



Enhancing Institutional Excellence

By Supporting Assessment + Skill Development for Faculty and Staff

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Optional

What are you hoping to gain from this session?

Session outline

- I. Introduction to topic
- II. Conceptual foundation
- III. Discussion of strategies
- IV. Top tips and resources
- V. Concluding remarks
- VI. Question & Answer

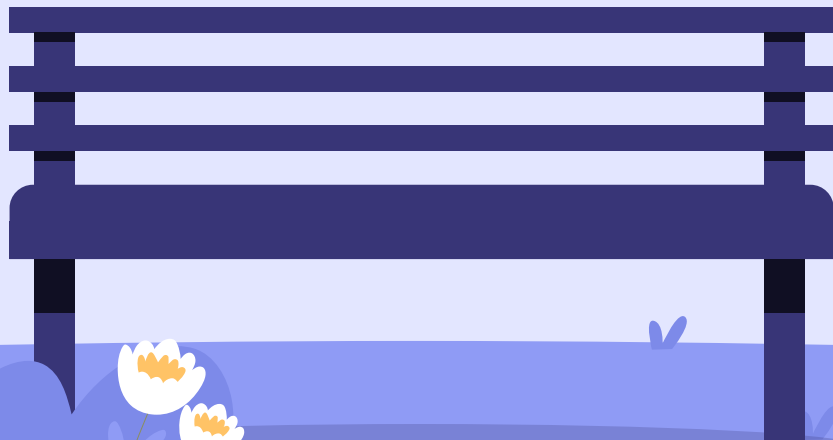




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Why does this conversation matter?

More assessment champions | Changing Campus Culture | Shared Experiences and Connection Deepens Learning | Budget Cuts might make local learning more attractive | Investing in the people improves the “product” | Higher education is an evolving field that warrants continuous skill development





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Conceptual Foundation

Scholarship on professional development
Workplace satisfaction
Organizational behavior

Maslow's Hierarchy of Needs

- Understand the needs of the individual to better understand the needs of the collective.
 - In periods of change, trauma, or disruption, individuals or groups may move between the levels.
- > Be mindful of what is “too much” given the context and environment.



Using the professional competencies to guide our plan.

The ACPA/NASPA professional competencies include rubrics for Assessment, Evaluation, and Research.

- Terms and Concepts
- Values/Ethics/Politics
- AER Design
- Methodology, Data Collection, and Data Analysis
- Interpreting, Reporting, and Using Results



- > Ask folks what they want in multiple ways, formats, and contexts.
- > Consider what folks are “interested” in might not always be what they “need” to learn.

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Discussion of Strategies

Example 1: Undergraduate College Assessment Office, The University of Texas at Austin

From an Assessment Office serving a specific school to supporting a range of offices that impact the total undergraduate experience.



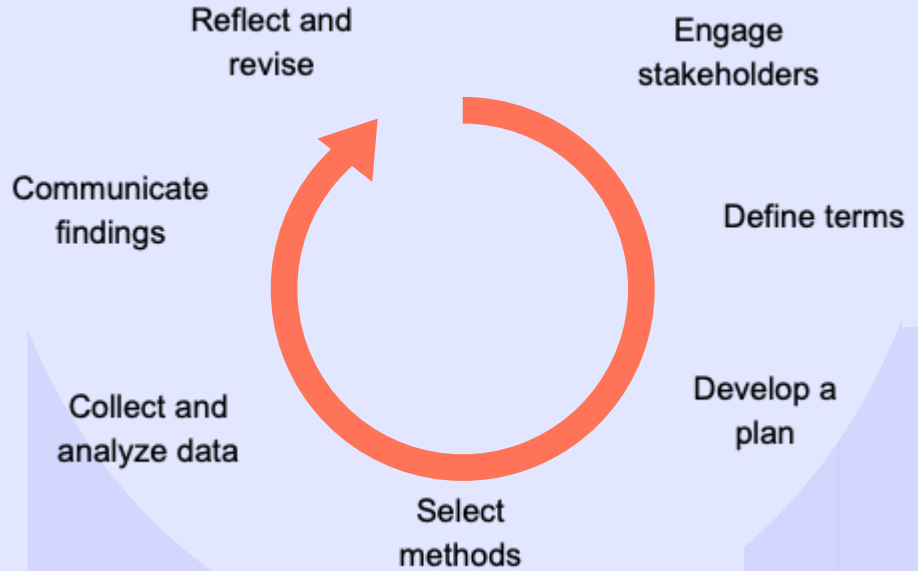
Reorganization as a catalyst

- New staff creates opportunity for “stop-start-continue” discussions.
- New organizational structure created different collaboration and communication pathways among existing units.
- Opportunity to reframe work that was already occurring in light of new processes and channels.



Consider the Assessment Essentials to align relationship development.

Adapted from Banta & Palomba (2015).



Offer a variety of trainings and workshops

> Include community-building, skill development, information sharing, and celebrating others in each professional development session.

> Collect **pre-event** interest and **post-event** feedback from attendees

2020 - 21 Professional Development Sessions

- Assessment Planning Frameworks
- Writing Assessment Outcomes
- Selecting Methods
- Qualtrics Report Features
- Drop-in Hours
- Commonly Needed Information
- Qualtrics Surveys
- Collecting & Analyzing Quantitative Data
- Excel Tips & Tricks
- Data Visualizations
- Analyzing & Reporting Demographics
- Preparing your Annual Reports
- Setting Professional Development Goals

Engage Stakeholders, Define Terms, & Make a Plan

- > Review the Organizational Chart and where people are located and go see them!
- > Make it easy to meet using Bookings or a calendar application.
- > Compile notes from each meeting to look for (1) Trends and (2) Nuances.
 - > Set priorities and clear expectations for the following:
 - (a) the next 3 to 6 months, (b) the next year, and (c) long-term.

So what did we do?

- > **Reflect, revise, and re-engage** Use the assessment framework to build on current strategies and develop an updated plan.
 - > **“Stop - Continue - Start”** Identify activities to pause/stop, build on what is already working, and engage leaders among your colleagues for new initiatives.
- > **Community of practice** Create an Assessment Team to leverage staff knowledge and sharing of best-practices.
 - > **Scaffold by cognitive-level and role-based needs** Make materials and services available through a variety of platforms and formats.
- > **Continuous Improvement** Continue formative and summative assessments of competency and confidence.
 - > **Environment, culture, and change theories** to identify opportunities, obstacles, and assets

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Discussion of Strategies

Example 2: Student Affairs, Global Programs, & University Life, New York University

60k students | 3 degree granting campuses |
12 global sites | 13 student affairs units with
~ 500 FTE



Strategic Plan

- > SA undertook its first strategic planning process with a launched plan fall 2022
- > An emergent priority was Evidence Informed Decision Making
- > They committed to:
 - Work that facilitates ongoing feedback from colleagues, students, and partners;
 - Centering the use of research and data in collaborative decision making
 - Promoting reflection & continuous improvement



STAFF DEVELOPMENT

Empower and equip staff to contribute to using data for operations, accountability, and assessment efforts in ways that are appropriate for their role.

TECHNOLOGY FOR DATA COLLECTION, ANALYSIS, & REPORTING

Implement technology, including most importantly the AIDA database, that supports a shared and user-centered approach to data collection, analysis, and reporting.

DATA & ASSESSMENT BASED DISCUSSIONS

Embed a regular routine of discussions about data and assessment within and across units throughout the Division that inform strategic, program, human resource, and financial planning.

ACCOUNTABILITY & TRANSPARENCY MECHANISMS

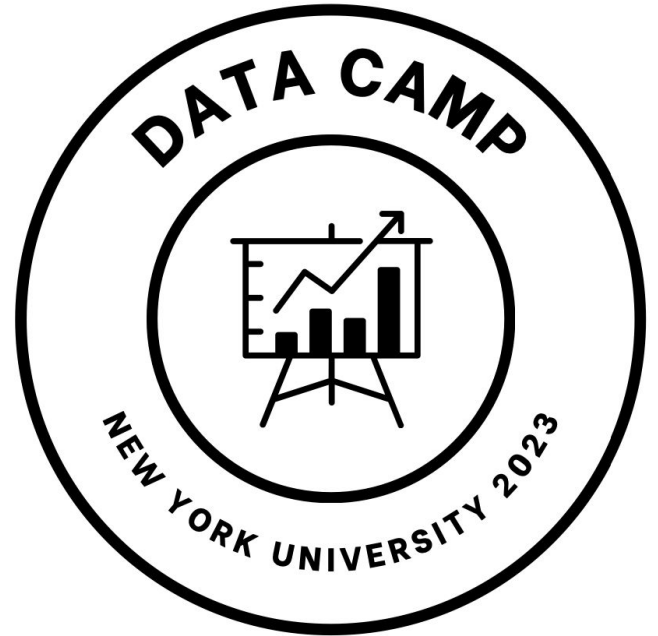
Create mechanisms to ensure accountability and transparency related to data and assessment findings.

Data Camp

Applied for and awarded internal funding

Designed to forward staff development, making technology available, create community, and if successful, would create more accountability mechanisms

- What worked?
- What was challenging?
- Next steps?



Day 1

- Welcome + Circle
- Reviewing pre-work, RISE and the purposes of Data Visualization
- Starting to build in Tableau
- Introducing Group Projects
- Lunch
- Guest presenter, Lei Millman
- Group time

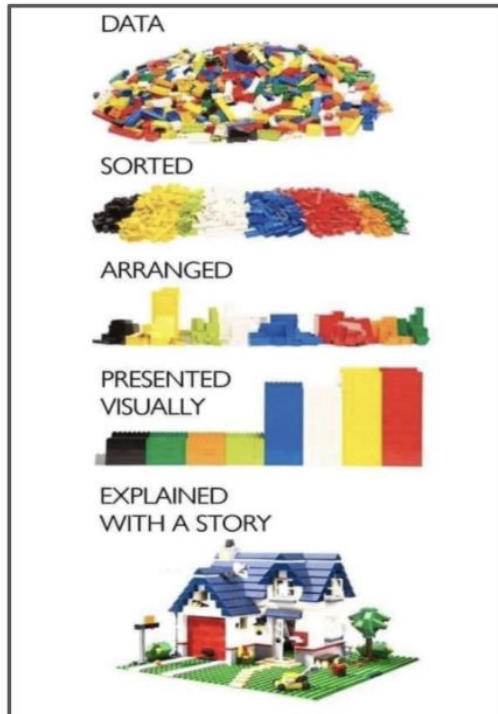
Day 2

- Review and Pair / Share
- Guest presenters, Stephen Helms and Andy Maliszewski
- Calculated Fields
- Creating the ability to filter, sort and creating groups
- Lunch
- Guest presenters, Sara Willyard and Brian Recktenwald
- Group time

Day 3

- Group time
- Guest presenters, Roy Lee and Kelsey Guerin
- Guest presenter, Amanda Adams
- Group time
- Lunch
- Group time
- Presentations
- Wrap up + Circle

What is Data Visualization?



A clear portrayal of complex relationships

- With insight in behaviors, not pictures
- It is no longer only a function of the specialists

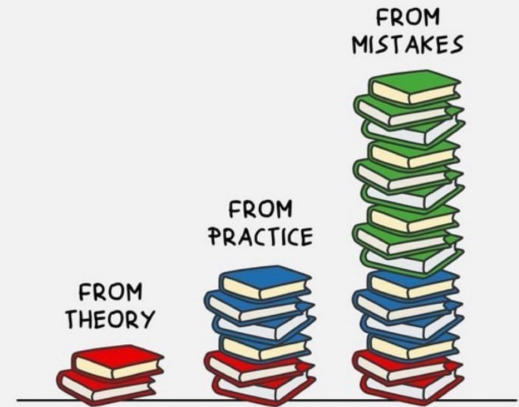
Why is it important?

- Empowers business users (you and colleagues!)
- Enables self-driven data discovery



reshmasaujani

HOW MUCH YOU LEARN



reshmasaujani Happy #FailureFriday. Any mistakes you learned from recently?...

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Resources & Tips



We'll share some but hope you do too!

> Scan the QR code or use the link to access a Google folder

<https://bit.ly/23AI-Confidence>

**NASPA / ACPA
Competency Rubrics**

Find them [here](#).

**Executive Summary
Template**

Google folder

**Kezar's *How Colleges
Change***

Linked on Amazon [here](#)

**Environment Scan &
Surveys**

Google folder

Theoretical Insights

From Kotter:

- I worked on **creating the climate for change** by leveraging urgency (this is a one time event funded by dollars that expire at the end of the fiscal year) and forming a powerful coalition (those who attended Data Camp) and sharing out the vision for what can be done if done well
- **Engaging and enabling the organization:** working on repeating this vision via efforts that center leadership, and trying to create ... slow wins



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Concluding Remarks

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