



ADMINISTRATIVE EVALUATION 101

Edward Hummingbird

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Program Review... what and why?

1

- Evaluation for quality assurance & improvement

2

- Evaluation to ensure resource efficiency

3

- Evaluation to ensure departmental sustainability

Program Review... what and why?

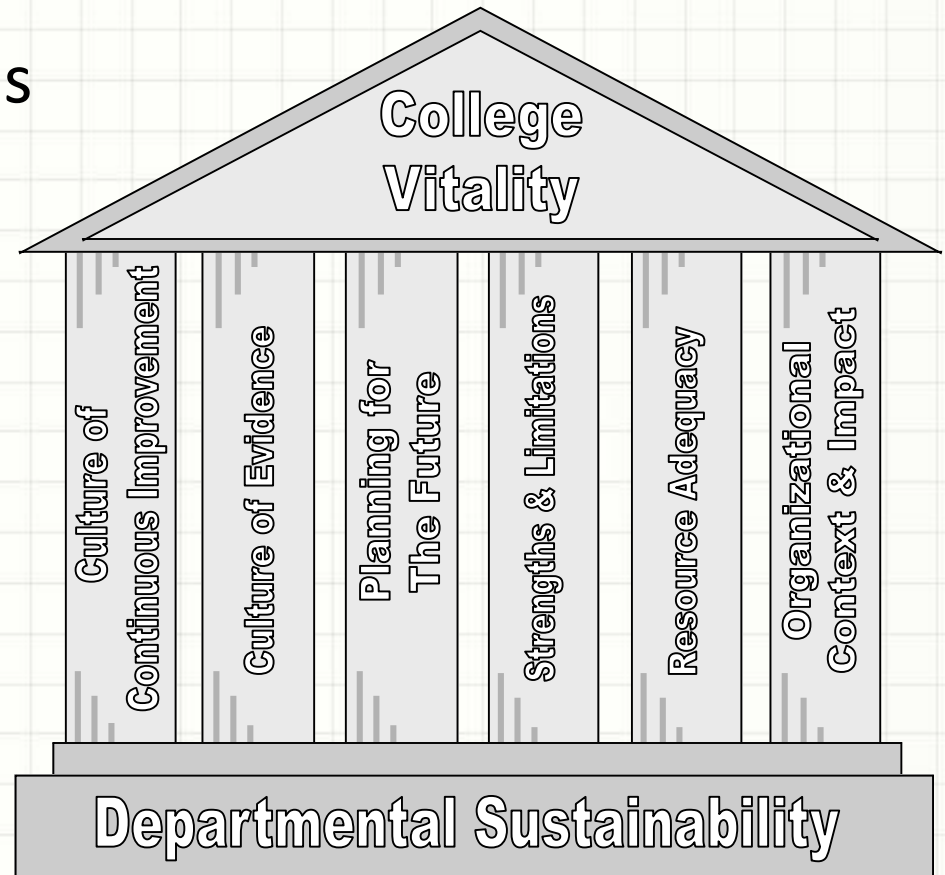
SIPI Mission	Ensuring Quality & Continuous Improvement	General Education	<ul style="list-style-type: none"> - Assessment of Critical Thinking - Assessment of Communications - Assessment of Interpersonal Skills/Teamwork - Assessment of Cultural Legacy
		Academic Programs	<ul style="list-style-type: none"> - Assessment of Student Learning Outcomes - Graduate Satisfaction - Employer Satisfaction
		Administrative & Student Services	<ul style="list-style-type: none"> - Effectiveness - Efficiency - Employee/Student Satisfaction
		Formal Program Review	<ul style="list-style-type: none"> - Academic Program Review (5-year) - Non-Academic Program Review (5-year)
	Ensuring Student Success	Key Institutional Performance Indicators	<ul style="list-style-type: none"> - Graduation Rates - Job Placement Rates - Transfer Rates - Retention Rates
	Preparing & Managing Transitions	Transfer Preparation	<ul style="list-style-type: none"> - Articulation Agreements - Transfer Rates to 4-year Institutions - Graduation Rates at Transfer Institutions
Workforce Preparation		<ul style="list-style-type: none"> - Degrees and Certificates Awarded - Licensure and Certification Pass Rates - Internships - Job Placement Rates - Employer Satisfaction 	
Developmental Skills		<ul style="list-style-type: none"> - Successful Completion of Developmental Education - Successful Completion of Related College Level Courses - Degree/Certificate Completion and Transfer Rates 	
	Providing a Supportive Environment	Supportive Educational Environment	<ul style="list-style-type: none"> - Student Satisfaction (Noel Levitz) - Student Engagement (CCSSE) - Entering Student Engagement (SENSE) - In-house Surveys & Focus Groups
	Planning for the Future	Strategic Plans	<ul style="list-style-type: none"> - Strategic Initiative Process Outcomes
		Departmental Plans	<ul style="list-style-type: none"> - Departmental Initiative Process Outcomes

The SIPI Model

- All administrative and student service departments participate.
- Five-year cycle (about to shift to seven-year cycle).
- Emphasis is on ensuring efficient sustainability, to ensure institutional vitality.
- Process is $\frac{1}{2}$ evaluation, $\frac{1}{2}$ consultation.

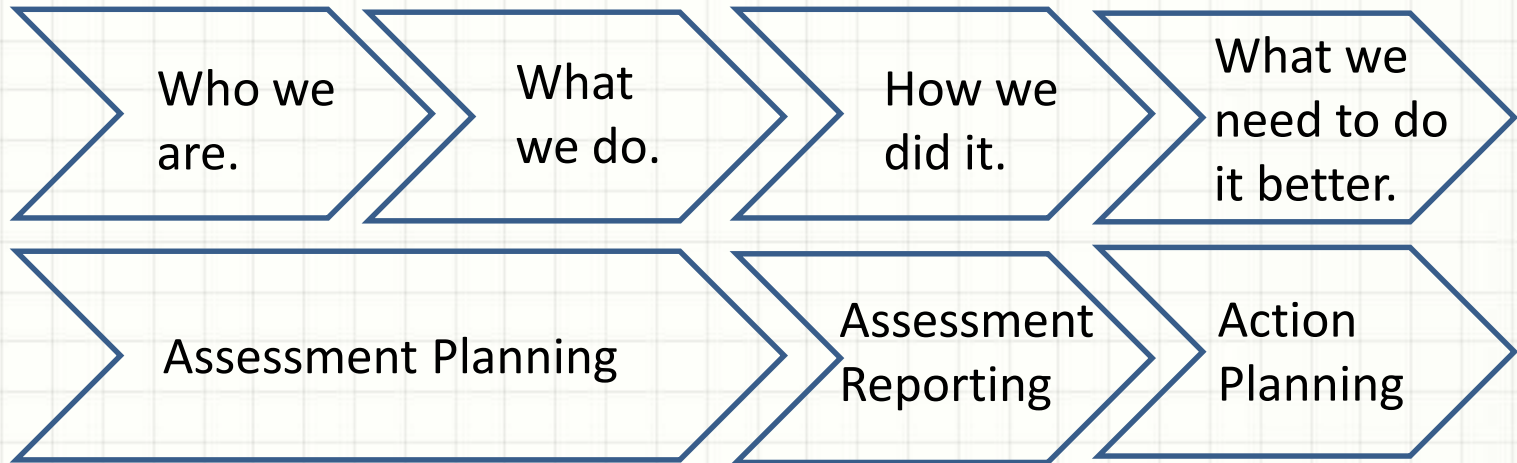
Pillars of Evaluation

- Culture of Continuous Improvement
- Culture of Evidence
- Planning for the Future
- Strength & Limitations
- Resource Adequacy
- Organizational Context & Impact



Culture of Continuous Improvement

- Assessment



- Assessment Planning
- Assessment Reporting
- Use of Assessment Results
- Reflection on Assessment

- Is assessment leading to continuous improvement?

Culture of Evidence

- How do we support decision-making with evidence?
 - What data does department use to support decision making?
 - Surveys (e.g., Noel Levitz, CCSSE, annual graduate survey), activity logs, compliance reports, committees, etc.
 - How does department actively engage other departments for feedback?
 - Customized departmental surveys, stakeholder focus groups, etc.
- How can we demonstrate or illustrate a departmental culture of evidence?

Planning for the Future

- Can we explain our philosophy for planning?
- Can we demonstrate how we plan?
 - Departmental level (master plan)
 - Institutional level (strategic plan)



Strengths & Limitations

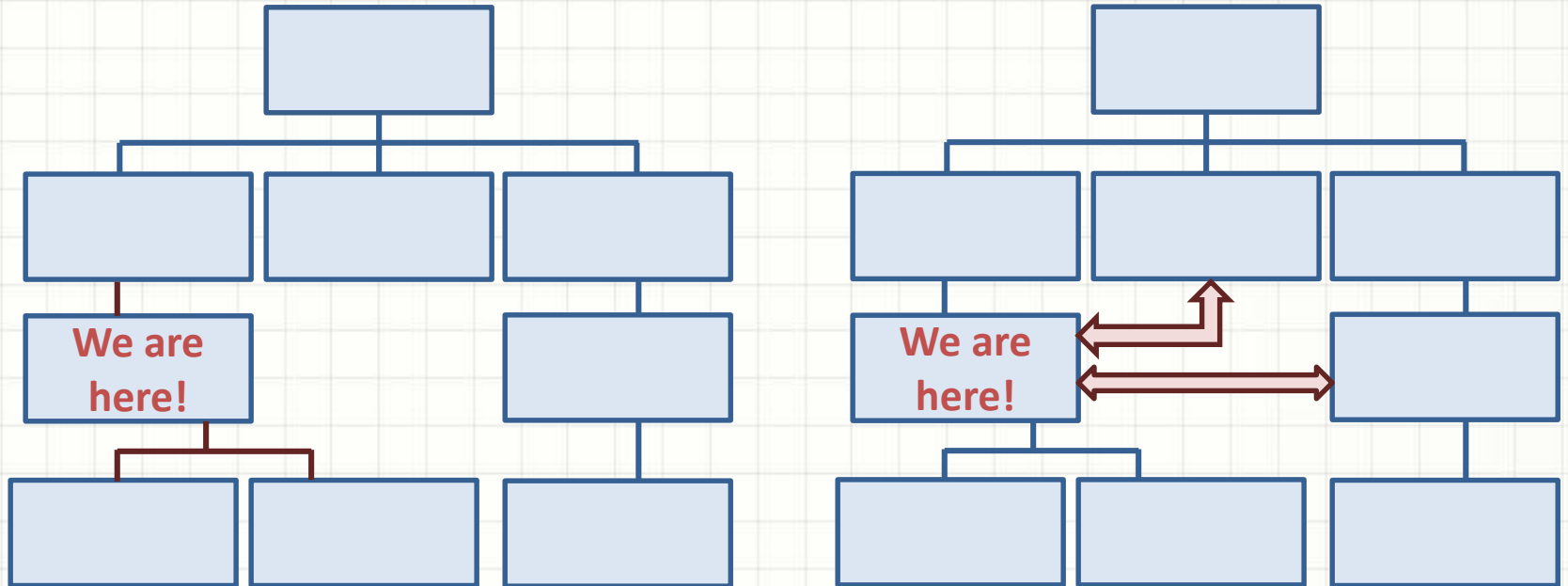
- SWOT Analysis (internal & external analysis)
- Can we clearly discern our strengths?
 - Also, what are we doing to protect/maintain those strengths?
- Can we clearly discern our limitations?
 - Also, what are we doing to address or work around those limitations?
- Reference point – same department in aspirational institutions.

Resource Adequacy

- Do we have the resources to do the job into the long term?
 - Human resources
 - Technological resources (hardware & software)
 - Physical resources
 - Financial/budget resources
- How adequate are those resources?
 - Address resource gaps that are systematically associated with performance gaps

Organizational Context & Impact

- Line of command vs. functional organizational chart:



- What does our functional org chart look like?
 - What is & isn't working well in functional relationships?
 - What functional relationships should exist, but don't?

Administering the Process

- Three basic components:



- Evaluation teams
 - Internal evaluation teams
 - External evaluation teams
 - Blended evaluation teams
- Evaluation report
 - Includes recommendations
 - Feeds directly into budget planning

Examples of the Process

- Institutional Research, Effectiveness & Planning
 - Better document processes
 - Better define standards
 - Shift offices into common location
- Tutoring Department
 - Refine job descriptions of staff tutors
 - Join professional associations
 - Train tutors on supplemental instruction
- Housing & Recreation Department
 - Explore new model (contract or student residential assistant model)



QUESTIONS OR COMMENTS?

Edward Hummingbird

Director of Institutional Research, Effectiveness & Planning

Southwestern Indian Polytechnic Institute

PO Box 10146, Albuquerque, New Mexico 87184

9169 Coors Blvd NW, Albuquerque, New Mexico 87120

P 505.922.6506

F 505.922.6509

E edward.hummingbird@bie.edu