

Administrative Services Program Review 2019/20 UPDATE

Office of Institutional Effectiveness

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Table of Contents

General Information	1
2019/20 Administrative Services Program Review	2
Submission Information and Updates (REQUIRED)	2
Outcomes and Assessment (REQUIRED)	2
Program Analysis for Equity and Excellence (REQUIRED)	2
Program Goals (REQUIRED)	3
Action Plans for Goals (REQUIRED)	3
Goal Status Report (REQUIRED)	9
Request Forms	17
Classified Position, BARC and Faculty Position Request	17
Reviewers	18
Liaison's Review	18
Manager's Review	18
Appendix	19

General Information (Administrative Services Program Review 2019/20 UPDATE)

2019/20 Administrative Services Program Review

SUBMISSION INFORMATION AND UPDATES (REQUIRED)

- A.
- Name of Lead Writer: Bridget Herrin
 - Name of Liaison: Ashanti Hands
 - Name of Manager/Service Area Supervisor: Pamela Luster

B.

Staff Update:

- 2 Managers (one vacant)
- 3 Research & Planning Analysts
- 1 Administrative Technician
- 1 Senior Secretary

Strengths Update:

- Maturing infrastructure that allows the campus community to access data on their own and make data-inform decisions (enrollment management, faculty hiring, program development/improvement, grant writing, pathways development, etc.).
- Our program review cycle is well established and understood by lead writers, which allows us to focus on improvement.
- The outcomes assessment process is developed enough to allow COA and practitioners to focus on quality improvement.
- We have identified and are working with a well-respected consultant for the purposes of developing a new master plan.

Challenges Update:

- Transition to Campus Solutions requires a new datamart, which introduced multiple challenges:
 - ◊ Utilizing staff resources for testing
 - ◊ Delays in full-implementation of the new datamart
 - ◊ All recurring projects will need to be re-develop in order to connect to the new datamart
 - ◊ Merging old and new data sources in a coherent way
- Limited ability to track user access of dashboards.
- Due to budget constraints (hiring freeze) we are one manager short without an immediate plan for replacement.
- Unclear processes and policies regarding district wide research functions and resources.
 - ◊ Limited ability to support classified hiring due to lack of access to Human Resources data.
 - ◊ Limited communication with students.
- Unknown timeline for the master plan makes it difficult to plan for program review.

External Influences Update:

- Limited communication with research offices about the development of new initiatives at the regional and state-wide level.
- The federal government is not releasing HSI reporting deadlines in a consistent manner.
- State-wide reporting deadlines do not offer enough time to conduct a meaningful and thorough review of the programs.
- The Student Centered funding formula changes campus strategies related to enrollment management, student outcomes, and student support.

Areas of Focus Update:

- Humanizing data.
- Rethinking integrated planning.
- Enhancing technology infrastructure.

OUTCOMES AND ASSESSMENT (REQUIRED)

Form: 2019/20 Program Review Outcomes and Assessment Section (See appendix)

PROGRAM ANALYSIS FOR EQUITY AND EXCELLENCE (REQUIRED)

Form: 2019/20 Program Review Administrative Services Analysis Section (See appendix)

PROGRAM GOALS (REQUIRED)

2018-2019 IE/IR Goals

Professional Learning

Develop and enhance professional learning opportunities related to data literacy, program review and evaluation, outcomes assessment, and Integrated Planning strategies.

Mapping

CA- Mesa College Strategic Directions and Goals: Strategic Goal 1.5, Strategic Goal 4.1, Strategic Goal 4.2, Strategic Goal 4.3, Strategic Goal 4.4, Strategic Goal 5.1, Strategic Goal 5.2, Strategic Goal 6.3,

Institutional Learning Outcomes 2016/17: Communication, Critical Thinking, Information Literacy

Increase Access to Meaningful Data

Create additional data and analysis tools that provide accessible, interactive, and timely access to relevant data to inform decision-making, resource allocation, and program development.

Mapping

CA- Mesa College Strategic Directions and Goals: Strategic Goal 1.5, Strategic Goal 4.4, Strategic Goal 6.3,

Institutional Learning Outcomes 2016/17: Critical Thinking, Information Literacy

Support the Alignment of Campus Efforts

Serve as a conduit between major initiatives (e.g. Student Equity & Achievement (SEA) and Guided Pathways) and Institutional Effectiveness processes (e.g. Program Review, Outcomes assessment, Integrated Planning, resource allocation, and accreditation).

Mapping

CA- Mesa College Strategic Directions and Goals: Strategic Goal 2.2, Strategic Goal 2.4, Strategic Goal 2.5, Strategic Goal 4.2, Strategic Goal 4.4, Strategic Goal 5.2, Strategic Goal 6.2, Strategic Goal 6.3,

Institutional Learning Outcomes 2016/17: Communication, Critical Thinking, Global Consciousness, Information Literacy

ACTION PLANS FOR GOALS (REQUIRED)

Actions

2018-2019 IE/IR Goals

Goal

Goal: Professional Learning

Develop and enhance professional learning opportunities related to data literacy, program review and evaluation, outcomes assessment, and Integrated Planning strategies.

Action: Bring Training into Existing Meeting Spaces

Describe the actions needed to achieve this objective:	Embed data training opportunities within the following existing programs: NFI, Department/School Meetings, President's Cabinet, Dean's Council, LEEP.
Who will be responsible for overseeing the completion of this objective:	Research team in conjunction with leaders/chairs of these groups; bring up at leadership/admin meetings
Provide a timeline for the actions:	Already beginning; get word out and maintain contacts
Describe the assessment plan you will use to know if the objective was achieved and effective:	More people and areas across campus will understand their programs and be empowered to use data to make changes
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Additional research support, software

Action: Develop Web-Based Training Modules

Describe the actions needed to achieve this objective:	Development of training videos via Zoom or Screencast for each of the dashboards, each area of Program Review and Outcomes Assessment, and for every technology tool utilized by the department (i.e. TaskStream, Request Portal, etc.).
Who will be responsible for overseeing the completion of this objective:	Development of Data Coaching course in Canvas Dean and Associate Dean, Research & Planning Analyst
Provide a timeline for the actions:	2-3 videos will be developed each month through completion. Video Library will be in constant development as the need for new training arises; however, the foundational videos will be available prior to the live date for 19-20 Program Review.
Describe the assessment plan you will use to know if the objective was achieved and effective:	Positive comments in IP survey
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Additional research staff support

Conference, Software, Facilities, Classified Staff, Faculty, Other):

Goal: Increase Access to Meaningful Data

Create additional data and analysis tools that provide accessible, interactive, and timely access to relevant data to inform decision-making, resource allocation, and program development.

Action: Continue to Collaborate to Improve Delivery of Needed Data

Describe the actions needed to achieve this objective:

Develop Dashboard Style and formatting guide that all dashboard developers can use, including standardizing data structures and displays. Continue to have weekly meetings to brainstorm, review, and train around Tableau. Train additional personnel in basic Tableau functionality and validation techniques. Improve existing dashboards by adding "light bulb" analyses.

Who will be responsible for overseeing the completion of this objective:

Associate Dean, Research and Planning

Provide a timeline for the actions:

Spring 19-Summer 19- Develop Dashboard Style and formatting guide that all dashboard developers can use, including standardizing data structures and displays. Ongoing- Continue to have weekly meetings to brainstorm, review, and train around Tableau. Ongoing- Train additional personnel in basic Tableau functionality and validation techniques. Spring 19-Summer 19- Improve existing dashboards by adding "light bulb" analyses.

Describe the assessment plan you will use to know if the objective was achieved and effective:

Dashboard engagement tracking should increase in volume
More programs will have access to their data in dashboard format

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Tableau training

Action: Dash of the Month and Research Snaps

Describe the actions needed to achieve this objective:

In order to maintain a culture of Inquiry and respond to campus needs, the IR team will develop new dashboards each month and present to President's Cabinet, Mesa Pathways, Planning and Institutional Effectiveness and other committees as appropriate.

Who will be responsible for overseeing the completion of this objective:

Associate Dean of Research & Planning

Provide a timeline for the actions:	Monthly
Describe the assessment plan you will use to know if the objective was achieved and effective:	Dashboard engagement
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Maintain and upgrade Tableau licenses as necessary Tableau training

Action: Dashboard Feedback and Improvement

Describe the actions needed to achieve this objective:	Utilize Dashboard Feedback form to improve existing dashboards and for campus input regarding development of new dashboards.
Who will be responsible for overseeing the completion of this objective:	Associate Dean of Research & Planning
Provide a timeline for the actions:	Staff will pull responses from feedback form monthly beginning in January 2019
Describe the assessment plan you will use to know if the objective was achieved and effective:	Continued development, improvement, and growth in engagement of Data Dashboards.
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Tableau Training

Action: Faculty Collaboration

Describe the actions needed to achieve this objective:	Develop data coaching modules and faculty level dashboards
Who will be responsible for overseeing the completion of this objective:	Research & Planning Analyst
Provide a timeline for the actions:	Development-Fall 2019/Spring 2020 Launch-Spring 2020 Feedback and improvement-Fall 2020

Describe the assessment plan you will use to know if the objective was achieved and effective: Evaluation from pilot group of faculty

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Goal: Support the Alignment of Campus Efforts

Serve as a conduit between major initiatives (e.g. Student Equity & Achievement (SEA) and Guided Pathways) and Institutional Effectiveness processes (e.g. Program Review, Outcomes assessment, Integrated Planning, resource allocation, and accreditation).

Action: Align Integrated Planning model with IE processes and Major Initiatives

Describe the actions needed to achieve this objective: Develop timeline for long term and short term planning that aligns with Program Review and Outcomes assessment cycles
Embed short-term plan objectives into Program Review and OA reporting tools
Embed short-term plan objectives into resource allocation rubrics
Embed SEA, Vision for Success, ACCJC Institution Set Standards, and Guided Pathways metrics into long-term and short-term plans.

Who will be responsible for overseeing the completion of this objective: Dean, IE

Provide a timeline for the actions: Development of long-term plan- Spring 2020/Fall 2021 Development of Short-term objectives- Spring 2021 Embed into Program Review and OA workspaces- Summer 2021

Describe the assessment plan you will use to know if the objective was achieved and effective: mapping grid that clearly indicates connection between plans, metrics, and processes.
Robust Program review responses that clearly tie to campus objectives and goals

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other): Software

Action: Leading the GP Shared Metrics Bubble

Describe the actions needed to achieve this objective:

Institutional Research will maintain a leadership role within the shared metrics bubble of Mesa Pathways as well as maintain a clear communication link to the Planning and Institutional Effectiveness Committee.

Shared Metrics Workgroup will facilitate efforts to align goals and outcomes metrics across campus including for use in campus wide planning documents, evaluation efforts, and reporting requirements.

Who will be responsible for overseeing the completion of this objective:

Associate Dean of Research & Planning

Provide a timeline for the actions:

Began leadership role in Fall 2018. Began regular reporting to PIEC in Fall 2018

Describe the assessment plan you will use to know if the objective was achieved and effective:

Aligned metrics across plans, initiatives, and major campus planning documents. Increased awareness and utilization of Key Performance Metrics by campus leaders and constituency groups.

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Continued professional learning for IR staff.

Action: Maintain Presence on Governance Committees

Describe the actions needed to achieve this objective:

Ensure IE/IR staff are on major governance committees, either as members or as consultants; work with committee chairs

Who will be responsible for overseeing the completion of this objective:

IE/IR members and committee chairs

Provide a timeline for the actions:

Currently happening.....

Describe the assessment plan you will use to know if the objective was achieved and effective:

Committees make decisions based on discussions of data; presentations documented in meeting Minutes.

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Adequate research staff to assist at multiple meetings during the week

GOAL STATUS REPORT (REQUIRED)

Action Statuses

2018-2019 IE/IR Goals

Goal

Goal: Professional Learning

Develop and enhance professional learning opportunities related to data literacy, program review and evaluation, outcomes assessment, and Integrated Planning strategies.

Action: Bring Training into Existing Meeting Spaces

Describe the actions needed to achieve this objective:	Embed data training opportunities within the following existing programs: NFI, Department/School Meetings, President's Cabinet, Dean's Council, LEEP.
Who will be responsible for overseeing the completion of this objective:	Research team in conjunction with leaders/chairs of these groups; bring up at leadership/admin meetings
Provide a timeline for the actions:	Already beginning; get word out and maintain contacts
Describe the assessment plan you will use to know if the objective was achieved and effective:	More people and areas across campus will understand their programs and be empowered to use data to make changes
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Additional research support, software

Status for Bring Training into Existing Meeting Spaces

Current Status:	In Progress
If the Current Status was marked Completed, what was the impact of the completed objective on your program:	
If the Current Status was not marked Completed, what are the implications	

and next steps:

Action: Develop Web-Based Training Modules

Describe the actions needed to achieve this objective:

Development of training videos via Zoom or Screencast for each of the dashboards, each area of Program Review and Outcomes Assessment, and for every technology tool utilized by the department (i.e. TaskStream, Request Portal, etc.).

Who will be responsible for overseeing the completion of this objective:

Development of Data Coaching course in Canvas

Dean and Associate Dean, Research & Planning Analyst

Provide a timeline for the actions:

2-3 videos will be developed each month through completion. Video Library will be in constant development as the need for new training arises; however, the foundational videos will be available prior to the live date for 19-20 Program Review.

Describe the assessment plan you will use to know if the objective was achieved and effective:

Positive comments in IP survey

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Additional research staff support

Status for Develop Web-Based Training Modules

Current Status:

In Progress

If the Current Status was marked Completed, what was the impact of the completed objective on your program:

If the Current Status was not marked Completed, what are the implications and next steps:

Goal: Increase Access to Meaningful Data

Create additional data and analysis tools that provide accessible, interactive, and timely access to relevant data to inform decision-making, resource allocation, and program development.

Action: Continue to Collaborate to Improve Delivery of Needed Data

Describe the actions needed to achieve this objective:

Develop Dashboard Style and formatting guide that all dashboard developers can use, including standardizing data structures and displays.
Continue to have weekly meetings to brainstorm, review, and train around Tableau.
Train additional personnel in basic Tableau functionality and validation techniques.
Improve existing dashboards by adding "light bulb" analyses.

Who will be responsible for overseeing the completion of this objective:

Associate Dean, Research and Planning

Provide a timeline for the actions:

Spring 19-Summer 19- Develop Dashboard Style and formatting guide that all dashboard developers can use, including standardizing data structures and displays.
Ongoing- Continue to have weekly meetings to brainstorm, review, and train around Tableau.
Ongoing- Train additional personnel in basic Tableau functionality and validation techniques.
Spring 19-Summer 19- Improve existing dashboards by adding "light bulb" analyses.

Describe the assessment plan you will use to know if the objective was achieved and effective:

Dashboard engagement tracking should increase in volume
More programs will have access to their data in dashboard format

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Tableau training

Status for Continue to Collaborate to Improve Delivery of Needed Data

Current Status:

In Progress

If the Current Status was marked Completed, what was the impact of the completed objective on your program:

If the Current Status was not marked Completed, what are the implications and next steps:

Action: Dash of the Month and Research Snaps

Describe the actions needed to achieve this

In order to maintain a culture of Inquiry and respond to campus needs, the IR team will develop new dashboards each month and present to President's Cabinet, Mesa

objective:	Pathways, Planning and Institutional Effectiveness and other committees as appropriate.
Who will be responsible for overseeing the completion of this objective:	Associate Dean of Research & Planning
Provide a timeline for the actions:	Monthly
Describe the assessment plan you will use to know if the objective was achieved and effective:	Dashboard engagement
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Maintain and upgrade Tableau licenses as necessary Tableau training

Status for Dash of the Month and Research Snaps

Current Status:	In Progress
If the Current Status was marked Completed, what was the impact of the completed objective on your program:	
If the Current Status was not marked Completed, what are the implications and next steps:	

Action: Dashboard Feedback and Improvement

Describe the actions needed to achieve this objective:	Utilize Dashboard Feedback form to improve existing dashboards and for campus input regarding development of new dashboards.
Who will be responsible for overseeing the completion of this objective:	Associate Dean of Research & Planning
Provide a timeline for the actions:	Staff will pull responses from feedback form monthly beginning in January 2019
Describe the assessment plan you will use to know if the objective was achieved	Continued development, improvement, and growth in engagement of Data Dashboards.

and effective:

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Tableau Training

Status for Dashboard Feedback and Improvement

Current Status:

Completed

If the Current Status was marked Completed, what was the impact of the completed objective on your program:

If the Current Status was not marked Completed, what are the implications and next steps:

Action: Faculty Collaboration

Describe the actions needed to achieve this objective:

Develop data coaching modules and faculty level dashboards

Who will be responsible for overseeing the completion of this objective:

Research & Planning Analyst

Provide a timeline for the actions:

Development-Fall 2019/Spring 2020 Launch-Spring 2020 Feedback and improvement-Fall 2020

Describe the assessment plan you will use to know if the objective was achieved and effective:

Evaluation from pilot group of faculty

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Status for Faculty Collaboration

Current Status: In Progress

If the Current Status was marked Completed, what was the impact of the completed objective on your program:

If the Current Status was not marked Completed, what are the implications and next steps:

Goal: Support the Alignment of Campus Efforts

Serve as a conduit between major initiatives (e.g. Student Equity & Achievement (SEA) and Guided Pathways) and Institutional Effectiveness processes (e.g. Program Review, Outcomes assessment, Integrated Planning, resource allocation, and accreditation).

Action: Align Integrated Planning model with IE processes and Major Initiatives

Describe the actions needed to achieve this objective:	Develop timeline for long term and short term planning that aligns with Program Review and Outcomes assessment cycles Embed short-term plan objectives into Program Review and OA reporting tools Embed short-term plan objectives into resource allocation rubrics Embed SEA, Vision for Success, ACCJC Institution Set Standards, and Guided Pathways metrics into long-term and short-term plans.
Who will be responsible for overseeing the completion of this objective:	Dean, IE
Provide a timeline for the actions:	Development of long-term plan- Spring 2020/Fall 2021 Development of Short-term objectives- Spring 2021 Embed into Program Review and OA workspaces- Summer 2021
Describe the assessment plan you will use to know if the objective was achieved and effective:	mapping grid that clearly indicates connection between plans, metrics, and processes. Robust Program review responses that clearly tie to campus objectives and goals
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Software

Status for Align Integrated Planning model with IE processes and Major Initiatives

Current Status: In Progress

If the Current Status was marked Completed, what was the impact of the completed objective on your program:

If the Current Status was not marked Completed, what are the implications and next steps:

Action: Leading the GP Shared Metrics Bubble

Describe the actions needed to achieve this objective:

Institutional Research will maintain a leadership role within the shared metrics bubble of Mesa Pathways as well as maintain a clear communication link to the Planning and Institutional Effectiveness Committee.

Shared Metrics Workgroup will facilitate efforts to align goals and outcomes metrics across campus including for use in campus wide planning documents, evaluation efforts, and reporting requirements.

Who will be responsible for overseeing the completion of this objective:

Associate Dean of Research & Planning

Provide a timeline for the actions:

Began leadership role in Fall 2018. Began regular reporting to PIEC in Fall 2018

Describe the assessment plan you will use to know if the objective was achieved and effective:

Aligned metrics across plans, initiatives, and major campus planning documents. Increased awareness and utilization of Key Performance Metrics by campus leaders and constituency groups.

List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):

Continued professional learning for IR staff.

Status for Leading the GP Shared Metrics Bubble

Current Status: Completed

If the Current Status was marked Completed, what was the impact of the

**completed objective on your program:
If the Current Status was not marked Completed, what are the implications and next steps:**

Action: Maintain Presence on Governance Committees

Describe the actions needed to achieve this objective:	Ensure IE/IR staff are on major governance committees, either as members or as consultants; work with committee chairs
Who will be responsible for overseeing the completion of this objective:	IE/IR members and committee chairs
Provide a timeline for the actions:	Currently happening.....
Describe the assessment plan you will use to know if the objective was achieved and effective:	Committees make decisions based on discussions of data; presentations documented in meeting Minutes.
List resources needed to achieve this objective and associated costs (Supplies, Equipment, Computer Equipment, Travel & Conference, Software, Facilities, Classified Staff, Faculty, Other):	Adequate research staff to assist at multiple meetings during the week

Status for Maintain Presence on Governance Committees

Current Status: In Progress

**If the Current Status was marked Completed, what was the impact of the completed objective on your program:
If the Current Status was not marked Completed, what are the implications and next steps:**

Request Forms

CLASSIFIED POSITION, BARC AND FACULTY POSITION REQUEST

Reviewers

LIAISON'S REVIEW

Form: Administrative Services Liaison's Review 2019/20 UPDATE

MANAGER'S REVIEW

Appendix

-
- A. **2019/20 Program Review Outcomes and Assessment Section** (Form)
 - B. **2019/20 Program Review Administrative Services Analysis Section** (Form)
-

Form: "2019/20 Program Review Outcomes and Assessment Section"

Created with : Taskstream

Participating Area: Office of Institutional Effectiveness

(REQUIRED) Program name

Office of Institutional Effectiveness

(REQUIRED) Are you on target with your assessment schedule?

We regularly assess AUO #1 through our integrated planning survey implemented in Spring. Our program review process related to AUO #5 requires the use of research results, planning, and decision-making. Within the last year the research department has increased representation on governance and operation committees. Additionally, research results are regularly shared at president's cabinet meetings. The department will develop additional survey instrument to assess the remaining AUOs prior to the 2022 deadline.

(REQUIRED) What have your assessments revealed about your courses/programs/service area/school/division/office?

As it relates to AUO #1, the campus community generally has positive feedback and support related to program review and outcome assessment. As it relates to AUO #5, our updated integrated planning model includes the utilization of data in all aspects of planning.

(REQUIRED) Based on your assessments, what resource needs have you identified?

Through our integrated planning model assessment we identified the need to re-imagine our program review and assessment cycles and the software we utilize. The emphasis on utilization of data requires additional resources to build, distribute, and train the campus community on the use of data tools. These resources might include: additional staffing, software licenses, training materials, etc.

Please provide any other comments.

No answer specified

Form: "2019/20 Program Review Administrative Services Analysis Section"

Created with : Taskstream

Participating Area: Office of Institutional Effectiveness

Administrative Service Area Name

(REQUIRED) Type your service area name.

Office of Institutional Effectiveness

Part A: In this section, please analyze your service area in terms of its role in promoting equity and excellence as well as its contribution to the College's identity of being a Hispanic Serving Institution.

(REQUIRED) A1. How does your area help foster equity and excellence across the campus?

The IE/IR Office helps foster equity by embedding Equity Analysis in all reports and dashboards. Additionally, we've included a link to a Guide to Equity-Minded Reflection on all Dashboards as well as on our home page.

HSI dashboard: Our office created and published the HSI & Equity Dashboard to help guide conversations of Mesa's identity as a Hispanic Serving Institution (HSI) and to promote equity minded reflection. The dashboard includes information on students' profile, feeder high schools, top majors, top courses, enrollments, success and persistence with multiple options of data disaggregation (including Latinx vs. Non-Latinx, and Latinx subcategories).

Over the last 2 years, we've worked to intentionally and explicitly embed an analysis of Equity and Excellence analysis into all processes and projects run by IR. This includes:

- Program Review
- Strong Workforce Faculty Institute
- Master Plan

Our office continues to grow in our skillset regarding modeling Equity-Mindedness. We have regular dialogue, and team meetings often include strategies around how to engage these practices in all the spaces we hold.

IR is represented on all major governance committees and we are intentional about including relevant equity data into the culture, and decision-making of the committees work.

(REQUIRED) A2. How does your area contribute to the College's identity of being an Hispanic Serving Institution (HSI)?

The HSI & Equity Dashboard described in the response to A1, enables users at Mesa College to reflect on the College's identity of being an HSI. By presenting data through the HSI &

Equity lense, our office provides a valuable resource to support and inform reflection and decision-making by administrators, faculty, and classified professionals.

Additionally, our office has a Research & Planning Analyst designated to support HSI Programs.

Our office also supports participation in the annual AHSIE conference.

(REQUIRED) A3. Have you made any changes to services or procedures in support of the topics discussed in A1 and A2? Explain.

The following changes have been implemented over the last year in support of the College's vision to become the Leading College of Equity and Excellence:

1. Embedding Equity Minded Reflection Guide on Dashboards
2. Provide enrollment data in support of the college's efforts to increase resources for Latinx studetns, hosting roundtables on undocumented immigrant students, and offering workshops on topics such as "Latinidad and LGBTQ
3. Monthly reports at President's Cabinet: Research Snaps, Dashboard of the Month
4. Analyzing and reimagining the way we calculate and display information for Disportionate impact
5. D3 workshops
6. Developed a data module for Leaders Engaged in Equity Practice (LEEP)
7. Enhanced research presence at SET

8. Conducted analysis of Scholarship data and shared with constituency groups. Shift in practice were immediately implemented and this model for data inquiry and dialogue has guided future projects.

(REQUIRED) A4. What data do you collect to inform your practices, policies, and procedures? How do you use this data? What have you learned from this data? If you don't collect any data, how can the Mesa Research Office support you in this area?

The Office of Institutional Effectiveness conducts an annual Integrated Planning Survey to gain feedback about the value, effectiveness, and usability of the program review process and workspace. The office of Institutional Research tracks Dashboard usage, has employed a Dashboard feedback form, and tracks research requests. In the 18/19 Academic Year the IR office tracked 126 individual research requests, of these 120 were fulfilled and 6 were redirected to other existing resources or cancelled. So far in 19/20, the IR office has completed 66 research requests and redirected another 6. The office has 7 projects On Hold, 9 ongoing projects, and has 36 projects that are currently active.

In addition, we are in the process of developing an AUO survey and we supported the development and distribution of a campus wide governance survey exploring the efficacy of our governance structures and committees

Part B: In this section, look at the area of focus you identified in last year's program review and answer the following questions.

(REQUIRED) B1. How have you developed this focus? Are you seeing any results? What are your next steps?

1. Make data accessible, interactive, actionable, and widely distributed.
 - a. Report Warehouse
 - i. We continue to build out our report warehouse, posting publicly any detailed reports that may be of interest beyond the individual requestor.
 - b. Tableau Dashboards
 - . The team developed more dashboards over the 18/19 year. We currently have 24 publicly available dashboards with another 4 that have been built for use by smaller subsets of the campus. Amongst the newest and most innovative dashboards built are our HSI dashboard, SSSP service usage dashboard, ILO dashboard, and FTES/FTEF targets dashboard.
 - i. Improving Dashboards- As we build out new dashboards, we continue to respond to end user feedback, develop our visualization skills, identify opportunities to make the dashboards more user friendly and meaningful. As part of this effort, we have embedded inquiry questions into the dashboards, added light bulb icons that display meaningful findings for the views, and our working to create videos tutorials for users.
 - ii. Infographics- As part of our goals for 19/10 we'd like to incorporate more simple format data displays that can be shared on social media or displayed in poster format.
2. Integrate equity-minded inquiry and planning into existing systems.
 - . Guided Pathways
 - . Research has an identified spot within the Mesa Pathways committee. In Spring 19 we deployed a graduate survey to learn more about students experiences and will be sharing this with Mesa Pathways.
 - a. Program Review
 - . The Program Steering Committee partnered with CUE to conduct an analysis of our workspaces through an equity lens. In response to their feedback we've adjusted the language, content, and focus of the program review workspaces to be more race conscious and equity minded.
 - b. Integrated Student Success Plan

- . The IR office supported the development of the Student Equity and Achievement Plan, the integrated plan that includes Equity, Student Support, and Basic Skills.
- 3. Develop a coalition of action researchers dedicated to equity-minded inquiry.
 - . Flex Workshops/Professional Learning
 - . In 18/19 the IR office conducted Data, Discovery, Dialogue (D3) workshops and in 19/20 we are participating in the Leaders Engaged in Equity Practice (LEEP) program.
 - i. In the Fall of 2019, the IR office delivered custom reports to all contract faculty showing their course success rates disaggregated by ethnicity, gender, and age.
 - ii. We are currently developing a Data Coaching Program that will be best tested by 25 faculty via the Strong Workforce Faculty Institute. Following this period, improvements will be made to the program and, in Fal 2020/Spring 2021, we will launch our Data Coaching Program.
 - a. Faculty-led Department Research Projects
 - . IR office is supporting the Strong Workforce Faculty Institute which will support 25 faculty in developing action research projects that will culminate in the development of a plan to improve success and retention in their classrooms.
- 4. Inform the strategic plan/educational/facilities
 - . The Dean of IE is co-chairing the Mesa2030 task force which is charged with facilitating the development of our 10 year integrated educational and facilities Master plan. As part of this process, we submitted and were granted the opportunity to receive a Peer Resource Team (PRT) through CCCCO IEPI to support us in our effort to embed equity and pathways throughout our long term plan.
 - a. Additionally, the IR office will partner with our consultants to analyze both internal and external data to inform our plan.