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Haverford College
Institutional Effectiveness Committee (IEC)
2021-22 Agenda

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IEC Charge
Reporting directly to the President, the Institutional Effectiveness Committee (IEC) is chaired by the Associate Provost for Curricular Development and Research. The co-vice-chairs are the Chief of Staff and Director of Institutional Research. Institutional representation is reflective of the year's agenda, and appointments are made annually based on project working groups. The function of the IEC is to take an institutional view of assessment processes at the College and to support institutional improvement. The IEC oversees the systems of assessment for student learning and institutional effectiveness, and forwards cross-functional initiatives to help the College meet its near- and long-term institutional goals, as articulated by the President and Senior Staff. The committee functions as a visible structure for the summary, documentation, and communication of assessment efforts at the College.

IEC Leadership Team 2021-22
Helen White, Associate Provost for Curricular Development and Research, IEC Chair
Cathy Fennell, Director of Institutional Research, IEC Co-Vice Chair
Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

The IEC leadership team will meet regularly to coordinate, support, and monitor the activities of individual IEC working groups. The IEC Working Groups will convene as their projects dictate. Each includes a designated Chair, and a member of IEC leadership. All Working Groups are encouraged to involve and consult others as appropriate.

WG1: Strategic Planning Assessment
Chair: Laura McGrane
IEC Representative/CoChair: Jesse Lytle
Members: Franklyn Cantor (President's Office), Megan Fitch (IITS/DSC), Chris Mills (Communications), Alex Molot (Institutional Advancement)

Year 1 (2021-22) Deliverables
- College mission statement revision
- Coordinate with Strategic Planning Task Forces the articulation and creation of data-driven outcomes and assessment processes in their vision work, specifically:
  - Identification of metrics that reflect the impact of initiatives borne by the Strategic Plan, and data collection mechanisms

- ○ Identification of new data collection practices that may enhance Strategic Planning in its development stage
- Developing in consultation with WG5 key tools that align Strategic Planning outcomes, assessment and metrics with broader data collection
- Coordinate with Communications and Institutional Advancement where data or assessment models may convey impact and support relationship development around process or key initiatives

Year 2 (2022-23) Deliverables
- Finalization of Strategic Plan metrics and data collection mechanisms.
- An internal platform to support, monitor, assess implementation of the Strategic Plan
- High-level, outward facing tools/dashboard for the key components of the plan to communicate initiatives to public constituencies

WG 2: Student Academic Advising
CoChairs: Kelly Wilcox and John McKnight
IEC Representative/CoChair: Helen White
Members: Darin Hayton (ECC Chair), Kevin Iglesias (IR), Jim Keane (Registrar/Provost Office), Anthony Machamer (IITS), Alex Norquist (CSSP Chair), TBA (Advising Deans), TBA (CCPA), TBA (Student Representatives)

This group will focus on pre-major student advising, including assessment of both faculty/staff advisors and advising deans,with the acknowledgement that this has important connections with major advising.

Year 1 (2021-22) Deliverables
- External scan of current advising best/better practices
  - ○ Leveraging of alumni networks for career guidance
- Establish goals for students and the advising system
- Planning for how the advising structure will utilize Maxient and/or future information systems/data integration (e.g. BIONIC successor)
- Identification of appropriate metrics (connects to DAPs/Dashboards), identifying missing data, and initiating data collection mechanisms where appropriate

Year 2 (2022-23) Deliverables
- Refined implementation of new advising structure
  - ○ Including support for and training of advisors (including faculty)
- Assessment protocols for advisors and advisees
- Continued development of data collection mechanisms and refinement of advising-related KPI for Student Affairs dashboard

WG3: Student Success
Co-Chairs: Kevin Iglesias and John McKnight
IEC Representative: Helen White
Members: Brian Cuzzolina (OAR), Megan Fitch (DSC Chair), Norm Jones (CDO/DEI), Jess Lord (Admissions), Alex Norquist (CSSP Chair), Lauren Portnoy (IA)

Year 1 (2021-22) Deliverables
Definition of student success
- Articulate Haverford's definition of student success. Consider data to assess student success - belonging, retention, graduation rate (disaggregated by group), co-curricular activities e.g. athletics, work study, research, summer activities (MSCHE Standard IV)
- Recognize and align definitions of success within the three levels:
  - Institutional
  - Divisional (Student Affairs & Academic Affairs)
  - Departmental
- Review existing structures in meeting these needs
- Initial articulation of goals and objectives related to student success
- Review existing and identify potential Student Success metrics for Student Affairs/Academic Affairs dashboards, identifying missing data and initiating data collection mechanisms where appropriate.

Year 2 (2022-23) Deliverables
Evolving/Improving Foundations for student success (outside of Advising, separate WG)
- Visible and accessible support structures and resources e.g. tutoring, mentoring, Chesick, addressing problematic interactions with faculty (MSCHE Standard IV)
- Visible and accessible social opportunities (organization of social events, creation/repurposing of spaces connected to student identities and interests)
- Other Aspects to consider: Social Honor Code; Financial supports (e.g. LIFTFAR)
- Revision to relevant DAP goals, objectives, metrics (student outcomes components)
- Continued development of data collection mechanisms and refinement of Student Affairs/Academic Affairs Division dashboards

Year 3 (2023-24) Deliverables
- Student Success Data Plan including data governance, data structures, and data delivery
- Articulation of assessment strategy
- Strategic Assessment of Student Success across departments via DAP reporting
- Refined student success metrics within Student Affairs and Academic Affairs Division Dashboards
- Consolidation of student outcomes/success on web
  - Including Institutional Student Success Dashboard

WG4: Employee Experience and Diversity, Equity & Inclusion
CoChairs: Norm Jones (CDO/DEI) and Ben Le (Associate Provost)
IEC Representative: Cathy Fennell
Members: Marta Bartholomew (Provost's Office); Craig Borowiak (FAPC Chair) and Laura Been (Junior FAPC Representative); Muriel Brisbon (Human Resources); Franklyn Cantor (President's Office); Megan Fitch (IITS/DSC); Erin Haughee, Julie Miller, and Bruce Bumbarger (Staff Association Representatives); Kevin Iglesias (IR)

Year 1 (2021-22) Deliverables
- Diversity, Equity & Inclusion
  - Identification of appropriate College-level DEI metrics for initial Division Dashboard/DAP, identifying missing data, and initiating data collection mechanisms where appropriate.
  - Identify and prioritize internal data compilations of disaggregated data for racial equity
    - Initiate data collection mechanisms, where appropriate.
    - Produce initial data visualizations
  - Improve transparency of Employee and Student demographics

- Employee Experience
  - Definition of faculty & staff satisfaction and success
    - include aspects of service (Committee and otherwise) and expectations for advancing analytical/data skills to support Institutional Data Culture
  - Deploy, assess, and report on a campus climate survey (inclusive of students)
  - Human Resources study of patterns in retention by employee group, including disaggregation for racial equity
    - Include review/development of Workday report for ongoing monitoring
  - Improve transparency about decision authority and accountability at the College
    - conduct a review of the governance website and connected divisional material for the consistent articulation and publication of governance group purpose, charge, individuals involved, and the publication of end of year (or periodic) reports to the College community
    - identify gaps, overlaps, and opportunities for clarity

Year 2 (2022-23) Deliverables
- Continued development of data collection mechanisms and refinement of DEI Division dashboard.
- Assessment of job satisfaction and success

- Recommendations for improved support (e.g. professional development to build data & analytical capacity, mentoring, childcare)
- Review of performance evaluation systems and connections to salary increase
- Develop mechanism for tracking service assignments for faculty and staff (eligibility, time, compensation/release time equity, outcomes/contributions to institution)
  - Consider Workday talent module

WG5: Institutional Data Culture & Assessment *in collaboration with Data Stewardship Council (DSC)*
CoChairs: Jesse Lytle and Megan Fitch
IEC Representative/CoChair: Cathy Fennell
Members: Terri Albertson (Finance); Mike Casel (Investments); Spencer Golden (IITS); Darin Hayton (ECC Chair); Kevin Iglesias (IR); Norm Jones (CDO/DEI); Tessa Kahley (Human Resources); Jim Keane and Marta Barthomemew (Provost's Office); Jess Lord (Admission/Financial Aid); John McKnight (Student Affairs); Chris Mills (Communications); Helen White, Ben Le, Laura McGrane (Associate Provosts); Diane Wilder (IA);

Year 1 (2021-22) Deliverables
- Division dashboard inventory and stewardship
  - Support Division leadership in revisiting existing dashboards, identifying missing data and initiating data collection mechanisms where appropriate, including peer benchmarking of data points where helpful.
  - Division leaders include KPI in revised FY23 Division Planning DAPs submitted with budget request
  - Preliminary Division Dashboards shared with Board, tentatively for February/April 2022 meeting.
- Articulation of divisional punch lists of data collection and data integration issues which, if resolved, would improve operational efficiency.
  - Conduct conversations with members of each Division
  - Prepare inventory for EDUG and IITS, as results could contribute to data warehouse-related preparations.
- 5-year review on IE system/DAP effectiveness
  - Connections to budget and resource allocation
  - Connections to performance evaluation
- 5-year review on Academic Assessment/DAP effectiveness
  - Attention to General Education Assessment, connecting learning goals to student success across departments (MSCHE Standards III and V). Connections to budget.

- How results are synthesized (including use of Tableau) and can be discussed to make change.
- Assessment of related structures and functions (ECC, chairs, responsibilities, delegation)

Year 2 (2022-23) Deliverables
- Continued KPI development/refinement and connection to Division DAPs
  - Further refine data collection mechanisms, where appropriate
  - Refined Division Dashboards shared with Board (annually)
- Improve current policies, processes, and structures (overlap with DSC data governance and HR)
- Identify necessary skill building, tool acquisition, and infrastructure development to promote the use of data in decision making
  - HR Review of position descriptions for appropriate levels of data literacy

Year 3 (2023-24) Deliverables
- Roll out adjusted processes supporting the use of data for program improvement
- Assessment/reflection of the roll out, accountability
  - Review of Annual Division Dashboards for Board
  - Chief Planning Officer DAP results
  - DSC end of year report