

**Proposal for**  
**OFFICE OF STUDENT AFFAIRS RESEARCH AND**  
**ASSESSMENT**  
**at the University of Florida**

June 28, 2007

**By Student Affairs Assessment Committee (SAAC)**

Dr. Ainsley Carry, Assistant Vice President for Student Affairs (chair)  
Dr. Nancy Chrystal-Green, Associate Director, Recreational Sports (co-chair)  
Heather White, Assistant Director, Career Resource Center  
Dr. Diane Porter, Assistant Director of Housing Academic Initiatives  
Dr. Yanmei Zhang, Coordinator, Research Programs and Services of Housing  
Chris Bullins, Director, Office of Sorority and Fraternity Affairs  
Ann Ho Becks, Assistant Dean, Director of New Student Programs  
Dr. Lance Kennedy-Phillips, Associate Director, Institutional Research & Planning  
Dr. Luis Ponjuan, Assistant Professor, Educational Administration & Policy  
Shari Lupton, Education Administration and Policy, Ph.D. student

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## Executive summary

In January 2007, the Vice President for Student Affairs—Dr. Patricia Telles-Irvin—charged a committee of Student Affairs professionals to “recommend an assessment operation tailor-made for the needs of the University of Florida’s Division of Student Affairs.” The Committee was chaired by Dr. Ainsley Carry and Dr. Nancy Chrystal-Green. The purpose of the Committee to develop a proposal for a Student-Affairs assessment operation within the Division of Student Affairs at the University of Florida.

Committee members met every two weeks from January to May. Their work included reviewing relevant reading material, web-based research of Student Affairs assessment offices, reviewing national survey instruments., and interviewing Student Affairs Directors.

A summary of their recommendations by the committee include:

A. Name of the operation: The Office of Student Affairs Research and Assessment

B. Six primary objectives of the Office:

- 1) Provide consultation, training, and development
- 2) Establish learning-based outcomes and measurements
- 3) Conduct research
- 4) Collect, standardize, and maintain data
- 5) Communicate and disseminate information
- 6) Support divisional strategic planning

C. The Office staffed:

- 1) A full-time Director of Assessment
- 2) Two graduate research assistants

D. The Assessment coordinator will chair the Division of Student Affairs Assessment Committee (SAAC) and establish relationships with Institutional Research and Planning, Department of Educational Administration and Policy, and the Institutional Review Board.

E. Total budget requested in FY 2008 is \$44,400. The budget request for FY 2009 is \$110,200.

# Background

## **The Case for Assessment in Higher Education**

Assessment and evaluation is a rapidly rising priority in higher education. Sound administrative and educational practices require access to reliable data. Institutions, division, departments, and offices make tremendous strides when decisions are made through the use of reliable assessment data.

More importantly, students benefit from the commitment institutions make to assessment. They should be the target of our assessment efforts. Understanding how we can help them learn and serve them better is the foundation of educational assessment. Because the current generation of students is so different from the previous, it is even more important that institutions focus their attention on understanding student needs.

## **The Case for Assessment in Student Affairs**

Assessment is paramount to everything in Student Affairs. It is a gauge of quality and cost effectiveness, the basis for strategic and long-term planning, and the foundation for sound decision making and continuous quality improvements. Student Affairs is a prominent player in bringing empirical evidence of about students to the discussion. As the voice of the student body, the Division of Student Affairs has a duty to be on the cutting-edge of student issues and opinions. Practicing sound assessment initiatives is essential to establishing a foundation of evidence that supports our efforts. At all levels of the Division, from the Vice President's Office to every department and program coordinator, decisions that impact students should be filtered through empirical evidence that support our actions.

## **Student Affairs Assessment Committee (SAAC)**

Representatives were selected from departments throughout the Division of Student Affairs. Directors were asked to identify members of their staff who had an interest in assessment and evaluation. Committee members included:

- Dr. Ainsley Carry, Assistant Vice President for Student Affairs (chair)
- Dr. Nancy Chrystal-Green, Associate Director, Recreational Sports (co-chair)
- Heather White, Assistant Director, Career Resource Center
- Dr. Diane Porter, Assistant Director of Housing Academic Initiatives
- Dr. Yanmei Zhang, Coordinator, Research Programs and Services of Housing
- Chris Bullins, Director, Office of Sorority and Fraternity Affairs
- Ann Ho Becks, Assistant Dean, Director of New Student Programs
- Dr. Lance Kennedy-Phillips, Associate Director, Institutional Research & Planning
- Dr. Luis Ponjuan, Assistant Professor, Educational Administration & Policy
- Shari Lupton, Education Administration and Policy, Ph.D. student

The committee met every two weeks on Wednesday from 10 am to 12 noon. Bi-weekly meetings included a structured curriculum of: interviews with Student Affairs Directors, reviews of assessment offices at peer institutions, examination of assessment surveys (CIRP, NSSE, Student Voice) and reading material (e.g., Spelling Report)

### **SAAC Mission**

The primary mission of the committee was to develop a proposal for a student affairs assessment operation. The committee began with a clean slate. The Division of Student Affairs at the University of Florida has not had a structured, division-wide approach to assessment in the past. The committee was instructed to “recommend an assessment operation tailor-made for the needs of the University of Florida’s Division of Student Affairs.” The operation—whether individual, committee, office, etc.,—had to be tailor-made for the University of Florida.

## **Methodology**

The work of the Committee was guided by a focused curriculum. At each meeting the committee discussed:

- **Relevant reading materials** such as the Spelling Report, a chapter from Schuh and Upcraft text on Assessment in Student Affairs, and related assessment resources.
- Findings from **web-based research** of assessment offices. The committee conducted web-based reviews of 30 Student Affairs assessment offices. Committee members used a standard template to examine the mission of the assessment office, name, web address, staffing, contact person, and website menu. The committee conducted further review of what emerged as five model assessment operations:
  - 1) University of Michigan – Office of Student Affairs Research
  - 2) University of North Carolina system -
  - 3) University of Georgia – Office of Student Affairs Research
  - 4) University of Central Florida – SDES Assessment and Planning
  - 5) Florida State University – Office of Student Affairs Research
- **National survey instruments** such as the National Survey of Student Engagement, CIRP Freshman Survey Comparison, and Student Voice were examined by the committee. The Committee found merit in each individual instrument but does not recommend a single instrument for division-wide use. The Student Voice tool seemed to have the most adaptability by department interest.
- **Interviews** with Student Affairs directors. Directors in the division were interviewed as potential clients of the assessment office. Each director was asked three basic questions: (1) what are you currently doing in assessment?, (2) what would you like to do?, and (3) how can an assessment office help your operation? Some of the key observations from

these interviews included:

- a. The need for a centralized, rather than decentralized, approach to assessment
- b. The need for assessment training, resources, and consultation by departments within the division
- c. A desire to move to an outcomes-based approach to assessment
- d. Getting access to University-wide student data is a challenge
- e. Assessment results are not communicated throughout the Division
- f. The strategic planning process would benefit from a stronger assessment edge
- g. The Division should be doing more with national survey instruments (e.g., NSSE, CIRP) and the results
- h. The Division should be more involved in conducting its own research that becomes national data

## **Recommendations**

The following recommendations are a compilation of what was learned from web-based research, interviews with directors, reading materials, and national survey instruments.

### **Name**

The Committee recommends the assessment office be named Office of Student Affairs Research and Assessment (OSARA). This name reflects its role and place in the Division of Student Affairs, and its primary responsibilities—research and assessment.

### **Objectives**

The following objectives are based on observations from assessment operations at peer institutions and interviews with Student Affairs Directors. The Committee recommends the Office of Student Affairs Research and Assessment focus on six primary objectives:

1. **Provide consultation, training, and development.** This includes: providing assessment advisement, resources, and consultation services to departments; offering leadership, expertise and technical assistance for developing and implementing sound assessment practices; providing educational resources, constructive feedback, and training for departmental assessment projects; and maintaining high quality assessment, evaluation, and research standards.

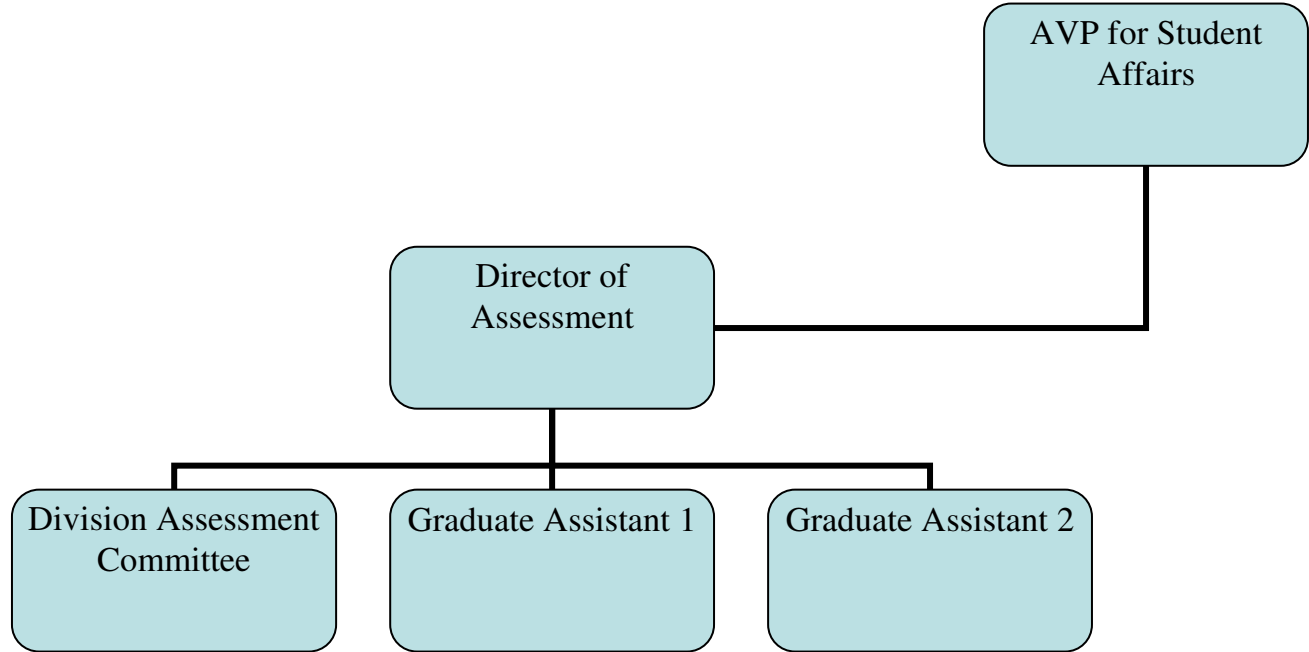
2. **Establish learning-based outcomes measurements.** The Office will guide the Division in establishing measurable learning outcomes for programs and services. This will involve working with each department to identify student-learning opportunities and translating those opportunities into measurable goals.
3. **Conduct research.** This includes gathering, analyzing, and reporting data on students on behalf of Student Affairs. Research projects may include surveys of student attitudes or behaviors, examination of the impact of policies, assessment of campus climate, review of programs and services, and analysis of trends. In some cases the Office may use existing data to produce more detailed findings about students.
4. **Collect, standardize, and maintain data.** The Office will serve as a collection point for research and assessment conducted throughout the Division and the University. The Office will collect assessment results from all departments, explore common themes among other departments, and format the findings for Division-wide distribution. All departments within the Division will have access to data maintained by the Office of Student Affairs Research and Assessment.
5. **Communicate and disseminate information.** The Office will be responsible for formatting assessment results for communication to the University community. This may include interpreting assessment results for policy formation and analysis, producing reports, editing website content, producing articles and educating the University community about students' issues. The Office will collect assessment data and reports from departments throughout the Division and analyze common themes and patterns for distribution to the Division and University community.
6. **Support Divisional strategic planning.** The office will: review and provide feedback for departmental assessment plans; coordinate the Division's assessment calendar; provide information to support strategic planning; oversee the plan for providing technical assistance for the strategic planning process.

### **Staffing and key relationship**

Based on reviews of Student Affairs assessment Offices at peer institutions and feedback from Directors, the Committee recommends the following staffing structure and key relationships. The proposed organizational chart outlines the components of the Office of Student Affairs Research and Assessment.

- The Office of Student Affairs Assessment and Research will be staffed by a full-time assessment coordinator and two graduate research assistants. The assessment coordinator will report to the Assistant Vice President for Student Affairs.
- The assessment coordinator will chair a Division-wide committee composed of representatives from all departments in the Division.

**Figure 1. Organizational chart for the Office of Student Affairs Research and Assessment**



**Position description – Director of Assessment**

The Director for Student Affairs Assessment will provide leadership to the Division by developing division-wide outcomes and measurements; consulting with departments on assessment plans; conducting research projects on behalf of the Division of Student Affairs; collecting, standardizing, and maintaining data; communicating and disseminating information to the University community; and supporting the Division’s strategic planning process. The minimum educational requirements for the position include doctorate in student affairs, higher education administration, psychology, education, or other related field. The ideal candidate will have three to five years experience in higher education administration and experience conducting qualitative and quantitative research.

**Position description – Graduate Research Assistant 1**

The Graduate Research Assistant One for the Office of Student Affairs Research and Assessment will focus assisting the Assessment Coordinator on departmental consulting, training, and development aspects of the Office (objective one).

**Position description – Graduate Research Assistant 2**

The Graduate Research Assistant Two for the Office of Student Affairs Research and Assessment will focus on assisting the Assessment Coordinator on collecting, standardizing, and maintain data for distribution to the Division and University (objectives four and five).

## Budget request

Personnel expenses make up the bulk of this budget—a full-time assessment coordinator at approximately \$60,000 base salary plus \$16,200 fringes. The search for an assessment coordinator should take place during the fall 2007 semester and the selected candidate will begin in the spring 2008. Only half of the coordinator’s salary is charged to the FY 2008 budget.

The second staff positions include two graduate research assistants at approximately \$8,000 each plus \$1,500 health insurance each. Additional expense categories include materials and supplies, travel, and publication materials. Total budget request for FY 2008 is \$44,400. In FY 2009 the budget increases to \$110,200 with the addition of the full salary of the Assessment Coordinator and second graduate assistant.

<b>Category</b>	<b>Description</b>	<b>FY 2008</b>	<b>FY 2009</b>
<b>Personnel</b>	Coordinator (salary only)	\$ 30,000	\$ 60,000
	Fringes (27%)	\$ 8,100	\$ 16,200
	Graduate research assistant 1 (stipend)	\$ 10,000	\$ 10,000
	Graduate research assistant 2 (stipend)	\$ 0	\$ 10,000
	GA Health insurance	\$ 1,500	\$ 3,000
<b>Materials &amp; Supplies</b>	Assessment library	\$ 1,000	\$
	Assessment instruments	\$	\$ 3,000
	Training and workshop materials	\$	\$ 1,000
<b>Travel</b>	Coordinator travel	\$ 1,000	\$ 5,000
	Committee travel	\$	\$ 3,000
<b>Publications</b>	Assessment publications	\$ 2,000	\$ 3,000
<b>TOTAL</b>		<b>\$ 46,400</b>	<b>\$114,200</b>

# Appendix

## ***Student Affairs Assessment Offices***

The following table is an illustration of the names of student affairs offices at various institutions.

**Table 1 Names of Student Affairs Research Offices**

<b>Institution</b>	<b>Office name</b>
Appalachian State University	Student Life and Learning Research
Bradley	Academic Transition and Assessment
California State University, Fullerton	Student Affairs Research Center
University of California, Davis	Student Affairs Research and Information
University of California, San Diego	Student research and information
University of California Los Angeles	Higher Education Research Institute-Graduate School of Education
University of Central Florida	SDES Assessment and Planning
University of Cincinnati	Research and Assessment
University of Colorado-Boulder	Office of Planning Budget and Analysis
Dartmouth	Student Affairs Planning Evaluation and Research
Florida State University	Student Affairs Research
University of Georgia	Office of Student Affairs Assessment
University of Illinois-Urbana Champaign	Assessment of Programs and Services in Student Affairs (APSSA)
Indiana State University	
John Carroll University	Student Affairs Assessment Team
University of Massachusetts	Student Affairs Research and Evaluation Office
University of Michigan	Student Affairs Research
University of North Carolina - Greensboro	Student Affairs Research and Evaluation
University of North Carolina - Wilmington	Student Life Assessment
North Carolina State University	Student Affairs Research and Assessment
UNC Charlotte	Student Affairs Research at UNC Charlotte
Northern Arizona University	Student Affairs Assessment Team
Oregon State University	Office of Student Affairs Research and Evaluation
Old Dominion University	Assessment office
Ohio State University	Student Affairs Assessment Office
Oklahoma University	Center for Student Affairs Research
Penn State University	Student Affairs Research and Assessment
University of Rhode Island	Student Quality of Life and Research Project
RIT	Student Affairs Assessment
University of South Carolina	Student Success Center
University of Southern California	Student Outcomes Research
Texas A&M University	Student Life Studies
Texas State University – San Marco	Student Affairs Assessment Team

<b>Institution</b>	<b>Office name</b>
University of Texas - Austin	Student Affairs Research
University of Utah	Assessment, Evaluation, and Research
Virginia Tech	
Washington State University	Office of Student Affairs Research and Assessment
West Virginia University	Student Affairs Evaluation, Assessment, and Training Team

<b>Institution</b>	<b>University of Central Florida</b>
<b>Mission</b>	<p><b>Vision:</b> Providing accurate, timely, data and information for innovative planning, communication and assessment.</p> <p><b>Mission:</b> The mission of the Assessment and Planning Office (AP), Student Development and Enrollment Services (SDES), is to empower students to succeed by providing the Vice President, SDES, and university community with leadership and guidance, research support, data collection and analysis, communication and program planning support that facilitates improved student retention, success, and graduation. This is accomplished through collaborative partnerships within SDES and other university academic and administrative units including national research organizations. The AP Office provides overall management and leadership for the division's strategic planning process, Institutional Effectiveness and student outcomes assessment, Department Performance Reviews, grants and awards proposals, operational data analysis, and division communications.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Build effective internal and external partnerships to support SDES program development, information communication, assessment, data analysis, and grants and awards management.</li> <li>2. Provide leadership for the division's strategic planning, assessment and evaluation processes.</li> <li>3. Analyze, evaluate and communicate, data and assessment findings to key members of the division and university community.</li> <li>4. Develop and deliver an effective division communications system.</li> <li>5. Coordinate the development of SDES online student services delivery systems.</li> <li>6. Develop and maintain the SDES Operational Data Information System (ODIS).</li> </ol>
<b>Name</b>	SDES Assessment and Planning
<b>Web address</b>	<a href="http://www.assess.sdes.ucf.edu/">http://www.assess.sdes.ucf.edu/</a> [great model]
<b>Staffing</b>	Director-Assessment and Planning, Director-Academic Development, Publications, Data Specialist, Graduate Assistant (2), Office support
<b>Contact</b>	Ronald H. Atwell Assessment and Planning Student Development and Enrollment Services Millican Hall, Room 282 P.O. Box 160160 Orlando, FL 32816-0160 Tel: 407.823.2628 Fax: 407.823.2969
<b>Menu</b>	Home, Publications, Strategic Planning, Assessment tools, Web page tools, Staff Contacts, About this site, Site map

<b>Institution</b>	<b>Florida State University</b>
<b>Mission</b>	The Student Affairs Office of Research provides professional leadership, expertise, and technical assistance to the Division of Student Affairs in developing, conducting, and maintaining high quality assessment, evaluation, and research projects. Results from these projects provide the Division of Student Affairs and the University community with an increased understanding of our students.
<b>Name</b>	Student Affairs Research
<b>Web address</b>	<a href="http://www.studentaffairs.fsu.edu/research/">http://www.studentaffairs.fsu.edu/research/</a>
<b>Staffing</b>	Full time coordinator and graduate student
<b>Contact</b>	Tamara Bertrand, Ph.D. Coordinator, Student Affairs Research 313 Westcott Building Florida State University Tallahassee, FL 32306-1340 Phone: (850) 644-1331 Fax: (850) 644-6297 <a href="mailto:tbertrand@admin.fsu.edu">tbertrand@admin.fsu.edu</a>
<b>Menu</b>	Program snapshots, recent studies, survey results, program use statistics, evaluation resources, research links

<b>Institution</b>	<b>University of Georgia</b>
<b>Mission</b>	The Office of Student Affairs Assessment provides professional leadership, expertise, and technical assistance to the Division of Student Affairs in developing, conducting, and maintaining high quality assessment, evaluation, and research projects. Results from these projects provide the Division of Student Affairs and the University community with an increased understanding of our students. We also collaborate with other researching bodies at UGA to ensure that research we are conducting pertaining to our students is timely, accurate, and significant. For more information about research being conducted across campus, visit the <a href="#">Student Research at UGA</a> site.
<b>Name</b>	Office of Student Affairs Assessment
<b>Web address</b>	<a href="http://www.uga.edu/studentaffairs/assess/index.shtml">http://www.uga.edu/studentaffairs/assess/index.shtml</a>
<b>Staffing</b>	Assistant to the Vice President for Assessment and Staff Development , Administrative Associate, Doctoral Intern, Graduate Assistant, Practicum Student
<b>Contact</b>	Jan Davis Barham
<b>Menu</b>	About, Research projects, consulting information, assessment team, annual process, student pulse, resources

<b>Institution</b>	<b>University of Michigan</b>
<b>Mission</b>	<p>Student Affairs Research conducts research for the Division of Student Affairs. Student Affairs Research is a resource for many <a href="#">University of Michigan</a> departments and units for such tasks as the creation of assessment tools, data collection, dissemination of results, and expanding our knowledge about UM students. Primarily, the activities of Student Affairs Research focus on the following areas:</p> <ul style="list-style-type: none"> <li>• Gathering and disseminating information regarding UM students,</li> <li>• Serving as a consultant to those UM departments and units within and outside of the Division of Student Affairs who engage in research and assessment on UM students, particularly regarding student life issues,</li> <li>• Collecting research on topics of immediate interest through the use of rapid polling</li> </ul> <p>The long term vision for Student Affairs Research includes:</p> <ol style="list-style-type: none"> <li>1. Implementation of a conceptual research design which includes both longitudinal and cross-classification research.</li> <li>2. Regular collection of student opinion data concerning current issues, and</li> <li>3. Sharing information about students with a larger audience in order to help the University better educate these students.</li> </ol>
<b>Name</b>	Student Affairs Research
<b>Web address</b>	<a href="http://www.umich.edu/~rsa/">http://www.umich.edu/~rsa/</a>
<b>Staffing</b>	Associate VP for Student Affairs and Senior Research Associate
<b>Contact</b>	<p>Malinda M. Matney, Ph.D.  E-mail: <a href="mailto:mmatney@umich.edu">mmatney@umich.edu</a>  6015 Fleming Admin. Bldg.  Ann Arbor, MI 48109-1340  Phone: 734-764-5132</p>
<b>Menu</b>	Projects, Links, Staff, Alumni, Resources, Publications, CIRP at UM, Approval of Studies, Division of Student Affairs Research Symposium* [model project]
<b>Projects</b>	<p>Cooperative Institutional Research Program; Division of Student Affairs long range planning focus groups (of students, faculty, and staff), helping to shape the values and goals of the Division for the next several years (2001-2003); National Association of Student Personnel Administrators benchmarking survey, comparing divisions of student affairs nationally (2003); Student Affairs Research, with the Research Roundtable, has partnered to create research symposia focusing on student related research within and beyond the Division of Student Affairs; Division of Student Affairs Research Symposium: Deconstructing Theory to Practice (2006)  Division of Student Affairs Research Fair (2005) ; Goal Outcomes Assessment Fair (2004) ;</p> <p>In addition, Student Affairs Research consults with units on a number of research</p>

	<p>projects, such as:</p> <ul style="list-style-type: none"> <li>• Student smoking (with University Health Service)</li> <li>• Korean student alcohol use (with the Dean of Student's area)</li> <li>• Alumni career outcomes (with The Career Center)</li> <li>• Student parent needs (with the Rackham School of Graduate Studies)</li> </ul> <p><a href="http://www.umich.edu/~rsa/symposium.html">http://www.umich.edu/~rsa/symposium.html</a> ]</p>
<p><b>Exemplary Project</b></p>	<p>Division of Student Affairs Research Symposium</p> <p>The Division of Student Affairs Research Roundtable is pleased to announce the Third Annual Division of Student Affairs Research Symposium on 8 June 2006. Last year's highly successful event was attended by over 60 staff, students, and faculty who heard over a dozen presentations from a range of Student Affairs professionals. The 2006 Divisional Research Symposium invites participation from staff, students, and faculty as we discuss topics related to issues of theory to practice in our work with students.</p> <p>8 June 2006  Michigan Union  8 a.m. until noon  RSVP at <a href="mailto:StudentAffairsResearch@umich.edu">StudentAffairsResearch@umich.edu</a> so we have a place ready for you!  For questions, contact Malinda Matney, Senior Research Associate for the Division of Student Affairs, at <a href="mailto:mmatney@umich.edu">mmatney@umich.edu</a></p> <p><b>Purposes</b>  The purposes of this event are to:  Inform members of the Division of Student Affairs (and the University as a whole) about the kinds of research being pursued about students, Collaborate on common dilemmas in researching students (particularly related to applying theory to our practice), Help staff members develop skills in program assessment and evaluation, and Assist staff members incorporate research in their decision making for day to day work.</p> <p><b>What is "theory to practice"</b>  Theory to practice suggests ways we might apply research to day-to-day work with students. Examples might include:  How do we use data to make decisions, large and small?  How do the developmental theories we read change our behavior with students?  As we finish an assessment or research project, what do we do with the information we have collected?  How does practice inform research and theory?</p>

<b>Institution</b>	<b>University of North Carolina - Greensboro</b>
<b>Mission</b>	To better fulfill its mission and serve its constituents, Student Affairs' Office of Research and Evaluation surveys students' attitudes, interests and development. [much like an IR office]
<b>Name</b>	Student Affairs Research and Evaluation
<b>Web address</b>	<a href="http://www.uncg.edu/saf/research/">http://www.uncg.edu/saf/research/</a>
<b>Staffing</b>	Assistant to the Vice Chancellor for Student Affairs, Research and Evaluation
<b>Contact</b>	Mark Davenport, Ph.D. Division of Student Affairs The University of North Carolina at Greensboro Mossman Building, PO Box 26170 Greensboro, NC 27402-6170 VOICE 336.334.5099 FAX 336.334.4007
<b>Menu</b>	Research home, Reports and Publications
<b>Projects</b>	The Office of Research and Evaluation's Mark Davenport and the Division's Web and Technology Coordinator Kevin McClain Presented the following presentation at the NASPA 2005 National Conference. <a href="#">Linking Assessment Planning, Annual Reporting, and Program Evaluation: New Thinking, New Tools</a>

<b>Institution</b>	<b>University of North Carolina - Wilmington</b>
<b>Mission</b>	<p>The purpose of the Office of Student Life Assessment is to understand how the Division of Student Affairs at UNCW facilitates student learning and to provide on-going assessment support for departments within student affairs. To this end, the office is committed to assessing student learning and those institutional conditions, student experiences and psychological processes that influence its development. Included within this commitment are activities designed to provide continued support for departmental formative assessments, including trafficking, satisfaction, benchmarking, and other projects necessary for annual reporting.</p> <p>Another purpose of the office is to address many of the institutional and divisional challenges facing the transition from understanding assessment as evaluative based on student opinions and attitudes (student satisfaction surveys, value of service delivery surveys, etc.) to one grounded in a richer understanding of student learning, how to position this learning using language reflecting an outcomes-based approach to assessment, and how to market this new understanding to all campus constituents.</p> <p>The Assessment Committee is charged with communicating empirically-based findings to the Vice Chancellor for Student Affairs in ways that empower informed decision-making.</p> <p>Other charges include: working through the process of transitioning from a summative, evaluative understanding of assessment (student satisfaction surveys, value of service delivery surveys, etc.) to one grounded in a richer understanding of student learning, developing a common assessment lexicon reflecting an outcomes-based approach to assessment, and marketing these ideas to all campus constituents (chancellor, provost, faculty, directors, and ultimately students).</p>
<b>Name</b>	Student Life Assessment
<b>Web address</b>	<a href="http://www.uncw.edu/stuaff/assessment/">http://www.uncw.edu/stuaff/assessment/</a>
<b>Staffing</b>	The Office of Student Life Assessment houses a director and two assessment specialists
<b>Contact</b>	Dr. Matt Mayhew is the Director of Student Life Assessment at the University of North Carolina Wilmington
<b>Menu</b>	Strategic Planning, Learning outcomes, Services, Calendar, Diversity in Student Affairs, Assessment Committee, FAQs

<b>Institution</b>	<b>North Carolina State University</b>
<b>Mission</b>	<p>The Student Affairs Research and Assessment (SARA) office provides education and support for research and assessment to all units within the Division of Student Affairs in an effort to provide data driven evidence for continuous improvement of student learning and program services.</p> <p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. SARA will provide the foundation for a Division wide philosophy of continuous program enhancement.</li> <li>2. SARA will provide the education and support needed for Student Affairs units to fully engage in the continuous enhancement of their program.</li> </ol> <p>The Student Affairs Assessment Taskforce (SAAT) is a group of Student Affairs staff interested in learning more about assessment and providing guidance to the Division on assessment issues. The group is comprised of one to two representatives for each <a href="#">Assistant/Associate Vice Chancellor</a> in the Division. The members are all volunteer and one member chairs the group each year. The group is responsible for:</p> <ul style="list-style-type: none"> <li>• setting broad assessment expectations for the units.</li> <li>• setting a yearly assessment schedule for the units.</li> <li>• reviewing assessment reports and providing constructive feedback to the units.</li> <li>• assisting in the planning of assessment initiatives at the Division level</li> <li>• discussing overlapping outcomes and appropriate means to combine assessment initiatives.</li> <li>• discussing rewards structure for participating in assessment.</li> </ul>
<b>Name</b>	Student Affairs Research and Assessment
<b>Web address</b>	<a href="http://www.ncsu.edu/student_affairs/sara/index.html">http://www.ncsu.edu/student_affairs/sara/index.html</a>
<b>Staffing</b>	Student Affairs Assessment Team
<b>Contact</b>	<p>Carrie L. Zelna, Ph.D  Director of Student Affairs Research and Assessment  1327 <a href="#">Carmichael Complex</a>  Campus Box 8111  Raleigh, NC 27695  919.513.7524 voice  919.515.8423 fax  <a href="mailto:carrie_zelna@ncsu.edu">carrie_zelna@ncsu.edu</a></p>
<b>Menu</b>	Planning, assessment, program evaluation, research, special initiatives, division data, assessment resources

<b>Institution</b>	<b>Penn State University</b>
<b>Mission</b>	<p>Student Affairs Research and Assessment (SARA) provides data about Penn State students, their experiences, and the campus environment, which inform the strategic planning and leadership initiatives of the Division of Student Affairs. Utilizing strong research practices, SARA examines the impact of policies, programs, services, and facilities on student satisfaction, learning outcomes, and student success.</p> <p><b>VISION:</b> We aspire to provide the highest quality data possible, collected through rigorous research methods, to improve the student experience by informing decisions regarding programs and services and demonstrating the contributions of Student Affairs to the mission of the University.</p>
<b>Name</b>	Student Affairs Research and Assessment
<b>Web address</b>	<a href="http://www.sa.psu.edu/sara/">http://www.sa.psu.edu/sara/</a>
<b>Staffing</b>	Full-time director
<b>Contact</b>	
<b>Menu</b>	General information, pulse surveys, student employment, fraternity and sorority assessment, satisfaction survey, newspaper readership program, community of learning, student affairs presentations, class of 2000 survey