

Office of Institutional Effectiveness
September 2023

2021-2022 Administrative Unit Assessment Summary

The administrative assessment process at Siena College is intended to involve continuous collaboration and goal-setting, leading to the improvement of the quality, effectiveness, or efficiency of an administrative unit's function or resources. Specifically, this annual process includes the establishment of initiatives and outcomes that meet stakeholders' needs; changes made to administrative processes or resources; as well as measures and metrics of quality and efficiency. Improvements are facilitated by the completion of yearly reports, which provide a means for reflection and planning with respect to the multiple aspects of assessment. These reports also provide accountability to internal stakeholders, such as students, faculty, other administrators, and external stakeholders, such as accrediting bodies.

For the 2021-2022 year, each administrative unit was advised to submit one or more administrative assessment report(s) by August 1, 2022. For administrative units with multiple subunits, the administrative unit head was asked to determine which subunits completed reports for the year. These reports included sections for the title of the quality initiative, the identification of the outcome, the assessment procedure and measure, the criteria, the results, and the follow-up action depending on the status of the initiative. OIE met individually with units or subunits from May to July to assist them in developing their reports.

This Administrative Unit Assessment Summary report provides the status of the 2021-2022 administrative unit assessment cycle, including:

- Report submission compliance statistics
- Initiative status (e.g., in progress/follow-up actions identified) statistics
- Qualitative observations of areas of strength and areas for improvement
- Recognition of units doing commendable assessment work

Report Submission Compliance

A culture of continuous improvement implies the active engagement of all administrative units in reporting. Administrators and members of the Office of Institutional Effectiveness (OIE) continue to meet, to form connections, and to hold one another accountable as they pursue this goal. In the 2021-22 year:

- 43.3% (n = 13) of administrative units submitted the assessment reports

Compared with the 2019-2020 submission data, the compliance increased 5.4%. As the first year of submission after the COVID pandemic, the compliance rate is not as high as the one of 51.7% in 2018-2019, but demonstrates a positive trend and suggests that many administrative units have shifted their attention from maintaining the college's daily operation to continuous improvement activities.

Initiative Status

Continuous improvement also involves using results to make changes to functions or resources and to improve quality. The administrative units and sub-units are required to indicate one of the four types of initiative status when submitting the reports. The four types of status are:

- Completed, criteria achieved, no additional work needed

- Completed, changes implemented as described above
- In progress, follow-up actions identified
- In progress, inconclusive evidence and need to collect additional data

Among all initiatives that sub-units¹ have submitted, nearly half of them (43.6%) reported follow-up actions or plans for making improvements (i.e., “closing the loop”²). Only 15.4% of the initiatives were still “in progress” and needed to collect additional data.

- 41.0% (*n* = 16) initiatives were completed with no follow-up actions identified.
- 35.9% (*n* = 14) initiatives were in progress with follow-up actions identified.
- 7.7% (*n* = 3) initiatives were completed with changes planned or implemented.
- 15.4% (*n* = 6) initiatives were in progress with inconclusive evidence.

Areas of Strength

Looking at the content of administrative assessment reports, reports demonstrated the following areas of strength:

- Many sub-units provided solid rationale and detailed background information for the initiatives.
- More sub-units started to plan and implement activities for continuous improvement in addition to operational activities.
- More sub-units provided aligned outcomes and assessment methods.
- A few sub-units closed the loop of assessment by achieving the criteria and identifying follow-up actions.

Areas for Improvement

On the other hand, some of the areas of improvements were identified:

- The alignment between outcomes and assessments could be reinforced for some initiatives.
- Criteria could be clarified with numerical standards for comparison.
- Results of some initiatives were not aligned with the outcomes or assessments.
- More sub-units could report follow-up actions for continuous improvement even if the criteria were met.

Commendable Assessment Work

The following sub-units are recognized for commendable assessment work:

- Office of President: Title IX
 - Well-articulated outcomes and appropriate assessment methods
 - Criteria are numerical, clear, and realistic.
 - Results were presented clearly with key points highlighted.
 - Areas for improvement were identified and follow-up actions were planned.
- Center for International Programs
 - Rationale of two initiatives were clear and background information were provided.
 - As both initiatives were multiyear projects, short-term and long-term outcomes were identified and clarified.

¹ Data of initiatives were used in the analysis for a more precise presentation of results.

² The two types of status that are considered as closing the loop are completed, changes implemented as described above and in progress, follow-up actions identified.

- Quantitative and qualitative data were collected through surveys
- Results were summarized with identified follow-up actions
- Stewart's Advanced Instrumentation and Technology Center
 - Strong presentation of well-defined outcomes, aligned assessment methods, and detailed results.
 - Supporting documents with details were provided.
 - Results of multiple years were recorded and compared.
 - A new challenge was identified and documented, and a plan was also reported.

Summary

Administrators are making progress toward adopting a culture of continuous improvement. Nearly half of administrative units are compliant in submitting the assessment reports, and a positive trend in compliance rate is identified if compared to the data of 2019-2020. More work is needed to encourage participation. A total of 43.6% initiatives from different sub-units have closed the assessment loop by identifying follow-up actions. There are more multiyear projects documented in the reports as for the purpose of continuous improvement in addition to daily operation. Areas for improvement include using appropriate assessment methods and identifying follow-up actions.

2022-2023 Administrative Unit Assessment Information:

2022-2023 Report Submission Date: August 4, 2023