# Using Assessment as a Tool for Equity and Inclusion

AAHLE Virtual Conference 2020 Dr. Gavin Henning

Dr. Anne E. Lundquist





#### Anne E. Lundquist, PhD

Assistant VP, Campus Strategy
Campus Labs
(she/her/hers)

#### Gavin Henning, PhD

Program Director, Master of Higher Education and Doctorate of Education Programs

New England College (he/him/his)

# Context

#### An Evolving Conversation 14 MARCH 2018

National Institute for Learning Outcomes Assessment

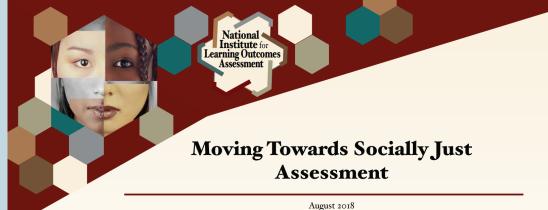
January 2017

Equity and Assessment:

Moving Towards Culturally Responsive Assessment

Erick Montenegro and Natasha A. Jankowski





Dr. Gavin W. Henning, New England College Dr. Anne E. Lundquist, Campus Labs

Erick Montenegro and Natasha Jankowski's Occasional Paper entitled *Equity and Assessment: Moving Towards Culturally Responsive Assessment* (2017) along with works by other authors over the last year including Bourke (2017) and (Heiser, Prince, & Levy, 2017) caused us to pause and consider the multiple intersections of assessment, equity and inclusion, and social justice in the field of student affairs as well as the variety of terms used to encompass this concept. As we discussed these intersections in preparation for a session on addressing bias in assessment for the 2018 ACPA Annual Convention, we began to unpack the very process of assessment – recognizing how siloed the "assessment" and "diversity, equity and inclusion" conversations and practices tend to be in the field of student affairs and in practice on campus.

The first realization we came to was the profound impact that **culture** had on the process of assessment. Culture is the aggregate of values, beliefs, assumptions, languages, and behaviors of a group of people. These elements of culture impact every step of the assessment process from the design of assessment projects and questions through data analysis and interpretation. To perform effective assessment, we need to better understand how culture affects that work.

#### Socially Just Assessment Project

#### National Institute for Learning Outcomes Assessment

Making Learning Outcomes Usable & Transparent









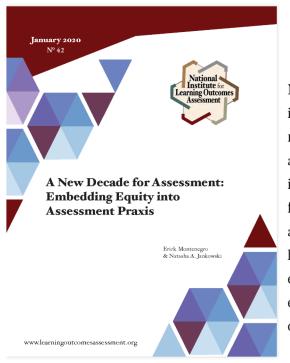








#### **NILOA Updates**



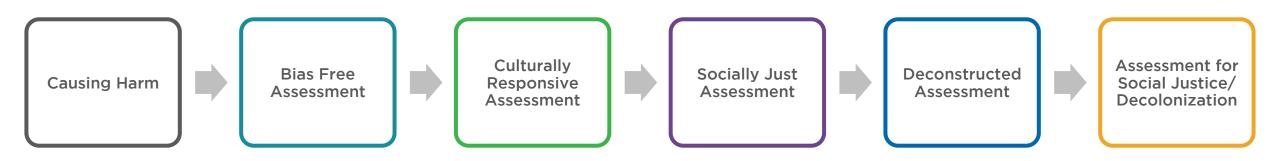
#### **Occasional Paper:**

#### A New Decade for Assessment: Embedding Equity into Assessment Praxis

NILOA's 42<sup>nd</sup> Occasional Paper "A New Decade For Assessment: Embedding Equity into Assessment Praxis" posits that assessment is entering a new decade with an even more diversified college student population which will not only require more assessment models involving students but also deeper professional development of institutional representatives key to student learning. Reflecting upon and building from the conversations over the last three years around culturally responsive assessment and related equity and assessment discussions, this occasional paper highlights questions, insights, and future directions for the decade ahead by exploring what equitable assessment is and is not; the challenges and barriers to equitable assessment work; where the decade ahead may lead; and next steps in the conversation on equity and assessment. **Read More...** 



#### Continuum for Equity-minded Assessment



Assessment...should be conceived as a practice that attends more fully to the social and political position that it occupies within institutions.

Wall, Hursh, & Rodgers, 2014





#### 11 - 14 MARCH2018

#### Assessment Landscape in Higher Education

- Changing student demographics/populations
- Accountability for Higher Education outcomes
- Focus on student learning outcomes
- Employability and marketable skills
- Real-time data for continuous improvement
- Retention, persistence, graduation (RPG) data alignment
- Use data to enable institution-specific insights through nuanced analyses

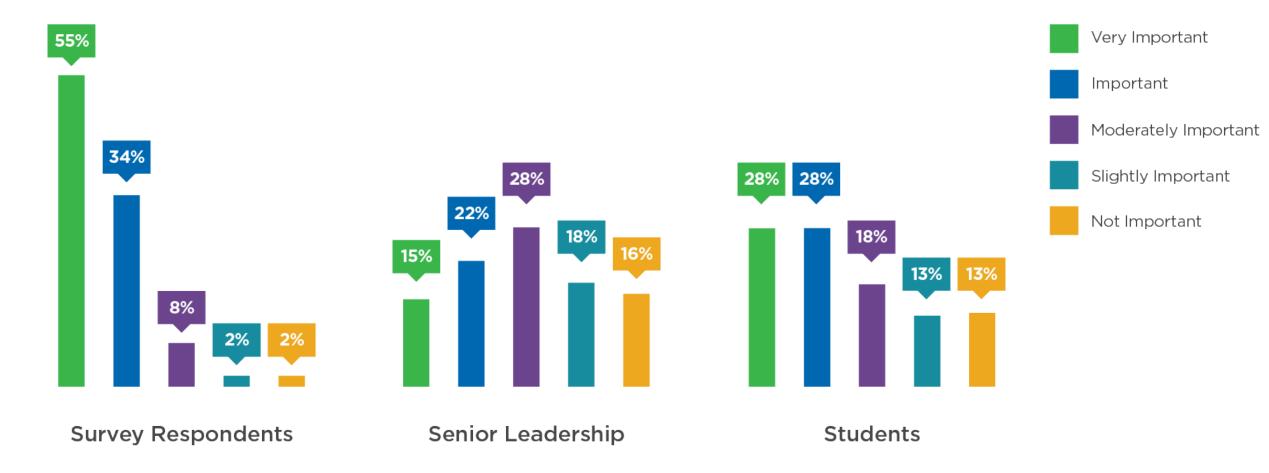
# Diversity, Equity & Inclusion Landscape in Richards Higher Education

- Changing demographics/populations
- Opportunity and access disparities
- Higher education as key pathway for social mobility
- Rise of the "chief diversity officer"
- Institutional commitment to promoting student body diversity and inclusion on campus
- Focus on inclusive campus climate
- Support services for under-represented students

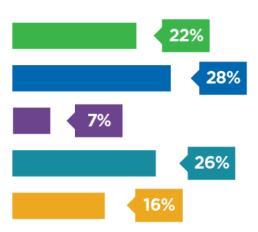
"It seems like 'equity' is everywhere....Equity, once viewed suspiciously as racially divisive...is now being enthusiastically embraced on the academic scene."



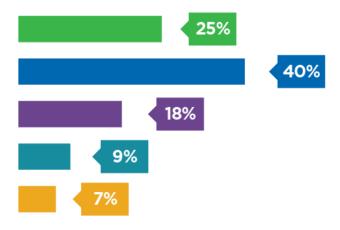
How important is the effective intersection of **equity**, **diversity**, <sup>14</sup> MARCH2018 and **inclusion** and assessment practices on your campus?



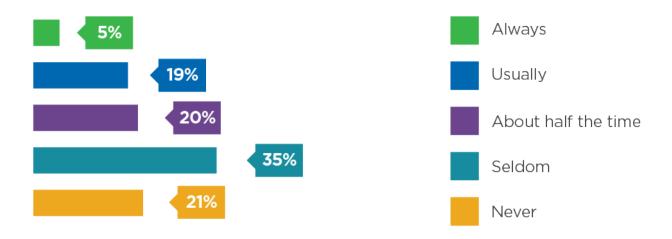
We have worked with our DEII Offices to design demographic questions that are current and inclusive.



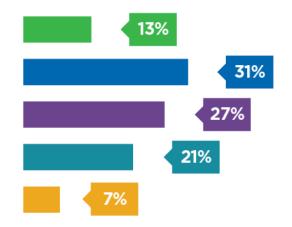
For student surveys, we disaggregate data by student population.



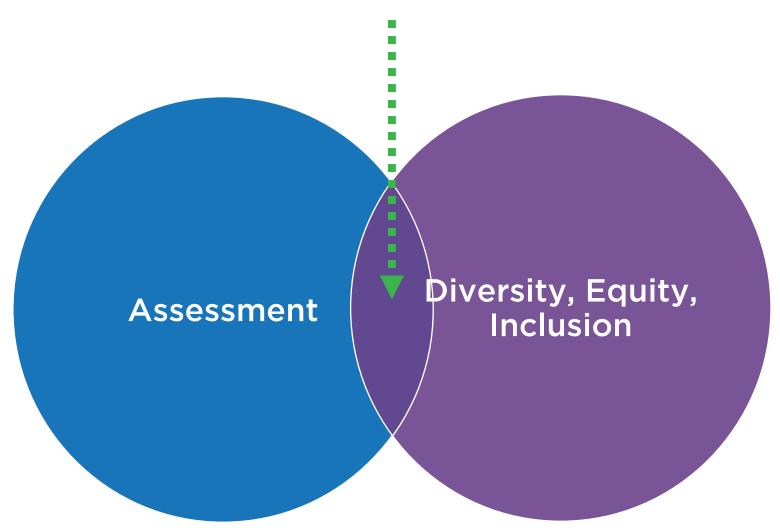
We include students in the design of learning outcomes statements.



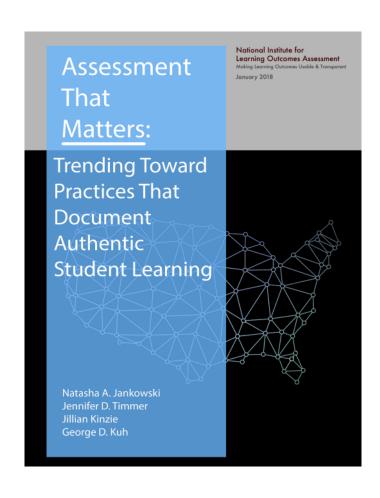
We provide multiple and varied methods for students to demonstrate achievement of student learning outcomes.



# Changing demographics, focus on campus climate, student success and RPG



#### January 2018 NILOA Report

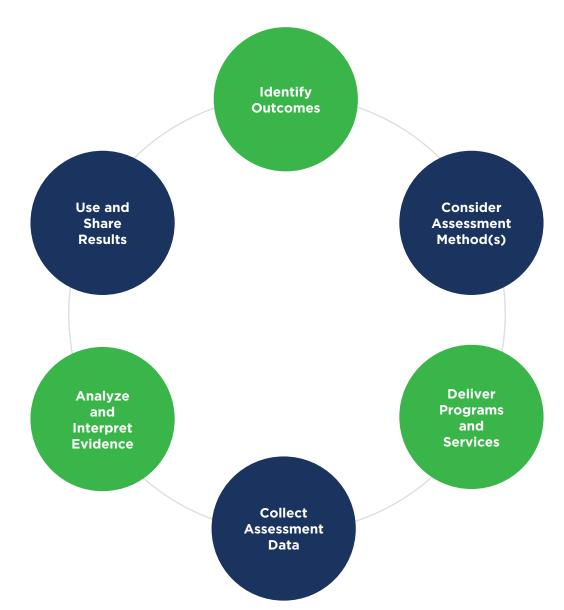


"Assessment continues to be driven by both compliance and improvement, with an emphasis on equity."

#### **The Larger Context**

#### **CONTEXT:**

Societal Culture Institutional Context Assessor Positionality



#### IMPACT:

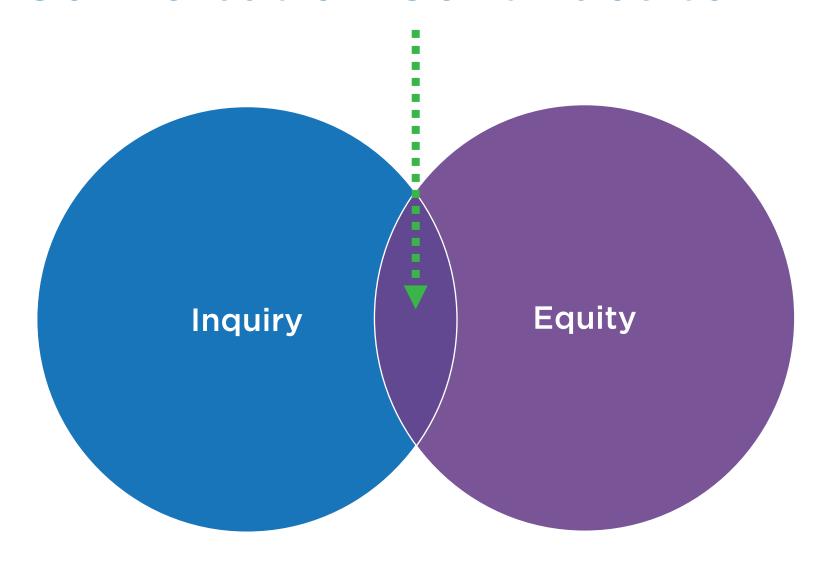
Institutional
Effectiveness
Student Learning
Societal Culture

## Reframing: Assessment as Inquiry

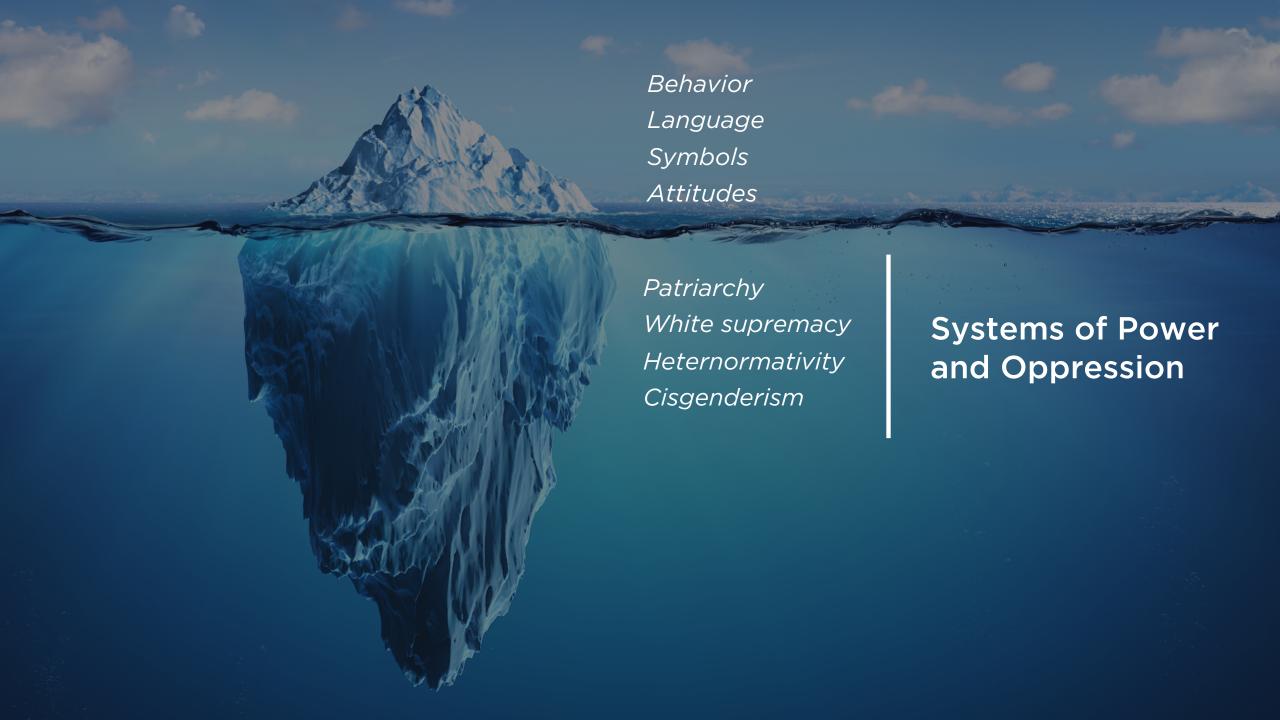
It is important that we actively engage in understanding ourselves and those who are different from us in order to critically examine the picture we are painting. Who is in it and who is missing? Have we considered lived experiences different from our own? Are we aware of which stakeholders will also be looking at this picture and how it will be interpreted?

Considering these questions, including social justice in all pieces of our work, not just a hat we wear when called upon, will continue to lead inquiry as an act of justice.

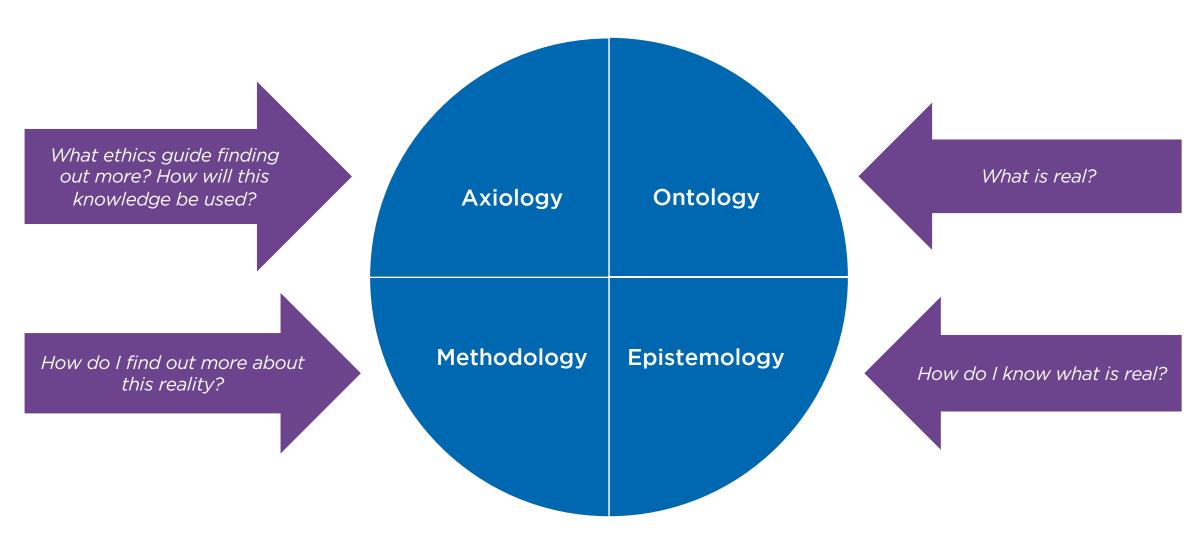
#### The Conversation Continues to Evolve



# **Culture and Paradigms**

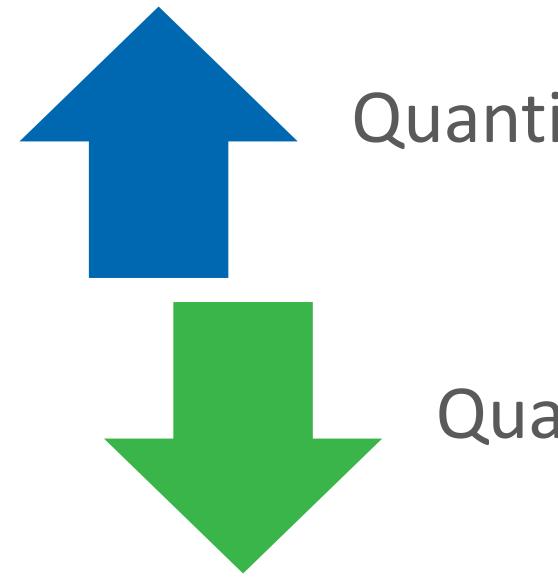


## Assessment and Research Paradigm



# Procedures and Methods

Foundational Assumptions, Philosophical Paradigms, and Worldview



# Quantitative

Qualitative

# Knower

2018



Known

# Assessment as Social Justice

- Cannot understand students' experience without understanding the systems of oppression that they live in
- Uncover and examine biases in the assessment process and then determine how we ensure culturally responsive and socially just assessment
- Intentional shift from implementing assessment to using assessment to deconstruct systems of oppression by first exposing them
- Assessment shouldn't be transactional or procedural—it should be transformational



"Often, assessment follows non-justice based paradigms, serves neoliberal external mandates, and reflects research practices that further marginalize underserved students."

Zerquera, Hernandez, and Berumen, 2018

Assessment and Social Justice: Pushing Through Paradox

# Socially Just Assessment Around the Assessment Cycle

#### Social Justice and the Assessment Cycle





#### Identifying Outcomes

## **Identifying Outcomes**





## Identifying/Writing Outcomes

- Driven by the values of the institution (therefore, not neutral) and sometimes "constrained by tortuous bureaucratic processes" (McArthur, 2016)
- Reflect on what is expected and what constitutes "learning"
- Evaluate the language used in the SLOs for bias, cultural assumptions, relevance to various student populations include many stakeholders
- Include students in writing SLOs

Identifying Outcomes

"If we write learning outcomes statements for and with students, we increase the chances of students understanding what is expected of them. In addition, instead of students' knowledge conforming to how we traditionally measure it, students would now have agency in how to demonstrate learning."

Montenegro & Jankowski (2017, p. 12)

**CREATE** 

Putting elements together to form a novel, coherent whole or make an original product.

**EVALUATE** 

Making judgments based on criteria and standards.

**ANALYZE** 

Breaking material into its constituent parts and detecting how the parts relate to one another and to an overall structure or purpose.

**APPLY** 

Carrying out or using a procedure in a given situation.

**UNDERSTAND** 

Determining the meaning of instructional messages, including oral, written, and graphic communication.

**REMEMBER** 

Retrieving relevant knowledge from long-term memory



# Switching from Bloom to the Medicine Wheel: creating learning outcomes that support Indigenous ways of knowing in post-secondary education

#### Marcella LaFever

To cite this article: Marcella LaFever (2016) Switching from Bloom to the Medicine Wheel: creating learning outcomes that support Indigenous ways of knowing in post-secondary education, Intercultural Education, 27:5, 409-424, DOI: 10.1080/14675986.2016.1240496

To link to this article: <a href="https://doi.org/10.1080/14675986.2016.1240496">https://doi.org/10.1080/14675986.2016.1240496</a>

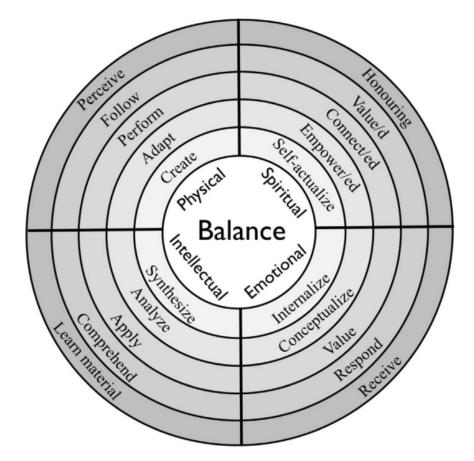


Figure 1. Four-domain framework.

#### **Spiritual Domain** Self-Actualize/d Definition (transcend self-interest) Ability to honour and be Empower/ed honoured as a unique individual within a group, in order for each Definition member to become what Provide and feel Connect/ed each is meant to be. supported by an environment that Definition Sample verbs encourages strength and confidence, especially in Link, build, and sustain controlling one's life and Value/d positive relationships Become claiming one's rights. with someone or Self-define something [ie. Definition Use resources Sample verbs community, culture, etc]. Create Building relationships Honouring Progress Reinforce that honour the Sample verbs Express importance, worth, or Remain Definition Gain usefulness of qualities Possess Conscious or aware of Consult related to the human Speak out about Sustain learning that is not Work with spirit. Advocate based in material or Dream Bond Act upon physical things, and Envision Sample verbs Support Defend transcends narrow self-Guide Relate to interest. Influence Empathize Respond Engage in Sample verbs Honour Care for Re-imagine Acknowledge Consider Cooperate Prepare Meditate on Balance **Participate** Be aware Maintain Exemplify Seek Provide Serve Open Develop Recognize Allow Build Respect Listen Observe

**Figure 2.** Sample verbs and progression for creating outcome statements.

Identify

**Outcomes** 

Identifying

"Closely related to the framing of questions or statements of desired learning is the matter of what will be accepted as trustworthy evidence in formulating answers. Conversations among stakeholders may reveal different perspectives on what 'counts' as credible evidence"

Hood, Hopson, and Kirkhart, 2015, p. 294



## **Collecting Assessment Data**





"Beyond the tools or instruments themselves, the procedures surrounding their use must also be responsive to cultural context. This applies equally to the collection of qualitative and quantitative data."

Hood, Hopson, and Kirkhart, 2015, p. 295



### **Qualitative Methods**

- Enlighten experiences
- Explore issues
- Reveal processes
- Map learning environments
- Examine complex issues

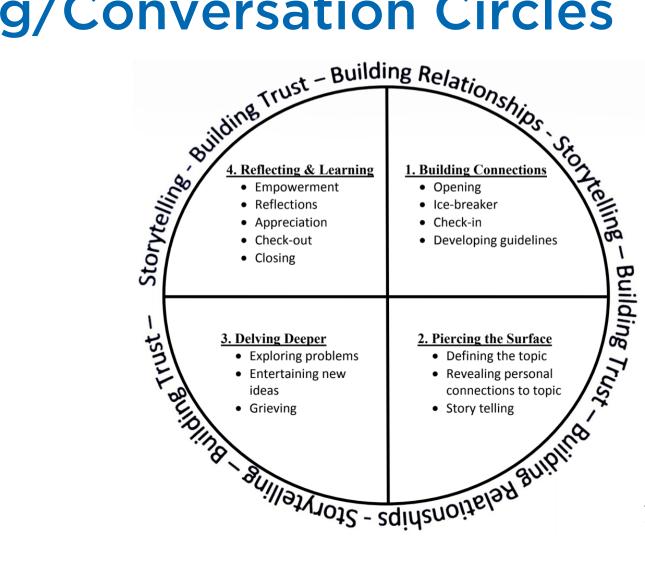
Following a constructivist approach (acknowledgement of multiple realities) Qualitative data can reveal additional information missing from aggregated data, can help to identify processes that act to support or to inhibit success, and can provide new insights by allowing a closer look at "the why" behind successes and failures of programs, services, and initiatives.

Further, qualitative data can reveal where and how learning is promoted and/or inhibited in various environments.

## Talking/Conversation Circles

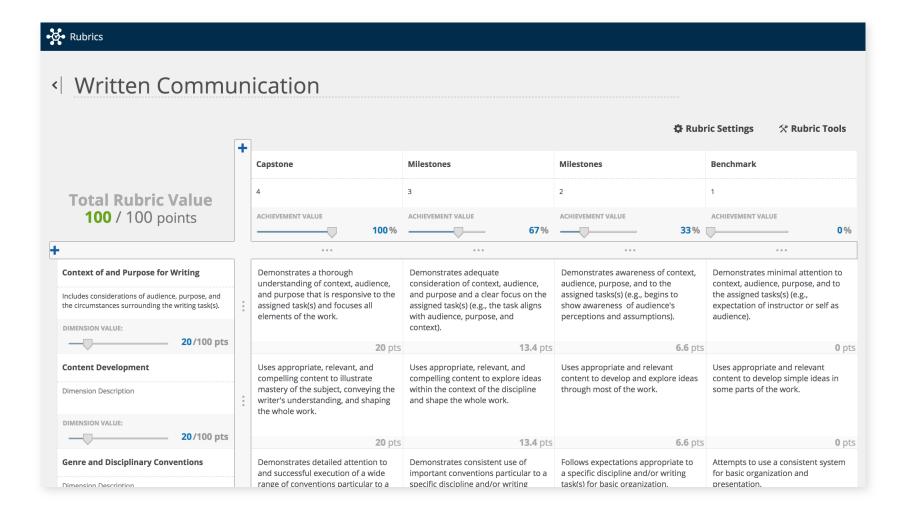
Collect Assessment

Data



Alaina Winters, Heartland Community College

## **Competency Based Rubrics**



## **Portfolios**





Assessment approaches and processes can help reinforce a sense of belonging or add to students' belief that they do not belong because their learning or experiences are not deemed as valid or important.

Montenegro & Jankowski, 2017

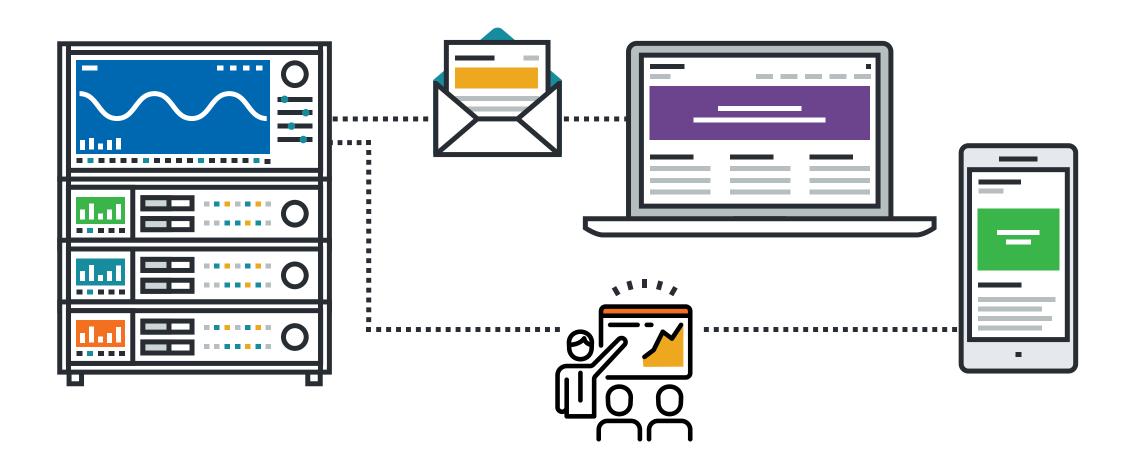


## **Tips for Methods**

- Consider how your identity could influence data collection (what kind and how)
- Consider how methods used may privilege certain types of information and thus certain students
- Consider how socio-historic aspects about the institution, community and student experience inform the analysis

- Use authentic and embedded assessment methods
- Allow students options (1+) for demonstrating their learning
- Use multiple methods of data collection to create a more complex picture of a phenomenon
- Involve students in collecting data

## Analyze and interpret data

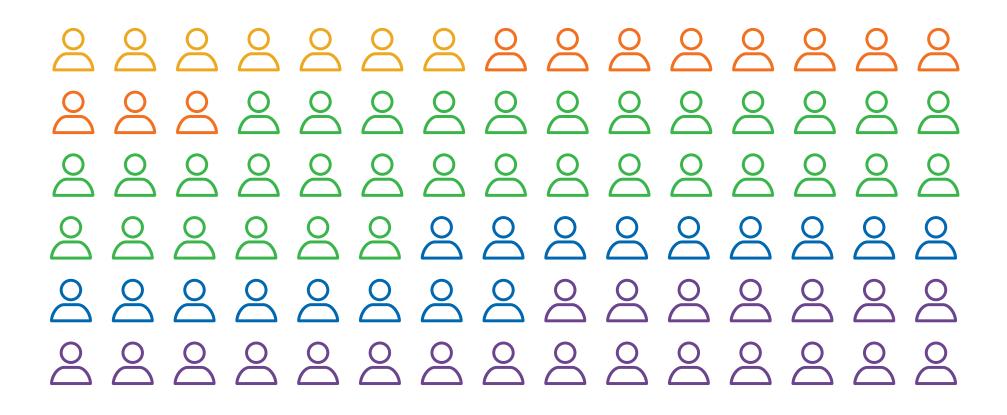


## Data do not speak for themselves; they are given voice by those who interpret them.

Hood, Hopson, and Kirkhart, 2015, p. 296

#### Analyze and Interpret data

## Disaggregation by Student Population



- Collected from 2 or more sources
- Gather separate sets of data and present as a whole
- Collective or summary form
- Group data variables such as age, profession, income to preserve confidentiality of individuals

#### Disaggregated Data

Analyze and Interpret Data

- Extrapolated from aggregated data and divided and broken down into smaller units
- Delving more deeply into results to highlight issues that pertain to individual subsets or results of aggregated data
- Positive: expose hidden trends
- **Downside**: enable identification of individuals or vulnerable populations

#### Rethinking and Updating Demographic Questions: Guidance to Improve Descriptions of Research Samples (Hughes, Camden, & Yangchen)

Collect Assessment Data

> Analyze and Interpret data

- Provide an accurate description of the sample
- Communicate the values for inclusion and respect for people's dignity
- Often not afforded the same thoughtful selection process as more intriguing variables of that require complex scales
- A lack of attention to demographic variables can result in
  - inaccurate descriptions of the sample, which can in turn
  - · lead to misguided notions of who the research applies to or who it might be generalizable to
  - or communicating subtle but painful messages that perpetuate marginalization (also known as microaggressions; Nadal et al., 2011).
- The Result: unintended and collateral harms to research participants

#### **Assessment Toolbox:**

#### **Demographics**

#### **Inclusive and Functional Demographic Questions**

Survey instruments often include questions that allow respondents to self-decribe various aspects of their personal and academic identities. Such questions and response items should be:

- Purposefully included based on an intentional rationale (e.g., monitor trends over time, disaggregate responses based on identity, distribute information) and;
- Designed in a way that acknowledges the scope, complexities, and contextualized nature of social identities (ACPA, 2013).

Demographic questions which exclude identity options where students are unable to select or are unable to select more than one category may result in unintended negative outcomes for respondents (Sanchez, 2010; Townsend, Markus, & Bergsieker, 2009). Rankin and Garvey (2015) discuss this as a balancing act of demographic survey questions which supports intersectional theory, inclusiveness, and quantitative methods. The following statements and survey questions are examples of how one might intentionally support this balance and honor students' fluid and intersecting identities.

#### **Demographic Questions**

The following questions about your identity and background will be kept private and secure. Responses will be used to better understand and serve all students at the University of Arizona.

Note: If possible, demographic questions should be optional for respondents to answer, as opposed to required. This allows respondents to continue taking the survey while skipping questions they may not feel comfortable answering at the moment.

#### What is your academic class standing?

- First-year
- Sophomore
- Junior
- Senior

# Collect Assessment Data Analyze and Interpret Evidence

## **Analyzing Small Populations**

- Groups experience higher education differently, some groups are small
- Experience of small populations can be lost in aggregate results
- Not studying small populations can further marginalize oftenmarginalized groups

- Who are the small populations you want to know more about on your campus?
- Percent differences and descriptive analyses are legitimate forms of analysis.



- Give voice to data through reflection
- Engage multiple stakeholders
- Include students in the process
- Triangulate with multiple data sources and multiple perspectives
- Disaggregate data
  - But, beware of reductionist approach with disaggregation

"The ways these data are analyzed and interpreted are important. We encourage you to be conscious of the ways our work may perpetuate problematic and limited understandings of already marginalized groups. In this guide we offer a few tips to consider for more inclusive data sharing and analysis."

#### **Embracing Diversity: Ensuring Everyone Counts in Your Counts**



## Tips for More Inclusive Data Sharing and Analysis

Using evidence to inform institutional improvement efforts has been a goal at NSSE since its inception. This is why NSSE data and reports provide actionable information about critical dimensions of educational learning.

However, we often get questions about ways to analyze and interpret our data and reports, especially as it relates to diversity and inclusion. Some common questions include:

- How do we identify subgroups of students struggling or excelling in their experiences?
- How do we analyze subgroups with very few responses?
- How do we better identify the needs and experiences of students from underrepresented backgrounds?
- How do we avoid approaching the data from a deficit perspective?
- How do we better share these data and results with others on campus?

The ways these data are analyzed and interpreted are important. We encourage you to be conscious of the ways our work may perpetuate problematic and limited understandings of already marginalized groups. In this guide we offer a few tips to consider for more inclusive data sharing and analysis. Whether you are preparing reports for internal stakeholders or conducting research to share externally, we hope these tips allow us all to be more attentive to the ways we engage in this work.



Xavier University

#### Tip 1. Disaggregate your data

Survey data such as NSSE can be used to broadly assess the experiences of students in a way that is efficient and accessible. Examining your institution's results overall and drilling down to disciplinary or departmental subgroups can quickly give you an overview of students' common experiences. There is a danger, however, in relying on the results of the "average" student. An average student is likely reflective of an institution's majority populations, and an overreliance on examining the experiences of our average students likely hides the experiences of more vulnerable populations.

One of the easiest ways to be more inclusive in analyses is to disaggregate your data as aggregated data can mask the variation of experiences within your institution. In your NSSE data files, you will have the ability to disaggregate based on a variety of subgroups including:

- Identity characteristics (racial/ethnic identification, gender identity, sexual orientation, first-generation status, veteran status, diagnosed disabilities or impairments, etc.)
- Student characteristics (transfer status, major or major field, class level, enrollment status, taking courses online, grades, educational aspirations, living situation, etc.)
- Engagement characteristics (participation in high-impact practices, student athlete membership, fraternity or sorority membership, time spent studying, participation in co-curricular activities, etc.)
- · The intersection of these and other characteristics

You might also consider incorporating important subgroups specific to your institution in your NSSE population file as a grouping variable which is then returned to you in your data file. Contact your Project Services Team for more details.

#### Tip 2. Pay attention to small populations

Those interested in disaggregating survey data such as NSSE typically encounter subpopulations with small numbers of respondents. This could be due to a variety of reasons such as a low response rate, a small population from which to elicit responses, or data collection methods that make subpopulation respondents difficult to contact (e.g., inviting respondents with rarely-checked email addresses) or create difficulties for subpopulations to respond (e.g., low access to technology for an online survey).

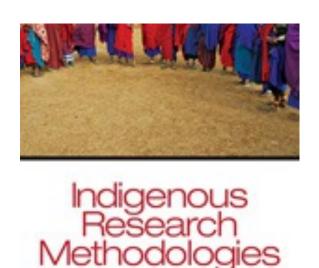


11 - 14 MARCH2018

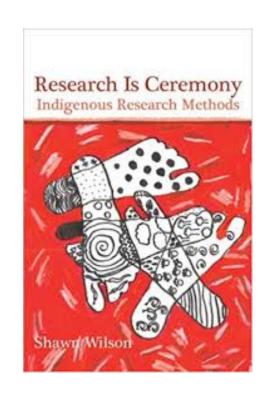
# Learn from Universal Design for Learning (UDL)

- Impact of environment and emotion on learning
- Individualizes learning for all students
- Give students options for demonstrating their learning
- Best feedback is intrinsic, relevant, immediate, and continuous
- Embed assessment in the learning itself to be more authentic and reduce time between learning and assessment

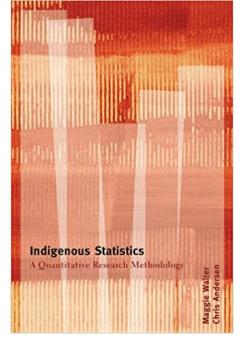
### Indigenous Research Methods and Scholarship



Bagele Chilisa







Indigenous Research Methods: A Reading List https://helenkara.com/2017/07/04/indigenous-research-methods-a-reading-list

## Learn from Indigenous Paradigm

- People are connected to...
  - Each other
  - The earth
  - The cosmos
- Knowledge is relational and shared
- Knowledge cannot be owned or discovered
- Equity, equality, and inclusion is a value
- Focus on assessment by whom, for whom

"To be genuinely inclusive of all students requires more than simply their greater involvement in assessment. It requires questioning a myriad of taken for-granted assumptions about the nature and purposes of assessment....

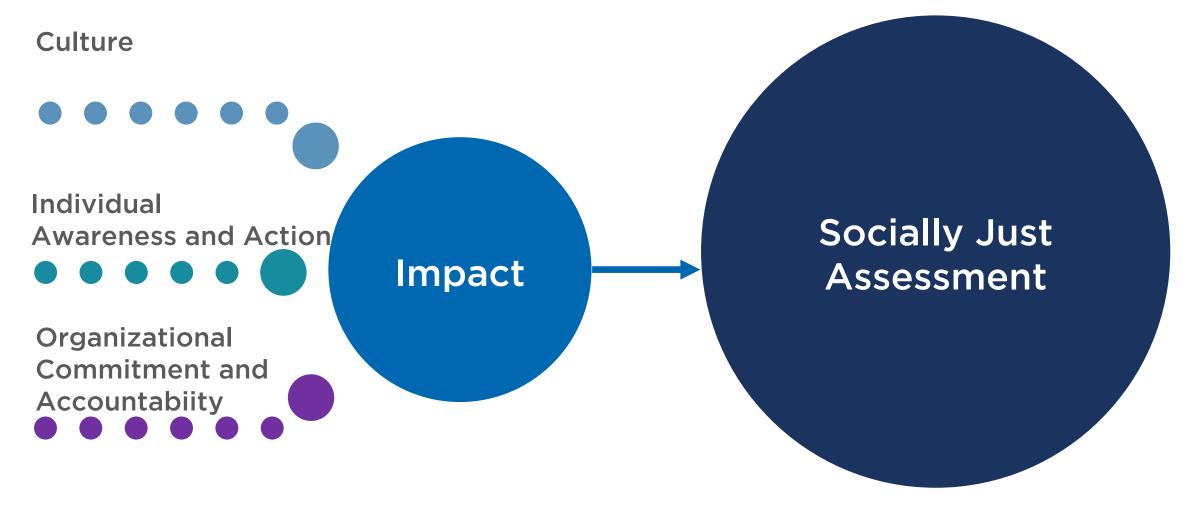
The challenges are huge. The idea of fairness through assumed sameness is pervasive within society and within our assessment practices. Reforming assessment...involves changes not simply in our assessment practices but in how we understand our roles as assessors... and how we understand our relationships with our students."

## Equity in Assessment is not an Afterthought

"Addressing issues of equity may involve some uncomfortable, challenging and courageous conversations and discussions. Equity datainformed discussions have the power to foster progress."

Dr. Jillian Kinzie, Associate Director of the Indiana University Center for Postsecondary Research and the National Survey of Student Engagement (NSSE) Institute





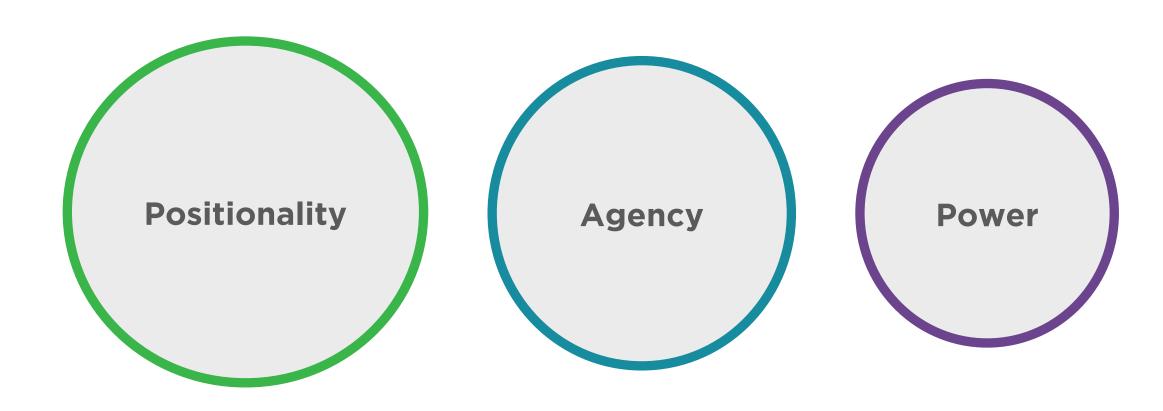
## Be Mindful of Our Own Assumptions

"Failing to be aware of our own biases or subconscious ideas...may cause the assessment endeavor to implement outdated norms as a means of comparison, which can misclassify certain students as underachievers, confusing, or outliers; and can also lead to the mistake of failing to connect the data to the actual lived experiences and realities of the students the institution serves."

Goldrick-Rab & Cook, 2011

11 - 14 MARCH2018

# Throughout the assessment process, reflect on and articulate your own...



# Ask ourselves: To what extent are wei-14 MARCH 2018 promoting unconsidered inquiry?

- Cultural, contextual and historical factors
- Forms of oppression
- Structures, conditional effects ignored
- Assumptions of homogeneity
- Multiple vs. Singular (theories, ways of knowing, evidence, intersectionality)
- Marginalized voices

#### **Transformational Assessment**

- Explore and engage your worldview, biases, and cultural assumptions
- Investigate and discuss who decides, who benefits from assessment
- Confront emphases on procedures and methods
- Consider how value is attached to what is measured
- Discuss and critique how meaning is attached to data, results
- Recognize and address the extent to which assessment work prevents social justice and structural transformations

## A Continuum of Organizational Growth and Development

#### **Awareness**

#### **Intentional**

#### Strategic

#### Sustainable

Organization is open and willing to discuss new frameworks, gain new knowledge and skills; willing to engage in social change work. Organization is conscious of their strengths and limitations; makes intentional decisions to address limitations by revising strategy, shifting their work methodologies and even structure in order to achieve its long-term social change goals.

Organization connects their theory and values with their practice; measures its social change practices and impact; sees their role within the larger social justice movement; articulates their model to address root causes; develops key strategic allies to advance agendas.

Organization is effective, sustainable, and accountable for its actions; continuously builds its base and develops coalitions and networks with a shared purpose to increase political power; creates cultural and social change within community and society; is able to articulate its health in terms of its identity as a social justice organization.

[1 - 14 MARCH2018

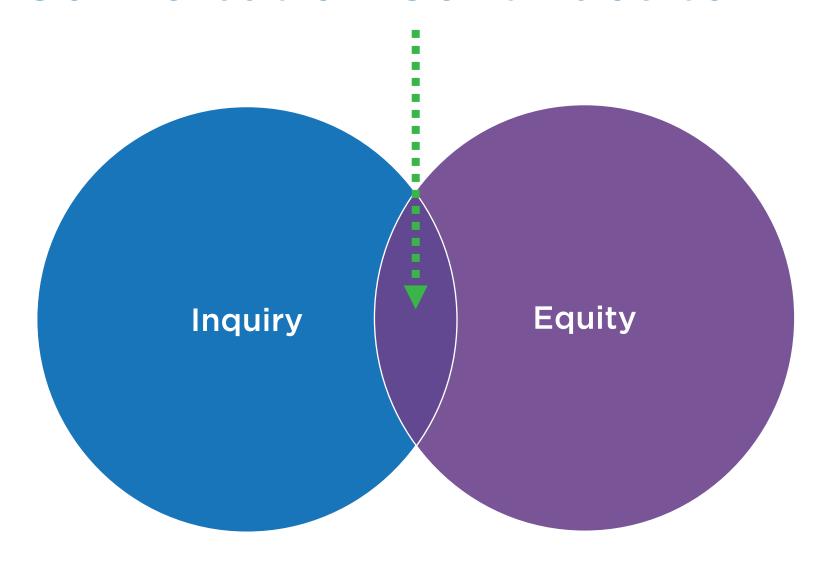
# Where can you make an organizational impact?



Assessment in higher education is uniquely positioned to transform inquiry as a more inclusive practice in pursuit of equity because it draws "on a wealth of scholarly traditions in order to critique the status quo, integrate power, theorize agency, and work toward social justice."

Pasque, Carducci, Kuntz, & Gildersleeve, 2012 p. 17

### The Conversation Continues to Evolve



MARCH2018



PROMOTING ASSESSMENT FOR LEARNING

**Association for the Assessment** 

## INTERSECTION

A journal at the intersection of assessment and learning

Fall 2019

#### Contents

President's Letter  Note from the Editor-in-Chief  Numbers May Not Lie, But They Can Hide: Critically Examining Our "Numbers" Narratives	4		
		An Argument for Employing an Equity Mindset in Higher Education	11

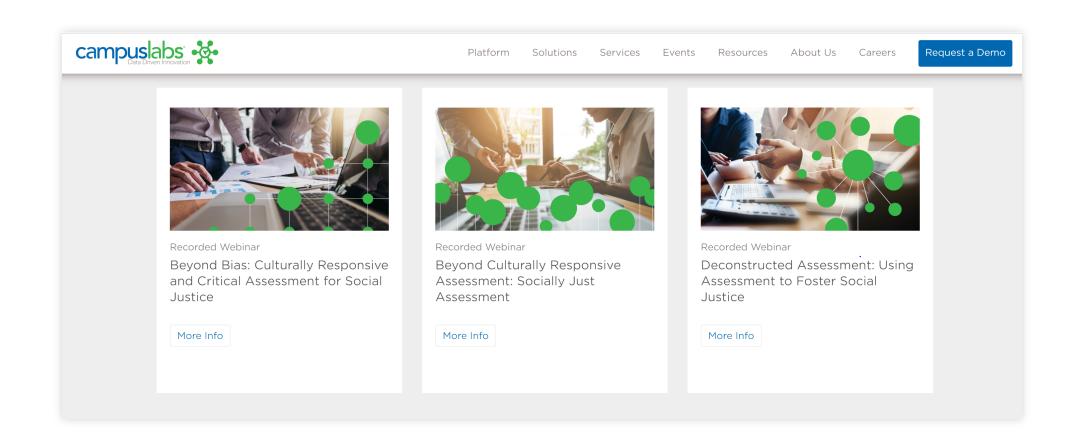


campuslabs.com/socially-just-assessment

#### Socially Just Assessment Podcast Series

- Culturally Responsive Assessment
- Critical Theory as a Framework to Advance Equity Through Student Affairs Assessment
- Socially Just Assessment
- Diversity, Inclusion, Equity and Assessment:
  Graduate School Preparation for Future
  Student Affairs Practitioners
- The Connections between Decolonization,
  Social Justice and Assessment

#### **Webinar Series and Podcasts**







## The Journal of Student Affairs Inquiry



Vol. 2, Issue 1, 2017

Examining Critical
Theory as a Framework to
Advance Equity Through
Student Affairs
Assessment

Ciji A. Heiser Krista Prince and Joseph D. Levy'
The Journal of Student Affairs Inquiry
Apr 14, 2017





Volume 2018, Issue 177

Special Issue: Assessment and Social Justice: Pushing Through Paradox

Pages: 1-144

Spring 2018



## Campus Intelligence

Your Source for Reimagining Data in Higher Ed

www.campusintelligence.com

#### References

- Banta, T.W., & Palomba, C.A. (2015). Assessment essentials: Planning, implementing, and improving assessment in higher education. San Francisco, CA: John Wiley & Sons, Inc.
- Bourke, B. (2017). Advancing toward social justice via student affairs inquiry. Journal of Student Affairs Inquiry. Vol. 2, Issue 1. https://jsai.scholasticahq.com/article/1620-advancing-toward-social-justice-via-student-affairs-inquiry.
- Culp, M.M. & Dungy, G.J. (2012). Building a culture of evidence in student affairs: A guide for leaders and practitioners. Washington, D.C.: NASPA.
- Heiser, C.,A. Prince, K., and Levy, J. D. (2017). Examining critical theory as a framework to advance equity through student affairs assessment. The Journal of Student Affairs Inquiry. Vol. 2, Issue 1. file:///C:/Users/alundquist/Downloads/1621-examining-critical-theory-as-a-framework-to-advance-equity-through-student-affairs-assessment.pdf
- Henning, G. W. & Roberts, D. (2016). Student affairs assessment: Theory to practice. Sterling, VA: Stylus.
- Hurtado, S. and Guillermo-Wann, C. (2015). Diverse Learning Environments: Assessing and Creating Conditions for Student Success. Final Report to The Ford Foundation. https://www.heri.ucla.edu/ford/DiverseLearningEnvironments.pdf.

#### References

- McArthur, J. (2015). Assessment for social justice: The role of assessment in achieving social justice. Assessment and Evaluation in Higher Education, 1-15.
- Jan McArthur (2016) Assessment for social justice: the role of assessment in achieving social justice, Assessment & Evaluation in Higher Education, 41:7, 967-981, DOI: 10.1080/02602938.2015.1053429 To link to this article: <a href="http://dx.doi.org/10.1080/02602938.2015.1053429">http://dx.doi.org/10.1080/02602938.2015.1053429</a> To link to this article: <a href="http://dx.doi.org/10.1080/02602938.2015.1053429">http://dx.doi.org/10.1080/02602938.2015.1053429</a>
- McArthur, J. (2017). Opportunities for social justice within and through assessment. NILOA Equity Response. https://www.learningoutcomesassessment.org/wp-content/uploads/2019/08/EquityResponse-McArthur.pdf
- Oregon State University Institutional Review Board form: http://research.oregonstate.edu/sites/research.oregonstate.edu/files/irb/comparison\_research\_v\_non\_research\_v01042017.pdf
- Preskill, H. & Russ-Eft, D. (2016). Building evaluation capacity: Activities for teaching and training. Thousand Oaks, CA: Sage.
- Schuh, J.H. & Upcraft, M.L. (2001). Assessment practice in student affairs: An applications manual. San Francisco, CA: Jossy-Bass.
- Schuh, J.H., Biddix, J. P., Dean, L.A., & Kinzie, J. (2016). Assessment in student affairs. San Francisco, CA: Jossey-Bass.
- University Design for Learning in Higher Education: <a href="http://udloncampus.cast.org/page/udl-about">http://udloncampus.cast.org/page/udl-about</a>
- Wall, A. F., Hursh, D., & Rodgers, J. W. (2014). Assessment for Whom: Repositioning Higher Education Assessment as an Ethical and Value-Focused Social Practice. Research and Practice in Assessment, 9 (Summer 2014), 5-17.

