

ADMINISTRATIVE DEPARTMENT REVIEW REPORT OVERVIEW

Office of Institutional Effectiveness (IE) 2019-2021 Report

The Office of Institutional Effectiveness (IE) participated in the Administrative Unit Review process in 2017-18. The following report outlines the progress made in achieving the two established goals from 2019 to 2021.

GOAL/OUTCOME 1 | Tableau Server

IE Goal 1: Improve College efficiency by providing data in a more accessible and secure interactive, online environment.

IE Outcome 1: Complete a pilot project in three years with Tableau Server and assess, both qualitatively and quantitatively, the impact/effect of upgrading the Tableau environment.

GOAL/OUTCOME 2 | Qualtrics

IE Goal 2: Provide a more secure and professional platform for College survey efforts.

IE Outcome 2: Complete the Qualtrics pilot project and assess, both qualitatively and quantitatively, the impact/effect of upgrading the College's survey support environment.

Section 6a: Measurement Tool and Timeline

How did you measure your success toward the outcomes and mission fulfillment? What tools did you use? How frequently did you gather relevant data? Provide any data references that you used.

- Project plans were established for each goal to direct and monitor tasks. Pros/cons were noted with various tasks to support assessment and continual improvement.
- License adoption/expansion tracked
- Annual Feedback Survey and 1:1 discussions completed with Tableau Users related to goal/outcome one

Section 7: Data

What data have you gathered that inform your department's effectiveness?

Data collected using the measurement tools outlined above and provided in Section 8: Summary and Analysis.

Section 8: Summary and Analysis

What do these data suggest about your department's effectiveness? Which measurements are strong and affirming? Have you accomplished your outcomes? Is there a need for a new direction? Identify the goals and improvements that your department is committing to over the next year to help you accomplish your outcomes. What support do you need from the college to carry out your planned improvements? Identify your biggest area(s) of need to help accomplish outcomes.

GOAL/OUTCOME 1 | Tableau Server

To provide data in a more accessible and secure interactive, online environment IE initiated a three-year pilot of [Tableau Server](#), a business intelligence tool capable of further enhancing institutional reporting and analysis by providing greater data security and data accessibility. Tableau Server is an upgrade to Tableau Public, which IE has used for over ten years to display institutional reports and conduct analyses.

Pilot Purpose: To determine if Tableau Server is a viable business intelligence solution for the College with assessment of the pilot based on three goals:

Goal 1: Provide a secure environment to display reports and analyses

Goal 2: Allow greater data access to users across the College

Goal 3: Increase the ability to make better-informed decisions

Summary of progress included below in relation to license adoption and pilot goal attainment:

License Adoption:

2018-19 | Year One: COCC's Title III grant funded the purchase of ten Tableau Server user subscriptions to help assess the outcomes related to Title III initiatives.

2019-20 | Year Two: COCC's Title III grant renewed the ten user subscriptions and in February 2020, Strategic Plan Activity Funding supported purchasing eight additional user subscriptions for Human Resources, Fiscal Services, and IT (Management Info Systems). The expansion allowed for further testing of Tableau Server's ability to support operational as well as assessment needs.

2020-21 | Year Three: July 2020, the pilot expanded further to include the Senior Leadership Team (SLT) and Instructional leadership broaching the licensing threshold allowing for the possibility of a more cost-effective approach. With investment from Title III, Instruction and Institutional Effectiveness, access went from 22 to 110 users allowing for expansion to Instructional Deans, Chairs and CTE Directors. This new licensing level allowed for director level staff and other targeted employees across the College the opportunity to use Tableau Server during the 2020-21 academic year, the last year of the pilot.

Pilot Goal Attainment:

Goal 1: Provide a secure environment to display reports and analyses

A security and permissions model was implemented based on best practice. It is scalable and fairly easy to manage, when setting up one or 100 users. Once users are set up, no further management is needed.

Next Steps:

- Establish a model for publishing reports to be shared between departments by researching pros/cons of applying permissions at the folder vs the report level.
- Establish a work-flow and permissions for publishing data sources and controlling/tracking dashboard development off those data sources as the College expand developers outside of IE.
- Examine pros/cons of maintaining Tableau Online (hosted) or moving to an on-premises Tableau Server.

Goal 2: Allow greater data access to users across the College

Users were asked to compare their ability to access data before and after using Tableau Server. Out of 25 respondents,

- 88% said access had increased and commented: the increase had been transformative; information readily available; no longer have to collect data on their own or wait for others to collect it for them
- 36% of respondents access data on a weekly basis and 44% on a monthly basis
- 48% of respondents could find information easily and 44% responded somewhat easy to find

Next Steps:

- Available data is growing and it will be necessary to simplify reports and make them easier to understand

- Continue to train users on report location, how to navigate Tableau and how to read the dashboards

Goal 3: Increase the ability to make better-informed decisions

Users were asked to compare their ability to make better-informed decision before and after using Tableau Server. Out of 25 respondents,

- 75% said it increased and commented: having access to data is helpful to see where we might want to go; it helps with department decisions; it increases the confidence in the decisions.
- 80% of respondents said the analyses were easy to understand yet comments included making some dashboards simpler or easier to follow what has been filtered.

Next Steps:

- As stated in pilot goal two, continue to train users in the effort to increase overall data literacy.
- Work with Instruction to develop a set of top dashboards that Chairs/CTE Directors should reference as part of their work. Align the data with Institutional Success Indicators filtered down to discipline/course level.

OVERALL GOAL/OUTCOME SUCCESS: The Tableau Server Pilot was a success and achieved IE's overall goal of improving College efficiency by providing data in a more accessible and secure interactive, online environment. The College committed resources to maintaining Tableau Server post-pilot by approving IE's general fund request for funding annual license renewals at 2020-21 levels. IE is also restructured the Research and Data Analyst position supporting Tableau to include more emphasis on Tableau development. Fall 2021, IE will be updating AUR goals and will include one related to supporting continued development and expansion of Tableau.

GOAL/OUTCOME 2 | Qualtrics

To provide a more secure and professional platform for College survey efforts IE initiated the Qualtrics Pilot January 2018. The original plan was to assess the pilot based on the following six goals:

- Goal 1:** Data security and confidentiality
- Goal 2:** Surveys will be easily created from an existing Word or Excel document
- Goal 3:** Increased efficiency summarizing data and presenting results
- Goal 4:** Consistency and quality of surveys and research data
- Goal 5:** Individual formatted questions easily shared between surveys
- Goal 6:** Ability to report on and track surveys

Summary of progress included below in relation to license adoption and pilot goal attainment:

License Adoption:

2017-18 | Year One: COCC's Title III grant funded the purchase of the Research Suite License for department level use in January 2018. This license was housed in IE with the purpose of supporting the assessment of Title III grant goals. Within a few months, the license was used predominantly to support the Directed Self-Placement (DSP) Pilot also funded by Title III.

2018-19 | Year Two: COCC's Title III grant renewed the Research Suite License January 2019 which remained housed in IE. Qualtrics and other solutions were evaluated to determine the best platform for supporting DSP and Qualtrics was deemed the winner.

2019-20 | Year Three: To accommodate sustaining DSP, Qualtrics licensing levels were reviewed and the College upgraded to an enterprise-wide license January 2020. Title III grant contributed the established annual amount and the IT budget covered the remaining balance. The IT budget will cover the full balance into the future.

Pilot Goal Attainment:

Goal 1: Data security and confidentiality – Complete

As part of the transition to enterprise-wide, IT transitioned it to single-sign on which further improved security and confidentiality. The tool allows survey administrators to transfer surveys between owners and disable the accounts of terminated employees without loss of survey designs or collected data.

Goal 2: Surveys will be easily created from an existing Word or Excel document – Need to Evaluate

The current recommendation is to have users build their question within Qualtrics. Once IE is fully staffed, we can evaluate if there is improved ability in Qualtrics.

Goal 3: Increased efficiency summarizing data and presenting results – Need to Evaluate

Satisfaction with the reporting features has varied with users. Currently IE has not researched the capability to any great extent and a more formal collection of satisfaction data from users would be helpful.

Goal 4: Consistency and quality of surveys and research data – Need to Evaluate

The first year of the pilot, a survey template was established to ensure all surveys were created using a consistent look. It would be good to evaluate the template and delve into developing more standardized questions and survey templates for specific purposes (360's, Recruitment surveys, etc.)

Goal 5: Individual formatted questions easily shared between surveys – Complete

Users can easily import questions from their own surveys, templates, libraries or other user surveys. It would be good to review the training materials available to teach employees how to use this feature.

Goal 6: Ability to report on and track surveys – Complete

The survey administrator dashboard easily allows for export of survey statics by user, group or division. Actions can be setup with moderate ease to inform the administrator or survey owner of distributions and survey completions.

OVERALL GOAL/OUTCOME SUCCESS: The IE Qualtrics Pilot was essentially subsumed by Directed Self-Placement which allowed for the software to grow beyond something used with IE's discretion to a resource available to all College employees. The swift transition elevated the College's ability to more professionally manage and secure surveys and essentially graduated IE out of "piloting" a software to "sustaining" one. Fall 2021, IE will be updating AUR goals and will include one related to supporting continued Qualtrics training needs.

Overall Department Effectiveness

IE had great success accomplishing the two established goals. Each goal tested, evaluated and promoted the adoption of institution-wide tools to support IE achieving its mission of fostering college-wide continuous quality improvement.