Strategic Plan
October, 2010

Vision:
Assessment will be integrated into practice and inform decision-making within all Student Affairs departments and the larger higher education community.

Mission:
The mission of Assessment, Evaluation and Research is to provide a coordinated approach to assessment and strategic planning to foster data driven decision-making within the Division of Student Affairs. AER serves as a liaison with other institutional and professional organizations to promote a culture of assessment in higher education.

Values:
1. Integrity
2. Professionalism
3. Accessibility
4. Education
5. Collaboration

Strategic Objectives

1. Facilitate strategic planning and assessment within the Division of Student Affairs to promote data-driven decision making.
   a. Coordinate and align strategic plans at the program, department and division level.
   b. Develop effective processes to ensure that assessments and strategic plans are aligned.
   c. Assess the overall progress toward departmental and Student Affairs strategic objectives and outcomes.
   d. Increase consistent collection of demographic data to ensure that:
      i. Student Affairs departments have a full understanding of who is currently utilizing their services and programs and which populations are underserved.
      ii. The Division of Student Affairs has full understanding of the diverse student body that the division is charged to serve.
   e. Promote the development and assessment of learning and general outcomes for programs, departments and the division of Student Affairs.
   f. Provide technical expertise in the design, administration and interpretation of assessments and evaluations within Student Affairs.
g. Facilitate reporting of assessment findings and actions taken by departments to improve programs and services.

h. Continue to increase assessment methods utilized in Student Affairs (e.g. data-mining, tracking, benchmarking, surveys, focus groups, interviews, etc.)

2. Develop structure for Assessment, Evaluation and Research to expand capacity and address changing needs within Student Affairs
   a. Develop policies to refine routine processes, define scope of service, and ensure continuity of Assessment, Evaluation and Research office.
   b. Develop formal job descriptions for AER staff positions.
   c. Develop and implement annual performance reviews for AER staff.
   d. Increase AER staffing to expand services offered to Student Affairs.

3. Increase the accessibility and usage of Student Affairs data for development opportunities and promotion of best practices.
   a. Increase the usage of data for research and development opportunities (e.g. grant applications and publications) within Student Affairs.
   b. Lead and coordinate Student Affairs participation in national benchmarking research studies and assessments to promote development of best practices.
   c. Increase capacity for research, including more in-depth data analysis, trend analysis, and publications.
   d. Increase the integration of related data into trends, in order to generate representative practice recommendations for the Division of Student Affairs.
   e. Develop effective reports for the University community that conveys Student Affairs learning and general outcomes.
   f. Provide hardware and software needed for assessment.
   g. Provide training for effective use of assessment technology.
   h. Use technology effectively to communicate and manage student affairs related data.

4. Promote a culture of assessment through training opportunities for AER and Student Affairs staff.
   a. Provide training to Student Affairs staff on assessment, strategic planning, and related topics.
   b. Provide opportunities for Student Affairs staff to present their own assessments and development of practice recommendations to promote a culture of assessment at all levels within Student Affairs.
   c. Encourage AER staff to continue professional education to increase assessment and strategic planning skills.
   d. Provide experiential learning opportunities for undergraduate and graduate AER staff.

5. Promote development of assessment best practices through collaboration with other higher education and professional organization entities.
a. Serve as a liaison and resource to other University of Utah and external assessment and research entities.
b. Collaborate on assessment initiatives and projects with other University of Utah and external assessment and research entities.
c. Develop partnerships to effectively share data and findings to develop best practices at the University of Utah and nationally.
d. Develop scholarly articles and presentations to engage with the larger assessment community.