Program Review

Summary and Reflections with Unit Goals, Action Plans, and Updates

Leadership - Office of Institutional Effectiveness

Executive Summary

Describe the successes and challenges your unit has faced since the last comprehensive review.
(For Program Review Year: 2022-23)

Successes:

Since the last comprehensive review, the Institutional Effectiveness Office (IE) has experienced many successes linked to the implementation of innovative solutions to foster continuous improvement within the unit and beyond, amplifying the unit's service across all areas of the college, and maintaining a team that is robust and nimble enough to continue to serve the college community through challenging times.

S1 - Innovation & Continuous Improvement - In fall of 2018, IE began producing a variety of data dashboards that made data accessible to all. To date, the Institutional Research website contains links to 36 dashboards (some of which have been retired), providing the campus with timely information to make decisions, evaluate their programs, engage in program improvement, and comply with reporting requirements. IE, was an early adopter of Microsoft (MS) 365 products and was able to create efficiencies by leveraging different software. Before the college officially transitioned to a fully remote environment during the COVID-19 pandemic, the IE team adopted MS Teams to streamline office communication. IE also leveraged Sharepoint to support the collection of evidence for accreditation, and leveraged other MS applications to link and automate the Research Request form and the Project Log. Moreover, the Research Request form was revamped to tie all new research requests to Mesa 2030. During this period, IE also led the transition to a better platform for program review, replacing Taskstream with Nuventive. Lastly, in fall of 2022, IE created the position of Associate Dean of Research & Innovation and presented to the President's Cabinet its plan for innovation, re-inventing the office by revising its name, mission, and description.

S2 - Service - IE is embedded across all areas of the college. Since the last comprehensive review, IE has supported a variety of grants (Projecto Exito, Conexiones, E3, AANAPISI, and NSF) in various capacities, including supporting grant writing, planning, evaluation, and reporting. IE has been deeply engaged in supporting the campus during a program review transition (different cycle and different software, and a condensed program review year during Spring 2023 which required thorough and fast paced planning, frequent pivot decisions, and a higher level of campus support.) and in leading Mesa's strategic planning efforts that led to the creation of the Mesa 2030 Roadmap, which now informs all the work done by the college. Additionally, IE was invested in cross-departmental data and research training, supporting the data coaching program, and welcoming into the team a fellow and a student intern .

S3 - Flexibility - IE successfully transitioned to an in person to an online and hybrid modality as a result of the pandemic. This was possible to the team's ability to quickly adopt new technologies and adapt to a new environment. Since the last comprehensive review, IE has expanded the service it is able to provide to the campus, aided by new technology and leveraging part-time temporary positions.

Challenges:

The transition to a new data database and the creation of a new data warehouse, office staffing issues, and the perceptions and expectations of our office held across campus have been a source of challenges for IE.

C1 - New database and data warehouse – In summer of 2019, IE transitioned to a new database that populated data from Campus Solutions, instead of ISIS. This meant that any project that required data from before and after Summer 2019, required researchers to duplicate data queries and merge results. The transition to a new database was not smooth, and to date, many bugs identified in various data element have gone unresolved, resulting in a

dramatic increase in the amount of data manipulation needed to create a good data product. Moreover, not all the student application data was converted into Campus Solutions and some application data was completely lost, which required researchers to always have to link back to the old database to fill in blanks as much as possible. Adding to the complexities introduces by the new database, Hyperion, the data querying tool used by researchers stopped being maintained at the end of 2021, requiring the migration of our data to a new data warehouse. The process to create a new data warehouse, like the process of creating an new database, have drained lots of time from researchers and more work is still needed. IE personnel will need to set time aside to learn the new tools (Power BI and Azure) and rebuild dashboard and data queries.

C2 - Staffing - In 2019, IE had seven members, including a dean, an associate dean, three research analysts, an administrative technician, and an administrative assistant. Since then, the team has been missing one to three members due to retirement, departures, and promotions from within. Currently, the IE office is short two research analyst positions. Only two positions are funded by Mesa general fund, one position is funded by the district, and the remaining rely on categorical funds, which makes it challenging to re-hire a new individual when a position becomes vacant. Due to challenges with staffing, IE had to adapt its strategies in order to meet the demands of the campus. This has included relying on NANCE positions, having exempt staff work overtime, removing the cross-validation/external-validation step (and only do self-validation), sacrificing time needed for knowledge-sharing and professional development, increasing the time it takes to deliver products, and declining certain projects due to lack of resources. However, these strategies are not sustainable in the long term. The temporary and part-time nature of NANCE positions has resulted in a high employee turnover, diminishing the return on investment of the time invested in onboarding and training new employees. It usually takes at least a month, and often more, for IT to grant access to all the software needed by IE employees, and it takes much longer for a new employee to begin working semi-independently. Likewise, forgoing knowledge sharing and professional development in the long term, will be detrimental to the office and the campus as a whole, as the nature of the field requires IE members to stay current in order to be able to share with the campus new ideas and best practices.

C3 - Campus Expectations and Perceptions of IE - In light of staffing challenges, IE has been actively participating in various committees and workgroups across campus. Full-time staff allocates an average of 35% of their time to recurring meetings. In the 2022/23, IE team members attended a total of 85 committees and workgroups, showcasing the commendable integration across campus. However, sustaining this expanded role proves challenging without adequate support to fill vacant positions. Another noteworthy challenge is how IE is perceived campus-wide. While our team is qualified in diverse topics, unfortunately some still perceive IE members as primarily focused on number crunching and compliance, leading to resistance when proposing innovative solutions to existing issues.

If applicable, describe any major curricular or service changes your unit has engaged in and the impact of those changes since the last comprehensive review.
As highlighted earlier, since the last comprehensive review, IE has broadened its role across campus by implementing data dashboards, aiding diverse programs, grants, and initiatives, and engaging in multiple committees and workgroups. This increased workload has, however, impacted our capacity for further institutional innovation and effectiveness work rooted in best practices and the education research body of literature.

If applicable, describe the impact of any new resources (human, fiscal, etc) on the unit and/or action plan implementation.
As noted under the successes and challenges prompt, since the last comprehensive review, IE has faced staffing issues. Because most positions are funded by categorical funds, it has been difficult to secure funding to fill positions when they become vacant, stretching the capacity of team. Additionally, ideally, there should be allocated budget for researchers to stay current in the field and attend annual conferences that most researchers in the state attend annually, such as the RP Research Conference and the California Association for Institutional Research (CAIR).

Summary and Reflection

If you assess OUTCOMES, please confirm that the outcomes have been reviewed for accuracy. If you do not assess Outcomes, skip this question.

Related Documents for Charts and Graphs

Executive Summary Complete
Yes

Data Reflection

Trends observed in program/service area's data.
Decline in full-time staff – In 2018/19 IE had seven full-time employees, and as of March 2023, IE had four active full-time employees (three of them in acting capacity), and a fifth employee is in sabbatical.

Increase in initiatives/projects supported – As new initiatives are rolled out, older initiatives continue, increasing the workload for IE. For example, despite Proyecto Exito (HSI Title V grant) or STEM Conexiones (HSI Title III grant) coming to an end, initiatives that started under them continue to require IE support, such as CRUISE or STEM Center Tutoring. Yet, IE must find a way to support new initiatives, such as new AANAPISI and E3 grants, or Strategic Enrollment Management.

Since August 2022, IE worked on 166 projects, most of which are ad-hoc requests (90), followed by recurring projects (74). Approximately every three days IE receives a new ad-hoc research request. A project may consist of updating dashboard (4 to 16 hours), creating a new dashboard (40+ hours), conducting a survey and summarizing findings, or querying a specific type of information from our database. Projects have different level of recurrence (e.g., daily, weekly, by semester, etc.). When accounting for recurrence, the total number of projects add up to 1353 – meaning our office work on 6 projects daily on average.

Committee/Workgroup participation – In 2022/23 IE team members participated in 61 distinct committees or workgroups at the campus, district, regional and state level. Because these committees or workgroups often have more than one IE representative, the unduplicated count of committee/workgroup participation added up to 90. On average, full-time IE members spend 35% of their time participating in these committees or workgroups.

Increase reliance on part-time/temporary workforce – Since 2018, we have employed 14 part-time employees. The part-time and temporary nature of these assignments is not conducive to employee retention. This means that IE has to constantly invest substantial resources in recruiting, training, and supervising to keep up with the demand for IE support. This is both inefficient and unsustainable. HERF funds were leveraged to hire these positions, and it is uncertain if there will be additional sources of funding in the future to maintain IE part-time workforce.

Describe any equity gaps in the data. Are there differences and/or patterns observed by demographics (e.g.race/ethnicity, gender, age, etc.)
This is one of the areas we aim to improve. Currently, we lack a convenient method to analyze our projects based on different areas to determine which areas have requested our services more frequently. Our ideal approach is to prioritize our services based on the areas that require the most assistance, while also aligning with the goals and initiatives of the campus, such as Mesa2030. Furthermore, we intent to prioritize our office capacity according to the percent of funding allocation to our research from different areas.

Related Documents for Charts and Graphs

Describe the discussion(s) that took place about the unit's learning outcomes assessment data.
N/A

Data Reflection Complete
Yes

Practice Reflection

Describe current practices your program/service area has engaged in that you believe impact the above data trends and equity gaps.

Implementation of New Research Request Form & Project Log – With the implementation of the new research request form and the new project log in fall of 2022, IE has been more intentional about capturing and measuring our workload by asking stakeholders to submit a research request using our new form. The new form requires requestors to link their request to at least one of Mesa 2030's strategic objectives. The intention is for the work to be aligned with the institutional goals. However, it is very rare for the office to decline a project request. The adoption of the new research request form has been somewhat slow, as at least half of the research requests were entered by an IE member on behalf of the requestor. A large number of research requests unfortunately tend to come in a few days before they are due, despite the office's guideline to allow for at least 10 business days. IE manages to fulfill last minute request by working extra hours in the evening or weekend and by shifting priorities. Despite managing last-minute requests with extra effort, it may inadvertently convey a false impression of sufficient staffing and capacity. In reality, fulfilling these urgent requests means diverting resources from other essential areas of our work.

Areas that require IE attention –

- IE has made a lot of data available, but not everyone is using it or is aware of it. IE needs more time and resources to increase awareness and help move the institution from data consumption to data-driven action.

- IE continues to produce reports for a variety of programs, but have fallen behind updating our report warehouse.

- IE created a feedback survey for research requests, but have not been able to implement consistently and leverage this tool.

- IE frequently modifies the office's work priorities to accommodate research request, at the cost of neglecting the IE department's goals and mission. There is a desire in IE to be more intentional in improving our internal effectiveness and efficiency as well as driving innovation on campus, but currently lack the capacity.

- The field of Institutional Effectiveness and Research requires continued learning and staying current with the research and best practices. Unfortunately, difficulties securing funding have prevented IE staff to attend annual conferences regularly attended by researchers and IE staff at other institutions.

Reliance on NANCE personnel – IE has relied heavily on NANCE personnel to keep up the expanded role of IE at Mesa College. As mentioned in previous sections, this is not a sustainable way to run an IE office, as funding is always uncertain and the heavy investment of resources to onboard and train new members that are unlikely to stay for a long time.

What other factors (internal or external) might also impact the above data trends and equity gaps?

We appreciate the ability to take advantage of the HERF/Block Grant funding; however, we also acknowledge that there is a need to find a more sustainable solution as those grants will expire and it takes significant resources to constantly train a team of new NANCE virtually every year.

Related Documents for Charts and Graphs

Practice Reflection Complete

Yes

YEAR 2 Updates (2023 - 2024)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 2.

(January 2024 Update)

In 2023, the office faced significant challenges due to personnel transitions and a severe staff shortage, impacting our ability to progress towards established goals. Internal projects and activities were put on hold to prioritize college support. Some of these internal projects included:

- Power BI districtwide training - On Hold

- Database transition participation - Partially On Hold

- IE team building - On Hold

- IE knowledge sharing - On Hold

- Dashboard updates - Partially On Hold

- Bachelor's Degree Program involvement - Partially On Hold

- Surveymonkey training - On Hold

- Surveymoney account distribution - On Hold

- Foundation meeting participation - Partially On Hold

- Team professional development - On Hold

- Research documentation processes - Partially On Hold

- COA tangible activities for improvement - Partially On Hold

With only one researcher for several months out of the year (previously, we had four, including the associate dean), the strain was evident.

Our reliance on NANCE positions has proven ineffective and inefficient in utilizing personnel and campus resources. The temporary and part-time nature of these roles has resulted in a high turnover, diminishing the return on investment in onboarding and training. Typically, it takes at least a month, often more, for IT to provide access to the necessary software, and even longer for new employees to achieve semi-independent work. As all NANCE positions in our office require supervision and we lack sufficient full-time researchers for oversight, it leads to unproductive utilization of their time.

Therefore, a more strategic approach is to redirect the funds intended for hiring two NANCE positions and utilize them, along with additional funds, to establish one full-time, restricted position. We are grateful for the support from colleagues across the campus, enabling the creation of a restricted researcher position to support two grants over a two-year period. Additionally, we have collaborated with regional partners to advocate for and secure a restricted researcher in CTE (sunset in June 2025). This additional staff support, despite its restricted nature and one position expires in 1.5 year, is crucial for partially resuming the planned activities at least in the next 1.5 year, assuming there is no other transition. Finally, it is lesser known that there are two divisions within IE. One is Institutional Effectiveness, and one is Institutional Research, and while they are related, the nature of work is not the same. Thus, we are very grateful and excited for the possibility of having the Associate Dean of Research to lead the Institutional Research function (and to do the research work too because the Associate Dean traditionally has been

a researcher role). This will free up the Dean's time to focus on serving the needs for Institutional Effectiveness on campus.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 2.
N/A (Data reflection is included in other update sections)

Review Outcomes Report. Review the unit's outcomes assessment process for 2022 - 2023. Discuss connections to unit goals/action plans/resource requests.
n/a

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 2.
(January 2024 Update)

Despite being significantly understaffed in 2023, with several months operating with only one researcher, we successfully processed over 210 projects in the 2023 calendar year. This number is likely an underestimate, as we estimated about 10% to 20% of projects were not documented due to time constraints. It's important to acknowledge that the dean of IE had already managed workload expectations at various areas on campus, yet we still processed a high number of projects. This in a way is a good news because it highlights the substantial use of data and research in various aspects at Mesa.

Here are examples of some of the projects:

Institutional Research:

- Facilitated the successful launch of the Strong Workforce Counselor Institute, providing individualized data dashboard access and one-on-one sessions with faculty.

- Supported institutional applications for the Aspen Prize and ESCALA State Department Award.

- Aligned enrollment management data metrics between Mesa and the District Office, revising syntax for accurate Mesa context.

- Conducted the campus-wide Student Parent Survey to assess support for parenting students.

- Completed major external mandated reporting for two Federal grant APRs for HSI Title III E3, AANAPISI.

- Performed online vs. in-person analysis across campus and the School of Humanities.

Institutional Effectiveness:

- Initiated broader conversations on institutional effectiveness through training on SMARTE goals and Measures.

- Implemented new and improved business processes using the Office 365 platform to enhance institutional capacity and efficiency.

- Received the Mesa Foundation Innovation Grant and hosted the Outcomes Summit.

- Guided the successful transition to the new platform for Outcomes Assessment and Program Review through various support initiatives, including the development of a handbook, a series of guided videos, a series of workshops, and over 100 individual support sessions

- Collected information about the current status towards Mesa 2030.

Summary and Reflection

- Successfully delivered ACCJC's ISER and the supplemental evidence request.

- Developed Project Log 2.0 with a better user interface and sharing abilities.

- Developed governance guidelines for committee chairs.

- Initiated discussions on CTE research agenda and the impact of activities/programs.

YEAR 3 Updates (2024 - 2025)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 3.

Successes Updates:

S1 – Innovation & Continuous Improvement: Our office continues to work on improving our process to increase efficiency and effectiveness. In 2024, we laid the groundwork to launch an improved project management system, which involves the following components:

- IE Research Agenda: Created in Microsoft Lists, the Research Agenda compiles a list of all our recurring projects. The Research Agenda sends automatic reminders to project leads to avoid being surprised by last minute IE requests. These projects no longer need to be submitted through our IE Request form.
- IE Request Form: This tool is now meant to intake ad hoc projects only. Collaboratively, the team revamped the IE Request form to allow the capture of relevant data needed for project prioritization. The form informs the requestor of our prioritization criteria and aids them to write more refined research questions. The revamped form also allows users to upload attachments. The tools is scheduled to be launched in January 2025.
- IE Project Log enhancements: These enhancements include the ability to see if the requestor has signed our Guidelines for Data Security and if attachments were submitted with the requests.
- IE Planner: This tool compiles active projects from the research agenda (recurring) and the ad hoc project log into one place. In it, Researchers are able to see all of the projects currently on their place and to choose which projects they are going to focus on in the current week. This tool has a public facing view that allows viewers to see the projects our office is currently working on and where their project falls on the queue. The public facing view is scheduled to to be launched in January 2025 along with the IE Request Form.

S2 - Service - IE continues to be embedded across all areas of the college and invested in cross-departmental data and research training through Strong Workforce Counselor & Faculty Institutes, a Convocation FLEX workshop, Chair's Academy, ESCALA professional development opportunities, President Cabinet Retreats. Additionally, IE welcomed student intern through the Mesa Impactship program.

- Program Review and Outcomes Assessment support grew by hosting over 70 individual support sessions, 18 campus-wide training workshops, and attendance to several department meetings to ensure understanding of ACCJC requirements as well as provide individual guidance on these processes and Nuventive.
- Assessment entry has increased from 8.9% as of August 2024 to 27.7% as of early January 2024. This number is expected to increase by beginning of spring semester.
- With the support of Dean's Council and COA, we now have an official syllabus review process to help verify outcomes as well as other important information required on syllabi.
- Outcomes edits are becoming more streamlines. While COA is still deciding on the official process, all changes to CLOS go through our outcomes coordinator at this time. Faculty and classified professionals work with her to make their edits/updates. This will help eliminate the ability to make changes at any given time.
- Our outcomes coordinator is working closely with curriculum. The Curriculum Committee has now added CLOs as part of their course approval process. New courses attach CLOs, those get added to Meta, and the outcomes coordinator pulls them from Meta to add to Nuventive.

Challenges Updates:

C1 – New database and Data warehouse – The challenges outlined in the original executive summary remained. In a side conversations with District Research & Planning Analyst, our office learned that a data warehouse will still take about five years to complete. The district began working on field remediation, but the fields that have a greater impact in our work have not been prioritized. A lot of data manipulation is still needed to report on basic demographics. One area of improvement is that researchers can now access financial aid information through our datamart instead of having to download the financial aid file from Data on Demmand. The financial aid table still needs work, but it is an improvement.

Summary and Reflection

C2 – Staffing – Our office made some improvements in some areas but continued to be understaffed, especially in the administrative side, due to a vacancy and an employee being on an extended leave of absence. For the majority of 2024, our office operated with the following staff: an IE Dean, one Research & Planning Analyst serving in the role of Acting Associate Dean, two Research & Planning Analysts, one CTE Expert, two Research Assistants, and one Administrative Assistant. The following positions were vacated this year:

- The IE Administrative Technician position was left vacant in January when the person holding the position went to the district in an acting capacity and later separated from the district in May.
- One Research & Planning Analyst role was left vacant after Acting Associate Dean became Associate Dean in November.
- Two part-time Research Assistant positions were left vacant. One in January, when one Research Assistant was promoted to Research & Planning Analyst, and one in August, when another Research Assistant separated from the district.

Compared to the prior year, our office has a more robust research staff. Two part-time Research Assistants will join in December of 2024, leaving the Research office with only two vacancies: one Research & Planning Analyst role and one Administrative Technician role. The Administrative Assistant on leave will also return in December 2024. With the positive developments in terms of staffing, our office has started to re-introduce a more robust validation process as well as several knowledge sharing session. As our office makes more improvements increasing capacity, we plan to follow consistent validation protocols and offer more knowledge sharing opportunities. Turn-over among part-time colleagues continues to be a challenge, as recruiting, onboarding, and training new members requires a substantial time-investment. Another ongoing concern is that with the exception of the one Research & Planning Analyst role, all analyst positions are funded by categorical funds. More resources are needed to establish a stable Institutional Effectiveness team that can support all of the areas of the college in the years to come.

- Still behind on our assessments. Starting year 3, we are currently at 27.7% CLO completion and 30% SSO completion (as of 1/9/24). Not all programs are following COA's timeline of assessment.
- Meta does not display current CLO listing for Mesa. We will continue to work closely with the district and hope this issue will be resolved very soon.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 3.

Project Workload

In the current calendar year, we have worked on* 158 projects: 70 recurring projects and 88 ad hoc projects. That is approximately one project every 1.5 working days. The average hours to complete was 19 hours for recurring projects and 10.3 hours for ad hoc projects. Among recurring projects, the most frequent project type consisted of dashboard updates, averaging 15 hours to complete, and the most labor-intensive project type involved presentations, averaging 39 hours to complete. This year we prioritized taking the time to document projects to increase efficiency and ensure replicability and documented a total of 53 projects.

Collaboration

In addition to handling research requests, the IE team was an active participant in committees/ workgroups and other recurring meetings. In the 2023/24 academic year, our team members spent 8.6 weekly hours preparing for and attending recurring meetings, that is 21% of their time assuming a 40-hour weekly schedule. For the current year (2024/25), those numbers are at 6.9 weekly hours and 17%. The reduction in participation is largely attributed to one team member being on leave this fall semester.

Professional Development

In prior years, our team members had limited opportunities to attend conferences. However, this year our team members were able to leverage funding from CTE, Block grant, AANAPISI Grant, AB-1705, and the LOFT to participate at conferences and fulfill our duty to stay current in the field. Our Mesa-funded team members were able to attend 8 different conferences, including the RP Group Conference and the CAIR conference. Each team member attended at least one conference. We hope to continue attending conferences in the future, particularly research and planning conferences, to stay current in the field.

Associate Dean of IE

We are so excited for the permanent role of Associate Dean of IE, who will lead the institutional research function

for the college. This will significantly alleviate the Dean's time to focus on serving the needs for Institutional Effectiveness on campus, such as ACCJC and Mesa2030.

Part-Time Staffing Update
As mentioned in the last cycle update, turnover among NANCE employees both 2023 and 2024 with three Research Assistants, only one of the three Research Assistants from 2023 remains in their position today. One Research Assistant was promoted to Research & Planning Analyst at the beginning of 2024, and another Research Assistant left the district in September for a full-time position at a different community college district. Given our heavy project workload and the need to build capacity to transition to SQL and Power BI, we have just hired two new Research Assistants. We still believe that a more strategic approach would be to redirect funds to hire a full-time position as all of our part-time employees are actively searching for full-time jobs and hiring new Research Assistants require a heavy investment in training.

Review Outcomes Report. Review the unit's outcomes assessment process for 2023 - 2024. Discuss connections to unit goals/action plans/resource requests.
n/a

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 3.
In 2024, it was our office's practice to support most research requests that came in, regardless of impact, and regardless of how close they were submitted to the project's deadline. This has contributed to our resources being spread too thinly as we continue to handle a heavy project workload. However, our team also spent time reflecting on this practice and acknowledged that our current system was giving us the results that it was designed to do: encourage folks to use data by making it easy to submit requests. Now that our campus has adopted the practice of seeking to inform their decision-making with data, our office determined it was important to modify our request intake form to guide requestors in the drafting of their research questions and guide our own office in the prioritization of projects. The update on the executive summary describes how we plan to improve our practice so that our office can build capacity. However, it is important that we encourage requestors to use the tool instead of circumventing it by emailing staff directly.

This year we invested resources in training staff in SQL, which will replace our current outdated data querying and modeling tool. So far, all Research & Planning Analysts have completed at least 60% of their required training. The goal is for them to be able to complete their training as soon as possible and start translating queries in the Spring. Replacing Hyperion with SQL will enable our office to automate some of our dashboards, however, to be able to do this work, our project workload needs to be manageable.

The new IE Request Form and the promise of automation are intended to build capacity so that we can focus on more impactful projects and for us to be able to focus on the areas that require attention, as outlined in the original practice and reflection prompt. In 2025, our team would like to work on the following:
- Getting people to use data – re-introduce data snippets at P-Cab
- Knowledge sharing – invest time in learning about best practices and sharing that information.
- Report warehouse – resume the publication of data products
- IE Survey feedback – revise existing IE feedback survey and consistently implement it among IE services requestors. Then, use that feedback to measure our progress and improve our processes.
- Conference attendance – continue to advocate for regular funding to enable the team to attend conferences that are central to their work.
- Reduce our reliance on part -time employees.

YEAR 4 Updates (2025 - 2026)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 4.
(updated Jan 2026)

INSTITUTIONAL RESEARCH

Summary and Reflection

Successes (S):

S1 – Innovation & Continuous Improvement: Our office continues to work on improving our processes to increase efficiency and effectiveness.

- Launched Project Management System: In 2025, the Research Team launched an enhanced project management system designed to improve planning and transparency. The system maintains a centralized list of recurring projects (Research Agenda), improves the collection of relevant project request information for the prioritization and execution of ad hoc requests (Improved Research Request Form), allows requestors to track a project's status in the queue (Project Queue), and prevents requests from falling through the cracks by providing a centralized location where researchers can view all outstanding projects (IE Planner). The system is supported by automated email reminders to both requestors and researchers.
- Project Documentation: The Research Team focused on properly documenting projects in Notion (the team's knowledge management platform) by integrating documentation throughout a project's life cycle. As more projects are documented, the team will be better equipped to estimate project timelines and transition projects between researchers, reducing the investigation and guesswork required to understand project context, identify key stakeholders, and locate relevant data.
- Pause on Ad Hoc Requests to Focus on Software Transition: The IE Office successfully negotiated a temporary pause on ad hoc requests to allow researchers to complete training in Power BI and SQL and begin transitioning dashboards and projects to the new tools. This pause was necessary because the existing tool, Hyperion, is no longer maintained by Oracle. The Research Team completed their training and translated existing syntax during the first half of 2025. While projects are still being transitioned to the new systems, work on ad hoc requests resumed in August 2025.
- Consultant Support: The Research Team invested in efficiency by hiring temporary consultant support to assist with troubleshooting issues and developing solutions during the transition of dashboards to SQL and Power BI. In many cases, a single hour spent with the consultant saved researchers several hours of independent troubleshooting.
- Launched Five Redesigned Dashboards: The Research Team redesigned and transitioned five dashboards—Student Characteristics, Course Outcomes, Awards, Transfer Volume, and Student Services Program Review—with a focus on simplicity and user experience. The goal was maximizing impact by reaching a broader audience. In addition to publishing the new dashboards on the website, the team presented them to various governance and administrative groups, schools and departments, and during several institutional training sessions.
- Redesigned Institutional Research Website: The dashboard website was redesigned to make it easier for stakeholders to find relevant information. The new site organizes dashboards into six expandable categories, and dashboards that are no longer maintained were removed to reduce clutter.

S2 – Service: IE continues to be embedded across all areas of the college supporting ongoing and new initiatives and is invested in cross-departmental data and research training. These are some of the initiatives supported by IE:

- Mesa 2030 Roadmap 2.0
- Applying for new California Black-Serving Institution Designation
- New Title V, Part A HSI Application
- Faculty Institute (2024-25) & Counselor Institute (2025-26)
- Vision Aligned Reporting
- Ongoing Support of HSI & AANAPISI Grants
- ACCJC Accreditation Compliance Requirements
- Enrollment Management Committee
- IEPI Adult Learner Grant
- Administrators Retreat
- President's Cabinet Retreat
- Convocation Breakout Sessions
- Work Based Learning data dissemination efforts
- Redesigned Dashboards Trainings (during FLEX week, department meetings, etc.)

S3 – Flexibility: The recent successes of IE Office are a testament to the office's ability to remain nimble and

leverage available resources in response to evolving institutional needs. One key highlight under the flexibility umbrella involves the Research Team's efforts to develop local solutions to persistent database shortcomings that have gone unaddressed at the district level for over five years. By leveraging new technology and recently acquired skills, our team has been able to more systematically fix broken and incomplete fields, reducing the amount of time required to generate reports that rely on these fields.

Challenges (C):

C1 – New Database and Data Warehouse: The challenges outlined in the Executive Summary were, for the most part, successfully addressed locally over the last year. The Office successfully advocated for a temporary pause on ad hoc requests to create space for researchers to learn SQL and Power BI, the tools that replaced Hyperion. Researchers were held accountable to ensure trainings were completed according to a set schedule. The new skills and tools acquired were then leveraged to overcome most of the challenges related to the database and the need for a data warehouse.

Given the lack of significant progress by the District Office between Summer 2019 through Fall of 2024 in fixing data element issues or moving forward with an effective plan to transition to a new Enterprise Data Warehouse (EDW), the Research Team sought to develop college-level solutions to these persistent problems. Queries and data models were built so that researchers can easily access and use repaired data elements that addressed programming issues and fill in missing values with data from the legacy database.

A challenge that remains pertains to data requests that require pre-Summer 2019 data. These type of requests still require querying two separate databases; however, they have become less frequent now that a total of six academic years of data has been accumulated in the "new" SDCCD Institutional Research Database.
The District Office still intends to move forward with a plan to transition to an EDW. This could bring important benefits, such as ensuring all credit colleges use the same operational definitions and establishing one districtwide source of truth. However, there is a concern that IE may eventually be required to rebuild locally developed data products using the district's EDW platform, rather than continuing to use the systems we developed and have control over.

C2 – Staffing – Our office made additional improvements in this area. Since the June 2025, the IE Team has operated with the following staff:

- IE Dean
- Associate IE Dean
- Two Research & Planning Analysts, one of whom is on 50% sabbatical during 2025-26
- One Acting Research & Planning Analyst
- One CTE Research Expert (borrowed employee from MiraCosta's Center of Excellence, COE)
- Two Part-Time Research Assistants III through early October 2025, and one currently.
- One Project Assistant

Currently the IE Office has no full-time administrative support, however, we are in the process of hiring an Administrative Technician. Onboarding a full-time administrative support employee will be a welcome change, relieving managers of administrative tasks and helping the office and IE-led committee work remain organized.

IE currently enjoys a fuller team than it has had in this decade, and we have been able to use this added capacity to transition to new data tools, improve validation and documentation practices, and engage in knowledge sharing. However, the sustainable practices enabled by an adequately staffed team are about to be challenged by an upcoming reduction in staff. The CTE Research Expert and the Research Assistant roles are set to expire at the end of June 2026, and the Acting Research & Planning Analyst role will end in September 2026. As a result, the team's analytical capacity will be reduced by approximately 50%, and experienced talent will be lost. IE has already begun communicating this anticipated reduction to college administration to help manage expectations.

With reduced staffing, our current model of assigning a dedicated analyst to specific areas or initiatives will no longer be feasible. Unless additional funding becomes available, IE will shift to a more generalized support model,

reducing depth and responsiveness. Participation in campus meetings (e.g. committees and workgroups) will shift from recurring to as needed. When initiatives provide dedicated funding, IE will aim to offer proportionate support aligned with the resources contributed. Lastly, ongoing projects that are not part of mandated reporting will be discontinued, and ad hoc requests will be dependent on office capacity and more strictly prioritized using existing criteria, which center on alignment to college initiative, continuous improvement, and maximizing impact.

INSTITUTIONAL EFFECTIVENESS

Institutional Research is addressed in a separate section due to the scope and volume of its work. Within Institutional Effectiveness, the primary functional areas includes learning outcomes assessment, program review, and planning and institutional effectiveness.

In 2025–2026, the primary focus of IIE was learning outcomes compliance. Through strong collaboration across campus, particularly the leadership, coordination, and technical expertise of the Faculty Outcomes Coordinator, as well as sustained engagement from faculty and staff, the college successfully addressed the two ACCJC learning outcomes requirements. The required report was submitted, and the college participated in the site visit. At the time of this reflection, the college is awaiting the final formal response from ACCJC, expected in January 2026. A key area of discussion in spring 2026 will be the learning outcomes cycle/timeline, with an emphasis on how to sustain the collective work accomplished over the past year.

The second major focus was Mesa2030, specifically the development of Roadmap 2, the college's second five year strategic plan. Through ongoing reflection and discussion at PCAB and PIEC, summer workgroup sessions, and fall engagement through convocation and the Roadmap taskforce, the college has made steady progress toward completing the plan with the support of an external consultant. Alongside this work, there has been increasing campus dialogue about institutional priorities, particularly in the context of declining resources and continued workload pressures across areas. In spring 2026, the Roadmap 2 draft will be shared broadly for campus feedback and implementation planning.

Throughout the 2025 calendar year, PIEC engaged in ongoing conversations focused on maintaining proactive compliance with ACCJC requirements while also strengthening the meaning and usefulness of institutional planning. A key development in fall 2025 was the creation of a draft seven year ACCJC cycle timeline. The intent is for this timeline to serve as a clear, living document that supports shared accountability and helps the institution stay ahead of accreditation requirements.

In fall 2025, the Program Review Committee also began discussions regarding potential revisions to program review prompts and structure for the next comprehensive cycle. The committee raised important questions related to alignment with learning outcomes, expectations and consequences when alignment is lacking, and how program review can be more strategically connected to Roadmap 2, Mesa2030, and the future Mesa2040 framework. The committee also explored alternative models used at other colleges, including City College and Miramar College, as part of an effort to make program review more meaningful, practical, and integrated with institutional planning.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 4.

Project workload: IE has completed one hundred and fifty eight 2024-25 projects. Fifty-five of them were recurring projects from the Research Agenda, while 103 were submitted as ad hoc research requests. That is approximately one project every 1.5 working days. The average hours to complete was 15 hours for recurring projects and 21.4 hours for ad hoc projects. Many of these requests were completed alongside Data Camp online trainings in SQL and Power BI and involved recreating old queries and reports using new data tools. A total of seven projects from 2024-25 remain pending, as our office works through the backlog generated while ad hoc requests were paused to carve out sufficient time for training. This year, the office continued to focus on project documentation, resulting in 75 projects from 2024-25 with a "Complete" documentation status.

Committee workgroup participation: According to last year's update, in 2023-24 team members spent an average of 8.6 weekly hours preparing for and attending team meetings. In 2024-25, that number decreased to 7 hours per

week. This decrease reflects both an increase in staffing as well as ongoing efforts to manage expectations and to keep the IE Office's workload manageable.

Professional development: In 2024-25, significant time was invested in developing technical expertise among research team members. Team members completed at least 40 hours of SQL training and 50 hours of Power BI training. During this transition period, Associate Dean of IE spent a significant amount of time managing expectations with stakeholders and leading transition efforts, leaving limited time for training. The plan is to carve out time in the summer 2026 to allow her to catch up on these trainings.

Part-time staffing update: IE is preparing to operate with no part-time support beginning in 2026-27. Currently the team only has two part-time employees: one Research Assistant III and one Project Assistant. Both positions are set to end no later than June 2026. The loss of the Research Assistant role will be mitigated by readjusting stakeholder expectations of the Research Team. The work currently conducted by the Project Assistant will be absorbed by new full-time Administrative Technician hire.

Review Outcomes Report. Review the unit's outcomes assessment process for 2024 - 2025. Discuss connections to unit goals/action plans/resource requests.
n/a

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 4.
INSTITUTIONAL RESEARCH

New research request form to adjust stakeholder expectations: The redesigned research request form was released in January 2025. This form clearly communicates our prioritization criteria and removes the ability to set a due date, unless the project is required for mandated reporting. This change allowed the Research Team to reclaim control of its workload and shift attention to project that are more closely aligned with college initiatives and the mission of the office. Additionally, it allowed the office to make time for projects that build capacity, because we are no longer forced, by design, to push out IE priorities in order to accommodate non-essential, last-minute requests.

Advocacy to create space for transition to new tools: IE leadership actively managed expectations with college leadership and advocated for, and received buy-in for, a pause in ad hoc requests to give the Research Team time to complete their SQL and Power BI trainings and to begin transitioning reports to the new data platforms.

Prioritizing projects that build capacity: To date, five new institutional dashboards have been redesigned and built using the new tools. These dashboards will be significantly faster to update, as many processes are now automated. Additionally, these dashboards are being used to create a data warehouse with ready-to-use tables that will serve as single sources of truth when working on ad hoc requests.

Data dissemination: While IE has not brought back data snippets as envisioned in the last update, the department has actively engaged in bringing data to stakeholders by presenting at various venues, including FLEX week, department meetings, President's Cabinet, Administrators' Meetings, etc. IE has been intentional in presenting data in digestible formats, including visualizations generated with Napkin AI and fun trivia questions. IE actively shares updates through the President's Weekly Newsletter when a new dashboard is published and regularly reminds stakeholders to reach out if they would like IE to present to their department.

Reliance in NANCE Personnel: By actively managing expectations with stakeholders via the IE request form, communicating regularly at President's Cabinet and Administrators' Meetings, and by focusing on building capacity, our team is better positioned to transition to a future without NANCE Research Assistants.

Areas that we will still need to address:
1. IE Feedback Survey: We have not had the capacity to work on collecting feedback via our feedback survey. In 2026, IE plans to review the survey and identify a way to integrate it into our project life cycle.
2. Updating Report Warehouse: This year, the office transitioned the report warehouse to our newly redesigned Institutional Research website, however, we still need to resume the practice of publishing our reports

and improve our method to organize and catalog them.

3. Conference Funding: Despite the lack of a robust travel budget within Institutional Effectiveness, the office continued to actively advocate for professional development resources. Conference participation is critical in a rapidly evolving research and planning field, both to maintain technical expertise and to effectively support the college's research, planning, and accreditation needs. In 2025, through multiple funding sources that the team proactively identified and applied for, staff participated in the RP Conference, CAIR, AIR, and other professional conferences.

INSTITUTIONAL EFFECTIVENESS

The staff supporting Institutional Effectiveness consists of the Faculty Outcomes Coordinator and the Dean of Institutional Effectiveness. Historically, the office was supported by two administrative assistant positions. Throughout the entire 2025 calendar year, however, the office did not have an active full time administrative support position. While there were intermittent acting assignments and short term assistance, ongoing staffing transitions resulted in a significant share of administrative responsibilities being absorbed by the Dean of Institutional Effectiveness and the Faculty Outcomes Coordinator. These responsibilities included document preparation, meeting logistics, agenda development, meeting minutes, scheduling, and other essential operational functions necessary to sustain accreditation, planning, and governance work.

Throughout 2025, the Dean continued to advocate for reliable and consistent administrative support for the Faculty Outcomes Coordinator role, particularly given the scope and complexity of ACCJC mandated learning outcomes work. This advocacy will continue into 2026. The office is currently in the process of hiring an Administrative Technician, which will restore a critical level of administrative support in the near term.

It is important to note, however, that the office previously operated with two administrative support positions, and the restoration of a single position will not fully offset current workload demands. As a result, some administrative and coordination responsibilities will continue to be shared by the Dean of Institutional Effectiveness and the Faculty Outcomes Coordinator. To address these constraints, the office will continue to explore ways to increase internal effectiveness, including the strategic use of technology, streamlining processes, and ongoing conversations about needs, priorities, and essential functions. Maintaining sufficient reassigned time for the Faculty Outcomes Coordinator remains important to ensure that core responsibilities can be carried out effectively and sustainably while aligning work with available resources.

YEAR 5 Updates (2026 - 2027)

Provide any edits or updates to the prompts originally documented in the Executive Summary section for Year 5.

Provide any edits or updates to the prompts originally documented in the Data Reflection section for Year 5.

Review Outcomes Report. Review the unit's outcomes assessment process for 2025 - 2026. Discuss connections to unit goals/action plans/resource requests.

Provide any edits or updates to the prompts originally documented in the Practice Reflection section for Year 5.

Unit Goals, Action Plans, and Updates

Alignment with Mesa 2030

Unit Goal: Prioritize research request based on potential for impact in alignment with Mesa 2030.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Being clear about IE project timeframe and available capacity – allowing researchers to focus on a project at a time. 2. Triage project requests that are directly related to Mesa2030, mandated reporting, and potential high impact. 3. Build a research request prioritization logic tree and integrate it into the research request.form. **Action Plan Cycle:** 2023 - 2024, 2022 - 2023	**Submission Date**: 12/21/2025 **Action Plan Update**: Activity 2: Complete. Ad hoc requests are now prioritized according to prioritization criteria outlined in the IE Request Form. Activity 3: Modified and Complete. New IE Request form was launched in January 2025. However, the prioritization criteria are presented as a list, not in the form of logic tree. In order to submit a request, requestors must indicate they understand our prioritization criteria. **Update Year**: 2025 - 2026 **Action Plan Progress**: Completed **Submission Date**: 05/09/2024 **Action Plan Update**: Activity 1. Completed in 2023 and spring 2024 - We communicated with the campus several times through different means about the office capacity and timeline for resuming certain activities. Activity 2. In progress / on-going - through conversations with people; developed the rubric for project prioritization Activity 3. Close to complete - new research request form is completed and presented at Exec meeting and Senate Execs. The new request form will be launched in January 2025. **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track

Unit Goals, Action Plans, and Updates

Leverage existing data

Unit Goal: Leverage existing data products to increase equity-minded action on campus.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2024 - 2025

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 1:** Use technology to improve communication and accessibility across campus. (✓)
- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Link more district and Chancellor's Office resources on our website. 2. Leverage our NANCE workforce to develop a resource page and video trainings of how to use existing data products (short clips). 3. Increase the frequency of posts on IE Twitter account with more data snip-its. **Action Plan Cycle:** 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 12/21/2025 **Action Plan Update**: Activity 1: Complete – With the redesign of our dashboard web page, we incorporated several districts dashboard and links to resources from the Chancellor's Office, including a link to DataVista. Activity 2: Not completed due to higher-priority projects. In 2025 the office has focused on transitioning dashboard to new data platforms. NANCEs supported this work as syntax translators, validators, template designers, or by taking other projects to keep project log under control. However, one video was created to show viewers how to access and navigate dashboards. Additional videos can be created after the second iteration of the redesigned dashboards. There are several updates pending based on feedback, and it makes more sense to delay demo video production until these updates are completed. Moreover, there is only one NANCE Research Assistant on staff, so this work will more likely need to be led by analysts. Activity 3: Not completed due to higher priority projects. Office did collect data points to use as content for data snippets in the earlier part of 2025, but this work was paused to focus on dashboard transition. **Update Year**: 2025 - 2026 **Action Plan Progress**: Barriers Encountered

Unit Goals, Action Plans, and Updates

Action Plans	Updates
	Submission Date: 12/11/2024 **Action Plan Update**: 1. Not completed due to capacity issue - staff has focusing on fulfilling heavy project workload and learning SQL. Administrative Assistant has been on leave. 2. Recurring and ad-hoc projects have been prioritized over this project. Need to reduce workload to allow full-time workers to oversee this work once new NANCEs have been trained. 3. Not completed due to capacity issue - staff has focusing on fulfilling heavy project workload and learning SQL. As we bring back data snippets to P-Cab, we will be able to produce material for social media posts. **Update Year**: 2024 - 2025 **Action Plan Progress**: Barriers Encountered
	Submission Date: 01/18/2024 **Action Plan Update**: Activity 1. Not completed due to capacity issue. Activity 2. Not completed due to the lack of full-time staff to supervise the NANCE/lead this work Activity 3. Not completed due to capacity issue. **Update Year**: 2023 - 2024 **Action Plan Progress**: Barriers Encountered

Best practices

Unit Goal: Identify, share, co-create, and establish sustainable, innovative practices and systems that advance equity and excellence, and increase efficiency.

Goal Status: Active

Beginning Year: 2022 - 2023

Projected Completion Year: 2025 - 2026

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 4:** Remove barriers to equitable participation by developing, incentivizing and creating structures for all employees to engage in and design professional learning (✓)
- **Completion - Objective 3:** Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes (✓)
- **Pathways and Partnerships - Objective 1:** Develop and implement frameworks to create communities that can provide more targeted delivery of

educational resources and support services. (✓)

Action Plans	Updates
Action Plan Status: Active **Action Plan:** 1. Increase IE capacity by filling full-time positions and finding more time through project prioritization. 2. Conduct a self-evaluation using the state's SSM Dashboard data to identify positive progresses Mesa college has made, contact the relevant departments to learn and disseminate best practices. 3. Leverage databases, such as What Works, to learn about best practices that IE can introduce to the college. 4. Secure funding for researchers to attend research conferences annually. 5. communicate with campus about the IE's role in institutional effectiveness effort such as short and long term planning **Action Plan Cycle:** 2024 - 2025, 2023 - 2024, 2022 - 2023	**Submission Date**: 12/21/2025 **Action Plan Update**: Activity 2 – Complete. Previously generated dashboard was set aside after the transition of the SSM Dashboard to DataVista. However, assessing how Mesa College is performing on four state metrics from Vision 2030 is built into the Vision-Aligned Reporting (VAR) process, where student support programs reflect on their contribution to these goals. To some extent, VAR has institutionalized this practice. Activity 3: Postponed until next program review cycle. As noted in the updates for goal 2, this year the office has focused its work on training and transitioning data products to new platforms. Moving forward, this may remain challenging due to a projected significant reduction in staffing. Activity 4: Semi-complete. In 2025 all IE Office permanent full-time employees were able to participate in at least one conference. However, this remains an ongoing task, as the office does not have a sustainable annual travel budget, and funding must be secured each year. Given the current budget situation, it seems unlikely that the office will receive a recurring allocation for this purpose. Activity 5: Complete. In 2025, the IE Office regularly communicated with the campus regarding priorities, our perceived role, and projections for the next year. **Update Year**: 2025 - 2026 **Action Plan Progress**: Completed **Submission Date**: 12/11/2024 **Action Plan Update**: Activity 1 - completed in prior year. Activity 2 - Partially completed: created a dashboard to allow Mesa College to measure progress and use other colleges as a benchmark. The findings will be presented to IE Team, but are yet to be disseminated from this dashboard have yet to be disseminated to other departments. With the transition from SSM to Data Vista, the continuation of this work will need to be reassessed. Activity 3 - not completed due to capacity issue. Activity 4 - Partially completed. Funding was secured for the 2024 calendar year, in great part leveraging Block grant funds. However, we will need to find new funding sources in 2025. Activity 5 - **Update Year**: 2024 - 2025 **Action Plan Progress**: On Track **Submission Date**: 01/18/2024

Action Plans	Updates
	Action Plan Update: Activity 1. Completed. Even though it is restricted position, it is still very helpful and more beneficial for the college in the next 2 years. Activity 2. Partially completed. It was not done systematically. Activity 3. Incomplete. Activity 4. Partially completed. The effort started in CTE area. **Update Year**: 2023 - 2024 **Action Plan Progress**: On Track

Strengthen institutional habits

Unit Goal: Strengthen institutional habits on integration, prioritization, meeting efficiency, and “do less with less”.

Goal Status: Active

Beginning Year: 2025 - 2026

Projected Completion Year: 2029 - 2030

Mapping

Mesa College Strategic Plan: Roadmap to Mesa2030:

- **Community - Objective 3:** Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing (✓)
- **Scholarship - Objective 2:** Evaluate and improve Diversity, Equity, and Inclusion practice in classroom environments, campus activities, departments, schools, and administrative units (✓)
- **Stewardship - Objective 5:** Increase campus understanding, communication of and transparency in budget and resource allocation (✓)

Action Plans	Updates
Action Plan Status: Active	**Submission Date**: 01/03/2026 **Action Plan Update**: [No update - just entered in 2026] **Update Year**: 2025 - 2026 **Action Plan Progress**: On Track

Unit Goals, Action Plans, and Updates

Action Plans	Updates
Action Plan: - raising awareness and advancing actionable changes through Admin, Exec, and Mesa2030 processes, - start documenting IE processes for accountability, transparency, and efficiency - continue to advocate for the faculty coordinator position to support mandated ACCJC work **Action Plan Cycle:** 2025 - 2026	