



ASSESSMENT & ANALYTICS

STUDENT AFFAIRS | THE UNIVERSITY OF UTAH

Annual Report 2020-2021

Mission

The Student Affairs Assessment and Analytics (A&A) department leads the assessment process to provide meaningful information to promote student success through the programs and services within Student Affairs.

Overview

Accomplishments

Assessment, Evaluation, and Research rebranded this year to Assessment and Analytics (A&A). The rebranding effort is reflective of A&A's work and orientation towards leveraging data and analytics in University of Utah's Student Affairs. A&A's primary accomplishments this year were: 1) administering the Balanced Scorecard initiative; 2) continuing to leverage Qualtrics for improved survey administration while using it as a tool for forms, signups, etc.; 3) improving dashboards and data visualization; 4) administering 10 large scale survey initiatives across campus. The Balanced Scorecard provides focus on key metrics and aligning on common definitions. This will allow for more efficient analytics in the future and effective assessments, analyses, and reports focused on commonly defined metrics. The move towards more advanced analytics will increase with the more advanced use of Qualtrics, Tableau, and our new push to integrate the open statistical software, R. The scale of Qualtrics increased as every department successfully implemented assessment surveys and the scope increased to include forms, check-ins, and tools to tackle challenges related to COVID-19. Tableau expanded as a visualization and analysis tool, providing interactive internal and external dashboards. A&A worked with the Business Intelligence (BI) team to build a dedicated R server. The R server will allow for advanced analytics in R and Tableau environments that scale across the organization. As A&A looks to the future we recognize that these tools are the foundation of a world-class analytics system. Together, the Balanced Scorecard, Qualtrics, Tableau, R, and the student data warehouse will create a unified performance management and measurement system delivering advanced analytics, survey insights, utilization metrics that tie to SA mission, vision, and values in the Balanced Scorecard framework.

Balanced Scorecard Overview The Balanced Scorecard (BSC) is a strategic management and performance metrics system. The BSC ties the broader mission, vision, and values of an organization to strategic themes, strategic objectives, and performance metrics and initiatives. The BSC provides organizations with alignment and focus around mission and vision while creating performance metrics providing insights into how the organization is tracking towards its goals. A&A served as the facilitator, planner, and coach of the SA BSC. This will continue through the coming year as we cascade to departments.

- Strategic planning was completed with the Strategy Team, including members of SALT and Tom Howa from BI as co-facilitator. This resulted in a new mission, vision, values, and strategic themes.
- Four Theme Teams held day-long workshops for each of the four themes of Student Support and Advocacy, Student Engagement, Inclusive Excellence, and Operational Excellence. Each team produced strategic objectives across the four perspectives of: 1) Students; 2) Finance; 3) Internal Processes; and 4) Organizational Capacity.
- Objectives were consolidated by the Strategy Team.
- Future steps include choosing and defining metrics.
- Once the Tier One, Division-wide BSC is finalized we will begin the process of cascading to each department, building departmental BSCs derived from the Tier One BSC.

Qualtrics overview Increasing the scale and scope of Qualtrics provided multiple use cases for every department across Student Affairs and proved nimble and valuable as a response. The benefits of increasing the scale and scope of Qualtrics included:

- A streamlined delivery system for campus-wide survey research including, but not limited to, First Destinations, Graduating Student Survey, Healthy Minds, check-ins, and surveys providing insight into COVID-19 response and impact.
- Continued to reduce the time to analyze survey results and reduced the administrative efforts to compile data for analysis.
- Campus partners built assessment and evaluation systems efficiently with powerful insights that sync with Business Intelligence data warehouses.
- Continued to leverage Qualtrics as a novel tool to respond to increasing needs and challenges COVID-19 presented (i.e. forms for campus partners, check-in tool for campus partners, and inventory management system for face-covering distribution).
- The scale and scope of Qualtrics will continue to increase in the coming months and years.

Tableau overview Tableau was leveraged as a powerful tool for visualization. Partnering with Business Intelligence, A&A provided improved visualizations providing deeper insights, ease of use, and more aesthetically pleasing. A&A rebuilt the Graduating Student Survey and First Destinations dashboards to be more intuitive, interactive, and represent more data. As an ongoing initiative, A&S will continue to leverage Tableau in novel ways to provide more insights for improved performance management and measurement for departments and campus partners. Visualization of data presents an opportunity for A&A to become more student facing as students utilize dashboards distributed in an online format. Tableau will be a pivotal component of the BSC as we visualize the scorecard component, KPIs, and OPIs.

- Developed dashboards for COVID-19 insights and management including online instruction survey.
- Developed new GSS and FD dashboards for CPDC's internal and external facing dashboards.
- Developed dashboards for the NSSE.
- Continue to develop operational and satisfaction surveys for HRE. As we closed the year we were close to finalizing the HRE Residential Satisfaction Survey.
- Started construction of dashboards for the NCHA.

Scaling survey data overview A&A recognized in 2018-2019 that the administration of institutional surveys were slow, tedious, and time consuming. In 2019-2020 A&A worked in partnership with Business Intelligence to improve the efficiency of both the Graduating Student Survey and First Destination survey. In 2020-2021 A&A continued to scale survey efficiency, focusing on partnering with CPDC on internally and externally facing dashboards for deeper insights and impactful metrics. CPDC now has the ability to identify how majors, internships, and student jobs impact outcomes including first steps in career, geographic location of work, and income.

Administration and improved efficiency of large surveys overview A&A administered 10 large surveys throughout 2020-2021. Healthy Minds was held over from the previous year due to COVID-19. In addition to the 10 large scale surveys online instruction surveys for faculty and students were administered at the end of both fall and spring semesters. As with the previous year, the ability to administer a large number of surveys was possible in part due to the leveraging of Qualtrics. A&A able to pivot quickly, build surveys in short time, and administer in a timely fashion. A&A administered the online student and faculty surveys twice, one in fall and once in spring.

One University

A&A continued to provide support to campus partners, advancing the “One University” agenda. This year a major success came in our response to COVID-19. A&A worked with partners building check-in forms and schedules for COVID-19 testing. This provided the campus a manageable system for check-ins and a clear, easy to use system for students. In addition to check-ins, A&A continued its collaboration with SVP Reed’s office, faculty, and staff to build a survey assessing online instruction during COVID-19. We continued to improve the survey of students and faculty and hone the dashboards. What took 2-4 weeks in the previous year can now be administered in a few days. We now have a good baseline survey to administer more quickly and easily. Dashboards are available to faculty and some staff to help improve online instruction during the pandemic.

A&A collaborated with students working with the President’s office on a project called Well-being Elevated. This project surveyed students in Kahlert Village. This project included building a sign-in in Qualtrics and aiding the administrators with building the surveys. This required shifting focus and pivoting quickly. A&A’s use of technology allowed Well-being Elevated to hit all of its targets and deliver its surveys on time.

The Healthy Minds survey was delayed from 2019-2020 to 2020-2021. This survey will have a large impact on the University of Utah, helping certify the institution as a JED Campus. This status will indicate that the University of Utah is working towards protecting mental health and reducing suicide across the student body. The JED Foundation provided campus partners with insights regarding mental health programming and where the University of Utah has opportunities to improve. We are currently working with University of Michigan and the JED Foundation to obtain data and build dashboards.

A&A continued to work with campus partners to administer campus surveys. We are continuing to work with Undergraduate and Graduate education departments to improve the GSS and FD surveys and dashboards. We partnered with Enrollment Management to administer the Cost of Attendance survey. The NCHA was administered in February and we continue to build dashboards for use by campus partners.

Anti-Racism Plan

A&A is in a unique position to drive significant progress towards anti-racism. A&A partners with Student Affairs departments and campus partners to construct meaningful metrics, high quality evaluations, and insightful dashboards. A&A plans to leverage its existing assessment and evaluation models to aid departments to create meaningful impact, measure results, and make evidence-based decisions. A&A is prepared to implement a plan for the 2021-2022 year that is both impactful and scalable for future years. A&A is executing a three-tiered approach to addressing anti-racism internally and drive measurable impact across campus through: 1) internal education and training; 2) providing evaluative support, services, and products to Student Affairs Departments; and 3) design anti-racism measurement modules for campus-wide surveys and research including Graduating Student Survey and First Destinations. The most important step currently is step one. We are taking steps to educate ourselves in anti-racism, anti-racism evaluation, and measuring the effectiveness of departmental programs aimed at reducing systemic racism.

A&A’s facilitation of the Balanced Scorecard process will help execute anti-racism plans and track progress to goals. The BSC will create division-wide definitions and metrics related to anti-racism goals.

We will cascade objectives and metrics to each department, building a strong infrastructure to anti-racism objectives and initiatives.

COVID-19 Impact

The impact of COVID-19 was minimal to the execution of strategic initiatives and day-to-day operations of A&A. During the mid-winter and early spring “ZOOM fatigue” was setting in with the staff. However, everyone was able to obtain a vaccine in early April and return to office commenced. The team was able to be back to 90% in office by early May.

As in the previous year, a major impact was around training and consulting services to directors and liaisons. The shift was not a major roadblock, but it did require adjustments and learnings. We found that more proactive measures were needed to provide instruction. We provided trainings on using Qualtrics as a system for forms and introduction to survey design. We shifted to testing regular meetings with small groups with a lot of success. The return to campus has helped and we continue to get back to regular practices by the end of the year.

We did not see a major decrease in survey participation due to COVID-19. COVID-19 provided opportunities for cross-collaboration including the Online Instruction survey. We also administered qualitative research in the form of focus groups in November and December 2020.

At the end of 2020-2021 A&A is back in office on a full-time basis continuing to practice social distancing and wearing face-coverings.

Department Core Objectives

A&A continues to provide consultation to Student Affairs departments and campus stakeholders for survey methods and research. A&A continues to increase capacity for assessment and evaluation including leveraging Qualtrics beyond traditional survey administration, Tableau for advanced visualization and analytics, and has goals for leveraging data science and analytics for improved impact and operational efficiency and effectiveness.

I. Support for organizational effectiveness

A&A consults with Student Affairs departments and other campus stakeholders to develop shared strategies to measure goals and use data wisely. Our team manages assessment design, data collection, reporting and communications on strategic objectives and initiatives. We provide consultation on metric creation and reporting and data visualization.

Alignment with the Student Affairs Strategic Plan: Generally, the efforts of A&A undergird all of the areas of the Student Affairs Strategic Plan, as visualized in the “Assessment and Best Practices” portion of the plan. This strategic objective is further focused on bolstering the Student Affairs Strategic Plan by using data directly to inform and demonstrate the objectives outlined in the plan.

The BSC effort is providing a new strategic plan, execution model, and performance metrics. During the strategic planning phase of the BSC process SA created a new mission, vision, and set of values. A&A is facilitating this effort, assuring SA’s new mission and vision aligns with division-wide metrics.

COVID-19 impact: COVID-19 had less impact compared to previous year. COVID-19 prevented A&A from launching the Healthy Minds survey in spring 2020. A&A was able to launch the Healthy Minds survey in the fall. Facilitation of the BSC began in-person during the workshop period, aiding in a better experience.

Online environment: The move to, and away from, an online environment presented minimal impact. A&A working with Business Intelligence, for example, were able to deliver a dashboards for the GSS, FD, and continue work on numerous projects including the NCHA and HRE RSS. It is unlikely that in-person would have changed the timeline. Indeed, it is worth noting that most collaboration with Business Intelligence would have been conducted online regardless of COVID-19.

Goals and Actions

A. Provide expertise and management in the development of data elements to demonstrate strategic goal attainment and support data informed decision-making.

Ongoing effort. For the Division of Student Affairs, A&A continues to contribute to the Student Affairs Budget Book, particularly related to supporting budget requests and demonstrating impact of funding. For specific departments, A&A is developing operational dashboards that these departments are able to use on an ongoing basis to inform decision-making and resource allocation. For the institution, we provide consultation and guidance on aligning input, output, and outcomes metrics that align with strategic objectives. Utilization data and metrics are a major initiative, providing key inputs to metrics for the BSC.

B. Develop reports and visualizations on core topics related to student success from sources of information beyond the student record (e.g. NSSE, NCHA, Campus Climate Survey on Sexual Assault and Misconduct, Graduating Student Survey, First Destinations).

Ongoing effort. A&A's efforts to analyze, report, and distribute survey results and other key student information include the following:

- Finalized the Gradating Student Survey and First Destinations dashboards, providing an aesthetically pleasing, easy to use dashboard to convey complex information to a wide audience of campus stakeholders. NSSE, NCHA, Residential Satisfaction Survey dashboards are an ongoing effort.
- Updated the dashboard for the Online Instruction survey indicating how transition to online in response to COVID-19 impacted students and faculty.

C. Manage the assessment cycle and annual reporting process for Student Affairs.

Ongoing effort. This year A&A recognized the need to improve utilization data across Student Affairs. Utilization data is vital to assessing every aspect of organizational performance including efficiencies, effectiveness, outcomes, and impacts. There is a large degree of variability in the quality and completeness of utilization data across departments in Student Affairs. A&A recognized this gap in May 2020 and launched a pilot initiative with the LGBT Resource Center. Throughout 2020-2021 year A&A aided the LGBT Resource Center and relaunched check-in procedures for both office visits and events. A&A is presently scaling up the same initiative across departments. A&A took the learnings from the LGBT RC project and implemented them in the Veterans Support Center. The VSC now has an improved check-in procedure and survey administration. Qualtrics continues to provide

a system of data collection for check-ins and Tableau will provide powerful utilization dashboards for up to date data for weekly, monthly, quarterly, and annual business reviews.

D. Facilitate communication and coordinate opportunities internal and external to Student Affairs to optimize resources and develop institutional best practices in service delivery and co-curricular education.

Ongoing effort. A&A staff members serve on several committees and participate in conversations related to data governance and data resources: the Student Data Warehouse Management group, the Student Data Warehouse Super-User group, and the Business Intelligence / Data Governance Community.

A&A also coordinates the Graduating Student Survey Committee, and we initiated intentional conversations about what data was being collected and not used as well as what different areas wanted to add to the survey and how the information would inform decisions. A&A launched an effort to rebuild the Graduating Student Survey dashboard in 2019-2020 and finalized during 2020-2021. During the rebuild we realized there are opportunities to improve the survey. A&A has an ongoing effort to improve the Graduating Student Survey and First Destinations Survey.

E. Develop novel approaches to performance management and measurement including utilization dashboards, Balanced Scorecards, and deriving metrics from ongoing survey efforts.

Ongoing effort. A&A recognized the opportunity to improve input, output, outcome, and impact metrics for departments. Data collection improvements using Qualtrics as a check-in tool for in-office and events will improve data collection. A&A is working in consultation with departments to ensure metrics are tied to specific activities that then tie to specific strategic goals. Logic models are in development in each department to create clarity and focus for metric and dashboard development.

The Balanced Scorecard initiative will revolutionize performance management and measurement across SA. Metrics will have universal definitions, modes of data collection, and methods of analysis. Metrics will improve in quality while efficiency of

II. Assessment project management

A&A engages in the assessment process from development through analytics and reporting for Student Affairs. Our team provides support on any and all stages of the assessment process, to departments and campus partners, for the assessments conducted to meet multiple needs.

Alignment with the Student Affairs Strategic Objectives: Generally, the efforts of A&A undergird all of the areas of the Student Affairs Strategic Plan, as visualized in the “Assessment and Best Practices” portion of the plan. This strategic objective is further focused on providing departments what the assessment they need to execute their efforts to provide services and programs related to student engagement & support, student health & wellness, and inclusivity & equity.

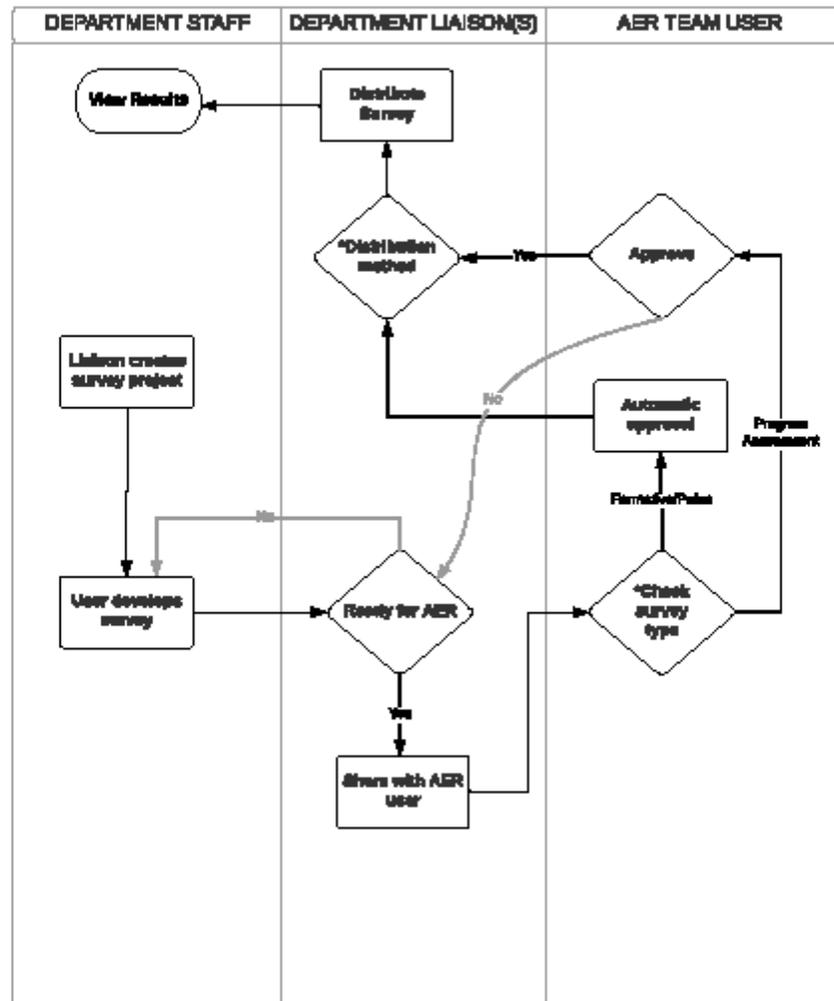
COVID-19 impact: No impact.

Online environment: There was some impact moving to an online environment, though it was minimal and manageable. We went through a process of adaptation over the summer of 2020. The A&A team continues to learn how to best work collaboratively and deliver trainings in an online environment. Meetings, training, and planning were often put on hold, but always picked up at a later date. The impact was one of delay, rather than prevention. We are working to ameliorate delays in the future.

Goals and Actions

A. Provide expertise on assessment content and data collection strategies in order to address logistical aspects, maximize the usability of the data, and follow assessment best practices.

Goal met for the year. A&A continues to find success with the liaison model. A&A developed a new operating model for survey administration in previous years and continues to find success with the model this year. With the implementation of Qualtrics and the change in our process for developing and administering surveys, A&A had an opportunity to reflect on and then be more intentional about where and how we provide expertise to departments. First, our new process emphasized the departmental liaison as the key person to coordinate assessment and grow expertise within the department. After they've worked with any colleagues within their department, then they send the project in Qualtrics to A&A for review and approval. See "Student Affairs Qualtrics Process" below. With this review process, we spend more time providing substantive feedback rather than needing to coordinate minor logistical details for surveys. Further, Qualtrics has an extensive support site for how to use the tool and set up different features, so we are encouraging users to explore on their own what they need and when they need it, rather than A&A replicating Qualtrics' content and trying to teach the entire platform when elements may be forgotten before there are opportunities to apply it.



- *Distribution Methods**
- Qualtrics mailing using unit@uak.edu
 - Qualtrics app for on-the-go data collection
 - Google link distributed outside of Qualtrics
 - Additional methods available with AER consultation
- *Check Survey Type**
- Form/Interview to make immediate and short-term adjustments
 - Program Assessment to demonstrate outcomes; anything related to budget

B. Coordinate institutional surveys to students, including developing sampling parameters to meet study needs and reduce survey fatigue.

Goal met for the year. A&A coordinates institutional and large-scale surveys to students in order to prevent overlap in timing of surveys where possible, create distinct student samples, and reduce the total number of surveys administered where data may already exist. This effort is intended to reduce students' survey fatigue and thus allow stakeholders for various projects (both within Student Affairs and elsewhere in the institution) a greater opportunity for a decent response rate. In April of 2020 we were thoughtful in our approach to the launch of the campus-wide Online Instruction survey to assure it was launched in a way that minimized survey fatigue. During the 2020-2021 year there were 10 institutional surveys including Healthy Minds held over from the previous year and online instruction surveys.

C. Lead and develop project-specific analytics and reports to complete the assessment cycle.

Ongoing effort. A&A provided 9 of the standard utilization reports for 6 different departments. These reports include the total number of participants/attendees, along with the unique number of students, and then all of the following student characteristics:

- Gender
- Age
- Residency (in or out of state)
- Race/Ethnicity
- Academic Career (ungrad or graduate)
- Academic Level for undergrads ("year in school")
- College
- Fraternity & Sorority Membership
- HRE Housing resident
- Honors student
- International student
- TRIO participant
- UU employee
- Veteran student

Our In 2018, we built a Tableau dashboard in order to facilitate providing these standard reports. In 2019, we began piloting the ability for select liaisons/departments to access the Tableau dashboard directly online, giving them more detailed and current information and removing the need to create reports manually for the A&A team. So far, five people from two departments, as well as two SALT members, have accessed the dashboards directly.

We also provided several non-standard utilization reports, including looking at participation in a program over the last five years and looking at participation across programs within a department.

D. Provide training on best practices for conducting assessments (e.g., survey development, collecting utilization data).

Ongoing effort. We offered individual trainings for Qualtrics for Liaisons training and then began providing the content of that training in one-on-one meetings, to allow for more customization and discussion of unique departmental needs, as well as providing rapid availability for new liaisons to begin in their role.

This year, we provided a training on how to administer surveys via a Qualtrics email invite. We recorded this training, which allowed more people to be trained at other times. We also developed

a learning outcomes quiz to ensure minimum competency before staff members can utilize this feature.

E. Increase A&A staff resources to meet the increasing demands for our services.

Ongoing effort. A&A was challenged in the second half of 2020-2021 with staffing. In a typical year staffing in 2 full time and one part time. However, during the second half of 2020-2021 there was 1 full time member and 2 half time. A&A was able to meet goals, but did not move as far or fast into advanced analytics as was planned. The recruitment of the new associate director took longer than anticipated, running from March through July. In July Jacob Lemon, PhD was hired. In the coming year the team will further integrate R to improve analysis and visualization. It is also important to note that Business Intelligence is an invaluable resource in both data governance and providing staff capacity.

III. Data and systems management

A&A uses student systems data in addition to student experience data captured through other means, such as institutional surveys, to serve constituents' reporting needs. A&A uses and manages various software for data collection, storage, and reporting in addition to facilitating stakeholder access to these resources in compliance with the Office of the Registrar.

Alignment with the Student Affairs Strategic Objectives: Generally, the efforts of A&A undergird all of the areas of the Student Affairs Strategic Plan, as visualized in the "Assessment and Best Practices" portion of the plan. This strategic object further emphasizes the collaborative nature of our work, in the ways both that we contribute and that we rely on others.

COVID-19 impact: No impact.

Online environment: No impact.

Goals and Actions

A. Integrate systems to increase autonomy and improve efficiency on collecting data, storing data, and updating dashboards for Student Affairs.

Ongoing effort. Ongoing effort. A&A works with several different software tools on a regular basis, and across the departments within Student Affairs, there are a multitude more. A&A is working with the Business Intelligence (BI) team within UIT to set up technology processes so that data automatically flow from one software to another at set points of time. We are using UIT's new integration platform called WSO2 and have piloted a few use-cases as development continues on that system.

One such project is the First Destination information. Students' post-graduation plans are collected from a variety of sources, including self-report and LinkedIn mining, and all of this information is recorded within Qualtrics projects. We have been working closely with a member of the BI team to pull data from the various Qualtrics projects and apply consistent cleaning rules, automatically. This process will save both A&A and CPDC a significant amount of time on data cleaning and allow for more up-to-date dashboards for both stakeholders within the University administration and for

students and other community members utilizing these dashboards to explore majors and career outcomes.

B. Manage user access to A&A's software resources such as Qualtrics and Tableau in line with institutional, state, and federal guidelines and requirements (e.g., FERPA) related to access and use of student data.

Ongoing effort. A&A implemented Qualtrics and also expanded our use of Tableau significantly (for both staff within Student Affairs and campus partners) in 2018, and with these tools, we spent time to develop processes to grant access, audit users, and change/remove access. We collaborated with colleagues in the Office of the Registrar and on the BI Team to gain from their expertise. We wanted to ensure that we had documented approval from the appropriate director/dean or other people with oversight of the data, that we were clear to the user about the appropriate uses of the data and results and parameters around this, and that we were as efficient as possible on our end so that we are able to add, change, or remove access as quickly as possible. We are also consistently checking that any new users have been FERPA-certified through the Office of the Registrar, as an additional protection for student data.

C. Develop dashboards for A&A-managed projects which are accessible by internal and external constituents.

Ongoing effort. We were able to develop and share quite a few dashboards this year, particularly as some dashboards built on already-established dashboards. These are highly collaborative projects with business needs identified with the respective departments and visualizations created in partnership with Business Intelligence.

- NSSE dashboards were created, allowing for deeper insights for both SA departments and campus partners.
- HRE's RSS and NCHA are in development. We started these project at the end of 2020-2021 and made good progress. The dashboards are expected to be finalized by the end of 2021 calendar year.
- First Destination dashboards were significantly updated, resulting in internal and external dashboards. The internal dashboards were updated using feedback from academic deans.

Plan for the Future

Anticipated Challenges

Similar to previous years, the primary anticipated challenge facing A&A is administrative capacity. As noted below there are many exciting opportunities for A&A to expand. However, each expansion of service will require time commitment forcing tradeoffs and a clear prioritization of projects. Continuing to increase the scale and scope of software applications, including Qualtrics and Tableau, will require a significant time commitment. Qualtrics will begin to serve as a primary source for utilization data and Tableau will provide dashboards for each department representing this data. Analytical capabilities and potential are large, but as dashboards become more complex so too will the amount of time dedicated to assure accuracy and usefulness. Expanding into data science tools including R will be a large time commitment. Working with departments to ensure metrics are reflective of activities and strategic goals will require work from both A&A and the respective departments.

Anticipated Opportunities

A&A has enormous potential and has many opportunities. A&A can build off of the solid foundation set in previous years to create a strong, dynamic organization integrating the latest tools in data science and analytics.

New Associate Director: In the latter half of 2020-2021 A&A searched for a new Associate Director. The Associate Director role was filled by Jacob Lemon, PhD at the end of the year. Dr. Lemon has experience in higher education research design, survey administration, and statistical modeling. Dr. Lemon will help A&A understand the capacity constraints mentioned in the “Anticipated Challenges” section above.

Balanced Scorecard: A&A is facilitating the BSC process for SA. The BSC will provide opportunities for the coming years for A&A to improve assessment and data-informed management in SA. The BSC will provide universal definitions for metrics and common methods to measure KPIs. Cascading from the Tier 2 BSC to Tier 2 BSCs at the departmental level will allow for greater insights and alignment of metrics to departmental goals.

Reassess A&A strategic plan and operating framework: For A&A to meet its fullest potential we will need to reassess both the strategic plan and operating framework. We need to shift from a focus on survey design and methods to offering more data science and analytics. As part of the BSC process, A&A will go through a strategic planning process, identifying mission and vision of the organization, strategic objectives, and department initiatives. The addition of a Dr. Lemon will provide A&A with capacity to reorient and engage in strategic planning.

Advanced data science and analytics: A&A can build on its foundation from this year and continue to expand its data science and analytics. Advanced methods can provide predictive analytics and more insightful descriptive statistics. The BSC process will provide an opportunity to prioritize analytics projects and align with initiatives that have a direct impact on SA mission and vision.

Staff excellence and training: Advanced modeling is a complex undertaking and requires highly technical skills in statistics and programming. Tableau is a powerful visualization tool, but is limited in its modeling capabilities. In late 2020-2021 A&A partnered with BI to create a dedicate R server. This will allow A&A to embed R code into Tableau, build advanced machine learning algorithms, and deploy interactive reports and dashboards in an R environment. SQL is another opportunity for staff to improve their learning so joining multiple data sources becomes easier. The staff is dedicated to training on SQL and R code during the coming year.

Staff Excellence

Awards and Recognitions

<u>STAFF</u>	<u>AWARDS AND RECOGNITIONS</u>
Last name, First name	Award title, from Example Organization

Committee Memberships

Please indicate whether the committee is Student Affairs (SA), U of U, or an external group/organization (e.g., professional organization) along with the committee name. If you have a leadership role on the committee, please indicate so in parentheses.

<u>STAFF</u>	<u>COMMITTEE</u>
Last name, First name	SA Committee 1 Name NASPA Committee 2 Name (Chair)
Sills, Jason	<ul style="list-style-type: none"> • Racist and Biased Incident Response Team (Co-Chair Data and Assessment Subcommittee). • UU Student Data Warehouse Super-User Group • Student Data Warehouse College User Group • Student Data Warehouse Management Team
Duszak, Elizabeth	<ul style="list-style-type: none"> • Student Affairs Diversity Council • UU Basic Needs Collective • Student Affairs Assessment Leaders (SAAL) Professional Development Committee (chair of Structured Conversation tactical team) • Student Data Warehouse College User Group • Student Data Warehouse Management Team • Civitas Illume Communications Working Group

Presentations and Publications

Please indicate any presentations at **regional or national professional conference or meetings**, as well as journal publications. **Please do not include on-campus presentations to other departments.** Please use APA format for all citations. Bold names of staff members in your department.

Faculty Appointments

<u>STAFF</u>	<u>POSITION</u>	<u>ACADEMIC DEPARTMENT</u>
Duscak, Elizabeth	Adjunct Professor	Educational Leadership & Policy

Assessment and Analytics Anti-Racism Action Plan

Position Statement

The Student Affairs Assessment and Analytics department (A&A) leads the assessment process to provide meaningful information to promote student success through the programs and services within Student Affairs. A&A values transparency, objectivity, integrity, equitable distribution of information, and assuring all data collection and analysis accurately reflects its subject matter. A&A recognizes the possibility of using historic data to predict future behavior can lead to a reinforcement of systemic racism and hierarchies that stall, hinder, or outright prevent the upward trajectory of historically marginalized groups and individuals. As such, A&A is dedicated to constantly reevaluating data models, visualizations, surveys, and benchmarks to assure they meet an anti-racism standard.

A&A is positioned to have a strong impact on driving anti-racism at the University of Utah in general and Student Affairs in particular. Student Affairs departments and campus partners rely on A&A for consultation, insights, data, social impact metric creation and evaluation, reporting, and visualization for all their assessment and evaluation needs. A&A has the opportunity to be a strong partner across the division to drive meaningful anti-racism initiatives, provide analysis for evidence-based decision-making, and visualize impact.

A&A stands for an inclusive environment for all genders, races, ethnicities, religions, and philosophies. A&A recognizes that marginalized groups come from a diverse socio-economic as well as cultural backgrounds. As such, A&A supports the efforts across all departments within the Division of Student Affairs.

A&A has a three-tiered approach to addressing anti-racism internally and drive measurable impact across campus: 1) internal education and training; 2) provide evaluative support, services, and products to Student Affairs Departments; 3) design anti-racism measurement modules for campus-wide surveys and research including Graduating Student Survey and First Destinations.

Current Anti-Racism Initiatives

Current initiatives are largely in the planning phase. A&A has built standard demographic questions, research national standards, and integrated them into current surveys and dashboards. We also continue to work with staff in other departments to implement assessment processes that address equity, diversity, and inclusion.

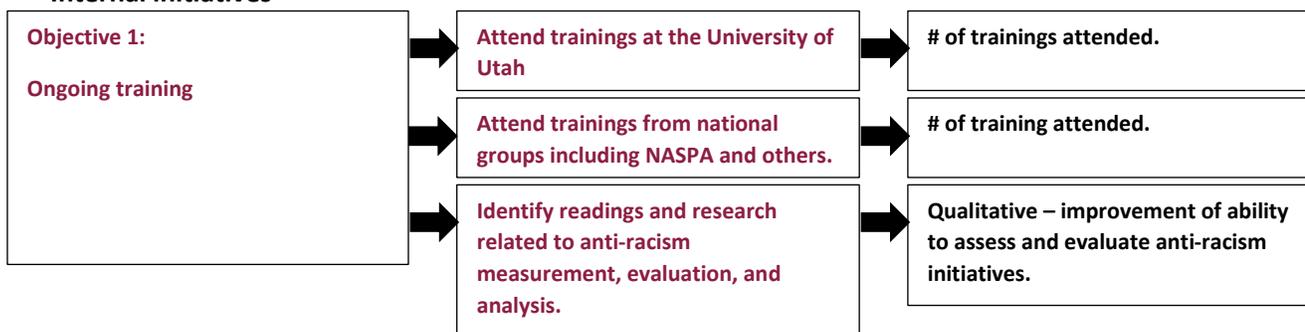
Currently, A&A is entering a phase of training and learning. This is critical for A&A due to its consultative services to other departments in Student Affairs. A&A is working to create a means to provide meaningful measurement across departments. This will include information and tools on the A&A website to aid directors and liaisons to create strong social impact metrics. A&A is identifying novel ways to integrate anti-racism reporting and metrics into scorecards, dashboards, business reviews, and annual reports.

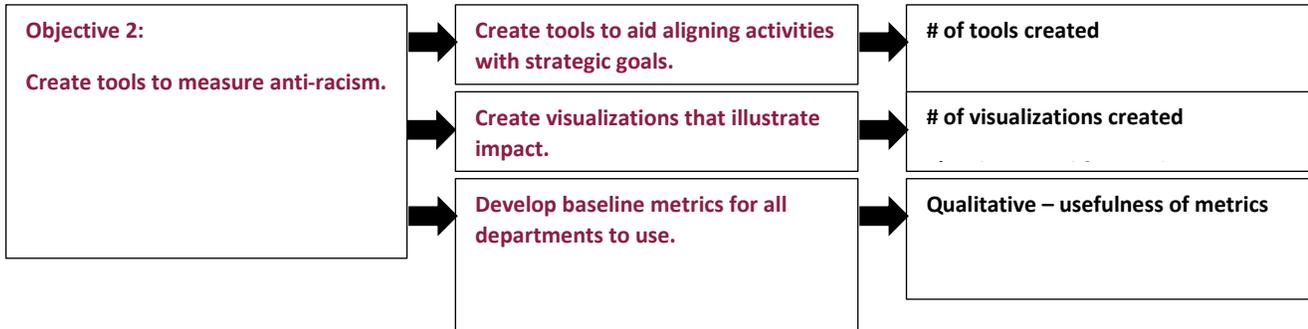
Anti-Racism Plan

A&A is planning a three-tiered approach to addressing anti-racism internally and drive measurable impact across campus: 1) internal education and training; 2) provide evaluative support, services, and products to Student Affairs Departments; 3) design anti-racism measurement modules for campus-wide surveys and research including Graduating Student Survey and First Destinations. The plan is broad and provides a framework to measure systemic racism and anti-racism initiatives across Student Affairs. The plan includes internal development, trainings for directors and liaisons, and assessing current efforts for evaluations and surveys.

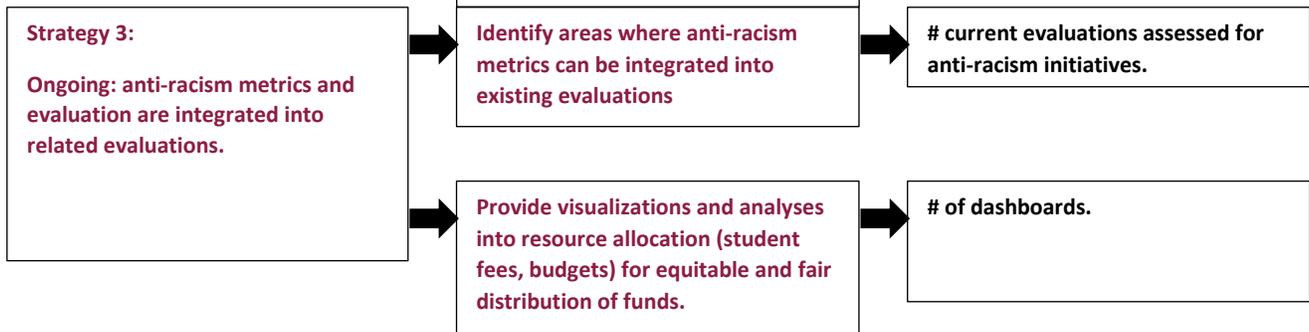
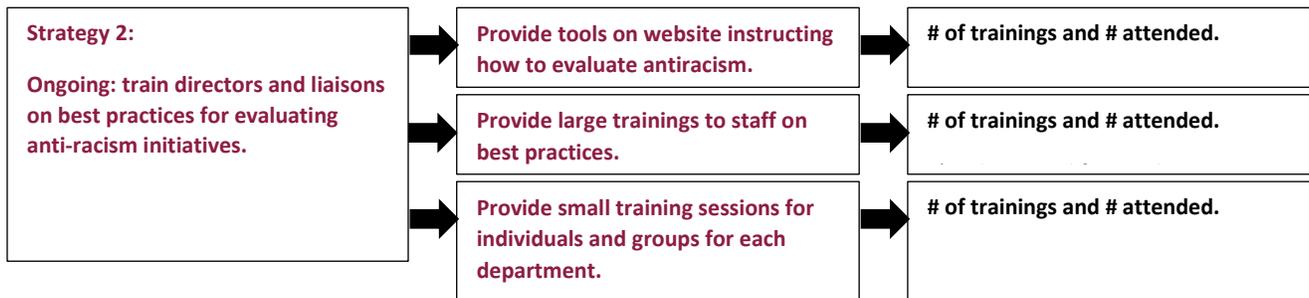
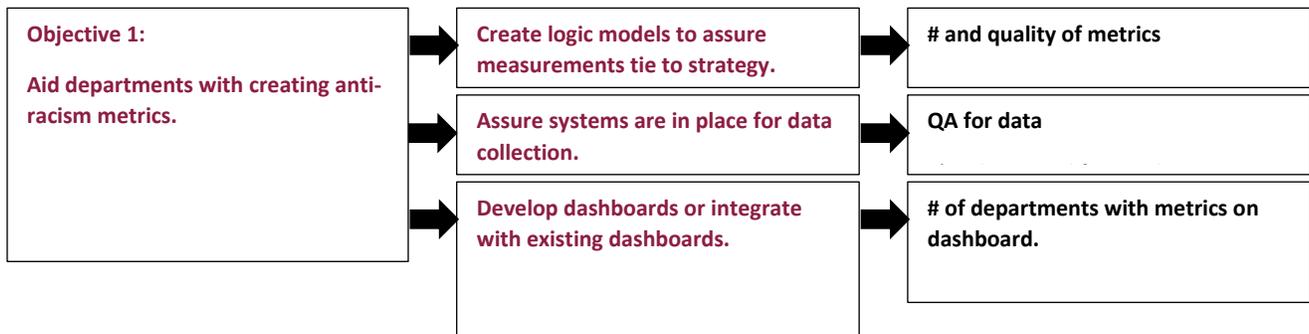
Below are tables for each of the three tiers. Each tier has different strategies leading to activities for implementation and the currently proposed metrics to assess our progress.

Internal initiatives

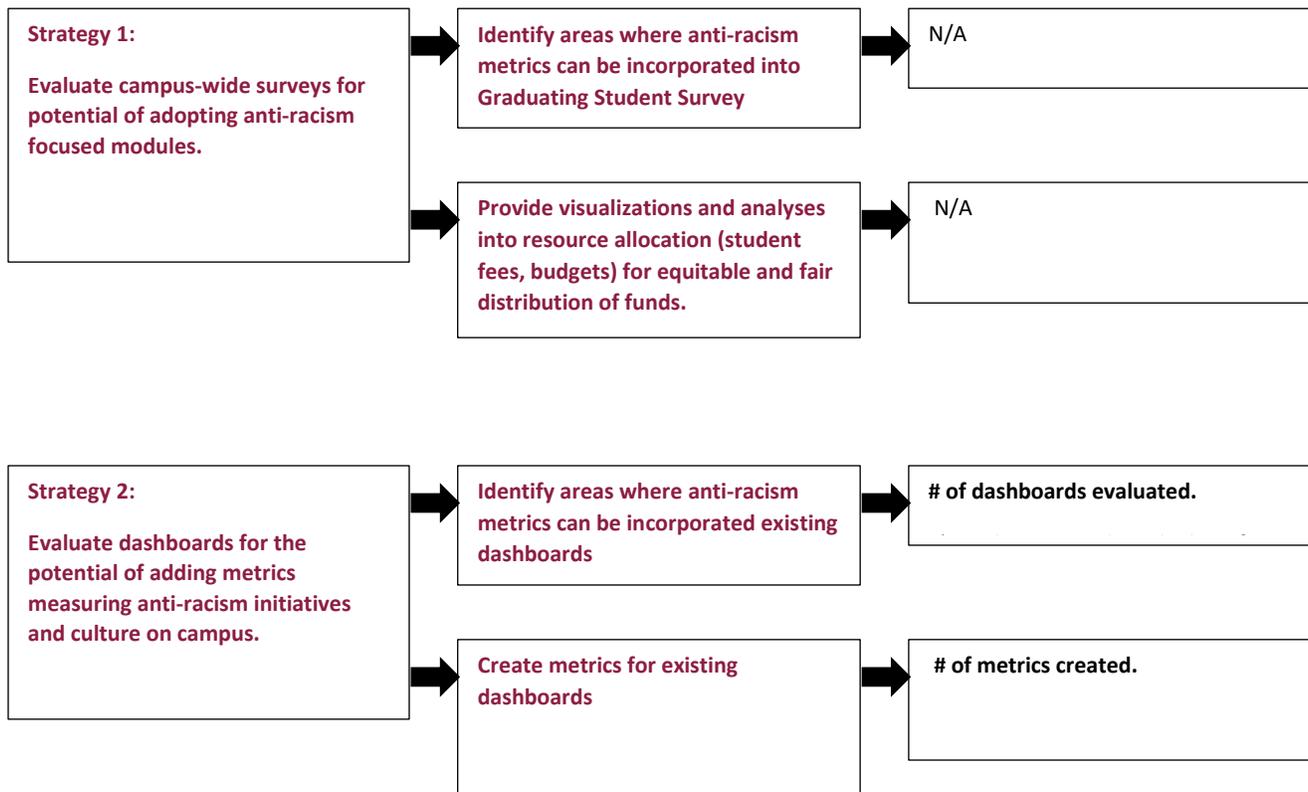




External Initiatives – engaging departments



External initiative – campus-wide initiatives



Community Partners Integral to Success

Achieving A&A's plan will require strong partnerships across campus. First, for A&A to be successful it must partner with every department in Student Affairs. The partnership will build on current operating frameworks, integrating anti-racism into our current approach. Second, working closely with Business Intelligence will help in numerous areas including data integrity, analytical integrity, and visualization excellence. Third, partnering with OBIA, Undergraduate and Graduate Studies, and the Registrar's Office will help A&A assess the opportunity to add to, change, or utilize the Graduating Student Survey and First Destinations.

Balancing Commitments

A&A is in a good position to balance the work. The most challenging and most important phase is internal development. A&A staff needs to have a strong understanding of anti-racism and how to evaluate anti-racism initiatives. This is perhaps different from the evaluation we are accustomed. Investing the time to learn and grow our expertise will require a time commitment for each staff member. We need to build a strong foundation to scale to other programs. The success of our external initiatives are dependent on our success developing our skills associated with anti-racism.

A&A is planning to allocate up to 10% of our time over the course of 2021 and early 2022 to attend forums, learn from national organizations, and identifying valuable evaluation tools to assess anti-racism initiatives. This is a changing target and we will assess as we move forward.