World Café Response Summary

Capacity Area: __Data & Technology__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- Proficiency for collecting data (data exists)
- We frequently analyze and use data that has been collected
- College uses data to improve student outcome
- Willingness to evaluate initiatives to inform decisions (general willingness to admit failure) and try new things
- Recognition that will have to live with ambiguity silver buckshot vs. silver bullet

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas: Academic Affairs

- This area had the most "I don't know" answers. Our explanation is that data analysis is not a typical day to day activity for this area.
- A lot of "I don't knows" for #9 Do the IT & IR staff collaborate to optimize processes for data use

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

- Although we do collect & analyze the data, our interpretation of the data is not always clear or available
- Need to plan data analysis – create the data collection framework up front of an initiative vs. backing into "success" results after the fact. Will help minimize bias in analysis
- Faculty appear to have a high degree of unawareness or lack of knowledge of how data is being used by the institution
- Some people don't know how to interpret data

Table Documents (1 per table)

- We have the tools but they're not always implemented in the best way
- We have high number of program but limited number (finite) students

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Improve availability of data to all areas of the college. For example – mini reports in MVCC Today
- Find a way to collect data on students that disappear; did they get a job, did they move, etc.
- Create standardized institutional data definitions that can be used

Communications or Awareness Steps:

- Departmental leaders should facilitate data-driven discussions on a regular basis
- Present data in more friendly way that people can understand
- Many plans are too broad but being too specific can cause issues when changes need to be made
- Considerations: create an analytics lab (sponsored by Bank of NY Mellon – already offered) to have student interns analyze data for MVCC
- Institution needs to find out how to communicate data results & IT to faculty
- Actions need to be taken to help move needle of some anecdotal information getting attention first
- Know students' stories
- Establish smaller steps toward reaching goals of equity & improving data to help us overcome making goals too broad
- Don't be so afraid of failure – try smaller step initiatives to help student success, retention & completion
- Hold ourselves accountable for goals
- Prioritize goals of strategic plans & align those goals

Table Documents (1 per table)

World Café Response Summary

Capacity Area: __Engagement & Communications__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- Internal Engagement & Communication
- Leadership continually communicating importance of improving student success
- We are good at identifying strengths
- Leadership is good at communicating a sense of urgency of student success
- Data Summits have helped raise awareness of importance of student success
- We are very interested in students success and allow people to do their jobs, we "empower" them

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

Most for the inclusion of external stakeholders – not surprising if they are not involved in programs with advisory boards, etc.

- Our relationships w/ external stakeholders can be strengthened – through advisory boards
- How does each group interpret "external stakeholders" – that might be part of problem

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

- Need of student success is identified but specific suggestions/game plan is not
- Tools/techniques not available

Table Documents (1 per table)

- Survey questions didn't capture all concerns regarding engagement/communication – ex) emails/department meetings/off campus staff
- Value of student success not regularly communicated
- Faculty/staff do not regularly discuss data & how to improve
- College community is aware of the urgency of student success but it is too broad. It means different things to different groups/roles – and what do we do now?
- Lack of communication across campus areas; unless you are directly involved you most likely do not know much if anything about the other areas

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Schedule assessment days!! Possibly integrate into Institute scheduling for academic areas, other day for student affairs areas
- Develop specific game plan for identified problems
- Cross campus events/activities
- Home message to different groups
- Increase relationship with transfer schools
- Increase connections with high schools

Communications or Awareness Steps:

- More discussions about student success at Academic Department meetings
- Have everyone read "Redesigning America's Community Colleges"
- Re-strengthen ties with advisory boards
- Define "external stakeholders" for clarity
- Have a day where employees shadow other employees to learn more about the areas they are unfamiliar with

Table Documents (1 per table)

World Café Response Summary

Capacity Area: __Equity__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- Preparing to work with diverse populations
- Hiring & retention policies addressing diversity & equity
- Strategic plan addresses equity – equity is highlighted in strategic plan
- Equity is a prime consideration in student success efforts
- Faculty/staff prepared to work with diverse populations

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

- Equity is not embedded into curriculum (logical: high number of "I don't knows" for equity definition, don't know curriculums are doing)
- Metrics to promote & enhance equity (logical no clear equity definition at the college)
- Disaggregated student data to address achievement gaps (logical: data identified not used, lack of communication)
- Overall there are a high percentage of don't knows across all questions on equity
- 25% don't have definition
- The metrics of measuring the promotion and enhancement of equity are not known in academic affairs

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

- Defining equity

Table Documents (1 per table)

- Lack of communication (definition, between departments)
- Lack of agreed upon metrics that are universally applied
- We don't have a formal entity to coordinate equity efforts
- Broad engagement college wide on equity conversations is lacking

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

Clearly define equity, create "position" to charge equity efforts, create metrics to implement equity efforts

- Integrate principles of equity into pedagogy training for all faculty

Communications or Awareness Steps:

- Investigate why there is a gap in the understanding of the metrics for equity
- Keep disaggregating data and make it available for those that can use that data
- Assist faculty to teach in ways that are culturally aware

Table Documents (1 per table)

World Café Response Summary

Capacity Area: __Leadership & Vision__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- President clearly supports student success
- Culture of shared leadership in regard to student success
- College leaders clearly support change for student success
- Entire leadership of campus is on board with creating student success and are willing to make changes for it to happen
- Led by the President, the college has a strong commitment to student success

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

- BOT & HR – most people do not have a lot to do with these two entities. So not surprising at all

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

- Faculty leading student success efforts – perception/reality
- Concern that the "n" is so small in each group. One person can skew the results
- This group believes that faculty leading student success initiatives is lacking and we have work to do to tap interest & leadership
- Who is holding who accountable for using data for decision making?
- Clarification regarding the BOT's provision of leadership for student success and their use of data to do that is in conflict
- What the Board does and how it's communicated with the college

Table Documents (1 per table)

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Make folks take the survey and N of 53 total is not very enlightening
- Mandated all college meetings for staff/adjuncts like the faculty have each term if the gaps show up again with a better sample size
- Engage the faculty and faculty caucus in student success initiatives
- Utilize the Student Success Council to make the recommendation that decisions must be made based on data

Communications or Awareness Steps:

- Video BOT meetings & post on webpage
- Social Media posts of BOT actions
- Summary narrative of BOT actions/highlights
- Empower faculty in student success initiative efforts
- Encourage faculty to create and share ideas
- HR Training around screening committee questions relative to emphasize the importance of equity, diversity and student success for college-wide hiring

World Café Response Summary

Capacity Area: __Policies & Practices__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- We have great self-assurance: people who are involved in the area have confidence
- #4: is a genuine strength because it has a high value & low "I don't know" responses
- #5: Based on numbers
- We have good policy & practices for #2 1st year experience, #4 completion of degree/certificate, #5 transfer to 4 year institutions
- These policies reflect strengths in transfer and job placement successes

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

- #1: Academic Affairs as a whole is not really engaged at that stage so they wouldn't know. Admin Services also probably would not
- #8: it's the 10 "2's" more than IDK that bother us
- #9: Need to either do it better or communicate that we are doing it better – i.e. what happened
- Admin & Faculty do not have an awareness of student connection to the institution during pre-enrollment period. Not surprising since they are not involved with students at this point
- #8 & #9: The effectiveness of policy &practices are not known because there are no dates, uniform way of updating
- We believe the "I don't knows" being excluded from the results skews the data to the level, possibly, of invalidation
- Administrators & Academic Affairs provided the most "I don't know" responses

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

    - Dissemination of information regarding the pre-enrollment period
    - Policies & practices are not reviewed and written in a uniform format – some state when they are revised last, some do not. Many times only indicator of revision is in Board minutes as they occur
    - Most policy statements do well to cover broad student success areas but we need better formalized and documented practices for more consistent and sustainable efforts – we don't have good follow through on things

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Need policy that establishes framework for data collection on the front end of initiatives. For example, what are the multiple measures to define success of a post-labor day calendar start?
- Find out what information needs to be provided (both #1 & #9)
- Use standard policy & practices form to keep records of the most recent changes made (uniform format). Master list of policy with date indicating when review has to be done
- Develop standard operating procedures for all areas

Communications or Awareness Steps:

- Find an effective way to communicate
- Create a standard policy manual
- Assessment schedule for evaluating effectiveness of policies/procedures

Table Documents (1 per table)

World Café Response Summary

Capacity Area: __Strategy & Planning__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- In general, the college has strong capacity in strategic planning
- There is a general understanding the college is focused and committed to student success
- College plan is focused on student success and we are aware of that – there is a high level of awareness
- The college's plan focused on student success
- Student success is integrated into other core work
- The college pursues external grant funding

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

- #3 Revenue & resource allocation – lack of knowledge highest # faculty (6) – not involved in budget planning
- #7 Responsibility of student success goals (10) – highest # faculty. There is a disconnect between strategy & planning and messaging to faculty
- #10 short term measures leading to student success goals – most concerning. Again a disconnect among faculty and admin
- 3 items have in common – people are not understanding resource allocation, responsibility for goals & short-term measures. People aren't tracking college plan to next level. Have awareness of plan, but not of next steps.
- Revenue and resource allocation decisions support student success. People may know in general about the budget but not to the level of details if the allocations support student success

Question #3 – Gaps

Table Documents (1 per table)

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

    - Lack of communication – especially to faculty
    - Strategy execution – can tie back to communication – I don't know what to do if nobody is telling me
    - Intensify awareness & alignment around student success

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Engage faculty in budget planning (based on I don't know)
- Clearly define roles and responsibilities & steps to get there
- Prioritize student success & strategic plan as part of individual plans
- Work on synchronizing the planning between department - individual
- Outreach to the H.S. with more career exploration prior to arriving at MVCC

Communications or Awareness Steps:

- We need better mechanisms to communicate to faculty the plan for student success and help connect it to their annual planning report
- Empower faculty to think/act globally – how their class contributes to the students' overall success

World Café Response Summary

Capacity Area: __Teaching & Learning__

Question #1 – Strengths

1. **Strengths:** What 2-3 specific aspects of this capacity appear to be areas of strength for your College?

- Learning support – tutoring, library, instructor helping students
- Program designed to meet workplace and transfer goals
- College regularly monitors student programs and provide focused support
- Clearly defined learning goals/outcomes
- Comprehensive array of key supports for students – professional tutors and outside support

Question #2 - Lack of Information

2. **Lack of Information:** Are there areas in which large numbers marked *"Don't Know"*? Is that a surprise or is there a logical explanation?

Areas:

- Admin not aware if faculty using best practice
- Accelerated options for traditional developmental education:
- Data used to improve educational practice
- Updated instructional practice on professional development
- Program development adjunct participation?
- We don't know whether new faculty update what they do in the classroom. Even faculty don't know what other faculty do to improve their teaching/courses
- But it could be that people don't know what "accelerated option" means
- Results underscore the lack of faculty interaction and deepen dialogue (as common practice) about teaching practice. We have our Institutes but it's not enough

Table Documents (1 per table)

Question #3 – Gaps

3. **Gaps:** What 2-3 areas point to gaps in capacity or areas you need to strengthen?

    - Taking input from faculty/front line to be change agents in improving student success – faculty are overburdened
    - Developmental education and professional development for faculty (yes we have onboarding/NFI but we don't know <u>how</u> faculty continue to apply)
    - Adjunct support for faculty development ($$ or communication)
    - Campus does not know what our faculty are doing in their classes – we need to get the word out

Question #4 – Action Steps

4. **Action Steps:** Looking at the "Don't Know" and gaps you identified, what are 2-3 actions the college should consider to strengthen this capacity. Include steps the college could take to better communicate or raise awareness about this capacity if appropriate.

Next Steps:

- Give faculty tools needed to focus more on supporting student success (computers in rooms/labs that boot up instantly for attendance, all systems talk to each other for attendance instead of 3-4 difference systems)
- Universal login

Communications or Awareness Steps:

- Institutes could include more discipline and pedagogy than either admin or "fun" – half minimum be about teaching
- Department meetings to share best teaching practices by discipline
- Find a way to get peer mentoring/evaluation of teaching (not part of formal evaluation)
- When someone is doing something awesome do a write up and share with campus

Table Documents (1 per table)