

## **Center for Leadership & Service Assessment Narrative 2006-07**

This year The Center for Leadership & Service enjoyed record-breaking attendance and participation numbers due largely to staffing of dedicated professional graduate assistants which will hopefully continue in the future. In order to continue progress toward our Vision 2009 goal of a fully integrated Center for Student Leadership & Service, we combined assessment processes and reports for volunteerism/service and leadership during the 2006-07 year. Following this baseline year, our assessment targets will need to be redefined to more appropriately reflect student participation as a combined variable.

For the first time ever we administered an online campus involvement survey for alumni. Although the response rate was not large (150 people clicked to the survey, but only about 40 completed the entire instrument), and the timing of the electronic mailing to alumni coincided with the December holiday season, we are excited about the data which will be used to inform future surveys and program offerings.

### **Goal 1: Student leaders will demonstrate awareness of leadership competencies.**

Four outcome measures are listed with this competency. The first two relate to the Leadership Theory and Values Statements. Students write a one-page statement summarizing their personal leadership theory (in relation to an established theory) and a statement discussing their personal values and how they might impact their role as leader. Rubrics were developed for both statements, and revisions were made to the values statement educational session to further clarify intention. Since the completion of each statement requires attendance at either a leadership theory or values session, respectively, it was expected that the number of students who completed these statements would be a smaller percentage of the total number of participants. The goal was set at 15% participation for both statements. In 2006-07, 80 participants completed leadership theory statements and 71 completed values statements, a total completion rate of 23%. In order to increase faculty involvement with Student Leadership Programs, it was decided to include outside faculty review of the statements. This year, the Leadership Program graduate assistants first reviewed the statements, returning them to students if they did not fulfill the standards outlined in the rubrics. In most cases, statements were then reviewed by Dr. Murali Nair, Professor of Social Work faculty member of the Center for Leadership & Service Manager during the Spring semester. Securing outside faculty review during the Fall semester is an action item for 2007-08.

The next two outcome measures relate indirectly to student demonstration of awareness of leadership competencies, and are measured by participation capture rates. The goal of overall participation (attendance of at least one leadership program or completion of self-assessment) was set at 1% of the student body. Student organizations have been designated as a target participant audience, so the goal of “50% of participants will be members of student organizations” was set. The goal was reached during 2006-07 as 95% of students participating identified as members of a student organization. In 2006-07, the goal of 1% participation was reached and exceeded, reaching 2% of the student body (a record 321 individual students). It is recommended that these two

outcome measures be moved to Goal #2 which measures overall engagement, and that Goal #1 be included under Goal #3.

## **Goal 2: Student leaders will engage in leadership education programs.**

The first outcome measure relates to stipend-receiving leaders of general fee organizations. The goal is set at 100% completion, and due to various student circumstances, the actual completion seems to be holding fairly constant at about 90%. In 2006-07, however, all students completed leadership training. This increased completion rate can be partially attributed to the creation of an on-line (WebCT) General Fee Leader Orientation option. The policy for stipend-receiving students was altered in 2005-06 to the 4-4-4 system. A better spreadsheet/tracking mechanism was developed for this outcome measure.

The second outcome measure details Leadership Plan submission rate, an indicator of deeper engagement in leadership education programs. All students must complete Leadership Plans as part of the certification requirements, so that goal of 100% will always equal the number of Certified Student Leaders. The second part captures the completion rate of general program participants and has been set at 20% of participants since students must commit to completing and reviewing self-assessments prior to meeting to complete a Leadership Development Plan. In 2006-07, 35% of students completed plans. In 2006-07, students were not mailed reminder emails or letters encouraging them to schedule appointments.

## **Goal 3: Students completing Leadership Certification will demonstrate an understanding of leadership theory and values as well as self-awareness of skills and strategies for improvement.**

It is recommended that Goal 3 be combined with the current Goal 1. The first outcome measure is a capture rate of participation in Leadership Certification. The second outcome measure is a more detailed break-down of the first measure. The wording of Goal 3 seems to be better paired with the current Goal 1, and could include the additional capture rate of number of students completing self-assessments and Leadership Development Plans.

While the goal of 15% of participants will complete Leadership Certification was met in 2006-07, as 22 % of participants completed certification there are several areas for improvement in this area. Students could receive status updates and reminders to keep them on-target for completion of requirements in a timely manner. Encouragement of early completion would relieve some of those pressures. As more students become engaged in Leadership Programs, completion of Certification as a preferred status for students running/applying for officer positions in student organizations will hopefully become a standard occurrence.

#### **Goal 4: Students completing Leadership Certification will be engaged in service and civic activities.**

Goal 4 contains three capture rates. Voting registration and voting participation strive to measure civic engagement. A database problem made data capture problematic, and a new database should be developed in 2007-08. Additional funding in order to purchase a pre-designed database or to hire a database engineer would greatly improve our data management. The service participation rate was reviewed and amended in 2006-07 as part of the 5-year plan to combine leadership and service functions under the umbrella of a Center for Student Leadership and Service.

#### **Goal 5: Students will learn something new and express satisfaction with program quality**

This goal captures information from student program evaluation forms. The goal of at least a “4” in satisfaction was met for all leadership program areas evaluated. The goal of at least a “3” was met for all service program aspects. During 2007-08 leadership workshop and service evaluation forms will be reviewed for consistency with overall goals and the Likert Scales will be made more consistent (i.e. either a 1-5 or a 1-4 scale will be used in all evaluations).

#### **Information Distribution**

The Student Leadership Programs Annual Report will be made available via the webpage and in print form. An email will be sent to the Center for Leadership & Service Yahoo!Groups with a link to the online report.

Prepared by Paul Putman 5-11-07

## List of Program Goals

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Date: 11-May-07

Program Name: Center for Leadership & Service

Goal 1: **Student leaders will demonstrate awareness of leadership competencies.**

Goal 2: **Student leaders will engage in leadership education programs.**

Goal 3: **Students completing Leadership Certification will demonstrate an understanding of leadership theory and values as well as self-awareness of skills and strategies for improvement.**

Goal 4: **Students completing Leadership Certification will be engaged in service and civic activities.**

Goal 5: **Students will learn something new and express satisfaction with program quality**

# Program Assessment Report

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Program Name: LEADERSHIP AND SERVICE

Date: 11-May-07

(includes LeaderQuest for General Fee Student Leaders, AmeriCorps City Year Participants and Students pursuing Leader Certification)

Goal # 1 **Student leaders will demonstrate awareness of leadership competencies.**

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
#1 Number of Leadership Statements Leadership Statements will be graded/reviewed using a standard rubric, outside faculty review, and satisfactory completion expectations. 15% of students participating in leadership programs will submit statements.	Research on Leadership Statements is conducted after the end of the Spring semester each program year	<b>2006-07: 80 statements submitted 25% of students participating</b> 2005-06: 49 statements submitted 21% of students participating 2004-05: 33 statements submitted 20% of students participating	The Center for Leadership and Service Manager in conjunction with participating faculty reviewed/graded the quality of student Leadership Statements on an annual basis. Student Life Graduate Assistants also reviewed the statements.	<b>2006-07: Need to secure faculty for fall semester reviews.</b> 2005-06: Need to secure outside faculty review (only handful of statements reviewed by outside faculty) 2004-05 Statements are discussed at Theory sessions and during one-on-one student appointments	Outcome reached

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#2 Number of Values Statements Value Statements will be graded/reviewed using a standard rubric, outside faculty review, and satisfactory completion benchmarks. 15% of students participating in leadership programs will submit statements.</p>	<p>Research on Values Statements is conducted after the end of the Spring semester each program year</p>	<p><b>2006-07: 71 statements submitted 22% of students participating</b>  2005-06: 50 statements submitted 22% of students participating  2004-05: 33 statements submitted 20% of students participating</p>	<p>The Center for Leadership and Service Manager in conjunction with participating faculty reviewed/graded the quality of student Values Statements on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2006-07: Need to secure faculty for fall semester reviews.</b>  2005-06: Need to secure outside faculty review (only handful of statements reviewed by outside faculty)  2004-05 Revised session to reduce rewrites due to confusion.</p>	<p>Outcome reached</p>

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#3 Student Organization Participation Capture Rate 50% of those students involved in leadership programs are also involved in student organizations.</p>	<p>Data on the number of student leadership program participants are compiled on an annual basis</p>	<p><b>2006-07: 306/321 or 95% of participating students are also involved in student organizations</b> 2005-06: 174/229 or 77% of participating students are also involved in student organizations 2004-05: 129/165 or 78% of participating students are also involved in student organizations (counting 30 Leadership Academy Alumni Assoc.)</p>	<p>The Center for Leadership and Service Manager reviews the data on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2006-07: Collaborate with the Center for Student Involvement to ensure continued high participation rates</b> 2005-06: increased SOLA marketing and encouraged competition via student conversations 2004-05: Began requesting organization affiliation on registration forms; updated database; increased Student Organization Leadership Award (SOLA) marketing (flyers to org mailboxes, stats on bulletin board)</p>	<p>Outcome reached</p>

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#4 Number of Student Participants 1% of the student body will participate in leadership programs on an annual basis.</p>	<p>Data on the number of student leadership program participants are compiled on a semester and annual basis</p>	<p><b>2006-07: N=321/15531 or 2% of the student body participated (based on Fall 2006 count; spring not available)</b>            2005-06: N= 229/15722 1.5% of the student body participated (based on Fall 2005 headcount (spring not available)            2004-05: N= 165/15,673 1% of the student body participated (based on fall headcount (spring not available))</p>	<p>The Center for Leadership and Service Manager and the Assoc. Dean of Student Life review the findings on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2006-07: Increase marketing to new students</b>            2005-06: Decide if overall participant headcount is best number to use; send letters to remind students of status; develop printouts (reports) for student status using Access database            2004-05 Plan leadership/involvement session for all new students during orientation.</p>	<p>outcome reached</p>

# Program Assessment Report

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Program Name: LEADERSHIP & SERVICE (includes Leaderquest for General F  
Student Leaders and Students pursuing Leader Cert.

Date: 11-May-07

Goal # 2 Student leaders will engage in leadership education programs.

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
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<p>#1 100% of stipend-receiving general fee student organization leaders will complete leadership training</p>	<p>The data on completion of leadership training by general fee student organization leaders are compiled and reviewed by July 1 each program year</p>	<p><b>2006-07: 46/46 eligible students 100% completion rate</b>  2005-06: 39/42 eligible students 93% completion rate (as of 5-12-06)  2004-05: 37/41 eligible students 97.5% completion rate (1 student didn't return S05; 1 student didn't complete requirements)</p>	<p>The Center for Leadership and Service Manager reviewed the rate of leadership training completion amongst general fee student organization leaders on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p>2006-07: Created online General Fee Leader Orientation option; refined tracking system and notification timeline and procedures  2005-06: Review of Policy resulted in changes. In brief, requirements shifted to 4 points prior to taking office; 4 points for general fee leader orientation for which attendance is mandatory prior to taking office; and 4 points during the first semester in office. Passed by Student Life Committee of Faculty Senate to take effect beginning May 1, 2006.  2004-05 Continue review of policy</p>	<p><b>Reached outcome</b></p>
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Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#2 Leadership Plan Submission 100% of students completing Leadership Certification 20% of general leadership program participants</p>	<p>Data on the number/percentage Leadership Program participants submitting Leadership Plans are compiled on an annual basis based on self-reported data</p>	<p><b>2006-07: 67/67 students completing Leadership Certification and 3/3 students completing Advanced Leadership Certification (100% participation rate) and N=112/321 general program participants (35% participation rate)</b> 2005-06: 40/40 students completing Leadership Certification and 7/7 students completing Advanced Leadership Certification (100% participation rate) and N=88/226 general program participants (39% participation rate)</p>	<p>The Center for Leadership and Service Manager reviewed the number/percentage of students submitting Leadership Plans on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2006-07: Continue mailing reminder letters. Retain grad assistants to assist with Leadership Development Plans</b> 2005-06: Continue mailing reminder letters 2004-05: Participants who completed Assessments were asked to review their printouts <i>before</i> scheduling an appt. for leadership plans which increased preparedness, but also resulted in a reduction of students completing plans; reminders were not sent to students</p>	<p>Reached Outcome</p>

# Program Assessment Report

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Program Name: LEADERSHIP & SERVICE (includes Leaderquest for General F Student Leaders and Students pursuing Leader Cert.

Date: 11-May-07

Goal # 3 **Students completing Leadership Certification will demonstrate an understanding of leadership theory and values as well as self-awareness of skills and strategies for improvement.**

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
#1 15% of students participating in activities sponsored by the Center for Leadership & Service will complete Leadership Certification	Data on the number of students completing the Leadership Certification Program are compiled on a semester and annual basis	<b>2006-07: N=70/321 (22% of students participants)</b> 2005-06: N= 52/229 (22.7% of students participating)      2004-05: N= 26/165 (15.8% of students participating)	The Center for Leadership and Service Manager reviewed the number of students completing leadership certification on an annual basis. The Student Life Assessment Committee also reviewed.	2006-07: Sent out reminder letters on a regular schedule, create extra incentives for completion of certification. 2005-06: complete actions scheduled for last year 2004-05: Send reminders of status with printouts from database; explore redefinition of "students participating"	Outcome Reached

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#2 15% of students participating in the Center for Leadership &amp; Service will complete Leadership Portfolios. Portfolio consists of Assessment, Follow-up Appt, Leadership Statement, Values Statement, Registered Voter, Student Voting, Workshop Attendance and Service Activity.</p>	<p>Data on the number of students completing Leadership Portfolios are compiled on an annual basis</p>	<p><b>2006-07: 70/321 or 22% Leadership Portfolios completed (158 Assessments, 112 Follow-up Appointments, 80 Leadership Statements, 71 Values Statements, 93 registered voters (of 118 eligible), 54 students voting, 144 participating in service</b></p> <p>2005-06: 52/229 or 22.7% Leadership Portfolios completed (144 Assessments, 88 Follow-Up Appts, 49 Leadership Statements, 50 Values Statements, 141 Registered voters, 141 students voting (55 unknown and 33 ineligible), 74 participating in service)</p> <p>2004-05: 26/165 or 15.8% Leadership Portfolios completed (96 Assessments, 47 Follow-Up Appts, 33 Leadership Statements, 33 Values Statements, 119 Registered voters, 67 students voting (40 unknown), 57 participating in service)</p>	<p>The Center for Leadership and Service Manager reviewed the number of students completing Leadership Portfolios on an annual basis. Student Life Graduate Assistants also reviewed the statements.</p>	<p><b>2007-08: Secure commitment from IST to develop an "Involvement Tab" for campus-wide e-portfolio</b></p> <p>2006-07: Investigate e-portfolios for student leadership programs 2005-06: passed 4-4-4 plan; Consider tracking participation for student elections as well as general elections</p>	<p>Outcome Reached</p>

# Program Assessment Report

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Program Name: LEADERSHIP & SERVICE (includes Leaderquest for General F Student Leaders and Students pursuing Leader Cert.

Date: 11-May-07

Goal # 4 **Students completing Leadership Certification will be engaged in service and civic activities.**

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
#1 100% of eligible Leadership Program participants will be registered to vote.	Data on the number/percentage registered voters amongst Leadership Program participants are compiled on an annual basis based upon self-reported data	<b>2006-07: N=93/118 (eligible known through self-report) or 78.8% eligible student participation rate (database erased statistics)</b> 2005-06: N=141/229 62% eligible students participation rate (55 unknown and 33 ineligible) 2004-05: N=119/159 74.9% eligible students participation rate (6 ineligible to register, 40 unknown)	The Center for Leadership and Service Manager reviewed the number/percentage of students registered to vote on an annual basis. The Student Life Assessment Committee also reviewed.	<b>2007-08: Assist with securing a campus-wide voter registration campaign; create effective tracking system or database.</b> 2004-05: added questions concerning voting registration and voting status to program sign-in sheets 2003-04: added questions concerning voter registration status to registration forms; sent letters and registration information to eligible non-registered voters	

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#2 At least 50% of eligible Leadership Program participants will vote in each major election (Nov./ March)</p>	<p>Data on the number/percentage of voters amongst Leadership Program participants are compiled on an annual basis</p>	<p><b>2006-07: N=54/118 or 45.7% of known voted in the last election</b>  2005-06: N=Database erased status. Number of voting Unknown  2004-05: N=67/159 42.1% responding students participation rate</p>	<p>The Center for Leadership and Service Manager reviewed the number/percentage of students voting on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2007-08: Create effective tracking system or database</b>  2005-06: Create new database  2004-05: added questions concerning voting registration and voting status to program sign-in sheets</p>	
<p>#3 25% of students participating in the Center for Leadership &amp; Service will participate in community service activities</p>	<p>Data on the number/percentage Leadership Program participants involved in community service activities are compiled on an annual basis</p>	<p><b>2006-07: N=144/321 or 45% eligible students participation rate</b>  2005-06: N=74/229 32% eligible students participation rate 2004-05: N=70/165 42.4% eligible students participation rate</p>	<p>The Center for Leadership and Service Manager reviewed the number/percentage of students participating in community service activities on an annual basis. The Student Life Assessment Committee also reviewed.</p>	<p><b>2007-08: Secure staffing for Service functions within the Department of Student Life</b>  2005-06: Continue Action; consider increase in percentage as part of leadership/service program merger  2004-05: Collaborate with Coordinator of Volunteer/Service programs to further develop this area</p>	<p>Outcome reached</p>

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
#4 Overall number of hours served by CSU students	Data collected at events and through Service Activity Forms.	<p><b>2006-07: N=8013 direct community-service hours</b></p> <p>2005-06: N= 3,090 direct community-service hours 3100 total number of students non-service participants (24 events)                      2004-05: N = 717 (13 events)                      2003-04 N = 291                      (10 events)</p>	The Center for Leadership and Service Manager and VISTA reviewed the number/ percentage of students participating in community service activities on an annual basis. The Student Life Assessment Committee also reviewed.	<p><b>2007-08: Secure staffing for Service functions within the Department of Student Life; Coordinate City Year involvement in tracking; determine which hours should be tracked (i.e. all hours or only those connected with our department? What are appropriate goals?)</b></p> <p>2006-07: Increased VISTA to 40 hrs during final year of VISTA grant; formally added service to leadership programs assessment as part of 5-year plan</p> <p>2005-06: VISTA hours increased to 30 hours</p>	new outcome - revised 06-07

# Program Assessment Report

Department or Unit Name: DEPARTMENT OF STUDENT LIFE

Individual Completing Form: Paul Putman

Program Name: LEADERSHIP & SERVICE (includes Leaderquest for General F Student Leaders and Students pursuing Leader Cert.

Date: 11-May-07

Goal #5 **Students will learn something new and express satisfaction with program quality**

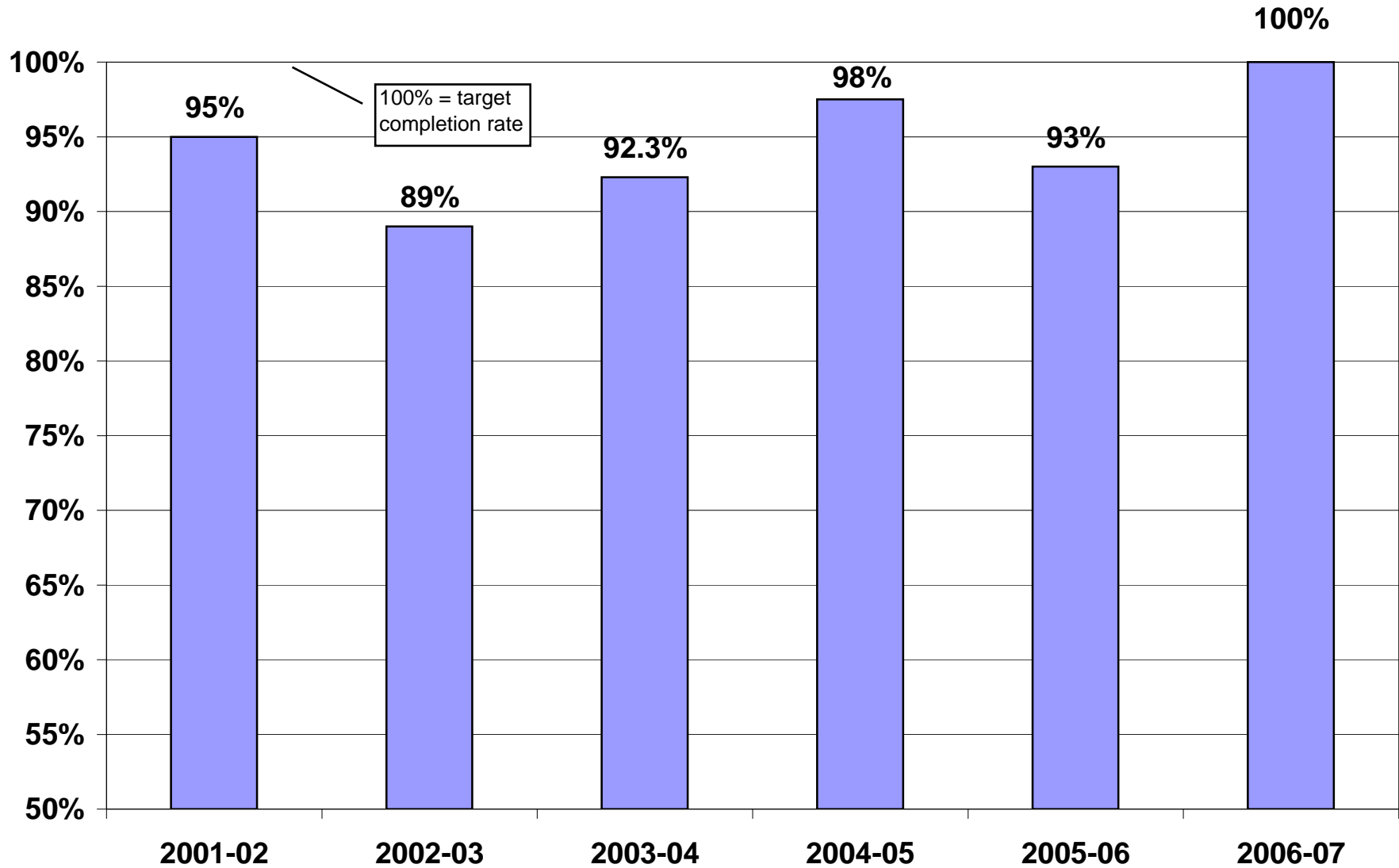
Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
#1 Students will report learning something new during leadership programs; Likert Scale (1-5) rating will be at least "4" in response to the question "I learned something new today"	Data on student self-reports of learning are gathered at each program and are compiled on an annual basis.	<b>2006-07: 380 evaluations from 439 attendees (87% response rate) = 4.24</b> 2005-06: 230 evaluations from 610 attendees (38% response rate) = 4.07 2004-05: (Fall 2004) 139 evaluations from 165 attendees (84% response rate) = 4.24	The Center for Leadership and Service Manager reviewed the rating. The Student Life Assessment Committee also reviewed.	2005-06: reconstruct data file for 06-07 2004-05: Spring Data file lost, will be re-entered during summer; annual report will be shared with student participants	Outcome reached
#1 Students will report learning something new during service programs; Likert Scale (1-4) rating will be at least "3" in response to the question "I learned something new by serving today"	Data on student self-reports of learning are gathered from service activity forms and are compiled on an annual basis.	<b>2006-07: 128 Service Activity Forms completed (89% response rate) = 3.70</b>	The Center for Leadership and Service Manager reviewed the rating. The Student Life Assessment Committee also reviewed.	<b>2007-08: Review forms; consider standard form or measurement scale for both leadership &amp; service programs</b>	New Outcome
#2 Students will express satisfaction with leadership programs; Likert Scale (1-5) rating will be at least "4" in response to the question "This program should be presented again"	Data on the number/percentage of voters amongst Leadership Program participants are compiled on an annual basis	<b>2006-07: 380 evaluations from 439 attendees (87% response rate) = 4.07</b> 2005-06: 230 evaluations from 610 attendees (38% response rate) = 4.29 2004-05: (Fall 2004) 139 evaluations from 165 attendees (84% response rate) = 4.41	The Center for Leadership and Service Manager reviewed the rating. The Student Life Assessment Committee also reviewed.	2005-06: reconstruct data file for 06-07 2004-05: Spring Data file lost, will be re-entered during summer; annual report will be shared with student participants	Outcome reached

Outcome Measures	Research Completed	Findings	Review	Actions	Improvements
<p>#3 Students will express satisfaction with service programs; Likert Scale (1-4) rating will be at least "3" in response to the question "I enjoyed serving today"</p>	<p>Data on student self-reports of learning are gathered from service activity forms and are compiled on an annual basis.</p>	<p><b>2006-07: 128 Service Activity Forms completed (89% response rate) = 3.90</b></p>	<p>The Center for Leadership and Service Manager reviewed the rating. The Student Life Assessment Committee also reviewed.</p>	<p><b>2007-08: Review forms; consider standard form or measurement scale for both leadership &amp; service programs</b></p>	<p>New Outcome</p>

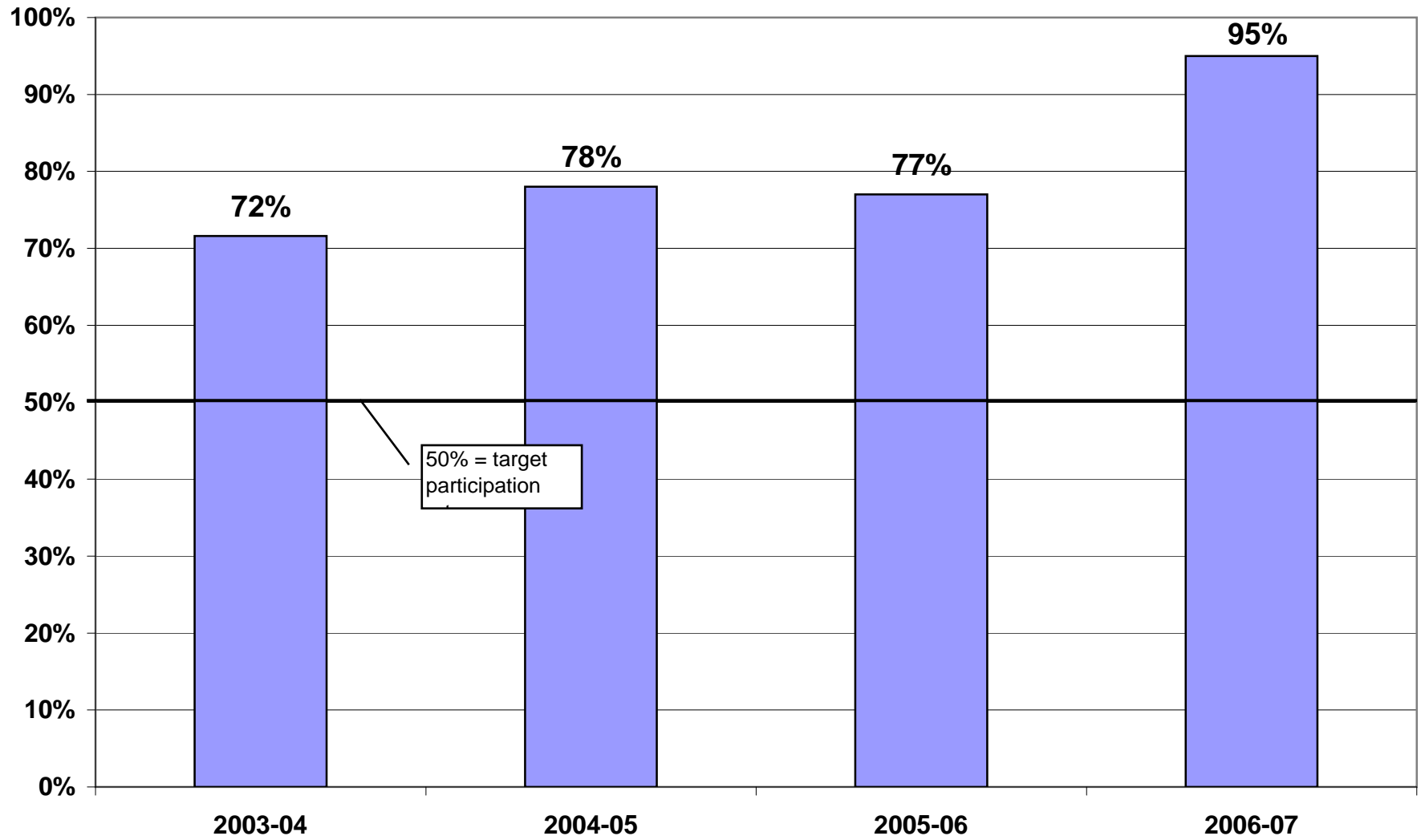
**Statistics**

	2001-02	2002-03	2003-04	2004-05 Goal	2004-05	2005-06 Goal	2005-06	2006-07 Goal	2006-07
Goal 1:1 Leadership Statements Submitted			16.9%	15%	20%	15%	22%	15%	25%
Goal 1:2 Values Statements Submitted			18.9%	15%	20%	15%	22%	15%	22%
Goal 1:3 Student Organization Participation			71.6%	50%	78%	50%	77%	50%	95%
Goal 1:4 Number of Students Participating (goal is 1% of student body, translated to 100% for graph)			95.0%	100%	100%	100%	100%	100%	100%
Goal 2:1 LeaderQuest Completion Rate	95%	89%	92.3%	100%	98%	100%	93%	100%	100%
Goal 2:2 Leadership Plans Completed			34.5%	20%	29%	20%	88%	20%	35%
Goal 3:1 Certification Completion Rate		7%	16.2%	15%	16%	15%	22%	15%	21%
Goal 4:1 Voter Registration			44.7%	100%	75%	100%	63%	100%	79%
Goal 4:2 Voting Participation			9.2%	50%	42%	50%		50%	46%
Goal 4:3 Service Participation			35.8%	25%	42%	25%	32%	25%	45%

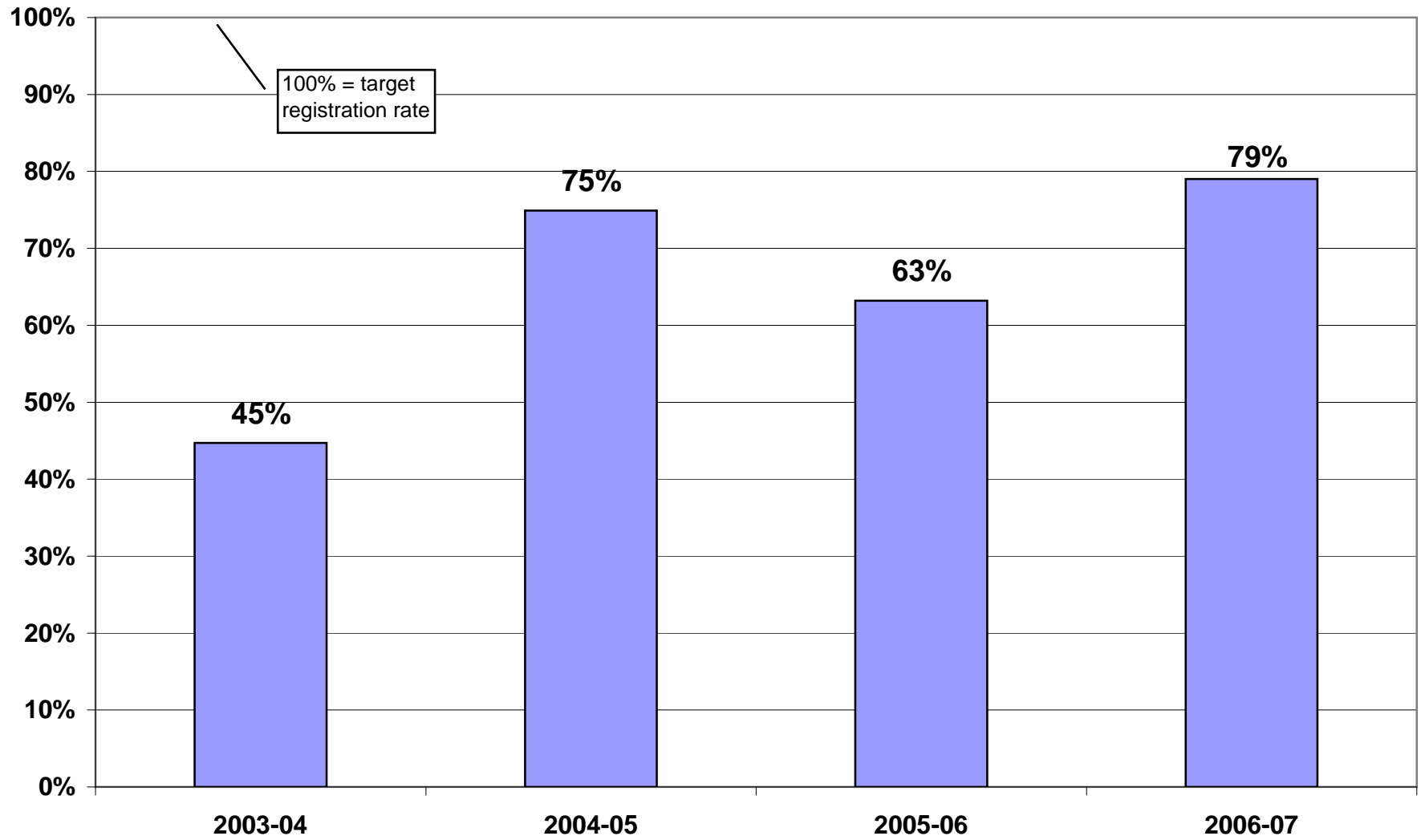
## LeaderQuest Completion Rate



## Student Organization Participation Rate



## Voter Registration (for eligible participants)



# Service Participation Rate

