

Integrated Assessment and Planning (IAP)* Initiative at HSU

Co-leaders:

Lisa Bond-Maupin: Deputy Chief of Staff and Special Assistant, Office of the President

Amy Moffat: Associate Director of Institutional Assessment

Initiative Purpose and Goals

To manifest our commitment to sustained progress toward a culture of planning and continuous improvement at the operational and co-curricular levels, through:

1. Building assessment into the structure of institutional planning for an integrated model.
2. Creating a continuous cycle of planning that includes operational and co-curricular assessment processes and milestones.
3. Supporting leaders at the Division and College (or similar unit) levels with the technical and other forms of support needed to implement IAP.

Improvement-oriented assessment requires an environment that supports and reinforces candid investigation of how well we are achieving our goals, while simultaneously promoting a shared understanding of what we aim to achieve, what we are achieving, how we are achieving it, and what we need to continue to improve.

Assessment at HSU has three prongs: academic, co-curricular and operational. While the academic assessment structure has been in place longer, we are focusing on the co-curricular and operational prongs with this initiative. "Co-curricular" generally refers to student affairs and student learning outside the classroom. "Operational" generally refers to evaluation of services (process improvement and efficiencies).

In order to have meaningful impact and to be sustainable, assessment must: 1) originate in the work we already do, 2) support institutional priorities, 3) be integrated into core institutional planning and decision making processes, 4) be included in expectations for professional practice (e.g. staff are expected to do assessment activities and rated on doing the activities, but not rated on the outcomes), and 5) be advocated by leadership.

Next Phases of Planning- Integrated with Assessment

(Phase 2) Division Level:

1. Purpose statement (AKA Mission)
2. Desired outcomes mapping to Division Purpose and University vision and goals (at minimum – one goal for each SP theme).
 - a. Operational Outcomes
 - b. Student Learning Outcomes (AKA Co-Curricular)
3. Prioritized ongoing initiatives or programs mapping to desired outcomes

(Phase 3) MBUs (e.g. Colleges, Athletics, ODEI):

1. Purpose statement
2. Key activities mapping to prioritized division initiatives
3. Process, learning or other objectives mapping to desired division outcomes
4. Metrics, milestones or benchmarks for assessing objectives
5. Assessment plan

(Phase 4) Departments and Programs - Assessment Planning:

(See elements of phase 3 above - may happen simultaneous to Phase 3)

Integrated Assessment and Planning Working Group (IAPW)

The IAPW facilitates coordination and communication among the staff members who support assessment across the campus.

The IAPW charge:

1. Supports the development of processes, guidelines, and structures for integrated assessment and planning.
2. Reviews and reports on the alignment of institutional operations with campus purpose and strategic goals, as evidenced by the aggregate results of periodic program reviews and annual assessment reports.
3. Participates in technical assistance through sharing information on best practices and resources related to assessment findings and their uses in improving student success and administrative services;
4. Represents the initiative and the IAP within their division by carrying information and supporting capacity building for assessment activities;
5. Supports the implementation of the campus's operational and co-curricular assessment-related priorities and initiatives.
6. Structures and supports activities that highlight best practices (e.g. annual campus forum or symposium). Communicate exemplary practices at program/unit and higher institutional levels at HSU.
7. Provide assessment-related expertise on working groups, committees and task forces, standing and ad-hoc as needed.
8. Recommends to Administration and Senate strategies to address accreditation expectations related to co-curricular and operational assessment.
9. Increase awareness and accessibility of HSU's strategic planning and assessment goals.

Representatives on IAPW from:

Division of Enrollment Management and Student Affairs:

1. Eboni Turnbow Ford
2. Corliss Bennett
3. Rob Keever
4. Stephen St. Onge

University Advancement:

1. Stephanie Lane
2. Angie Petroske

Office of the President:

1. Lisa Bond-Maupin (Co-chair)

Athletics:

1. Cooper Jones
2. Kelly Kime

Division of Academic Affairs:

1. Amy Moffat (Co-chair)
2. Elavie Ndura
3. Mike Le
4. Cyril Oberlander
5. George Wrenn
6. Shawna Young
7. Heather Madar
8. Rick Zechman

Division of Administrative Affairs / Finance:

1. Liz Whitchurch
2. Patrick Orona

University Senate:

1. Monty Mola

IAP Technical Assistance

The main goal for the Associate Director for Institutional Assessment (Dr. Amy Moffat) for co-curricular programs, administrative units and leadership is to provide strategic, methodological and logistical support for annual, periodic review, and ad-hoc assessment that addresses campus priorities.

Initial Technical Assistance for all can include:

1. Consultations on assessment planning, methods, instruments, and how to summarize data and respond to results.
2. Provide assessment-related resources:
 - a. handbooks, templates, examples, terminology, etc
3. Small group workshops:
 - a. Assessment 101 (why we assess what we value, and not value only that which we can easily assess)
 - b. Creating multi-year assessment plans (how to -- using Handbook)
 - c. Logic model tool
 - d. Support for HR workshops presenting a variety of planning tools
4. Asynchronous videos:
 - a. How to write good survey questions
 - b. Difference between goals, outcomes, objectives
 - c. Basics of data analysis, display, and reporting
5. Institutional level data with collaboration from IRAR
 - a. Mapworks, NSSE, etc -
6. Manage campus feedback processes on annual assessment reports (possibly through IAP working group)
7. Provide assessment-related expertise on working groups, committees and task forces, standing and ad-hoc

Additional technical assistance from across campus (for example):

1. HR workshops for planning tools
2. ODEI - data from climate surveys

Individualized consultation will also be provided by the IAP leads or their representatives. Peer support will also be available through the IAPW and ODEI.

Timeframe

Phase 2: The Vice Presidents will determine the timeframe in Spring that works best for their division. All divisions are expected to complete the division level responsibilities by October 1, 2021.

Phase 3: The College Deans and AD have a December deadline for 1-4 in their list above.

Phase 4: Initial assessment plan drafts will begin to be due (rolling submission) in 2021 (with annual assessment reports eventually due on that date each year starting next year).

Non-academic program review will occur on a 7-year cycle with assigned years yet to be determined. Annual assessment reports are expected each year except for the one year the division/college/MBU is in program review.

**Part of the Integrated Assessment, Planning and Budgeting (IAPB) model for HSU. Ultimately, the aggregate results of operational assessment will help to inform budget planning and resource distribution.*