

**Office of Institutional Effectiveness  
January 2023**

**2019-2020 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, efficiency, etc. 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 2019-2020 year, each administrative unit was advised to submit one or more administrative assessment report(s) by July 31. 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 2019-2020 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 2019-2020 year:

- 37.9% ( $n = 11$ ) of administrative units submitted the assessment reports

Compared with the 2018-2019 submission data, the compliance declined 13.8%. One of the major reasons for this decline was the COVID pandemic that started in the year of 2019-2020, and that made many administrative units have to focus on the unanticipated needs to maintain the college's daily operation. Therefore, it was challenging for these units to engage in meaningful and 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 those sub-units<sup>1</sup> that submitted reports, approximately three quarters (71.4%) reported follow-up actions or plans for making improvements (i.e., “closing the loop”<sup>2</sup>). Only one sub-unit reported that the initiatives were still “in progress” and needed to collect additional data.

- 21.4% ( $n = 3$ ) sub-units completed initiatives with no follow-up actions identified.
- 71.4% ( $n = 10$ ) sub-units identified follow-up actions based on the assessment results.
- 7.2% ( $n = 1$ ) sub-units reported initiatives “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 started to provide solid rationale and detailed background information for the initiatives.
- Some initiatives were designed for continuous improvement instead of the regular operational activities.
- Using various types of methods such as quantitative and qualitative (e.g., numerical measure and quotes) assessments to collect meaningful data
- Applying creative solutions to address the challenge of COVID and achieve the criteria
- Developing plans for follow-up actions

### **Areas for Improvement**

On the other hand, some of the areas of improvements which were identified in the 2018-2019 reports were still shown in the 2019-2020 submission:

- The alignment between outcomes and assessments could be reinforced.
- Criteria could be clarified with numerical standards for comparison.
- Results of some initiatives were not aligned with the outcomes or assessments.

### **Commendable Assessment Work**

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

- McCormick Center for the Study of the American Revolution
  - Well-articulated outcomes and aligned assessment methods
  - Results of multiple years were recorded and compared.
- Office of Internships<sup>3</sup>
  - Clear descriptions of three initiatives with clear rationale and sufficient background information
  - Well-aligned assessment methods and numerical criteria

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<sup>1</sup> Data of sub-units were used in the analysis for a more precise presentation of results.

<sup>2</sup> 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.

<sup>3</sup> This sub-unit was renamed as Career and Internship Center in fall 2021.

- Summarized results 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.

### **Summary**

Administrators are making progress toward adopting a culture of continuous improvement. Over one third of administrative units were compliant in submitting the assessment reports. More work is needed to encourage participation. Regardless of the slight decline of compliance, the portion of the sub-units that identified follow-up actions remains the same as that of the year 2018-2019. Additionally, some units have started to show progress in the assessment process in terms of initiative description and assessment methods; most units have displayed efforts to achieve the set goals regardless of the COVID challenge. Areas for improvement include alignment between outcomes and assessment methods, criteria, and results.

### **2021-2022 Administrative Unit Assessment Information:**

2021-2022 Report Submission Date: August 2022