



Hostos Community
College

INSTITUTIONAL RESEARCH AND ASSESSMENT COUNCIL JOINT RETREAT 2016

ILLUMINATING THE DARK SIDE

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**OFFICE OF INSTITUTIONAL RESEARCH AND
STUDENT ASSESSMENT (OIRSA)**

illuminating the dark side:

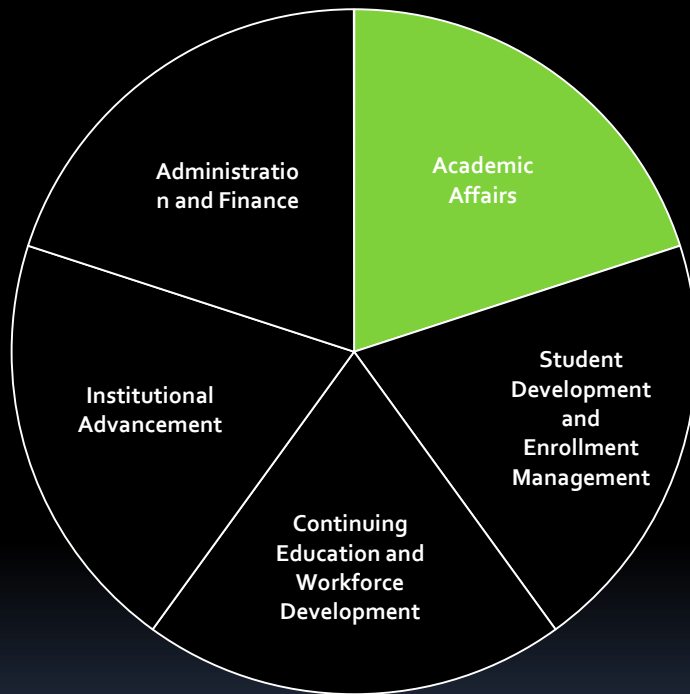
Non-Academic Program Review
at Hostos

o l d A P R M o d e l
p r o b l e m s
n e e d s
N e w a p r m o d e l
c o n c l u s i o n s

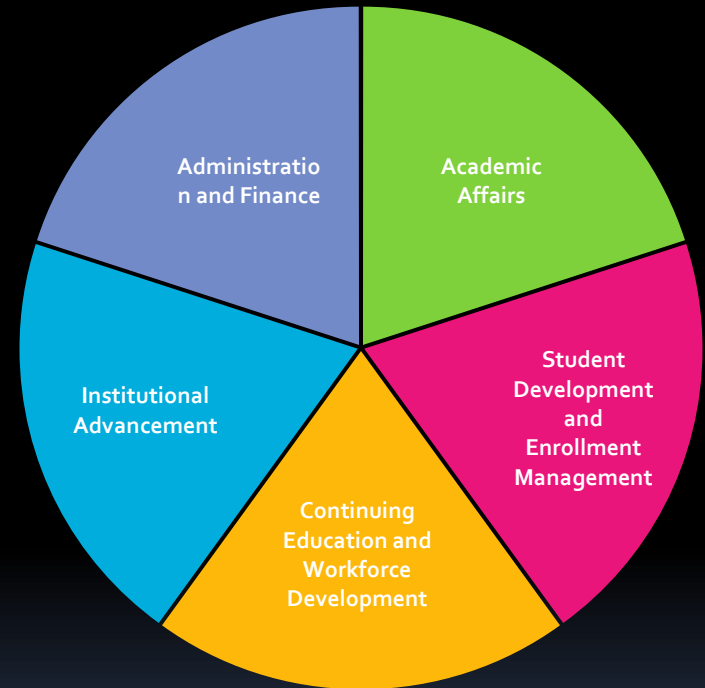
PRESENTATION OVERVIEW

old APR Model

College Divisions at Hostos Community College that Underwent Review in the Past



College Divisions at Hostos Community College



The Missing Piece(s)

Academic Program Review (APR)

- A study of program effectiveness that goes beyond the assessment of student learning to examine:
 - administrative effectiveness,
 - relevance of course offerings to industry standards,
 - instructional and student support services, and
 - adequacy of faculty and staff.

Non-Academic Program Review (Non-APR)

- A study of individual offices, programs, or initiatives that are not specifically academic in nature to assess:
 - operational effectiveness and efficiency;
 - direct or indirect impact on student success; and
 - adequacy of staff and resources.

APR vs. Non-APR

Phases of Non-APR Process

Self-Study
Phase

External Review
Phase

Implementation
Phase

Non-APR in a Nutshell

- The self-study phase of Non-APR commences once the divisional VPs formally charge the directors of the programs/offices (slated to undergo review) to begin the process. This phase allows programs and offices to examine their own internal operations and outcomes. This self-reflective process culminates in a report that covers several components:
 - Program/Office Overview
 - Program/Office, Mission, Goals, and Objectives
 - Changes/Improvements Since Last Review (if applicable)
 - External Partnerships and Collaborations
 - Outcomes Assessment
 - Customer Analysis
 - Personnel, Facilities, and Resources
 - SWOT Analysis
 - Future Directions and Recommendations

Self-Study Phase

- External reviews provide a review of each program/office from a different perspective and allow for a well-rounded and comprehensive review
 - Each program/office director identifies 2 or 3 potential reviewers (who are external to the college); the divisional VPs make the final selection of an external reviewer
 - An external reviewer(s) is invited to review the self-study report and related documents and materials
 - Conduct a site visit and prepares a report that may include recommendations

External Review Phase

- The implementation phase is the program/office's opportunity to identify recommendations from the self-study and from the external review and implement appropriate and feasible changes to improve program/office outcomes.
- Implementation of recommendations can depend on:
 - **Time:** short-term versus long-term
 - **Oversight:**
 - can be implemented by the program independently
 - requires collaboration between offices, programs, or divisions
 - requires the intervention and/or assistance of a higher authority (e.g., Provost, President)
 - **Budgetary Requirements:**
 - funding sources may be needed to implement the recommendation
- Implementation of Non-APR recommendations are made by the office or program in consultation with the division V.P.

Implementation Phase

Division	Unit	2013- 2014	2014- 2015	2015- 2016	2016- 2017*	2017- 2018	2018- 2019	2019- 2020	2020- 2021	2021- 2022**	2022- 2023	2023- 2024
CEWD	High Equivalency Programs					S	E	I			S	E
	ESL Programs			S	E	I			S	E	I	
	Allied Healthcare Certificate Programs		S	E	I			S	E	I		
	Professional Development & Certificate Programs and Classes			S	E	I			S	E	I	
	Nonprofit Management Certificate Programs			S	E	I			S	E	I	
	Personal Enrichment and Children's Programs				S	E	I			S	E	I
	CUNY Language Immersion Program (CLIP)	S	E	I			S	E	I			
	CUNY Start	S	E	I			S	E	I			
	Liberty Partnership				S	E	I			S	E	I
	ATTAIN Lab					S	E	I			S	E
	Work Incentive Planning & Assistance Program (WIPA)	S	E	I			S	E	I			
	The Allied Health Career Pipeline Program		S	E	I			S	E	I		
	Jobs-Plus		S	E	I			S	E	I		
	CUNY CareerPATH		S	E	I			S	E	I		
	Career Services			S	E	I			S	E	I	

The Review Calendar for One of Four Divisions

PRoBLEMS

Non-Academic Program Reviews Undergone since AY2013-2014

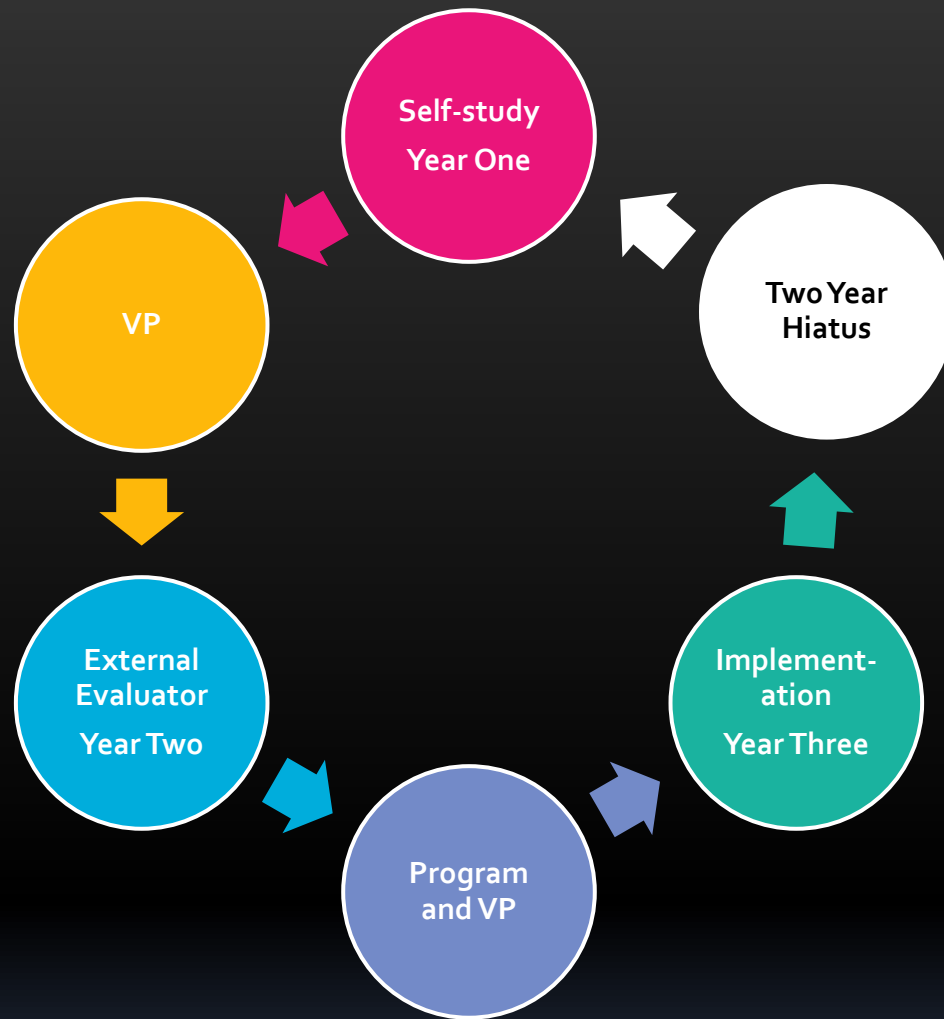
Academic Year	Division	Program(s)/Unit(s)		
AY2013-2014	ADM	Human Resources	Completed	N/A
	CEWD	CUNY Language Immersion Program (CLIP)	Completed	In Progress
		CUNY Start	Completed	In Progress
		Work Incentive Planning & Assistance Program (WIPA)	Completed	In Progress
	IAD	Alumni Relations Office	Completed	In Progress
	SDEM	Athletics & Recreation	Completed	In Progress
		Children's Center	Completed	In Progress
		Student Success Coaches Unit	Completed	In Progress
		Registrar's Office	Postponed	N/A
AY2014-2015 (Current Year)	ADM	Bursar's Office	Delayed	N/A
		Business Office	Delayed	
	CEWD	Allied Healthcare Certificate Programs (BX)	In Progress	
		Allied Healthcare Certificate Programs (CITH)	In Progress	
		The Allied Health Career Pipeline Program (HPOG)	In Progress	
		CUNY CareerPATH	In Progress	
		Jobs-Plus	Postponed	
	IAD	Office of Communications	In Progress	
	SDEM	Counseling Services	In Progress	
		Wellness Services (& Health)	In Progress	
		Registrar's Office	Not Started	
		Transfer Services	In Progress	

PROGRESS ONE YEAR INTO THE CYCLE

The Program Offices:



FIVE YEAR LOOK BACK



The Old Cycle



TWO-YEAR HIATUS

ONE SIZE
FITS:

ALL

MOST

SOME

OVERWHELMING, MEGO SET IN

WASN'T LOOKED AT AGAIN

CONTINUOUS IMPROVEMENT WASN'T EFFECTED

PROBLEMS

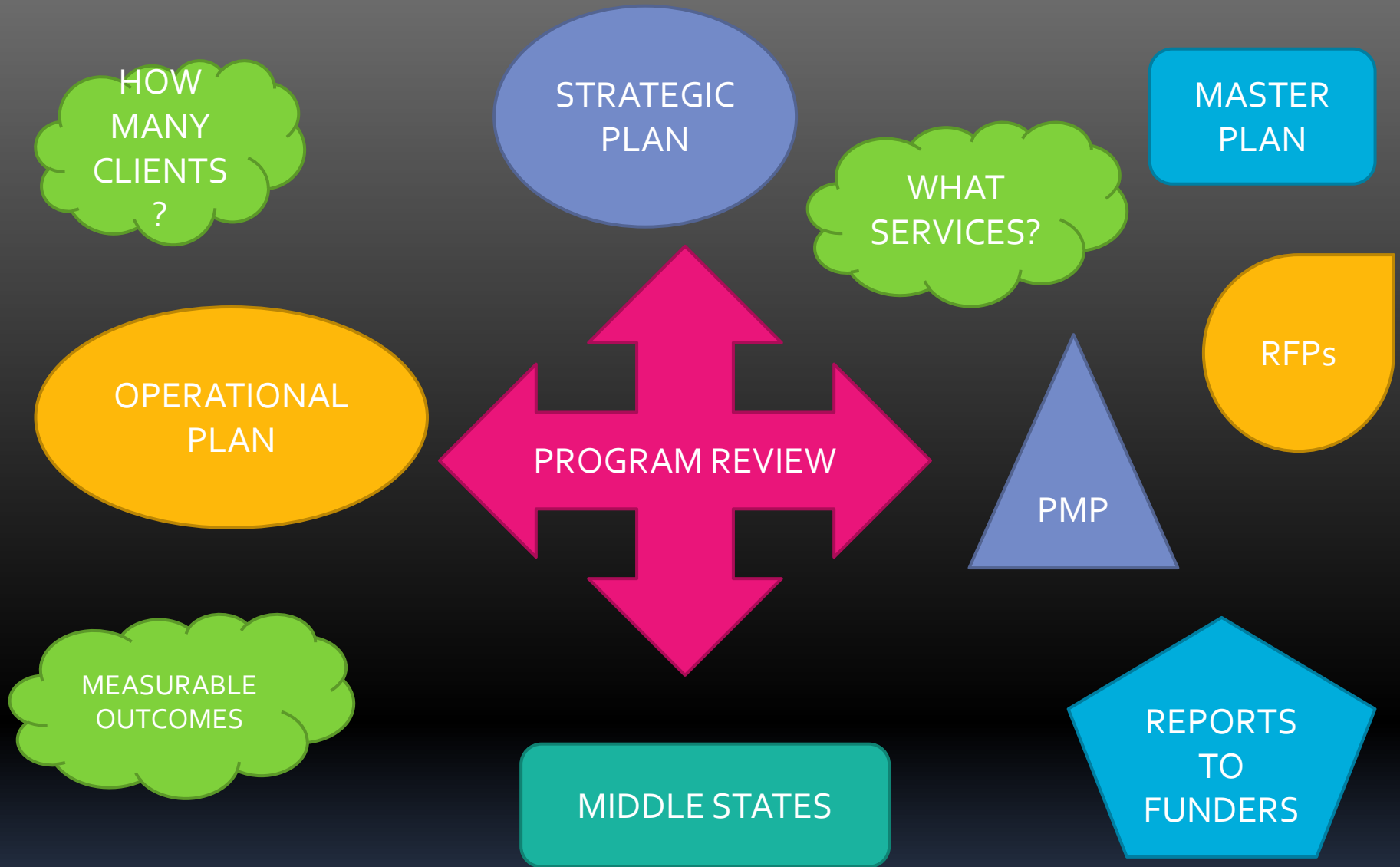
n NEEDS

1. COMPLICATED AND EASY TO GET DISTRACTED
2. WORDY RATHER THAN VISUAL
3. NOT UTILIZED BY THE PROGRAM AFTER REVIEW
4. BECAME AN ISOLATED AND PEDANTIC PROCESS
5. THE OUTSIDE EVALUATOR HAD TO BE SCHEDULED AND COMPENSATED
6. NO ASSESSMENT OF IMPLEMENTED RECOMMENDATIONS
7. THE HIATUS WAS A BREAK BUT ALSO DESTROYED MOMENTUM
8. WE BECAME DOCUMENT EDITORS

NEED FOR REVISION



WHY DO PROGRAM REVIEWS?



WHY PROGRAMS SHOULD REVIEW

TO IMPROVE:

RETENTION

PERSISTENCE

COMPLETION

WHY WE DO WHAT WE DO

- A PROCESS THAT IS:
 - RESPONSIVE
- MODULAR (RE-USEABLE)
 - STREAMLINED
 - MACROSCOPIC
 - ACCESSIBLE
 - ASSESSIBLE

SOLUTION

NEW APR Model

Self Study
And Evaluation
Year One

Continuous
Improvement

Implementation
Year Two

Assessment
Year Three

NEW CYCLE

■ OLD MODEL AND SEQUENCE

1. Executive Summary
2. Office Overview
3. Office, Mission, Goals, and Objectives
4. Outcomes Assessment
5. Changes/Improvements Since Last Review (if applicable)
6. External Partnerships and Collaborations
7. Customer Analysis
8. Personnel, Facilities, and Resources
9. SWOT Analysis
10. Future Directions and Recommendations

NEW MODEL AND SEQUENCE

- 1.Executive Summary
- 2.FACT SHEET
- 3.Elaboration of Fact sheet
- 4.Customer Analysis
- 5.Outcomes Assessment
6. SWOT Analysis
- 7.Inter-Divisional Evaluation
- 8.Future Directions and Recommendations

OLD VS. NEW MODEL

FALL WHO WE ARE (WHAT IS KNOWN)	FALL/WINTER WHAT GOING ON NOW (WHAT CAN BE DISCOVERED)	SPRING WHAT'S TO COME (WHAT SHOULD BE CHANGED)
<ul style="list-style-type: none"> • FACT SHEET • PERSONNEL, FACILITIES, RESOURCES • EXTERNAL PARTNERSHIPS AND COLLABORATIONS 	<ul style="list-style-type: none"> • CUSTOMER ANALYSIS • OUTCOMES ASSESSMENT 	<ul style="list-style-type: none"> • SWOT ANALYSIS • EVALUATION • FUTURE DIRECTIONS AND RECOMMENDATIONS • EXECUTIVE SUMMARY

THEMES FOR THE SELF-STUDY



Office Name
Location

Motto (if any and please add any logos)

Goal and Mission

(150 words)

Vel quod quidam ei. Graecis nominati oportere vel in, te eum legimus democritum. Duis alterum efficiantur ea mel. Illud invenire definitionem vix ne, ne ius feugiat fastidii contentiones. Per ne atqui adipiscing reprimique, vim cu nihil mediocrem expetendis. Id atqui falli appellantur duo.

Cum justo latine mediocrem at, choro tritani ne per. At pri case novum epicuri. Vel at quidam minimum, quo cu quot aperiam invenire. Vix nibh tantas labore ad, rebum accusamus eu eos. His an stet epicuri. At nam stet veniam everti, ex amet nominati quo. No tanquam senserit mea, his brute dissentiet an.

Pri solet recteque cu, id eam congue platonem perpetua. Debet timeam facilis ea mei, rebum ignota reprimique nam ea, ad essent quaestio usu. His eu mentitum gubergren, vis ferri labore epicuri cu, laoreet assentior ex qui. Discere dissentias an vis. Cum in nihil quodsi, ne liber facilis adipisci eos, eam enim ipsum suavitae in. Ei mea magna paulo, eros facite pri ex, quidam ponderum imperdiet te pro.

Dicit inciderint pri at. Sanctus adolescens contentiones eos ne, eam ea debitis percipit. Ex ubique primis reformidans pri, dicat incorrupte qui no. Idque utamur cum, ne epicuri percipit abhorreant ius. At pericula iracundia cum.

Overview (200 words)

Vel quod quidam ei. Graecis nominati oportere vel in, te eum legimus democritum. Duis alterum efficiantur ea mel. Illud invenire definitionem vix ne, ne ius feugiat fastidii contentiones. Per ne atqui adipiscing reprimique, vim cu nihil mediocrem expetendis. Id atqui falli appellantur duo.

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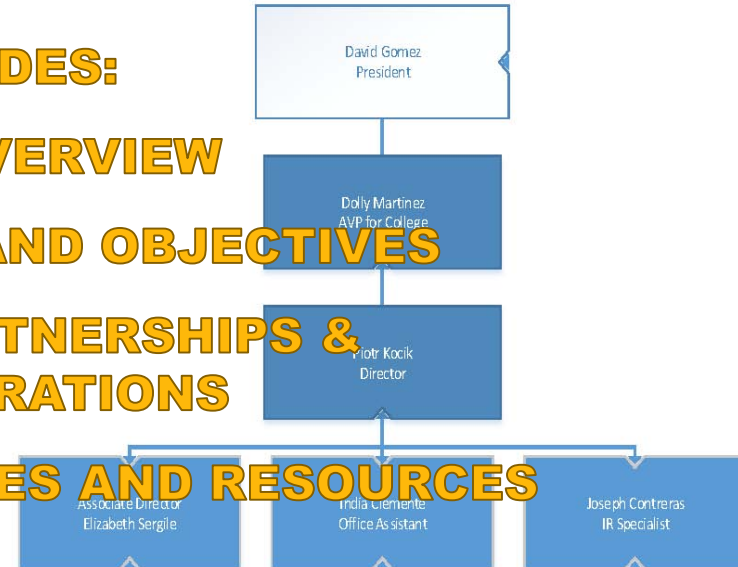
Et sed tota noluisse quaestio, eu vim voluptua menandri reprimique. Qui ex dolore commune qualisque, omnis quodsi audire no mei, mea in nonumy eligendi convenire. Maiorum ancillae adversarium nec et, usu et

Resources (100 words)

Vel quod quidam ei. Graecis nominati oportere vel in, te eum legimus democritum. Duis alterum efficiantur ea mel. Illud invenire definitionem vix ne, ne ius feugiat fastidii contentiones. Per ne atqui adipiscing reprimique, vim cu nihil mediocrem expetendis. Id atqui falli appellantur duo.

Cum justo latine mediocrem at, choro tritani ne per. At pri case novum epicuri. At nam tets, eam enim ipsum suavitae in. Ei mea magna paulo, eros facite pri ex, quidam ponderum imperdiet te pro.

Organization Chart for Office of Institutional Research and Student Assessment



INCLUDES:
OFFICE OVERVIEW
MISSION, GOALS AND OBJECTIVES
EXTERNAL PARTNERSHIPS & COLLABORATIONS
PERSONNEL, FACILITIES AND RESOURCES

FACT SHEET

- TO FOLLOW THE SELF-STUDY
- IMPLEMENTATION OF FUTURE DIRECTIONS AND RECOMMENDATIONS
- PER THE DIRECTION OF THE DIVISION VP
- ASSESSMENT OF THE EFFICACY OF THE INNOVATIONS FROM YEAR TWO
- OIRSA WILL WORK WITH THE DIVISION LIAISON TO DO A PRELIMINARY ASSESSMENT
- THE RESULTS OF THIS ASSESSMENT WILL SET UP AND SEGUE INTO THE NEXT REVIEW CYCLE

YEARS TWO AND THREE AND BEYOND

■ HIGHLIGHTS OF THE PROCESS

1. KEEPS US FOCUSED ON THE COMPLETION AGENDA
2. REQUIRES LESS TIME THAN BEFORE
3. COLLABORATIVE/TEAM BUILDING PROJECT
4. LINEAR AND STREAMLINED
5. SHOWS ALL PERTINENT PROGRAM INFORMATION
6. REQUIRES CLEAR BENCHMARKS
7. PRESENTS DATA IN TABLES RATHER THAN TEXT WHENEVER POSSIBLE

IMPROVEMENTS

■ HIGHLIGHTS OF THE PROCESS

7. HIGHLY MODULAR FORMAT CAN BE REPURPOSED
 - INTERNAL PLANNING
 - STRATEGIC PLANNING
 - PMP
 - MASTER PLAN
 - PRR
 - ACCREDITATION
 - REPORTING TO FUNDERS
8. EMPHASIZES ALIGNMENT WITH THE STRATEGIC PLAN AND GOALS OF THE DIVISION AND COLLEGE
9. BUILT IN ASSESSMENT OF CHANGES IMMEDIATELY FOLLOWING IMPLEMENTATION

IMPROVEMENTS

Co NCI u Sio Ns

WE HAD A THOROUGH SYSTEM FOR NON-ACADEMIC PROGRAM REVIEW

IN OUR ASSESSMENT IT WASN'T PRODUCING THE KIND OF REPORTS OR ENGAGEMENT THE COLLEGE NEEDED

WE WERE CAREFUL NOT TO JETTISON THE PAST WORK

THE NEW PROCESS IS SHORTER, EASIER AND HOPEFULLY MORE MEANINGFUL FOR EVERYONE

SUMMARY

THE CONTINUOUS
IMPROVEMENT
STEPS GOOGLE
MEANS IMPROVING
EVERYTHING
AND IT'S REAL

LESSONS LEARNED

THANK
YOU



QUESTIONS HAVE YOU?

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