

Strategic Plan for Working Group 5: Infrastructure, Support and Assessment of Initiative

This working group has two primary goals:

1. To create, identify and administer the requisite infrastructure and assessments to document and analyze the efficacy and success of the strategies and action plans for this transformational initiative.
2. To identify ways this initiative might be supported through contributions, including gifts from corporations, foundations, and individuals, especially alumni.

Strategic Plan for Goal 1: Assessment

In order to systematically and objectively assess the progress of the initiative as a whole, it is important to incorporate assessment activities as part of the initiative's foundation. The purpose of assessment is to enable initiative stakeholders to measure progress toward achieving the major strategic goals. This assessment process will evaluate initiative effectiveness and relay updates, alerts, and conclusions to relevant decision-makers. For this initiative to be successful, there must be an honest representation of the current state of systemic racism and social justice at the university, a plan for the goals the university wants to reach for eradicating systemic racism and promoting social justice, and a vehicle to objectively measure whether the university is making progress towards those stated goals. As such, the working group recommends the following strategies, which have been outlined in the Assessment Rubric.

Assessment Strategies

1. Use a 3-phase rubric across all 14 working groups in order to standardize assessment activities across teams with disparate goals and strategies, and plan for scheduled measurements of the status of progress towards strategies. It will be important to collectively analyze working group assessment plans to identify gaps in existing data, opportunities for collaboration, and ensuring adequate support for systematic data collection and evaluation.
2. Establish a mechanism to centralize communication, collaboration, and ongoing assessment of progress towards goals throughout the lifecycle of the initiative. This mechanism involves the creation of a new Initiative Assessment Coordinator post-doctoral position within

the Institutional Effectiveness, Accreditation, & Academic Assessment, as well as collaboration with the Office of Institutional Research, and outsourcing qualitative analysis to the Center for Research in Education Policy.

Resources Needed

- Funding a 3-year Post-Doctoral Initiative Assessment Coordinator position in Institutional Effectiveness, Accreditation, & Academic Assessment.
- Funding for outsourcing qualitative survey instrument development, coding, and analysis (recommendation: CREP).

Eradicating Systemic Racism Evaluation Plan Activities

Initial Planning Phase

- Assessment team creates rubric template to promote uniform assessment tool for teams and overall initiative
- Assessment team meets with other teams to introduce assessment rubric and how to use (promote goal setting and strategies using the SMART method)
- Individual teams internally set goals, strategies and identify measurable outcomes
- Assessment team provided feedback or assistance as needed
- Individual teams complete an initial baseline assessment using the rubric if possible (this is not required and likely not even possible in most instances. However, some readily available data may assist teams in planning)
- Teams submit completed rubric to Assessment team and University (Dec. 2020)
- Assessment team offers initial feedback and suggestions to teams and the University

Phase Two-Implementation and Assessment (open ended)

- University identifies entity or entities responsible for implementation of team plans, collecting supporting data, and reporting (early 2021)
- University identifies entities or entity responsible for continuing assessment (early 2021). The recommendation of this working group is to fund a post-doctoral research position within the Office of Institutional Effectiveness, Accreditation, & Academic Assessment. For successful, consistent, and meaningful assessment of this initiative, there must be a dedicated position to oversee and coordinate initiative assessment activities. The initiative assessment coordinator will work collaboratively with the Office of Institutional Research in the development of quantitative data sources and tools. In addition,

the assessment coordinator will collaboratively with an external agency (recommendation: CREP) who will perform qualitative data analysis in support of the initiative. Part of the responsibilities for the initiative assessment coordinator will include:

- Collaborating with responsible parties for each of the initiative components on refining rubrics and assessment activities based on formative assessment of baseline results.
- Identifying additional sources of data
- Developing additional measurement instruments as needed, given the long-term nature of the project and specific needs identified. This could include targeted surveys, interviews, focus groups, climate surveys, etc.
- Individual teams would need to identify stakeholders within their groups beyond just departments and units-this should include not only students, faculty and staff, but also external/community stakeholders for inclusion in assessment
- Implementing a plan for rubrics to be evaluated and corroborating data collected at six-month intervals by individual teams/ responsible units
- Ensuring the completion of reports by teams/responsible units after each six-month period to gather formative data
- Gathering data annually to compare University of Memphis metrics with peer institutions
- Analyzing reports and data and communicating to teams and University on progress
- Using formative data to inform and refine the project initiative and refine the assessment activities

Analysis of evidence submitted by individual teams may include:

- Descriptive and inferential statistics (were possible) to show growth and/or improvement of identified metrics
- Coding of qualitative perceptual data from surveys, interviews and focus groups
- Appropriate statistical analysis comparing University of Memphis with peer institutions (dependent upon available data)

Other assessment activities

- Development of qualitative protocols and tools
- Coordination of data collections (especially qualitative methods) to avoid overlap of activities
- Development of alternative reporting (dashboards) where applicable
- Dissemination of results

Outstanding questions

- Who will be responsible for implementing individual teams plans after planning? The initiative assessment coordinator should work with these leaders for assessment activities.

- How will the initiative be pushed out to departments and units?
- Will the teams coordinate data collection with departments and units, or will the assessment coordinator work directly with those entities? In other words, what will be the role of the Fall 2020 working groups after Spring 2021 – will they continue to have responsibility that would make them involved in the data collection and assessment activities moving forward?

Working Group 5 Assessment Rubric

Goal: To create, identify and administer the requisite infrastructure and assessments to document and analyze the efficacy and success of the strategies and action plans for this transformational initiative.						
Strategy & Benchmark	Phase 1	Evidence	Phase 2	Evidence	Phase 3	Evidence
Use a 3-phase rubric across all 14 working groups in order to standardize assessment activities across teams with disparate goals and strategies, and plan for scheduled measurements of the status of progress towards strategies.	An assessment rubric has been created and shared with working groups charged with creating strategic plans for the initiative, and teams have begun to identify data sources and data needs for assessment activities.	Assessment Rubric. Working Group 5 meeting notes.	Working group assessment plans for strategies are measurable and there are plans for who will measure and when measurement will take place.	Number of working groups with completed and actionable assessment plans. Number of existing data sources. Number of data source/data collection mechanisms needed to be developed.	Working group assessment plans are actively being measured and working groups are using formative assessment to identify areas for improvement or change.	Number of working groups with future ownership of assessment identified. Number of existing data sources. Number of data source/data collection mechanisms needed to be developed.
Establish and adequately resource a collaborative network between key institutional offices to centralize communication,	The University has identified opportunities for incorporating assessment into existing structures and has created plans for new structures for	Internal platform for communication and collaboration (MS Teams). External mechanism(s) for	The University has made some progress towards incorporating assessment of initiative goals into departments and business processes, and towards	Number of working group strategies actively being assessed. Number of working group strategies in planning stages for assessment.	The University has systematically incorporated assessment of initiative goals into the business processes. Results of assessment activities are communicated	Number of working group strategies actively being assessed. Number of working group strategies in

<p>collaboration, and ongoing assessment of progress towards goals throughout the lifecycle of the initiative.</p>	<p>assessment activities, including central coordination of assessment activities to capitalize on areas of synergy and overlap.</p>	<p>disseminating results (website)</p> <p>Matrix of responsible individuals for performing working group and overall assessment activities, and schedule.</p>	<p>communicating results.</p>	<p>Assessment tools developed specifically for the initiative (surveys, dashboards).</p>	<p>regularly to stakeholders, and formative data are used to inform and refine the project initiative and refine the assessment activities.</p>	<p>planning stages for assessment.</p> <p>Assessment tools developed specifically for the initiative (surveys, dashboards).</p>
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