

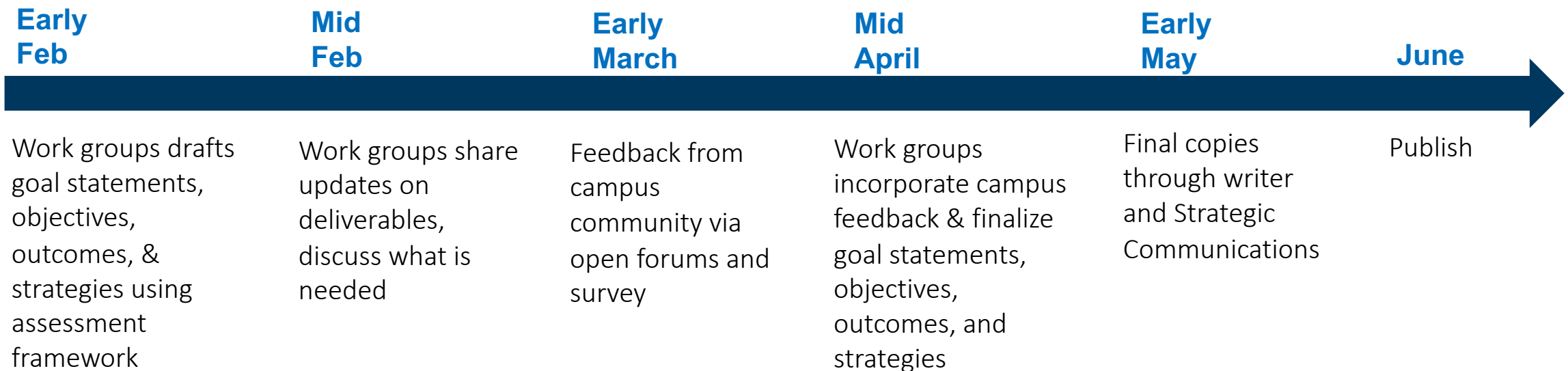
Assessment Oriented Framework for Strategic Planning

Presented by Members of the
Assessment Capability Collaborative (ACC)

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Charge for Strategic Plan Work Groups and Timeline

Charge: Review previous documents related to the strategic planning process associated with the goal. Develop **goal statements, objectives, outcomes, and strategies** relative to your workgroup. Use campus feedback to make adjustments and provide final drafts to SPAC.

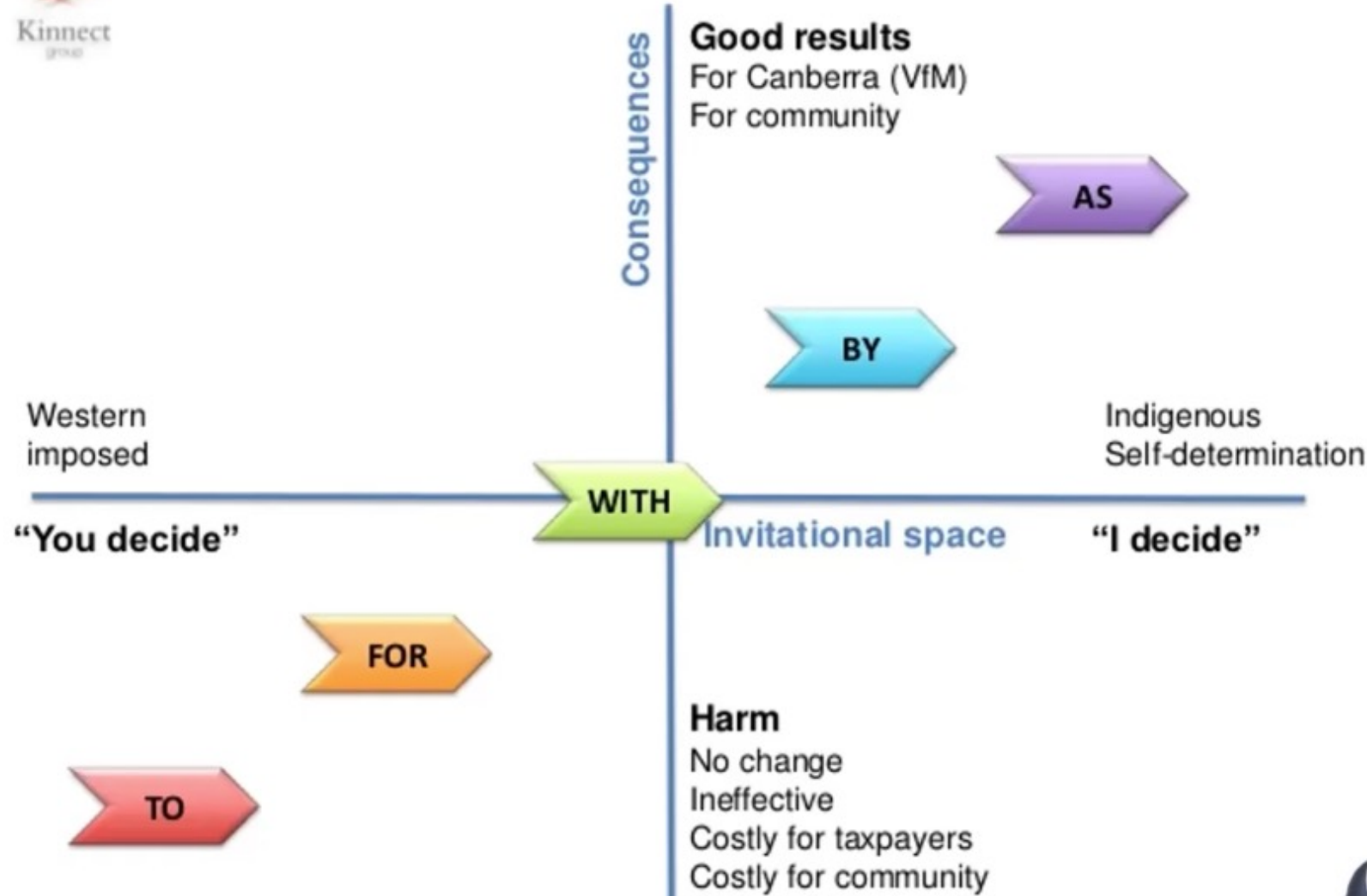


Overview

- Using Assessment and DEI as a Frame
- Shared Language in Generation, Evaluation, and Curation of Deliverables
- Self-Determination for Quality Assurance
- Place in the Cycle
- Breakout Work



Nan Wehipeihana Evaluation *as Māori*



Wehipeihana, N. (2019). Increasing cultural competence in support of indigenous-led evaluation: A necessary step toward indigenous-led evaluation. *Canadian Journal of Program Evaluation* 34(2), 368–384.

DEI Embedded into Strategic Plan

- Not an add-on, not a box to tick, not a neutral thing
- A student-focused plan and DEI focused-plan are inextricable

"Sexism and racism are reproduced by the techniques that justify the reproduction. When these words are dismissed, we are witnessing a defense of the status quo: it is a way of saying, there is nothing wrong; The very systematic nature of sexism and racism is obscured because of the systematic nature of sexism and racism....We need to throw a wrench in the works, to stop the system from working....Making feminist points, antiracist points, sore points, is about **pointing out structures that many are invested in not recognizing**. That is what an institutional brick wall is: a structure that many are invested in not recognizing. It is not simply that many are not bruised by this structure. It is also that they are progressing through the reproduction of what is not made tangible. **When we are talking of sexism as well as racism, we are talking about systems that support and ease the progression of some bodies.**"

Sara Ahmed, "Brick Walls," *Living a Feminist Life* (Durham: Duke University Press, 2017).

Embedding DEI Explicitly into the Cycle

Co-design reporting in appropriate and multiple modes of communication that conveys qualitative and quantitative findings

Act

Apply Insights

LEARN: Engage analysis & interpretation of findings with the people most impacted by the findings

Plan

Document foundational framework (mission, goals, outcomes)

What inequities are to be addressed? What are some of their underlying historical, social, cultural, economic, and structural causes

Do

Gather Evidence

Co-design data collection instruments in a participatory, accessible, and culturally & linguistically appropriate way

Check

Analyze & interpret results

Assessment Terms in Strategic Planning

	Meaning	Attributes	Example 1: Walking the Dog	Example 2: Lunar Landing
Goal	<i>General description of an intended broad end state to be achieved</i>	Ideas, Long-term purpose, around which organizational coordination is directed	To have a "successful" outing with the dog	We will land on the moon
Objective	<i>Specific description of intended achievements, pre-set targets, that are specific and measurable, in service of a goal</i>	Specific, verifiable, performance based	Walk the dog for 30 minutes	In this decade, we will perform a lunar landing and return to earth
Strategy	<i>Activities and attempts aimed in a specified direction</i>	Intermediate actions and tasks; adaptable based on context; Outputs	Walk the dog by the park, lawns, and bushes	Apollo program (create the technology to scientifically explore the moon and develop human capability to work in space & lunar environment)
Outcome	<i>Change, effect, result attributed to a program, policy, project, product, service, or process</i>	Results, effect, greater ownership	Dog peed, or dog didn't pee, or dog is so worn out & no longer cares about peeing, human got 1000 steps in, doggie enrichment in sights and sounds	One giant leap for mankind in 1969
Impact	<i>Longer term, larger scale changes in outcomes in a broad level of scope</i>	Change, synthesis of outcomes	Healthy person and acclimated pet	Expand the frontiers of knowledge, capability, and opportunity in space

Deliverables: Due February

Final Set

Goal Statement

1

Objectives

2-3 per goal

Outcomes

2-3 per objective

Measures/Indicators

2-3 per outcome

Strategies

3-5 per objective

Self Determination for Quality Assurance

An **Outcome** is the change, effect, or result attributes to a program, policy, project, product, service, or process.

Criteria to Evaluate OUTCOMES	Yes	Sort of	No
Alignment: Does the outcome map onto larger departmental, divisional, or institutional goals?			
Importance: Does the outcome represent an important change valued by a diverse set of stakeholders?			
Realistic: Is the outcome achievable given resources, context, timeframe, and needs of stakeholders?			
Potential for negative effects considered: has there been discussion of any possible unintended consequences for stakeholders?			
Results Oriented: is the outcome focused on intended impact?			
Measurable with multiple measures: do measures, data, or indicators already exist for this outcome? Do any need to be developed?			
Value forward: does the outcome have potential to lift marginalized voices and inform inclusive decision making?			

University Strategic Plan Expansion 2020-2022

NEW 2023-2028 PLAN

APPLY

May 6 Leaders Retreat

- Considered findings
- Brainstormed objectives

Plan

Document foundational framework (mission, goals, outcomes)

Do

Gather Evidence

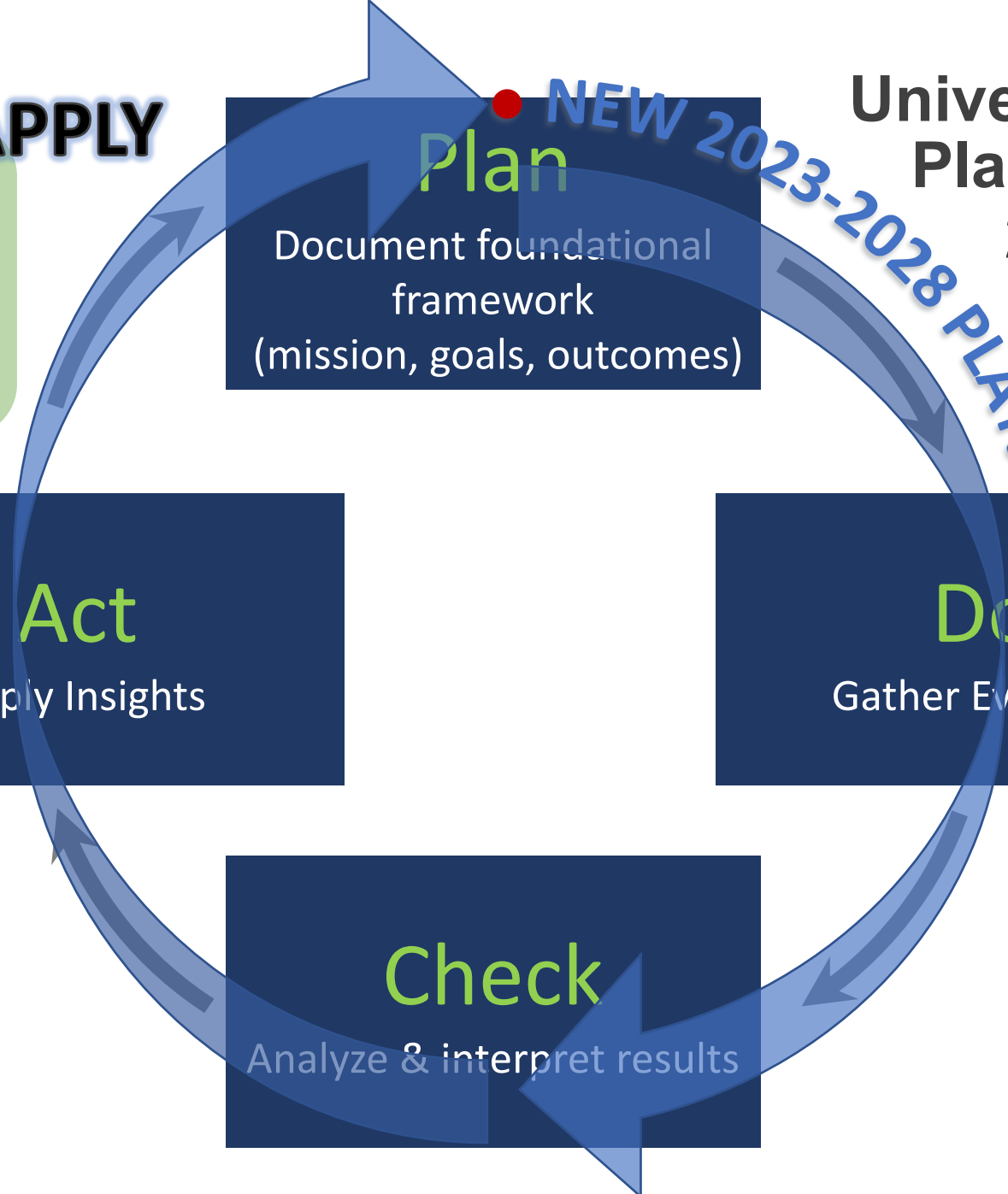
Check

Analyze & interpret results

Act

Apply Insights

LEARN



Strategies

Activity or output aimed toward accomplishing or contributing to a goal, objective, or outcome

**Apollo program
(development of
technology and human
capability to work in
space/lunar environment)**

Outcomes

Change, effect, or result attributed to a program, policy, project, product, service, or process

**One giant leap for mankind
in 1969**

Objectives

Specific description of intended achievements, typically phrased as pre-set targets or operationalized goals

**In this decade, we will
perform a red lunar
landing and return to
earth**

Goal/Impact

General description of an intended, broad end-state to be achieved

**We will land on
the moon**

Break Out Groups: Review & Generate

- Purpose: to accelerate the creation of deliverables based on evidence summaries
 - Review the May 6 content within this assessment framework
 - What's missing? What assumptions and barriers are there? Is DEI being considered within these assumptions & barriers?
 - Generate strategies, outcomes, objectives, and components of goal areas to inform your group's deliverables

Let's Jam

Quick overview of Google Jam Board functionality

Next Steps: Evaluate & Curate

- Prioritize content of jam boards
- Run it through QA checklist
 - Final set of Objectives should be mutually exclusive and collectively capture the goal area as you've articulated it