



FRANCIS MARION UNIVERSITY
CENTER FOR ACADEMIC SUCCESS AND ADVISEMENT (CASA)
IE DEPARTMENTAL ASSESSMENT PLAN

ASSESSMENT PLAN PERIOD: July 1, 2018 - June 30, 2019

DEPARTMENTAL MISSION STATEMENT: The Center for Academic Success and Advisement (CASA) includes CASA Advising, the Tutoring Center, the Writing Center, and Career Development. Our mission services include the following:

- 1) Provide first-year and probationary students with high-quality, friendly academic advisement that helps them to make informed choices about their majors, degrees, and classes; navigate the university; understand university processes; use services to help with academic, financial, and personal issues; and exercise habits that lead to academic success
- 2) Provide students with effective, friendly career counseling that aids them in choosing majors, following career paths, preparing for job searches, and connecting with employers and graduate school options
- 3) Provide students high-quality, friendly academic support services that help them to improve their academic skills and become more confident and knowledgeable learners
- 4) Aid the university in improving retention and graduation rates.

CASA - General Goals and Assessment

Goals	Desired Outcomes	Assessment Methods and Procedures	Results	Planned Improvements Based on Assessment Results
1. Implement initiatives to increase FMU's first-year retention rate.	Desired outcome: 68% of first-year students continue to their second year at FMU.	Assessment occurs through university enrollment records. Baseline: 64.61% for 2016-2017 cohort Benchmark: 68.00% for 2017-2018 cohort Target: 71.00% for 2021-2022 cohort	This is a multi-year goal. The first-year retention rate for the 2017-2018 cohort was 66.4% . CASA Advising provided advising services for approximately 91.67% of this cohort. FMU Honors provided advising for the remaining 8.33%. While the retention rate improved, the margin of growth was not as high as we expected. Benchmark and target were not achieved.	Action Items: 1) Track the first-year retention rate for the 2018-2019 cohort. This is the second cohort in which all students (except honors students) have been advised in CASA. 2) Track second-year retention rates for the 2017-2018 cohort in August 2019. 3) Continue and expand the First-Year Experience program prior to the first day of classes started in August 2018. The program is designed to strengthen the bonding process between students and the university as well as provide students with crucial information about the campus prior to starting the school year. 4) Continue the Majors/Minors/ Collaterals Fair, which was first started in September 2018, to help first-year students become more knowledgeable about available programs and make informed choices about their plans of study. 5) Implement a second-semester mentoring program for first-year at-risk students.



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<p>2. Implement initiatives to increase FMU's graduation rate.</p>	<p>Desired outcome: Improve the 6-year graduation rate to 45.00%. FMU's 6-year graduation rate for the 2010 cohort was 40.00%. FMU's 6-year graduation rate for the 2011 cohort was 37.46%. FMU's 6-year graduation rate for the 2012 cohort was 39.1%.</p>	<p>Assessment occurs through university enrollment records.</p> <p>Baseline: 38.85% average of 2010-2011, 2011-2012, and 2012-2013 cohorts Benchmark: 41.00% for 2013-2014, 2014-2015, and 2015-2016 cohorts Target: 43.00% for 2016-2017 cohort (first cohort advised by CASA)</p>	<p>This is a multi-year goal. Graduation rates for the 2016-2017 cohort (the first year CASA was in operation) can be assessed beginning in 2022. Graduation rates for the 2017-2018 cohort can be assessed beginning in 2023. Graduation rates for the 2018-2019 cohort can be assessed beginning in 2024.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Continue to track FMU graduation rates. 2) Continue to advertise and enhance academic support services that help students reach graduation. 3) Continue to broaden the counseling services offered by Career Development to help students build connections between academic success, graduation, and career goals. In 2018-2019, a new career inventory was introduced to help students determine the majors that are their best fit at FMU. In 2019, Handshake will be implemented, giving students greater access to jobs and internships. 4) Monitor revised policies related to probation and dismissal. FMU's probation policy was revised via the faculty governance process in 2019. The new policy allows students making progress in lifting their GPAs more time to get off of probation status.
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CASA Advisement				
Goals	Desired Outcomes	Assessment Methods and Procedures	Results	Planned Improvements Based on Assessment Results
3. Students in CASA Advising know and understand their major and degree requirements.	Desired outcome: 80.00% of students know and understand their major and degree requirements	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 87.31% from post-appointment surveys from 2017-2018 Benchmark = 80.00% Target = 85.00% in three years</p>	<p>CASA Advising Results: 73.17% (60 out of 82 respondents) reported that CASA Advising helped them understand the requirements for their major and degree during their advising appointments. The decline may be due in part to a decreased number of survey participants with end-of-semester surveys. The decline is also attributable to the implementation process for Ellucian Colleague. The progress feature (i.e. degree audit) was not made available in the system to students until February 2019. The progress feature continues to be refined for accuracy by the Registrar's Office.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) CASA Advising will continue to work with students during introductory advising appointments to understand the degree audit and planning features in the new Ellucian Colleague system. 2) CASA Advising will conduct annual consultations with deans and chairs about new programs, concentrations, and changes. 3) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 4) CASA Advising will also revise and distribute an end-of-year survey to students advised in this office.



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<p>4. Students in CASA Advising receive help selecting courses and creating a plan of study for their major.</p>	<p>Desired outcome: 90.00% of students receive help in selecting courses and creating a plan of study for their major.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 76.82% from post-appointment surveys from 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>CASA Advising Results: 81.71% (67 out of 82 respondents) reported that CASA Advising helped them to select courses and create a plan of study for their major. This number should increase next year now that the progress feature (i.e. degree audit) is available to students in Ellucian Colleague. The progress feature continues to be refined for accuracy by the Registrar's Office.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) CASA Advising will continue to work with students during introductory advising appointments to understand the degree audit and planning features in the new Ellucian Colleague system. 2) CASA Advising has now been given access to the EVAL feature, which allows advisors to produce a traditional degree audit in Ellucian Colleague. Advisors will produce EVAL reports for students during advising appointments. 3) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 4) CASA Advising will also revise and distribute an end-of-year survey to students advised in this office.
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<p>5. Students in CASA Advising know how to interpret the degree audit to help with degree planning and tracking their academic progress.</p>	<p>Desired outcome: 80.00% of students know how to interpret the degree audit to help with degree planning and tracking their academic progress.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 77.62% from post-appointment surveys from 2017-2018 Benchmark = 80.00% Target = 85.00% in three years</p>	<p>CASA Advising Results: 40.24% (33 out of 82 respondents) have reported that CASA Advising helped them interpret the degree audit to help with degree planning and tracking their academic progress during their appointments. This decline is attributable to the implementation process for Ellucian Colleague. The progress feature (i.e. degree audit) was not made available in the system to students until February 2019. This number should rise for next year now that this feature is available for students. The progress feature continues to be refined for accuracy by the Registrar's Office.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) CASA Advising will continue to work with students during introductory advising appointments to understand the degree audit and planning features in the new Ellucian Colleague system. 2) CASA Advising has now been given access to the EVAL feature, which allows advisors to produce a traditional degree audit in Ellucian Colleague. Advisors will produce EVAL reports for students during advising appointments. 3) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 4) CASA Advising will also revise and distribute an end-of-year survey to students advised in this office.
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<p>6. Students in CASA Advising understand relevant university policies, procedures, and deadlines.</p>	<p>Desired outcome: 70.00% of students understand relevant university policies, procedures, and deadlines and feel more confident in navigating the university.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 48.44% for post-appointment surveys from 2017-2018 Benchmark = 60.00% Target = 75.00% in three years</p>	<p>CASA Advising Results: 51.22% (42 out of 82 respondents) have reported that CASA Advising helped them understand university policies, procedures, and deadlines during their appointments.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) CASA Advising will update CASA social media sites (Facebook and Instagram) to keep students more informed about such procedures. 2) CASA Advising will continue development of its communications plan to offer timely emails and updates to students. 3) CASA Advising will add information about the university's probation policy to its website. 4) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 5) CASA Advising will also revise and distribute an end-of-year survey to students advised in this office.
<p>7. Students in CASA Advising report feeling more confident in navigating university resources due to their advising meetings.</p>	<p>Desired outcome: 75.00% of students will report feeling more confident in navigating university resources due to advisement.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 53.86% in post-appointment surveys from 2017-2018 Benchmark = 75.00% Target = 80.00% in three years</p>	<p>CASA Advising Results: 79.27% (65 out of 82 respondents) have reported that they felt more connected and confident about navigating university resources due to their advising appointments.</p> <p>Benchmark was achieved. Target was not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) CASA Advising will continue and enhance our pre-matriculation introductory advising sessions to help students better navigate the university upon their arrival for the 2019-2020 school year. Students will fill out a pre-advising session questionnaire that provides advisors with detailed information about their goals, incoming credit, and needs for the academic year. Meetings will take place either face-to-face or online through Zoom. Students will discuss their degree audits at that time. 2) CASA Advising will hold a staff workshop on incorporating mindfulness techniques into advising sessions. 3) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 4) CASA Advising will also revise and distribute an end-of-year survey to students.



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<p>8. Students in CASA Advising have a plan for the next stage in their college careers.</p>	<p>Desired outcome: 90.00% of students have a plan for the next stage in their college careers .</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 99.88% from post-appointment surveys from 2017-2018 Benchmark = 85.00% Target = 90.00% in three years</p>	<p>CASA Advising Results: 82.93% (68 out of 82 students in CASA Advising) have reported that they have a plan of action for the next stage in their college careers following their advising appointments.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Item: CASA Advising will demonstrate to students how to plan out their future classes using the planning tools (Timeline and Progress features) in Ellucian Colleague. We will encourage students to try the tools prior to their second appointment with their advisor. This will encourage student independence while introducing them to Patriot Portal.</p>
<p>9. Students in CASA Advising are able to make decisions regarding their academic future.</p>	<p>Desired outcome: 85.00% of students are able to make decisions regarding their academic futures.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 99.88% from post-appointment surveys from 2017-2018 Benchmark = 85.00% Target = 90.00% in three years</p>	<p>CASA Advising Results: 79.27% (65 out of 82 students in CASA Advising) have reported that are able to make decisions about their academic futures following their advising appointments.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Item: CASA Advising will demonstrate to students how to plan out their future classes using the planning tools (Timeline and Progress features) in Ellucian Colleague. We will encourage students to try the tools prior to their second appointment with their advisor. This will encourage student independence while introducing them to Patriot Portal.</p>
<p>10. Students receive high-quality, friendly service in CASA Advising.</p>	<p>Desired outcome: 85.00% of students report receiving friendly assistance and high-quality assistance from CASA Advising.</p>	<p>CASA Advising distributed end-of-year surveys to students advised in CASA (N=736 out of 3479 undergraduates [Fall 2018]). Students received survey invitations via email and completed an assessment in SurveyMonkey. The response rate was 11.14% (82 out of 736 students). The end-of-semester survey method was a change from the post-appointment survey method used in 2017-2018.</p> <p>Baseline = 99.44% from post-appointment surveys from 2017-2018 Benchmark = 85.00% Target = 90.00% in three years</p>	<p>CASA Advising Results: 81.48% (66 out of 82 CASA advisees) have agreed their advisor answered any questions and provided helpful feedback.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items: 1) CASA Advising will hold a staff workshop on incorporating mindfulness techniques into advising sessions. 2) CASA Advising will switch back to post-appointment surveys for more complete assessment. These surveys will be made available to students digitally for completion on their phones. 3) CASA Advising will also revise and distribute an end-of-year survey to students.</p>



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<p>11. CASA Advising will host student success workshops.</p>	<p>Desired outcome: 100 unique students will attend the CASA Workshop Series during the academic year.</p>	<p>CASA Advising tracks the number of students who attend workshops throughout the academic year.</p> <p>Baseline = 41 unique students in 2017-2018 Benchmark = 75 unique students Target = 100 unique students in two years</p>	<p>CASA Advising Results: 45 unique students attended CASA workshops in 2018.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Advertise student success workshops on the CASA Advising social media sites, on-campus televisions, and via email. 2) Provide University Life instructors with the workshop schedule in July 2019, prior to the start of classes, so they can be integrated into course plans. 3) Send the workshop schedule to faculty and staff prior to the beginning of the fall semester. 4) CASA Advisors will promote workshops and communicate the importance of attending student success workshops to advisees.
<p>12. CASA Advising will improve the number of faculty and staff submitting Early Alerts about students needing interventions and assistance.</p>	<p>Desired outcome: 20% of FT faculty and staff members utilize the Early Alert system.</p>	<p>CASA Advising maintains a database of all Early Alert forms. The Early Alert system via Cognito Forms was introduced to campus in 2017. The system was switched mid-academic year to Ellucian Retention Alert in Spring 2019.</p> <p>Baseline = 11.74% of faculty/staff in 2017-2018 Benchmark = 15.00% of faculty/staff Target = 20.00% of faculty/staff in two years</p>	<p>CASA Advising Results: In 2018-2019, 11.66% of FT faculty and staff members (59 out of 506 faculty/staff) submitted an Early Alert about a student. The full implementation of Ellucian Retention Alert was delayed to Spring 2019. With this new system now in place, we expect a more robust use of this platform in Fall 2019.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Provide more information to faculty and staff about the process of using Retention Alert prior to the start of classes in Fall 2019. 2) Include information about Early Alerts at New Faculty Orientation.



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Tutoring Center				
Goals	Desired Outcomes	Assessment Methods and Procedures	Results	Planned Improvements Based on Assessment Results
13. Students receive knowledgeable academic support in the Tutoring Center.	Desired outcome: 90.00% of students report that their tutor answered questions to help them better understand course material.	The Tutoring Center collects post-appointment surveys from students using tutorial services with a survey response rate of 71.42% (1262 out of 1767). The findings were analyzed by the coordinator of the Tutoring Center. The responses from the surveys were entered into SurveyMonkey by student workers. Baseline = 98.53% for 2017-2018 Benchmark = 90.00% Target = 90.00% for the next three consecutive years	Tutoring Center Results: 98.25% (1238 out of 1260 student respondents) agreed that their tutor answered questions to help them better understand material. Two respondents left this question blank. Benchmark and target were achieved for three years in a row.	The data showed that the performance of the Tutoring Center held steady, even with a higher response rate to the survey. Action Item: The Tutoring Center will continue to add training on tutoring techniques and relevant discipline-specific resources to ensure tutors provide knowledgeable and up-to-date guidance to students.
14. Students are provided assistance through effective tutoring strategies in the Tutoring Center.	Desired outcome: 90.00% of students rate their tutorials as good or excellent.	The Tutoring Center collects post-appointment surveys from students using tutorial services, with a response rate of 71.42% (1262 out of 1767). The findings were analyzed by the coordinator of the Tutoring Center. The responses from the surveys were entered into SurveyMonkey by student workers. Baseline = 97.75% for 2017-2018 Benchmark = 90.00% Target = 90.00% for the next three consecutive years	Tutoring Center Results: 98.49% (1239 out of 1258 student respondents) rated their tutorials as good or excellent. Benchmark and target were achieved.	The data showed that the performance of the Tutoring Center held steady, even with a higher response rate to the survey. Action Item: The Tutoring Center will continue to add to tutor training resources to ensure tutors provide knowledgeable and up-to-date guidance to students. In addition, the Tutoring Center Coordinator will develop a direct measure to assess tutor proficiency in 2019-2020.



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<p>15. Students believe they have an improved understanding of the concepts/subject matter discussed during tutorials as a result of their Tutoring Center tutorials.</p>	<p>Desired outcome: 90.00% of students indicate they have an improved understanding of the concepts/subject matter discussed during tutorials as a result of their Tutoring Center tutorials.</p>	<p>The Tutoring Center collects post-appointment surveys from students using tutorial services, with a response rate of 71.42% (1262 out of 1767). The findings were analyzed by the coordinator of the Tutoring Center. The responses from the surveys were entered into SurveyMonkey by student workers.</p> <p>Baseline = 97.38% Benchmark = 90.00% Target = 90.00% for the next three consecutive years</p>	<p>Tutoring Center Results: 96.67% (1218 out of 1260 student respondents) agreed that they improved understanding of the concepts/subject matter discussed during tutorials.</p> <p>Benchmark and target were achieved.</p>	<p>The data showed that the performance of the Tutoring Center held steady, even with a higher response rate to the survey.</p> <p>Action Items: 1) The Tutoring Center will continue to add to tutor training resources to ensure tutors provide knowledgeable and up-to-date guidance to students. 2) In addition, the Tutoring Center Coordinator will develop a direct measure to assess tutor proficiency in 2019-2020.</p>
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<p>16. Students are encouraged to be active participants in their Tutoring Center tutorials.</p>	<p>Desired outcome: 70.00% of students tutorials involve practicing problems during their tutorials.</p>	<p>The Tutoring Center collects post-appointment surveys from students using tutorial services, with a response rate of 71.42% (N=1262 out of 1767). The findings were analyzed by the coordinator of the Tutoring Center. The responses from the surveys were entered into SurveyMonkey by student workers. Our baseline data comes from last year's survey demonstrating that 70.96% (726 out of 1023 survey respondents) reported practicing problems during their tutorial.</p> <p>Tutors also complete Client Report Forms after each appointment. Additional baseline data comes from last year's Client Report Forms, which indicated that 68.71% (1404 out of 2039 tutorial appointments) included practicing problems. The responses from the surveys are entered into an online software by student workers. The Client Report Forms are entered by each tutor and stored in WOnline, our online scheduling and reporting software. The slight difference in these two percentages is probably due to response rate.</p> <p>Baseline for post-appointment survey responses: 70.96% for 2017-2018 Baseline for Client Report Form responses: 68.71% for 2017-2018 Benchmark for surveys and forms: 70.00% in two years Target for survey and forms: 70.00% in two years</p>	<p>Tutoring Center Results: 66.5% (806 out of 1212 student respondents) reported practicing problems during their tutorial.</p> <p>In addition, 69.78% (1159 out of 1661 Client Report Forms by tutors) indicate that the session included practicing problems. The findings are analyzed by the coordinator of the Tutoring Center.</p> <p>Benchmark and target were not achieved.</p>	<p>The data showed that the Tutoring Center maintained about the same level of achievement for this goal. A likely factor in not achieving the benchmark is having a larger amount of tutor appointments that require less practice and more discussion of ideas. For example, the Tutoring Center added History tutors. The Tutoring Center had 7 Political Science and 7 History appointments this year as apposed to 2 Political Science and 0 History appointments last year. Additionally, the percentage of Biology and Nursing appointments grew from 4.35% to 5.8%.</p> <p>Action Item: The Tutoring Center will continue to enhance tutor training to ensure tutors use strategies that include active involvement of participants during tutorials, such as encouraging students to solve math or chemistry problems and drawing diagrams of concepts during appointments.</p>
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<p>17. Students are more confident about their work as a result of their Tutoring Center tutorials.</p>	<p>Desired outcome: 90.00% of students feel more confident as a result of their Tutoring Center tutorials.</p>	<p>The Tutoring Center collects post-appointment surveys from students using tutorial services, with a response rate of 71.42% (1262 out of 1767). The findings were analyzed by the coordinator of the Tutoring Center. The responses from the surveys were entered into SurveyMonkey by student workers.</p> <p>Baseline = 97.36% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Tutoring Center Results: 96.67% (1218 out of 1260 student respondents) agreed that they feel more confident about their course work because of the help received during their tutorial.</p> <p>Benchmark and target were achieved.</p>	<p>The data showed that the performance of the Tutoring Center held steady, even with a higher response rate to the survey.</p> <p>Action Item: The Tutoring Center will continue to add to tutor training resources to ensure tutors provide knowledgeable and up-to-date guidance to students. This will include consultations with faculty from multiple disciplines to receive updates on course content.</p>
<p>18. A significant number of students provide feedback to the Tutoring Center regarding the quality of their tutorials.</p>	<p>Desired outcome: 80.00% of students submit feedback forms after their tutorial is complete.</p>	<p>The Tutoring Center distributes and collects post-appointment surveys from the students who are using the tutoring services. Our baseline data comes from last year's survey response rate of 40.94% (1023 out of 2499). For our benchmark, during this academic year we would like to have 80% of users submit post-appointment surveys. For a future target, we would like to meet our benchmark for three consecutive years.</p> <p>Baseline = 40.94% for 2017-2018 Benchmark = 80.00% Target = 90.00% in three years</p>	<p>Tutoring Center Results: The user survey response rate was 71.42% (1262 post-tutorial surveys out of 1767 tutorials). Huge gains were made on this goal. The response rate is 31% higher than the baseline.</p> <p>Benchmark and target were not achieved.</p>	<p>The Tutoring Center made a large gain, but fell short of the benchmark. A factor that may have affected our outcome is that the Tutoring Center relies on our desk assistants to help facilitate the distribution of user surveys. There was some mid-semester turnover with the desk assistant position.</p> <p>Action Items: 1) Write a new job description and procedures for the desk assistant position to more strongly lay out expectations related to survey distribution. 2) Put in place a required, thorough training for desk assistants every semester the position is held.</p>



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<p>19. A significant number of FMU students use the Tutoring Center for appointments.</p>	<p>Desired outcome: 20.00% of full-time enrolled undergraduates use the Tutoring Center for academic assistance.</p>	<p>The Tutoring Center maintains an online database of all Tutoring Center users and appointments. Our baseline data comes from last year's data demonstrating that 18.18% of full-time enrolled students used the Tutoring Center for appointments. For our benchmark, during this academic year we would like to have 20% of full-time enrolled students use the Tutoring Center for appointments. For a future target, we would like to meet our benchmark for three consecutive years.</p> <p>Baseline = 18.18% from 2017-2018 Benchmark = 20.00% Target = 25.00% in three years</p>	<p>Tutoring Center Results: 18.59% of full-time enrolled undergraduates (578 unique users out of 3110 total students [Fall 2018]) used the Tutoring Center in 2018-2019. The reduction in percentage is partially due to the increase in the graduate student population, which is less likely to use the Tutoring Center than the undergraduate population.</p> <p>Benchmark and target were not achieved.</p>	<p>The Tutoring Center needs to ramp up our efforts in regards to advertising.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1) Gain a social media presence by starting Facebook and Instagram accounts. We will designate several tutors to help facilitate this. 2) Post flyers around campus at least once per semester to increase our visibility. 3) Continue to work closely with CASA advisors to try to best reach that audience. 4) Implement class visits to courses that are likely to have high need for Tutoring Center services, such as math, biology, and chemistry.
<p>20. A significant number of FMU first-year students use the Tutoring Center for appointments.</p>	<p>Desired outcome: 35.00% of first-year undergraduates use the Tutoring Center for academic assistance.</p>	<p>The Tutoring Center maintains an online database of all Tutoring Center users and appointments. Our baseline data comes from last year's data demonstrating that 29.51% of first-year, full-time enrolled students used the Tutoring Center for appointments. For our benchmark, during this academic year we would like to have 40% of first-year, full-time enrolled students use the Tutoring Center for appointments. The target is to meet our benchmark (40%) for three consecutive years. (Three years to go).</p> <p>Baseline = 29.51% for 2017-2018 Benchmark = 35.00% Target = 40.00% in three years</p>	<p>Tutoring Center Results: 30.27% (227 out of 750 of first-year, full-time enrolled students) used the Tutoring Center for appointments.</p> <p>Benchmark and target were not achieved.</p>	<p>The Tutoring Center needs to ramp up our efforts in regards to advertising.</p> <p>Action Items:</p> <ol style="list-style-type: none"> 1) Gain a social media presence by starting a Facebook and Instagram account. We will designate several tutors to help facilitate this. 2) Post flyers around campus at least once per semester to increase our visibility. 3) Continue to work closely with CASA advisors to try to best reach that audience. 4) Implement class visits to courses that are likely to have high need for Tutoring Center services, such as math, biology, and chemistry.



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Writing Center				
Goals	Desired Outcomes	Assessment Methods and Procedures	Results	Planned Improvements Based on Assessment Results
21. Students believe that Writing Center tutors answered their questions and provided helpful feedback during their Writing Center tutorials.	Desired outcome: 90.00% of students report receiving knowledgeable assistance from the Writing Center.	The Writing Center conducted user post-appointment surveys throughout the academic year with a 83.97% survey completion rate (2074 out of 2470). The findings were analyzed by the Writing Center Director. The responses from the surveys were entered into WCOOnline, the online scheduling and reporting software, by student workers. Baseline = 97.74% for 2017-2018 Benchmark = 90.00% Target = 90.00% for four consecutive years	Writing Center Results: 97.40% (2020 out of 2074 student respondents) agreed that their tutor answered their questions and provided helpful feedback. Benchmark and target were achieved for three years in a row.	The Writing Center will continue to enhance tutor training to ensure tutors provide knowledgeable guidance to students, including visits from members of academic departments with significant numbers of Writing Center users for projects in their classes. Action Item: The Writing Center will develop and deploy a direct assessment of tutor proficiency in this area.
22. Students believe they have an improved understanding of their writing task as a result of their Writing Center tutorial.	Desired outcome: 90.00% of students believe they have an improved understanding of their writing task as a result of their Writing Center tutorial.	The Writing Center conducted user post-appointment surveys throughout the academic year with a 83.97% survey completion rate (2074 out of 2470). The findings were analyzed by the Writing Center Director. The responses from the surveys were entered into WCOOnline by student workers. Baseline = 96.35% for 2017-2018 Benchmark = 90.00% Target = 90.00% for four consecutive years	Writing Center Results: 96.91% (2010 out of 2074 student respondents) agreed they had a better understanding of their writing task after their tutorial. Benchmark and target were achieved for three years in a row.	Action Item: The Writing Center will continue to enhance tutor training to ensure tutors provide knowledgeable guidance to students, including frequent checks that students are understanding what they are doing during tutorials.
23. Students had a plan for the next step in their writing process as a result of their Writing Center tutorial.	Desired outcome: 90.00% of students had a plan for the next step in their writing process as a result of their Writing Center tutorial.	The Writing Center conducted user post-appointment surveys throughout the academic year with a 83.97% survey completion rate (2074 out of 2470). The findings were analyzed by the Writing Center Director. The responses from the surveys were entered into WCOOnline by student workers. Baseline = 97.57% for 2017-2018 Benchmark = 90.00% Target = 90.00% for four consecutive years	Writing Center Results: 97.64% (2025 out of 2074 student respondents) agreed they had a plan for the next step in their writing process as a result of their tutorial. Benchmark and target were achieved for three years in a row.	Action Item: The Writing Center will continue to enhance tutor training to ensure tutors provide knowledgeable guidance to students, including encouraging students to verbally identify their revision plan for after they leave their appointment.



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<p>24. Students are encouraged to be active participants in their Writing Center tutorials.</p>	<p>Desired outcome: 15.00% of students reported producing text during their tutorials.</p>	<p>The Writing Center conducted user post-appointment surveys throughout the academic year with a 83.97% survey completion rate (2074 out of 2470). The findings were analyzed by the Writing Center Director. The responses from the surveys were entered into WOnline by student workers. No baseline data exists because this item did not appear on last year's user post-appointment survey.</p> <p>Tutors also complete Client Report Forms after each appointment. Baseline data comes from last year's Client Report Forms, which indicated that 13.60% (343 out of 2522 tutorial appointments) included producing text. The Client Report Forms are entered by each tutor and stored in WOnline.</p> <p>Baseline for post-appointment survey responses: NA Baseline for Client Report Form responses: 13.60% Benchmark for surveys and forms: 15.00% Target for survey and forms: 25.00% in three years</p>	<p>Writing Center Results:</p> <p>23.63% (490 out of 2074 student respondents) reported producing text during their appointments.</p> <p>Tutors reported that 19.18% (454 out of 2367) of appointments involved producing text.</p> <p>Benchmark was achieved. Target was not achieved.</p>	<p>Results improved in this category this year, as indicated by both post-appointment surveys by users and Client Report Forms by tutors.</p> <p>Action Items: 1) The Writing Center will continue to enhance tutor training to ensure tutors use strategies that include active involvement of participants during tutorials, such as encouraging students to draft thesis statements and paragraphs or form citations and paraphrases of source materials during their appointments. Tutors will also identify in their paperwork when participants produce text during tutorials. 2) The Writing Center will continue to encourage tutors to use positive reinforcement when participants produce text during tutorials. 3) The Writing Center will develop and deploy a direct assessment of tutor proficiency in this area.</p>
<p>25. Students are more confident about their work as a result of their Writing Center tutorials.</p>	<p>Desired outcome: 90.00% of students feel more confident as a result of their Writing Center tutorials.</p>	<p>The Writing Center conducted user post-appointment surveys throughout the academic year with a 83.97% survey completion rate (2074 out of 2470). The findings were analyzed by the Writing Center Director. The responses from the surveys were entered into WOnline by student workers.</p> <p>Baseline = 96.70% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Writing Center Results: 97.11% (2014 out of 2074 student respondents) agreed they feel more confident about their writing because of the help they received in the Writing Center.</p> <p>Benchmark and target were achieved for three years in a row.</p>	<p>Action Item: The Writing Center will continue to communicate tutor training strategies that encourage tutors to start appointments on a friendly note, provide positive reinforcement for revisions, and praise strengths of student work while providing constructive feedback for growth.</p>



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<p>26. A significant number of FMU students use the Writing Center for appointments.</p>	<p>Desired outcome: 25.00% of full-time undergraduate students use the Writing Center for tutorial assistance.</p>	<p>The Writing Center maintains a database of all Writing Center users and appointments. Our baseline data comes from last year's data demonstrating that 27.39% of full-time enrolled students used the Writing Center for tutorial appointments. For our benchmark, during this academic year we would again like to have 25.00% of full-time enrolled students use the Writing Center for appointments. For a future target, we would like to have 30.00% of full-time enrolled students use the Writing Center for appointments.</p> <p>Baseline = 27.39% for 2017-2018 Benchmark = 25.00% Target = 30.00% in three years</p>	<p>Writing Center Results: 25.60% of full-time undergraduate students (796 unique users out of 3110 full-time undergraduate students [Fall 2018]) used the Writing Center for tutorials in 2018-2019.</p> <p>Benchmark was achieved. Target was not achieved.</p>	<p>Action Items: 1) The Writing Center will employ more direct outreach to departments to encourage student Writing Center use, 2) The Writing Center will increase its advertising presence for its tutoring services, 3) The Writing Center will increase its social media presence on campus with help from its Social Media Coordinator to increase awareness of the tutoring services the Writing Center offers.</p>
<p>27. A significant number of FMU students use the Writing Center for all services.</p>	<p>Desired outcome: 25.00% of FTE use the Writing Center for all services.</p>	<p>The Writing Center maintains a database of all Writing Center users and appointments. Other services include workshops, computer lab, reference books/materials, and individual workspace. Baseline data comes from last year's data, demonstrating that 34.02% (1119 out of 3289 enrolled students) of FTE used the Writing Center for all services in 2017-2018.</p> <p>Baseline = 34.02% for 2017-2018 Benchmark = 25.00% Target = 30.00% in three years</p>	<p>27.10% of FTE (931 unique users out of 3435 total students) used the Writing Center for all services in 2018-2019.</p> <p>Benchmark was achieved, but target was not achieved.</p>	<p>Action Items: 1) The Writing Center will increase its social media presence on campus with help from its student Social Media Coordinator to increase awareness of the services the Writing Center offers, 2) the Writing Center will increase its advertising presence on campus with more targeted advertising campaigns and direct outreach.</p>



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<p>28. Students in first-year composition classes are encouraged to participate in the Write on Target program. Write on Target is a program through which students in English 101, 101E, or 102 can voluntarily sign up to meet with the same tutor at the same time each week for the duration of the course.</p>	<p>Desired outcome: 5.00% of students enrolled in English 101, 101E, and 102 participate in Write on Target each semester.</p>	<p>The Writing Center maintains a list of students enrolled in Write on Target. In 2017-2018, 5.71% of English 101 and 101E students were enrolled in Write on Target (37 out of 648 enrolled students). The program was expanded to English 102 this year. Because of the elevated number of total eligible students, the benchmark was reduced this year.</p> <p>Baseline = 5.71% for 2017-2018 Benchmark = 5.00% Target = 6.00% in three years</p>	<p>Writing Center Results: 4.00% of English 101, 101E, and 102 students were enrolled in Write on Target during the 2018-2019 academic year (54 out of 1351 total enrolled students).</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items: The Writing Center will send staff and administration to the composition classrooms to encourage Write on Target participation and involvement at the beginning of each semester to encourage participation.</p>
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<p>29. Non-native-English-speaking student athletes are encouraged to use the Writing Center as a resource.</p>	<p>Desired outcome: 85.00% of non-native-English-speaking student athletes enroll in the Writing Center's focused program to improve their communication skills.</p>	<p>The Writing Center maintains a database of all Writing Center users. In 2018-2019, the CAMSA program (Communication Assistance for Multilingual Student Athletes) was established in coordination with the Athletics Department. Eligible students were paired with experienced, trained tutors for weekly 45-minute appointments where students worked on speaking, listening, reading, and writing in English.</p> <p>In this pilot year, the Writing Center administration discovered that a number of students from non-English-speaking countries came in with strong English skills and did not need the program. The Writing Center will adjust its benchmark and target next year as needed.</p> <p>Baseline = NA Benchmark = 70.00% Target = 85.00% in three years</p>	<p>Writing Center Results: 45.16% of non-native-English-speaking student athletes participated in the CAMSA program during the 2018-2019 academic year (14 students out of 31 eligible athletes from non-native-English-speaking countries).</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items: 1) The Writing Center will use a variety of measures (FMU GPA; TOEFL scores; course grades in ENG. 101/101E, 102, and 250 and SPCO. 101 and a writing sample) to designate which students would best benefit from the focused program. 2) The Writing Center will meet with potential program candidates before enrollment to more effectively explain the purpose of the program.</p>
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Career Development				
Goals	Desired Outcomes	Assessment Methods and Procedures	Results	Planned Improvements Based on Assessment Results
30. Students received friendly, professional, and knowledgeable assistance in Career Development.	Desired outcome: 90.00% of students reported receiving friendly, professional, and knowledgeable assistance in Career Development.	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 96.97% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Career Development Results: 99.43% (176 out of 177 Career Development users) agree that their Career Development appointment was of high quality. The data showed that the performance of Career Development held steady, even with a higher response rate to the survey.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will continue to enhance staff professional development and training to provide students with up-to-date information on jobs and career trends. Data from the Department of Labor, NACE, and other career outlets will be included in staff training. 2) Career Development will market Kuder, a new online career inventory, to provide students with additional assistance in career planning. 3) Career Development will continue post-appointment surveys for assessment of its services.
31. Students met with Career Development staff who answered their questions and provided helpful advice.	Desired outcome: 90.00% of students agree the staff answered their questions and provided helpful advice.	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 96.97% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Career Development Results: 99.43% (176 out of 177 Career Development users) agree that the Career Development staff answered their questions and provided helpful advice. The data showed that the performance of Career Development held steady, even with a higher response rate to the survey.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will continue to enhance staff professional development and training to provide students with up-to-date information on jobs and career trends. Data from the Department of Labor, NACE, and other career outlets will be included in staff training. 2) Career Development will market Kuder, a new online career inventory, to provide students with additional assistance in career planning. 3) Career Development will continue post-appointment surveys for assessment of its services.



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<p>32. Students were satisfied with the quality of counseling they received in Career Development.</p>	<p>Desired outcome: 90.00% of students would recommend that others use Career Development's services.</p>	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 97.01% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Career Development Results: 98.87% (175 out of 177 Career Development users) would recommend that others use Career Development's services. The data showed that the performance of Career Development held steady, even with a higher response rate to the survey.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will increase advertising for the office through direct emails to students, student features on social media (Facebook and Instagram), and on-campus televisions to improve awareness of our services. 2) Career Development will launch Handshake to the FMU community in Fall 2019. Through this platform, students will gain greater awareness of Career Development's services.
<p>33. Students believe they have a better understanding of how they can prepare for an opportunity, job, or career due to the help they received in Career Development.</p>	<p>Desired outcome: 85.00% of students have a better understanding of how they can prepare for an opportunity, job, or career due to the help they received in Career Development.</p>	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 96.25% (plan for completing the next steps in preparing for an opportunity, job, or career) and 97.14% (assistance will help with future career planning tasks) for 2017-2018. Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Career Development Results: 96.05% (170 out of 177 Career Development users) agree that they have a plan for completing the next steps in preparing for an opportunity, job, or career. In addition, 98.87% (175 out of 177 Career Development users) agree the assistance they receive from Career Development will help them with future career planning tasks.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will continue to enhance staff professional development and training to provide students with up-to-date information on jobs and career trends. Data from the Department of Labor, NACE, and other career outlets will be included in staff training. 2) Career Development will market Kuder, a new online career inventory, to provide students with additional assistance in career planning. Students will be shown how to access career forecasts in this system. 3) Career Development will continue post-appointment surveys for assessment of its services. 4) Career Development will implement Handshake, a new online career networking platform, in Fall 2019. This platform will give students greater access to employment and internship opportunities.



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<p>34. Students are more confident in their ability to make decisions that will advance their professional aspirations due to the help they received in Career Development.</p>	<p>Desired outcome: 85.00% of students more confident in their ability to make decisions that will advance their professional aspirations due to the help they received in Career Development.</p>	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 97.01% for 2017-2018 Benchmark = 90.00% Target = 90.00% for three consecutive years</p>	<p>Career Development Results: 98.87% (175 out of 177 Career Development users) agree that they are more confident in their ability to make decisions that advance their professional aspirations.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will market Kuder, a new online career inventory, to provide students with additional assistance in career planning. This program provides students with an outside perspective about their interests and abilities and how they coincide with their major and career choices. This will boost student confidence in their career planning process. 2) Career Development will continue post-appointment surveys for assessment of its services. 3) Career Development will implement Handshake, a new online career networking platform, in Fall 2019. This platform will give students greater access to employment and internship opportunities.
<p>35. A significant number of FMU students use Career Development for help with selecting a major and gathering information about career paths.</p>	<p>Desired outcome: 30.00% of students visiting Career Development receive help with selecting a major and gathering information about career paths.</p>	<p>Career Development users fill out an online form in WOnline when booking their appointments. Baseline data comes from last year's online forms.</p> <p>Baseline = 45.03% for 2017-2018 Benchmark = 30.00% Target = 40.00% for three consecutive years</p>	<p>Career Development Results: 49.69% (80 out of 161 unique users visiting Career Development) received help with selecting a major and gathering information about career paths. The data showed an increase in the percentage of students visiting for major and career path advice.</p> <p>Benchmark and target were achieved for two years in a row.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will work to increase the total number of visits by first- and second-year students who need assistance with career and major discovery by <ol style="list-style-type: none"> a) Collaborating with University Life Instructors to create assignments and incentives for new students to visit Career Development; b) Communicating with first- and second-year students via email and Handshake, which will be implemented for use at FMU in Fall 2019; and c) Advertising to faculty/students via emails, online postings, and flyers news of Career Development's services, workshops, and events.



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<p>36. A significant number of FMU students participate in Career Development counseling appointments and career fairs.</p>	<p>Desired outcome: 15.00% of full-time undergraduate enrollment participate in counseling appointments and career fairs.</p>	<p>Career Development maintains records of student visits and career fair attendance.</p> <p>Baseline = 15.93% Benchmark = 15.00% Target = 15.00% for two consecutive years</p>	<p>Career Development Results: 15.66% (487 out of 3110 full-time undergraduate students) participated in counseling appointments and career fairs in 2018-2019. The decreased result is in part to the increase in the number of graduate students at FMU, who are less likely to attend these events.</p> <p>Benchmark and target were achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1). Career Development will work to increase the total number of students using its services by <ol style="list-style-type: none"> a) Collaborating with faculty to integrate Career Development learning outcomes in assignments and curricula; b) Communicating with faculty about Career Development services, workshops, and events—and specifying how these resources can help students with particular career goals and needs; c) Collaborating with CASA Advising and University Life Instructors so that students have additional opportunities for utilizing Career Development; and d) Implementing Handshake, a new online career networking platform, in Fall 2019 so that students can book visits with staff members and access up-to-date career planning resources.
<p>37. A significant number of first-year students visit Career Development for career coaching.</p>	<p>Desired outcome: 25.00% of first-year students visit Career Development for career coaching.</p>	<p>Career Development maintains records of student visits in an online appointment system.</p> <p>Baseline = 7.69% in 2017-2018 Benchmark = 25.00% Target = 30.00% in three years</p>	<p>Career Development Results: 4.93% (37 out of 750 first-year students [Fall 2018]) participated in counseling appointments in 2018-2019.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <ol style="list-style-type: none"> 1) Career Development will assist University Life instructors in administering the Kuder career inventory, which can be used as a prompt for one-on-one career coaching appointments. 2) Career Development will communicate with University Life instructors about available services specific to first-year students. 3) Career Development will visit University Life classes to discuss services for first-year students and invite students to book appointments. 4) Career Development will coordinate with CASA staff to facilitate first-year students booking appointments post advising sessions. 5) Career Development will implement Handshake in Fall 2019. All students will be automatically entered into this platform, increasing their awareness of career opportunities and events on campus.



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<p>38. Career Development will increase the number of mock interviews.</p>	<p>Desired outcome: 40 students visit for mock interviews.</p>	<p>Career Development tracks student appointment types through an internal form in WOnline, our online scheduling platform.</p> <p>Baseline = 10 students in 2017-2018 Benchmark = 40 students Target = 60 students in three years</p>	<p>Career Development Results: 9 students participated in mock interviews in 2018-2019.</p> <p>Benchmark and target were not achieved.</p>	<p>Action Items:</p> <p>1) Career Development will collaborate with Deans and Chairs so that graduating seniors have additional opportunities for mock interviews. 2) Career Development will offer mock-interview specific workshops so that additional students are cognizant of one-on-one mock-interview opportunities.</p>
<p>39. Career Development will increase the number of post-appointment surveys collected.</p>	<p>Desired outcome: 85.00% of post-appointment surveys will be submitted.</p>	<p>Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The findings were analyzed by the Director of Career Development. The responses from the surveys were entered into SurveyMonkey by the Administrative Assistant.</p> <p>Baseline = 41.36% in 2017-2018 Benchmark = 85.00% Target = 90.00% for two consecutive years</p>	<p>Career Development Results: Career Development conducted post-appointment surveys with a 95.16% completion rate (177 surveys completed out of 186 appointments). The increase in the number of surveys collected was significant.</p> <p>Benchmark and target were achieved.</p>	<p>Action Items:</p> <p>1) Career Development staff will switch to Handshake in Fall 2019 as the repository of post-appointment surveys. Surveys will be made available digitally at the end of appointments. 2) Career Development staff will encourage students to complete their surveys at the conclusion of their appointments.</p>