



# **Institutionalized Program Evaluation Change: An Annual Process**

Dr. Jie He & Linh Dao, Capella University

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# Topics

1. Welcome and Introduction
2. New Design of the Program Evaluation
3. Change Implementation Strategies
4. Future Enhancement Considerations
5. Reflection and Feedback



# Welcome & Introduction



Dr. Jie He, Director  
Academic Quality, Effectiveness  
& Enrichment



Linh Dao,  
Associate Assessment Specialist

# Institution Overview



Total enrollment over 46,000 across 44 degrees and 11 certification programs.



## Learner Profile

(Updated annually - as of December 31, 2023)

Capella learners live in 50 states and 46 other countries or territories.

### Gender

- 83% women
- 16% men
- 1% other, unknown

### Average Age

- 37

### Race/Ethnicity<sup>6</sup>

- 3% Asian
- 29% Black or African American
- 13% Hispanic or Latino
- 46% White
- 4% Two or more races
- 5% Race and Ethnicity, Other

### Enrollment Status<sup>5</sup>

- 30% full-time
- 70% part-time

### Receiving Financial Aid

- Approximately 60%

## Faculty Profile

(Updated annually - as of November 1, 2022)

81% of faculty have doctorates

Of the faculty who reported their gender, 68% are women and 32% are men

Capella faculty live in 49 states, Washington D.C., and U.S. territories

Federal Integrated Postsecondary Education Data System (IPEDS) data are generated according to U.S. Department of Education rules and are used by Capella in standardized external reports. IPEDS data provide an accurate snapshot of faculty as of November 1 of each year. Data above are as of the most recent update, November 2022.



# ACADEMIC PROGRAM REVIEW

## Prior State:

1. Academic Program Review was conducted every 3 to 5 years.
2. Various types of program evaluation work required **duplicated effort**.
3. Reviewed data **varied** from programs to programs and sometimes within the programs.

## Desired Outcomes:

### Standardizing program review process and data sources

1. That meets **accreditation** expectations and reduces program review redundancy.
2. That supports **consistent** data review of the same set of data points across all programs and data-driven evaluative culture.
3. That aligns with the fast-evolving **program needs** and **university strategic goals**.
4. That **synergizes** people, process and resources to streamline **Program Evaluation with CBR**.



# Discussion

What potential challenges does your institution face during the program evaluation process?

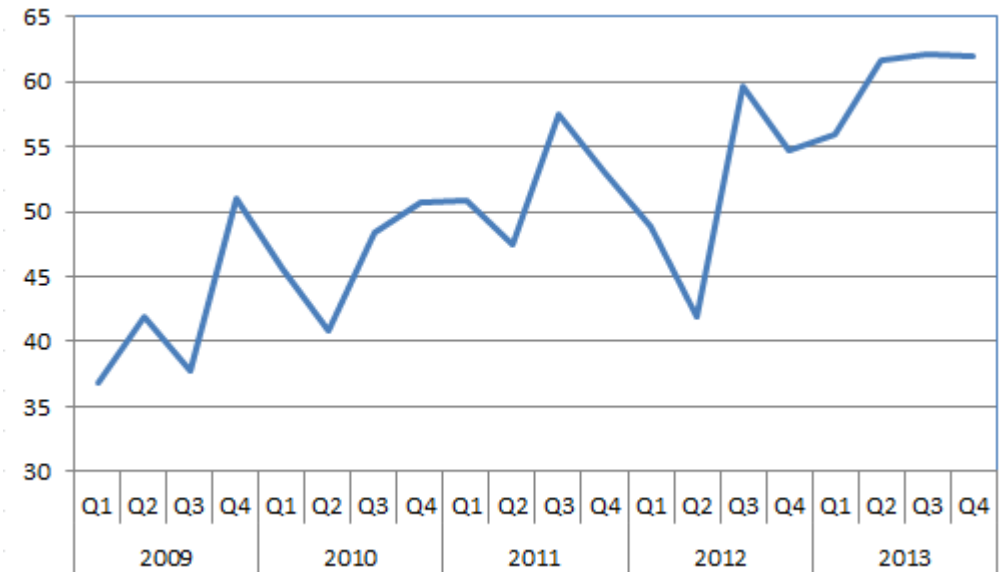


# **New Design of the Academic Program Evaluation**

# PROGRAM DATA STANDARDIZATION

*Quarterly trends of both program level and specialization level data*

- ❑ Created the Program Scorecard – 1 pager; starting point
  - Course Success and Gap
  - Learning outcome
  - Overall Continuation and Gap,
  - Complaints, and Graduation
- ❑ Updated Additional Program Data Dashboard (examples):
  - Faculty Performance
  - Portfolio Assessment (program competitiveness)
  - Enrollment
  - Learner and Faculty Course Evaluation
  - Accreditation Data



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# PROCESS AND TEMPLATE STANDARDIZATION

## Section 1: Data Review

- I. University Outcome Data
- II. Additional Program-Relevant Data

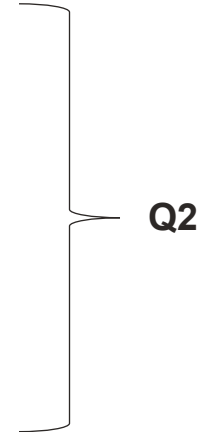
## Section 2: Summary of Data Analysis and Recommendations

- III. Summary of Data Analysis Results
- IV. Recommended Improvements

## Section 3: Goal Setting and Resource Planning

- V. Planning Table

Goals	Improvement Actions	Implementation Timeframe	Planned Resources & Requested Investment
1. [Example A]			
2. [Example B]			
3. ...			



**Review Panel**

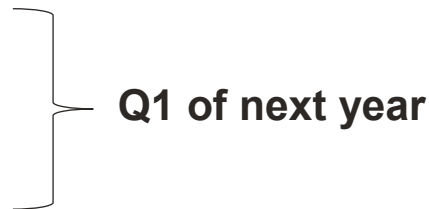
- Program Director
- Faculty Director
- Faculty/Research Liaisons
- Assessment Specialist

Connecting and preparing for budget and resource planning in Q3



## Section 4: Follow-up

- V. Improvement Check
- VI. Goal Check





# Q&A

Any questions or comments?

What might be valuable to consider in your program evaluation work?



# Change Implementation Strategies

# IMPLEMENTATION STRATEGIES: TRAINING PLAN

## Example

Q4-22

- PD Review and Feedback on Program Evaluation template
- Team Training:
  - Program Evaluation Process and Instructions
  - Provide Data Training

Q1-23

- PD Training:
  - Program Evaluation Process and Instructions (live & recording)
  - Goal Setting Strategies
  - Data Dashboard and Interpretation Training (2-3 Sessions)
- New Program Evaluation SharePoint Page Launch

Q2-23

- Official implementation of the Program Evaluation template and process, facilitated by the assessment specialists.



**A** Awareness

**D** Desire

**K** Knowledge

**A** Ability

**R** Reinforcement



# IMPLEMENTATION STRATEGIES: SUCCESS MEASURES AND PROGRESS COMMUNICATION

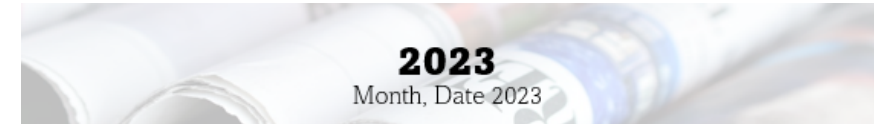
## Weekly Newsletter Example

### Success Measures

#1. The annual academic program review template and process are successfully implemented in Q2 2023. (Yes/No) ✓

#2. 85% of the program directors rate their experience of navigating the new Program Evaluation process as positive. ✓

#3. 100% of the programs complete their program evaluation cycles in Q1 2024. ✓



## Program Evaluation

WEEKLY NEWSLETTER

PROGRAM EVALUATION MEETING STATUS			
	School 1	School 2	School 3
Program Evaluation Kick-off Meeting	Program A		
2 <sup>nd</sup> Meeting		Program B	
3 <sup>rd</sup> Meeting			
Finalizing Program Evaluation			Program C, Program D
Completed			

### Wins & Highlights

### Hot Topic



# Q&A

Questions & comments about the change implementation?

What change implementation strategies might you consider adopting?



# **Future Enhancement Considerations**



# Future Enhancement Considerations

- Accelerate assessment specialists' program data expertise
  - Planned data learning in Q4
  - Host data training sessions in Q1
  - Actively review data analysis results and advise the improvement actions
- Partner with DEI Program Manager on actionable strategies to bridge the success gaps
- Partner with Data Analytic teams to optimize data display and user experience





# Reflection and Discussion

# Discussion

- What suggestions and feedbacks do you have for us?
- What strategies or improvements have your institution used to close the evaluation loop?

# Thank you!

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