

Assessment Definitions

Assessment is: systematically asking

What are we trying to do?
How well are we doing it?
How do we know?
How do we use the information to improve?
Do the improvements work?

Purposes of Assessment

To indicate the extent to which a unit achieves its objectives and outcomes so that the program can use the findings to inform program planning, decision-making to improve the program, revisions of program objectives, and resource allocation and budget requests.
To report program progress and results to audiences such as faculty, staff, students, the provost, human resources, other units.

Mission

A statement that captures an organization's purpose, customer orientation and philosophy.

Vision

A statement giving a broad, aspirational image of the future that an organization is aiming to achieve.

Goals

They are broad, general statements.
They are evaluated directly or indirectly by measuring specific outcomes related to the goal.
They are related to the mission and vision of the department and college in which the program resides, and to the mission and goals of the University.

Outcomes

Outcomes are more detailed and specific statements derived from the goals. They are used to determine the presence or absence of, amount of, or level of the behavior or knowledge specified by an goal.
They may be things the program wants participants to know, think or be able to do.
Outcomes are observable, measurable results or evidence of the educational experience.
They are detailed and meaningful enough to guide decisions in program planning and improvement and decisions.

Implementation Strategy

The plan for program and procedure for ensuring the fulfillment of intended outcome.

Measure

A standard used to evaluate and communicate performance against expected results.

Actual Outcomes

The results of program operations or activities or the effects produced by the program or activity. Program outcomes may be either direct or indirect.

Implications

What the research results mean for the future.

Quantitative

Expressed in numerical values.

Qualitative

Relating to quality or kind. Referring only to the characteristics of something being described, rather than exact numerical measurement.

Report

Documentation that summarizes the results/key findings, how those findings are interpreted, emphasizes strengths and weaknesses, use of the findings for decisions, and relevant action plan/agenda.

OEO Mission Statement

In keeping with the educational mission of the university, the Office for Equal Opportunity (OEO) at NC State works to ensure that the university is a non-discriminatory and harassment-free environment where people can work and learn. To that end, OEO's mission is four-fold: education, intervention, compliance, and service (outreach). OEO monitors the university's compliance with applicable federal and state laws, UNC system policies, and NC State University policies in regard to equal opportunity, non-discrimination, and affirmative action. OEO works proactively to move NC State toward embracing the spirit of equal opportunity, affirmative action, and achieving a diverse university community through education of policy and issues, outreach, and service.

Vision

OEO strives to make North Carolina State University an institution where commitment to equal opportunity meets or exceeds legal requirements to create a fair and equitable campus community

Goals

1. To facilitate compliance with federal and state laws regarding equal opportunity and affirmative action.
2. To investigate and resolve complaints of discrimination and harassment.
3. To create, implement, publicize, and monitor university equal opportunity and affirmative action policies and procedures.
4. To educate students, staff, and faculty about their rights and responsibilities with regards to equal opportunity as members of a diverse academic community.
5. To assist departments and units in the recruitment and retention processes of employees and students to ensure that equality of opportunity prevails at NC State.
6. To advocate for equal opportunity, affirmative action, non-discrimination, and access.
7. To foster an academic community where diverse people have an equal opportunity to learn and work to their fullest potential and are judged solely on academic, performance, or job criteria.

Acronym Title

AA	Affirmative Action
AAO	Affirmative Action Officer
ADA	Americans with Disabilities Act
DOL	Department of Labor
DSO	Disabilities Services Office
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EOI	Equal Opportunity Institute
EPA	Exempt from State Personnel Act
HR	Human Resources
NCBI	National Coalition Building Institute
NCSU	North Carolina State University
OEO	Office for Equal Opportunity
OFCCP	Office of Federal Contract Compliance Programs
OSP	Office of State Personnel
SPA	Subject to State Personnel Act
UNC	University of North Carolina
UPA	University Planning & Analysis
WANCHE	Women Administrators in North Carolina Higher Education

**Office for Equal Opportunity Assessment Plan and Report
July 2008- June 09**

Item Number	Responsible Staff Member(s)	Area of Responsibility	Deadline	Goal	Implementation Strategy	Measure	Expected Outcome	Actual Outcome	Implications
1	AVP	Affirmative Action	1-Mar	1, 3	1. Update NCSU EEO Plan per DOL's OFCCP requirements and submit plan annually to OSP. 2. In conjunction with EEO plan revision, conduct adverse impact analysis with applicant data from HR.	1. Timely completion of plan updates. Plan approved & letter of compliance received from Office of State Personnel (or OFCCP, if audited). 2. Perform Impact Ratio Analysis on new hires.	Compliance with state requirements and federal AA requirements.	1. NCSU's 2009 EEO Plan submitted to OSP on March 1, 2009. As of June 30, 2009, OSP has not informed University of the status of the 2009 EEO Plan. 2. Adverse Impact Analysis completed on April 24, 2009.	NCSU remains in compliance with all federal and state AA requirements. Results of the adverse impact analysis indicate that additional efforts need to be made to address adverse impact with respect to minorities and during the selection process for new hires. Work with HR Department to identify methods for determining reason(s) for adverse impact and implementing a realistic remedy.
2	AVP	Affirmative Action	1. May 31 2. April/May 3. June	3, 5,6	1. Provide and discuss college/division EEO workforce and availability data with deans/vice chancellors and other stakeholders, annually. 2. Provide SPA EEO data to HR annually 3. Post updates to university EEO Plan on OEO web site.	1. Written feedback from deans & vice chancellors via Unit Action Plan and annual progress reports. 2. Online employment system accurately indicates targeted and non-targeted positions. 3. Review plan on web site in June to ensure the plan is current.	1. College/division deans/vice chancellors will identify trends, problem areas, and successes in recruitment and retention of faculty and staff. They will be able to explain current EEO data related to their unit so that they can assist hiring officials in the recruitment and hiring of women and minorities. 2. HR will be able to identify for hiring officials which SPA positions are targeted for recruitment of women and minorities. 3. University administrators and employees will have access to current university goals and information related to EEO and AA.	1. University's 2009 EEO Plan and related analyses posted online and 2009 EEO Plan Executive Summary provided to Provost for dissemination to college deans, vice chancellors and executive officers. Units will submit Unit Action Plans no later than June 12, 2009 addressing trends, problem areas and successes in diversifying their workforce. Conducted information sessions on 2009 EEO Plan with various campus stakeholders. 2. HR Employment Specialists provided with SPA Incumbency v. Availability Analysis and Goals/Timetables in order to identify targets for SPA new hires.	1. Will continue to meet with deans, vice chancellors and other campus executive officers on an annual basis to discuss updates to University's EEO Plan. 2. HR will continue to identify targeted SPA positions by EEO-6 job groups no later than August 31 of each year. 3. Will continue to post University's EEO Plan and related data analyses online.

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3	AVP	Affirmative Action	Report of evaluations end of each semester.	3, 4, 6	Educate faculty, staff and students on EEO/AA through HR's HR Academy, OEO's Equal Opportunity Institute, and OSP's Equal Employment Opportunity Institute.	Evaluation immediately after training on evaluation form.	Faculty, staff and students will identify EEO/AA laws, policies and procedures and know where to seek assistance.	Conducted 8 EEO/AA related workshops (140 participants) during the assessment period. Workshop evaluations indicate that more than 90% of participants agreed that the workshop increased their knowledge about EEO/AA related matters.	Will continue to provide periodic workshops on EEO/AA related matters via HR Academy, the Equal Opportunity Institute, and OSP's Equal Employment Opportunity Institute.
4	VPEOE	Affirmative Action	Ongoing	1, 3	Certify NCSU as having non-segregated facilities, AA and EEO compliance as required by OFCCP regulations and as requested by vendors.	Completed certification forms returned to vendors & others upon request.	Compliance with federal AA requirements.	Completed and returned by the stated deadlines, if applicable, certification forms as received from campus units. Campus units seemed unsure as to which office certification forms should be sent; this sometimes delayed forms being routed to OEO for completion and return to the requesting agency or institution.	NC State departments will be able to continue operating as federal sub-contractors. There may also be a need to include information on OEO's website regarding OEO being the office on campus responsible for completing such certifications.

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5	VPEOE	Affirmative Action	30-Sep	1, 3	Complete NCSU's VETS-100 Report annually for submission to federal Department of Veterans Affairs	Completed report submitted by stated deadline.	Compliance with federal requirements.	VPEOE shared Information with NC State's HRIM department in July 2008 to ensure NC State will be in compliance with reporting requirements for new VETS categories and the new VETS-100A report that is required for 2009 reporting. OEO requested that all employees be re-surveyed to collect data needed for new reporting requirements. HRIM reported on June 25, 2009 that the PeopleSoft module needed to generate the new reporting requirements will not be available until September 2009--after OEO needs to submit its VETS-100 report to UNC-GA.	NC State may not be in compliance with VETS-100 reporting for 2009 since HRIM may not be able to provide to OEO all of the data required for this year's VETS-100 and VETS-100A reports by the deadline indicated by UNC-GA.
6	AVPHPEP	Civil Rights Complaint Resolution	June	1, 2	Address civil rights complaints on an ongoing basis	Percentage of complaints addressed of the total complaints brought to OEO	Compliance with federal, state, UNC system requirements	100% of complaints brought to OEO were addressed.	Continue to address civil rights complaints.
7	AVPDC	Disability & Accommodation Services	Report of evaluations end of each semester.	4	Educate supervisors on disability accommodations	End of training evaluations.	Supervisors will know how to respond appropriately to a request for a reasonable accommodation and to identify DSO as a resource.	Completed 4 trainings regarding disability accommodations for over 100 supervisors. When appropriate, end of training evaluations were provided and participants indicated they knew the process for responding to a request for accommodations and that OEO/DSO was a resource.	Continuation of trainings for supervisors regarding disability accommodations is indicated.
8	AVPDC	Disability & Accommodation Services	Review and summarize annually (May)	3, 4	Provide disability awareness and accommodations training to on and off campus communities.	Track training opportunities	On and off campus communities will be exposed to laws /university policies and ADA resources.	Completed 40 disability awareness and accommodations trainings for on and off campus communities reaching over 14, 200 people.	Disability awareness and accommodations trainings should be continued.

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9	AVPDC	Disability & Accommodation Services	Review and summarize annually (May)	1	Facilitate the disability eligibility process and the provision of reasonable accommodations to persons with disabilities through DSO	Timely review of disability eligibility documentation and reporting of eligibility decision.	Compliance with federal and state requirements	Reviewed disability documentation and reported eligibility decisions at an average rate of within 2.38 days of receipt of completed documentation.	The timely review of documentation and deliverance of the eligibility decision keeps NC State in compliance with federal and state requirement.
10	AVPHPEP	Discrimination & Harassment Prevention	June	3, 4, 6	Educate faculty, staff and students on university's unlawful discrimination and harassment policies via workshop and on-line training (1. Presentations at new and transfer student orientations, and 2. Unlawful harassment prevention trainings offered to new and current employees.)	1. Responses to questions on student orientation assessment survey. 2. Responses and feedback from evaluations distributed to employees who participate in discrimination and harassment prevention and response trainings.	New and current faculty, staff and students will be able to identify their EO rights, laws, university's unlawful discrimination and harassment policies and procedures and know where to seek assistance.	1. New Student Orientation evaluation data reported that 99.0% of students either "strongly agreed" or "agreed" that they "were aware of the policies and procedures regarding unlawful harassment at NC State," and 95.5% of students either "strongly agreed" or "agreed" that they "knew where to seek assistance if [they] have experienced harassment or discrimination." 2. New Employee Orientation evaluations indicated that 98.3% of participants were either "satisfied" or "very satisfied" with the information presented on NC State's policies related to discrimination and harassment, and 99.4% of participants indicated that, as a result of the presentation, they "know where to seek assistance for concerns of	Would have continued with this program except that New Student Orientation changed their format. To respond to this adjustment, OEO is working on developing a new on-line format for New Student Orientation will force OEO to reach students in additional ways.

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11	AVPHPEP	Discrimination & Harassment Prevention	June	1, 3, 4, 6	Educate supervisors and administrators on university's unlawful discrimination and harassment policies.	Feedback from program evaluations	Supervisors and administrators will be able to identify the level of responsibility they have addressing complaints of unlawful harassment and that OEO is a resource for them when dealing with complaints.	A sample of program evaluations (not all evaluations have been tabulated) revealed that 94% of participants attending a Supervisory DHPR program indicated that they either "agreed" or "strongly agreed" that they "now understand the level of responsibility [they] have in regards to preventing and responding to discrimination and harassment concerns."	Continue providing supervisory DHPR to NC State employees.
12	AVPHPEP	Discrimination & Harassment Prevention	June	2	Provide accessible methods for complaint intake (in person, telephonic, on-line, through a supervisor or HR).	Number of complaints reported to OEO.	Receipt of complaints through variety of sources helps to ensure that OEO is receiving as many complaints as possible.	Complaints received in 2008-09 by mail, online form, in person, over the phone, over e-mail, and as referral from Employee Relations, Student Conduct, Women's Center, and others.	Continue to provide multiple methods for complaint intake.
13	AVP	Employment	Interviews On-going. Report in October	5	Conduct faculty exit interviews of at least 50% of separating faculty. Provide annual written and oral report to Board of Trustees. Disseminate exit interview information to deans and provost.	Track reasons for separation & retention of faculty during interviews. Compile data for Board of Trustees report due annually in October.	Administrators will have information that will help them in the recruitment and retention of faculty.	Review of database reflects that during the assessment period a total of 37 exit questionnaires were received from separating faculty. This number represents 63% of the total number of separating faculty listed on the HRIS report. Annual written/oral report was provided to BOT on November 15, 2008. Data indicates that retirement is the primary reason cited by faculty for separating from the university.	Will continue to track reasons why EPA faculty leave the university. At this time, no discernable trends other than "retirement" have been identified as the reason(s) why faculty separate from the university.

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14	EA	Employment	Report in June	6	Participate in Personnel Connections activities (including meetings and listserv). Serve on HR Advisory Committee.	Informally monitor response to information distributed via Personnel Connections, HR Advisory .	A) Personnel representatives will disseminate information regarding key OEO issues to faculty and staff B) Communicate EO issues to Internal partners	OEO staff utilized personnel connections listserv to disseminate information for OEO programs & Faculty Exit interviews. Dissemination of mandatory training regulation information. HR Advisory Committee (HRAC) was attended by JGW.	OEO should continue to use this venue to share information with the campus community.
15	VPEOE	Employment	Ongoing	1	Review requests to classify faculty positions submitted by deans to OEO for approval	Request reviewed within 48 hrs to ensure positions meet the criteria to be classified as faculty (research, teaching , extension).	Compliance with federal and state laws, UNC system and NCSU requirements	Forty-eight (48) requests to classify faculty positions were reviewed by the VPEOE. Copies of approved requests were returned to the requesting academic department and to HR's EPA coordinator.	Explore need to develop electronic system to track faculty classification requests to be able to determine easily which requests are for (1) new faculty positions, (2) changes in title/duties of existing faculty positions, (3) college/department submitting requests, and (4) tenure status of position.
16	AVP	Employment	Ongoing	4, 5	Conduct search committee orientations and provide online search committee orientation for all search committees.	Number of SCO.	Search Committee members will become familiar with procedures and strategies to increase diversity of applicant pools and higher the best qualified candidates.	1. The number (29) of SCO's conducted during the assessment period was less than the previous year primarily due to hiring restrictions as a result of budget constraints. 2. Search Committee Video highlighting "best practices" was completed and posted online during assessment period.	Continue to provide search committee orientations to all campus search committees. Need to develop an online evaluation tool for search committees during the 2009-2010 assessment period.

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17	VPEOE	Employment	Ongoing	1	Review recruitment and selection process and hiring decisions for compliance (interim and final recruitment forms and requests for "waivers of recruitment procedures")	Informal monitoring of complaints from unsuccessful job seekers.	All hiring decisions are compliant with federal and state laws, UNC system and NCSU requirements.	OEO reviewed and approved more than 600 individual employment actions via the online employment system (PeopleAdmin). OEO also collaborated with HR's EPA coordinator to ensure that waiver requests were processed appropriately and expeditiously.	Additional vigilance is needed to ensure requests for waivers of recruitment procedures are vetted with the VPEOE before submission via the PeopleAdmin system. VPEOE and AVP will implement a protocol for reviewing waiver requests. Additional efforts need to be made to ensure search committees for EPA positions are appropriately engaged in screening applicant materials to ensure final candidates meet advertised qualifications. There is a need to enhance efforts to identify and remedy adverse impact in the selection process as identified via PeopleClick AAP software.
18	DOE	Employment	Review Annual Report in June	7	Serve as mediators in University Mediation Program coordinated by HR and as outlined in Administrative Regulation Mediation Procedure for Faculty & Staff	Participation of all trained OEO employees in mediations and attendance at mediation meetings.	Support faculty and staff alternative dispute resolution system	OEO trained mediators participated in mediation meetings, training and practice opportunities. No OEO mediators were requested to facilitate a mediation.	Continue to work with HR to provide mediation opportunities for the campus community.

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19	VPEOE	Equity	June	6, 7	Facilitate Provost's Office support for BRIDGES (Academic Leadership for Women) Program. Conduct at least one Bridges information session annually. Serve as campus liaison for WANCHE.	Increase in number of NC State women who apply and are accepted into BRIDGES program. Increase in number of women who are prepared to assume leadership positions at NC State. Ensure NC State women administrators are informed of WANCHE activities.	NC State women are accepted into BRIDGES XVI class for fall 2008. NC State women administrators participate in WANCHE sponsored activities and further develop networking opportunities.	Updated OEO website to publicize information about WANCHE activities as well as those for Bridges. Four NC State women were accepted for and completed the Fall 2008 Bridges Program. An information session was held on April 2, 2009 for the NC State community. Five NC State women have been accepted for Fall 2009 Bridges Program. Increase 2009 in applications and participants accepted to Bridges.	Advocacy needed to ensure funds are available during budget crises for activities that will provide professional development opportunities for women.
20	VPEOE	Equity	Every 3 years (Equity Study)/As Needed (Resolution)	1, 5	Assist UPA with Faculty Salary Equity Study. Facilitate resolution of salary equity concerns raised by faculty.	Salary Equity Study completed.	Reduction and elimination of faculty salary inequities.	The faculty salary equity study is scheduled to be replicated in 2010.	Schedule meeting with University Planning & Analysis (and possibly AVP for faculty and staff diversity) to discuss 2010 faculty salary equity study and impact budget crisis may have on faculty salary equity.

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21	VPEOE	Equity	Ongoing	1, 3	Serve as University's Title IX Coordinator and serve on the Athletic Gender Equity Committee. Title IX concerns will be resolved in partnership with applicable campus units and departments.	Investigate and recommend resolution of Title IX concerns	Compliance with Title IX	Coordinated U.S. Department of Energy's Title IX review of NC State's Department of Electrical & Computer Engineering (ECE) conducted by the U.S. Department of Education's Office for Civil Rights (OCR). Compiled data request documents for submission to OCR for desk audit. Handled logistics of on-campus visit by OCR investigators in March 2009, including working with campus offices (Legal Affairs, ECE, Graduate School, Undergraduate Admissions, Human Resources-Employee Relations, Office of Student Conduct, and College of Engineering) and scheduling over 100 interviews for OCR with NC State faculty, staff, students and administrators. Developed	Operationalize plan submitted to OCR in May 2009. Ensure campus Title IX compliance efforts (online training, workshops, posters, etc.) include explicit reference to NC State's obligations under Title IX.
22	DOE	Outreach & Education of Equal Opportunity Issues	30-Jun	1, 4, 6, 7	Provide EOI workshops that share action strategies.	End of the year program evaluation. End of year final reflection journals. Evaluation immediately following all EO workshops.	Participants will modify actions to create fair, equitable and welcoming education and services for students and employees	Program Evaluation 3.55 average response (4.0=strongly agree) on "applied information learned to my working and learning environment", Workshop evaluations 3.56 average response (4.0=strongly agree) on "learned ways to apply information" Final Reflection Journals Participants made 42 comments regarding modifying actions.	Continue EOI program and emphasize application of information

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23	DOE	Outreach & Education of Equal Opportunity Issues	Review May and June	1, 4, 6, 7	Provide Equal Opportunity Institute workshops that share EO laws, policies, procedures and resources.	Pre-test/Post-test. Evaluation immediately following all EO workshops. Final reflection journals. End of program evaluation	Participants will identify EO laws, policies and procedures and be able to find resources to learn more about equal opportunity.	<p>Program Evaluation 3.68 average response (4.0=strongly agree) on able to identify laws, policies and procedures, 3.73 average response (4.0=strongly agree) on able to find resources,</p> <p>Workshop evaluations 3.71 average response (4.0=strongly agree) for "increased knowledge",</p> <p>Final Reflection Journals Participants shared 9 comments supporting ability to identify laws, policies and procedures and find resources,</p> <p>Pre/Post Assessment No significant difference detected between pre/post assessment.</p>	Participants are expressing that they are gaining knowledge of laws, policies, procedures and resources. Continue EOI. Revise pre/post assessment to provide better information in the future.
24	DOE	Outreach & Education of Equal Opportunity Issues	May	7	Coordinate campus affiliate chapter of NCBI monthly team meetings that provide opportunities for practice and further development. Participation in Carolina Coalition and Caucus Meetings. Share information and development learned with NCSU team members.	Survey facilitators every other year. Request informal feedback at team meeting annually. Track team enhancements based on information gained from Coalition and Caucus meeting participation.	Facilitators will articulate increased knowledge related to diversity and improve skills to present NCBI training.	<p>Team Survey 4.6 average (5 = great increase) for team meetings increased knowledge related to diversity. 4.4 average for team members improved skills in presenting NCBI training. 6 Team Members Attended Campus Conference - presented conference material for team healing work in preparation for listening tables in Nov. and antiracism development at Team retreat in May.</p>	NCBI Meetings effective forum for improving knowledge and skills. Continue to conduct meetings and utilize information from Campus Conference and Coalition Meetings to enhance meetings.

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25	DOE	Outreach & Education of Equal Opportunity Issues	June	7	Provide workshops on prejudice reduction ("Building Bridges"; Controversial Issues Workshops)	Evaluation after each workshop. EOI Final Reflection Journals	Faculty, staff and students will identify discrimination and gain awareness of how to handle interpersonal and inter group conflicts	Program Evaluation 3.44 average (4=strongly agree) "increased knowledge" Final Reflection Journals Participants made 14 comments indicating ability to identify discriminations and handle conflicts.	Continue to offer workshop. Offer more opportunities for controversial issues workshop.
26	DOE	Outreach & Education of Equal Opportunity Issues	April	7	Conduct All Circles Meetings. Administer Listserv. Provide facilitator training. Conduct Study Circles II.	Survey Study Circles graduates subscribed to listserv. Study Circles II program evaluation. All Circles Meeting Evaluations. Facilitator Training Evaluations.	Study Circles graduates who continue to participate in the Study Circles program will develop further insights on race and race relations and continue planning to improve campus community.	Study Circles II Evaluations 1.57 average (1.0 = Strongly Agree) on "increased knowledge" 1.86 on "behavior changed" 1.71 on "Applied Information" Feedback from All Circles Meetings and Facilitator Training indicated increased knowledge and understanding by participants. No survey conducted via list serv	Offering opportunities for continued development for Study Circles graduates is valuable. Continue to offer opportunities as appropriate.
27	DOE	Outreach & Education of Equal Opportunity Issues	Compile after each circle/ Review with Steering team May	7	Coordinate NCSU Study Circles.	Participant pre & post test with statistical analysis every two years (next assessment spring 2010). Program evaluation. EOI Reflections Journals	Faculty, staff, and students will develop insights regarding race and race relations and create action plans toward improving race relations on campus and/or the community	Program Evaluation 1.54 average (1.0=strongly agree) on "increased knowledge" 2.31 on "attitude/opinion changed" 2.15 on "behavior changed" 1.8 on "applied insights and perspectives" EOI Reflection Journals No comments shared in reflection journals.	Continue implementation of Study Circles Program. Program will be implemented through MDAP in 2009-10.