

Haverford College
Institutional Effectiveness Committee (IEC)
Year End Report
2022-23

Helen White, Professor of Chemistry and Environmental Studies, Associate Provost, IEC Chair
Cathy Fennell, Director of Institutional Research, IEC Co-Vice Chair
Jesse Lytle, Vice President and Chief of Staff, IEC Co-Vice Chair

WG1: Strategic Planning Assessment

Chair: Laura McGrane

IEC Representatives/Co-Chairs: Jesse Lytle and Cathy Fennell

Year 2 (2022-23) Deliverables

- Coordinate with the Strategic Planning Steering Committee the final articulation of data-driven outcomes and assessment processes aligned with the Strategic Plan
 - Identify the metrics that reflect the impact of initiatives borne by the Strategic Plan, and data collection mechanisms
 - Implementation Committee 2030 in process of formation
 - [Implementation website](#) begun with action items
 - Development & Scoping across many of the Action Areas has already begun and will occur on different timelines across each initiative. For every Action Area, lead teams will be assigned to develop, coordinate, and report out on initiatives, ensuring that appropriate infrastructure and operational support are in place. This will include development of KPIs at the initiative level which will inform plan- and/or institutional-level KPIs.
- Develop operational models for
 - An internal platform to support, monitor, assess implementation of the Strategic Plan
 - Strategic plan metrics will be shared internally via the capacities of the EAB Edify data infrastructure enhancement as relevant systems are integrated in this multi-year project.
 - High-level, outward facing tools/dashboard for the key components of the plan to communicate initiatives to public constituencies
 - Progress reporting to external stakeholders will be embedded within the [Implementation website](#)
 - The Final page of [Strategic Plan 3.0](#) includes anticipated metrics

WG3: Inclusive Student Success

Co-Chairs: Kevin Iglesias and John McKnight

IEC Representative: Helen White

Members: Brian Cuzzolina (OAR), Megan Fitch (Data Leadership Group), Nikki Young (IDEA), Jess Lord (Admissions), Lauren Portnoy (IA)

Year 2 (2022-23) Deliverables

Evolving/Improving Foundations for student success (outside of Advising, separate initiative)

- Confirm student success criteria for the definition of inclusive student success, including goals and objectives and align definitions of success within the three levels: Institutional; Divisional (Student Affairs & Academic Affairs); Departmental
 - Working groups that define the components of student success were formed:
 - Academic Excellence
 - Health and Wellness
 - Life after Haverford
 - Identity Exploration and Development
 - Within these working groups, criteria were identified and linked to potential assessment metrics (where possible).
- Revise/develop/document the data collection mechanisms for the identified student success criteria, such as the Campus Climate Survey, academic performance data, student surveys, DAPs.
 - With the development of divisional KPI and their associated dashboards, data collection processes and crosswalks will be revised/created in order to support localized collection and analysis.
- Undertake a review of the associated existing structures (academic, co-curricular, campus culture/belonging, financial supports), including their visibility and accessibility.
 - Academic includes tutoring, mentoring, Chesick, addressing problematic interactions with faculty
 - Multiple faculty and staff members were trained in restorative practice through an initiative led by Jill Stauffer, Associate Professor and Director of Peace, Justice, and Human Rights.
 - This training in restorative practices offers facilitated conversations that center restoring right relations between individuals and between individuals and the Haverford community, including between students and faculty.
 - Co-curricular includes organization of social events, creation/repurposing of spaces connected to student identities and interests.
- Revise relevant Division/Department DAP goals, objectives, metrics (student outcomes components)
 - Relevant Divisions, and their respective departments, have begun to identify and develop appropriate student learning goals.

- Additionally, assessment mechanisms/processes in order to evaluate SLO completion/impact are being developed in conjunction with the design of comprehensive assessment plans.
- Further guidance/training/support is available through IR and departmental SME's
- Continued development of Student Affairs/Academic Affairs Division dashboards
 - Ongoing work with KPI development as well as the launch of new strategic plan will provide space for the designation of appropriate core metrics and dashboards for relevant divisions/departments
- Given the launching of Haverford's new strategic plan, which elevates many of the Year 3 deliverables, work within this group will continue within the distinct divisions/departments with IR serving as a liaison between Student Affairs; Academic Affairs; IA and other relevant departments.

2022-23 Notes:

WG 2: Student Academic Advising -- transferred from the IEC to a Dean/Provost Collaboration (Dean's Office: Kelly Wilcox; Provost's Office: Ben Le, Helen White).

WG4: Employee Experience and Diversity, Equity & Inclusion--transferred from the IEC to a collaboration between the Offices of the Provost and Institutional Diversity, Equity and Access (Provost's Office: Ben Le; IDEA: Nikki Young).

WG5: Institutional Data Culture & Assessment *in collaboration with Data Stewardship Council (DSC)* -- transferred year 2 activities to the Data Leadership Group and the Provost's Office.