

## 2022-23 Program Review Template

**Directions for Lead Writers:** Please use this template to complete your Unit's Program Review for this cycle. Instructions for submitting your completed template at the end of the spring semester will be provided in a few weeks. Click [here](#) to view our Glossary of Terms.

Other Resources:

[Program Review Handbook](#)

[Acronym Dictionary](#)

[Resource Link Library](#)

[Mesa 2030](#)

[Program Review Archives](#)

**DEI Discussions:** as part of your reflection with your unit, a workgroup has developed a Diversity, Equity, Inclusion, and Accessibility Discussion Guide. Please use this in your unit-level discussions as we move toward becoming more diverse, equitable, inclusive, and accessible through intentional and ongoing campus-wide reflections and revisions of policies and practices.

View the guide [here](#). Have reflections or feedback to share? Click [here](#).

<i>Program Information &amp; Executive Summary</i>		
Prompt	Guidance	Program Response
Describe the successes and challenges your unit has faced since the last comprehensive review.		<ul style="list-style-type: none"><li>● <b>Background:</b> Mesa economics program offered half courses online and half courses in-person for nearly a decade before the pandemic. In March 2020, all in-person courses have been converted to online format, which has been proved very successful. For most faculty, the transition has been smooth and seamless. We have not experienced major disruption and decrease in enrollment, actually, all online courses have been filled faster since then with a clear pattern of decreasing drop rates and increasing retention rates, as well as rapidly increasing success rates.</li></ul>

		<ul style="list-style-type: none"><li>● <b>Evidence of success:</b> The strong performance of our program since the pandemic has been demonstrated by the following robust statistics. Our overall 81% success rate is well above Mesa College 70% success rate. Our program retention rate is over 93%: <u>25 percentage points higher than Mesa College retention rate 68%, a truly astonishing achievement.</u></li><li>● <b>The key to success:</b> We attribute our remarkable success to the following 4 factors: First, our faculty have worked extremely hard to help out our struggling students during the pandemic and many of us have been working 10/7 (at least myself). Second, our program has accumulated successful online teaching experiences over a decade and we have been well prepared for the sudden change. Third, our management team has implemented a well-functioning strategic planning and scheduled a student-centered online course structure. Finally, the most important factor we believe is, online education by nature is more diverse, more equitable, more inclusive, and more accessible. Our program’s online courses have been carefully designed and tailored to better serve our diverse academic, socioeconomic, and ethnic students’ population, especially those students who were frustrated and ill-prepared during the pandemic, as well as those highly-motivated students who enjoy academical challenge.</li><li>● <b>The Challenge:</b> The main challenge we have faced since the last comprehensive review is the back-to-campus in-person teaching mandate to meet the 67% threshold for</li></ul>
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		<p>each instructor rather than for each program or each school. The current Mesa data end in Fall 2021 and we don't have comprehensive statistics available to verify our concern now. However, based on our faculty's first-hand knowledge, we have seen a trend of decreasing students' enrollments, retention rates, success rates <u>even for those well-scheduled in-person classes</u> since fall 2022.</p> <ul style="list-style-type: none"> <li>● <b>Program goal: Meet students' needs.</b> We strongly believe that, our class schedule should be evidence-based, program specific and students centered, with meeting the needs of our diverse academic, socioeconomic, and ethnic students population as our ultimate goal instead of putting political consideration or contractual obligation first. We are deeply concerned that the current one-model-fits-all mandate is inherently anti-diversity, anti-equity, anti-inclusion and anti-accessibility. The administrative-centered, anti-DEI 67% threshold for each instructor will decrease our program retention rates , success rates, and widen our program equity gaps. Eventually, it will adversely impact our program and defeat our hard-won success over a decade.</li> </ul>
<p>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.</p>	<p>Optional</p>	
<p>If applicable, describe the impact of any new resources (human, fiscal, etc.) on the unit</p>	<p>Optional</p>	

and/or action plan implementation.		
Please confirm that the department has reviewed the Course Learning Outcomes listed in CurricuNet for each course and verify accuracy.	Select One	<input checked="" type="checkbox"/> Reviewed and accurate <input type="checkbox"/> Reviewed not accurate, update in progress <input type="checkbox"/> Reviewed not accurate, need support
<b>Data Reflection</b>		
Prompt	Guidance	Program Response
Describe the trends you see in your program/service area's data.	Instructional Data you may consider: enrollment trends, course & program learning outcomes, Institutional Learning Outcomes, course success and retention rates, degree completion, transfer, employment, labor market analysis, other data relevant to your unit's work	<p>Previously, our program success rates, while strong when compared to the college as a whole, tended to have been lower in spring-fall than they had been in intersession-summer (when many 4-year college students take the classes at Mesa). This trend did not play out in the 2020-2021 academic year as we had an 86% success rate in fall 2020 and 83% success rate in spring 2021, which are equal to or very close to the winter intersession and summer success rates during the same academic year. Our overall 77% success rate is well above our school 71.3% success rate, as well as Mesa College 73.2% success rate. Our program retention rate is over 93%, with fall 2020 the highest 96%, spring 2021 the second highest 94%, both beating the intersession 2021 93% retention rate. We have successfully reversed the historic cycle. By excluding one outlier Econ 220, which had only 31% success rate and 38% retention rate in spring 2020, our program success rates and retention rates are even higher.</p>
	Service/Admin Area Data you may consider - service usage, service access, demand for services, student service/administrative unit outcomes, types of services offered and used, headcount of services usage, trends in reason for service use, other data relevant to your unit's work	
Describe any equity gaps you see in these data. Are there differences and/or patterns	Equity gaps refer to disparities in educational outcomes and student success metrics across race/ethnicity, socioeconomic status, gender, and	<ul style="list-style-type: none"> <li>● <b>Race/ethnicity gaps:</b> Our program shows some equity gaps with low success rates of African American and</li> </ul>

<p>observed by demographics (e.g. race/ethnicity, gender, age, etc.)?</p>	<p>other demographic traits and intersectionalities.</p>	<p>Latinx students' populations, which is a typical pattern for economics major, although our program's equity gaps for these two cohorts are smaller than our school and college gaps. An increasing amount of literature in this active research area emerged in recent years, exploring its socioeconomic, cultural and historical roots and some possible solutions or remedies, such as hiring more minority faculty as a role model to match students' diverse population. However, our program's overall equity gap 75% is below Mesa College equity gap 72%, with Native American students doing the best 85%. Our Native American students even beat Asian students' 84%, the mystery remains to study. Closing our program equity gaps by slowing down our Native American students' success does not sound politically correct.</p> <ul style="list-style-type: none"> <li>● <b>Does distance-learning reverse Gender gaps?</b> Our program's gender gap is 75%, well below Mesa College gender gap 71%. One surprise change of our program data is that the gender gap has been further reversed during the pandemic with female success rate 84% in fall 2021, defeating male success rate 77%. A possible reason for this reversal is that online education may better serve female students due to its built-in program flexibility, which effectively helps many working/studying from home moms better balance their career-family trade-off, alleviating the well-known "Motherhood Penalty and Fatherhood Premium". Although this unanticipated further reversal has increased our program gender gap, we consider this trend as a positive development of our program, hoping it won't be stopped with less online</li> </ul>
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		<p>courses offered due to the 67% threshold.</p> <ul style="list-style-type: none"> <li>● <b>Mystery of gender gap reversal:</b> Although economics is a social science, it is much more rigorous and quantitative than any other social science, even more rigorous and quantitative than some STEM subjects. There is a huge gender gap in economics learning nationwide, which has become a major challenge for the profession nowadays. Besides the online format built-in advantage for working/studying from home moms, we could not figure out any other underlying reason why our program has single handedly reversed gender gap. Ironically, our econ faculty are male dominated with 2 male contract faculty and 3:2 male-female adjunct ratio. A serious empirical study should be conducted to identify the reasons for this gender reversal, hopefully shedding some light for our future success.</li> <li>● <b>Conjectures:</b> (i) Mesa has more liberal arts programs than STEM programs; (ii) Mesa leadership team is female dominated, setting a role model for female students. Mesa data do show an overall gender gap reversal, but our program gender gap reversal is bigger and don't forget economics is a rigorous and male dominated field.</li> </ul>
<p>Describe the discussion(s) that took place about the unit's learning outcomes assessment data.</p>	<p>Department Outcomes Coordinators (DOCs) facilitate a department wide discussion on learning outcomes data each year during "Outcomes Across Campus". DOC's may helpful in supporting this section.</p>	<ul style="list-style-type: none"> <li>● <b>Broad and constant discussions:</b> Course-level and lesson-specific learning outcomes assessment , as well as program-level learning outcomes assessment leads to a better teaching-learning environment. Our department has constantly engaged in discussions about our learning</li> </ul>

outcomes assessment data. Over a decade, we have established a dynamic digital-interactive assessment mechanism by focusing on “What should students do to demonstrate that they have learned economics?” and, as such, leads instructors to ask, “What and how should we teach to help students achieve our CLOs and PLOs?” We expect that providing students with CLO statements in the syllabus provides direct guidance during course design, helping instructors to decide what and how to teach, as well as how to assess students. CLOs guide students to focus their study more effectively instead of having to guess what instructor wants them to learn. We advocate for a broad and rigorous discussion of CLOs in our department, both to promote wide adoption in economics courses across disciplines and to produce more research on how to maximize the efficacy of our teaching efforts.

- **Successful assessment of CLOs/PLOs:** Our well-designed framework of CLOs certainly helps our students understand and work toward what we expect of them to achieve by providing a learner-centered, effective and interactive teaching-learning environment, which prepare them to thrive and succeed in this rapidly changing world. Our economics program has successfully assessed all CLOs and PLOs in every assessment cycle and we are

		committed to do better by incorporating state of art artificial intelligence technology into our next assessment cycle.
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*Practice Reflection*

Prompt	Guidance	Program Response
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Describe current practices your unit has engaged in that you believe impact the above data trends and equity gaps.	Items to consider: new actions specifically focused on issues of equity, major curricular changes, professional learning, policy or process changes, data-informed unit dialogue, community outreach.	We are concerned that the current in-person teaching mandate to meet the 67% threshold for each instructor rather than for each program or each school may decrease our program’s retention rates, success rates and widen our program equity gaps in the next program review cycle. Eventually, it may adversely impact our program and defeat our hard-won success over a decade. We don’t have data available to verify our concern now. However, based on our faculty first-hand knowledge, we have seen an apparent trend of decreasing students’ enrollments, retention rates, success rates <u>even for those well-scheduled in-person classes</u> since fall 2022.
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What other factors (internal or external) might also impact the above data trends and equity gaps?	Items to consider: legislative changes, fiscal changes, staffing changes, recruitment, hiring, and retention practices.	<ul style="list-style-type: none"> <li>● <b>legislative and fiscal changes: \$3.4 million funding.</b> Public attitudes and policies toward LGBTQ+ individuals and undocumented immigrants have improved substantially in recent decades. Economists are actively shaping the discourse around these policies and contributing to our understanding of the economic lives of LGBTQ and immigrants. The recent \$3.4 million district funding for LGBTQ, Dreamers and undocumented students provides us an opportunity to further study LGBTQ, gender and immigration</li> </ul>
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economics. As the lead-writer of our econ program, I post numerous influential research papers to my online course discussion board about LGBTQ economics, gender economics, as well as immigration economics. We propose to use the funding to conduct a school-wide most up-to-date estimates of the size, location, demographic characteristics, and family structures of LGBTQ, Dreamers and undocumented students at Mesa community College by focusing on enrollments, retention rates, success rates related to variation in sexual orientation, gender identity, as well as ethnic identity.

- **Retention practice:** The pandemic-triggered absenteeism plagued in-person learning and teaching environment. As an individual program, we are not capable to eliminate the negative impact of current one-model-fits-all mandate. However, we believe we could mitigate some adverse impact by helping students to choose a class format which better meets their needs. As a lead writer, I have successfully convinced many of my in-person class students switch to online classes if their family and or career obligations prevent them from making a genuine commitment to in-person learning. This retention practice has significantly improved both in-person and online learning outcomes for the following obvious reason.

In-person teaching and learning involve intensive real-time classroom interactions and missing more than 4 classes will surely result in a failure for a student and it would be too late to switch to online course after 4

absences. Helping those students switch to online format during the first day of class does not reduce our program retention and success rates. Actually, we consider this as a retention practice because it increases our program overall retention rates and success rates by literally retaining those switched students through preventing them from late dropping, therefore, missing the add deadlines to join online class later. This of course, decreases the enrollments of my in-person classes, but their retention rates after the first day class are 100% so far and the attendance rates are over 90% even without attendance check. I am so glad to see that everyone is actively engaged in classroom discussion now and I expect a higher success rate this semester. Based on this successful experiment, We propose a pilot project: “Online or In-Person : Students’ Choice” for our economics program during the next review cycle when new Mesa data become available.

- **Impact of Populism and Identity Politics:** Economic research of populism has incorporated contributions of political science, sociology and cognitive psychology by introducing socio-cultural, beliefs, value and education variables into their models, which is a remarkable breakthrough of classical paradigm. Exploring the social foundation of populism as well as its theoretical origins by focusing on the deepening sociocultural and class conflicts exposed in our society’s identity crisis, seeking to interpret the reasons and impact of political polarization and social cleavages on our students’ population is an imperative

		endeavor now. The goal of this research proposal is to help our students understand the political polarization and social cleavages in our society and better prepare them to survive and succeed in this increasing complex world.
<i>Unit Goals and Action Plans</i>		
Prompt	Guidance	Program Response
Unit Goals	Goals should connect to Data and Practice Reflections. Goals should be Specific, Measurable, Attainable, Relevant, and Time-bound.	Goal 1: Empirical Research: Mesa LGBTQ community Goal 2: Pilot: Online or In-Person : Students Choice Goal 3: Research: Impact of Populism and Identity politics
Mesa2030 Roadmap Strategic Objective (SO) Alignment	Review <a href="#">Mesa2030</a> and the <a href="#">Roadmap to Mesa2030</a> , only link to SO's that your goal clearly and intentionally is meant to contribute to, each goal should link to 1 or more SOs	Goal 1: SO: Evaluate and improve Diversity, Equity, and Inclusion practices in classroom environments, campus activities, departments, schools, and administrative units. SO: Expand and prioritize professional learning experiences for all employees that create parity in outcomes across racial/ethnic groups and all disproportionately impacted groups. Goal 2: SO: Design and promote programs and services that intentionally target a reduction in equity gaps in completion outcomes. SO: Support students' access to resources to mitigate the impact caused by technological and basic needs insecurity. SO: Increase student access and schedule efficiency by coordinating schedules among departments/ disciplines. Goal 3:

		<p>SO: Develop activities, spaces, and programs that support a sense of belonging with a focus on antiracism, historically minoritized groups*, and inclusion.</p> <p>SO: Build a culture of communication that is evidence based, race conscious, institutionally focused, systemically aware, and equity advancing.</p>
Identify specific actions your program/service area will engage in to accomplish this goal.	Examples may include: policy or practice changes; unit initiatives, curricular changes, etc.	<p>Goal 1</p> <ol style="list-style-type: none"> <li>1. Proposal</li> <li>2.</li> </ol> <p>Goal 2</p> <ol style="list-style-type: none"> <li>1. Pilot initiative</li> <li>2.</li> </ol> <p>Goal 3</p> <ol style="list-style-type: none"> <li>1. Research proposal: Might involve some student survey</li> <li>2.</li> </ol>
Does this Action Plan require resources	if yes, complete resource request form	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> Not now.

**Lead Writer and Manager Information**

Lead writer Name(s)	Xiaochuan Song
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Manager Name	Monica Romero
Submission Date of Program Review Draft to Manager for feedback	3/29/2023

Submission Date of Program Review Final Draft to Office of Institutional Effectiveness	3/29/2023
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