



ASSESSMENT 101

(Administrative Units)

James Madison University

Keston Fulcher, Ph.D.

Queens College, August 2024



WHAT IS ASSESSMENT?

...Assessment is a
bureaucratic exercise that
has little bearing to our
work.

...OR?





WHAT IS ASSESSMENT?

...Assessment is a process that compellingly tells our story: The goals we've set; the strategies we've used to accomplish them; how we've affected our students and institution; how we've learned from our failures; how we've celebrated our successes. Two purposes.





The DAMON DASH STORY...

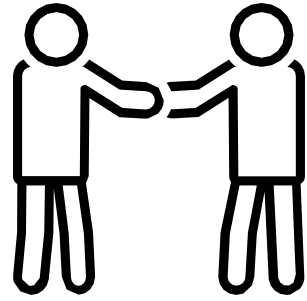


PARTICIPANT OUTCOMES

- Explain the basic steps in the assessment process
- Distinguish among beginning, developing, good, and advanced assessment reporting
- Develop an assessment plan for one administrative outcome (AO)
- Discuss the fundamentals of applying actions to improve outcomes



OVERVIEW



9:00 AM - 10:15 AM

Introductions and Introducing
Assessment (Forest View)



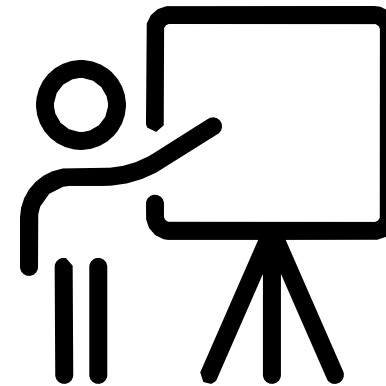
12:45 PM - 3:00 PM

Comments from Chris and Rebecca
Develop YOUR Assessment Plan



10:30 AM - Noon

The Assessment Components
(AOs, Action Maps,
Methodology)



3:15 PM - 4:30 PM

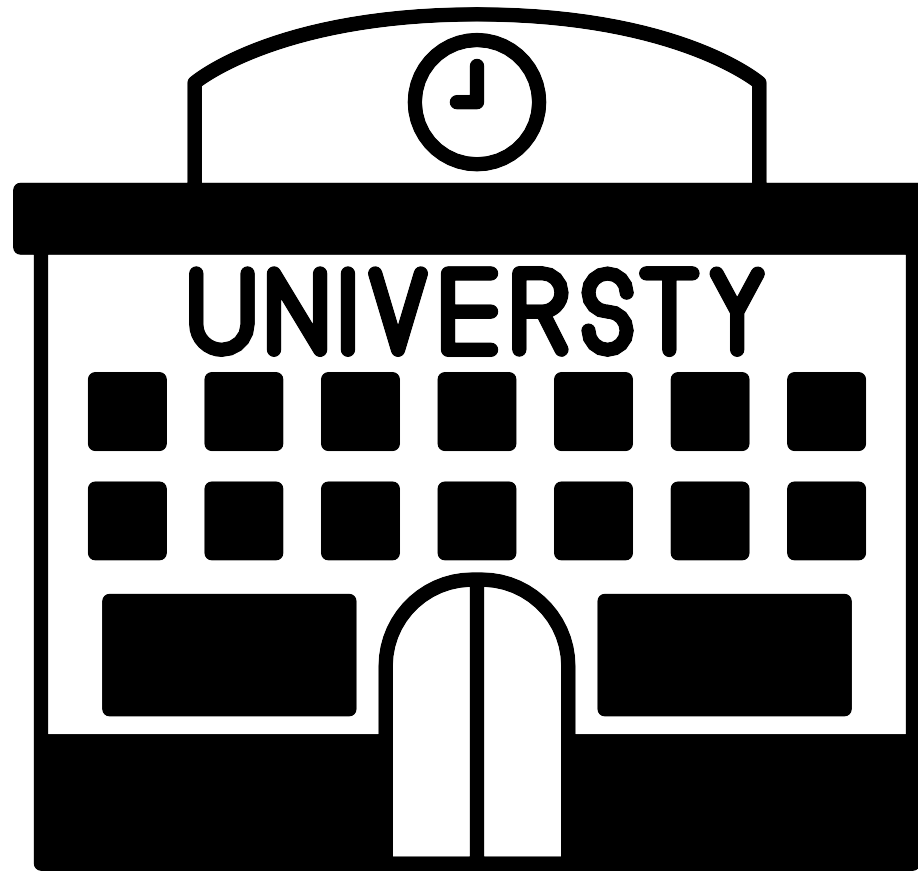
Workshop Assessment Plans &
Think About Improvement



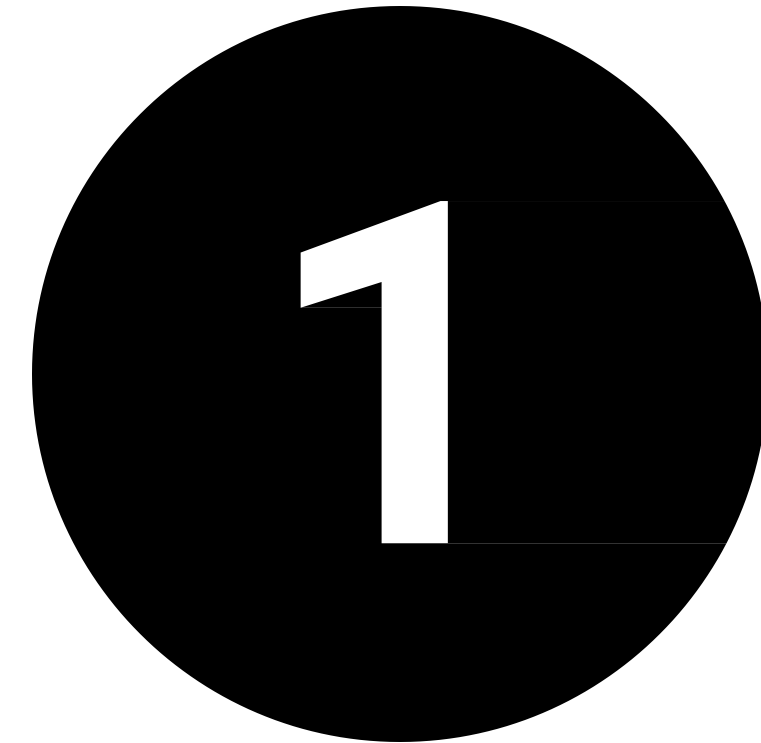
INTRODUCTIONS



Name

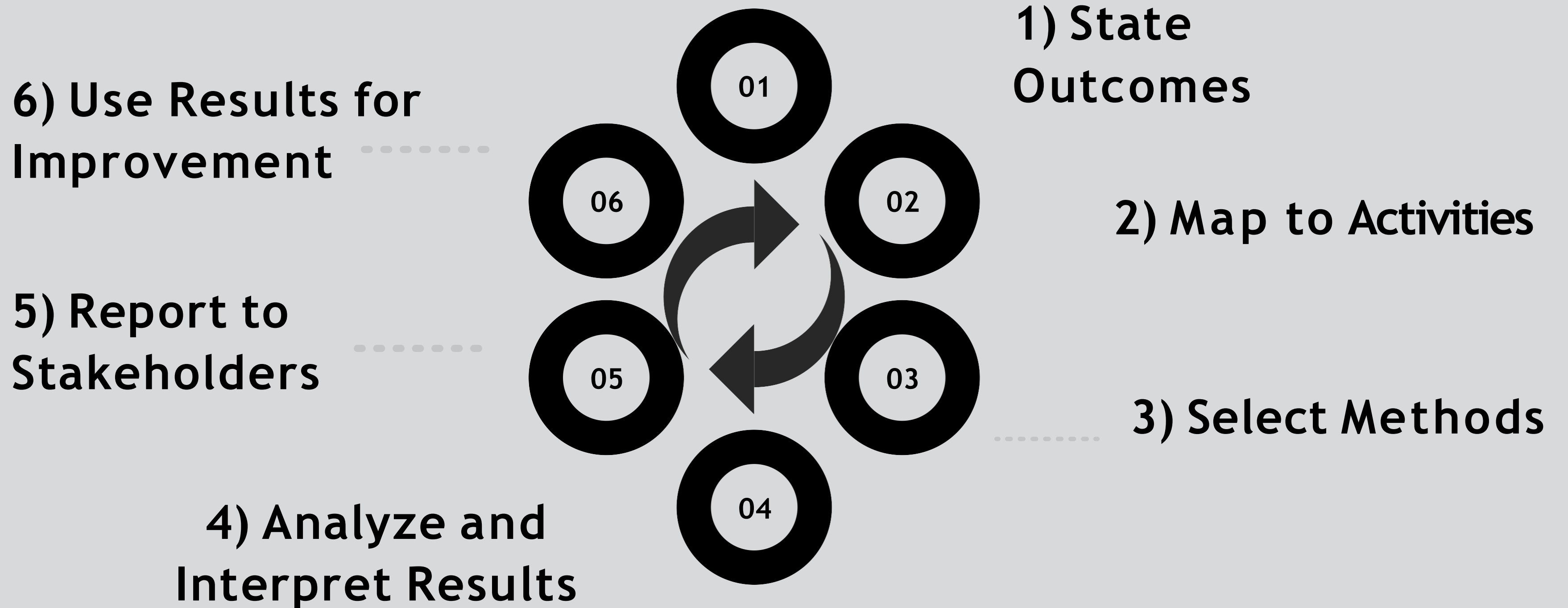


Role @ Queens
College



One Thing
(you hope to learn)

ASSESSMENT CYCLE

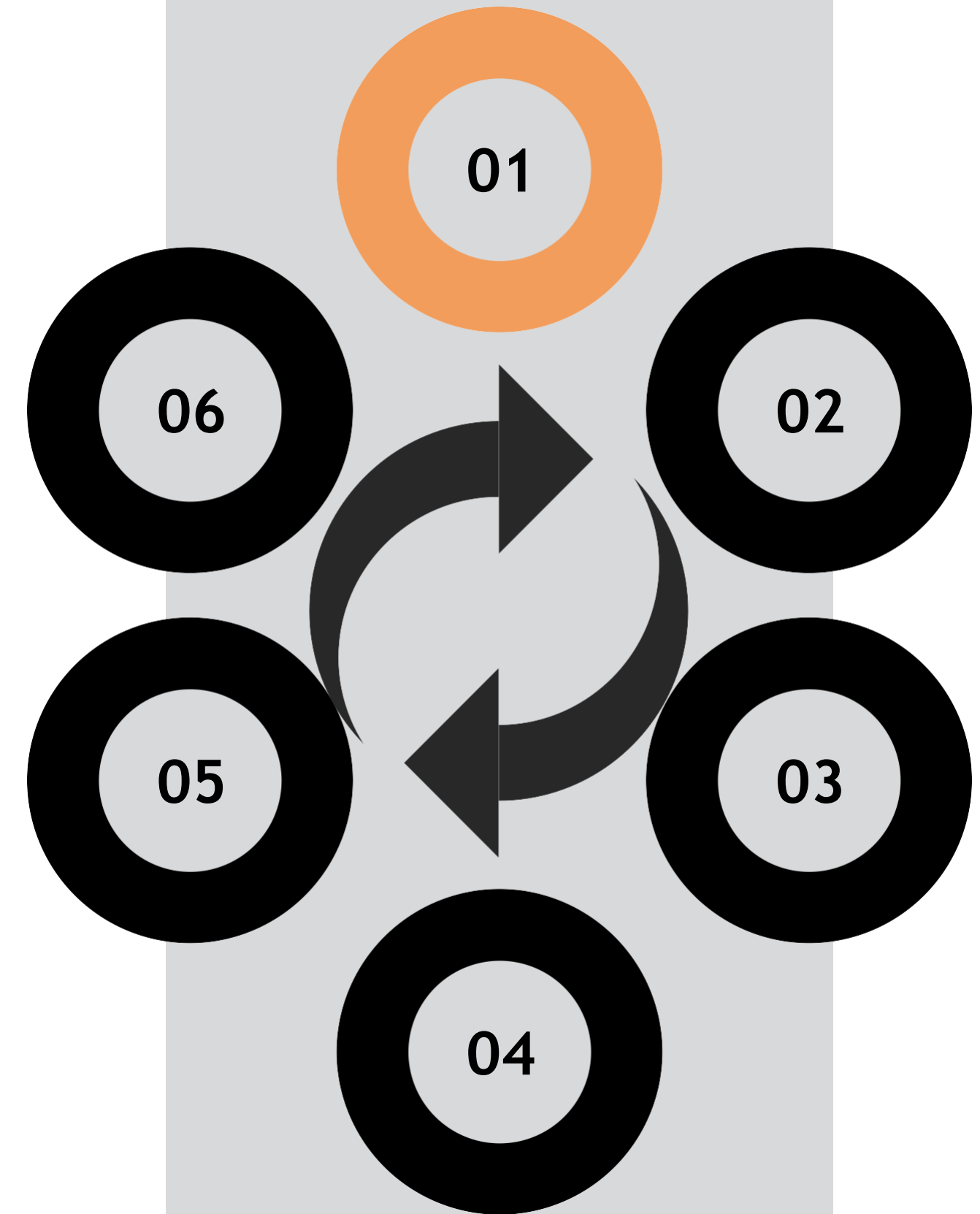




STEP 1: STATE OUTCOMES

**Administrative
outcomes are what your
unit hopes to affect.**

**Psst...if your unit is trying to
affect student learning then they
are student learning outcomes.**

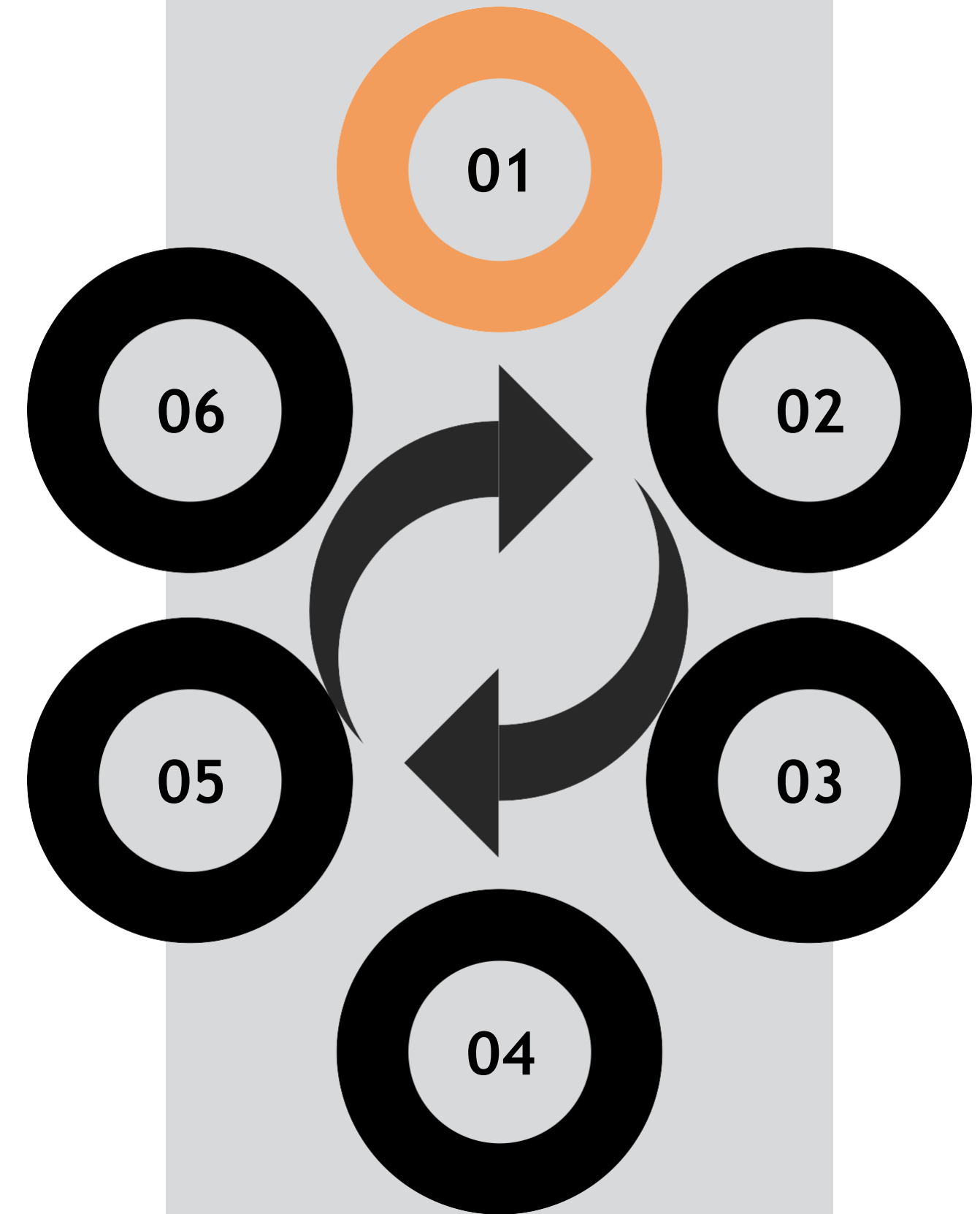




STEP 1: STATE OUTCOMES (sometimes as)

Administrative assessment.

1. Operational goals deal with the functions, demands, resources, and efficiencies of the unit.
2. Student goals address how the unit contributes to the success or development of students.

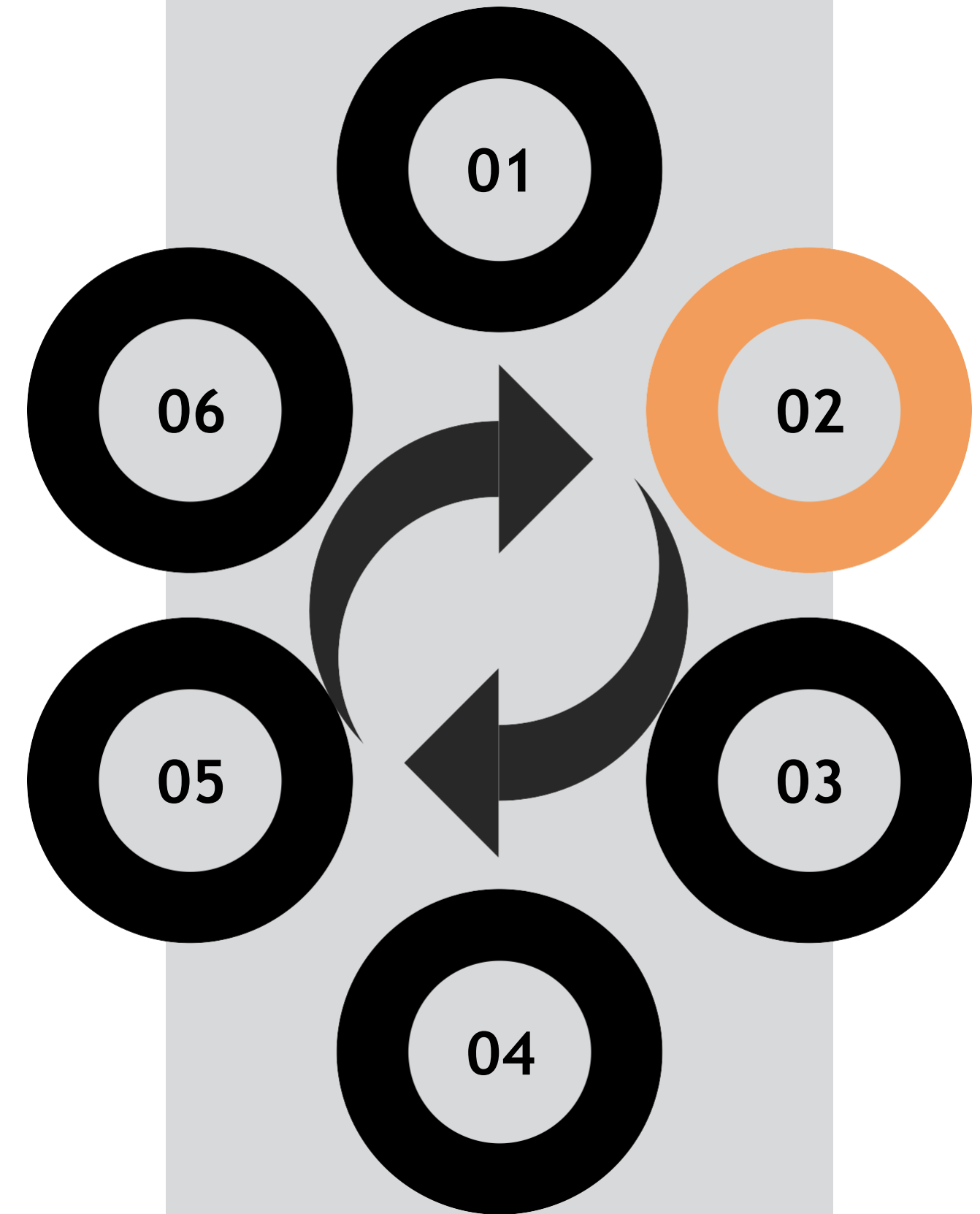


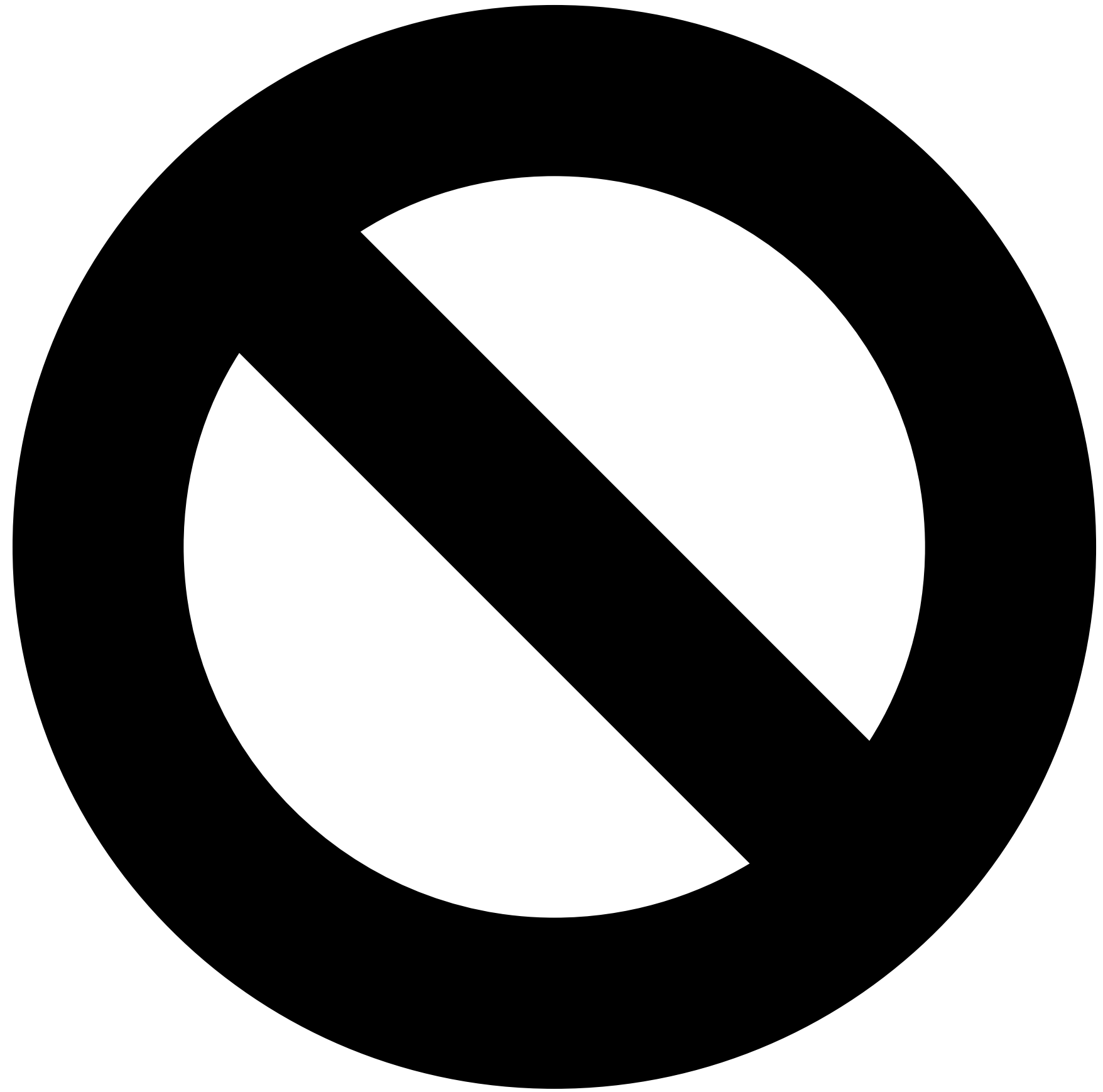


STEP 2: MAP ACTIVITIES TO OUTCOMES

Identify activities your unit implements to achieve the specified outcomes.

Referred to as *Program Theory*
– How the design of a program should theoretically affect your outcomes.







Outcome VS. Action

(Intended) Outcome: A desired IMPACT of your office's efforts

Action: What you do to achieve outcome

The two are often confused. However, the distinction is not always clear cut.

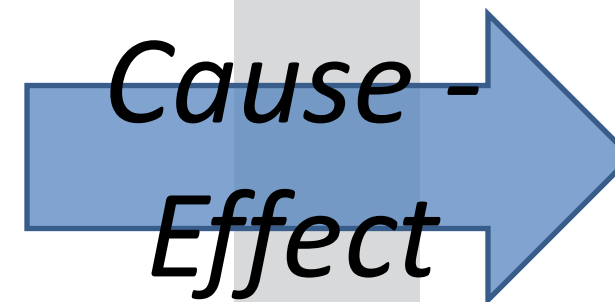




Example 1

Action

Two pills every
four hours for
three days



Intended Outcome

My temperature
will drop from 101
to 98.6

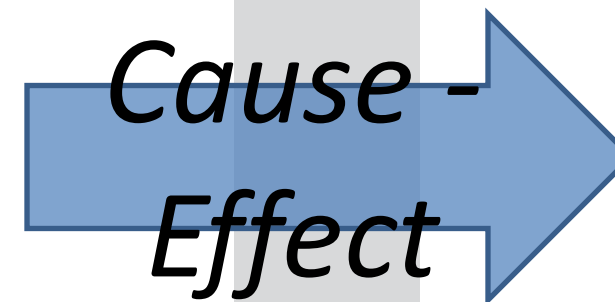


Example 2

Action

Watch tutorials
on YouTube

Practice



Intended Outcome

I will perform a
new dance move
(the Running
Man).



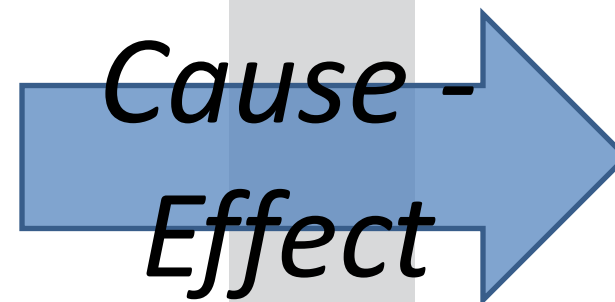
Example 3

Action

Realtors will attend summer retreat on better sales tactics.

Realtors, on average, will show 50 houses per year.

The marketing office will advertise via Google, the weekly real estate digest, etc.



Intended Outcome

The real estate office will sell 10 million dollars worth of homes in 2026 (2 million more than 2025).



Outcome OR Action?

The assessment director will meet with all unit coordinators on campus.





Outcome OR Action?

The Center for Civic Engagement will provide brochures to students on the importance of voting.





Outcome OR Action?

Facilities Management will buy new
lawn mowers.

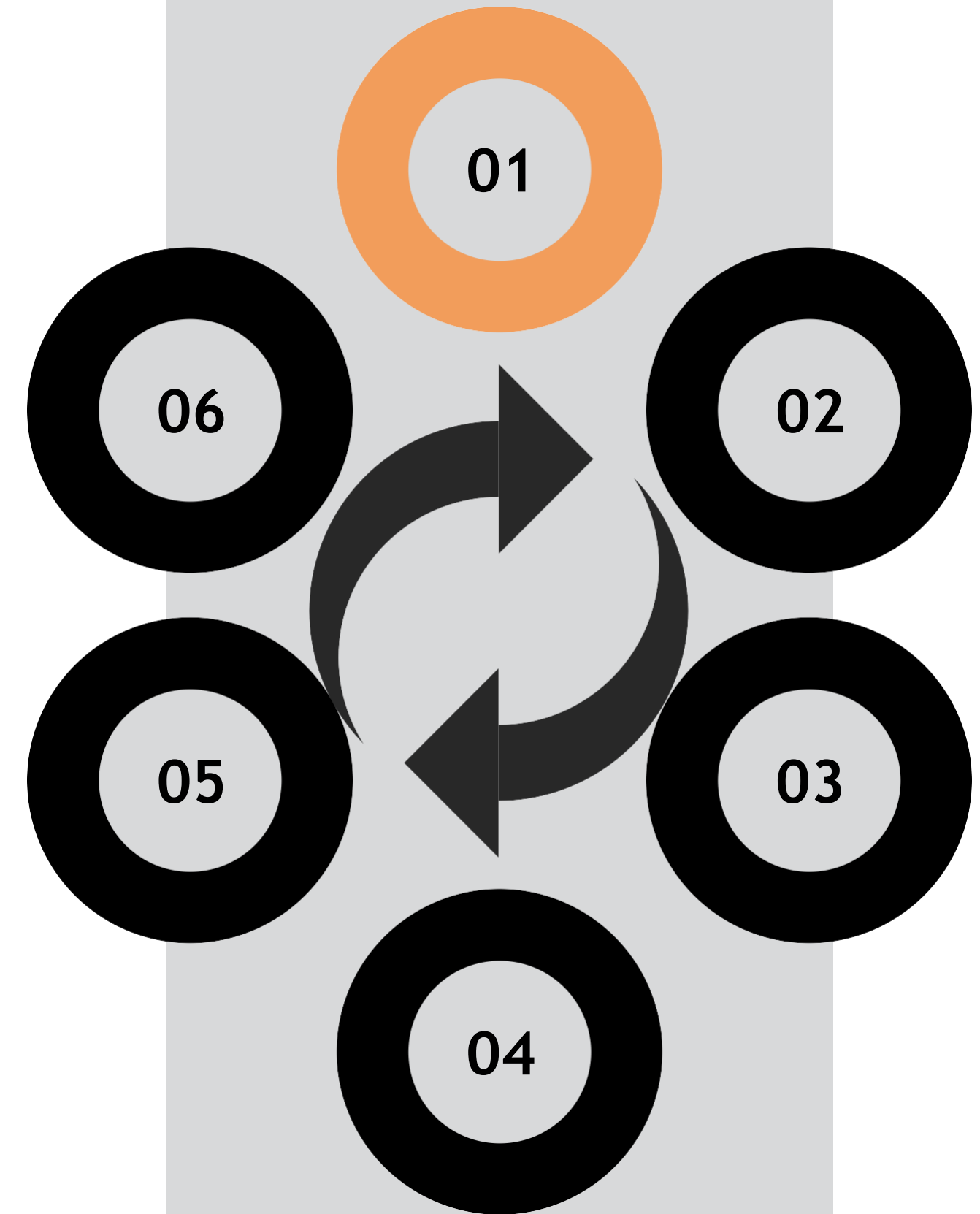




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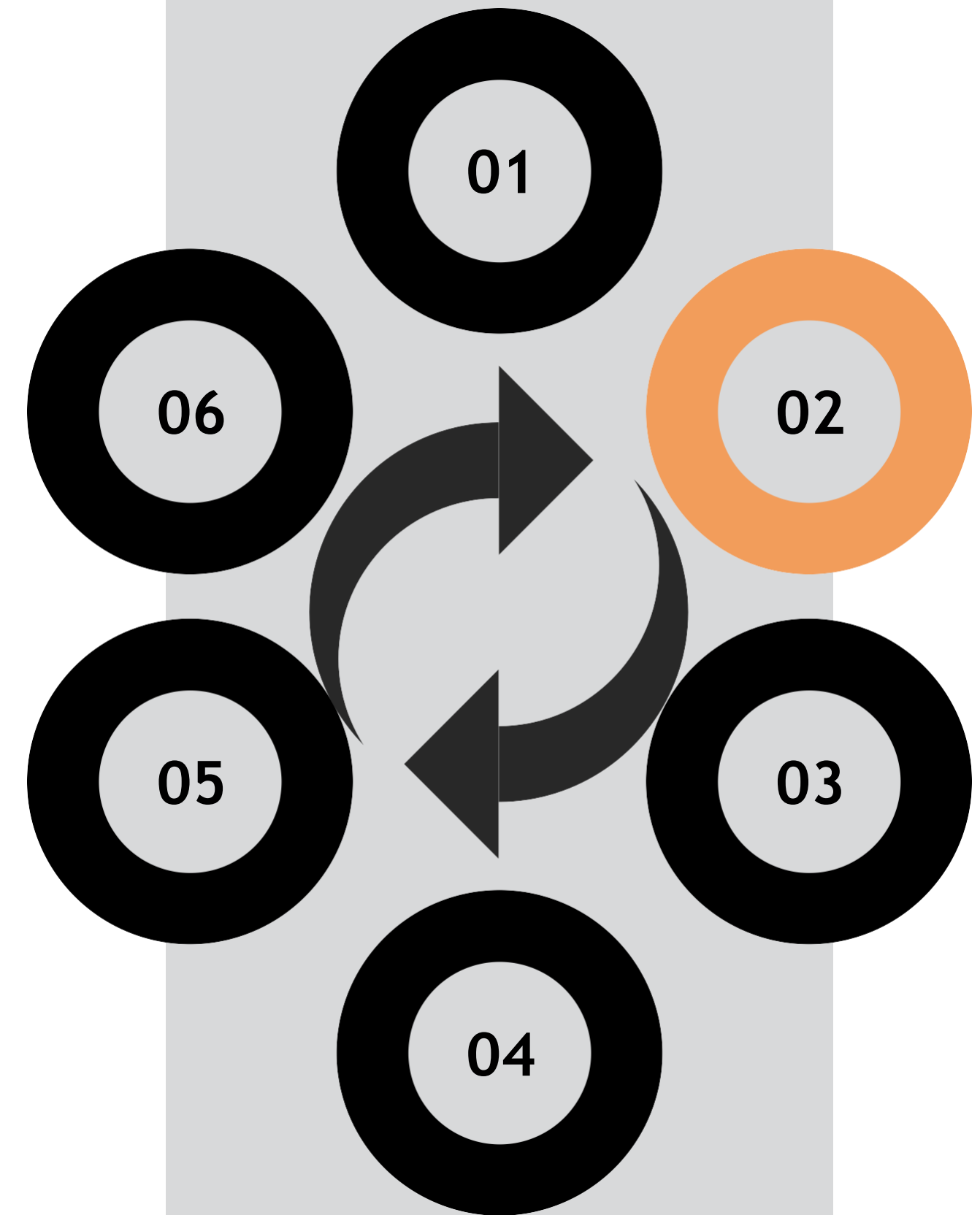




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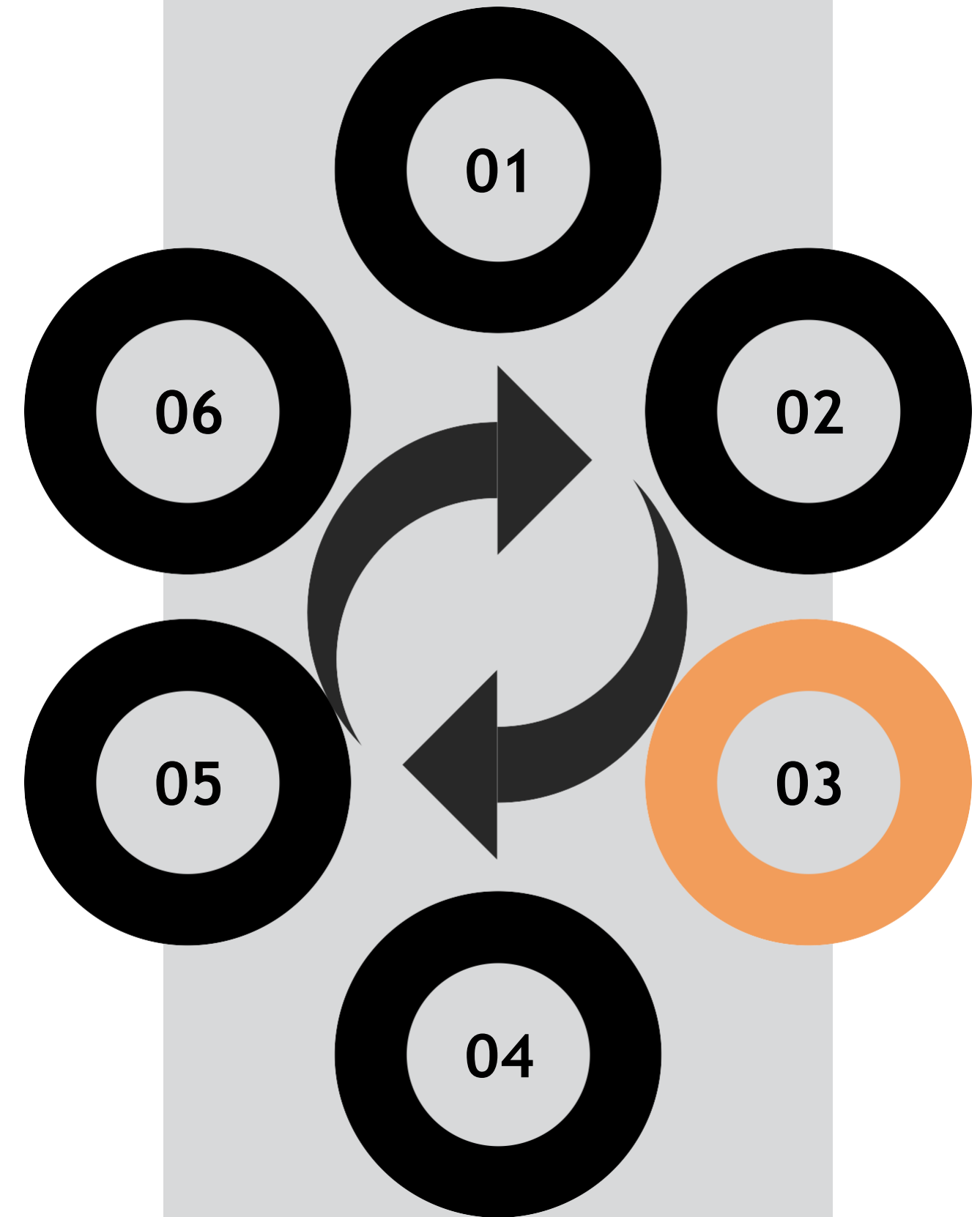
Referred to as *Program Theory*
– How the design of a program should theoretically affect your outcomes.





STEP 3: SELECT METHODS

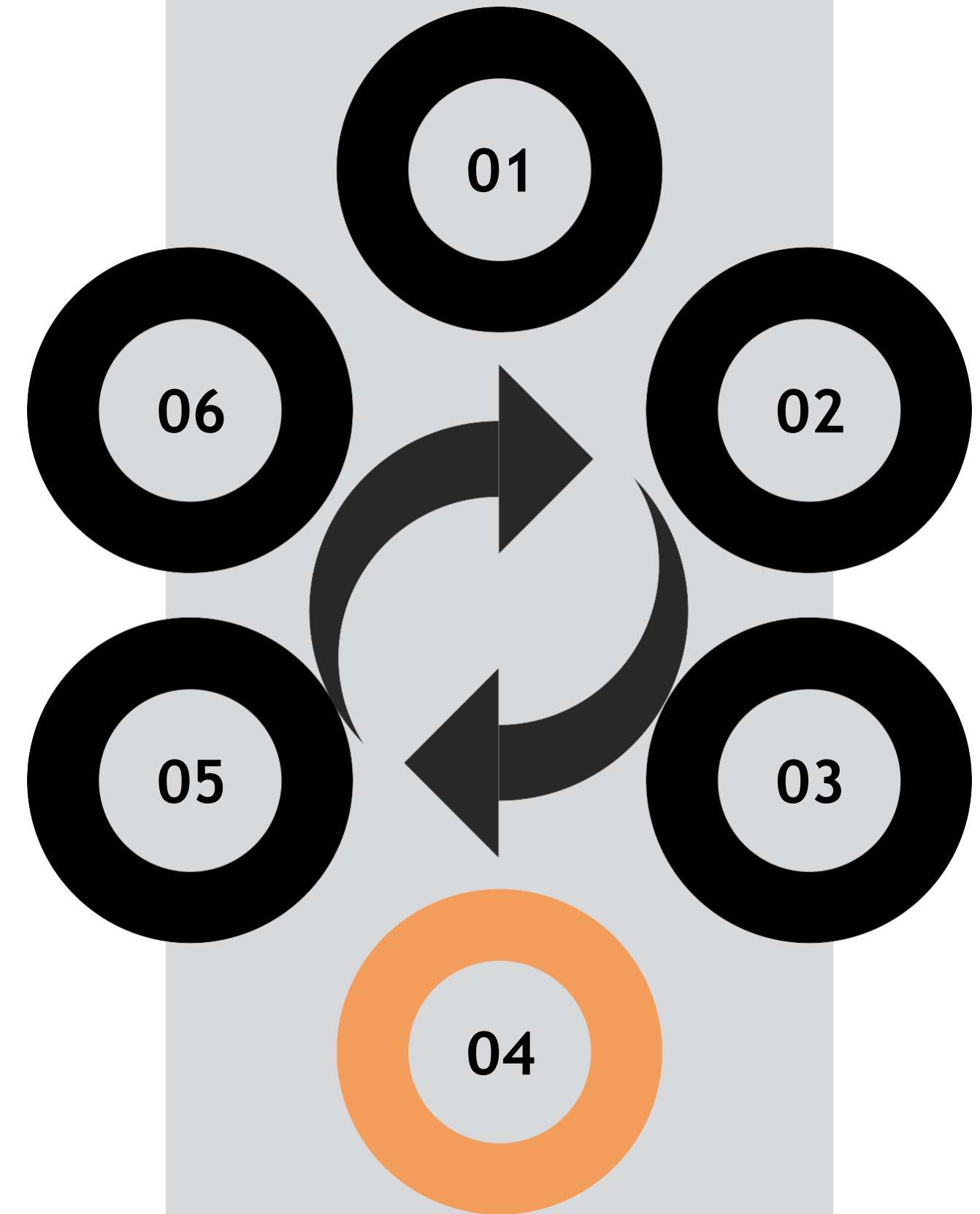
Select instruments and data collection strategies to gather evidence about AOs.





STEP 4: ANALYZE AND INTERPRET RESULTS

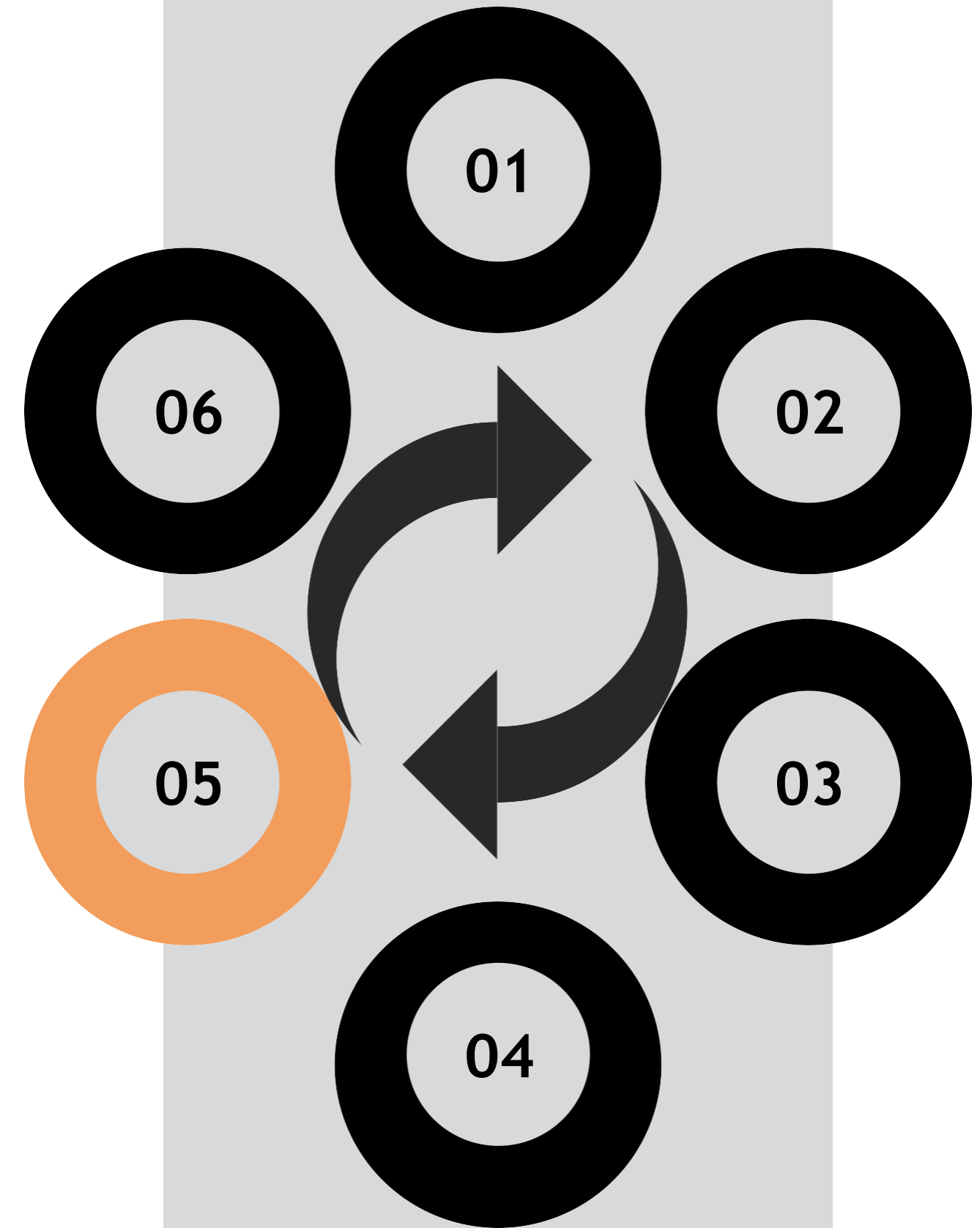
What did you find, and what does it mean relative to your AOs?





STEP 5: REPORTING TO STAKEHOLDERS

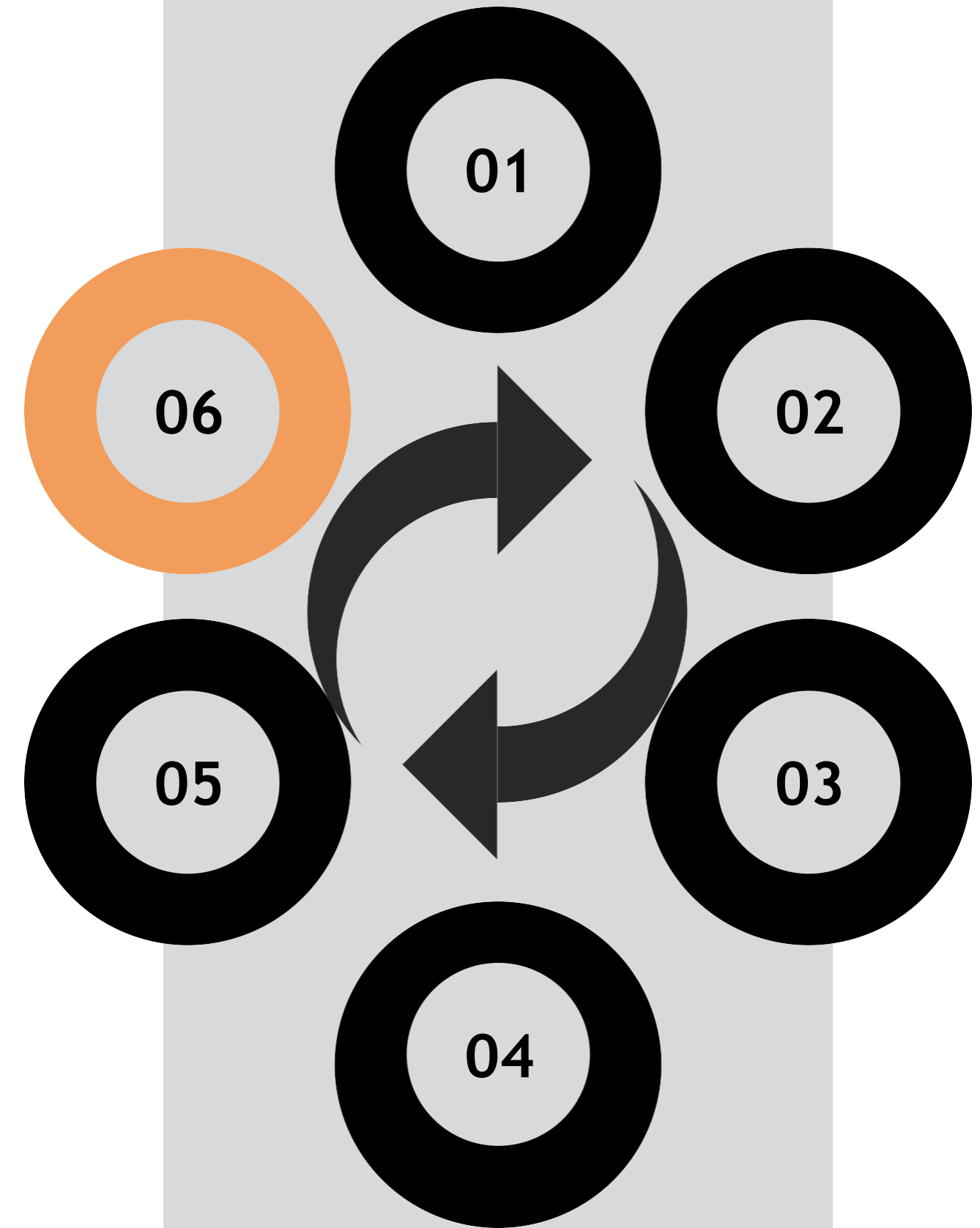
Identify stakeholders and what they want and need to know.





STEP 6: USING RESULTS FOR IMPROVEMENT

Improvement influenced by evidence is the main purpose of assessment.





LET'S WALK THROUGH AN EXAMPLE

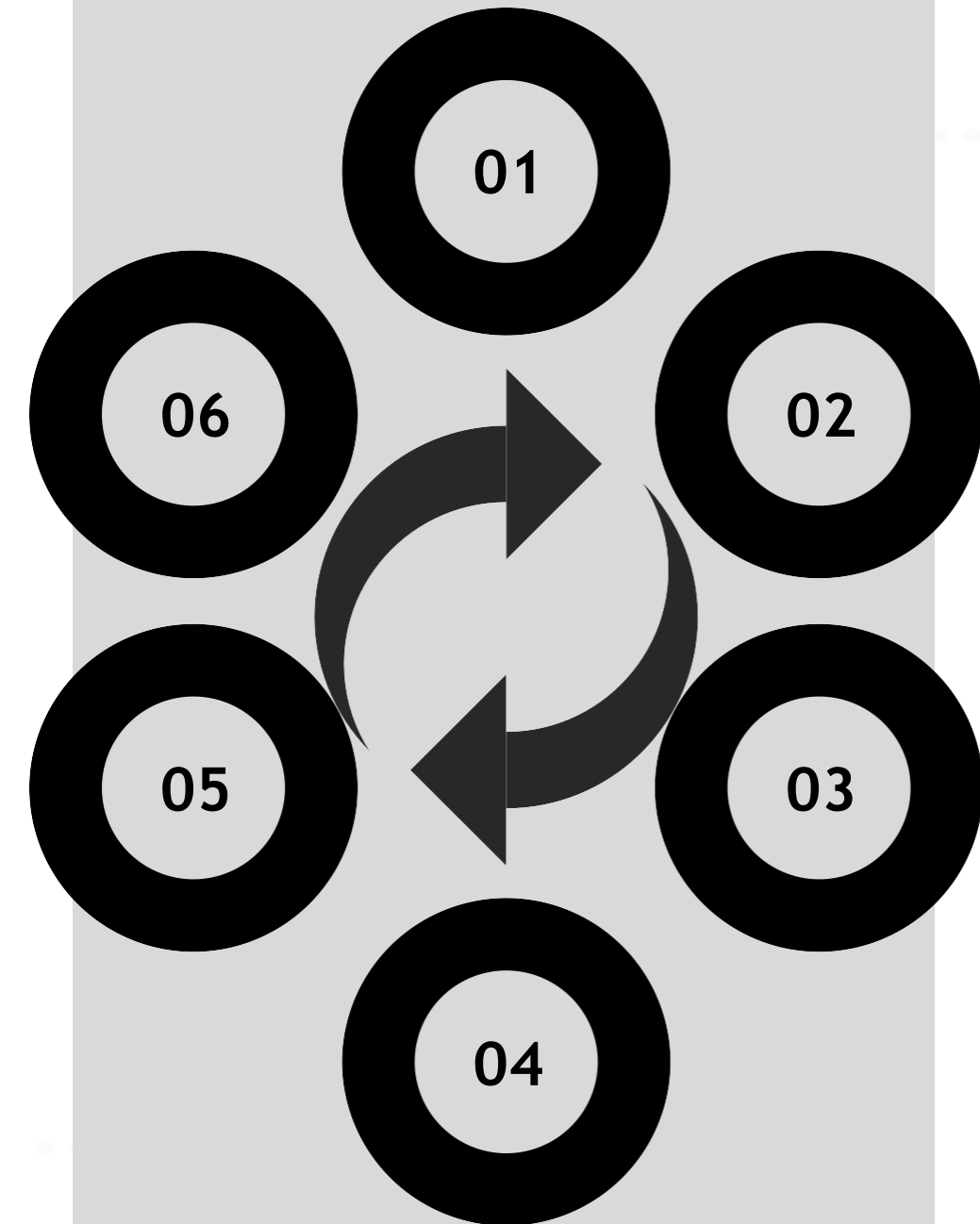


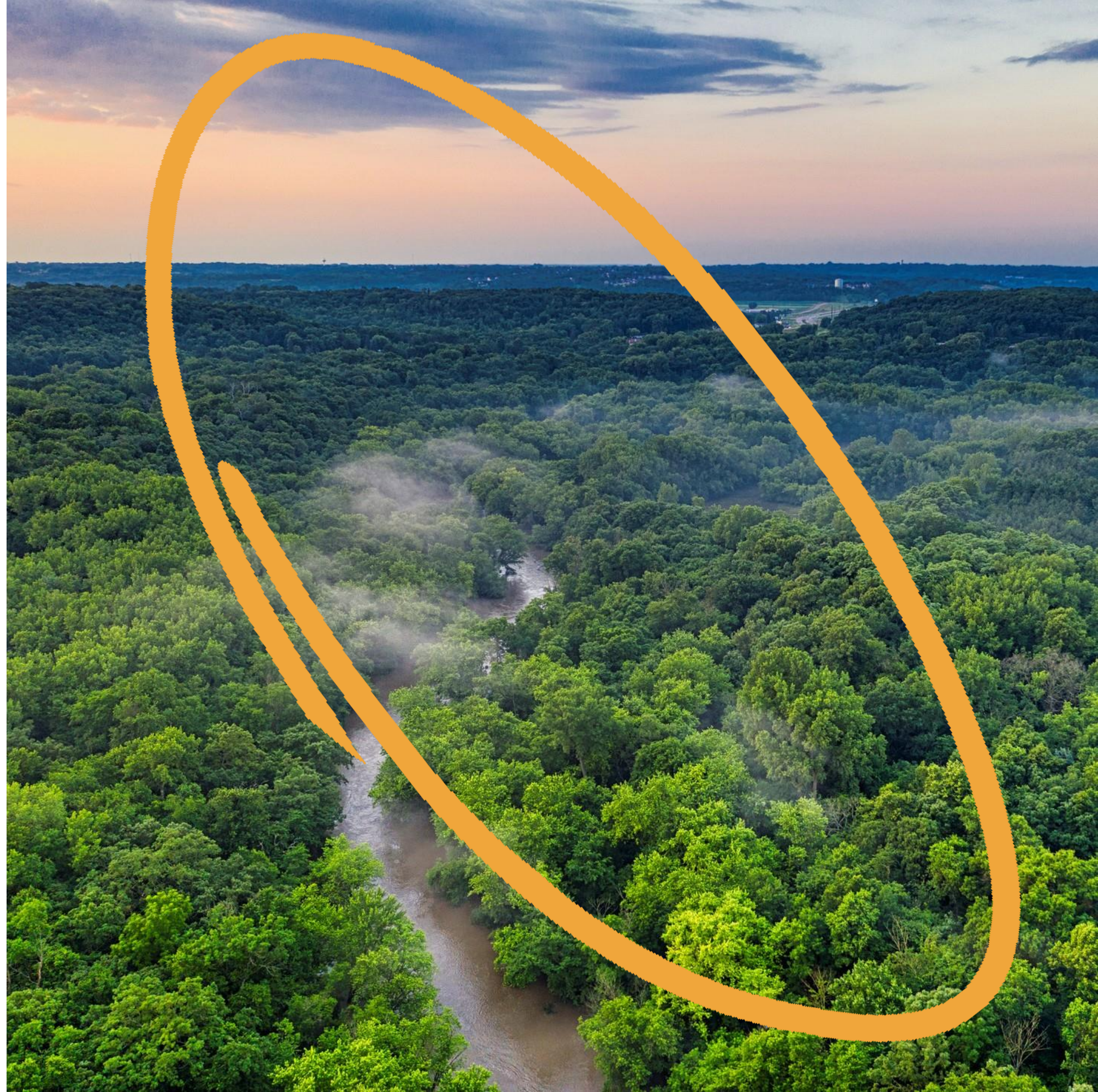
**Imagine your boss said
your unit needs more
national visibility.**

What's the first step?



1. Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).
2. Activities: 30 presentations; Facebook advertisements for presentations.
3. Methods: Attendee counting by presenters.
4. Results & Interpretation: 1,208 people attended our unit's live presentations. We missed our KSI by about 300 attendees.
5. Reporting Results: We share results at our end-of-year unit retreat with all employees and with our VP in the end-of-year report.
6. Use of Results: We will boost our presentations to about 40 next year to achieve 1,500.







ACTIVITY

- Distinguish among four hypothetical reports; each gets progressively better (aligns with workshop's second intended outcome).
- Context
 - Unit: Health Center
 - Outcome: Vaccinations





Report

- What do you like?

- What concerns do you have?





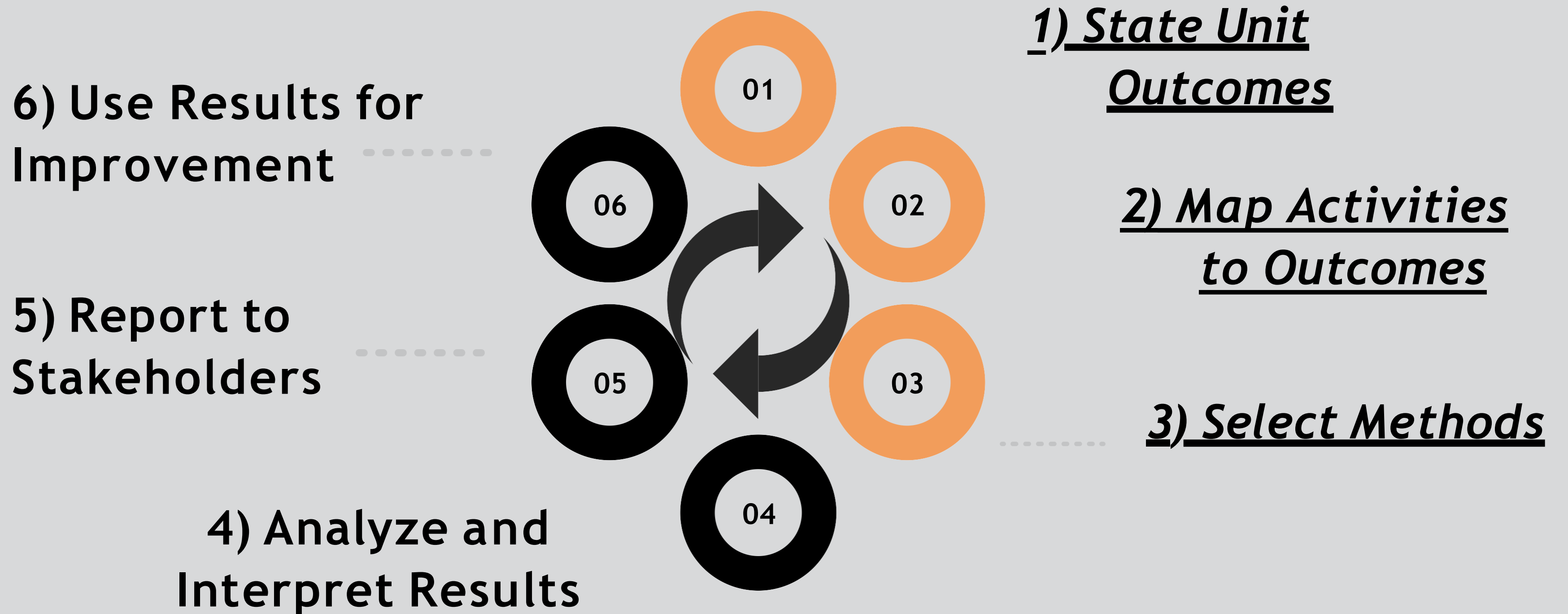
Report

- What is better than last report?
- What concerns do you have?





COMPONENTS OF AN ASSESSMENT PLAN





Question

What is the most important level, from a structural perspective?



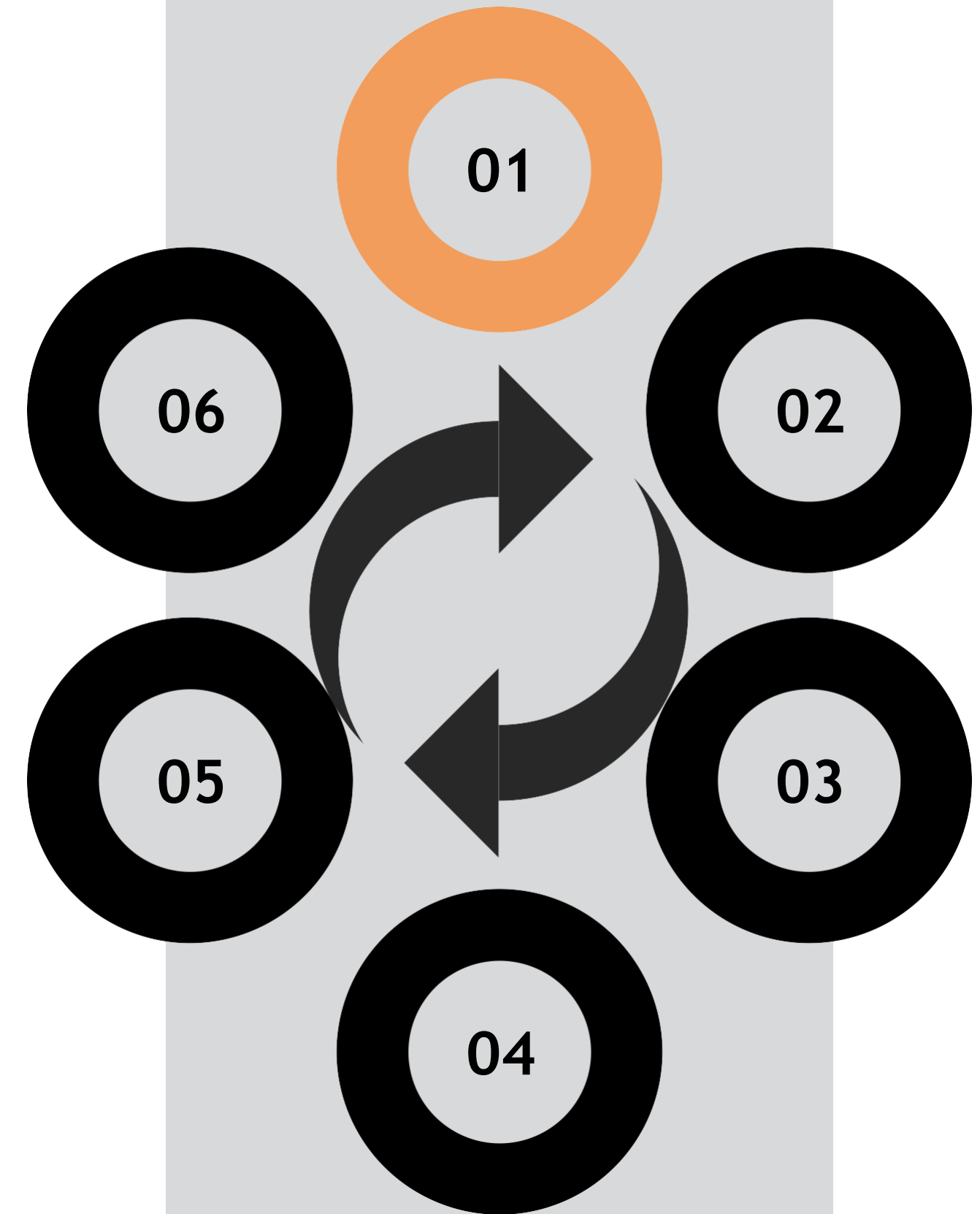
STEP 1: STATE LEARNING OUTCOMES

Good Practices

Make outcomes about...well,
outcomes.

Keep them SMART

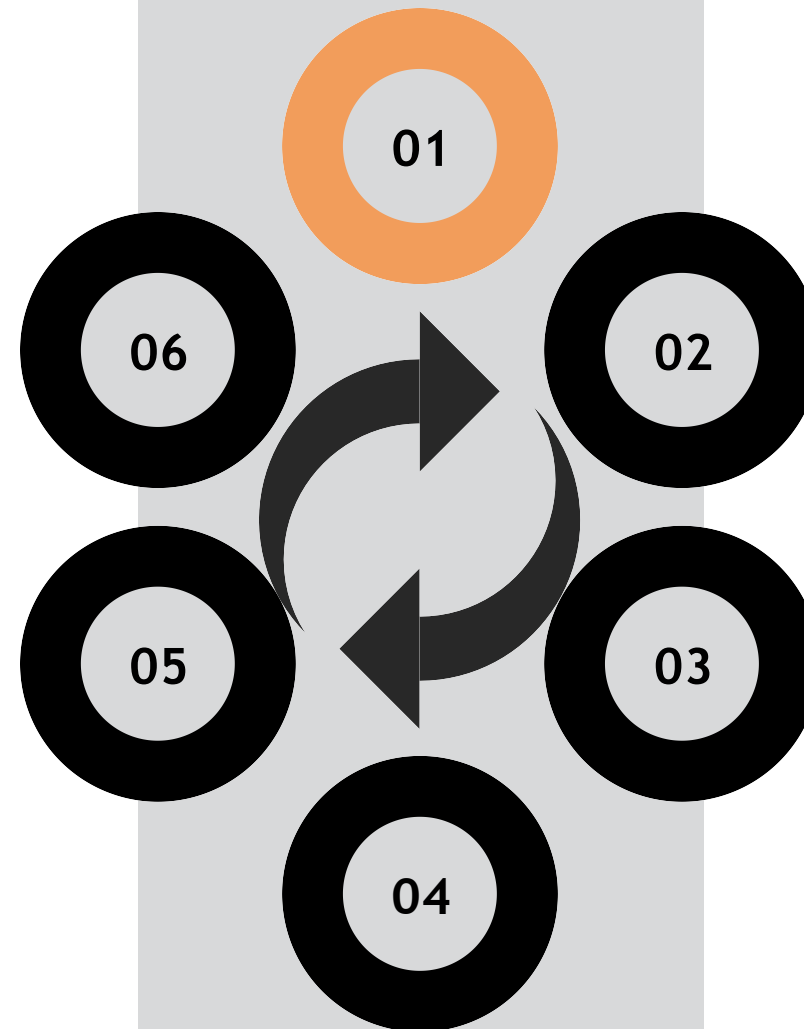
- (S)pecific
- (M)easurable
- (A)chievable
- (R)elevant
- (T)ime-bound



Outcomes (Stated Like Outcomes)

Unit 1

Our unit will deliver presentations.



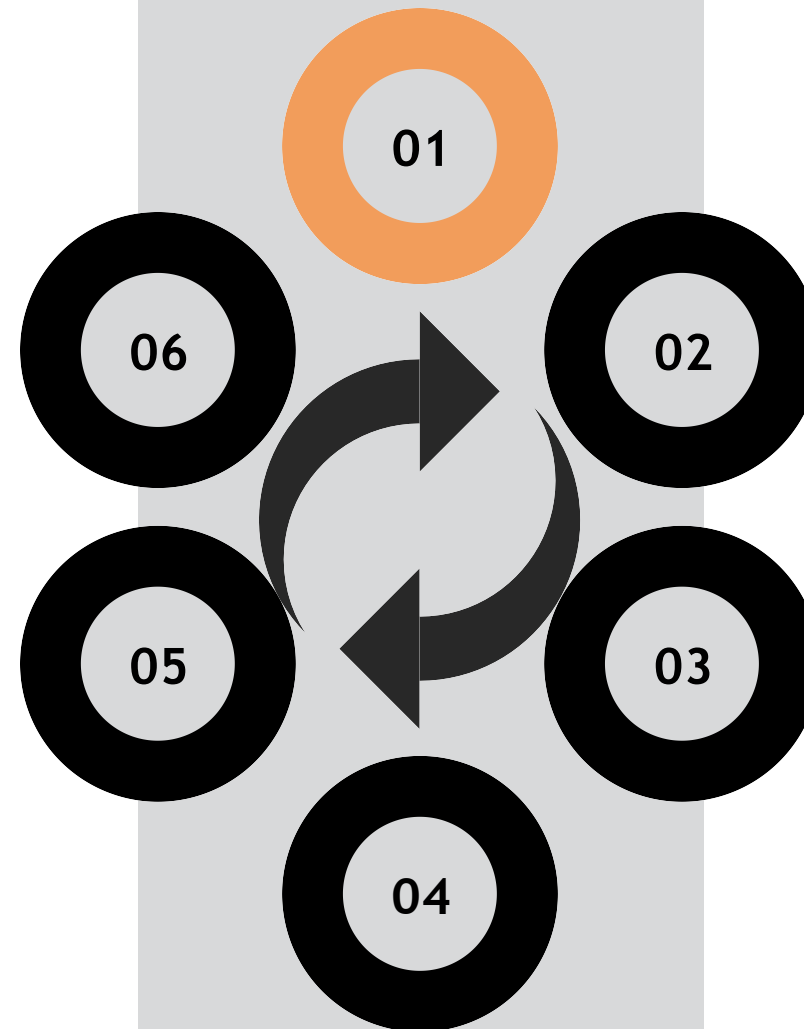
Unit 2

1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Outcomes (S)pecific

Unit 1

People will attend our unit's presentations.



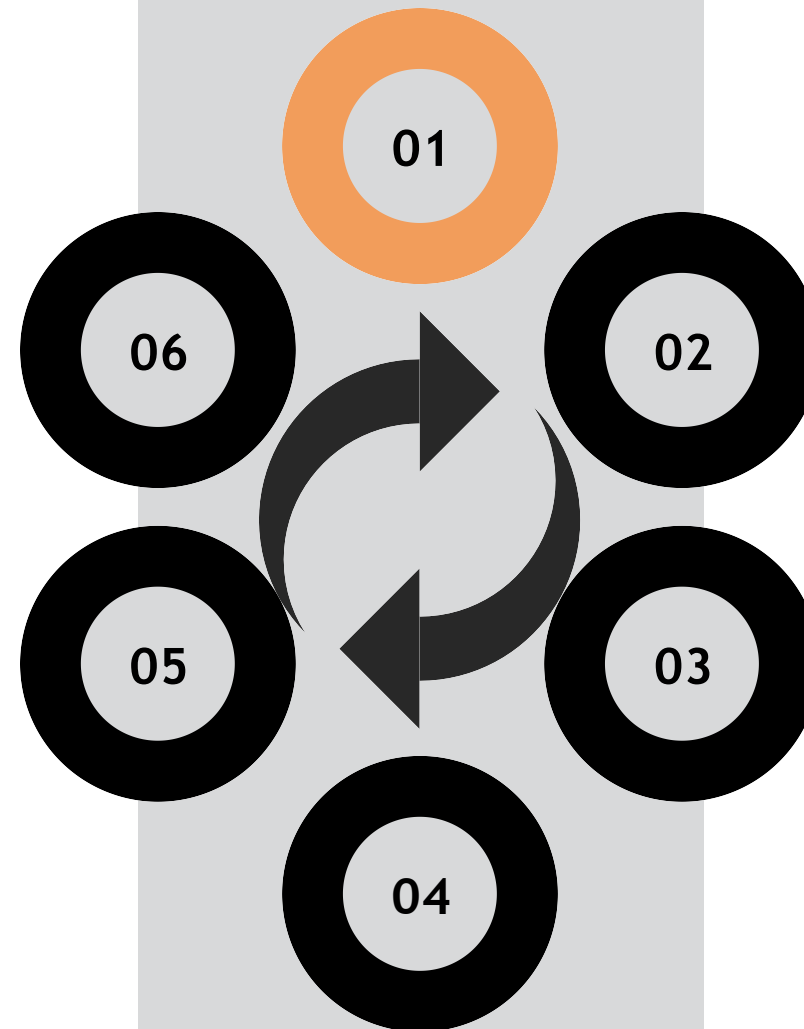
Unit 2

1,500 people will attend our unit's **live presentations (in person or virtual) in 2024-2025**, which links to XU's Strategic Goal 2C (Visibility).

Outcomes (M) easurable

Unit 1

People will attend our unit's presentations (in person or virtual).



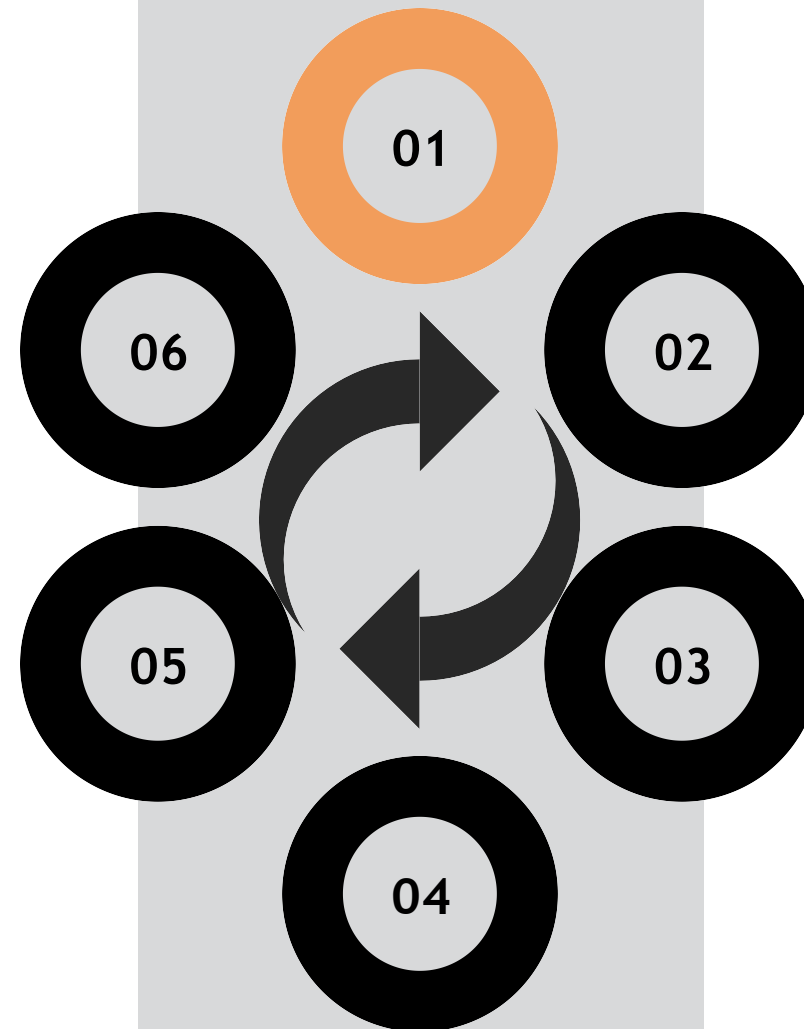
Unit 2

1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Outcomes (A)chievable

Unit 1

10,000,000 people will attend our unit's presentations (in person or virtual).



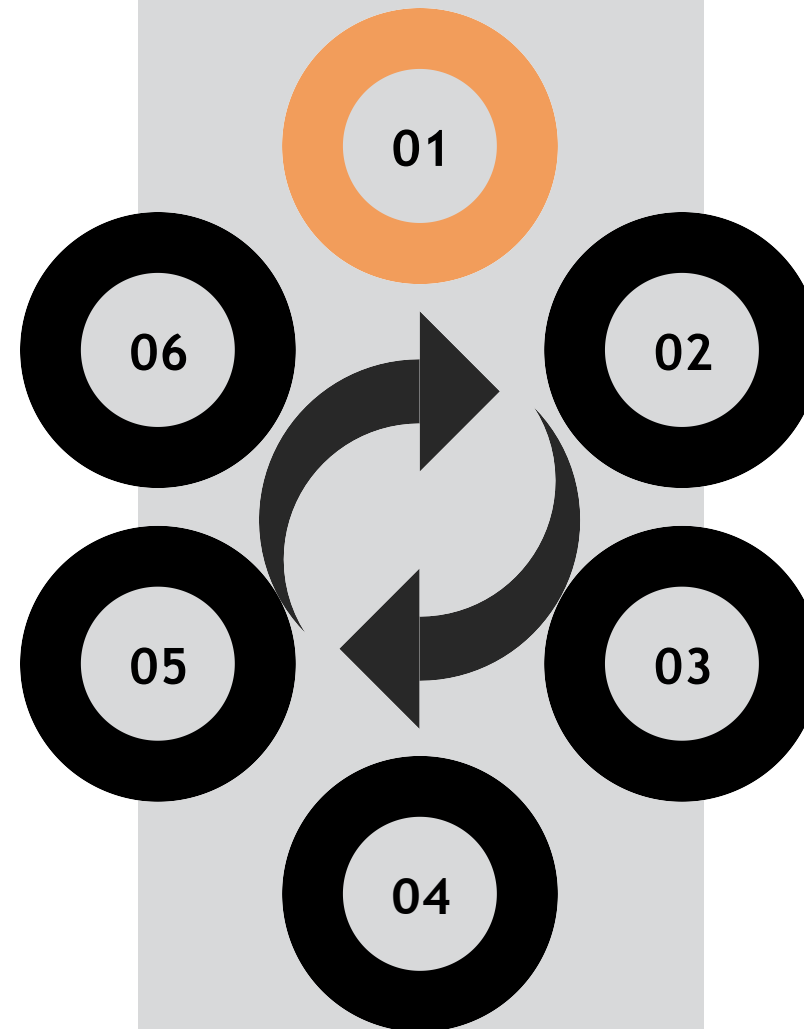
Unit 2

1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Outcomes (R)elevant

Unit 1

1,500 people will attend our unit's presentations (in person or virtual).



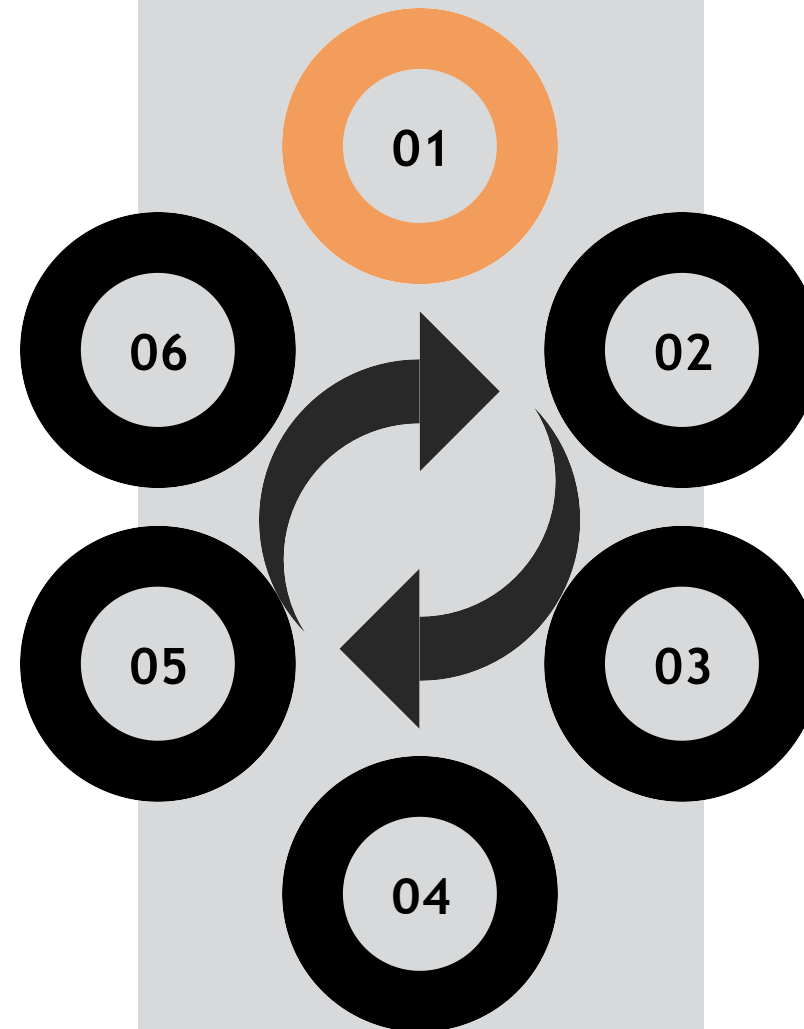
Unit 2

1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Outcomes (T)ime-bound

Unit 1

1,500 people will attend our unit's presentations (in person or virtual), which links to XU's Strategic Goal 2C (Visibility).



Unit 2

1,500 people will attend our unit's live presentations (in person or virtual) in **2024-2025**, which links to XU's Strategic Goal 2C (Visibility).




**PRACTICE
MAKES
PERFECT**



LET'S PRACTICE!

- Write one (or more) Unit Outcome(s) for your unit...
- Remember to...
 - Make it an outcome (NOT an ACTION)
 - Make it SMART



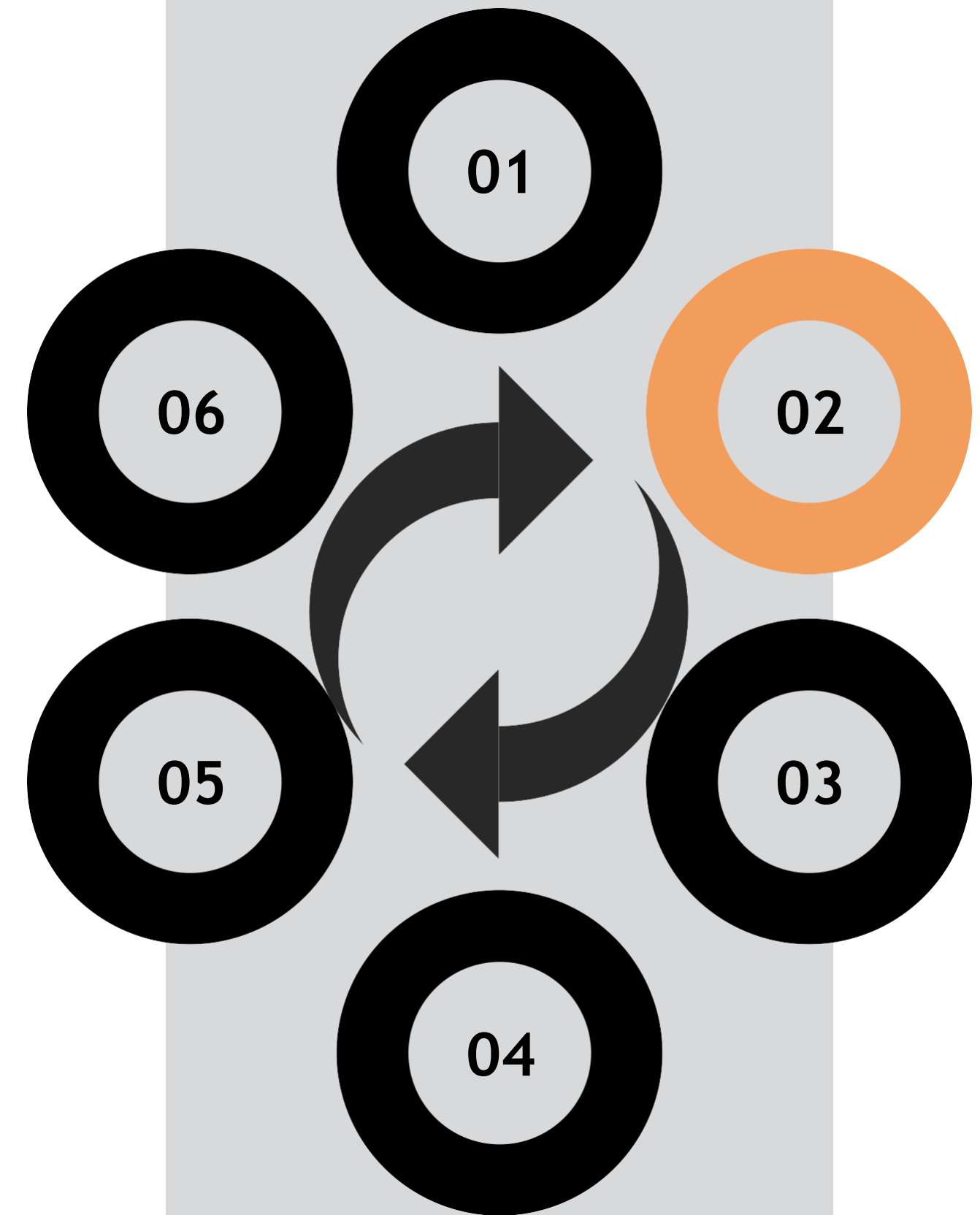
Time for
a break!



STEP 2: MAP ACTIVITIES TO OUTCOMES

Good Practices

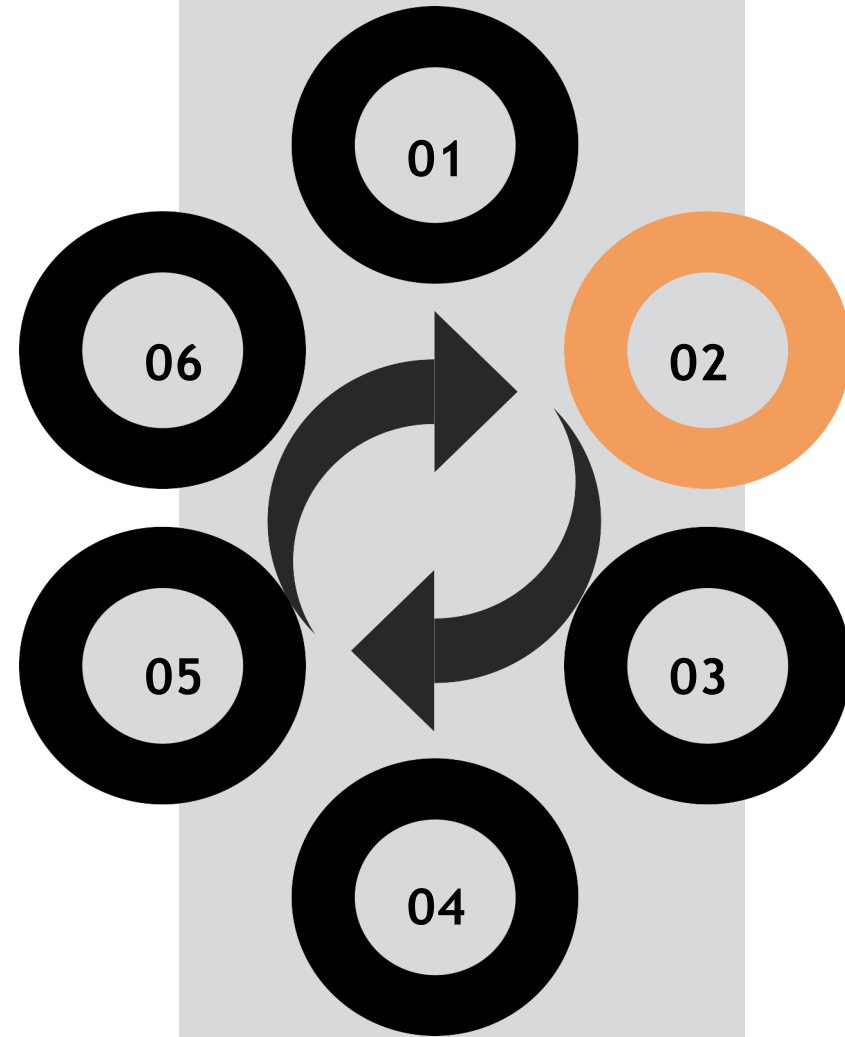
- Provide one or more activities for each outcome.
- Be specific.
- Provide a rationale for why you believe these activities will work (better yet provide research).



Activities (Have Some)

Unit 1

???



Unit 2

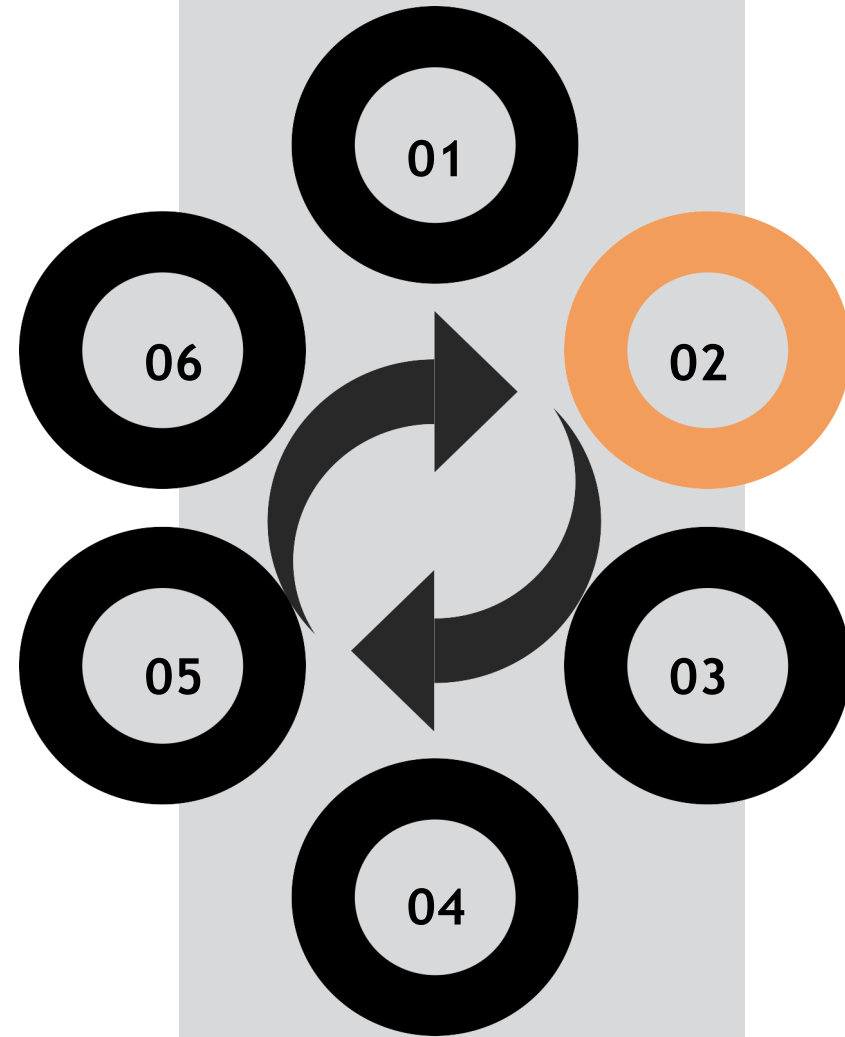
- Give presentations.
- Advertise on Facebook.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Activities (Be Specific)

Unit 1

- Give presentations.
- Advertise on Facebook.



Unit 2

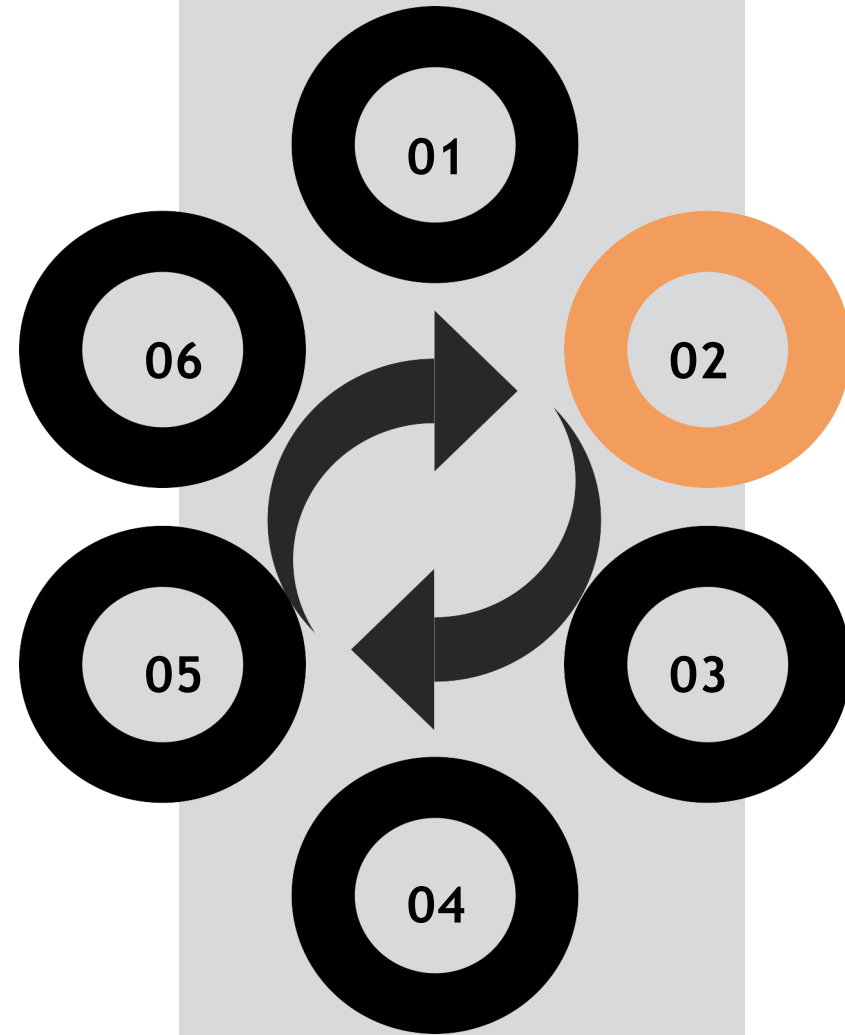
- Give 30 presentations across top 8 conferences.
- Advertise on Facebook, at least 3 posts per presentation.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Activities (Provide a Rationale)

Unit 1

- Give 30 presentations across top 8 conferences.
- Advertise on Facebook, at least 3 posts per presentation.



Unit 2

- Give 30 presentations across top eight conferences. We have averaged about 50 attendees in the past.
- Advertise on Facebook, at least 3 posts per presentation. We've found that when we advertise, we get 30% more attendees.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).



**PRACTICE
MAKES
PERFECT**

LET'S PRACTICE!

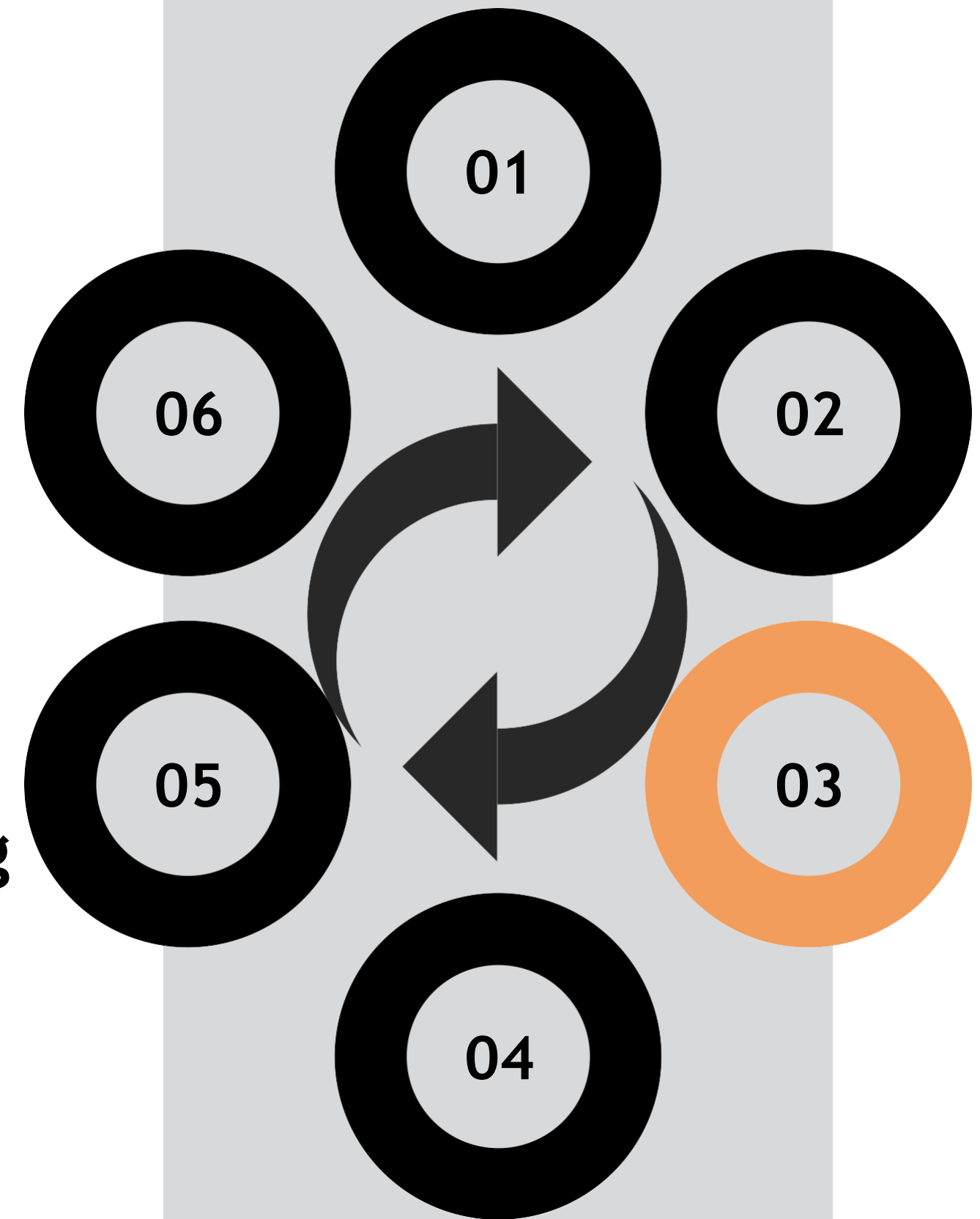
- Draft an Activity Map relative to your UO(s)...
- Remember to...
 - Provide at least one activity per outcome.
 - Provide detail INCLUDING rationale for why activities will support the outcome.



STEP 3: SELECT METHODS

Good Practices

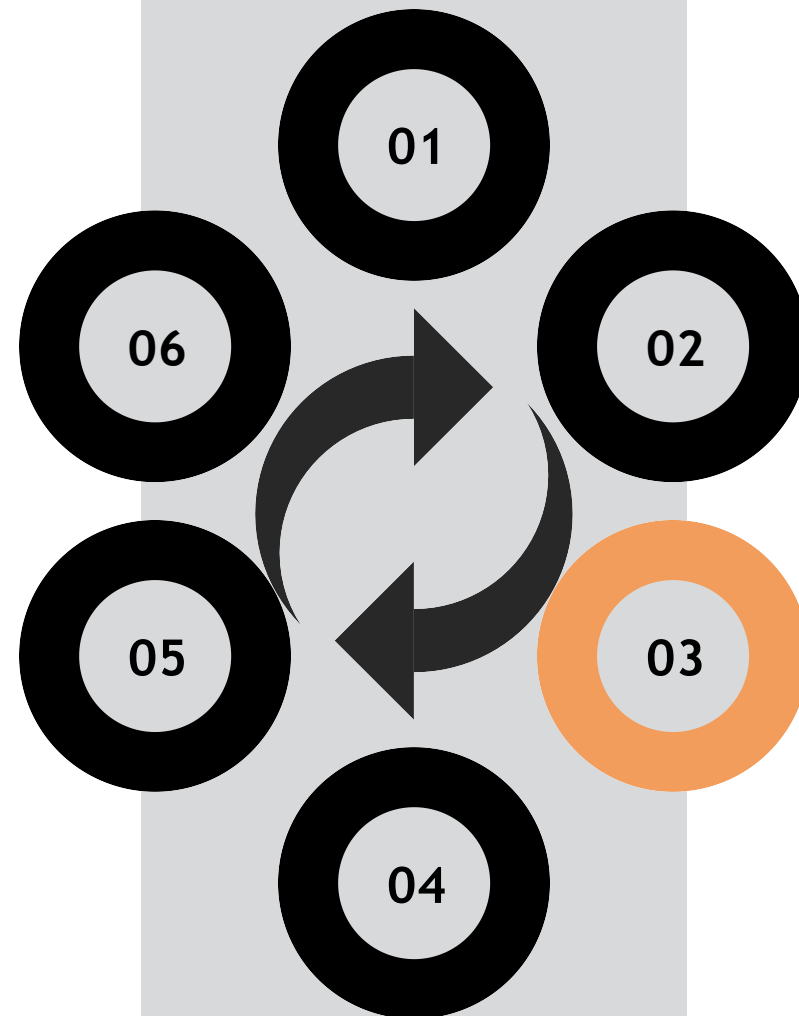
- Match the instrument to the UO.
- Establish criteria for success
- Select data collection method (for example, representative sampling or census)
- Collect additional reliability and validity information (advanced)



Match Instrument to UO

Unit 1

- Give a satisfaction survey at the end of each presentation.



Unit 2

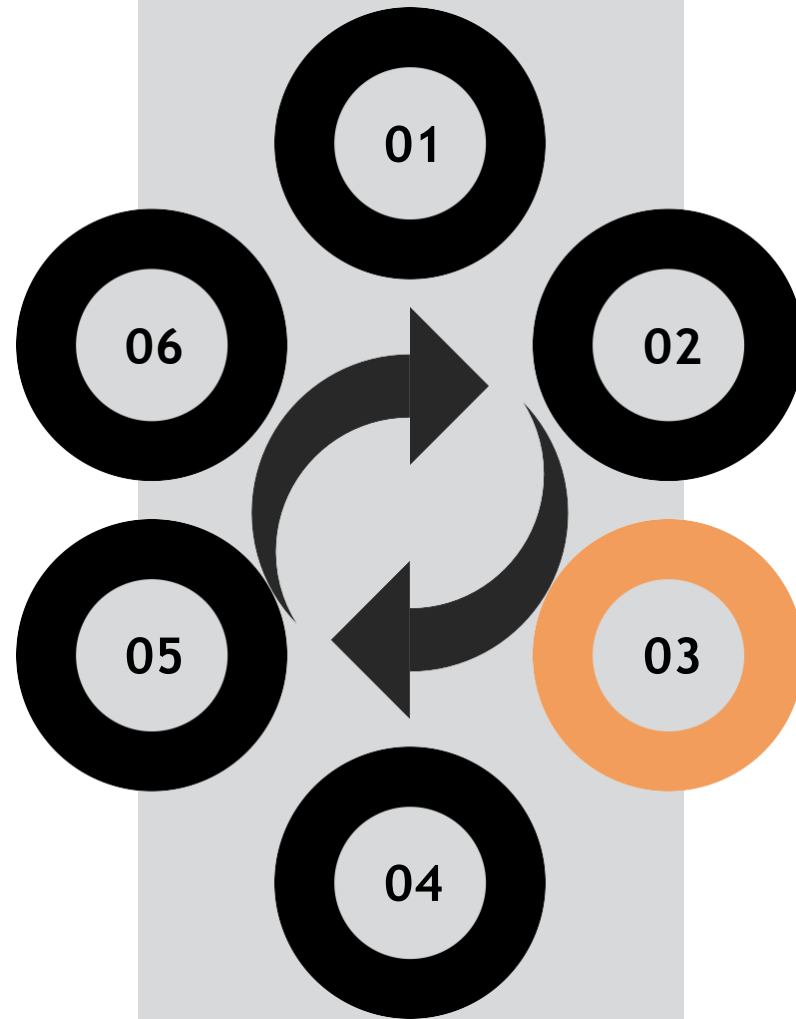
- Count # of attendees at each session.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Establish Criteria for Success

Unit 1

- Absent.



Unit 2

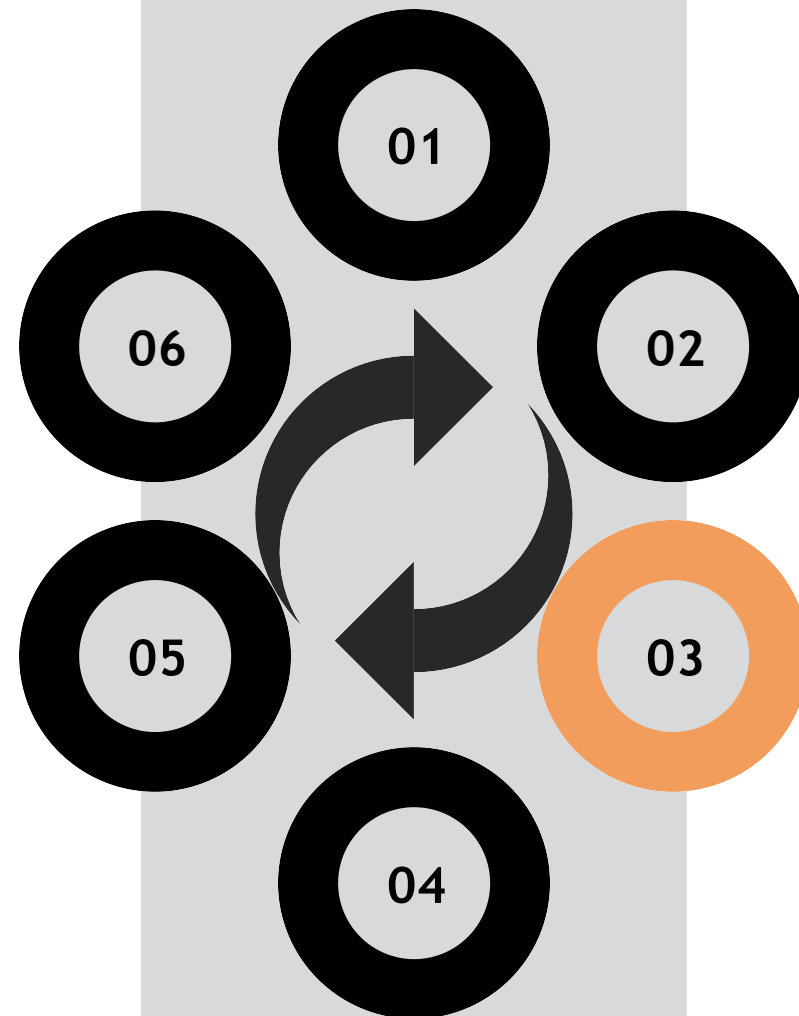
- We are hoping for 1,500 attendees. Last year, we had 1,012 attendees with 20 presentations. We plan on giving 30 presentations this year, which we assume will boost attendees by 50%.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Select Data Collection Method

Unit 1

- Absent.



Unit 2

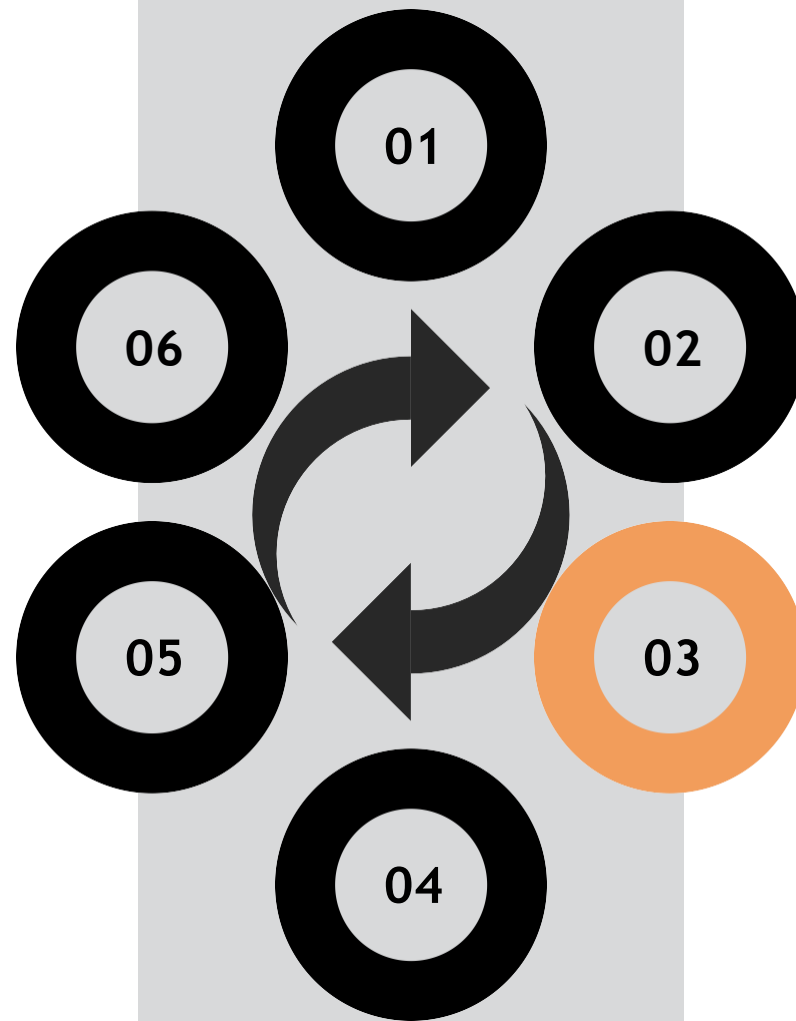
- After each presentation we ask presenters to immediately report the number of attendees in the audience..

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).

Additional Reliability and Validity Evidence (Advanced)

Unit 1

- Absent.



Unit 2

- Typically, a 2nd person from our unit attends our presentations, counts participants and confirms count with main presenter.

Outcome: 1,500 people will attend our unit's live presentations (in person or virtual) in 2024-2025, which links to XU's Strategic Goal 2C (Visibility).



LET'S PRACTICE!

- Draft a methodology section relative to your UO(s)...
- Remember to...
 - Match the instrument to the UO.
 - Establish criteria for success
 - Select data collection method (for example representative sampling or census)
 - Collect additional reliability and validity information (advanced)

**PRACTICE
MAKES
PERFECT**



Time for
a break!

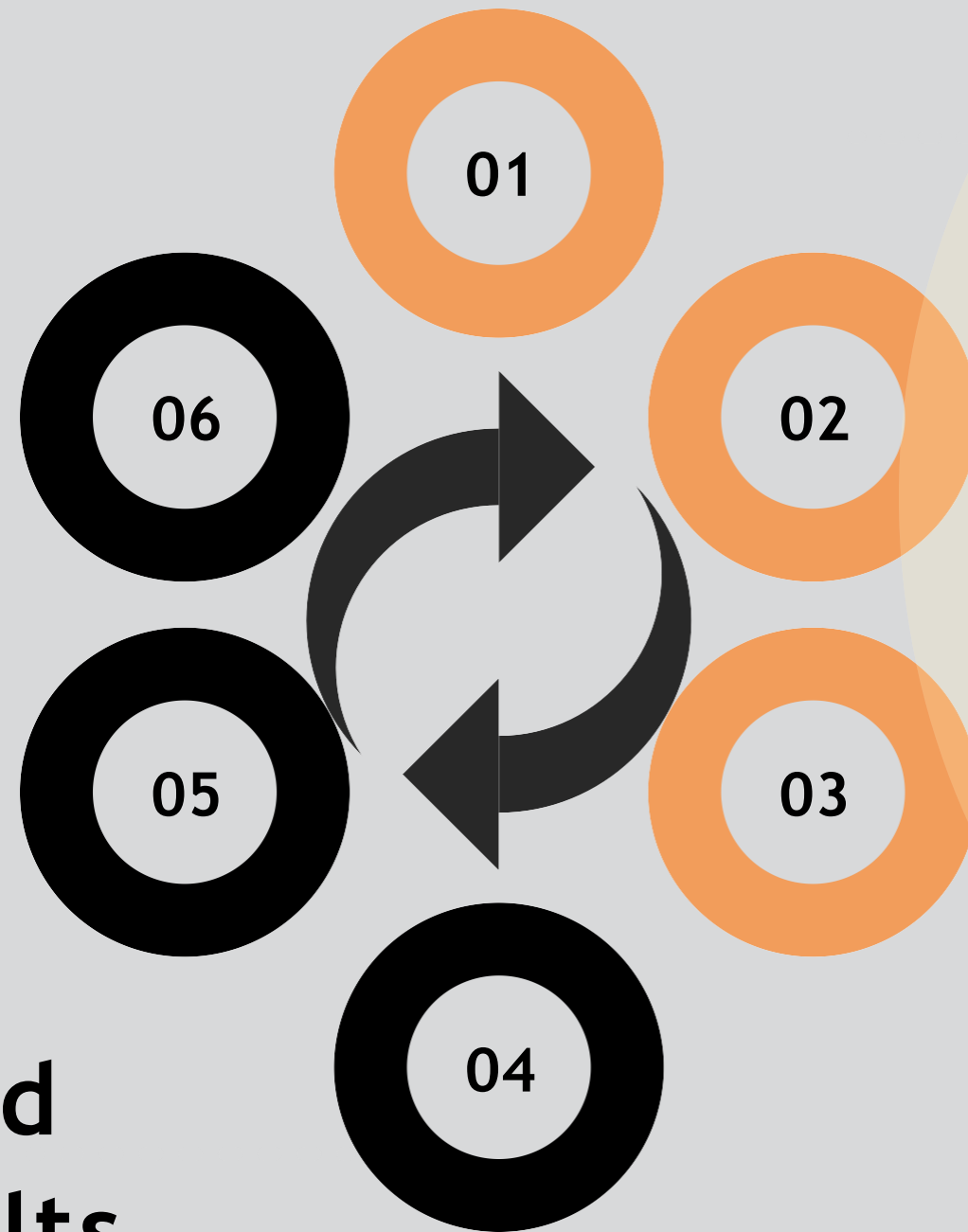
Come back at
1:30 PM

CREATE YOUR ASSESSMENT PLAN

6) Use Results for Improvement

5) Report to Stakeholders

4) Analyze and Interpret Results



1) State Unit Outcomes

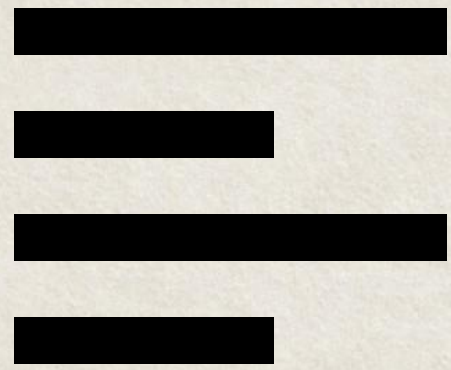
2) Map to Activities

3) Select Methods

At Least 1

See Worksheet

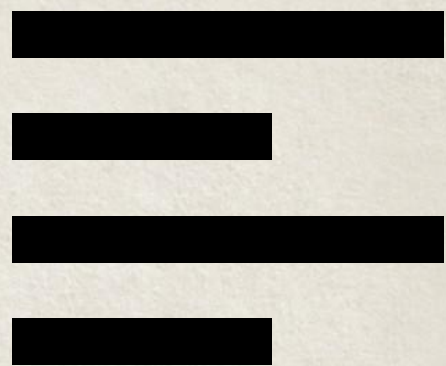
SLO (s)



Curriculum Map

A simple icon of a curriculum map, consisting of a 3x3 grid of squares. The top row has one large square, and the bottom two rows each have three smaller squares.

Methodology



By 3pm...
Post Your Plan
on Wall

YOUR

OWN

WAY

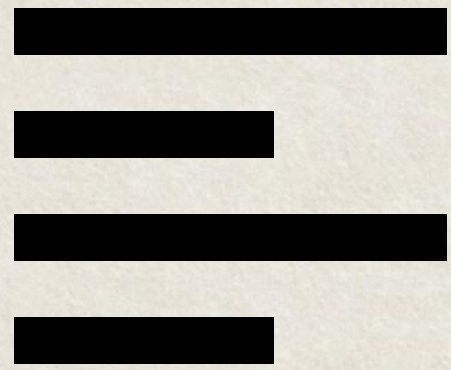
Work Where You Like

**Come back at
3:00 PM**

Gallery Walk...



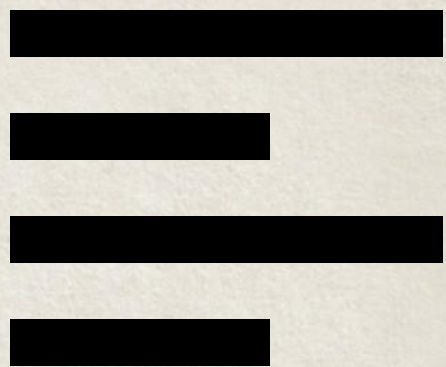
SLO (s)



Curriculum Map

A simple icon of a grid with three rows and three columns, representing a curriculum map.

Methodology



For each...

1. I like

2. I wonder

3. I wish

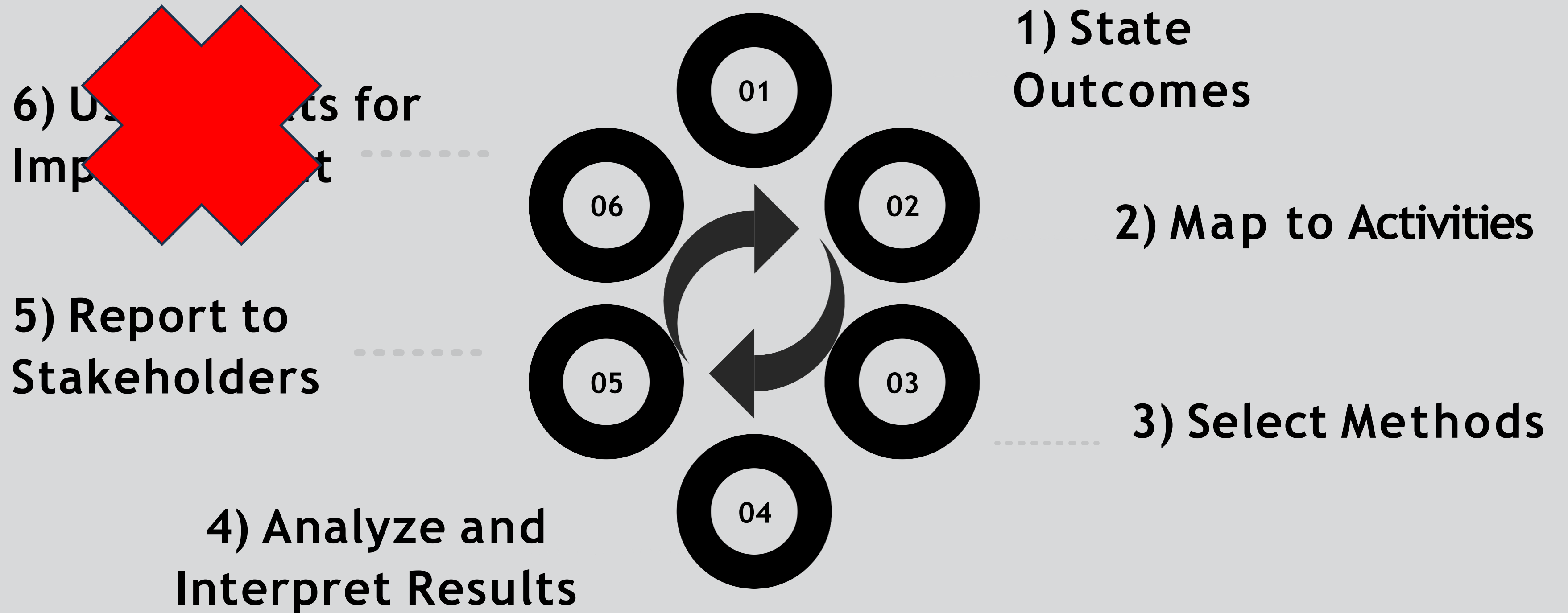
A group of four business professionals are seated around a table in a meeting. In the foreground, a woman with dark hair is seen from the side, looking towards the others. Next to her is a man with a beard and glasses, wearing a grey suit and a red checkered tie, looking down at a tablet on the table. Behind him is another man in a grey suit and blue tie, looking towards the right. In the background, a fourth man in a light blue shirt is partially visible. The scene is brightly lit, suggesting an indoor office environment. An orange rounded rectangle is overlaid on the bottom center of the image, containing the word 'Debrief' in black text.

Debrief



Food for
Thought

ASSESSMENT CYCLE



Simple Model for Improvement

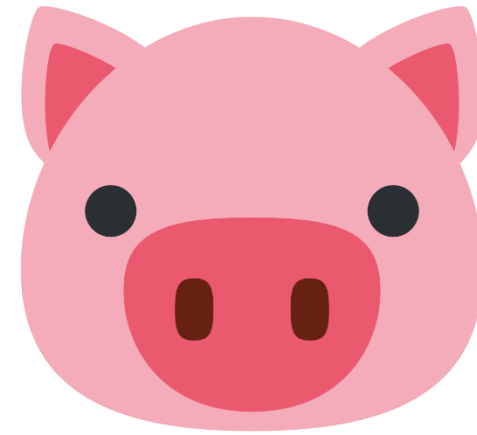
Assess

Intervene

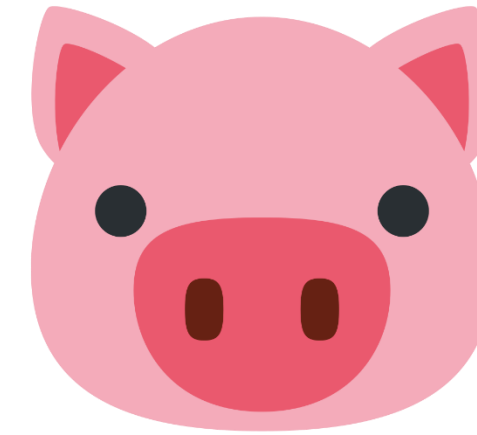
Re-assess



Weigh Pig



Feed Pig



Weigh Pig

Additional Resources



<https://www.jmu.edu/assessment/pdia/index.shtml>

<https://www.jmu.edu/assessment/sass/index.shtml>

Keston Fulcher : fulchekh@jmu.edu



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UNIVERSITY®