Institutional Effectiveness Committee Meeting Minutes
May 17, 2023
10-11:30 am

Attendees
Allegra Modlin, Dr. Buchanan, Beth Townsend, Dr. Townsend, Emily Buchanan, Hunter Ashworth, Larry Coleman, Lisa Cooley, Dr. Mathis (Chair), Dr. Pamela Senegal, Rosalind Cross, Dr. Stone-Moye.

Welcome

Approval of meeting minutes
Approved meeting minutes from 3/24/2023. A motion was made by Lisa Cooley to approve the minutes as written and seconded by Rosalind Cross. The minutes were approved by the committee unanimously.

Strategic Implementation Plan
Dr. Mathis prompted a conversation regarding objectives that would be included in the strategic implementation plan. The format of the strategic implementation plan has been changed to make it easier to read and understand. Including columns for target, data source, baseline data, assessment results, and primary responsible person. The primary responsible person will serve as the champion and motivator for the objectives, but will work with the entire college to achieve the target.

It is time to collect data for year 1 of the implementation plan. Data will be collected from responsible parties and filled in appropriately. The second section is where we should be setting baselines (22-23). These will be implemented next year.

Year 3 baseline setting/Year 4 implementation is where we need to work. We need to clarify data sources and potential targets for this set of objectives. We added an additional objective to the prior year. That has been added and needs to be clarified as well.

Dr. Senegal suggested we track the number of third-party payers. Alternatively, we could try to track increases in pay associated with credential completion. Dr. Senegal suggested that tracking third-party payers would be easier. Increased pay would have to be self-reported, whereas third-party payers could be pulled from colleague. The other advantage is in-state tuition would be assessed since employers are located in the service area.

Dr. Stone-Moye suggested we also think about tracking scholarships sponsored by a business. Beth clarified that these scholarships wouldn't really work, since direct scholarship awards make the donation non- tax deductible. Also, wouldn't work well for dependents. Senegal suggested we might use this as a marketing tool, communicating with industry partners the availability of this type of third-party payments.

Dr. Buchanan said we need to get some idea of what the baseline is we would be working with. Beth wondered if we had any information right off-hand. McDonalds is one. Dr. Buchanan has asked Jody to put together a list and put together a survey to chamber members, Dr. Senegal suggested we survey Caswell County Chamber as well. Now that we have identified the source, we can figure out the baseline and set a target for 24-25 year implementation. Seems like we are on the right track.

Larry suggested since this seems to be a situation where employers may be unaware, should we give ourselves credit for engagements with employers to reach out and educate them about this possibility. Number of contacts or engagements… generate some excitement. Beth and Dr. Mathis agreed. Beth recommended a lunch event. Dr. Mathis said this may have to be tracked manually, Larry suggested Jim may be able to set-up a SharePoint portal to log information. Not sure where Jim is in this project. Dr. Senegal wondered if the CRM Dr. Stone Moye's department is considering would allow this type of tracking. Dr. Buchanan said she thought it should, based on her experience. She will share contact information on this with Dr. Stone Moye.

Dr. Mathis summarized that we agreed to get rid of the scholarships idea since this isn't a great metric, and keep the other 2, number of third-party tuition payments, and number of engagements. We are going to wait to set a specific target until we see how the baseline shakes out.

Next we need to discuss baseline setting for the list of objectives for 23-24. Dr. Senegal questioned whether the first objective should be separated into 2 objectives. Dr. Mathis said this one was written as one objective. Larry mentioned Follett Access program feeds nicely into this data, and Dr. Mathis said this was why this objective was included (since we are already doing it). Larry said our total cost is already one of the lowest, but the business office can work on cost savings for students. Dr. Senegal agreed but cautioned that we make sure students are well informed of the details of the program. Walter has some data on the total cost to students with a variety of variables. Larry said we need to track opt out rates as well, or students who try to opt out too late. Dr. Buchanan said advisors play an important role, but many students aren't going to advisors. May need some messaging shred between advising and faculty.

Allegra mentioned some students may prefer to opt out due to their needs (e.g. prefer print book). Dr. Buchanan mentioned other things being done to lower the cost to students, VDI, etc. Dr. Townsend found $975 per student in the catalog, but no one knew where it came from. He stressed the need to benchmark the data/data sources going forward. Dr. Stone-Moye said the number came from the net calculator (financial aid). It needs to be updated with Follett. Agreed to use the $975 from the catalog and track the average after Follett is implemented. Dr. Senegal asked if we track use of OER texts. It's included when classes are built but is not in a tracking report anywhere. The overall cost for Follett may increase above the $19 per credit hour, depending on how many faculty shift from OER to another text. The price changes every year. Dr. Senegal suggested we compare ourselves to peers. Dr. Buchanan said we could check 5 peer colleges and the information should be ready available as its required by SACSCOC.

Additional Follett variables will be tracked by Administrative Services as a way of evaluating Follett program.

Scheduled QM review or internal review of courses. Dr. Buchanan pays stipends to have faculty review courses regularly, but no idea how many. We don't need the data today, but Dr. Buchanan can get it during the baseline year.

In terms of developing standard advising protocols, Cooley suggested we may use Keep the PACE data for this one. Allegra says the sources of data are on track. 2-year PPG are almost done, 3-year guides will be done next. May use the Returning Student Knowledge Assessment to assess these data. PPG are available to all students, but Allegra can only track QEP students who utilize the Pacer Advising Center. Might also use the Advising Session summary where advisors complete a checklist and could indicate whether students have been provided a PPG.

[Dr. Buchanan] Deans and admins have completed all programs of study, including certificates and diplomas as well. Should be finished today. Need to be uploaded or shared. Once all are done, Allegra will upload them but Dr. Buchanan said her team will help.

Dr. Mathis asked about the target, since 2-year plans are done, should we change the target to include 3yr and 4 yr. plans. Allegra wants to know the data on time to completion, to ascertain if 4yr plans are necessary. Dr. Senegal asked about self-service, does it lay out a plan for completion, or just a list of courses remaining. Allegra said it's just a list.

Dr. Senegal said most of our students are part-time, so there is a need for 4-year plans. She urged us to find a technology-based solution to cut down on work. Dr. Stone-Moye agreed that most of our students will need more time to complete. There are IPEDS data, but that only

includes full-time students, so it is not helpful for this. We can pull the data ourselves but will need to agree on a definition of part-time, or how to disaggregate the data.

We have 2 potential targets, some number of 3- and 4-year PPGs created, and some number of PPGs given to students assessed using the Advising Session Summary Report. Allegra concurred. Returning Student Knowledge Assessment removed as a data source. Dr. Senegal asked if that was the baseline.

Retention and credit for prior learning, Dr. Buchanan shared that Beth created a webpage (like Vance-Granville) to make CPL policy available and transparent, especially with focus on adult learners. Dr. Stone Moye concurs. Beth shared a link to the new page created. Dr. Buchanan wants to shift the language to remove the word policy, which is not changing. Instead, maintain and add to the crosswalk and keep it updated, using the new webpage as the data source. Dr. Stone Moye said that Vance-Granville has a date approved column to keep track of when it is approved.

Dr. Buchanan suggested we include a target related to instruction's work on streamlining programs to reduce the number of required credit hours. Curriculum committee Priority for review should be those with credit hours above 65, and work down. Dr. Buchanan suggested looking at this during PAO, but Dr. Mathis pointed out that it is not a part of the outcomes being tracked. Dr. Buchanan suggested this may change. Dr. Townsend agreed and added that looking at overall time to completion could/should be measured as well.

Dr. Buchanan said we should think about including something around getting student through their gateway math and English. That is tied to successful retention and completion. Allegra concurs, from an advising standpoint math and English in year 1 is critical. Added a target on this, focus should be on both admission and advising. Informer report could be used to pull data.

Cooley suggested we have a lot to address completion, but what about retention. The SO data incorporates fall-to-fall retention. Dr. Townsend suggested we use local data, create a power BI dashboard to show this data, fall-to-fall and fall-to-spring.

On most of these we are going to wait until we determine baselines to set a particular target.

Hunter suggested we think about the primary responsible person, to include admissions, advising, and maybe ORIE. Dr. Mathis requested we leave it as 1 person to spearhead the efforts and pull everyone together to make things happen.

The next item was creating a facility master plan. This was already started, so we added this to the implementation plan, to track changes as they are made according to the priorities set by Dr. Senegal and EC. Larry suggested we may not meet this goal due to funding. We need to track it so we can show that where we made changes and where we could not make changes due to funding. Dr. Senegal added that we need to think through facility utilization, especially as it relates to an increase in hyflex classes. Dr. Buchanan added comments about where we have found and repurposed spaces, for things like taxidermy and other new programs. Dr. Senegal reminded folks that just because a class is assigned a space that doesn't mean it's being used. We need to track attendance, who is online, who is in the room, etc. to really assess utilization. The utilization report doesn't provide those details, it is misrepresenting the data. There is value in tracking attendance for the entire duration of the class, not just the first 10%. Larry if responsible party for this objective.

Objective 1, commit to the recruitment and retention of diversified, qualified personnel has no real targets yet, but we have listed the PACE survey data as a possible source, and Cooley suggested we think about using the OCR report that comes out of Larry's division. Larry suggested we need to make sure our applicant pool needs to reflect our area. Where are we advertising. Dr. Senegal asked if NeoGov tracks that data, and Larry answered we can track using NeoGov. PACE survey will be readministered in the fall, but this is only every three years. We will use 2020 as the baseline, and 2023 as the first data point. Do we need to make a commitment to advertise in new places to diversify the applicant pool. Dr. Buchanan said we need to be intentional about this.

Dr. Mathis said maybe these are related and maybe advertising is a tactic to achieve the other two targets. It was decided to remove the advertising goal as an internal tactic. Dr. Townsend agreed with this and asked about adding a target to get the retention piece, potlucks, affinity groups, all the other things we are doing to shift the climate. Larry suggested that these things are tactics to make people feel a part of things, and he'd like to see a target tracking year over year retention outright. This data will come from Larry's quarterly HR metric report.

If we are using the PACE survey, we need to identify what we are trying to improve among all the bits and pieces of those data reports. SAO reports may provide some targets as we revise those. Dr. Mathis will reshare the PACE data so folks can review before the next meeting.

Hunter said we are addressing recruitment of diversified folks, but nothing specific about diversity in the retention piece. The thoughts are that since we are recruiting diverse folks, we want to retain all of them, so we don't need to disaggregate that at this point. Larry will be the point person on this one.

Objective 4, develop expectations for a positive environment stressing diversity, equity, and inclusion for all students and employees, was discussed relative to increasing committee functionality, and the PACE survey again. Larry said he thought cross-sectionality or interlinking among the committees might help improve this. Dr. Senegal suggested we use professional development offerings related to this objective, and who is attending. We are already tracking this information. Larry said we could publish a calendar of events. Dr. Senegal said that is the denominator, but we need to know who is attending to really see the value. What are we offering and who is attending are the two data points that we want to see increased. Dr. Buchanan said she was very happy with the number of people attending Dr. Townsend's events. She suggested that she thinks we will be pleased with the baseline data to start with, but there are always ways to improve. Dr. Senegal suggested we need to include students in this as well. Maybe the student satisfaction survey could provide some data (Dr. Stone-Moye). Dr. Senegal said at the end of the day, we aren't trying to just make ourselves feel better, but to better serve our students.

Committee functionality is in the table from last meeting, do we need to keep it? It's important for the college, but do we want it here? Leave this question until next time.

For the next meeting, think about PACE survey and how do we get students' input. Dr. Mathis said that the SSS doesn't address climate. Dr. Buchanan reminded us that the SSS doesn't have a great response rate, which is why we are moving to the POS options next year. Dr. Stone-Moye said she thinks we need to be more intentional; graduation survey and Needs Assessment have better response rates because we have that intentionality. Dr. Buchanan said if the SSS doesn't assess climate, we need to add that in next year.

What are the new questions, and to whose service survey they should be added. Dr. Mathis suggested maybe the graduation survey, but Dr. Stone-Moye and Dr. Senegal said that is too late.

Adjournment
Meeting was adjourned at 11:51 am.
As recorded by Dr. Michele Mathis