

Where are we Going?

- Mapping the Next Steps at 4-year Institutions -

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Session Overview



Why does this matter?

Situating this work (briefly)

1


UT Austin Example

About the campus; example;
theory for additional insight

2

Discussion

How does this apply to your work?
What questions do you have?



3

4

New York University Example

About the campus; example;
theory for additional insight

5

Discussion

What are your takeaways? How might
you apply the theories presented?

6

Resources & Tips

We'll share resources, reflections and
wrap-up thoughts

Session goals

1. Attendees will leave with an increased understanding of how to use strategy for community level prevention and addressing holistic well-being
2. Attendees will leave with 3 concrete actionable goals for their campus
3. Attendees will identify resources and/or partners to engage with for community level prevention efforts

Magic wand...

Imagine it is your favorite season campus. It is a Friday morning. Your office and campus have been recognized by the state and by national organizations for incredible community level prevention work.

Write down on a piece of paper -

What initiatives have led to this success?

Who are key partners?

How do you know this success has been realized? What is the evidence of this?

4 Basic Steps in Planning Work

1

Where are we now?

2

Where are we going?

3

How will we get there?

4

How will we be responsible and accountable?



Step 1: Where are we now?


Strategy: Use Existing Evidence & Identify Information Gaps



What data is already available?

- ✓ Check with Institutional Research
- ✓ Check with others who survey your students on campus

The intention of this step is to establish a baseline of what is already known and to start to turn towards next steps






Reflect on what the current state is

- ✓ SWOC: Strengths, weaknesses, opportunities, and challenges
- ✓ SOAR: strengths, opportunities, aspirations, and results




Strategy: Listening Sessions



What is a listening session?

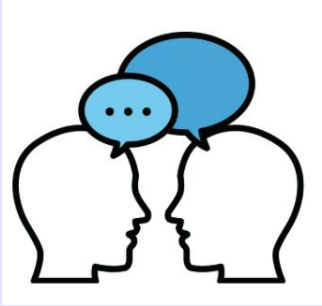
- ✓ A structured yet informal meeting or forum where individuals or groups come together to share their perspectives, concerns or experiences on a specific topic or issue
 - ✓ Participants could be colleagues, students who do (or don't) interact with your work, stakeholders, partners, faculty
 - ✓ The goal is to provide a space for active listening to better understand and consider the input and feedback of participants to inform future actions or decisions
- 
- 
- 

Consider asking questions like...

- ✓ How can our office partner with yours to forward <name of priority>?
 - ✓ What do you believe are the most critical health promotion initiatives needed on our campus?
 - ✓ In your opinion, what innovative strategies or campaigns could be implemented to raise bystander intervention behaviors among the study body?
 - ✓ What is community level prevention to you?
- 
- 
- 

Pause for Reflection & Discussion

- What data is already available to you that you might review when you get back to campus?
- Who else on campus might have data that is relevant that you could ask to see the results from to get a deeper awareness of trends, students, and behaviors as related to this work?
- Fill in a SWOC or SOAR





**Step 2: Where are we
going?**

Strategy: Review Existing Priorities

- ✓ Does your division currently have a strategic plan?
- ✓ Does your institution currently have a strategic plan?
- ✓ Does your office have a mission / vision statement?
- ✓ Did the data analysis review glaring challenges that need to be addressed sooner rather than later?



Social Ecological model



Source:
<http://www.cdc.gov/violenceprevention/overview/social-ecologicalmodel.htm>

Ideas for Inspiration

Individual

- Bystander intervention: training for new students focused on individual actors to intervene in hazing events
- Conduct motivational interviewing: intended to reduce substance misuse

Group or Organization

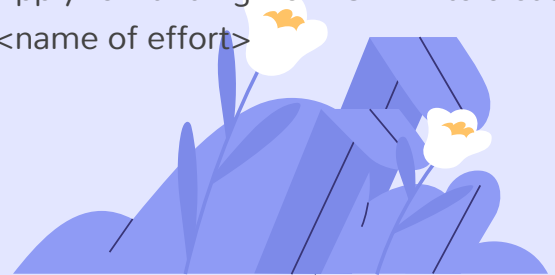
- Workshops with pre-and post-reflections on the topic of hazing
- Speaker series
- Peer leaders/educators to educate fellow students about <name of topic>

Community

- Social Norming social media campaign with campus communicators with data to challenge cognitive assumptions or schema
- Task force / Committee: coordinated group responsible for delivering programming + recommendations for policy revision

Institution

- Create a bystander intervention website with resources, contact information and links
- Apply for funding from ODHE to create <name of effort>



- Piazza Center Horizontal Campus Hazing model
- Strategies for enacting change at all levels of the Horizontal Hazing Model
- Steps to develop an organizational or campus amnesty policy
- Steps to develop a peer mentor and mentee program
- Implementation fidelity for hazing prevention programs
- And more!

Piazza Center

HAZING PREVENTION RESOURCES

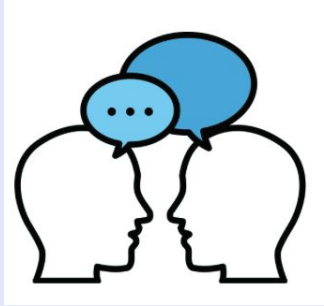
[Home](#) | [Department Directory](#) | [Piazza Center](#) |
[Hazing Prevention Resources](#)

Related Department:
[Piazza Center](#)

Findings and Reports for Policymakers and Practitioners


We produce findings, reports, and guides that students, professionals, and volunteers can use to create stronger and safer fraternities and sororities. How we move from identifying the problem to creating chapter, community, and cultural change is critical to the future of fraternity and sorority life. Our results leverage positive change.

Pause for Reflection & Discussion



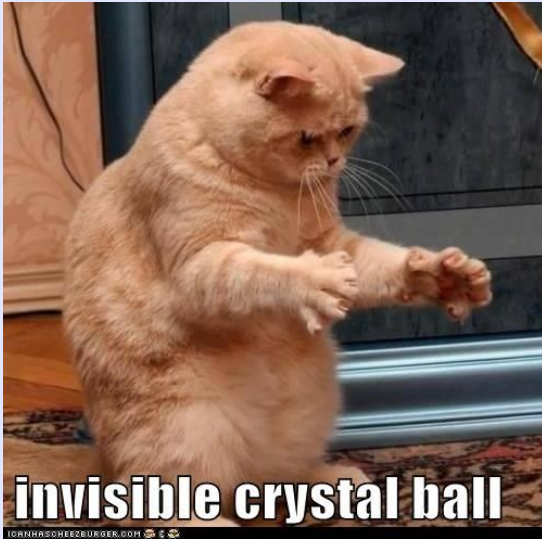
- From the research on creativity and how the mind works, a key aspect of brainstorming is to NOT limit by saying, “well that won’t work because...” but to instead brainstorm as open-ended as possible
- On your handout, brainstorm an open-ended list of potential goals that you (or your office) could work on over the next 3, 6, and 9 months





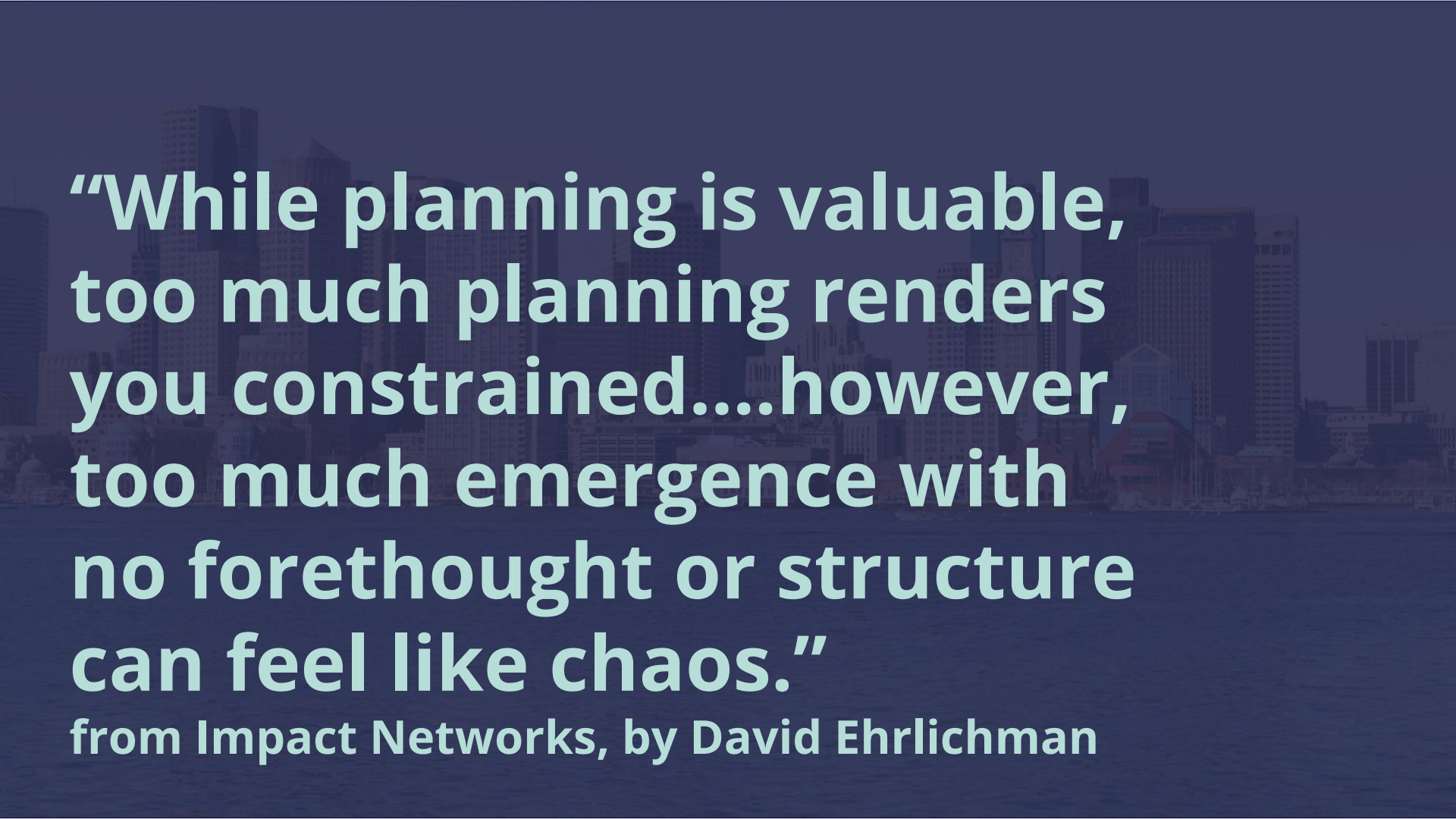
**Step 3: How will we get
there?**

Be Realistic



- Define realistic sub-tasks that will lead to achieving each separate goal that you brainstormed
- Defining realistic and feasible actions might need an expert facilitator - look on campus or externally
- Resist the urge to define every single step for the next 3+ years
- For each goal, you could...
 - Define the challenge
 - Articulate the commitment (within the next 3 months, the <Office of...> will <fill in>)
 - Define the Strategies
 - Define 1-2 milestones

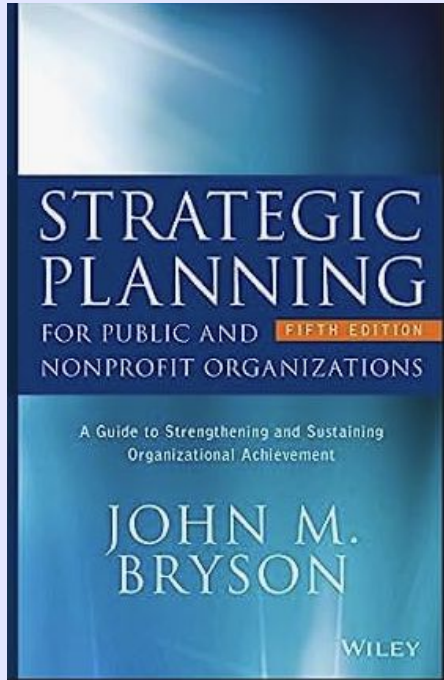




**“While planning is valuable,
too much planning renders
you constrained....however,
too much emergence with
no forethought or structure
can feel like chaos.”**

from Impact Networks, by David Ehrlichman

Wait, what about my stakeholders?

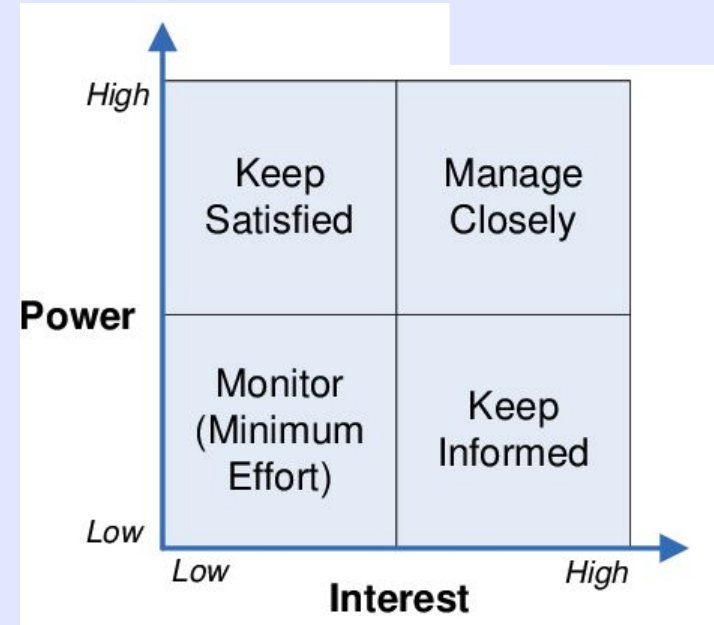


- Stakeholder analyses are arguable more important than ever because of the increasingly interconnected world
- Bryson suggests conducting a stakeholder analysis to identify to what extent to involve and manage stakeholders relative to their power and interest
 - consider their power to influence issues:
 - high
 - low
 - consider their interest in issues:
 - high
 - low



On your handout, use the space and the image from the left to do one of the following:

1. Note one stakeholder group in each of the quadrants OR
2. List the stakeholder group you're most concerned about and why OR
3. Quickly list your primary stakeholder groups and note when you last contacted them



The power-interest Grid (Bryson, 1995)

How do you get stakeholders on board?

Listen to their motivations

Data

Sharable reports

The campus strategic plan

Assess their gaps

What are they not seeing?

What do you want them to see?

Where could assessment help them?

Design your process of managing up

Understand their work landscape

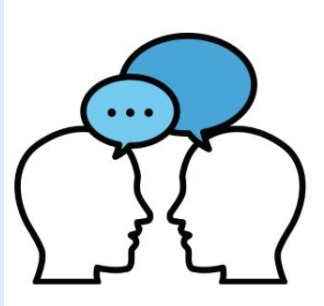
But wait...

As you think through these goals and who needs to be involved for them to succeed, it is also critical to note what resources you need for them to succeed

- What staff time do you need for this to succeed?
- Who's attention and/or prioritization of this is critical?
- What practical cost will this require to be fully implemented on the timeline you suggested?
- Have you asked for specific prevention support or funding?



Pause for Reflection & Discussion



- Define subtasks for 1-3 goals
 - Optional: Define the challenge
 - Optional: Articulate the commitment (within the next 3 months, the <Office of...> will <fill in>)
 - Optional: Define the Strategies
 - Optional: Define 1-2 milestones
- Fill in the Power interest (stakeholder analysis) grid
 - Who is important to involve?
 - What would make it possible for them to candidly share their perspective(s)?
- Identify what resources you need for each goal to succeed



**Step 4: How will we be
responsible and
accountable?**



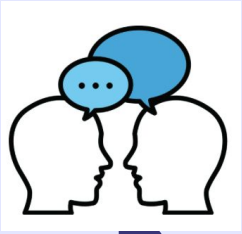
Measurement

- As you review and refine your goals, actions, and needs for them, the next step is to define: How will you know if it has been successful?
- How would you know if each goal has been met?
- What initial data that you reviewed will be repeated that you could look at to see if progress is being made?
- What direct vs. indirect evidence can you track both in the near and long term?

Accountability

- To whom will you be accountable if (or when..) these goals are met?
- Can this be embedded in a 2024 goal setting cycle for your work and/or office?
- Who else is or could be equally vested in each goals success?





Pause for discussion

How might you approach assessing / measuring the success of each goal you've identified?

How can you stay accountable for the success of each goal you've identified?

Booster Package

- ✓ 1 hour webinar or conference call
- ✓ Includes pre-call document review (or website review)
- ✓ Discussion focused on your needs, can expand out your goal mapping, brainstorm partners, repeat some of the content from this session with other campus colleagues
- ✓ Includes post-call document review
- 💰 \$500



Expanded Package

- ✓ 1 digital or in person day of coaching, listening, facilitating
- ✓ Includes pre-visit call and document review (or website review)
- ✓ Discussion focused on your needs, can expand out your goal mapping, brainstorm with partners, unpacking who else can tell the story of your impact, facilitate listening sessions, and more
- ✓ Includes post-call review
- 💰 \$2,000



Closing Circle

Of the goals you worked on, share out 1 of them and

1. Who will help you get there?
2. What resources do you need?
3. What is one next step?



THANK YOU!

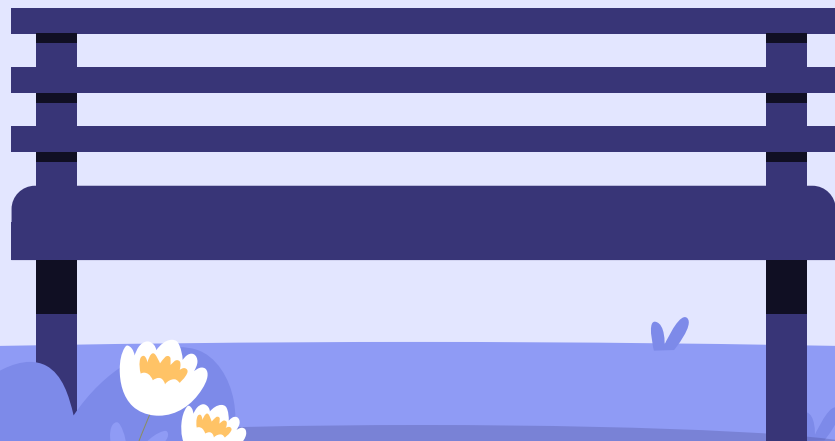
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1

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





2

Case Example:

**School of Undergraduate Studies /
Undergraduate College Assessment Office
The University of Texas at Austin**

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

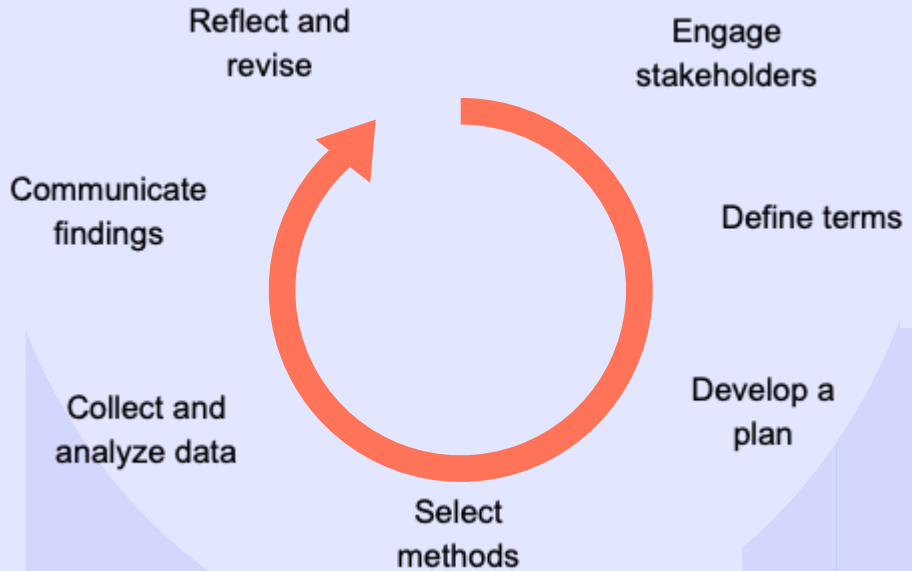
Reorganization as a catalyst

- 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).



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.

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.

Offer a variety of trainings and workshops

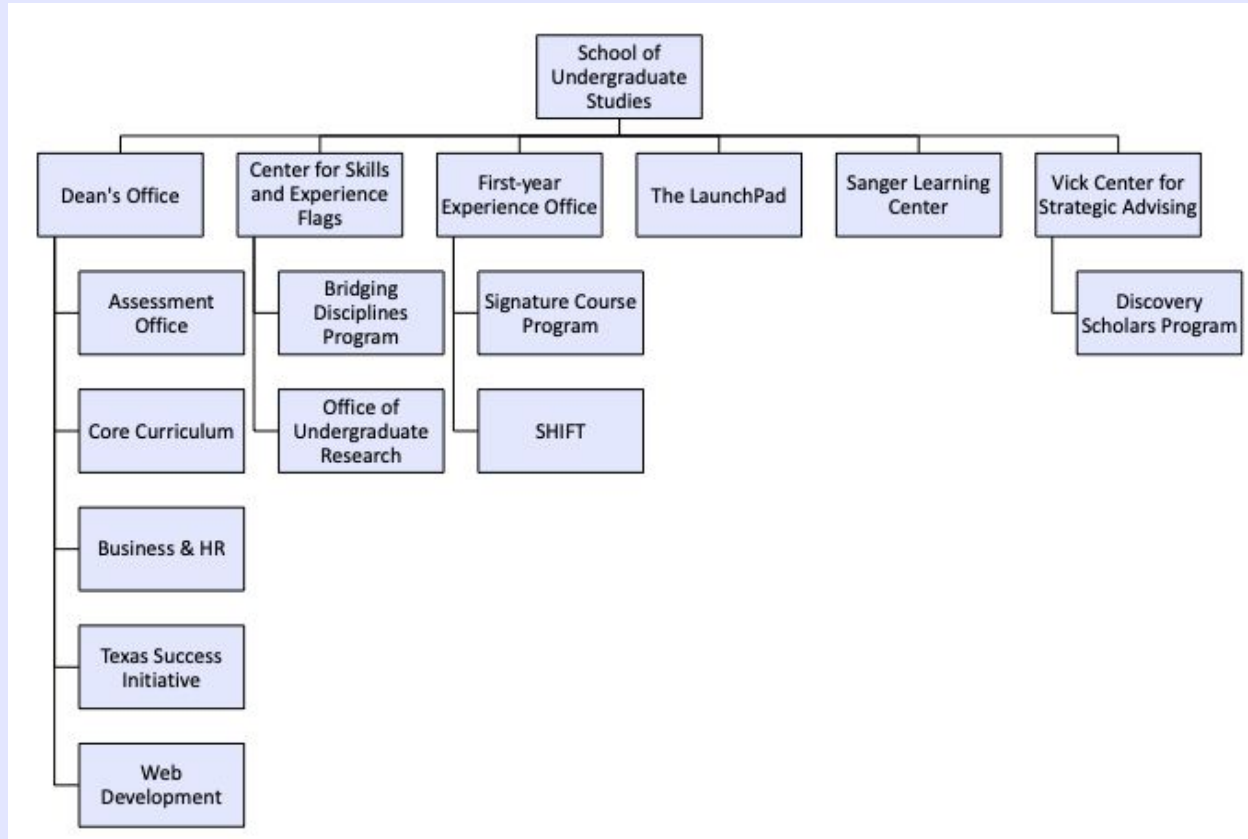
> Include community-building, skill development, information sharing, and celebrating others in each professional development session.

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

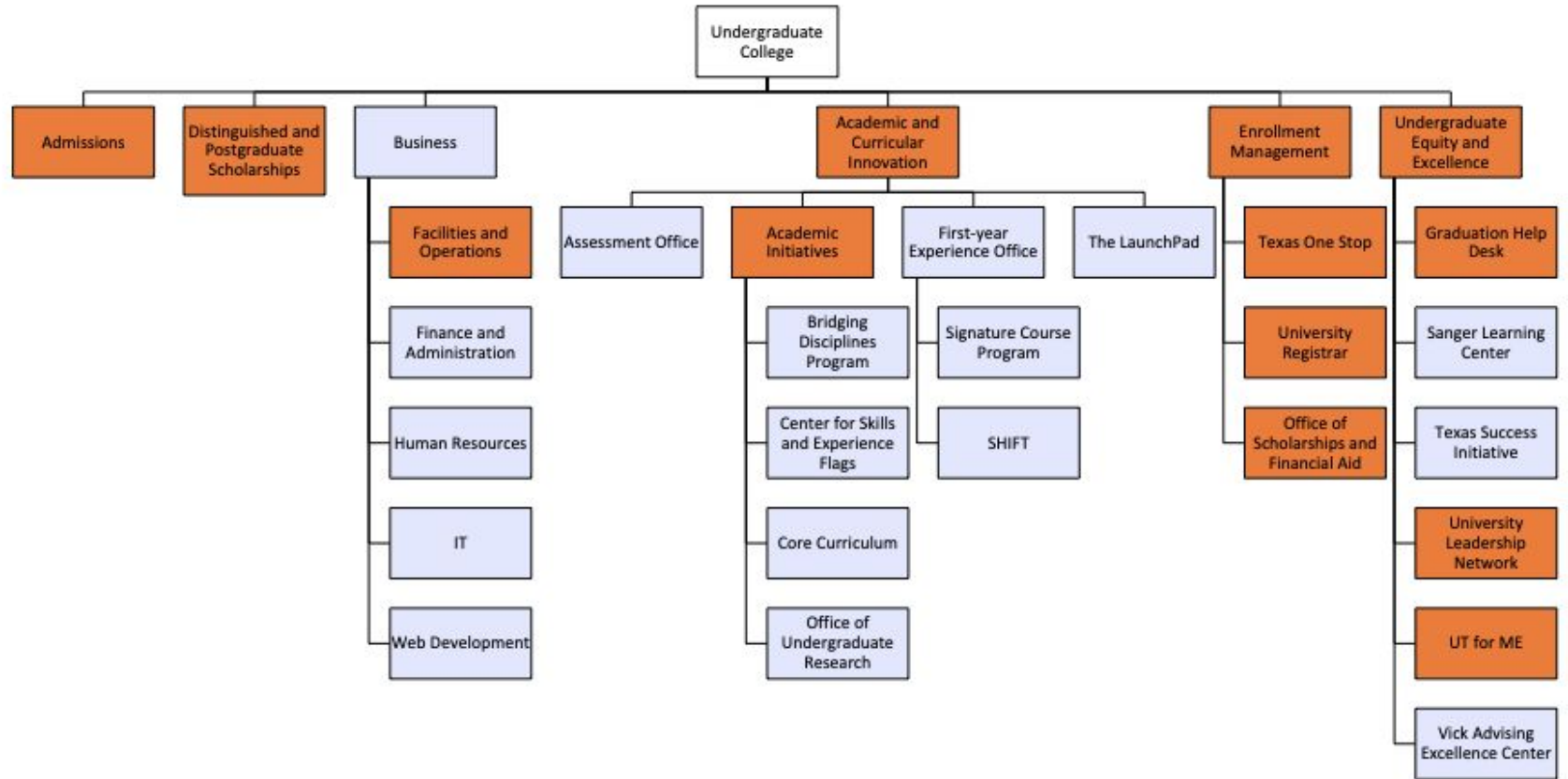
2020 - 21 Professional Development Sessions

- 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

Reorganization between 2021-2022



Reorganization between 2021 - 2023



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

3

Mini-Discussion

- What resonates with you?
 - How might these theories or examples apply at your institution?
- **30 seconds:** think about the topics and themes from today's presentation.
- **15 seconds:** write (or type) a few notes.
- **2 minutes:** turn to a neighbor or form a small group to reflect on what was presented.
- **Group Discussion**

4

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

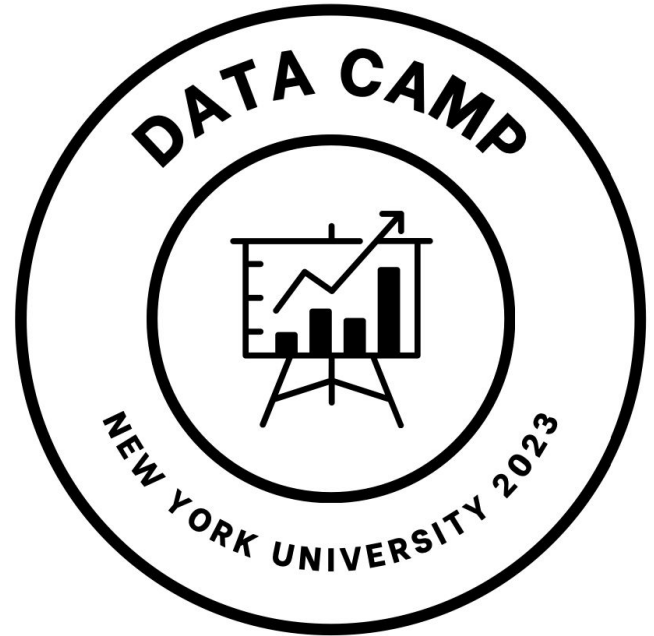
Create mechanisms to ensure accountability and transparency related to data and assessment findings.

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?



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



A Little Bit about a Big Place



Diversity

Mercury is the closest planet to the Sun and the smallest one in the Solar System—it's only a bit larger than the Moon



Cooperation

Venus has a beautiful name and is the second planet from the Sun. It's hot and has a poisonous atmosphere



Discussion

- How does this align with your efforts to change work on campus?
 - Have you used a framework to design or enact change before?
- **60 seconds:** think about the topics and themes from today's presentation.
- **30 seconds:** write (or type) a few notes.
- **3 minutes:** turn to a neighbor or form a small group to reflect on what was presented.
- **Group Discussion**

6

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

Some Resources

NASPA / ACPA
Competency Rubrics

Find them [here](#).

Executive Summary
Template

Kezar's *How
Colleges Change*
Linked on Amazon [here](#)

Environment
Scan Prompts
Google Drive

Sample Environment Scan Prompts

Sample Prompts

Tell me more about your area and the programs, services, and support you offer to campus.

- What are your busy times during the year?
- What are your major initiatives?
- What are you most proud of?

Tell me about your assessment initiatives.

- Do you have a copy of your current Logic Model and/or assessment reports from the most recent cycle?
- What are the major assessment activities your area plans to conduct this year?
- Please describe your strengths - weaknesses - opportunities - threats related to assessment planning and activities.









SLIDES FROM THE TEMPLATE DOWNLOAD

We'll share some but hope you do too!

Exploring our neighborhood



Streets

Mercury is the closest planet to the Sun and the smallest one of them all



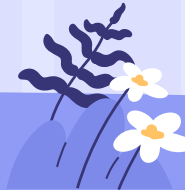
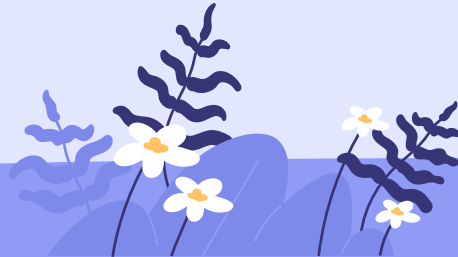
Parks

Venus has a beautiful name and is the second planet from the Sun



Shops

Despite being red, Mars is actually a cold place. It's full of iron oxide dust



Neighborhood adventures



Houses

Mars is actually a very cold planet



Community

Venus has extremely high temperatures



Safety

Jupiter is the biggest planet of them all



Nature


Saturn is a gas giant and has several rings

Together we thrive



Friendship

Mars is actually a very cold planet



Schools

Venus has extremely high temperatures

Families

Neptune is the farthest planet from the Sun

Shops


Mercury is the closest planet to the Sun

Events

Saturn is a gas giant with several rings

Environment

Jupiter is the biggest planet of them all



The background features a stylized cityscape on the left with two tall, blue buildings with white window patterns. The sky is a light blue with three small, white, fluffy clouds. The foreground is a solid blue area with several small, dark blue bushes and plants.

Awesome words

A picture always reinforces the concept

Images reveal large amounts of data, so remember: use an image instead of a long text. Your audience will appreciate it



The background features a stylized city skyline on the left with various building shapes in shades of light blue. In the foreground, there is a dark blue fence with horizontal slats. The ground is a solid light blue color with small, dark blue tufts of grass scattered across it. The overall aesthetic is clean and modern with a monochromatic blue color palette.

106,000

Big numbers catch your audience's attention

A stylized city skyline is visible in the background, featuring several blue buildings of varying heights and widths, some with white rectangular windows. The sky is a solid light blue.

9h 55m 23s

Jupiter's rotation period

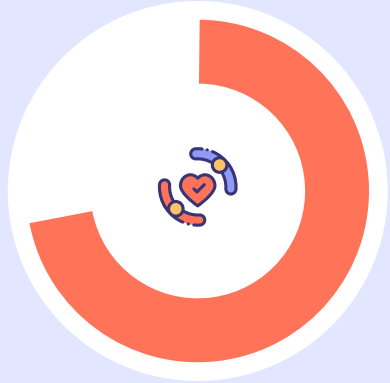
386,000 km

Distance between Earth and the Moon

333,000

The Sun's mass compared to Earth's

You can use these percentages



70%

Mercury is the smallest
planet of them all



30%

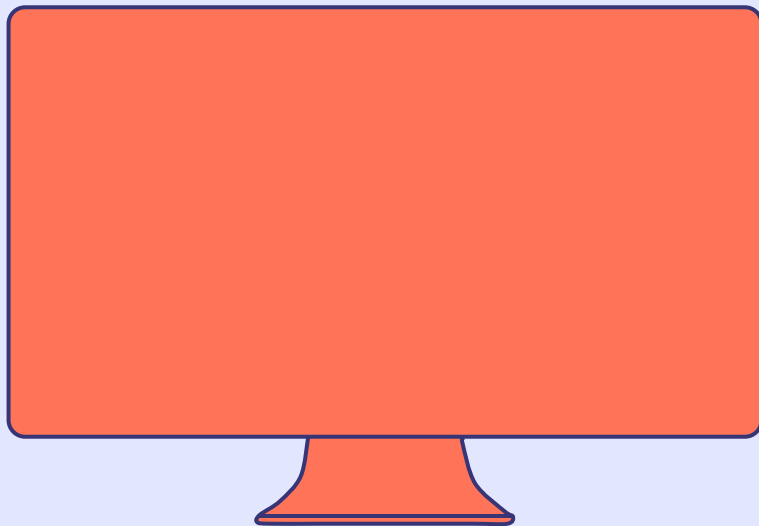
Jupiter is the biggest planet
of them all



Family

You can enter a subtitle
here if you need it



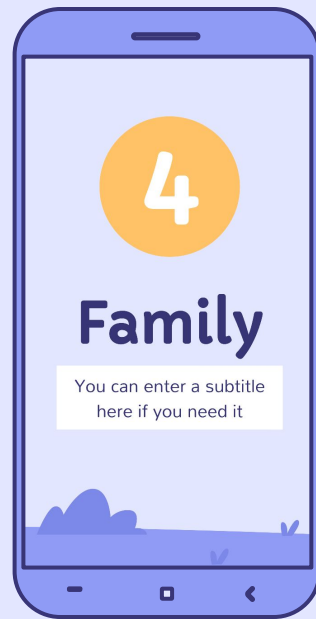


Computer mockup

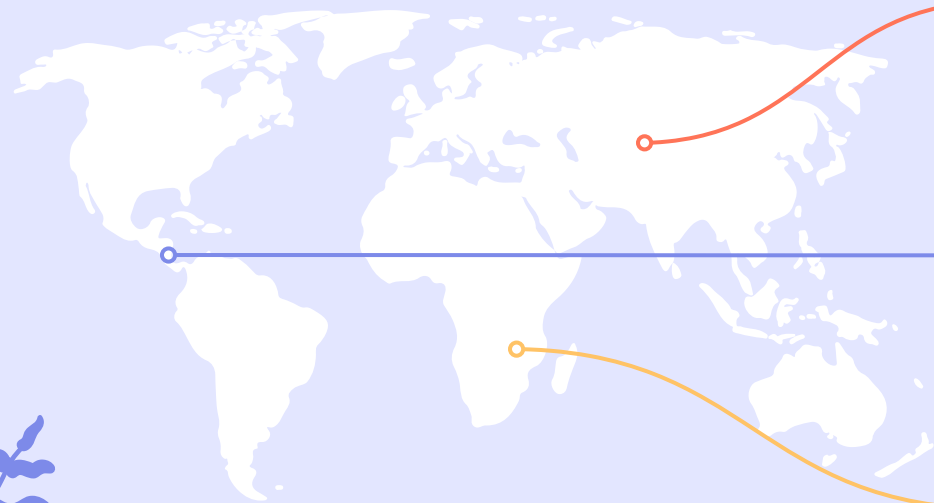
You can replace the image on the screen with your own work. Just right-click on it and select “Replace image”

Phone mockup

You can replace the image on the screen with your own work. Just right-click on it and select “Replace image”



This is a map



1

Mercury

Mercury is the smallest planet of them all

2

Jupiter

Jupiter is the biggest planet of them all

3

Neptune

Neptune is the farthest planet from the Sun

Community changes through time

Jupiter

70's

Jupiter is the
biggest planet of
them all

Saturn

80's

Saturn is a gas giant
and was named
after a Roman god

Neptune

90's

Neptune is the
farthest planet from
the Sun

Venus

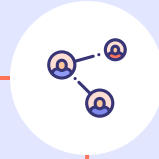
00's

Venus is very hot
and the second
planet from the Sun

Family and community

Families

Mercury is the closest planet to the Sun



Connections

Venus is the second planet from the Sun



Support

Saturn is a gas giant and has several rings

Love

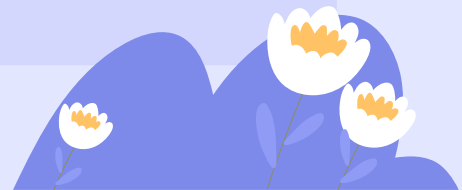
Earth is also known as the Blue Planet



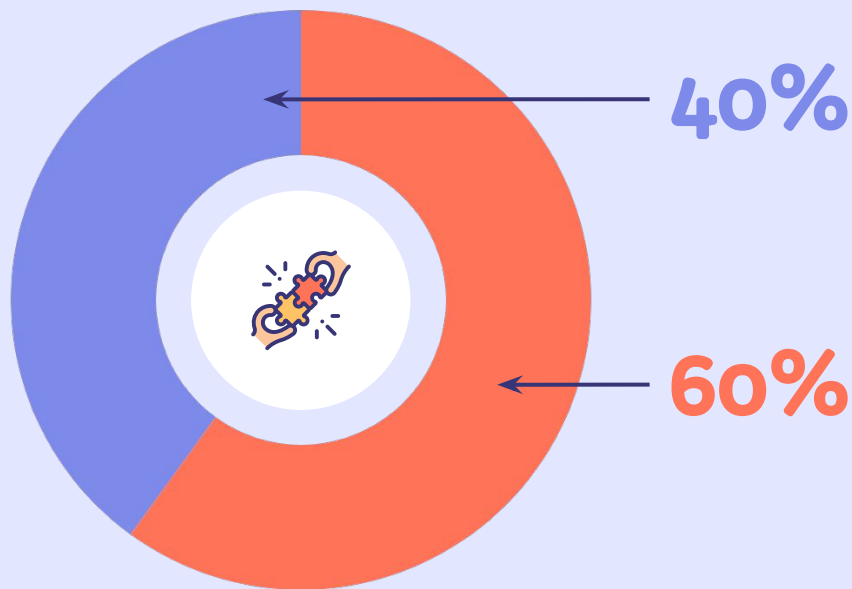
What is a friendship



Aspects	Description
Definition	Despite being red, Mars is a very cold planet
Qualities	Venus has a beautiful name but it is a very hot planet
Activities	Mercury is the closest planet to the Sun
Importance	Earth is the only one that harbors life in the Solar System
Communication	Saturn is a gas giant with several rings
Fun fact	Neptune is the farthest planet from the Sun



You can use this graph



Saturn

Saturn is a gas giant and has several rings. It's composed mostly of hydrogen and helium

Earth

Earth is the third planet from the Sun and the only one that harbors life in the Solar System

Follow the link in the graph to modify its data and then paste the new one here. [For more info, click here](#)



Home

You can enter a subtitle
here if you need it



Activity 1

Categorize places in your community! Fill the columns in the table below with places that fit each category



Places to learn

School

Library

Places to shop

Supermarket

Places to play

Park

Activity 2

Connect each community helpers with its correct description

Police officer

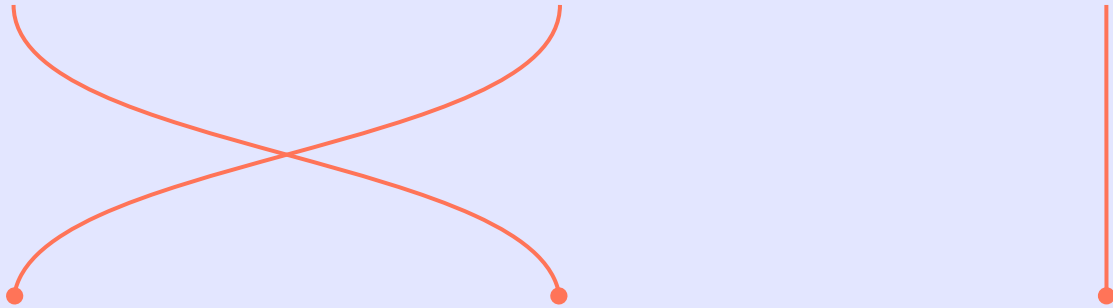
Firefighter

Teacher

Mercury is the closest planet to the Sun and the smallest one in the Solar System

Despite being red, Mars is actually a cold planet. It's full of iron oxide dust

Venus has a beautiful name and is the second planet from the Sun



Fonts & colors used

This presentation has been made using the following fonts:

Capriola

(<https://fonts.google.com/specimen/Capriola>)

Mandali

(<https://fonts.google.com/specimen/Mandali>)

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#ffdfd3

#ff7458

#ffc366

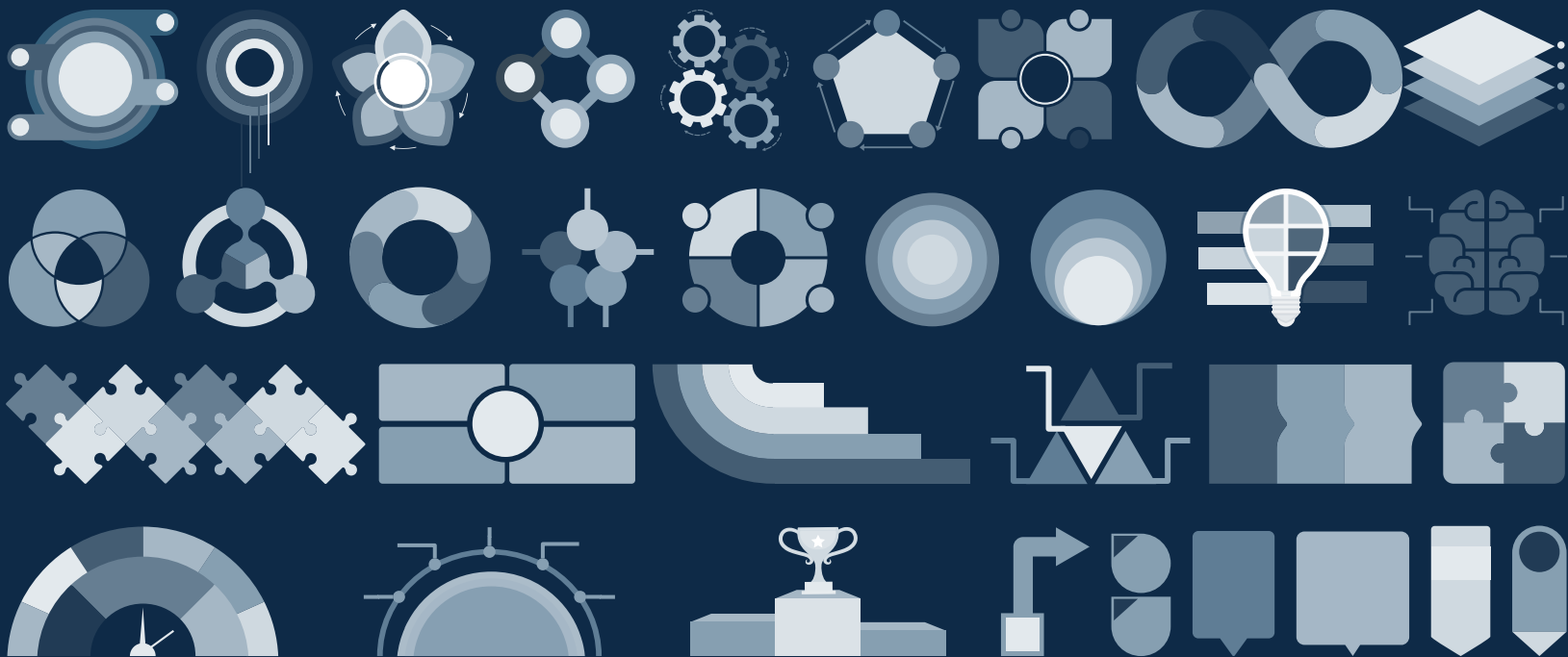
#8f9bf5

#7d8ae9

#7c5da1

#63262b

#####



...and our sets of editable icons

You can **resize** these icons without losing quality.

You can **change the stroke and fill color**; just select the icon and click on the **paint bucket/pen**.

In Google Slides, you can also use **Flaticon's extension**, allowing you to customize and add even more icons.



Educational Icons



Medical Icons



Business Icons



Teamwork Icons



Help & Support Icons



Avatar Icons



Creative Process Icons



Performing Arts Icons



Nature Icons



SEO & Marketing Icons

