

**Institutional Research, Information and Records, Service  
Unit Program Review  
Reporting Period: 2018-2019 through 2020-2021**

**Part 1: Review of Past 3 Years**

**1. Service Unit Outcomes Assessment**

**A. Summarize Assessment results. Highlight successes and areas requiring improvement. Discuss what actions were taken based on the assessment results and any improvements that can be observed.**

IE is responsible for executing institutional reporting and conducting institutional research in support of planning, assessment, and management decisions for Jefferson State Community College. The expected outcomes for IE are:

- Develop reporting resources to inform and facilitate college strategic planning and continuous improvement.
- Provide leadership to support the development of continuous improvement plans to ensure appropriate and coordinated data collection, including academic and administrative program review.
- Fulfill routine and ad-hoc reports by providing information in support of planning, evaluation, and institutional decision making.
- Promote the validity and reliability of institutional data and reporting; and, coordinating reporting of data and responding to information requests from outside the college.
- Provide representation for the college at required state meetings and providing appropriate professional development for all IE personnel to maintain current skills, information, and contacts necessary in performing the functions of IE.
- Provide adequate personnel for IE to perform its mission for the College.
- Provide assistance for research design, questionnaire development and data analysis. Enable others within the institution are able to more effectively and efficiently conduct their own research.
  - In completing various statistical research projects, IE fulfills the mission of supporting faculty and staff. Completing these functions allows the departments/divisions to obtain knowledge to complete appropriate accreditation procedures and decision making.
- Ensure that the College provides accurate and timely reporting to federal, state, and regional agencies. Support ad hoc requests for institutional data.
  - This production of data allows IE to enable the College to complete its mission of being “the most effective community college in Alabama”.
- Supply the official reporting data (internal and external) for the Colleges multiple locations via multiple platforms and mediums for the user and the recipient.

Over the past three years, while lacking staff in the IE department, IE has continuously produced documents and significant data to assist in the planning and decision making of the college. Additionally, during this time frame the IE department has gone through a major system migration adjustment. IE along with the college's IT department conducted a massive in-house batch script update to the college reporting software, Argos.

IE is continuing to look for effective methods to implement to be an even more efficient office. Such methods would be the IE-based ticketing log that will help ensure all data requests and tasks are completed in a timely manner.

**B. If applicable, identify the data regularly collected and or reported as part of program compliance.**

- IE completed the CTE Graduate Placement Rates for the most current year, which is required to fulfill the Institutional Effectiveness Plan.
- IE completed the annual IPEDS survey, which is required for federal compliance purposes for institutions taken part in Title IV funding.
- IE completed the student retention rates per department or division. Previously in IE's history this feat has never been accomplished for all departments, in a universal standard.
- IE reinstated and is now completing the employer satisfaction surveys for the Perkins survey.
- IE continues to complete the Career Tech Survey.
- IE administers several annual or quarterly surveys: Nursing surveys, student opinion/experiences survey, and the employer surveys.
- Annually collects data for each department to support unit reviews.

**2. Analysis (as it relates to progress in achieving unit goals)**

IE completes the analyses of the Nursing surveys, employers' surveys, Career Tech Survey, the student opinion/experiences surveys, and IE's Unit satisfaction survey. IE also completes reports that are mandated via federal, state, and regional to maintain compliance with accreditation agencies and governmental bodies.

- These analyses fulfill the outcome that IE will complete institutional data on students and academic programs which promote the validity and reliability of the data.
- These analyses fulfill the outcome that IE will complete studies on a regular schedule and fulfill ad hoc reporting for decision making purposes.
- IE also participates with research efforts to assist campus colleagues in their duties.
  - IE consulted in the development of the QEP assessment instrument
  - IE researched data for SACS accreditation student outcomes and unit outcomes
  - IE routinely analyzes data per department for statistics on various accreditation reports.

**A. External Conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.**

External factors that contribute to the impact of IE are Covid-19 adjustments, adding external grants proposals, and SACCS compliance. The college made several adjustments in order to fulfill these obligations. The college went to a complete distance education platform while under the Covid-19 restrictions resulting in the IE office working from home. Additionally, the college added two positions, Director of Grants and Director of Assessments to the organization of Institutional Effectiveness. These two departments and personnel have been integrated into IE and the Unit plans to update the outcomes in order to reflect the function of these two areas beginning in 2021-2022.

**B. Internal Conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.**

The internal condition impacting the unit is maintaining efficiency while being short staffed. While continuing to have abundance number of ad hoc requests, federal/state/and local reports, and day-to-day tasks, the IE office was tasked with completing all requests with efficiency. The actions that IE took to overcome this was filling two open positions, IE/IT Office Manager and Research Assistant position. Filling these positions as allowed the IE office to complete all tasks with a faster turn-around.

**Collaboration (internally and externally) – Describe the key collaborative relationships in which your unit is involved. Explain how these partnerships strengthen the unit’s capacity to advance student success and/or enhance the quality of services and programs provided.**

IE is a fundamental department which provides data support to the branches of the College. IE serves all the College community with some form of collaboration. Therefore, developing and maintaining relationships are essential to IE’s success. Without proper feedback, the department could not identify whether the services rendered are meeting the needs of the College.

IE states that “every person, office, entity at Jefferson State Community College and its constituents are the customers of the IE office.” Therefore, IE takes seriously its commitment to work with all representatives within all offices. Likewise, the IE survey instrument is important in obtaining self-study information for the department.

- IE works closely with several departments, such as HR, Financial Aid, and IT to ensure compliance on several state, local, and federal reporting.
- The Dean of IE also maintains relationships at the System Level including personel at the ACCS system office and the IE/IR/IT staff at other colleges in the system.
- The Dean of IE and the Data Analyst regularly attend both the ALAIR and SAIR meetings. The Data Analyst held office in ALAIR for two years. The office of IE benefits from these networking relationships.

**D. Communication – How effectively does information flow from this unit to other units on campus? How does your unit make information available to faculty/staff/students?**

IE has developed effective methods to receive and transmit information to units on campus. One instrument used is the IE main web page. IE requests specific information from multiple offices on campus about the office and its policies. IE then reports this information to other sources and makes it readily available in reports throughout the year.

Information is available to faculty and staff via IE's internal restricted website. Information is available to our students via the fact profile and the College's webpage.

The Office of IE is implementing a ticketing system to help aid in the transmission of data requests to and from the office. It will be piloted in IT and once successful an instance will be granted to IE for use.

### **1. Primary Functions/Primary Purpose/Unit Mission**

**A. Note any changes in your unit's primary functions since the beginning of the review cycle. Describe any changes that might warrant a modification of your mission statement.**

The Office of Grant Development has been organized under the Office of Institutional Effectiveness. Moving forward the mission and outcomes of IE will be updated to reflect this change.

**B. In the past three years, have the functions/services of your unit changed in how directly or indirectly your unit supports student learning? If so, describe in detail.**

IE has evolved its approach to better support student learning.

- The IE department assisted to create a Quality Enhancement Plan (QEP) that focuses on improving student learning, performance, and student success.
- IE developed internal discrepancy reports which allowed an internal check of the flat data files before the data is sent to the state.

Furthermore, IE researched student learning outcomes and assessed the results to assist in evaluating student success. Fundamentally, student learning outcome assessment is determining whether students are learning what we intend for them to learn. IE has evolved its role from solely reporting to analyzing, assessment, and proactive data generation.

### **Goal Progress**

**A. Describe your unit's progress in achieving its goals. Highlight achievements or areas that need continued focus and the evidence to support these claims. Indicate any factors that impacted progress toward achieving a goal.**

IE met the majority of its stated goals. IE will continue to refine its systems and customer service skills to ensure that the goal is met in the upcoming year.

### **ACHIEVEMENTS**

- The Office provided survey assistance/advice to the College community in the areas of QEP survey development, data collection and analysis on several surveys.
- Data was produced for unit reviews.

- Graduation placement rates and success rates were researched and completed.
- IE completed the student retention rates and graduation rate per department and/or division.

**B. Describe the adequacy of resources to achieve goals.**

IE met such goals by filling opened positions; and implementing updated computer and software (ticketing system) to produce needed data to complete its functions. One new computer would assist in achieving goals.

**C. Describe the impact of any resource allocations you have received over the past three years in terms of the effectiveness of your unit.**

In the past year, IE utilized many IE based workshops and training tools, and updated the Argos statistical software. Based on the enhanced knowledge gained from these resources, IE updated its statistical programs. Additionally, IE participated in training on various technology and policies within the state. The training allowed IE to produce needed documents and statistics and it has kept IE up to date on needed state policies and how to use produced data more efficiently.

**Part 2: Implications of Program Review for Developing 3 Year Plan**

**1. Vision and Direction of Unit**

**A. As a result of your evaluation, what direction do you see your unit taking in the next three years?**

IE must prioritize its research and analysis to ensure institutional effectiveness. IE's research and analysis should provide valid and reliable data to help the College identify and respond to emerging trends in enrollment and student learning outcomes. I anticipate the IE office becoming more connected with end users. By adding more training and outreach options for our end users our office will continue to progress.

**B. Are there any anticipated conditions or trends that might impact the unit?**

Reporting requirements continue to get more in-depth and detailed. IE must remain innovative to ensure all requirements are being met and accomplished.

The 10year SACSCOC reaffirmation will be included in the next three year cycle. This will put an additional stress on the office, both from external stakeholders as well as internally as the Dean of IE will become less accessible to the staff. It will be important for the Dean to provide preparation, training and support to the office staff prior to the reaffirmation so that they may function confidently in her absence.

**C. What changes in collaborative relationships are needed to make this unit more effective in its missions?**

IE mission states that its purpose is to conduct "institutional reporting". IE has been communicating to its various internal customers that the data it reports is the College's not solely IE's. It has been communicating that IE's job is to maintain the accuracy of the

data, communicate its validity, facilitate its change, if need be, and report it. IE must continue to convince its internal constituents that the only way IE can report effectively is with their help. IE aspires that the College and its staff “buy-in” to this philosophy. This can only impact the College positively.

**D. Identify any areas where communication could be improved.**

IE would like to foster more communication and training with end users. External constituents continue to be reticent of communicating with the office of IE about data and data needs. The Director of Assessment and Learning should provide one solution to the gap by providing more consistent access to the IE office as well as additional training for end users with their data.

**E. Describe the feasibility of making the plan you have outlined a reality. What are the resources or support needed? What challenges do you anticipate?**

**Realistic plans for improving the area**

- IE foresees this plan as feasible. IE tracks those professional relationships that take additional care. Since customer relationship is a goal within IE, creating a broad-based understanding of the importance of our data requests and how the data is used by the College is an objective.
- IE has begun working on innovative way to connect with end users, such as workshops, and webinars.
- IE would like to continue to improve our Fall Facts publication data.
- IE would like to make its website more accessible to the public to broadly disseminate more data.

**Part 3: Evidence of Staff Participation in Program Review**

**1. Describe how the unit staff participated in the program review process. Include specific dates for meetings held or activities conducted.**

Annually, the staff discusses the Program Review. On a weekly basis, the IE Department meet to make changes and/or work on updating or revising outdated surveys and instruments

**2. Attach advisory committee minutes (if applicable) and list of members. Describe any changes made in the unit as a result of input from the advisory committee.**

**3. List names and titles of all participants in this program review**

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