

## PROFESSIONAL GOALS FOR 2020-2021: FINAL UPDATE

Set for: **Zachary N. Clark**  
Director of Student Activities and Assessment

1.	<p>Review current and forthcoming literature, guidance, trends, market research, and best practices regarding the safe and realistic execution of in-person events during the COVID-19 global pandemic, while drafting a six-phase planning document to address programming considerations and various problems.</p> <p><b>Value: 15%</b></p>	<p><b>Complete.</b> I spent the entirety of July, August, September, and October drafting, revising, and finalizing STATIC's Event Planning Action Plan in response to the COVID-19 global pandemic, and it became the gold standard not just for IUP's programming organizations. It was utilized for campuses across Pennsylvania and the country. I utilized best practices from state and national health organizations, leaders in live event productions, government agencies, and peer educational institutions, both private and public. All-in-all, this document will help guide STATIC's work not just in 2020-2021, but in 2021-2022 and beyond.</p>
2.	<p>Continue to reevaluate STATIC's programming and promotions model, with special consideration especially paid to further developing virtual engagement opportunities across digital platforms as a result of response to the COVID-19 global pandemic.</p> <p><b>Value: 15%</b></p>	<p><b>Complete.</b> I worked with STATIC to completely rebuild, retool, and reposition their programming model in response to the COVID-19 global pandemic, and increased programmatic opportunities by 92% during the 2020-2021 academic year. We also worked to 1.) improve the user experience on our technical platforms, such as Zoom and Twitch, and 2.) increase the variety and diversity of our offered programming as well, featuring take-and-make DIY kits, cultural and educational programs, and interactive artist-driven events.</p>
3.	<p>Fortify STATIC's programming model with market research by developing a comprehensive assessment tool, examining IUP student preferences and needs, and realigning its program offerings to reflect such.</p> <p><b>Value: 5%</b></p>	<p><b>Semi-complete.</b> I worked with STATIC to update the Campus Programming Survey (CPS), STATIC's major homegrown market research tool. This survey is a combination survey and attempts to capture satisfaction data (of past events) while also attempt to glean preference / need / want data (of possible future events). The CPS was launched in November of Fall 2020 and ran until January to help inform Spring 2021 programming and beyond. The quality of the data was mixed, as IUP students continue to show a proclivity for wanting more than what STATIC's budget can allow. Additionally, STATIC ran out of time and energy resources to continue to develop subsequent market research tools for Fall 2021 programming.</p>
4.	<p>Drastically improve the recruitment and retention of Executive Board and general board members through compensation analyses, communication evaluations, and member feedback.</p> <p><b>Value: 5%</b></p>	<p><b>Semi-complete.</b> Despite its best efforts, STATIC continued to struggle with retaining and recruiting Executive and general board members during the 2020-2021 academic year, which was quite detrimental to the student leader experiences of those who remained on the board. I implemented enhanced staff evaluations and staff one-on-one supports to check-in with individuals, and I incorporated the SLOSS to elicit additional feedback.</p>

<p>5. Evaluate the job description of the Director of Student Activities and Assessment, identifying those work requirements that are of vital importance to the ongoing success of the Student Co-op and university communities and those work requirements that are no longer valued. <b>Value: 5%</b></p>	<p><b>Failed.</b> I continue to fail in my advocacy for any level of assistance in my role as a director / leader at the Student Co-op, despite the quantity and quality of my work product and the workload I bore compared to other directors. Conversations have continued, at some levels, and we got as far as the Executive Director authorizing a nine-month Assistant Director position, which was then cancelled upon the financial and economic difficulties related to COVID-19.</p> <p>This year was the most difficult year of my professional career. I am drained. It is difficult to come to work each day. I oftentimes work 60 hours per week with no compensatory time or salary improvement earned in return.</p> <p>Moreover, I haven't been able to effectively shed any areas of my job description; rather, more has been added to my plate.</p> <p>Moving forward, I need to have firmer, clearer conversations with my supervisor regarding my workload, breadth of oversight and responsibility, and expectations for ongoing success. I'm failing to do all that I need to do in this role.</p>
<p>6. Evaluate dedicated STATIC funding, so as to identify funding shortcomings, especially when benchmarked against other PASSHE, Carnegie-class, and peer institution programming boards, and reassess line item budgeting and expenses. <b>Value: 5%</b></p>	<p><b>Failed.</b> Apples to apples, STATIC is funded poorly compared to similarly-sized institutions' programming boards. Pre-COVID, STATIC was funded similarly to Clarion's programming board; Clarion enrolls less students and has a lower activity fee compared to IUP. The additional 17% reduction (equating a \$61,000 drop in STATIC's budget during 2020-2021) severely limits what we can do with large campus programming beyond this academic year post-COVID. I failed to convince my supervisor and the Co-op to reverse its budget reduction for our campus programming board.</p> <p>I did successfully advocate for a potential \$30,000 loan for emergency programming to permit the Bill Nye event; however, due to creative budget management and thrifty purchasing, I was able to keep other events in line and only overspent the STATIC budget for this year by \$3,000.</p>
<p>7. Finalize revision and implementation of the Association Assessment Plan, which will assess the programmatic offerings, utilization and satisfaction, and student learning outcomes, extending from the Strategic Plan and Business Plan and informing the Annual Report, revised to reflect needs pertaining to the ACHIEVE model. <b>Value: 15%</b></p>	<p><b>Ongoing.</b> I was asked to hold off on finalizing and implementing the Association Assessment Plan due to the implementation of the new Divisional Business Plan and ACHIEVE Model. The Assessment Plan needs to be reworked to match those new documents, and with the ambitious and overwhelming COVID-responsive programming calendar from STATIC, there was no way I could do these things during one calendar year at the same time.</p>

<p>8. Finalize planning and preparations for the Student Co-op Comprehensive Program Review, which should be undertaken during the 2020-2021 academic year. <b>Value: 15%</b></p>	<p><b>Ongoing.</b> I was asked to hold off on finalizing and implementing the Association Program Review due to the COVID-19 global pandemic, the reworking of the Association Assessment Plan, and the implementation of the new Divisional Business Plan and ACHIEVE Model. These documents need to all work collaboratively with each other. With the ambitious and overwhelming COVID-responsive programming calendar from STATIC, there was no way I could do these things during one calendar year at the same time.</p>
<p>9. Complete the following long-standing assessment projects: Association Assessment Plan and Program Review, NSSE Project, Campus Space Project, Student Engagement Project, ACHIEVE Project, and various NACA RSG projects. <b>Value: 10%</b></p>	<p><b>Semi-complete.</b> I successfully completed a six-year long term of service with NACA's Research and Scholarship Group (RSG) and with it multiple major assessment projects: Student Activity Fee Financial Project, Student Engagement Project, Research Agenda Revision Project, and Assessment Institution Partnership Project.</p> <p>I successfully completed the following institutional assessment projects: Welcome Week Impact Project, STATIC Campus Programming Survey, STATIC Staff Evaluations, and ACHIEVE Project.</p> <p>Various departmental, divisional, and institutional assessment projects were put on hold during the COVID pandemic, including the Association Assessment Plan and Program Review, Student Affairs NSSE Project, and Campus Space Project.</p>
<p>10. Complete special assessment projects and other assignments within the Division of Student Affairs, as directed by the Executive Director and Vice President for Student Affairs. <b>Value: 10%</b></p>	<p><b>Complete:</b> For the Co-op and the Student Affairs Division, I spent a great deal of time serving on various high-impact committees, while also still receiving requests to provide professional development opportunities to IUP and non-IUP organizations regarding Gen Z.</p> <p>I also spent a great deal of time coordinating nearly a dozen high-impact assessment and research projects on behalf of the Co-op, Student Affairs, and various committees.</p> <p>Furthermore, I participated in a number of meaningful professional development opportunities through NACA, as the chair of the Research and Scholarship Group, and NASPA.</p> <p>All in all, this area accounts for much more than 10% of my time.</p>

**COMMITTEE AND COMMUNITY SERVICE RECORD  
PROFESSIONAL DEVELOPMENT RECORD  
2020-2021**

**I certify that I actively participated in the following campus initiatives or university committees:**

1. Student Affairs Assessment Team (Representative)  
Student Affairs Division-wide, Mr. Tedd Cogar
2. NACA Research and Scholarship Group (Chair)  
National Association for Campus Activities, Dr. Sarah Keeling
3. Welcome Week Committee (Member)  
Center for Multicultural Student Leadership and Engagement, Mr. Kevin Foster
4. Homecoming Committee (Co-op Programming Representative)  
University-wide, Mr. Theo Turner
5. UPC – Meetings and Events Subcommittee (Member)  
University-wide, Ms. Amy Cook and Mr. Sam Phillips
6. High-Risk Celebratory Events Committee (Representative)  
Center for Health and Well-Being, Ms. Ann Sesti
7. Family Weekend Committee (Member)  
University-wide, Dr. Michele Norwood
8. Student Support and Engagement Team (Member / Guide)  
Center for Health and Well-Being, Ms. Ann Sesti
9. Committee Review & Membership (Member)  
Division-wide, Mr. Tedd Cogar
10. Student Conduct Board / Appeal Review Board (Member)  
University-wide, Mr. Tedd Cogar and Mr. Adam Jones
11. Campus Space and Reservation Committee (Member)  
University-wide, Mr. Kevin Foster and Mr. Sam Phillips
12. University Programming Committee (Member)  
Division-wide, Ms. Ann Sesti
13. Experience IUP / Destination IUP Presenter (Student Orientation Sessions)  
University-wide, Mr. Ian McIsaac
14. UWRPC – Engagement Subcommittee (Member)  
University-wide, Ms. Julene Pinto-Dyczewski and Mr. Theo Turner

**I certify that I attended the following professional development experiences:**

1. WEBINAR (1.0 hours): Assessment Coffee Hour with Dr. Matt Venaas  
Zoom – August 27, 2020
2. WORKSHOP (1.5 hours): Predictive Analytics to Improve Student Outcomes – U.S.  
Department of Education Webinar  
Sutton Hall Board Room – September 10, 2020

3. FACULTY & STAFF TOWN HALL (1.5 hours): Updated Financial Sustainability Plan  
Zoom – September 15, 2020
4. DIVISION OPENING (1.5 hours): Student Affairs Division Fall Opening  
Zoom – September 17, 2020
5. STUDENT AFFAIRS PROF. DEV. (1.5 hours): DiversiDays  
Zoom – October 1, 2020
6. TOWN HALL (1.5 hours): Q&A with Chancellor Greenstein  
Zoom – October 2, 2020
7. WORKSHOP (1.5 hours): Assessment Institute Preview Session: COVID-19 Assessment Adaptations  
Zoom – October 16, 2020
8. CONFERENCE (37.5 hours): Assessment Institute 2020  
Zoom – October 25-28, 2020
9. STUDENT AFFAIRS PROF. DEV. (1.5 hours): DiversiDays  
Zoom – November 5, 2020
10. STUDENT AFFAIRS PROF. DEV. (1.5 hours): Town Hall  
Zoom – November 12, 2020
11. STUDENT AFFAIRS PROF. DEV. (1.5 hours): DiversiDays  
Zoom – December 3, 2020
12. STUDENT AFFAIRS PROF. DEV. (1.5 hours): DiversiDays  
Zoom – January 28, 2021
13. CONFERENCE (15.0 hours): Equity Summit 2021  
Zoom – February 2-4, 2021
14. WEBINAR (1.5 hours): Race Work for the Next Round: Building Antiracist Colleges & Universities  
Zoom – February 8, 2021
15. STUDENT AFFAIRS PROF. DEV. (1.5 hours): Town Hall  
Zoom – February 11, 2021
16. WORKSHOP (1.5 hours): Supporting the LGBTQIA Community: Addressing Substance Abuse Issues  
Zoom – February 17, 2021
17. FACULTY & STAFF TOWN HALL (1.5 hours): Updated Financial Sustainability Plan  
Zoom – February 25, 2021
18. TRAININGS (5.0 hours): Title IX / Diversity & Inclusion / Protecting Youth  
Everfi – March 3, 2021
19. STUDENT AFFAIRS PROF. DEV. (1.5 hours): Town Hall  
Zoom – March 11, 2021
20. WORKSHOP (3.0 hours): Diversity, Equity, and Inclusion in a Professional Workplace  
Zoom – March 17, 2021

21. STUDENT AFFAIRS PROF. DEV. (1.5 hours): DiversiDays  
Zoom – March 26, 2021
22. WORKSHOP (1.0 hour): Self Care, Personal Growth, and Value-Based Living Training  
Zoom – April 7, 2021
23. STUDENT AFFAIRS PROF. DEV. (1.5 hours): Town Hall  
Zoom – April 8, 2021
24. TRAINING (2.0 hours): Cascade Web CMS Training  
Zoom – April 19, 2021
25. RETREAT (3.0 hours): IUP Student Affairs Programming Retreat  
Zoom – April 30, 2021

**I certify that I provided the following professional development experiences:**

1. FACILITATOR (15.0 hours): STATIC Fall 2020 Training  
Zoom – August 19-20, 2020
2. FACILITATOR (2.0 hours): NACA Financial Survey: When Knowledge & Cash Money Come Together  
Zoom – October 3, 2020, and October 10, 2020
3. FACILITATOR (8.0 hours): STATIC Spring 2021 Training  
Zoom – January 18, 2021
4. PRESENTER (2.0 hours): Gen Z Changes Higher Ed for Good (Dr. Paquette's ALS Class)  
Zoom – February 19, 2021
5. FACILITATOR (1.0 hour): NACA Coffee & Conversations: Research & Assessment in Action  
Zoom – March 9, 2021
6. PRESENTER (2.0 hours): Gen Z in the Workplace (Dr. Shiring's HOSP 150 Class)  
Zoom – March 30, 2021
7. FACILITATOR (4.0 hours): STATIC Advisor Retreat  
Noble Stein – April 16, 2021
8. FACILITATOR (1.0 hour): NACA Coffee & Conversations: Student Activity Fee Funding Results  
Zoom – April 27, 2021
9. FACULTY (20.0 hours): Hershey Entertainment & Resorts Internship Professional Development Program – Gen Z in the Workplace  
Hershey Lodge – June 22-23, 2021

**I certify that I actively participated in the following community service initiatives:**

1. Council President, Hope Lutheran Church – 2020-2021
2. Assisting Minister, Hope Lutheran Church – 2020-2021
3. Enumerator, U.S. Census – Summer 2020

## PROFESSIONAL GOALS FOR 2021-2022

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Director of Student Activities and Assessment

I hope to accomplish, or expand upon, various professional goals during 2021-2022, and will:

1. Improve my graduate assistant's experience during her second year in the STATIC Graduate Advisor position and as a SAHE graduate student, both in terms of providing her with more day-to-day management opportunities but by also providing her with more consistent and optimized feedback, clear objectives and directives, and greater independence.  
**Value: 10%**
2. Reformat STATIC's programming and promotions model, with special consideration especially paid to the resumption of in-person programming, the greater reliance on hybrid programming, and the lasting impact of virtual programming as a result of response to the COVID-19 global pandemic.  
**Value: 15%**
3. Continue to fortify STATIC's programming model with market research by developing a comprehensive assessment tool, examining IUP student preferences and needs, and realigning its program offerings to reflect such.  
**Value: 5%**
4. Drastically improve the recruitment and retention of Executive Board and general board members through compensation analyses, communication evaluations, and member feedback.  
**Value: 15%**
5. Continue to evaluate the job description of the Director of Student Activities and Assessment, identifying those work requirements that are of vital importance to the ongoing success of the Student Co-op and university communities and those work requirements that are no longer valued.  
**Value: 5%**
6. Punctuate departmental, divisional, and institutional areas of emphasis during the 2021-2022 academic year, including strengthening collaborations across programming areas / organizations, exploring JEDI (justice, equity, diversity, inclusion) professional development opportunities, recommitting to financial accountability and sustainability, and making data-informed decisions.  
**Value: 5%**
7. Revise and map the Association Assessment Plan, which will assess the programmatic offerings, utilization and satisfaction, and student learning outcomes, to the revised Student Affairs Business Plan and ACHIEVE Model, and then subsequently implement it broadly.  
**Value: 15%**
8. Finalize planning and preparations for the Student Co-op Comprehensive Program Review and then implement during the 2021-2022 academic year.  
**Value: 15%**
9. Support the ongoing work and subsequent success of the IUP NextGen framework through service on one of the various subcommittees.  
**Value: 5%**
10. Complete special assessment projects and other assignments within the Division of Student Affairs, as directed by the Executive Director or other officers of the Association or University.  
**Value: 10%**