

Unified Vision: Merging Assessment and Strategic Planning Data, Developments, and Distribution

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Nuventive™

Learning Outcomes

Following this session participants will be able to describe how FAMU:

1. Moved from decentralized to centralized management of the strategic plan using Nuventive software.
2. Plans to use the data and analysis in future planning processes and how the Division of Strategic Planning, Analysis and Institutional Effectiveness supports the university in supporting the strategic plan.
3. Created excitement among internal and external constituents finding the right team and working to ensure reliable and straightforward processes.



Agenda

1. Introducing FAMU!
 2. Division Overview
 3. Office of University Assessment
 4. Office of Institutional Effectiveness/Strategic Planning
 5. Breaking the Silos
 6. Site Demonstration
 7. Lessons Learned
 8. Questions
-
-





Who is FAMU?

- ❖ Founded 1887
 - ❖ One of 12 State of Florida public institutions
 - ❖ Only public HBCU in Florida
 - ❖ Rated #1 public HBCU by U.S News & World Report
 - ❖ R2 Carnegie Classification
 - ❖ 9,000 Students in:
 - ❖ 14 Colleges/Schools
 - ❖ 54 bachelor's degrees
 - ❖ 29 master's degrees
 - ❖ 12 doctoral degrees
-
-

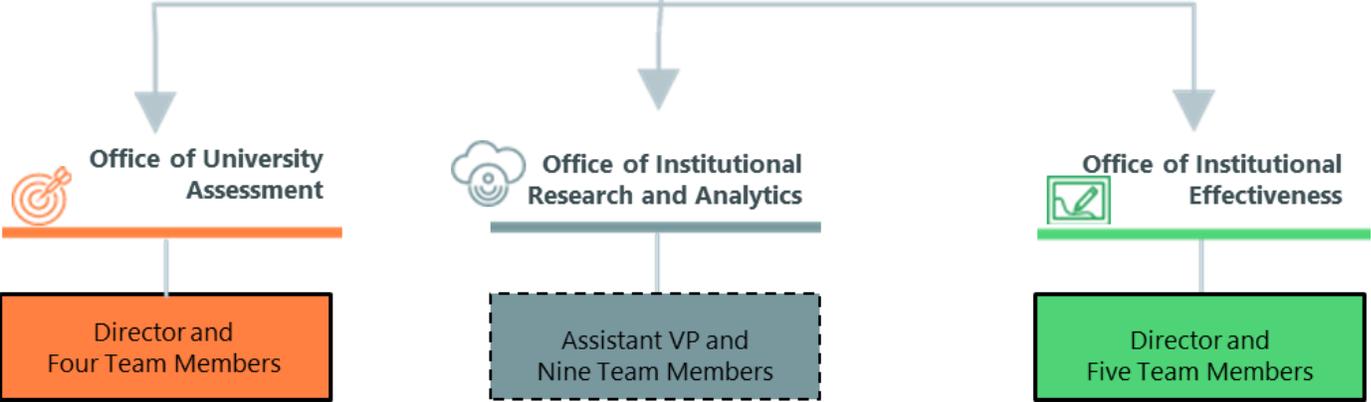


FLORIDA A&M UNIVERSITY



Division of Academic Affairs/Office of the Provost

Division of Strategic Planning, Analysis and Institutional Effectiveness



Division of Strategic Planning, Analysis and Institutional Effectiveness



Our Vision

To be the most trusted university provider of data/information for evidence-based decision-making



Our Mission

Contribute strategic insight and act as trusted counsel to University leaders, enabling FAMU to fulfill its mission of teaching, research, and service



Our Service

Strategic Planning
Institutional Research
Analytics & Reporting
Accreditation
Assessment
Performance Funding Metrics

FAMU

FLORIDA
AGRICULTURAL AND
MECHANICAL
UNIVERSITY



FLORIDA A&M UNIVERSITY
DIVISION OF STRATEGIC
PLANNING, ANALYSIS AND
INSTITUTIONAL EFFECTIVENESS

Our Mission

The mission of the Office of University Assessment is to promote a culture of evidence at FAMU through the implementation of a manageable and sustainable assessment process that leads to quality programs and service improvements.

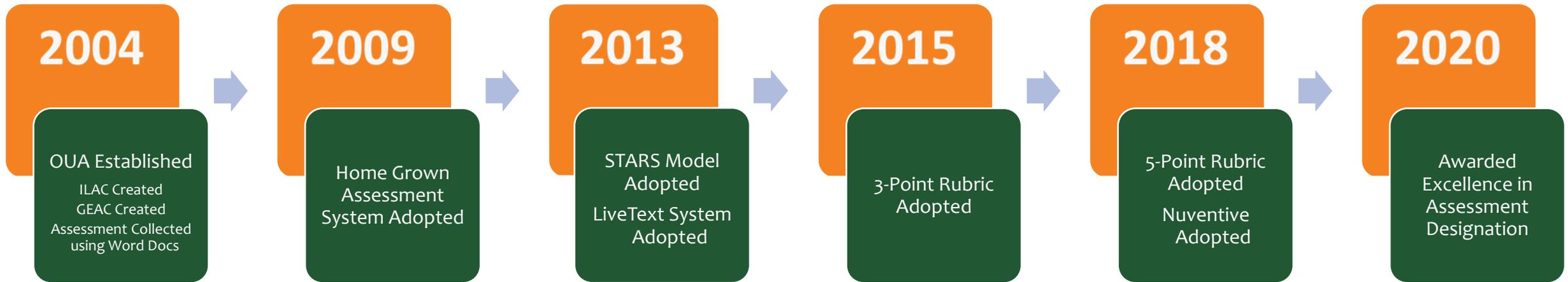
Our Role

Office of University Assessment

- ❖ Staff of 5
- ❖ 2020 Excellence in Assessment Designee
- ❖ Compiles all FAMU Assessment
 - ❖ Three Levels
 - ❖ Instructional Programs (IP)
 - ❖ Administrative and Educational Support Units (ADESU)
 - ❖ Dean
- ❖ Other Responsibilities
 - ❖ Graduate Exit Survey
 - ❖ ETS Proficiency Profile
 - ❖ NSSE/FSSE
 - ❖ President's Evaluation
 - ❖ Board of Trustee Annual Self-evaluation



Our History



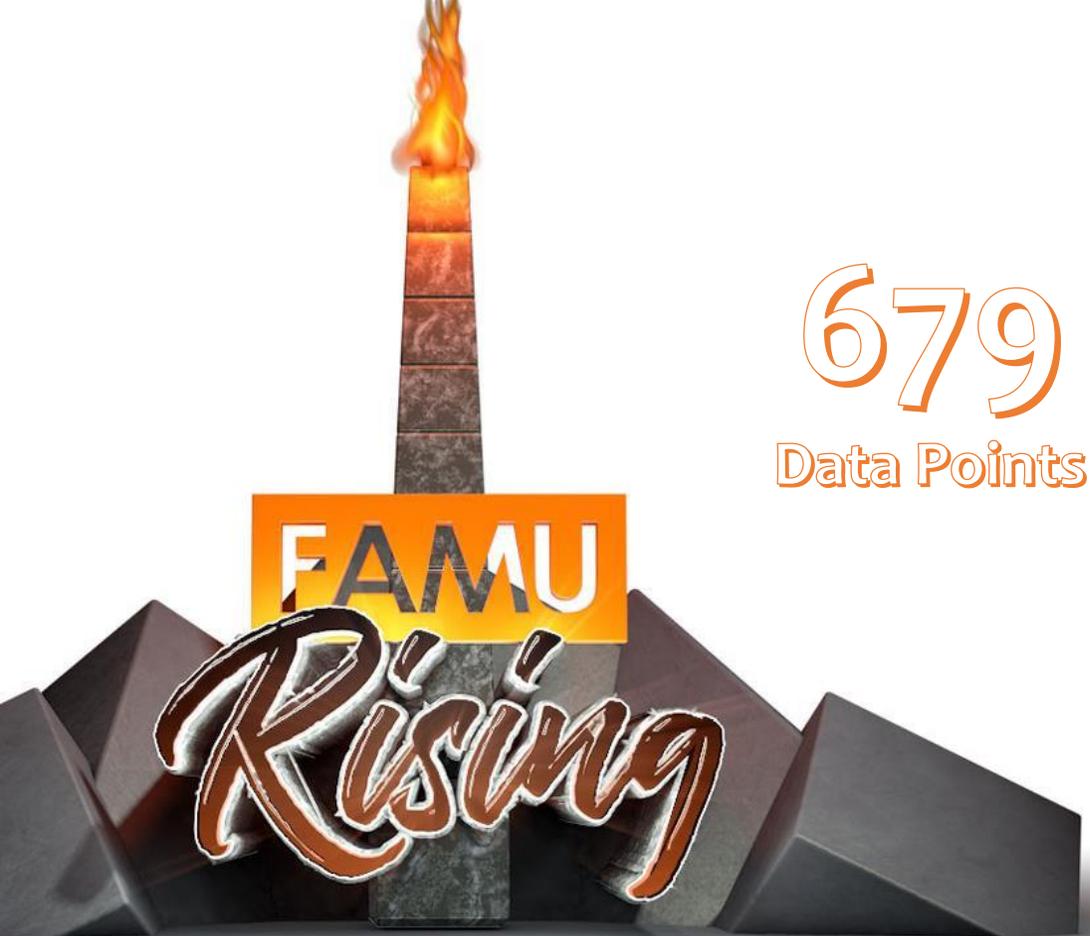
The mission of the Office of Institutional Effectiveness is to lead, coordinate, and support initiatives and projects related to planning, assessing, examining, and reporting on the accomplishment of FAMU's mission and strategic goals.

The Office promotes a commitment to excellence and continuous improvement through oversight of assessment, accreditation, academic program quality, accountability and **strategic planning functions.**

Includes: Program and Institutional Accreditation; Board of Trustees compliance reporting; Board of Governors compliance reporting; and Performance Based Metrics reporting.



Office of Institutional Effectiveness



679
Data Points

2017-2022 Strategic Priorities

Strategic Priority 1

- ✓ 5 Goals,
- ✓ 20 Strategies,
- ✓ 42 Metrics,
- ✓ 179 Action Steps

Strategic Priority 2

- ✓ 2 Goals,
- ✓ 10 Strategies,
- ✓ 9 Metrics,
- ✓ 97 Action Steps

Strategic Priority 3

- ✓ 4 Goals,
- ✓ 16 Strategies,
- ✓ 18 Metrics,
- ✓ 8 Action Steps

Strategic Priority 4

- ✓ 5 Goals,
- ✓ 17 Strategies,
- ✓ 16 Metrics,
- ✓ 101 Action Steps

Strategic Priority 5

- ✓ 5 Goals,
- ✓ 16 Strategies,
- ✓ 12 Metrics,
- ✓ 34 Action Steps

Strategic Priority 6

- ✓ 2 Goals,
- ✓ 7 Strategies,
- ✓ 2 Metrics,
- ✓ 46 Action Steps

FAMU Rising – Strategic Priorities

AutoSave On STRATEGIES & Key Metrics - Responsible Parties (Autosaved).xlsx - Last Modified: 6/24/2020

File Home Insert Page Layout Formulas Data Review View Developer Help Acrobat Power Pivot

A1 STRATEGIC PRIORITY - STRATEGIES

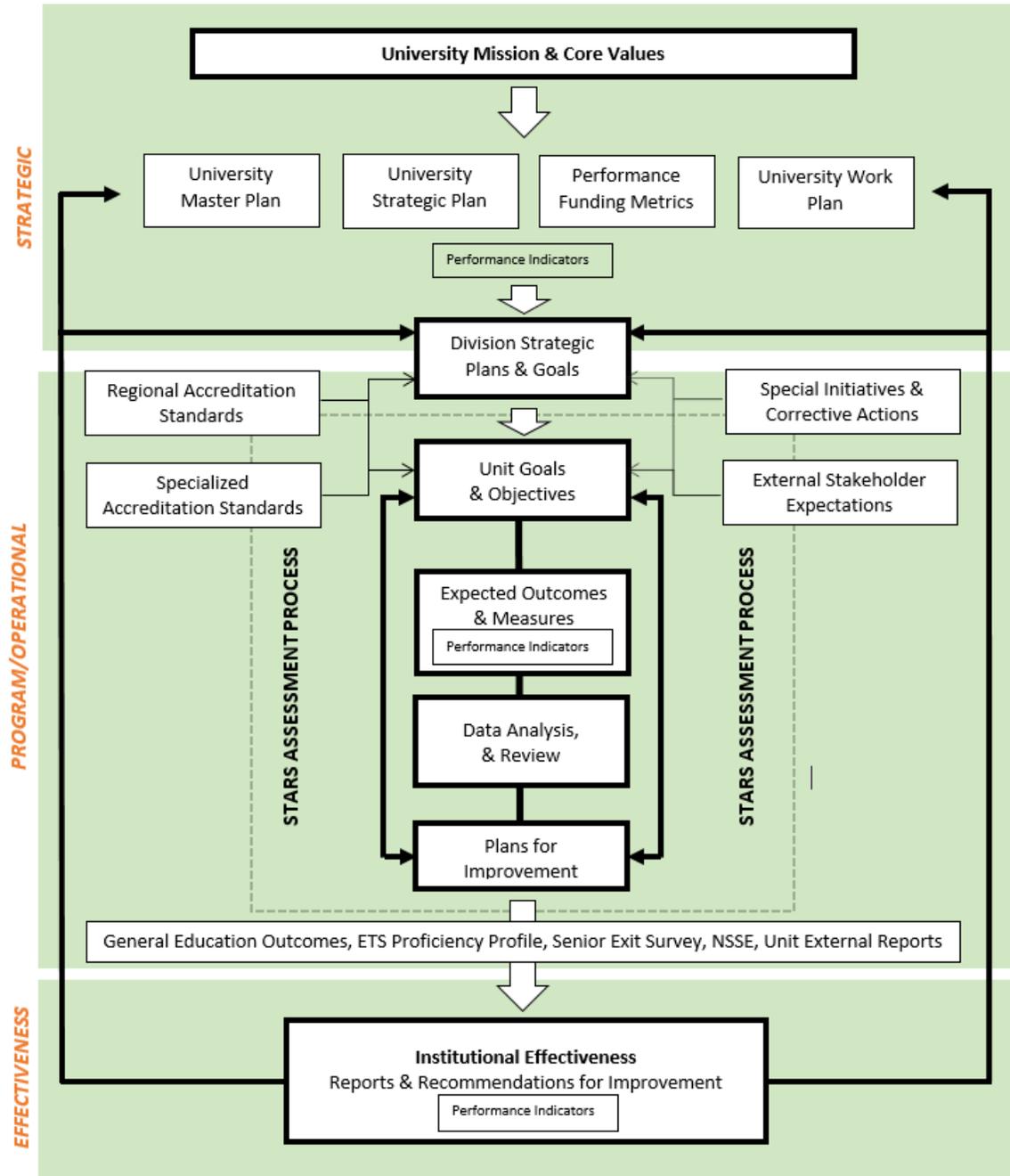
STRATEGIC PRIORITY - STRATEGIES										
Priority/Annual	Description	16/11	17/14	18/15	19/20	NOTES	Data Source	Responsible Individual	Administrative Unit	Contact Info
Strategies 1.1	Develop and implement a comprehensive strategic recruitment and enrollment management plan for the University					Need to get plan from SA		Students Affairs - Enrollment Management	Augustus Mitchell	augustus.mitchell@jamu.edu
Strategies 1.1.2	Increase the academic profile of incoming FTIC cohorts	3.5 GPA	3.4 GPA	3.5 GPA	3.5 GPA			Students Affairs - Enrollment Management	Augustus Mitchell	augustus.mitchell@jamu.edu
Strategies 1.1.3	Develop articulation agreements with Florida community colleges					Need to get agreements from SA		Students Affairs - Transfer Services		augustus.mitchell@jamu.edu
Strategies 1.1.4	Increase enrollment in online courses and degree programs	3	3	3	3			OIT	robert seniors	robert.seniors@jamu.edu
Strategies 1.1.5	Expand the Honors Program to create an Honors College					Need to get number from Honors Program		University Honors Center	Emma Dawson	emma.dawson@jamu.edu , samuel.brown@jamu.edu
Strategies 1.2	Identify student success initiatives to improve retention and persistence that include: Enhancing academic advising training and resources; Expanding academic support services; Increasing the use of predictive analytics; Enhancing early alert retention mechanisms for at-risk students; Expanding the Living-Learning Communities					Need to get initiatives from SSC		Student Affairs - Student Success Center	lewis johnson	lewis.johnson@jamu.edu
Strategies 1.2	Increase faculty use of pedagogical best practices in undergraduate and graduate programs					Faculty learning center		Academic Affairs - Teaching Learning Center	genyne boston	genyne.boston@jamu.edu
Strategies 1.2	Promote financial wellness education to minimize student debt and improve financial health	0	81	82	66	There are already seminars being conducted	Lisa Stewart	Student Affairs - Financial Aid	Lisa Stewart	lisa.stewart@jamu.edu
Strategies 1.2	Identify student success initiatives to improve retention and persistence that include enhancing early alert retention mechanisms for at-risk students	2nd YR - 82.0	2nd YR - 79.0	2nd YR - 84.0	2nd YR -			Student Affairs - Student Success Center	lewis johnson	lewis.johnson@jamu.edu
Strategies 1.2	Identify student success initiatives to improve retention and persistence that include expanding the Living-Learning Communities	2nd YR - 82.0	2nd YR - 79.0	2nd YR - 84.0	2nd YR -			Student Affairs - Student Success Center	lewis johnson	lewis.johnson@jamu.edu
Strategies 1.2	Increase faculty use of pedagogical best practices in undergraduate and graduate programs					Need to get more data from TLC 12 w/shops in Spring 19/20		Academic Affairs - Teaching Learning Center	genyne boston	genyne.boston@jamu.edu
Strategies 1.3	Ensure that every undergraduate and graduate degree program requires an integrative learning experience	TBD						Academic Affairs and Student Affairs	carl goodman	carl.goodman@jamu.edu
Strategies 1.3	Increase the number of students engaged in study abroad or international educational experiences					No numbers on Internation Ed. Page		International Education	William Hyndman	william.hyndman@jamu.edu
Strategies 1.3	Increase the number of undergraduate and graduate students that use the services provided by the University Career Center	12,775	15,469	27,609	44,387	Data Provided by Career Center	Shreeda Harrell	Career Center	shreeda harrell	Shreeda.harrell@jamu.edu
Strategies 1.4	Develop new degree programs in areas of high employer demand	8	7	7	8		Sundra Kincoy	Academic Affairs	sundra kincoy	sundra.kincoy@jamu.edu
Strategies 1.4	Implement an annual academic program review process to determine if programs need to be eliminated, merged, or restructured					Currently it is a seven year cycle	Sundra Kincoy	Academic Affairs	sundra kincoy	sundra.kincoy@jamu.edu
Strategies 1.4	Implement incentive programs and a reward structure for faculty and staff to identify, assess, and implement leading-edge teaching practices					Faculty Development Plan		Academic Affairs	genyne boston	genyne.boston@jamu.edu
Strategies 1.5	Refresh residence, athletic, instructional, and recreational facilities and equipment every three years					Need an updated Master Plan, figures are 2012		Facilities	Craig Talton	craig.talton@jamu.edu
Strategies 1.5	Develop plan for increasing on-campus housing capacity, including graduate housing					Need an updated Master Plan, figures are 2012		Facilities	Craig Talton	craig.talton@jamu.edu
Strategies 1.5	Invest in state-of-the-art classroom facilities and equipment that support active learning, distance learning, new pedagogy, and other leading-edge teaching/learning practices					Need an updated Master Plan, figures are 2012		Academic Affairs	genyne boston	genyne.boston@jamu.edu
Strategies 2.1	Develop and implement a comprehensive campus-wide faculty recruitment and retention plan	765	768	781	836			Academic Affairs	genyne boston	genyne.boston@jamu.edu
Strategies 2.1	Provide tangible incentives to annually acknowledge and reward outstanding teaching, research and service efforts					Faculty Development Plan		Academic Affairs	genyne boston	genyne.boston@jamu.edu
Strategies 2.1	Promote interdisciplinary teaching and research					Faculty Development Plan		Academic Affairs	genyne boston	genyne.boston@jamu.edu

Previous Status Updates

- Collected in excel spreadsheets
- Migration to Qualtrics forms
- Alternative platform utilization

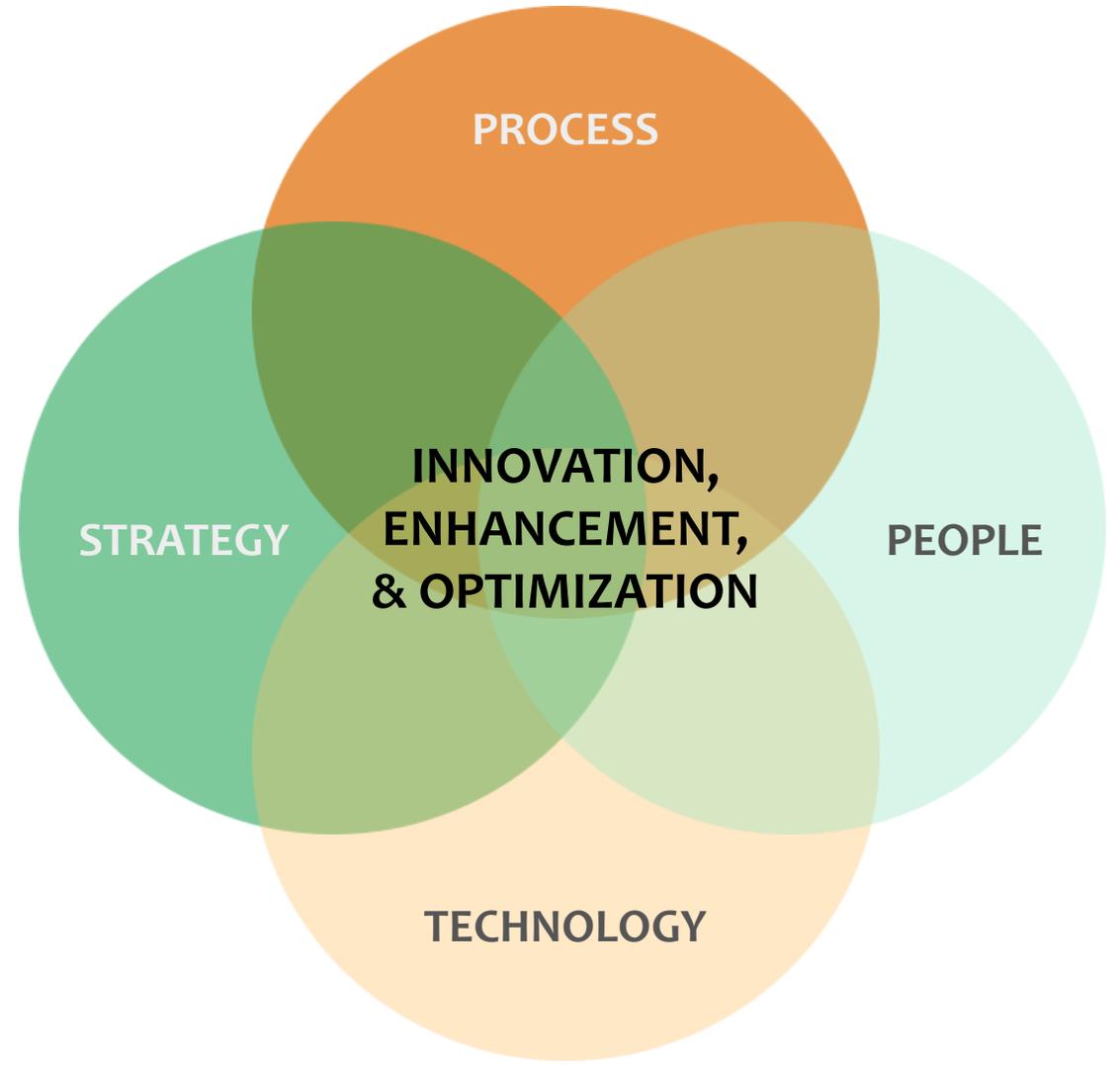
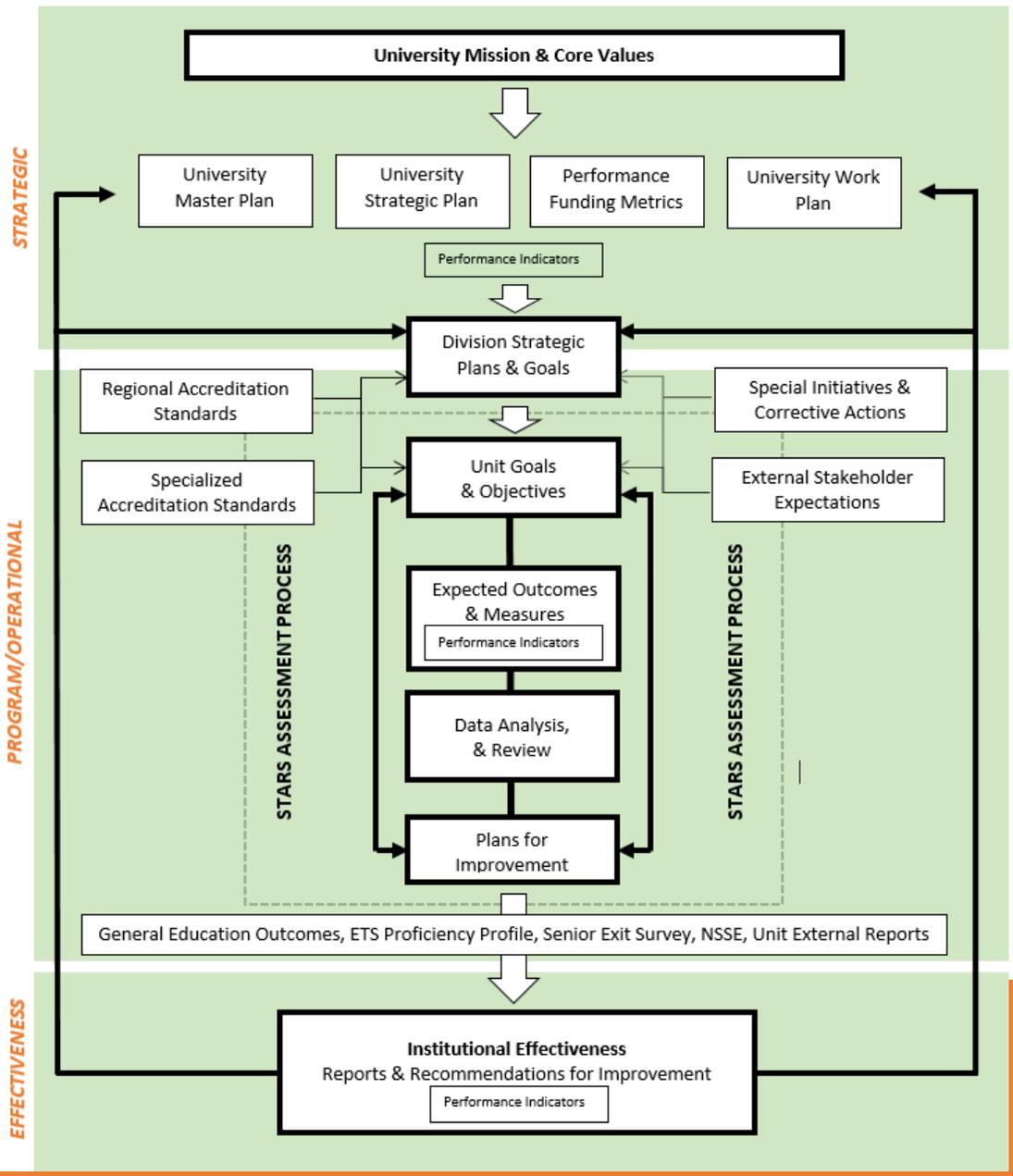
Legacy Collection Process

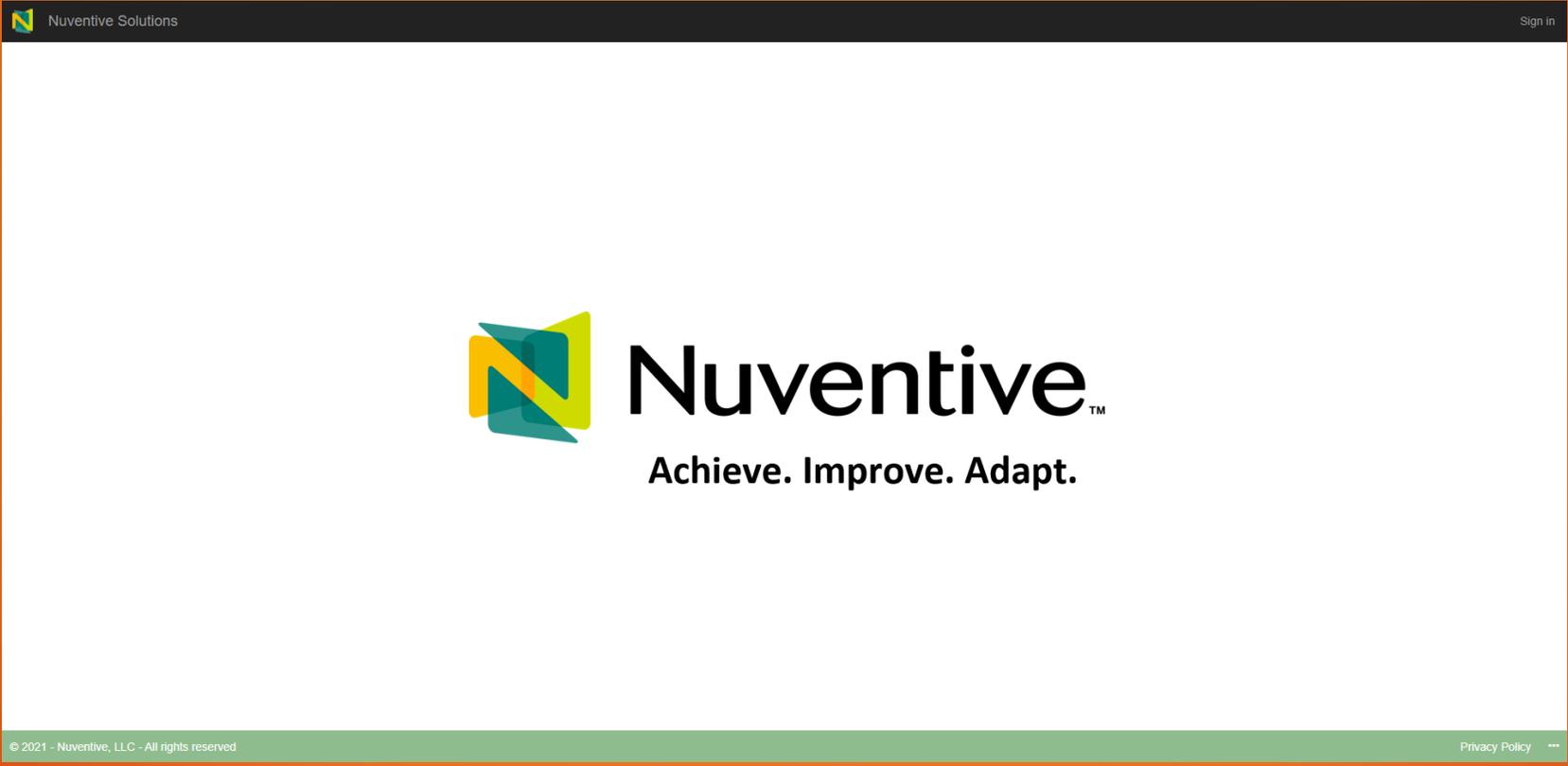
Joining of Duties and Migration to Software



Alignment of Efforts

- Identify areas of connection
- Develop linkages and set the stage
- Use one platform across all areas involved
- Review data for migration
- Migrate data points into the platform
- Input new data
- Development of dashboards
- Distribution of data





Live Site Demonstration

Lessons Learned

Lessons Learned

1. Everyone needs a seat at the table.
 2. Work smarter, not harder.
 3. Plans change. Be flexible.
 4. Be willing to train and re-train!
 5. One platform to rule them all!
 6. Be careful what you wish for, with great data comes great responsibility.
-
-





Questions?

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Brandi Newkirk: brandi.newkirk@famu.edu

Bailey Watson: bwatson@nuventive.com



Appendix: Platform Screenshots



Program Summary: 2020 - 2021 IP - Biology (BS)

Data Last Refreshed
10/15/2021 1:39:13 AM

<p>Current Year Assessment Report Complete</p> <p>✓</p>	<p>Current Year Overall Reflection Entered</p> <p>✓</p>	<p>Upcoming Year Plans Complete</p> <p>✓</p>	<p>STARS Rubric External REPORT - Average Rating</p> <p>N/A</p>	<p>STARS Rubric External PLAN - Average Rating</p> <p>N/A</p>
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Objective/Outcome	Current Year Assessment Methods	Current Year Assessment Reports Completed	Upcoming Year Plan Complete	Mapping Complete
Critical Thinking Skills	2	2	✓	✓
Discipline Specific Content Knowledge	2	2	✓	✓
Ethical Choices	2	2	✓	✓
Laboratory Skills	2	2	✓	✓
Written and Spoken Communication Skills	3	3	✓	✓



- Home
- General Information
- Assessment and Alignments ^
- Assessment Plan
- Objectives/Outcomes Map
- Assessment Report
- Reflections
- Internal Assessment Reviews v
- External Assessment Reviews v
- Reports
- Document Repository

Assessment and Alignments	
+	
ms (Active)	
. (Active)	
ment. (Active)	
and assessment liaisons with timely and accurate reporting and research. (Active)	
+	
alum mapping.	
Performance Outcome	
20, 2020 - 2021	
Performance Outcome	
20, 2020 - 2021	
nd individuals/programs engaged in meaningful assessment processes.	
Performance Outcome	
20, 2020 - 2021	
nducted by all Colleges/Schools and ADESU units.	
Performance Outcome	
20, 2020 - 2021	



Assessment and Alignments > Assessment Plan

Goals



- ▶ To enhance pathways to degree programs (Active)
- ▶ To enhance surveys distributed by OUA. (Active)
- ▶ To enhance the FAMU culture of assessment. (Active)
- ▶ To develop programs that assist faculty and assessment liaisons with timely and accurate reporting and research. (Active)

Objectives/Outcomes



- ▶ Training Programs
 To provide training programs on curriculum mapping.
 Objective/Outcome Status: Active PO - Performance Outcome
 * Planned Assessment Cycles: 2019 - 2020, 2020 - 2021
- ▶ Surveys
 To enhance surveys distributed by OUA.
 Objective/Outcome Status: Active PO - Performance Outcome
 * Planned Assessment Cycles: 2019 - 2020, 2020 - 2021
- ▶ Meaningful Assessment Processes
 To acknowledge quality assessment and individuals/programs engaged in meaningful assessment processes.
 Objective/Outcome Status: Active PO - Performance Outcome
 * Planned Assessment Cycles: 2019 - 2020, 2020 - 2021
- ▶ Improving the Quality of Assessment
 To improve the quality of assessment conducted by all Colleges/Schools and ADESU units.
 Objective/Outcome Status: Active PO - Performance Outcome
 * Planned Assessment Cycles: 2019 - 2020, 2020 - 2021



Assessment and Alignments > Objectives/Outcomes Map



- FAMU Strategic Priorities 2017 - 2022

Objectives/Outcomes

Strategic Priorities	Training Programs To provide training programs on curriculum mapping.	Surveys To enhance surveys distributed by OUA.	Meaningful Assessment Processes To acknowledge quality assessment and individuals/programs engage ...	Improving the Quality of Assessment To improve the quality of assessment conducted by all ...	Develop Nuventive Assessment Platform To develop and improve the Nuventive Assessment
Strategic Priority 1 Exceptional Student Experience		✓		✓	
Strategic Priority 2 Excellent and Renowned Faculty			✓		
Strategic Priority 3 High Impact Research, Commercialization, Outreach, and Extension Services					
Strategic Priority 4 Transformative Alumni, Community, and Business Engagement					
Strategic Priority 5 First-Class Business Infrastructure					✓

- FAMU Strategic Priorities 2017 - 2022 ▲

🔍

- ADESU - University Assessment
- FAMU Strategic Goals 2017 - 2022
- FAMU Strategic Priorities 2017 - 2022
- Florida Board of Governors Performance Metrics
- President Goals

Objectives/Outcomes					
	Training Programs To provide training programs on curriculum mapping.	Surveys To enhance surveys distributed by OUA.	Meaningful Assessment Processes To acknowledge quality assessment and individuals/programs engage ...	Improving the Quality of Assessment To improve the quality of assessment conducted by all ...	Develop Nuventive Assessment Platform To develop and im the Nuventive Assessment
		✓		✓	
			✓		
Strategic Priority 3 High Impact Research, Commercialization, Outreach, and Extension Services					
Strategic Priority 4 Transformative Alumni, Community, and Business Engagement					
Strategic Priority 5 First-Class Business Infrastructure					✓



Reporting Cycle

View All



2020 - 2021

Last Modified: 12/11/2020, N. Dzikunu



Goals and Objectives

4 - Developed

Standards and Outcomes (Strategic Linkages)

4 - Developed

Assessment Measure

4 - Developed

Criterion

4 - Developed

Plan Attachments

4 - Developed

Average Rating for Assessment Plan

5

General Plan Comments

ND

STARS Assessment Rubric

Standard	Outcome	Assessment Measure	Criterion	Assessment Method	Assessment Schedule	Assessment Results	Assessment Report
Plan	1.1	1.1.1	1.1.1.1	1.1.1.1.1	1.1.1.1.1.1	1.1.1.1.1.1.1	1.1.1.1.1.1.1.1
	1.1	1.1.1	1.1.1.1	1.1.1.1.1	1.1.1.1.1.1	1.1.1.1.1.1.1	1.1.1.1.1.1.1.1
	1.1	1.1.1	1.1.1.1	1.1.1.1.1	1.1.1.1.1.1	1.1.1.1.1.1.1	1.1.1.1.1.1.1.1
	1.1	1.1.1	1.1.1.1	1.1.1.1.1	1.1.1.1.1.1	1.1.1.1.1.1.1	1.1.1.1.1.1.1.1

STARS Rubric



Assessment Plan

Assessment Plan Report



Assessment Impact

IP - Biology (MS)

Assessment Impact - Plans, Res...

Strategies

Strategy 1.1.1

Develop and implement a comprehensive strategic University recruitment and enrollment management plan.

Strategy Status: Active

Planned Assessment Years: 2019 - 2020, 2020 - 2021, 2021 - 2022

Start Date: 08/15/2020

Completed Date:

Action Steps

On Track

1.1.1.1. Identify and contact senior administrators at selected state/community colleges to discuss proposed articulation agreements. (Active)

1.1.1.2. Identify majors and request curriculum reviews from advisement staff at FAMU and state/community colleges in the development of the maps. (Active)

1.1.1.3. Develop a campus-wide student satisfaction survey for transfer students (Active)

Related Items

- FAMU Strategic Goals 2017 - 2022
Strategic Priority 1 - Goal 1 - Enhance pathways to degree attainment

- FAMU Strategic Priorities 2017 - 2022
Strategic Priority 1 - Exceptional Student Experience

Florida A&M University Strategic Plan 2017 - 2022: Strategic Priority 1 Exceptional Student Experience
Strategic Priority 1 - Goal 1 - Enhance pathways to degree attainment

Assignment

Newkirk, Brandi - {Due Date: 09/01/2020}

▼ Strategy 1.1.1



Develop and implement a comprehensive strategic University recruitment and enrollment management plan.

Strategy Status: Active

Planned Assessment Years: 2019 - 2020, 2020 - 2021, 2021 - 2022

Start Date: 08/15/2020

Completed Date:

▼ Action Steps



▼ On Track



1.1.1.1. Identify and contact senior administrators at selected state/community colleges to discuss proposed articulation agreements. (Active)

Benchmark for Improvement/Completion: The Division of Academic Affairs will meet with at least three state four-year colleges and community colleges a year to develop articulation agreements.

Person(s) Responsible: Lewis Johnson, Ph.D.

Associate Provost for Student Success and Strategic Initiatives

Division of Academic Affairs

Start Date:

Completion Date:

Date Added: 09/23/2019

Active: Yes

Related Documents

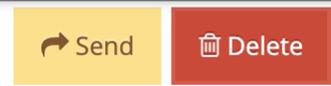
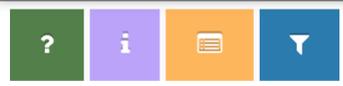


Assignment





Strategy and Action Assignment Console



Assignment Statuses Status:

Date Filters Assignment Due Dates:

Results Count Show:

Search:

Complete	Status	Due	Assignment	Assignee	Email Last Sent
08/11/2020	Complete	08/11/2020	Strategy: Strategy 1.4.2 Action Step: 1.4.2.1 Review existing State and University guidelines related to academic program review and degree authorization/termination, including BOG low productivity requirements View Assignment	Brandi Newkirk	08/11/2020
10/18/2019	Complete	10/31/2019	Strategy: Strategy 1.1.1 Action Step: 1.1.1.1. Identify and contact senior administrators at selected state/community colleges to discuss proposed articulation agreements. View Assignment	Brandi Newkirk	10/18/2019

- Home
- Analytics and Reports** ^
- KPI Dashboard
- Strategic Plan Summary
- Assessments Aligned with Strategic Plan
- Document Library



2017-2022 Strategic Plan Update on Metrics & KPIs

FLORIDA A&M UNIVERSITY has entered a new and exciting phase in our evolution, providing us with an opportunity to evaluate our priorities, while "Rising" to meet the challenges of an ever-changing higher education landscape and highly competitive global marketplace. This Dashboard contains useful data and graphical insights into the University's performance and outcomes on the goals and metrics identified in the University Strategic Plan.



Strategy Summary

FILTERS

Priority: All | Goal: All | Status: All | Year: All

87
Total Strategies

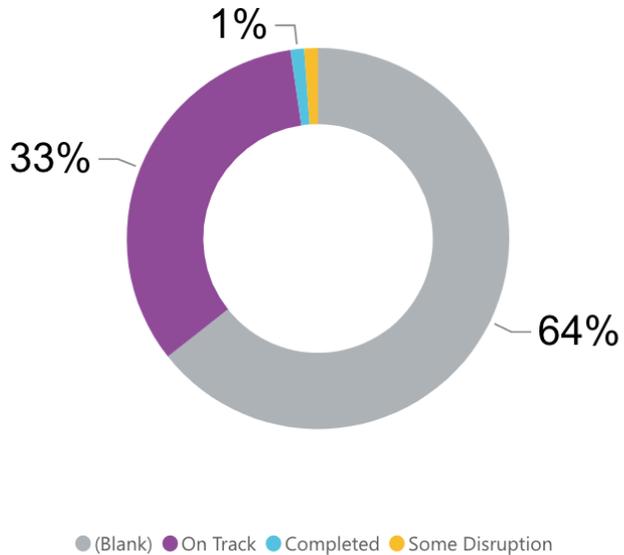
84
Active

1
Completed

29
On Track

1
Some Disruption

56
No Status



Strategy	Conclusion
Strategy 1.1.1: Develop and implement a comprehensive strategic University recruitment and enrollment management plan.	On Track
Strategy 1.1.2: Increase the academic profile of incoming FTIC cohorts	On Track
Strategy 1.1.3: Develop articulation agreements with Florida community colleges	
Strategy 1.1.4: Increase enrollment in online courses and degree programs	
Strategy 1.1.5: Expand the Honors Program to create an Honors College	
Strategy 1.2.1: Intensify student success initiatives to improve retention and persistence that include 1. Enhancing academic advising training and resources 2. Expanding academic support services 3. Enhancing early alert retention mechanisms for at-risk students 4. Expanding the Living-Learning Communities	
Strategy 1.2.2: Increase faculty use of pedagogical best practices in undergraduate and graduate programs	On Track
Strategy 1.2.3: Promote financial wellness education to minimize student debt and improve financial health	On Track
Strategy 1.2.4: Intensify student success initiatives to improve retention and persistence that include enhancing early alert retention mechanisms for at-risk students	
Strategy 1.2.5: Intensify student success initiatives to improve retention and persistence that include expanding the Living-Learning Communities	
Strategy 1.2.6: Increase faculty use of pedagogical best practices in undergraduate and graduate programs	



Assessment Objectives/Outcomes Aligned to Strategic Goals

FILTERS

Priority

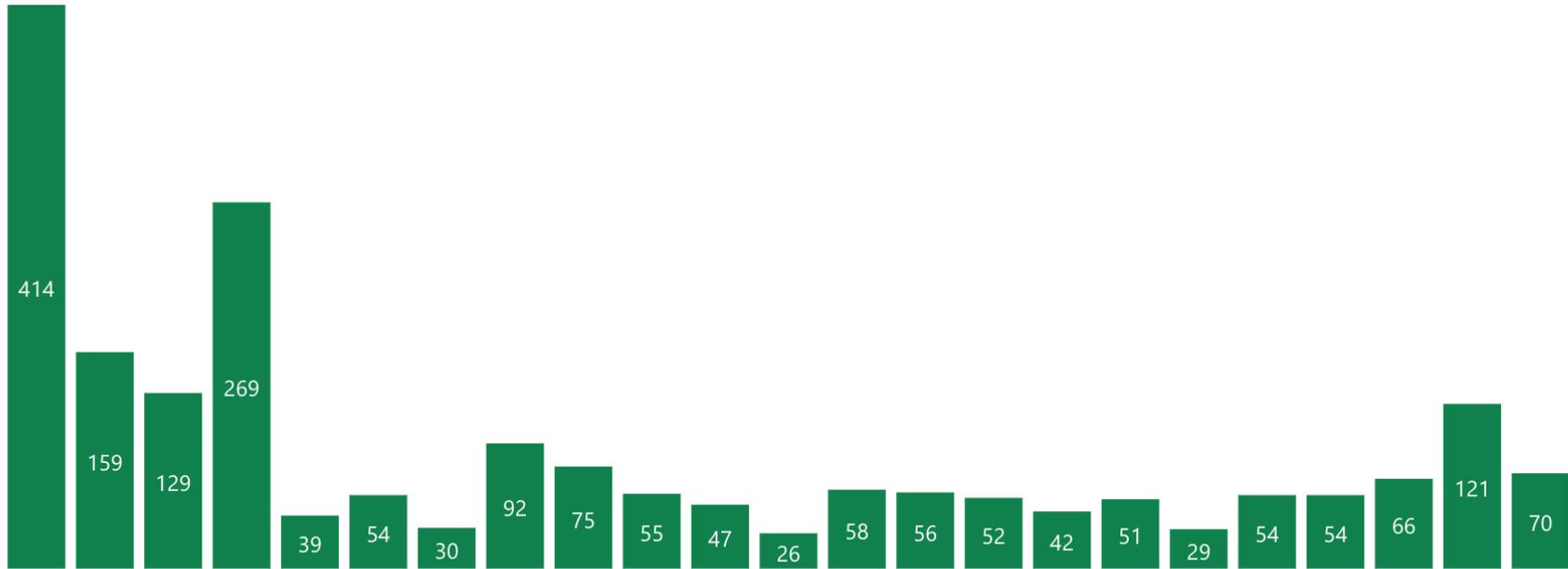
All

Goal

All

Objective/Outcome Year

All



Units with Objectives / Outcomes Aligned
151

Unique Objectives / Outcomes Aligned
723

Strategic Priority 1 - Goal 1 Strategic Priority 1 - Goal 2 Strategic Priority 1 - Goal 3 Strategic Priority 1 - Goal 4 Strategic Priority 1 - Goal 5 Strategic Priority 2 - Goal 1 Strategic Priority 2 - Goal 2 Strategic Priority 2 - Goal 3 Strategic Priority 3 - Goal 1 Strategic Priority 3 - Goal 2 Strategic Priority 3 - Goal 3 Strategic Priority 3 - Goal 4 Strategic Priority 4 - Goal 1 Strategic Priority 4 - Goal 2 Strategic Priority 4 - Goal 3 Strategic Priority 4 - Goal 4 Strategic Priority 4 - Goal 5 Strategic Priority 5 - Goal 1 Strategic Priority 5 - Goal 2 Strategic Priority 5 - Goal 3 Strategic Priority 5 - Goal 4 Strategic Priority 5 - Goal 5 Strategic Priority 6 - Goal 1 Strategic Priority 6 - Goal 2



ADESU data supporting Strategic...



DEAN data supporting Strategic ...



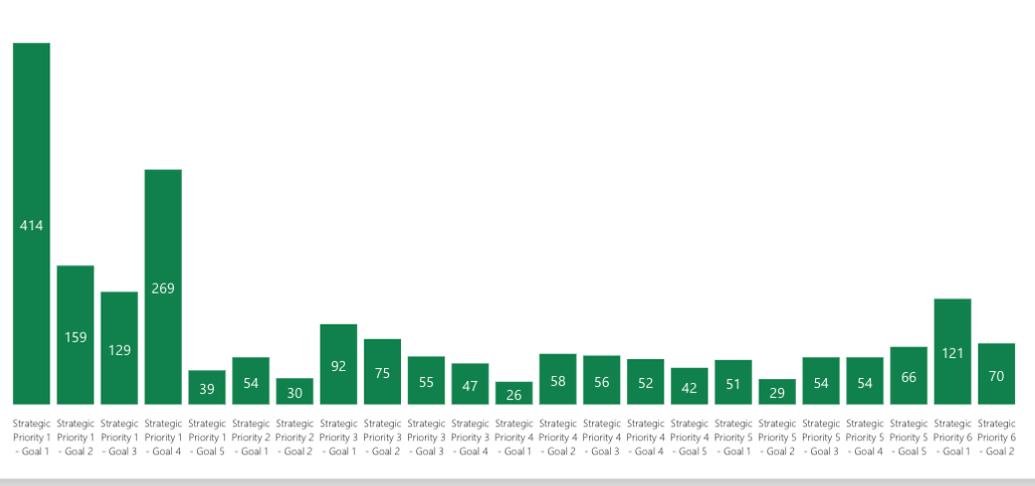
IP data supporting Strategic Prio...



Assessment Objectives/Outcomes Aligned to Strategic Goals

FILTERS

Priority: All | Goal: All | Objective/Outcome Year: All



Units with Objectives / Outcomes Aligned
151

Unique Objectives / Outcomes Aligned
723

ADESU assessment data supporting Strategic Priorities and Goals

2019 - 2020

- FAMU Strategic Goals 2017 - 2022

Strategic Priority 1 - Goal 1 - Enhance pathways to degree attainment

ADESU - Athletics*

Objective/Outcome: To create an environment that encourages high academic achievement for all student-athletes and provides the support to ensure that success

To increase student-athlete graduation and retention rates

Objective/Outcome Status: Active SLO - Student Learning Outcome

* **Planned Assessment Cycle:** 2019 - 2020, 2020 - 2021

Assessment Measures	Result Summaries	Improvement Narratives
<p>Direct - Reports Analysis - We will review our student-athlete registration policies</p> <p>• Criterion: Ensure that student-athletes are being registered at times that don't conflict with practice or competition</p> <p>Notes: We will work with our campus partners to ensure that our student-athletes are registered and properly enrolled prior to university deadlines</p> <p>Assessment Year(s): 2019 - 2020, 2020 - 2021</p> <p>Related Documents: Academic Advisement Form.pdf</p>	<p>Reporting Period: 2019 - 2020</p> <p>Conclusion: Criteria Not Met</p> <p>We are continuing to assess and evaluate our processes and gather data. We will update our assessment as we are able to review the measurable goal data. (09/09/2020)</p>	<p>Improvement Narrative: Still evaluating our goals and objectives as we are a new staff. We will gather all measurable data and update our assessment once we have reviewed. (09/09/2020)</p> <p>Improvement Type: Reduce Cycle - Time</p>

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