



2022-23 to 2023-24

Periodic Unit Review (PUR) Report

Office of Institutional Research
and Assessment (OIRA)

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LAGUARDIA COMMUNITY COLLEGE

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Introduction

As a vibrant two-year college within The City University of New York, LaGuardia Community College - located in Long Island City - has proudly served the Queens community for over 50 years. LaGuardia is a proud Hispanic-Serving Institution and offers a welcoming environment for immigrants of all nations and for individuals of all backgrounds. Since opening its doors in 1971, LaGuardia's academic programs and support services have advanced the socioeconomic mobility of students by providing them with access to a high quality, affordable college education.

In 2019, LaGuardia established a process of annually assessing its Administrative and Educational Support (AES) units. The process supports institutional effectiveness which is the fundamental process through which an institution demonstrates - via planning, assessment and evidence-based actions - that it is making progress towards achieving its stated mission and its mission-based strategic goals. AES assessment is evidenced by annually tracking the progress made in achieving unit-level goals and objectives, assessing their attainment in alignment with the of the College's and divisional strategic goals and priorities and evaluating the quality of its programs and services. The assessment of the AES units is not only critical for assessing continuous improvement, but also conforms to the expectations of the Middle States Commission on Higher Education's assessment and planning standards.

In addition to annual assessment, all AES units undergo a Periodic Unit Reviews (PUR), each of which builds on the results and analysis of the annual assessments for the preceding four to six years. AES units apply cycles of inquiry, undergo annual assessments, receive feedback and reflect on what they learn – all in order to take meaningful actions to improve their processes, planning and outcomes, and to contribute to the College's and divisions successful accomplishment of their missions and priorities. The PUR allows a unit to thoroughly examine its mission, goals, outcomes, resources, cross-divisional collaboration, activities and areas for improvement, and assess its current strengths and weaknesses in order to plan for its future direction, responsibilities, and priorities on a recurring basis.

Overview of the Office of Institutional Research and Assessment (OIRA)

Since its establishment, OIRA was part of several divisions. The Office was part of Information Technology until 2018. From 2018 to 2022, the Office reported to the Provost. In July 2019, a new position of Dean for Institutional Effectiveness - driven by a CUNY mandate - was added to OIRA. Starting in June 2022, following a very successful Middle States Self-Study, OIRA, under the leadership of the Dean for Institutional Effectiveness, was moved to the President's Office.

Functions

OIRA's primary purpose is to provide accurate, reliable and timely information, including standardized, analytical and ad hoc reporting and analysis, to support institutional effectiveness and the continuous improvement efforts across the College. The Office fulfills its purpose by accomplishing the main functions detailed below:

- *Support data-driven decision making and planning:*
 - OIRA is responsible for the preparation, analysis and distribution of internal and external accurate and timely information, data reports and analysis.

- By developing and maintaining accurate and comprehensive databases, information sources and structures, the Office ensures data integrity, accuracy and reliability.
 - OIRA's website provides a wealth of information about College-level data, research and assessment at the college, CUNY and nationally.
 - By producing the *Institutional Profile* and developing a large number of relevant dashboards focusing on institutional- and program-level data and outcomes, the Office facilitates the utilization of data-driven decision making.
 - OIRA also responds to a large number of ad hoc requests – made by faculty, staff and administrators - for data, analysis, and assistance.
 - OIRA's members serve on a number of internal committees to provide guidance and research support.
- *Help improve Institutional effectiveness through assessment:*
 - The office coordinates and supports the measuring, tracking and monitoring of the College's and CUNY's strategic plan outcomes.
 - Evaluation studies and grant support, by providing the required evaluation and analysis.
 - OIRA provides a large number of analytical studies and reports, focusing on supporting decision-making with relevant data.
 - OIRA supports the academic programs assessment by developing relevant dashboards and providing relevant data requested by the programs.
 - OIRA is leading the AES units' assessment.
- *Survey Support.*
 - As the administrator of Qualtrics, the College's survey platform, the office supports survey efforts across the campus, including survey design, administration and analysis.
 - The Office conducts College-wide surveys, including analyzing and reporting the results.
 - The Office supports CUNY-wide surveys such as the Student Experience Survey (SES), COACHE, and surveys of graduates by providing summary reports and analysis.
 - Survey support also includes administrating and coordinating student, Faculty and Senate elections and College-wide surveys.
 - Finally, OIRA's website provides a large number of survey-related resources.

Evaluating the annual assessment trend data

OIRA started its annual assessment cycle in 2019-20. As a leader of the AES process and an important contributor to supporting assessment and evaluation at the College, OIRA was included in the 2022-23 PUR cycle which is the first time the AES periodic unit reviews were initiated. Consequently, the annual assessment trend information is only based on three years of data (2019-20, 2020-21, 2021-22). However, in the future the periodic reviews will consist of five assessment years.

Reviewing the annual assessment results and processes provides the bulk of data used for evaluating the assessment results from the current assessment cycle during the PUR. Examining the results over time is essential for evaluating whether progress was made and whether units were successful in achieving their targets. While reviewing the Office's trend data, we noted where we saw deficiencies or did not meet our targets, discussed these issues in our PUR staff meetings, and revised our resulting annual assessment plan accordingly.

Summary of AES Assessment Plans for PUR

Goals	Objective/ Outcomes	College Strategic Plan alignment	Annual assessment results				Target /baseline	Indicator
			2019-20	2020-21	2021-22	2022-23		
Goal 1 Provide accurate, reliable and timely information to support data-driven decision making and planning	1.1 Develop appropriate dashboards to facilitate the usage of available data	1 - Build Student Access and Success 2 - Strengthen Learning for Students and for Faculty, Staff and the College 3 - Enrich the Student Experience	• Dashboards for enrollment and graduation were developed	• The existing enrollment and graduation charts were updated on time. • Two flow-charts about change in major for enrolled students and graduates were added	• The existing dashboards are maintained and widely used, especially for the PPRs • dashboards for retention, graduation and transfers were created, but they need work because they don't use individual level data	• The existing dashboards are maintained and widely used, especially for the PPRs • Developing retention and graduation dashboards by demographics and programs	Timely annual updates of the dashboards	• Met
	1.2 Provide analytical reports that guide evaluation of initiatives and planning		• A document with ongoing the OIRA reports as of 2019-20 was created	• Standardized reports were created and used for the Middle States self-study. However, they should be added to the Institutional Profile	• We added new reports to the Institutional Profile, but not the special populations • We provided reports on remediation in the context of pre-college, but they are not standard reports	• We decided to focus on dashboards, including special populations and course level performance data instead	Add special populations report to the Institutional profile in addition to standardized reports that were added in 2020-21	• Target modified
	1.3 Develop and maintain accurate and comprehensive data structure to meet the College's data needs		• The Standard databases were updated on schedule • documents for creating the institutional profile, were created	• The Standard databases were updated on schedule • Review of the documentations is not systematic enough	• OIRA standard databases are updated on schedule • documentation were updated, but not systematically reviewed	• OIRA standard databases are updated on schedule • documentation were updated, but not systematically reviewed	• OIRA standard databases are updated on schedule • undated documentations reviewed	• Met • Not met - target changed to creating a document repository
Goal 2 Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels	2.1 Coordinate and assist with strategic planning process through the collection and development of measurable outcomes and progress reports	1 - Build Student Access and Success 2 - Strengthen Learning for Students and for Faculty, Staff and the College 3 - Enrich the Student Experience	• Institutional KPI were created, 2019-20 updates completed • The strategic plan goals and objectives document was created .	• An Institutional Effectiveness website was created • All available institutional Effectiveness KPIs and Strategic Plan measures are updated • Final Work Plan were submitted	• The Institutional Effectiveness website was maintained and updated • All available institutional Effectiveness KPIs and Strategic Plan measures are updated • Final 2021-22 Work Plan were submitted	• The Institutional Effectiveness website was maintained and updated • All available institutional Effectiveness KPIs and Strategic Plan measures are updated • AES / Work Plan will be submitted in Aug 15 2023	• IE website and Strategic Plans monitoring documents updated on time • work plans submission integrated with AES	• Met • Testing the new work plan / AES process in Aug 2023
	2.2 Lead and support the assessment of Administrative and Educational Support (AES) units		• Phases 1 and 2 are complete for all units. Working on phase 3 • Workshops were a new initiative	• All units submitted phases 1 & 2 of their assessment plans and are working on phase 3 • Workshops were conducted in April and May	• All units submitted the final 2020-21 assessment plan and executive summaries. However, this was accomplished months after the deadline. • AES training/works provided in May & April 2021, but not in 2021-22	• With the exception of several units with major leadership changes, most units submitted the final 2021-22 assessment plan and executive summaries, • AES training/works provided for the PUR units	• All units submit their Assessment Plans • Develop and conduct relevant workshop	• Mixed All plans were submitted, but some after the deadline • Mixed workshops were conducted in 2020-21 & planned for 2022-23, but not in 2021-22
	2.3 Support assessment activities across campus including Periodic Program Review, advisement, First Year seminar, and evaluations of grants		A document listing the projects and deliverables	The list of reports was updated (Appendix)	The list of reports was updated (Appendix)	The list of reports was updated	Timely updates	• Met
Goal 3 Provide survey support for construction, design and administration	3.1 Support survey administration, design and analysis	1 - Build Student Access and Success 3 - Enrich the Student Experience	• A table with all internal and external surveys OIRA is either responsible for or supporting was created	• The survey list was updated • Creating the survey tab was postponed to 2021-22	• Continue updating the survey list • We added survey resources to OIRA's website starting with Qualtrics and OIRA resources	• The survey list was updated • Survey resources were added to the OIRA website	• Updated survey list • A robust resource information tab	• Met • Met

Based on the results of the three annual assessment years, the following conclusions were drawn:

Most of the targets specified were achieved. On occasions where a target was not archived, it appears that the target-related measures should be adjusted:

- One of the measures for Objective 1.1 (*Develop and maintain accurate and comprehensive data structure to meet the College's data need*) was “*Expand and review the documentation of OIRA's databases*”. We recognized that “expand and review” is too vague and is not easily quantifiable. Consequently, we decided to drop this measure and add “*Expand and review the documentation of OIRA's databases*” to the activities.
- We simplified the two measures for Objective 1.2 (*Develop appropriate dashboards to facilitate the usage of available data*). The original two measures specified the dashboards that were created, planned or developed instead of referencing of dashboards in general.
- We modified the measure for Objective 1.3 (*Provide analytical reports that guide evaluation of initiatives and planning*) from “*Continue updating the document summarizing OIRA's analytic outputs and reports*” to “*Create, maintain and publish a list of standardized reports and a list of major ad hoc reports*”. The main reason for this revision is to illustrate OIRA’s responsiveness to users’ requests for data, reports, analysis and evaluation, and the wide and diverse scope of requests received. Additionally, many of the ad hoc requests are very time-consuming and we wanted to find a way of acknowledging these essential Office-wide efforts.

We also dropped the second measure (“*Create standardized remediation, special populations and salary reports in response to community requests and post them either on the website or Institutional Profile*”). It did not align with the Objective, because the focus of the specified reports is not analytical, but descriptive. Additionally, many of the specialized reports are now included in the dashboards that OIRA is developing and maintaining as specified in Objective 1.2.

Upon review, we “closed the loop” by modifying some of our measures as indicated above and improved our follow-up actions for others. We also integrated future initiatives in our activities – creating more dashboards, working on improving timely submissions of the AES assessment plans, creating a data source table for monitoring the College’s Strategic Plan and centralized documents repositories for OIRA.

Reviewing the Unit’s Mission, goals and objectives

Reviewing the Mission

We started by reviewing the OIRA’s Mission. We all agreed that the current Mission accurately reflects the Unit’s core values and guiding principles which direct our work, as well as OIRA’s distinctive purpose. Furthermore, the Mission clearly aligns with LaGuardia’s Mission, Strategic Plan and priorities. OIRA’s Mission appears below:

The mission of the Office of Institutional Research and Assessment (OIRA) is to provide accurate, reliable and timely information and analysis to enable data-driven decision making and student success. We support continuous improvement efforts across the College by facilitating and coordinating strategic planning and assessment activities at the institution, division, program and unit levels.

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

We used a worksheet which was developed by the Grants Office. Each of OIRA's staff members came to the PUR meeting with three suggestions for each of the SWOT categories. The discussion which ensued was extremely productive, with numerous overlapping suggestions, but also several items that were raised only by one or two staff members. The summary that summarizes the agreed upon SWOT items:

SWOT Analysis – Office Summary:

Strengths:

1. Excellent working relationships and collaboration across divisions, departments and programs - which help with our understanding of the users' and College's needs and facilitate the Office's responsiveness and effectiveness.
2. Credibility based on knowledgeable, highly skilled, experienced and responsive staff.
3. Small and versatile unit that works well as a team whose members support each other's work, understands what the other members are doing and is cross trained.
4. Advanced programming and analytical skills, in-depth knowledge of the data, and years of experience in the field.
5. Access to a large number of data sources – CUNYfirst, IRDB, National Student Clearinghouse, CUNY's dashboards, and our own inhouse data warehouse and databases.
6. Providing timely and accurate data, analysis and reporting tools - including creating relevant dashboards and generating in-depth research projects.

Weaknesses:

1. Short staffed – preventing us from having the time to introduce more new projects and to work on long-term initiatives – we are more reactive than proactive.
2. Not enough support from CUNY – we don't always get timely, accurate and consistent information, and when we request information, CUNY is not always responsive.
3. Lack of access to ACE data.
4. Relying on other offices for accurate data, especially when it comes to data in CUNYfirst – we report data issues, but do not own the data and cannot correct the data elements ourselves.
5. Many of our data files are not suitable for dashboard presentation. It will take time and resources to re-format and re-work data sources.
6. Lack of robust documentation describing the creation of our databases and standard reporting.

Opportunities:

1. The Office is at the forefront of new College initiatives which require our expertise and support.
2. Working with Marketing to increase Office visibility by publicizing what we do.
3. Developing and expanding advanced dashboards by utilizing the CUNY Tableau resources.
4. Enhance our support for data-based decision making.

- Expand the use of Predictive Analytics to support the College’s needs, especially recruitment, retention, and graduation.

Threats:

- Declining enrollment triggers budget shortage and lack of resources, including access to needed technology and software, professional development and hiring more staff.
- Change in CUNY’s data systems – will require retraining and will create difficulties in extracting the data and using existing tools and queries.
- Resistance to data driven decisions and assessment by some of the College community.
- Knowledge gap – lack of availability of relevant data elements that are needed for effective decision making and analysis. For example, first generation to go to College, foreign born, motivational factors, having children, and more.

Surveying senior management

As a result of the PUR discussions by our OIRA staff, we decided that before reviewing our goals and objectives, we need to have a sense of whether our current priorities and key functions encompass the College’s needs for assessment, evaluation support and applicable data. After a discussion regarding who should be surveyed, we decided that we should not survey the entire campus, but focus instead only on key decision-makers which include the Cabinet and other senior managers that the Office is working closely with.

The questions in survey of senior management: satisfaction and planning appear below:

How satisfied are you with the Office of Institutional Research and Assessment (OIRA) performance and accomplishments in the following areas?					
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not familiar with it
Intuitional Profile					
Data Dashboards					
Responsiveness to requests					
Enrollment reporting					
Providing data for institutional decision making					
Communication of information					
Advanced analytics / reporting					
Guiding and supporting of College-wide Assessment (AES, PRR & Divisional)					
Support of the strategic planning					
OIRA’s website					
Grant support					
Support for accreditation					
Support of college-wide committees					

Open ended questions:

- How can we improve our current functions and reporting (open ended)?
- What else do you suggest that OIRA can do to support planning, assessment and data needs in your area?

20 administrators were surveyed and 11 responded - a response rate of 55%

The vast majority of the respondents were very satisfied with OIRA's areas and functions they were familiar with. However, there were two main criticisms:

- Need for more communication - The Office does not sufficiently publicize what we are doing.
- Need for more coordination of survey administration around campus.

The responses to open-ended questions addressed the need for more student outcomes by demographics, and more enrollment-related data – pointing to a need for additional data dashboards and analytical reports. We also received a large request for student outcome data from the Faculty Council covering grade distribution, retention, graduation, transfer and demographics.

Reviewing OIRA's goals and Objectives

The next step in the PUR process was reviewing our goals and objectives, based on the Unit's Mission, key functions and initiatives, the survey results, the SWOT analysis and the College's priorities. Note that as a result of the survey responses we raised the issue of monitoring and coordinating survey administration across campus at Cabinet – the consensus was that we should not attempt to have a campus-wide survey administration policy because the faculty and staff are not going to approve the change from the current practices.

Our goals remained the same as the previous Assessment Plan goals, with minor tweaks:

- Goal 1. Provide accurate, reliable and timely information to support data-driven decision making and planning.
- Goal 2. Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels.
- Goal 3. Provide support for survey construction, design and administration.

However, based on analysis of the annual trend results, the SWOT analysis, the survey senior administrators results, and our discussions during the Office's PUR sessions, some of our objectives were modified:

Goal 1

We did not modify the goal 1 objectives, although we shifted their order, starting with the data:

- Objective 1.1 Develop and maintain accurate and comprehensive data structure to meet the College's data need.
- Objective 1.2 Develop appropriate dashboards to facilitate the usage of available data.
- Objective 1.3 Provide analytical reports that guide evaluation of initiatives and planning.

Goal 2

In response to the survey results, we added objective 2.4 – the other objectives did not change

- Objective 2.1 Coordinate and assist with the strategic planning process through the collection and development of measurable outcomes and progress reports.
- Objective 2.2 Lead and support the assessment of Administrative and Educational Support (AES) units.
- Objective 2.3 Support assessment activities across campus including Periodic Program Review, advisement, First Year Seminar, accreditation, and evaluations of grants.
- Objective 2.4 Publicize OIRA's accomplishments including dashboards, reports and analysis to the College community.

Goal 3

We added objective 3.2 – reflecting our existing functions:

- Objective 3.1 Support survey administration, design and analysis.
- Objective 3.2 Administer and coordinate College-wide surveys, including SGA, Faculty Council and Senate elections.

Measures and associated targets

Some of the measures that did not appear to work well were modified. Below are all the measures with their associated goals and objectives, and clarifications when the measures were modified.

Goal 1. Provide accurate, reliable and timely information to support data-driven decision making and planning

Objectives	Measures	Targets
1.1 Develop and maintain accurate and comprehensive data structure to meet the College's data needs	1. OIRA standard databases are updated on schedule	All databases required for necessary reporting are ready on time
1.2 Develop appropriate dashboards to facilitate the usage of available data	2. Maintain existing dashboards 3. Create new dashboards as needed	Timely annual updates of the dashboards
1.3 Provide analytical reports that guide evaluation of initiatives and planning	1. Create, maintain and publish a document listing all standardized reports and major ad hoc projects	Standardized and ad hoc reports are added to the report annually

The AES Assessment plan also includes activities to support the achievement of the specified objectives and measures. Activities can specify how the measures are collected (tool used, instruments developed, data collected, etc.), or strategies that will facilitate the achievement of the objectives (creating workshops, training sessions, contacting students, communication strategies, programs, etc.).

While the Assessment Plan focuses on the measures (*what* was achieved) and not on the activities (*how* the measures were achieved), part of the analysis of the results is to examine the accompanying activities – keep those that were successful and modify those that were not. When activities were modified or added as a result of the PUR process, they are included as sub-bullets.

- We kept the second measure (“OIRA standard databases are updated on schedule”) for Objective 1.1 as is. However, the first measure (“Expand and review the documentation of OIRA’s databases”) was dropped because it was impractical. The measure requires too much staff time and does not align with the objective. Instead,
 - We added an activity where we continuously produce documents about our databases, queries, data tables, and ongoing reporting and save them in a documentation depository.
- In the past, the measure for Objective 1.2 listed specific dashboards the OIRA staff already created or was planning. The measure was modified to be more generic: *1. Maintain existing dashboards; 2. Create new dashboards as needed.*
- The measure for Objective 1.3 is a document listing our standardized reports and ad hoc projects - “Create, maintain and publish a document listing all standardized reports and major ad hoc projects”. In the past we only included the standardized reports. However, since a large amount of the Office’s resources is spent on ad hoc requests, we decided to add a list of major ad hoc reports and projects as well.

Goal 2 Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels

Objectives	Measures	Targets
2.1 Coordinate and assist with the strategic planning process through the collection and development of measurable outcomes and progress reports	<ol style="list-style-type: none"> 1. Maintain and update OIRA’s and the Institutional Effectiveness websites 2. Maintain and update the institutional Effectiveness KPIs 3. Update the Strategic Plan goals and objectives measures 	<ol style="list-style-type: none"> 1. Timely annual updates of the websites 2. Timely updates of the IE KPIs 3. Timely updates of LaGuardia’s Strategic Plan measures
2.2 Lead and support the assessment of Administrative and Educational Support (AES) units	<ol style="list-style-type: none"> 1. All units submit the final plans and executive summaries from the previous year. 2. All units submit phases 1, & 2 of the annual assessment plans by January 3. Provide Training/workshop on AES assessment to the units 	<ol style="list-style-type: none"> 1. All units submit their Assessment Plans 2. At least AES and one PUR workshop a year
2.3 Support assessment activities across campus including Periodic Program Review, advisement, First Year Seminar, accreditation, and evaluations of grants	<ol style="list-style-type: none"> 1. Update the lists of reports and other deliverables for each project annually 	Updated list annually
2.4 Publicize OIRA's accomplishments including dashboards, reports and analysis to the College community	<ol style="list-style-type: none"> 1. The number of communication piece in coordination with Marketing 2. Number of clicks on OIRA's website 	Five communication pieces a year

- The first measure for Objective 2.1 was modified to add OIRA’s website, in addition to the Institutional Effectiveness website. The second measures were not changed.

We dropped the fourth measure (“Update the divisions and department strategies for supporting the Strategic Plan”) because the division and academic departments workplans were discontinued and instead

the VPs are going to provide the President with major annual initiatives they incorporate from the AES units as well as division-wide priorities.

- Reminders will be sent to the VPs in preparation for their submission of divisional initiatives, which will incorporate initiatives from AES plans.
- The first measure for Objective 2.2 was modified to submitting final AES assessment plans from the *previous* year, instead of the *current* year, since the submissions of the final assessment plans are due at the time that OIRA’s annual assessment plan is finalized. The other measures remained the same.
 - We developed webinars for the PURs and administered several sessions. The examples in the presentations were modified, depending on the participating units.
 - Many of the AES units have new staff members and directors – we need to start offering at least one webinar a year concerning the annual assessment, and one PUR webinar.
- The measure for Objective 2.3 was not changed. We will continue updating a document listing our support for grants, the PPRs and ongoing evaluation studies as needed.
- The fourth Objective (2.4) and measures were initiated by the results of our survey of senior management, as indicated in the discussion of the goals and objectives in the previous section.

Goal 3. Provide support for survey construction, design and administration

Objectives	Measures	Targets
3.1 Support survey administration, design and analysis	1. Update the list of surveys created or supported by OIRA annually 2. Maintain the survey resource tab at the OIRA website 3. Offer specialized training upon request	1. Updated list annually 2. Updated survey resources tab 3. The number of training sessions
3.2 Administer and coordinate College-wide surveys, including SGA, Faculty Council and Senate elections	1. Conduct College surveys as requested 2. Report the results of CUNY surveys 3. Certify elections results	Elections surveys are successfully conducted and certified

- Objective 3.1, the first measure was kept. The second measure was modified from “...**Add a survey resource**” tab to “...**Maintain the survey resource tab**...” since the resource tab was created last year. The 3rd measure was added, acknowledging the time invested into training new Qualtrics users and supporting existing users.
- Objective 3.2 is new - acknowledging OIRA’s role in administering college-wide surveys and supporting and certifying the elections of the SGA, College Senate and Faculty Council.

Strategies for improvement, including required resources

Part of the PUR process is to determine how the assessment results will be used to achieve continuous improvement. Below is a document which includes future planned activities and initiatives, and when we foresee these actions taking place. Resources required – budget, staff, technology, software, assessment support, etc. - are specified.

Goal 1

Goal 1 focuses on institutional research activities and strategies – providing data and analysis to support decision-making and student success.

- Objective 1.1 is an essential foundation for the vast majority of OIRA’s ongoing work and related functions. First and foremost, it is necessary to have reliable, accurate and regularly updated databases. OIRA is relying on CUNYfirst, LaGuardia’s data warehouse and CUNY standardized databases (IRDB) as well as several databases it developed over the years and retained in the Office’s shared drive. Our joint activities and initiatives ensure that all staff members can understand the data included in the databases OIRA is using and the steps entailed in updating the Office’s data.
- Objective 1.2 is necessary for providing detailed and accessible information about the College’s measurable outcomes and key performance indicators. It encourages the usage and understanding of available data, and the dashboards OIRA already developed and will be initiating in response to requests received and the College’s priorities.

Goal	Activities/Strategies	Resources needed	Leading person
Goal 1 Provide accurate, reliable and timely information to support data-driven decision making and planning			
1.1 Develop and maintain accurate and comprehensive data structure to meet the College's data needs	<ul style="list-style-type: none"> • Create a documentation directory and start populating with relevant documents • Create timeline for database updating 	<ul style="list-style-type: none"> • OIRA staff 	All staff members, depending on responsibilities
1.2 Develop appropriate dashboards to facilitate the usage of available data	<p><u>New Dashboards:</u></p> <ul style="list-style-type: none"> • Retention and graduation by demographics and majors, including special populations (2022-23) • Course level data by grades, pass rates and demographics (2023-24) • Transfer after graduation by demographics, majors, and transfer outcome (2023-24) • Consider admission related dashboard, by geo areas, and feeder high schools (2024-25) 	<ul style="list-style-type: none"> • Additional staff • Tableau software • Training 	Mohammad Rahman with some dashboards produced by Emad Nassar and Jenny Zhu
1.3 Provide analytical reports that guide evaluation of initiatives and planning	<ul style="list-style-type: none"> • Add summaries of major ad hoc reports (2023-24) • Initiate analytical reports as well as respond to ad hoc requests. 	<ul style="list-style-type: none"> • OIRA staff 	All staff members, depending on responsibilities

- Objective 1.3 recognizes the fact that OIRA is providing a large number of college-wide ongoing standard reports – including extensive enrollment reporting, the *Institutional Profile*, outcomes for aid recipients, mandatory reporting to federal, state, and accreditation entities, and more. Moreover, collectively OIRA’s staff have extensive knowledge about research methods, evaluation and assessment, statistics and of course in-depth knowledge of the College’s data. While most of the analytical reports and analysis conducted are in response to specific requests, we are also initiating analytical reports, responding to emerging issues that we encounter in our work.

Goal 2

A large part of OIRA’s functions, which keeps expanding in recent years, is focused on Institutional Effectiveness.

- As is shown by Objectives 2.1, 2.2 and 2.3, OIRA is instrumental in monitoring and supporting the College’s and CUNY’s strategic priorities, leading the assessment of the AES units, and supporting the academic programs assessment efforts, grants evaluations and a number of ongoing evaluation studies. The Office also maintains and updates two related websites: Institutional Effectiveness and OIRA.

Goal	Activities/Strategies	Resources needed	Leading person
Goal 2 Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels			
2.1 Coordinate and assist with the strategic planning process through the collection and development of measurable outcomes and progress reports	<ul style="list-style-type: none"> Support the new strategic plan process (2023-24) Support the CUNY Strategic Roadmap (ongoing) Support the AES work plans / divisional process (ongoing) 	OIRA staff	Nava Lerer
2.2 Lead and support the assessment of Administrative and Educational Support (AES) units	<ul style="list-style-type: none"> Working with the AES Assessment Council and senior management (ongoing) Support the PUR process so all units that started the AES assessment processes in 2019 will start the PURs by 2024-2025 	OIRA staff	Nava Lerer & Emad Nassar
2.3 Support assessment activities across campus including Periodic Program Review, advisement, First Year Seminar, accreditation, and evaluations of grants	<ul style="list-style-type: none"> Update the lists of reports and other deliverables for each project annually (ongoing) Create dashboards to support to PPRs (2023-24 & 2024-25) 	OIRA staff	Jenny Zhu as point person
2.4 Publicize OIRA’s accomplishments including dashboards, reports and analysis to the College community	<ul style="list-style-type: none"> Work with Marketing on regular communications plan (2023-24) 	Marketing support	Nava Lerer as point person

- As mentioned earlier, Objective 2.4 was added as a result of the feedback received from senior management. Communication of the available data, reports and analysis, and various institutional effectiveness related projects, are essential for community awareness and utilization of the available data and resources. It is not enough to have a very productive Office that supports a large number of projects and initiatives across the College; it is also important to inform the community and promote awareness of the extensive resources we provide. We are going to work with Marketing and Communications to improve our messaging.

Goal 3

OIRA is also responsible for the support of survey administration and analysis. The Office supports all Qualtrics users with review of survey instruments, training on the use of Qualtrics, and survey administration, if needed. OIRA also conducts college-wide surveys, certify the Senate, Faculty Council and SGA elections, and provides reports summarizing CUNY surveys such as the Student Experience Survey (SES), and employees and faculty surveys.

Goal	Activities/Strategies	Resources needed	Leading person
Goal 3 Provide survey support for construction, design and administration			
3.1 Support survey administration, design and analysis	<ul style="list-style-type: none"> Update and maintain a table lists of the surveys and support provided (ongoing) 	Qualtrics	Emad Nassar
3.2 Administer and coordinate College-wide surveys, including SGA, Faculty Council and Senate elections	<ul style="list-style-type: none"> Documenting the steps required for conducting the election surveys (ongoing) 	Qualtrics	Emad Nassar

External Review

The attached External Review Report was very complimentary of the work of the Office and its dedicated, committed and highly skilled team. However, the reviewer had several recommendations, some of which the Office started working on:

- Consider renaming OIRA to the *Office of Institutional Research and Effectiveness*. We have decided on renaming the Office to ***Institutional Research and Effectiveness*** (IRE), but are waiting for a newly revised and redesigned website to declare it official, as shown in the recommendation below.
- Redesign the Office’s webpages so that there is one landing page (eliminating the separate IE and IR pages currently in place). This recommendation was accepted by the IRE team, and we have already developed an outline for a streamlined, simplified, and more informative website which will consolidate the OIRA and IE websites. We also met with the web team and are now waiting for the resigned website to be launched, hopefully by the end of August.
- Improve outreach to the community through direct communication of the data (new **Objective 2.4**). Create a Newsletter (or similar) that promotes the Office’s services, resources, new initiatives, etc. We plan on publicizing the Office renaming and new website in August. In September, we will publicize the new Institutional Profile. In October we will publicize the publicly available dashboards, and in

November we will present the AES process visualization. We also increased the number of AES workshops offered, starting with ACE in June and Enrollment Management in July.

4. The College should consider identifying ways that will provide the existing OIRA staff with time to conduct in-depth, high-level research studies to support attrition, retention, and graduation. We started providing some of the analytical reports we conducted in recent years on our website (many of which were initiated by the College President). Additionally, we plan on starting analytical projects focusing on the issues specified and other relevant topics.
5. Strengthen the College's data governance structure by creating a short-term, goal-oriented Data Governance Task Force to document data sources based on need. The VP for Enrollment Management started this process, and included OIRA. We will reach out to him, to find out where the process currently stands and how we can contribute.
6. Investigate the extent to which other CUNY OIRAs support grants - consider adding another line if LGACC's OIRA's work with grants is above and beyond. The Office is supporting a large number of grants which is not common for IR and IE offices. It would be great if we could get another line dedicated to grants support; however, this up to the College administration.

Conclusion

The Office of Institutional Research and Assessment supports LaGuardia's institutional effectiveness, planning, and data-driven decision making by providing accurate and timely data, relevant reports and analysis, evaluation studies, and support for assessment at the institution, division and program/unit levels. This Periodic Unit Review Report demonstrates the Office's accomplishments, dedication, contributions to college-wide assessment and evaluation, and ongoing support to achieving the College's mission and priorities.

Following a comprehensive discussion by OIRA's staff members, we decided that OIRA's Mission should remain the same as it was when established four years ago. However, based on numerous discussions, review of past results and our SWOT analysis since the start of the PUR process in October 2023, some of its goals, objectives measures and activities were modified. The main issues we encountered when deliberating the resulting Annual Assessment Plan was establishing specific, measurable, attainable, relevant and time-bound (SMART) measures. Paradoxically, while our office is dedicated to providing measurable outcomes, analytical reports and KPIs for the College, most of our accomplishments are measurable by the timely and successful completion of deliverables and support. Consequently, we decided that some of our measures need to be reports listing our deliverables – standard reports, ad hoc projects, list of grants and evaluation studies, list of surveys we support, etc. Other measures were the successful accomplishments of our undertakings, such as AES assessment, the Institutional Profile production, and the creation and maintenance of applicable dashboards.

We also integrated the recommendation of the External Reviewer into our activities and planning, starting with renaming the office, redesigning our website, planning on several new college-wide communications about the office, and increasing the Office's visibility.

As illustrated in the discussion and in the Annual Assessment Plan below that ensued from the PUR process, OIRA's responsibilities and support for the College's Mission and priorities through accurate data, analysis,

assessment, and overall support is expansive and growing. As we strive to improve our processes and functions by ongoing assessment of our activities and by strategic initiatives in response to the needs and priorities of the College and its various constituents, we will continue to evaluate our results and adjust our assessment plan and activities accordingly.

Final Annual Assessment Plan

Goal 1

Annual Assessment Plan (PUR 2022-23 & 2023-24)										
Unit/Department : Office of Institutional Research and Assessment										
<p>Mission: The mission of the Office of Institutional Research and Assessment (OIRA) is to provide accurate, reliable and timely information and analysis to enable data-driven decision making and student success. We support continuous improvement efforts across the College by facilitating and coordinating strategic planning and assessment activities at the institution, division, program and unit levels.</p>										
Phase 1 - goals and objectives			Phase 2 -measures and activities			Phase 3 - results, analysis, future initiatives				Optional
Goal	Strategic Plan Goals	Objective/ Outcome	Method/ Measure	Activities	Required Resources	Results	Analysis & resulting actions	Future Initiatives?	Cross-Divisional Collaboration	Annual Targets
Goal 1 Provide accurate, reliable and timely information to support data-driven decision making and planning	1- Build Student Access and Success; 2- Strengthen Learning for Students - and for Faculty, Staff and the College; 3- Enrich the Student Experience 4 -Build Inclusive Community to Achieve the College Mission	1.1 Develop and maintain accurate and comprehensive data structure to meet the College's data needs	<ul style="list-style-type: none"> OIRA standard databases are updated on schedule 	<ul style="list-style-type: none"> Create initial timeline for database maintenance and updates. Develop documentations for the database. Expand and review the documentation of OIRA's databases Master list and a central repository in the OIRA shared drive 	OIRA staff and stakeholders			Create a documentation repository and start populating with relevant documents		All databases required for necessary reporting are ready on time
		1.2 Develop appropriate dashboards to facilitate the usage of available data	<ul style="list-style-type: none"> Maintain existing dashboards Create new dashboards as needed 	<ul style="list-style-type: none"> Apply presentation and data visualization software using standardized institutional data files. Respond to stakeholders needs and requests for dashboard. 	Presentation and data visualization software, Training, professional development, OIRA staff work with CUNY's Tableau resources			Develop new Dashboards as needed	AA, IA	Timely annual updates of the dashboards
		1.3 Provide analytical reports that guide evaluation of initiatives and planning	<ul style="list-style-type: none"> Create, maintain and publish a document listing all standardized reports and major ad hoc projects 	<ul style="list-style-type: none"> Create a list of reports and include the initiatives they support Work on individual work projects that can be integrated into the major projects list 	OIRA staff			Initiate analytical reports as well as respond to requests	AA, SA, PRES, IT, ACE	Standardized and ad hoc reports are added to the report annually

Goals 2 & 3

Phase 1 - goals and objectives			Phase 2 -measures and activities			Phase 3 - results, analysis, future initiatives				Optional
Goal	Strategic Plan Goals	Objective/ Outcome	Method/ Measure	Activities	Required Resources	Results	Analysis & resulting actions	Future Initiatives?	Cross-Divisional Collaboration	Annual Targets
Goal 2 Help improve Institutional effectiveness through assessment at the institutional, departmental and unit levels	1 - Build Student Access and Success; 2 - Strengthen Learning for Students - and for Faculty, Staff and the College; 3 - Enrich the Student Experience	2.1 Coordinate and assist with the strategic planning process through the collection and development of measurable outcomes and progress reports	1. Maintain and update the OIRA & Institutional Effectiveness websites 2. Maintain and update the institutional Effectiveness KPIs 3. Update the Strategic Plan goals and objectives measures 4. Update the divisions' strategies for supporting the Strategic Plan using the AES assessment plans and programs PPRs	OIRA will produce some of the outcome indicators and collect the rest from other divisions	OIRA staff, contributions from VPs and departments			<ul style="list-style-type: none"> Support the new strategic plan process Support the CUNY Strategic Roadmap Support the AES work plans divisional process 	<ul style="list-style-type: none"> Across campus IT 	<ul style="list-style-type: none"> 1. Timely annual updates of the websites 2. Timely updates of the IE KPIs 3. Timely updates of LaGuardia's Strategic Plan measures 4. Timely reminders to the VPs and management
		2.2 Lead and support the assessment of Administrative and Educational Support (AES) units	<ul style="list-style-type: none"> All units submit the final plans and executive summaries from the previous year All units submit phases 1, & 2 of the annual assessment plans by January Provide Training/workshop on AES assessment to the units 	Working with the AES Assessment Council; Reviewing the units submissions; Templates, rubrics and assessment guide will be developed; Train the AES liaisons on reviewing the assessment plan; Develop and conduct relevant workshop (PUR & aligning the divisions and ASE plans in 2022-23)	OIRA staff, contribution from AES Assessment Council and units			<ul style="list-style-type: none"> Support the Periodic Unit Review process - in 2022-23 10 units participated, in 2023-24 9 units 	AES units	<ul style="list-style-type: none"> All units submit their Assessment Plans At least one AES a done PUR workshop a year
		2.3 Support assessment activities across campus including Periodic Program Review, advisement, First Year seminar, accreditation, and evaluations of grants	Update the lists of reports and other deliverables for each project annually	Maintain and update list of evaluation projects by categories	OIRA staff			New Grants / evaluation support	AA, SA, ACE	Updated list annually
		2.4 Publicize OIRA's accomplishments including dashboards, reports and analysis to the College community	<ul style="list-style-type: none"> The number communication piece in coordination with Marketing Number of clicks on OIRA's website 	Work with Marketing on ideas	OIRA staff			Work with Marketing on regular communications plan	Marketing and Communications	<ul style="list-style-type: none"> Five communication pieces a year Establish a baseline for the number of clicks
		3.1 Support survey administration, design and analysis	<ul style="list-style-type: none"> Update the list of surveys created or supported by OIRA annually Maintain the survey resource tab at the OIRA website Offer specialized training upon request 	Maintain and update the list of surveys and the support provided (design, implement, analyze)	OIRA staff					<ul style="list-style-type: none"> Updated list annually updated survey resources tab
Goal 3 Provide survey support for construction, design and administration	1 - Build Student Access and Success; 3 - Enrich the Student Experience	3.2 Administer and coordinate College-wide surveys, including SGA, Faculty Council and Senate elections	<ul style="list-style-type: none"> Conduct surveys as requested Report the results of CUNY surveys Certify elections results 	Documenting the steps required for conducting the election surveys	OIRA staff				IR staff, all divisions	<ul style="list-style-type: none"> Elections surveys are successfully conducted and certified