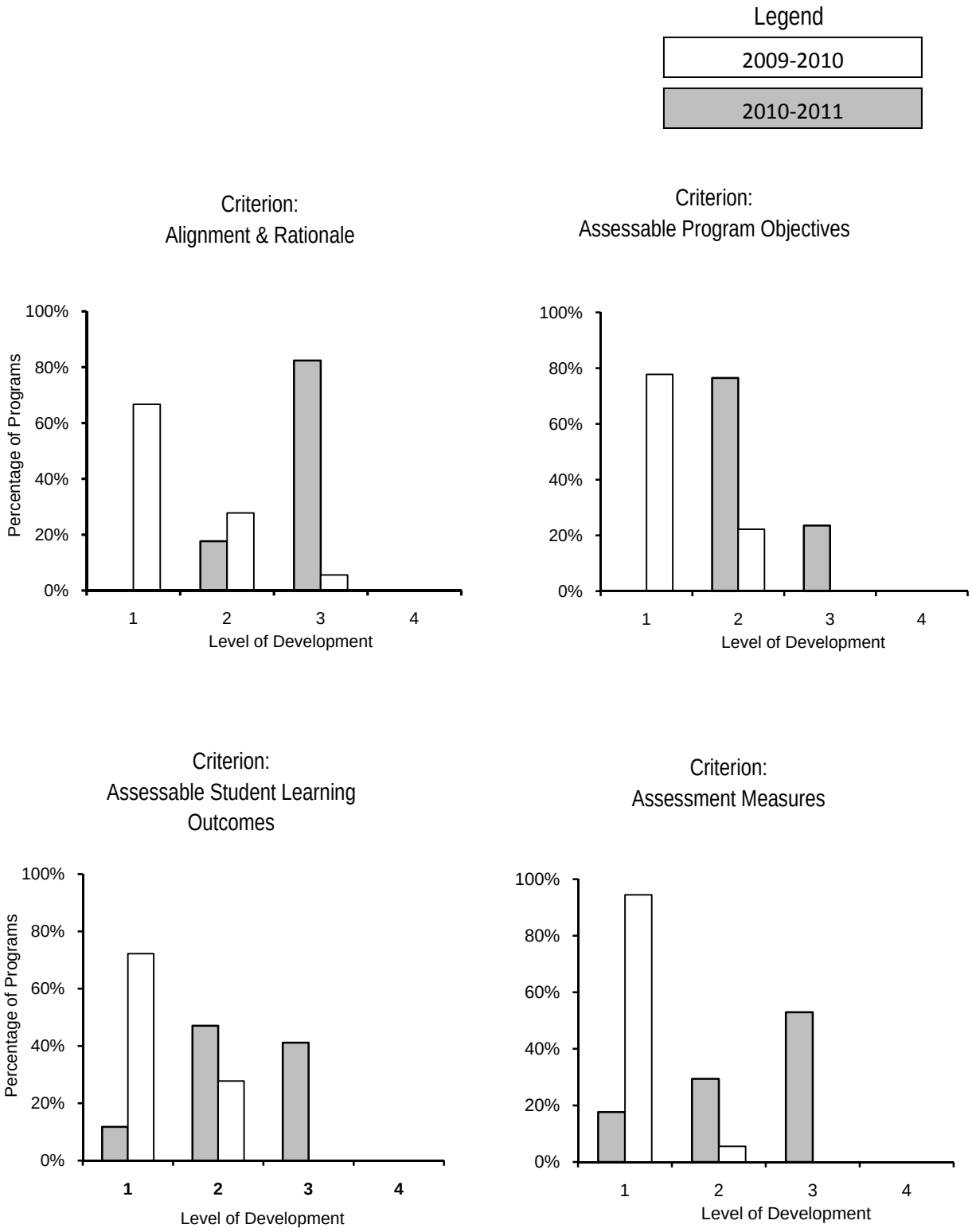

Degree of development of the Student Affairs 2009-2010 and 2010-2011 Assessment Plans. Each figure depicts the percentage of Student Affairs units at each level of development - Initial (I), Emerging (E), Developed (D), Highly Developed (HD) – for each of four criteria outlined in UC Merced's *Rubric for the Quality of Student Learning Outcomes and Program Objectives in Student Affairs*. White bars = 2009-2010. Grey bars = 2010-2011.