

*in defending and promoting higher education, and also in meeting accreditation standards.* (Upcraft & Schuh, 2001)

**The Goal:** Offices outside of Academic Affairs and Student Services have responsibilities that significantly impact the services and operation of a college. Assessment is a vehicle to demonstrate contribution to institutional mission, goals, and strategic objectives. Additionally, offices outside of these two divisions also promote skill development among a diverse set of constituents. Determining the effectiveness and moving beyond satisfaction of services allows for a greater understanding of impact and resource allocation.

#### **Alignment & Mapping:**

Mapping is an evidence-based way that organizes a visual matrix/tool used to identify connectivity and relationships. Maps can demonstrate how goals and services supporting those goals contribute to strategic initiatives. Mapping provides an overall understanding of a department/division's work in relation to specific strategic objectives. Results will often yield the areas of greatest emphasis and the areas that need more emphasis. *"Mapping is a collaborative process of indicating which activities or experiences align with which strategic /objectives throughout an institution of higher education. It is a process of making clear the relationships between different parts of the educational enterprise..."*(Jankowski & Marshall, 2017).

#### **Outcomes Assessment Project:**

There are a number of different types of assessments that answer questions and inform our practices in different ways. Depending on the services being provided, most will focus on Learning Outcomes Assessment. Some may focus on other types of assessment. What is important to know is that other types of assessment aren't measuring learning. However, they are useful and can be used to inform practice. Outcomes examine skills that students or other stakeholders develop through engagement. They are also measurable, and are often connected to valuable skills. This type of assessment measures the impact services have on learning, development, student success and offers several important pieces of information to students and stakeholders. The CAS program review cycle includes work that

sections. Self-assessment guides (SAGs) are used as a tool to assist in operationalizing the assessment work. Section 8 of the CAS Review focuses on Collaboration & Communication.

#### **SMART Goals:**

Strategic, Measurable, Attainable, Relatable, Timing (SMART) goals are measurable statements that specifically focus on a particular outcome. SMART goals aren't necessarily learning outcomes. They are often used when setting up

