

#### Unit/Office 2014-2015 Goals & Assessment Plan

2014-2015 Closing the Loop Summary 2015-2016 Goals & Assessment Plan

Unit: Leadership Development Program

**Director:** Kim Piatt

Unit Mission: At the College at Brockport, State University of New York, we value student leadership development. Our mission is to provide structured leadership development opportunities through certificate programs based primarily on the Social Change Model of Leadership Development. Students begin the program with the Green Certificate and work their way up to the Capstone experience. Each level of the program is designed to challenge students' understanding of themselves, others and society.

#### 2014-2015 Assessment Plan

This section summarizes the unit plans for progress toward strategic goals.

Strategic Plan	Divisional	Unit Goal	Assessment	Assessment Results	Resources	Outcome/Status
Construct	Priority/Objective(s)		Objective		Used	
Co-Curricular	Civic Engagement &	Maintain/ strengthen	Participation and	Registered: 238	Baseline and	Overall, the results for the
and Support		high levels of	completion rates	Fully Enrolled: 165	myBrockport for	Green Leadership
Programs	Student Leadership	satisfaction,		Total Complete 112	administering	Certificate this year were
	_	engagement and	End of year	_	surveys and	quite positive. The use of
4.1	Learning Outcomes &	learning among	evaluation	Using pre- and post-	collecting journal	the pre-/post- survey
	Assessment	students in the Green		program survey, in general	responses	provided fruitful data for
		Leadership Certificate	Individual student	students reported growth in		both the program and the
			development based	all 5 areas related to the	Mentor rubric	mentors. We will continue
			on in-house	learning outcomes, with the		to utilize this tool.
			created rubric	greatest growth occurring		
				in Consciousness of Self		The number of
				(.81 on a 4 point scale).		participants/completions
						this year was lower than it
				87.5% of green students		has been in the past, but
				found the mentor		that could be for a variety
				relationship beneficial and		of reasons, including the
				60% of students plan to		changed program
				continue their relationship.		requirements. However,
						the personal growth

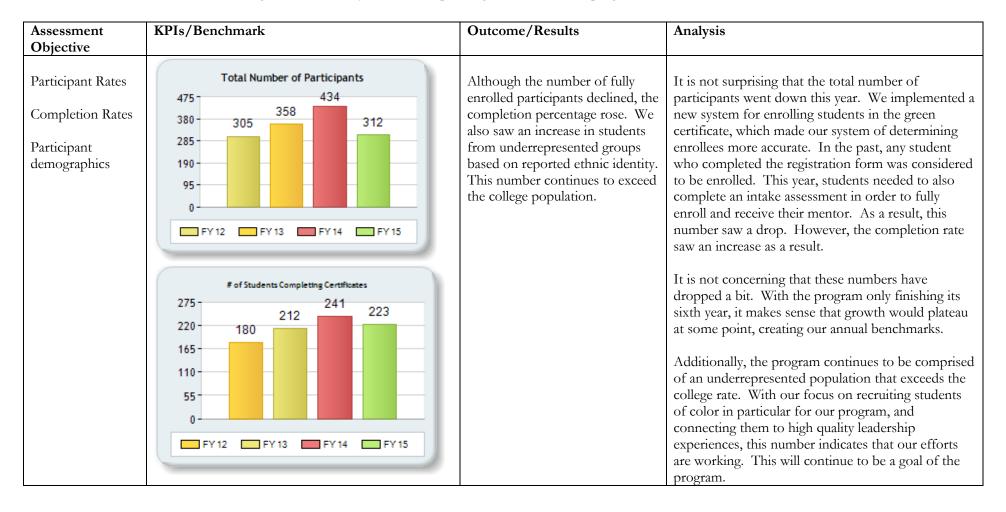
				98% of students agreed or strongly agreed that workshop presenters were effective, engaging and knowledgeable; 96% said they would recommend the session to other students.  89% are considering going on to the next level of the program.		reported by students and mentors exceeded previous years, so it appears that quality has certainly risen in lieu of quantity.  Student satisfaction with the program continues to be high and ideally this will translate into a strong cohort that continues in the program.
Strategic Plan		Unit Goal	Assessment	Assessment Results	Resources	Outcome/Status
Construct Co-Curricular	Priority/Objective(s) Civic Engagement &	Strengthen levels of	Objective Rates of	Enrolled: 79	Used Funds for Gold	This year we required
and Support	Student Leadership	satisfaction,	participation in	Completed: 63	Leadership	groups to complete service
Programs	Student Beauciomp	engagement in	service	Sompleted. 03	Groups	prior to planning their
	Learning Outcomes &	community service		Volunteering and Service	1	projects and this very
4.1	Assessment	and understanding of	Scholars Day	projects were completed by	Van	successful. Next year we
4.1	Assessment	and understanding of group development and civic engagement among students in the Gold Leadership Certificate	Scholars Day presentations  End of year evaluation  Advisor evaluations	projects were completed by each group (e.g. animal shelter)  80% of students said the Gold Certificate helped them envision themselves as a leader.  83% of students said that the Social Action Project was the most fulfilling part of the certificate.  94% were able to articulate the impact they believed their social action project had on the community.	Van transportation for service trips	will make it a point to ensure that these students register their service hours and reflect. The projects demonstrated thoughtful consideration of the needs of the community. Once again the biggest challenge for groups was finding meeting times. The registration form for next year will have students sign up for a time slot to complete the program. This will also allow the group to attend sessions together at that time. The advisor training and follow up also needs improvement.

Strategic Plan	Divisional	Unit Goal	Assessment	Assessment Results	Resources	Outcome/Status
Construct	Priority/Objective(s)		Objective		Used	
Co-Curricular	Civic Engagement &	All students in the	Reported rates of	Capstone student	#TrueBrockport	To address this goal,
and Support	Student Leadership	Leadership	participation in	discussions about the	Campaign	socio-cultural
Programs		Development Program	Socio-Cultural	Brockport community led	materials and	conversations were added
	Diversity &	will develop social	Conversations	to the creation of the	shirts	to various levels of the
4.1	Inclusiveness	perspective taking	(SCCs)	#TrueBrockport campaign		program. Capstone
		skills and leadership		to create a positive,	Presidential	students engaged in bi-
		capacity through	Student reflections	inclusive community.	students	weekly discussions about
		involvement in Socio-	<ul><li>presidential</li></ul>		facilitating table	issues in the community.
		Cultural Conversations	student facilitators	Presidential students who	talks	Presidential students
		(SCC)	and green student	facilitated the Table Talk		participated in assumption
			attendees of Table	sessions reported that it	Text book –	challenging during the
			Talks. These	helped them practice their	Learning as a	class. They discussed
			sessions were open	leadership skills.	way of Leading	topics like immigration,
			dialogue sessions		for Presidential	power and privilege,
			about topics of	Most common response	Class	poverty and others.
			diversity and	from Green Leadership		
			privilege that took	students was that they left	Funds for	Overall, being the first
			place in March	the Table Talks with a new	Tunnel of	year of the Table Talk
			after Tunnel of	way of thinking. Topics	Oppression	sessions, they were well
			Oppression.	covered included: Gender,		received. Next year we
				Race, Bullying, Mental	Multi-	will try to have each one
			Tunnel of	Illness and New	Institutional	be related to a different
			Oppression	Perspectives.	Study of	topic for students to pick
			Attendees		Leadership	ahead of time so that they
				MSL Data –		can select a session that is
			Multi-Institutional	Participation in SCCs		of interest.
			Study of	Very Often:		E: 11 155
			Leadership Data	• Brockport: 12.16%		Finally, LDP report
				• National: 14.47%		greater frequency of
				• LDP: 16.56%		engaging in SCCs than
						both Brockport students
				Often:		and their peers nationally,
				• Brockport: 34.90%		but we would still like to
				• National: 43.25%		see this number grow.
				• LDP: 42.38%		
				121.12.50/0		

Strategic Plan	Divisional	Unit Goal	Assessment	Assessment Results	Resources	Outcome/Status
Construct	Priority/Objective(s)		Objective		Used	
Culture of	Community Building	By creating a	Number of alums	Leadership Program	Leadership	This year we had a record
Philanthropy	and Collaboration	comprehensive	involved in the	highlighted in Kaleidoscope	Program gear for	number of alumni
and Alumni		campaign for engaging	program	Magazine, sent to alumni.	alumni	submitting proposals to
Engagement		alumni in the program,			volunteers	present at the leadership
		students will take	Varied modes of	31 alumni submitted		conference.
SD 8; SO 8.1		advantage of the	alumni	program proposals for the	Capstone	
		guidance, mentorship	involvement	Annual Student Leadership	students	After being highlighted in
		and networking		Conference.	contacting	Kaleidoscope magazine,
		offered by Brockport	% of students		alumni	we received emails from
		alums.	reporting making	69% of respondents		alumni interested in
			direct connection	indicated "yes" or "maybe"		presenting, especially at
			with alums	to the question of whether		the Leadership
				or not they could identify		Conference.
				an alum who can serve as a		
				resource as a result of the		Continued effort needs to
				leadership conference.		be taken to connect
						students to alumni at the
						Leadership Conference in
						particular.

#### Creating a Culture of Evidence & Continuous Improvement

The College at Brockport is committed to improving program effectiveness and the quality of the student experience through assessment data. The use of assessment data will contribute to the culture of evidence within each unit and the overall campus community. This section allows units to report administrative assessment data that might not necessarily be tied to a specific goal, but illustrates program or unit effectiveness.





Assessment Objective	KPIs/Benchmark	Outcome/Results	Analysis
Number of Faculty, Staff and Alumni volunteers	Faculty, Staff and Alumni Volunteers  210 168 135 147 126 84 42 0 FY 12 FY 13 FY 14 FY 15	Drop from previous year	This year, we had more senior level students involved as mentors than ever before. This may account for the smaller need for faculty/staff mentors. For 2015-2016, increased effort will be made to bring back and retain volunteers from the past.
Number of attendees at Tunnel of Oppression	Tunnel of Oppression Attendees  500 400 381 276 313 313 100 100 0 FY 12 FY 13 FY 14 FY 15	Significant increase from previous years	This year, the student co-coordinators did quite a bit of marketing. They formed a student planning committee and involved many organizations who had not previously participated. BSG was also more involved in the event. Increased promotion may have positively impacted the significant increase in attendees. Additionally, during the spring semester the campus was engaged in more discussions about equity, diversity and inclusion, so that may have also contributed to higher numbers.

#### 2014-2015 Closing the Loop Summary Report

The following report outlines the assessment tools used and data compiled in regard to **no more than three** unit/office goals from 2014-2015. It will also highlight the proposed action items and recommendations for the next year. Please note that this information will be included in the EMSA Briefing Book.

2014-2015 Goal: Maintain/ strengthen high levels of satisfaction, engagement and learning among students in the Green Leadership Certificate.

Tool Used: Program Demographics, Pre/Post Test of students, Mentor Rubric, Workshop evaluations, Journal Responses

Data/Results:

Completed Registration: 238 Fully Enrolled: 165 Completed Certificate: 112

Female: 69% Male: 31% Caucasian: 63% Underrepresented Background: 35%

Overall Student Growth averages based on self-reported responses in pre- and post- survey (scale of 1-4)

Consciousness of Self: .81

Congruence: .30 Commitment: .54

Self-Efficacy: Pre-program assessment only 63% viewed themselves as a leader, post assessment 99% viewed themselves as a leader

Overall Student Growth averages based on mentor rubrics (scale of 1-4)

Consciousness of Self: 1.02

Congruence: 1.33 Commitment: 1.14

Changing View of Leadership: 1.14

# Workshop Evaluations

98.13% of students either agreed or strongly agreed that their presenter was effective, engaging, and knowledgeable about the topic 96.47% of students either agreed or strongly agreed that they would recommend this session to other students

Mentor Relationship

87.5%: Mentor Relationship was beneficial

### Summary/Conclusions:

Overall the Green Certificate program continues to do well in meeting its intended outcomes – particularly increasing the self-awareness of participants. In looking at the demographics, the number of enrolled students was a drop from the previous year, however we implemented a new system of enrolling students in the program – requiring an extra step before they would be considered registered and receive a mentor. As a result, the smaller number represented the students for whom the program was a priority, leading to a better completion percentage and one that more accurately reflected who was involved in the program. Often students sign up during orientation or the first week without really planning to complete it.

Responses from both students and mentors reveal that learning is taking place, but with all assessments, it is difficult to know whether that is a result of the program or simply typical growth as a student. This was the first year implementing the pre- and post- assessment measures and this was found to be extremely beneficial and more reliable than simply asking students if they experienced growth. The mentor rubrics offered a chance for conversation along with providing the program with necessary information about student growth.

The Table Talks were dialogues facilitated by Presidential students for Green students about topics of diversity, power and privilege. This was a new component and these talks were generally successful in their first year. Students did indicate that they would have liked to have different topics to choose from based on their interests. Additionally, the scheduling occurred somewhat last minute, so students could have used more time to prepare. This may have been a contributing factor to student completion of the certificate.

The certificate saw a large number of students from minority backgrounds, which indicates that the program focus on recruiting students from traditionally underrepresented groups was successful. This will continue to be a priority for the program, as these students may not have had as many opportunities as their Caucasian counterparts.

# Recommendations/Action Items for next year:

Continue implementing the changes created in Summer 2014, specifically with respect to the assessment tools. Make changes to Table Talks to provide students with more of an idea of what to expect and when to expect the sessions. Presidential students could also use more preparation for facilitating these sessions.

*Methods for disseminating results:* Closing the loop document created and will be posted on the website. Additionally, changes and improvements made based on assessment data will be communicated to incoming group as to mentors.

Sentence to be included in EMSA Briefing Book: Students in the Green Leadership Certificate reported growth in all areas of individual values and indicated an increase in self-efficacy, going from 63% of students believing they are a leader at the start of the program to 99% of students saying they have the ability to demonstrate leadership at the end of the year.

2014-2015 Goal: All students in the Leadership Development Program will develop social perspective taking skills and leadership capacity through involvement in Socio-Cultural Conversations (SCC).

Tool Used: Presidential Reflections, Table Talk reflections, Multi-Institutional Study of Leadership Data, Tunnel of Oppression Survey

### Data/Results:

Topics Discussed in Table Talk Sessions (led by Presidential Students): Gender, Race, Bullying, Mental Illness and New Perspectives.

Tunnel of Oppression: 448 attendees

75% indicated they were satisfied or very satisfied with Tunnel

85% believed that tunnel should return next year

Multi-Institutional Study of Leadership Data –

Participation in SCCs

Very Often:	General Brockport (2015): 12.16%	General Brockport (2012): 10.83%	National (2015): 14.47%	LDP (2015): 16.56%
Often:	General Brockport (2015): 34.90%	General Brockport (2012): 36.57%	National (2015): 43.25%	LDP (2015): 42.38%
Sometimes	General Brockport (2015): 38.68%	General Brockport (2012): 38.10%	National (2015): 32.71%	LDP (2015): 33.77%
Never	General Brockport (2015): 14.26%	General Brockport (2012): 14.50%	National (2015): 9.57%	LDP (2015): 7.29%

#### Summary/Conclusions:

The data certainly shows that LDP students are reporting that they are engaging in SCC's more often than Brockport and national peers. This year, we implemented a new requirement that impacted both the Presidential and Green Certificate students by creating Table Talks – sessions in which Presidential students led discussions about topics like gender, race, bullying and others. Being the first year of implementation, we found that it was somewhat successful. The most common response we received from students was that it challenged them to think differently about the topic. These sessions occurred after students went through the Tunnel of Oppression, so that provided an impetus for the conversations. Students did prefer a bit more structure and the sessions that found the most success were those in which the facilitators first showed a video or news article about the topic for participants to respond.

The Presidential Class itself saw an increase in SCC's, as much time was spent discussing and challenging assumptions. For the Capstone group, a discussion about the reputation of the college and the overall campus climate led to the creation of the #trueBrockport campaign, a positive campaign to highlight the wonderful parts of the community. The Tunnel of Oppression saw its greatest numbers yet, with a large number of the students attending being those from the LDP. The event was successful in engaging students in conversations about power and privilege. The room that seemed to resonate most with attendees was the racism room, which featured printed out versions of the yik yak posts made at the end of the Fall semester.

# Recommendations/Action Items for next year:

More training for discussion facilitators would be beneficial, along with more intentionality when planning the sessions. Additionally, little assessment was done to determine the impact of all these discussions, so further analysis must be completed to not only evaluate the number of these conversations, but the effect they have on the participants. Additional training for the mentors would also be highly beneficial to equip them with the tools needed to engage their mentees in reflection of the experiences. Finally, at the Gold level, the conversations are most likely occurring as students discuss their social action project, but this could certainly be more intentional.

# Methods for disseminating results:

The information in particular will be used to influence the Presidential Leadership Class and shared with those students as they prepare to facilitate the Table Talks in the Spring.

## Sentence to be included in EMSA Briefing Book:

Students in the Leadership Development Program report higher rates of engagement than Brockport students not involved in the program and national peers in Socio-Cultural Conversations, one of the experiences shown to have a high impact on student leadership development.

# 2015-2016 Assessment Plan

This section summarizes the unit's future plans for progress toward strategic goals.

Strategic Plan	Divisional	Unit Goal	Assessment Objective	Assessment	Resources Needed	Action Plan	Person(s)
Construct	Priority/			Measures			Responsible
	Objective(s)						
Co-Curricular	Civic	As a result of	At least 500 people	Increased	AAC&U Civic	For this year, much	Kim Piatt
Programming	Engagement	Community	utilizing TurboVote	participation rates in	Engagement Value	work will be done to	
and Support	and Student	Development	(registration, reminders,	TurboVote	Rubric	align pre-existing	Rich Harris
Services	Leadership	initiatives,	mail-in ballots)	compared to 2014-		programs (service	
4, 4.1		students will		2015	myBrockport	initiatives,	
7, 7.3	Community	engage in	Involve students in the		experiences tool and	Leadership	
	Building	opportunities to	planning of at least 10	Community Service	curriculum	Development) more	
		work	community service	Hour Tracking and		explicitly with	
		collaboratively	opportunities each	Reflections on	Data from MSL	outcomes related to	
		across and within	semester	myBrockport	(2010 and 2015)	civic learning and	
		community				democratic	
		contexts, take	At least 800 Community	Leadership	TurboVote voter	engagement and	
		action to tackle	Service Experience	Development	registration platform	determine baseline	
		community	entries created on	Program rubrics,		data and assessment	
		problems and	myBrockport	reflections and	Funding for related	tools for	
		articulate a		surveys	programs/	measurement.	
		clarified sense of	90% of LDP students		speaker series	Priority will be given	
		civic identity.	able to articulate the	Multi-Institutional		to determining	
			impact they have had on	Study of Leadership	NASPA Lead	strategic vision for	
			the community through	Campus Specific	Initiative	these initiatives and	
			service and leadership.	Questions related to		establishing relevant	
				civic involvement		key performance	
				(benchmark)		indicators	

Strategic Plan Construct	Divisional Priority/ Objective(s)	Unit Goal	Assessment Objective	Assessment Measures	Resources Needed	Action Plan	Person(s) Responsible
Co-Curricular Programming and Support Services 4 4.4	Community Building  Diversity and Inclusiveness	As a result of Community Development initiatives, members of the Brockport campus and community will engage in meaningful dialogues and will be able to skillfully negotiate a shared understanding with diverse others.	At least 3 training sessions offered for faculty/staff and students on engaging in critical conversations about diverse topics  At least 5 Deliberative Dialogue sessions offered.  At least 10 "Table Talk" sessions offered to Green Leadership Students, led by Presidential Leadership Students  75% of Deliberative Dialogue/Table Talk participants indicating they were able to consider more than one worldview and differing perspective as a result	Number of training sessions offered/attended Participation rates Participant reflections Divisional recruitment of diverse candidates  Multi-Institutional Study of Leadership – questions related to Socio-Cultural Conversations	Opening Doors  Faculty/Staff/ Student Trainings  Funding for related programs/ speaker series  Recruitment of diverse candidates  AAC&U Intercultural Knowledge and Competence Value Rubric	In order to better create an inclusive campus community, initiatives and trainings to engage members in meaningful dialogues about a variety of topics will be a focus this upcoming year. Additionally, greater emphasis will be given to recruitment and hiring of diverse candidates to allow more fruitful conversations with a diverse array of perspectives and experiences. Trainings and opportunities for crucial conversations will be strategies to achieve this goal.	Karen Podsiadly

Strategic Plan Construct	Divisional Priority/	Unit Goal	Assessment Objective	Assessment Measures	Resources Needed	Action Plan	Person(s) Responsible
Construct	Objective(s)			Weasures			Responsible
Co-Curricular Programming and Support Services 4	Community Building Retention of our Students	As a result of Community Development initiatives, Enrollment Management and Student Affairs professional and student staff will engage in training and experiences designed to build the knowledge, skills and attitudes necessary to excel in their roles.	Graduate Assistants reporting growth in at least 7 competency areas through the cohort program  At least 50 applicants for the Summer Intern program and 30 applicants for the EMSA graduate Assistant program.  85% of student leaders ability to articulate the role they play in building an inclusive Brockport community	Needs Assessment  Pre/Post Tests of graduate assistant and summer intern cohorts  Collaborative training survey	NASPA and ACPA Professional Competency Areas for Student Affairs Professionals Funds for training resources	This year will be the pilot of the GA Cohort program during the academic year. A needs assessment will provide an idea of the training areas necessary for staff development. Additionally, collaborative training's revitalized approach will promote the growth of student staff members.	Karen Podsiadly Kim Piatt

Strategic Plan	Divisional	Unit Goal	Assessment Objective	Assessment	Resources Needed	Action Plan	Person(s)
Construct	Priority/			Measures			Responsible
	Objective(s)						
Co-Curricular	Civic	As a result of	At least 1000 followers	Social media	Departmental	With the	Karen
Programming	Engagement &	marketing and	on LDP and ComDev	numbers (e.g. twitter	Giveaways	establishment of a	Podsiadly
and Support	Student	branding	twitter accounts. At least	followers and		new focus for	
Services	Leadership	initiatives,	750 likes to each	engagement)	Community	Community	Kim Piatt
4		members of the	facebook account		Ambassadors	Development and	
7, 7.3	Community	college and larger		Number of		the integration of	Rich Harris
	Building	community will	At least 70% of people	collaborative	iCitizen and other	the Leadership	
		recognize the	asked will be able to	programs with other	social media	Development	
		mission, purpose	articulate the mission of	offices and	platforms	Program, it will be	
		and strategic goals	the department	community		important that the	
		of Community		members	Funding for	campus and	
		Development.	At least 200 Faculty,		collaborative	community	
			Staff and Alumni	Community partner	programs	understand our	
			volunteers/partners	database		vision. We have	
			assisting with			already started the	
			Community	Number of		branding process at	
			Development Initiatives	faculty/staff/		Orientation and will	
				alumni/community		be visiting APS	
			At least 5 collaborative	volunteers with		classes and tabling in	
			initiatives/events with	programs		the union	
			other members of the			throughout the	
			campus and community	Quick surveying of		semester. We will	
			each semester	the knowledge the		also be collaborating	
				campus has about		with numerous	
				the role of		offices on a variety	
				community		of initiatives	
				development			

# Points of Pride & Accomplishments

This section allows for you to identify points of pride and accomplishments throughout the 2014-2015 year. These points of pride may align with The College at Brockport's Strategic Plans Constructs (Academic Quality & Engagement, Co-curricular & Support Programs, Learning Environment & Quality of Place, Culture of Philanthropy & Alumni Connectedness), College Priorities, College Goals; Divisional Priorities; and Unit Goals. Also, note if the point of pride aligns with a unit goal.

	Applicable Strategic Construct/	
	College Priority/College Goal/	
Point of Pride/Accomplishment (include data/results as applicable)	Divisional Priority/Unit Goal	Additional Notes
NSSE 2015 Results:	Co-Curricular and Support	The NSSE data shows findings that
Leadership Development Program students significantly outscored general College at	Programs	are in line with the data from the
Brockport students in the following areas:		MSL. In particular, it appears that
Talked about career plans with faculty	College Goal 4.1	students who are in the Leadership
Worked with faculty on activities other than coursework		Development Program are engaging
Formal leadership role in student organization	Civic Engagement & Student	at higher rates in high impact
Study Abroad	Leadership	practices.
<ul> <li>Number of High-Impact practices for first-year students marked "done"</li> </ul>		
Number of High-Impact practices for senior students marked "done"		
Hours per week participating in co-curricular activities		
Collaborative Learning		
Student-Faculty Interaction		
The Leadership Development Program received the SUNY Outstanding Student	Co-Curricular and Support	
Affairs Program Award for 2015	Programs	
	College Goal 4.1	
	Civic Engagement & Student	
	Leadership	
Notice in the design of the second se		M. 1
Multi-Institutional Study of Leadership 2015 Results:	Co-Curricular and Support	This data is very promising as LDP
Leadership Development Program students significantly outscored general College at	Programs	students are outperforming their
Brockport students in the following arears:	College Goal 4.1	peers in several areas. In particular, Citizenship is an area that we
Controversy with Civility	College Goal 4.1	wanted to emphasize after
Citizenship	Civic Engagement & Student	completing the MSL in 2012. We
Omnibus (all items of the Socially Responsible Leadership Scale)	Leadership	found that this was our lowest area
Leadership Efficacy	Leadership	so tried to increase our efforts
	Unit Goal 3	related to this competency. Clearly
LDP students also reported greater rates engagement than their Brockport and	3	there was an effect.
national peers in the following:		

	1
GPA Estimate above 3.5	
Community Service	
Involvement in organizations much of the time	
Socio-Cultural Conversations	
Mentoring relationships with faculty, staff and students	
Study Abroad	
Internships	
Living-Learning Programs	
Research with a Faculty member	
Program Coordinator and Summer Graduate Intern chosen to present two sessions at	This national conference brings
the Leadership Educators Institute.	together leadership educators from
	all over the conference. It is a
	collaboration between NASPA,
	ACPA, and NCLP. To be chosen
	to present two sessions is an
	accomplishment.
Leadership Development Program highlighted in Parkinson, H.C. (2014). Creating a leadership program: One stage at a time. Self-published.	
The second of th	