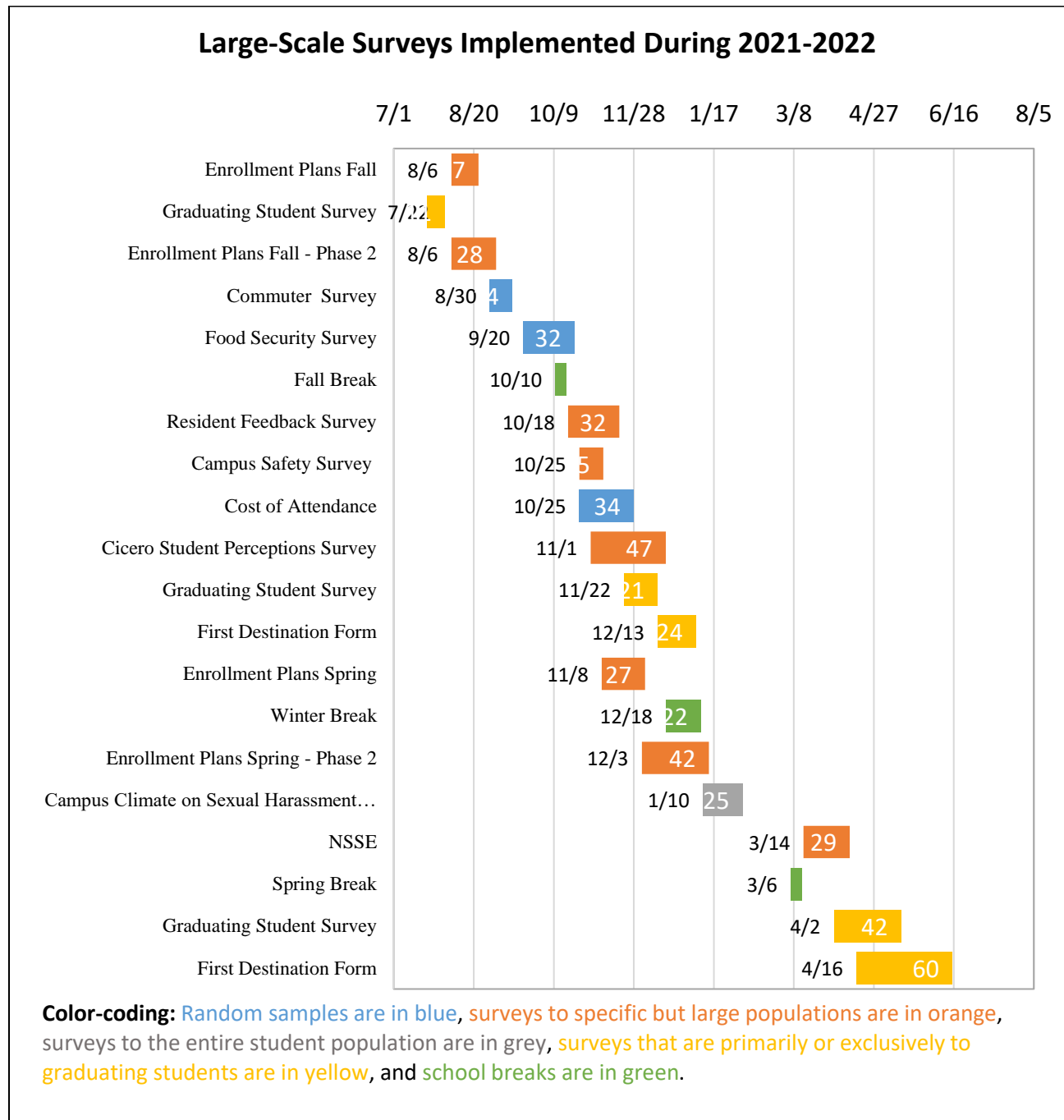
306 Projects where reviewed during 2021-2022



The number of projects decreased on
-19.05%

This year the number of surveys reviewed decreased. Last year the offices were interested of having more sense of the students thru surveys; while they were studying remotely. The Center for student Wellness and the Bennion Center had the biggest number of projects. This is given that they created the 40% of the total forms created this school year.

Implementing Large-scale Surveys



During the 2021-22 academic schoolyear, Assessment & Analytics implemented several large-scale, institutional surveys for several projects ranging from campus climate and safety to student engagement. A majority of our surveys were implemented in the spring semester. For a majority of these surveys, our team either created new dashboards or updated existing dashboards to visualize the corresponding data.

5. Major Accomplishments

- **Facilitation of Balanced Scorecard Metrics and Initiatives:** Assessment & Analytics aided in the development and coordination of divisional metrics and strategic initiatives for the Balanced Scorecard divisional strategic plan. We organized multiple meetings with SALT, SA staff, and campus partners in the development of metrics that fit within perspectives of *students, finance, internal processes, and organizational capacity*. We implemented a process for identifying strategic initiatives that were prioritized by multiple SA offices in their cascading documents. Additionally, we built pilot surveys to test metrics including *sense of belonging* and *student satisfaction*. While there's more work to do with finalizing the roll-out of BSC metrics and strategic initiatives, we are proud of the planning, facilitation, and coordination we did in getting the strategic plan to this stage.
- **Improving the System for Collecting and Analyzing SA Utilization Data:** During Spring 2022 semester, Assessment & Analytics overhauled our manual process for collecting and analyzing utilization data for SA offices. First, we set-up a series of Box folders for assessment liaisons to securely compile and submit their utilization data. We led multiple trainings on how liaisons should organize and submit their utilization data. Second, we expanded access to our *SA Utilization Dashboard* to all SA directors and assessment liaisons, so they are able to view this data year-round. We established expectations for liaisons to access and download data from the dashboard for their annual reports, which streamlined the annual reporting process. We have been working on expanding the collection of real-time utilization data using additional software and the implementation of additional protocols.
- **Overhaul of 2022 Campus Climate Dashboard:** During Spring 2022, Assessment & Analytics reviewed and overhauled our process of creating dashboards—using data from the 2022 administration of the campus climate survey. With our updated version of the dashboard, we feature Likert-scale perception data on a continuum that visually indicates areas of strength, weakness, and improvement. We have utilized resources in Tableau and Qualtrics support sites to improve the quality of our data and analysis, so that the data we provide is more visually appealing and tells a clearer story about student perceptions, support, and success. We believe the 2022 campus climate dashboard is much more visually appealing, clear, and concise—and we plan to use this as a model for developing dashboards for future institutional-wide surveys.

6. Major Challenges

- **Staffing & Capacity:** One area we have struggled with during the 2021-22 academic year is the ability to keep a full-staff, which affected our capacity to fulfill some requests and delayed our ability to accomplish others. In December, our Director departed from his role, requiring our Associate Director to take over as Interim Director—consequently leaving a void in the AD position for the remainder of the schoolyear. We kept our Graduate Assistant on a temporary 3-month position over the summer months after she graduated, and we were able to initially hire two hourly student interns. However, one of our student interns left her position after 1-month into the role. Ultimately, the lack of full-time employees challenged our capacity to tackle large-scale projects in a timely manner. Despite these challenges with staffing, we are planning to hire additional members to our A&A team during the 2022-23 academic year, and we are keeping many of our high-priority projects on-track.

- **Connecting Together Various Divisional Software Systems:** Another challenge we faced during the 2021-22 academic year is identifying all of the tech assets and software being utilized by offices within the division. Once these software systems have been identified, they sometimes don't interface with our Oracle server or other software programs being utilized by neighboring departments or campus partners. We worked with the Business-Intelligence team this spring to identify and document all of the Student Affairs tech assets using Collibra documentation software. During this process, we realized there are many software systems often overlapping in their approach and the types of data they are collecting. Additionally, sometimes these systems require additional coordination and oversight to fulfill specific data collection tasks we want to accomplish. For instance, we are currently working with Campus Labs (the software company for UU Campus Connect) to identify a process for linking the attendance data it collects with our Oracle servers. We need to meet with multiple campus officials and the software representatives to better understand the interfacing capabilities and whether we can pair infrastructure (such as card readers) to collect data. This is often a time-consuming and ambiguous process. Despite these challenges, we are lucky to work with great SA professionals who are helpful, flexible, and accommodating collaborators in our process of connecting software systems for our divisional strategic plan. During the 2022-23 academic year, we aim to incorporate several software systems (i.e., Campus Labs, Qualtrics, Civitas, etc.) into collecting metrics data and navigating strategic initiatives for the divisional BSC process.
- **Fulfilling Requests for Campus Partners Outside of the Division:** A final challenge we faced during the 2021-22 academic year was fulfilling data collection, analysis, and reporting requests coming to us from outside of the SA division. With some of our large surveys, partner organizations such as Undergraduate Studies, the Graduate School, and the Office of Budget and Institutional Analysis requested us to build dashboards and provide reports based on relevant data for their resources and decision-making processes. With our reduced staff, we have often found it difficult to fulfill these requests in a timely fashion, and we sometimes denied these requests. Additionally, our staff is still maintaining contact lists for many of the institutional COVID-19 testing and contact tracing surveys and dashboards, which get updated/maintained on a weekly and monthly basis. Similarly, A&A has regularly maintained weekly and monthly reports that get distributed to partner academic colleges and departments about student vaccination records and exemption requests. While we are proud of our ability to serve the greater campus community, these weekly and monthly tasks have at times challenged our ability to tackle divisional and departmental projects.

7. Goals (Strategic Initiatives)

Strategic Initiative to Prioritize for 2022-23	Brief Description
Improving and updating the A&A website	We will strive to improve and update the A&A website with relevant dashboards, resources, and pathways. We aim to increase the clarity and usefulness of the A&A website to assist divisional staff members with assessment and analytics tasks.
Planning an annual assessment liaison retreat	We aim to plan and implement an annual retreat for our assessment liaisons in the division of student affairs. This retreat would allow us to set expectations, conduct trainings, overview yearly projects, and set goals for the schoolyear.
Overhauling the A&A assessment model	We will overhaul our assessment model to depict the assessment cycle to stakeholders within the division of student affairs. We believe a new model of the assessment cycle will help stakeholders understand expectations, process, and structure that should guide successful assessment efforts.

Three-tiered List of Initiatives for Assessment & Analytics:

A-List Initiatives	B-List Initiatives	C-List Initiatives
<ul style="list-style-type: none"> • Updating and improving the A&A website • Overhauling A&A model for divisional assessment • Planning an annual assessment liaison retreat • Refining and rolling-out EDI statement for A&A • Increasing student access and awareness of public-facing dashboards 	<ul style="list-style-type: none"> • Holding an annual A&A staff retreat • Improving collaboration and strategic partnerships with non-divisional entities • Translating institutional-wide assessment projects to meaningful student objectives • Implementing an assessment liaison monthly training / coffee hour 	<ul style="list-style-type: none"> • Recreating the A&A logo • Creating an inventory of office items and usage • Designing performance evaluations specifically for A&A staff

Important Note: The two red-lettered initiatives were already in-progress or partially completed during the 2021-22 academic year, so they will not be highlighted as 2022-23 priorities for our annual report.

Business-Case for A-List Initiatives:

Initiative Name: Improving and updating the A&A website	Initiative Description:	We will strive to improve and update the A&A website with relevant dashboards, resources, and pathways. We would like to increase the clarity and usefulness of the website to assist divisional staff members with assessment and analytics.
Initiative Owner: Jake Lemon (Interim Director of Assessment & Analytics)	Strategic Objectives Covered:	<ul style="list-style-type: none"> • Organizational Capacity <ul style="list-style-type: none"> ○ Improve Infrastructure ○ Improve Staff Experience • Internal Processes <ul style="list-style-type: none"> ○ Improve Strategic Communication ○ Improve Management & Practices
	Project Roles and Responsibilities: Task Force:	<ul style="list-style-type: none"> • Prepare a vision and plan for website items to update • Coordinate with UIT website experts who can guide technical updates • Make technical updates and additions to the website <ul style="list-style-type: none"> ○ FAQ page ○ Public dashboard catalog ○ Mission and assessment model page ○ Onboarding and technical assistance help • Implement a communication plan to promote the updated website to divisional staff
Intended Result(s): The updates to the A&A website help divisional staff gain knowledge, skills, and insight for the assessment and analytics work they engage in for their offices. Our website traffic increases and lessens some of the time our staff spends to address informational items that will be housed on the website.	Risks:	<ul style="list-style-type: none"> • We might experience delays or barriers with getting the technical assistance from UIT needed to update the website • Limitations might exist with what we are able to update and improve with our website
	Assumptions and Constraints:	<p>Assumptions</p> <ul style="list-style-type: none"> • We will expect technical guidance and assistance from UIT • We anticipate spending considerable staff time and commitment to plan and implement the website overhaul (2-3 hours per week) <p>Constraints</p> <ul style="list-style-type: none"> • Our staff has limited technical knowledge for how a website is built and updated; so, we will need considerable guidance from UIT to understand what updates are possible and put together a practical scope/ timeline for this initiative
	Management Controls:	<ul style="list-style-type: none"> • Coordinating with UIT and SA administrators to understand website updates that are feasible and coordinating an accurate timeline for the initiative • Creating an internal memo outlining a timeline and task-list for the completion of the website overhaul
	Major Tasks:	<ul style="list-style-type: none"> • Prepare a vision and plan for website items to update • Coordinate with UIT website experts who can guide technical updates • Make technical updates and additions to the website <ul style="list-style-type: none"> ○ FAQ page ○ Public dashboard catalog ○ Mission and assessment model page ○ Onboarding and technical assistance help • Implement a communication plan to promote the updated website to divisional staff
	Milestones:	<ol style="list-style-type: none"> 1. Coordinating with SA administrative staff and UIT to understand how we can update our website 2. Building an action plan for what we want to update 3. Making the updates and testing them

		4. Working with team SA Communication team to promote our updated website to divisional staff
	Deliverables:	<ul style="list-style-type: none"> Website updates and additions are completed Increase in A&A website traffic Reduction in the amount of time A&A staff spend providing information to stakeholders (that's featured on the website)
	Estimated Staff Commitments:	<ul style="list-style-type: none"> Approximately 2-3 hours per week (planning, implementing, etc.) starting in the fall 2022 semester Monthly update meetings about initiative progress Time spent testing and reviewing updates to the website
Purpose/ Business Case: This initiative will increase the quality of services and information we provide to divisional staff. Also, this initiative will cost little time and money to complete.	Estimated Budget and Type of Funds by Year:	<ul style="list-style-type: none"> No additional budget needed
	Project Performance Measures:	<ul style="list-style-type: none"> Assessment of web-traffic Assessment of staff perceptions regarding clarity, effectiveness, and accessibility of A&A information/ resources <ul style="list-style-type: none"> Survey or focus groups to liaisons
	Targets and Thresholds:	<ul style="list-style-type: none"> A&A website effectively updated by the end of the fall 2022 semester Feedback surveys / focus-groups implemented by early spring 2023

Initiative Name: Planning an annual assessment liaison retreat	Initiative Description:	A&A aims to plan and implement an annual retreat for our assessment liaisons in the division of student affairs. This retreat would allow us to set expectations, conduct trainings, overview yearly projects, and set goals for the schoolyear.
Initiative Owner: Jake Lemon (Interim Director of Assessment & Analytics)	Strategic Objectives Covered:	<ul style="list-style-type: none"> Organizational Capacity <ul style="list-style-type: none"> Improve Staff Experience Internal Processes <ul style="list-style-type: none"> Improve Collaboration & Strategic Partnerships Improve Management & Practices
	Project Roles and Responsibilities: Task Force:	<ul style="list-style-type: none"> Identify training and developmental needs for assessment liaisons Plan logistics of retreat <ul style="list-style-type: none"> Time, location, duration Expectations of commitment Potential outcomes for liaisons Promote and publicize the retreat Implement the retreat Assess the effectiveness of the retreat
Intended Result(s): A liaison retreat will build working relationships between professionals and enhance confidence, knowledge, and skills	Risks:	<ul style="list-style-type: none"> We could experience low attendance at the event depending on liaison's commitments and timing Costs for the event could exceed what was initially budgeted
	Assumptions and Constraints:	Assumptions <ul style="list-style-type: none"> Planning and communication software will be helpful in organizing the retreat and notifying participants Some staff capacity will need to be dedicated to planning and preparing for the retreat Constraints

they need to engage in assessment work.		<ul style="list-style-type: none"> Capacity is already low, which will make it difficult to dedicate time towards planning this event Timing of the event could be a barrier to getting liaisons to participate
	Management Controls:	<ul style="list-style-type: none"> A&A is able to set the terms for timing and logistics for the event, which will make it easier for us to account for barriers/constraints
	Major Tasks:	<ul style="list-style-type: none"> Identify training and developmental needs for assessment liaisons Plan logistics of retreat <ul style="list-style-type: none"> Time, location, duration Expectations of commitment Potential outcomes for liaisons Promote and publicize the retreat Implement the retreat Assess the effectiveness of the retreat
	Milestones:	<ol style="list-style-type: none"> Identifying major needs and tasks for retreat Preparing logistics and signing-up liaisons to participate Reflecting on the success and effectiveness of the retreat
	Deliverables:	<ul style="list-style-type: none"> Assessment liaisons attend the retreat The retreat is successful in helping liaisons build professional relationships Liaisons believe the retreat helped them develop knowledge, skills, and confidence for completing assessment The retreat furthers our efforts to collect metrics for the division's strategic planning process
	Estimated Staff Commitments:	<ul style="list-style-type: none"> 3 hours of planning and logistic work per week Primary task for one member of the A&A team 1 full day for the retreat itself
Purpose/ Business Case: The cost-benefit for holding a liaison retreat is high. We would be able to increase skills, confidence, and follow-through for assessment with a relatively low budget and use of time/ resources.	Estimated Budget and Type of Funds by Year:	<ul style="list-style-type: none"> \$500-1000 depending on attendance, meals, supplies, and reserving a space
	Project Performance Measures:	<ul style="list-style-type: none"> Survey assessing liaison's expectations, perceptions, and experiences regarding the retreat Assessment of liaison's overall effectiveness, knowledge, confidence, and skill development as the result of the retreat <ul style="list-style-type: none"> Survey Focus group interviews
	Targets and Thresholds:	<ul style="list-style-type: none"> Liaison retreat will be planned and implemented by the beginning of the spring 2023 semester

Initiative Name: Overhauling the A&A assessment model	Initiative Description:	We aim to overhaul the assessment model we use to depict the assessment cycle for staff and offices within the division of student affairs. We believe a model of the assessment cycle will help stakeholders understand expectations, process, and structure that should guide successful assessment efforts.
Initiative Owner: Jake Lemon (Interim Director of	Strategic Objectives Covered:	<ul style="list-style-type: none"> Organizational Capacity <ul style="list-style-type: none"> Improve Infrastructure Internal Processes

Assessment & Analytics)		<ul style="list-style-type: none"> ○ Improve Management & Practices
	Project Roles and Responsibilities: Task Force:	<ul style="list-style-type: none"> • Review relevant and timely literature on coordinating student affairs assessment • Develop a model that both corresponds to general assessment process but also adheres to items and expectations in the SA strategic plan • Implement a communication plan to promote the new assessment model to divisional stakeholders
Intended Result(s): We intend to develop a model for the assessment cycle that assists SA stakeholders to understand expectations, process, and structure for assessment within the division.	Risks:	<ul style="list-style-type: none"> • Developing a model that is not intuitive or understandable to divisional stakeholders
	Assumptions and Constraints:	<p>Assumptions</p> <ul style="list-style-type: none"> • Several scholars have written about best practices with developing assessment infrastructure, including assessment models (Christakis & Bureau, 2015; Henning & Roberts, 2016) • Software (Microsoft Suite, Adobe InDesign) exist to create a visually clear and appealing model <p>Constraints</p> <ul style="list-style-type: none"> • We will need to create a clear and nomenclature-free model, so that practitioners without a background in student affairs can follow it effectively
	Management Controls:	<ul style="list-style-type: none"> • A&A is well equipped with knowledge and resources to build an effective assessment model
	Major Tasks:	<ul style="list-style-type: none"> • Review relevant and timely literature on coordinating student affairs assessment • Develop a model that both corresponds to general assessment process but also adheres to items and expectations in the SA strategic plan • Implement a communication plan to promote the new assessment model to divisional stakeholders
	Milestones:	<ol style="list-style-type: none"> 1. Identify research and literature to guide the creation of an assessment model 2. Develop a model using design software 3. Work with SA communications to make SA staff and stakeholders aware of the model
	Deliverables:	<ul style="list-style-type: none"> • The main deliverable is a model for assessment that we will provide on our A&A website
	Estimated Staff Commitments:	<ul style="list-style-type: none"> • 1 hour per week • Committee set-up to review research and decide on a model
Purpose/ Business Case:	Estimated Budget and Type of Funds by Year:	<ul style="list-style-type: none"> • No additional budget is required for this initiative
	Project Performance Measures:	<ul style="list-style-type: none"> • Assessing the effectiveness and clarity of the model <ul style="list-style-type: none"> ○ Staff survey ○ Staff focus group interviews
	Targets and Thresholds:	<ul style="list-style-type: none"> • Assessment model created and communicated out to divisional stakeholders by beginning of the 2023 spring semester