

Comments to Assessment & Evaluation Leadership Workgroup

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1. Emphasis on our SA Vision and Mission

Mission

Student Affairs supports the enrollment, academic success and wellbeing of every student by developing their intellectual, social and moral growth.

Vision

To develop every student to lead, innovate, solve problems and contribute to the betterment of the world.

2. Mission Driven¹

Seeking a paradigm shift to become more responsible and proactive. Not about being reactive and waiting for others to determine our success and worth. WE live and work in a high velocity and disruptive environment.

Part of this paradigm shift is a reliance/focus on Assessment and Evaluation. Assessment and Evaluation must help guide, transform, engage, and lead us into a deep conversation that respects all:

- **Where we regard all team members as colleagues;**
- **Where we help the entire Student Affairs Division imagine something new;**
- **Where we act with courage;**
- **Where we persist through setbacks;**
- **Failure is allowed, we simply learn and improve;**
- **Passing judgement on others is not viable;**
- **Where we allow ourselves to imagine a different future; and**
- **What was good enough before will no longer be good enough.**

Most of us seek to join a team that is mission driven. We generally are not about the return on investment---ROI. We take pride in being associated with a university that contributes to society particularly compared to those organizations that focus on the bottom-line (ROI).

This is our true north. This workgroup must shift from operating in the present to group thinking about the collective future (paradigm shift). This workgroup can be pivotal in creating a compelling story for reaching our vision; in creating our momentum. This may be the process of setting expectations and goals for all.

3. We create more interdependency, more coordination and more information flow

My hope as we work together we create more interdependency, more coordination and more information flow. We will not achieve our goals by chance or lucky events—when we achieve, it will be as a direct result of our choices and actions. We must take **responsibility** for our success: setting goals, metrics, data collections and analysis. (Critical role of the Assessment & Evaluation Leadership Workgroup)

¹ Slow Down much of this comes from Daniel Seymour's writings; "*Momentum: The Responsibility Paradigm and Virtuous Cycles of Change in Colleges and Universities*", Rowman & Littlefield, 2016.



We must strive for alignment. Without a strong sense of direction everyone will create their own direction and create a great deal of turbulence. (Within the one large bold arrow we can have many internal directions and external pushes and mandates). Without alignment, we may have violent swings and surges. A push becomes a shove---let's be gentle with each other.

When we do NOT have small, little and big arrows that are not creating holes or just punching out the back side we start to have coherence and synergy: as more interdependency, more coordination and more information flow.

4. Achieve Commitment

You will be creative leaders constantly focused on alignment, staying true to our true north. We must be positive. If possible, we should strive to act with a sense of oneness. Others will copy you, mimic you.

BTW we are not asking for compliance. NO.

We would prefer commitment. We want members to bring their energy, passion and excitement---NOT via compliance.

5. Commitment via Dialogue---Help team learn and engage

I hope we can achieve commitment via dialogue.

I venture to say most of our team members think in terms of singular parts and not of the whole. It is almost as if we are all in a centrifuge---we tend to pull away from the center. To fly outward. How do we prevent running away from our goals?

How do we create a coherence of our work---a bond to the greater mission?

The stronger the unity, coherence the stronger the greater possibility of success.

Example of an incandescent lightbulb vs a laser:

- An incandescent lightbulb can light up a room.
- A laser can reach the moon.
- A laser focus or coherence can take you a very long way.

My answer is to help team members become aware and engage in conversations. Be aware of what we are doing and understand information, events and their own actions. In essence we do not collect data as just an exercise to satisfy a reporting requirement, it must have meaning and it must help us achieve ***our Mission: "Student Affairs supports the enrollment, academic success and wellbeing of every student by developing their intellectual, social and moral growth."***

We as a team must try to be purpose-centered. Dialogue, conversation will be required to help our team learn and achieve our vision and goals.