

The Southern University System



Year 5 - GRAD Act Improvement Plan Second Quarterly Report

10/16/2015 to 01/15/2016

January 15th, 2016

The Southern University System Improvement Plan for Expenditure of GRAD Act Funding for Year 5 2nd Quarterly Report

I. Introduction

The Southern University System Office (SUS) is working closely with its four institutions to improve performance on GRAD Act targets and measures. Our support is intended to promote continued improvement to the overall quality of the educational experience on all of our campuses through activities as proposed in the Year 5 Improvement Plan.

II. Southern System Activities

A. Retention

To address issues of retention across all of the Southern System's institutions GRAD Act Grants will continue to be awarded to students in good academic standing who have documented un-met financial need or a financial emergency.

Activity 1: Award GRAD Act Grants

Supporting: SUBR, SUNO & SULC

1st Quarter Activities

Southern University and A&M College, Southern University at New Orleans and Southern Law Center have been informed of the opportunity to award GRAD Act grants to students with documented need.

The guidelines for awarding GRAD Act Grants were developed in Year 4 of GRAD Act. These guidelines include identifying students meeting two criteria: (1) in good academic standing and (2) with existing balances or documented financial hardship that would prevent pre-registration or re-enrollment. Once these students are identified, they are prioritized by each institution with the goal of improving GRAD Act outcomes.

Each campus is in the process of identifying students to be awarded these grants based on the likelihood to impact 1st-to-2nd retention, 1st-to-3rd retention and completion. The individual grant awards will be based on each student's documented need. The first set of awards is anticipated at the end of the Fall semester to clear balances to allow students to pre-register for Spring semester courses.

After awards have been distributed, the counts and amounts of awards by institution will be provided. Additional awards are expected at the start of the Spring semester. Students

receiving awards will be tracked to document their enrollment status and progression during Year-6.

2nd Quarter Activities

The System Vice-President of Finance and Business Affairs has worked with Southern University and A&M College, the Southern University Law Center and Southern University in New Orleans to allocate all funds dedicated to student grants under the GRAD Act Improvement plan. Students' financial need identified at each campus was greater than the \$60,000 in funds allocated for this activity.

Before students could be considered for GRAD Act Grants they were required to complete the FAFSA (Free Application for Federal Student Aid) if they had not already done so, to determine their potential eligibility for other forms of financial aid. All financial awards were allocated for the spring semester to satisfy either previous balances or financial needs for the current semester. Institutions were afforded discretion to best use their allocation of funds. Each institution prioritized students based on their academic classification, nearness to completion and ability to satisfy all financial obligations to the institution. As the funds allocated (\$60,000) were not sufficient to meet the full financial obligations of every student requesting funds, to receive these Grants, students were required to demonstrate a means of paying their full balances including all prior financial obligations and current semester assessments. This process differed greatly by institution. For SUBR, students could access the process from any number of campus offices: Financial Aid, Finance, Student Services, or the Provost's Office. Students were required to present documentation and convince staff of their potential to pay their balance at some future date agreed to by the institution staff and the student. Across all our campuses, a large number of our students' financial aid awards and fee assessments were still pending at the time this report was compiled. Each campus has identified a cue of students to award funds to as aid is verified and fees are finalized. We anticipate all awards to be distributed by the end of the 3rd Quarter. The complete list of awards will be available during the 3rd Quarter report.

B. Progression, Completion & Professional Examinations

Specific activities to address progression, completion and professional examinations included use of computer assisted Bar-preparation, progress monitoring and data-driven-decision management.

Activity 2: Enhance Louisiana Bar Preparation

Supporting: SULC

1st Quarter Activities

The Law Center will assist 25 to 30 currently enrolled students in preparation for the February 2016 Louisiana bar exam. Students are being provided opportunities to complete practice bar examinations (old bar exams) for each of the nine sections of the Louisiana

exam. Written answers are to be assessed by Writing Fellows. The Writing Fellows will be providing students with written feedback regarding accuracy of written answers, and guidance on how to adequately prepare for the February bar examination.

The practice exams are scheduled between December 2015 and January 2016. The dates for the practice exams are listed below:

December 21 st , 2015	Code I
December 28 th , 2015	Code II
January 4 th , 2016	Code III
January 7 th , 2016	Louisiana Code of Civil Procedures
January 11 th , 2016	Torts
January 14 th , 2016	Business Entities and Negotiable Instruments
January 21 st , 2016	Criminal Law, Procedure and Evidence
January 26 th , 2016	Constitutional Law
January 29 th , 2016	Federal Jurisdiction and Procedure

SULC will also cover enrollment costs for a commercial bar review program offered by BARBRI to buttress student preparation for the February bar exam. Commercial bar review programs have historically proven to increase a participant's chances of passing a bar examination. The Law Center will contribute \$500 towards the cost of BARBRI Bar Review for up to 30 students.

2nd Quarter Activities

The Law Center anticipated that up to 30 students would receive a \$500 award toward the cost of BARBRI Bar Review scheduled to be held December 2015 through January 2016. The Law Center provided 24 of these \$500 awards to students. These students will take the Louisiana State Bar Examination in February 2016 and the results will be available in April 2016. The Law Center will not have a final count on total participants until the Louisiana State Bar Examination is completed in February 2016.

As of January 14, 2016, the Law Center had conducted six of the nine sessions listed above wherein students took practice exams. Although the Law Center anticipated a participation rate of approximately 35 graduates, the actual attendance count was low. An average of 12 graduates attended each session.

In addition to writing practice exams, program participants were provided access to video lectures covering the nine sections of the Louisiana State Bar Examination. The video lecture covering Code I of the bar exam has been viewed 125 times, Code II has been viewed 26 times, Code III has been viewed 40 times, Louisiana Code of Civil Procedure has been viewed 20 times, Torts has been viewed 30 times, and Business Entities and Negotiable Instruments has been viewed 32 times. The Law Center anticipates more alumni will view the videos as the bar exam testing date approaches.

In order to additionally support alumni preparation for the Louisiana State Bar Examination, the Law Center employed 8 mentors who personally contacted alumni who were preparing to take the bar examination in February. Mentors are alumni who have successfully passed the examination and are able to offer additional insight on methods of successful preparation for the examination. The mentors contacted alumni through email, phone calls and personal meetings. They talked to alumni about study habits, testing and stress management techniques in preparation for the exam.

A total of 24 alumni requested assignment of a mentor. The total number of alumni participants and the results of their performance on the Louisiana State Bar Examination will be available by April 30, 2016.

Activity 3: Implement common examinations and BARBRI AMP
Supporting: SULC

1st Quarter Activities

The Law Center has instituted common summative exams for Fall 2015 which will be given in several first year courses. These assessments will be expanded to several second year courses in Fall 2016. The BARBRI AMP online formative assessment and teaching system is being utilized. SULC students and faculty have access to BARBRI AMP for Civil Procedure and Contracts. When incorporated into the course curriculum, BARBRI AMP assists students in developing a mastery of the substantive law by testing a student's ability to recall and apply what they have learned and measure their level of confidence in their newly developed knowledge. BARBRI AMP provides an individualized learning path for each student while simultaneously offering SULC a real-time assessment of its students' understanding as they progress through Civil Procedure and Contracts.

This Fall, the courses implementing common exams are Contracts and Criminal Law. These exams utilize multiple-choice questions to assess student knowledge on a variety of sub-topics taught in the identified courses. These same sub-topics are tested on the bar exam in Louisiana as well as other states across the country. Final grades in the courses utilizing the common exam will be based primarily on the student performance on the common exam; although a portion of the grade will still be based upon the professors' assessment of the students through mid-term exams, quizzes, and final exams.

The Law Center will employ analytics in the assessment of the data obtained from the common exams relative to the level of student knowledge. The Law Center will utilize this data to better identify students with deficiencies and to direct assistance to ameliorate deficiencies through intensive individualized assistance. Such a data-driven approach will allow the Law Center to efficaciously deploy resources to benefit students as they matriculate through law school and enter into the legal profession.

2nd Quarter Activities

Common Exams in Contracts and Criminal Law were administered in December 2015. The Law Center is currently consulting with a psychometrician to interpret the results of student performance on the two exams. The Law Center will evaluate the data collected and ascertain the significance of the findings of the expert during this semester.

Contracts and Criminal Law professors assigned BarBri AMP modules to students during the Fall semester 2015. BarBri AMP is useful for students to measure their understanding of blackletter law principles. As such, student perception of the usefulness of the product is the only valuable assessment of the tool. As of January 15, 2016, 26 of 207 1L students responded to the student satisfaction survey. The Law Center would like to have at least a 30% response from the 1L class before it evaluates the data. However, whether there exists a correlation between student use of AMP modules and performance on the Common Examination is not known at this time. The evaluation of whether there exists a correlation will be completed during the next quarter.

C. Data-Driven Decision Management

A lesson learned from previously implemented GRAD Act Improvement activities was that decision makers often lacked data verifying their assumptions about the root causes of institutional issues. Therefore, the Southern University System has adopted the Data-Driven Decision Management (DDDM) model to support decision making for the delivery of best-practice enrollment management. This is essential for the continued improvement of the Southern University System.

Activity 4: Continue to implement consistent and coordinated data governance practice across the Southern System
Supporting: SUBR, SUSLA, SUNO, SULC

1st Quarter Activities

As the first DDDM related activity, the System will begin regular meetings of the Data Governance Committee.

The Data Governance Committee (DGC) is charged with ensuring timely and accurate data entry and reporting. The DGC will meet quarterly under the direction of the System Office of Academic Affairs to address issues in support of the implementation of DDDM across the System.

The primary activity of the DGC during Year 5 will be to document what data, policies, procedures and resources exist at each institution, how these differ and how they may be leveraged to support System-wide improvement.

The first meeting is scheduled for the 2nd Quarter.

2nd Quarter Activities

The Data Governance Committee convened for the Data Integrity and Process Management Summit on December 17, 2015 (full description in Activity 6 below). Issues identified previously were used to develop and prioritize agenda items for the Summit (see Agenda in supporting documents for issue topics). The IR staff members, required to be on the committee from each campus, have been the key points of contact for disseminating data requests and important information. Each institution has identified their full committee membership and has been working on data issues including the changes to Regents reporting requirements and data integrity and timely submission of IPEDS data.

Continued quality improvement requires that each institution engage in an ongoing process of identifying their specific data related issues and collaborate with their peers to discern appropriate solutions. Each institution shared with their peers progress and issues related to improved data processes during the Data Integrity and Process Management Summit. Towards the end of the Summit, participants engaged in small group discussions around data management and process issues they were experiencing. The opportunity provided them access to the knowledge and experience of their peers from across the System. Ideas for addressing their issues were shared. Each campus will continue the process of quality improvement and have another opportunity to engage with their peers to discuss their activities and progress at the 3rd Quarter meeting on February 15th.

Institutions agreed to focus on quality improvement most likely to impact GRAD Act data, performance-based funding and Regents reporting. These issues include data entry and coding, quality and accuracy of data, automated error check and reporting processes and missing and non-current data. During the 3rd Quarter meeting, the Registrars, IT and IR will be the focus of the quality improvement discussions and presentations to continue the process of developing strategies and actions for institutional improvement through improved data governance.

Activity 5: Utilize Visual Analytics to facilitate DDDM

Supporting: SUBR, SUNO, SULC, SUSLA

1st Quarter Activities

As the second DDDM related activity, the System Office will begin using Tableau, a visual analytics and data management package, to support decision making across the System's institutions. Advanced visual interfaces provide a platform to directly interact with the data analysis capabilities of computer, allowing for well-informed decisions in complex situations.

The Southern University System and its Institutions collect and manage large stores of data on prospective and actual students. Visual analytics will be useful in the development of policies and procedures aimed at improving services and outcomes across the System.

The process for purchasing and deploying Tableau has begun and will continue through the 2nd quarter.

Analytics will be directed by the System's Evaluation & Assessment Specialist and be supported by the Campus staff on the DGC. During the 2nd quarter meeting of the System Data Governance Committee an agenda for analysis during the 3rd and 4th quarter will be developed.

2nd Quarter Activities

After consultation with Tableau, the System staff agreed to a process that would build buy-in across all institutions and units to be involved with Tableau implementation. This process involved review by the System's Information Technology staff, Institutional Research staff and senior leadership. After review of products available from Tableau, this group agreed on the specific products to purchase and implement. These decisions were based on a desire to 'own' the licenses over subscriptions; a desire to house data in-house over in-the-cloud; a need for non-expert users to produce reports; an ability to scale up as additional users need to be added and costs. The purchase made during this quarter includes:

- 5 Desktop Professional User licenses (one for each of the IR units at the 4 academic campuses and 1 for the System Office.
- 10 Server Web Client Interactive licenses (for senior staff at each of the 4 academic campuses and the System Office.

The analytics products are being installed and training of staff is being planned for the 3rd Quarter. To plan for the development of standardized data reporting across each of the System's institutions, the IT staff are utilizing the Data Governance process to coordinate data management processes. The first step in the process is mapping of data elements across the system to ensure consistency of coding and data definitions. Data previously submitted to Regents (SSPS, SCH and Completers) were identified as the first data to be incorporated and analyzed using Tableau to identify trends across the System institutions.

Activity 6: Conduct a *Data Integrity and Process Management Summit*

Supporting: SUBR, SUSLA, SUNO, SULC

1st Quarter Activities

As the third DDDM activity, the System Office will coordinate the second Data Integrity and Process Management Summit.

Under the direction of the Associate Vice President for Information Technology and Chief Information Officer and coordinating with each Institution's Office for Technology and Institutional Research Office, the System Office is coordinating a *Data Integrity and Process Management* Summit to be held during the 2nd quarter of the Year 5 Improvement Plan. This summit will build on the successes of the summit held during the Fall of 2014.

Participants will include the data stewards from each campus responsible for data collection, entry, management, analysis and reporting. Staff responsible for a number of administrative functions impacting enrollment management will participate, including recruiting, admissions, financial aid, registration and course assessment and outcomes. Institutional research staff, technology staff and enrollment management staff are critical stakeholders in this process.

2nd Quarter Activities

In collaboration with the Data Governance Committee, the Data Integrity and Process Management Summit was held on December 17th, 2015 on the SU Baton Rouge Campus. Thirty-two (32) staff members participated representing the four academic campuses within the System. (See sign-in sheet in supporting documents.) A cross-section of units were represented including Information Technology, Admissions, Enrollment Management, Business and Finance, Financial Aid, the Registrar, Human Resources and Institutional Research.

The first activity of the Summit was to present an overview of the Board of Supervisors' approved Data Governance Policy. After this overview, each institution presented how they had organized their Committee and Teams. Following this brief activity, the Board of Regents Reporting timeline was distributed with the link to version available online. As there has been significant turnover of staff, these simple activities were deemed to be important.

A primary activity during this meeting included indentifying the units and staff, at each institution, responsible for production of all reports listed on the Regents' reporting calendar. The reporting structure and unit responsibilities across each campus differed. At SUNO, IT runs all Argos reports to extract data for IR staff to report. At SUBR, IR staff have access to Argos to run their reports. As staff have left institutions and have not been replaced, reporting responsibilities have not always been reassigned timely and new staff may not be fully aware of the intricacies of each report. The goal was to assist institutions in identifying all individuals involved in reporting across their campus. Most participants were not aware of the large numbers of staff involved in reporting across academics, fiscal, physical plant, human resources, library, athletics, enrollment and student services.

GRAD Act scoring and reporting requirements were reviewed, as there have also been a number of new staff now involved in this process. Individual meeting with responsible staff on each campus will be arranged after SSPS files are reported to Regents. The importance

of quality, reliable and valid data was discussed in terms of the outcomes based funding being discussed at Regents. Some data to be used, specifically square footage by type of use, may not have historically been collected and coded correctly. Other issues of correct coding of students as they progress towards a degree are becoming more important.

After lunch, there was a discussion of how each data unit would be involved in Tableau implementation across the system. Each IR unit would be responsible for development of reports for administration to use to monitor performance and to guide performance improvement. After the Tableau discussion, participants engaged in small group discussions around data management and process issues they were experiencing. The opportunity provided them access to the knowledge and experience of their peers from across the System. Ideas for addressing their issues were shared.

Finally, participants were involved in a discussion of how Data Driven Decision Management is key to continued quality improvement of institutional outcomes and efficient management practices. Participants were charged with the responsibility to continue these discussions within their institution and across System institutions. They are to come back to the next Quarterly meeting on February 15th to discuss data issues impacting the Registrars and how data from the Registrars impacts IR and reporting.

Activity 7: Conduct an Enrollment Management Retreat grounded in DDDM
Supporting: SUBR, SUSLA, SUNO, SULC

1st Quarter Activities

As the fourth DDDM activity, a System-wide Retreat will be held to improve knowledge and practices related to enrollment management and student outcomes.

Under the direction of the Provost and Executive Vice President for Academic Affairs, the System Office will coordinate an *Enrollment Management Conference* to be held during the third quarter of the Year 5 Improvement Plan. The goal of the conference being the emersion of faculty, staff, administration, students, alumni and members of the Board of Supervisors in data-driven best-practice strategies for the improvement of recruitment, retention and progression of students. Data from across the System and from regional and nation sources will be utilized in building evidence-based narratives and plans for improvement.

The Provost will identify experts to lead sessions on evidence-based solutions to the specific issues identified through data analysis across the System. The intended outcome is an increased knowledge of the roles, responsibilities of all members of the Southern community for the improvement of institutional outcomes. Specific models and actions will be presented as identified through the other DDDM related activities.

2nd Quarter Activities

The System Office is planning the scope of activities for the System-wide Retreat to be held during the 4th Quarter of the year. Presenters knowledgeable of the factors and intervening variables impacting all aspects of enrollment management are being identified. Key institutional stakeholders across all institutions and units are also being identified. Preliminary outreach to institutional stakeholders will occur during the third quarter to identify needs, strengths, weaknesses and opportunities.

After review of the number of academic and administrative staff who desired to be involved in this conference, it is not feasible to disrupt institutional academic activities during the 3rd quarter for this retreat. The time that would afford the most opportunities for faculty and staff to participate would be immediately after graduation in the spring.

III. Summary

Activities are on schedule and the System expects all 2nd Quarter deliverables to be completed prior to the next quarterly report.

2nd Quarter activities were completed and 3rd Quarter activities have been scheduled.

The Southern University System Improvement Plan for Expenditure of GRAD Act Funding for Year 5

<i>Activity</i>	<i>Deliverable</i>	<i>Deliverables</i>	<i>Quarter</i>	<i>Responsible Staff/ Dept</i>
<u>Activity 1: Award GRAD Act Grants</u>				
	List of Grant recipients by institution		2 nd & 3 rd	Institution Financial Aid Director
	Enrollment and progression data on Grant recipients by institution		3 rd & 4 th	Institution Financial Aid & IR Directors
<u>Activity 2: Enhance Louisiana Bar Preparation</u>				
	Select Fellows		2 nd	SULC Administration
	List of participants		2 nd & 3 rd	SULC Administration
	Assessment score		2 nd & 3 rd	SULC Administration
	Bar pass rate		4 th	SULC Administration
<u>Activity 3: Implement common examinations and BARBRI AMP</u>				
	List of participants		2 nd & 3 rd	SULC Administration
	Assessment score		2 nd & 3 rd	SULC Administration
	Course outcomes		3 rd & 4 th	SULC Administration
<u>Activity 4: Continue to implement consistent and coordinated data governance practice across the Southern System</u>				
	Meeting Schedule		2 nd	System VP for Academic Affairs

Policy/procedure development	2 nd ; 3 rd & 4 th	System VP for Academic Affairs
System and institution action items	2 nd ; 3 rd & 4 th	System VP for Academic Affairs

Activity 5: Utilize Visual Analytics to facilitate DDDM

Purchase & install analytics product and hardware	2 nd	VP Technology & System Evaluation & Assessment Specialist
Load Institutions' Data Files: Admissions; Financial Aid; Enrollment;	2 nd	VP Technology; Institution IR Staff; System Evaluation & Assessment Specialist
Initial Analysis of Enrollment and retention data	2 nd	System Evaluation & Assessment Specialist
Update Institutions' Data Files: Admissions; Financial Aid; Enrollment;	3 rd	VP Technology; Institution IR Staff; System Evaluation & Assessment Specialist
Analytics Reports	3 rd & 4 th	System Evaluation & Assessment Specialist

Activity 6: Conduct a Data Integrity and Process Management Summit

Agenda; participant list & evaluation	2 nd	IR Staff SUBR
Policy & procedure recommendations	2 nd	System Evaluation & Assessment Specialist

Activity 7: Conduct an Enrollment Management Retreat grounded in DDDM

Agenda; participant list and evaluation	3 rd	System VP for Academic Affairs
Policy & procedure recommendations	3 rd	System VP for Academic Affairs
Enrollment management action items	3 rd	System VP for Academic Affairs

Total committed

\$204,463

<u>Activity</u>	<u>Campuses Impacted</u>	<u>Allocated Funds</u>	<u>use</u>
<i>Activity 1: Award GRAD Act Grants</i>	SUBR, SUNO, SULC	\$60,000	need-based grants
<i>Activity 2: Enhance Louisiana Bar Preparation</i>	SULC	\$39,000	Fellows and stipends
<i>Activity 3: Implement common examinations and BARBRI AMP</i>	SULC	\$10,000	Educational software system
<i>Activity 4: Implement consistent and coordinated data governance practice across the Southern System</i>	SUBR, SUSLA, SUNO, SULC	\$16,000	staff travel to quarterly meetings
<i>Activity 5: Purchase and deploy a Visual Analytics and Data Management Package</i>	SUBR, SUSLA, SUNO, SULC	\$29,463	Tableau Software solution; MacPro system; data management and other analytics software; training;
<i>Activity 6: Conduct a Data Integrity and Process Management Summit</i>	SUBR, SUSLA, SUNO, SULC	\$15,000	materials and staff travel
<i>Activity 7: Conduct a Data Driven Enrollment Management Retreat</i>	SUBR, SUSLA, SUNO, SULC	\$35,000	facilities, materials, staff travel, expert presenter(s)

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Data Integrity and Process Management Summit

Southern University System

December 17th, 2015

**Blue & Gold Room, Smith-Brown Memorial Union
Southern University and A&M College
Baton Rouge, LA**

Schedule

9:00 AM	Greetings and Introductions
9:15 AM	Review of Data Governance Policy Institution Committees / Teams
9:45 AM	Reporting Time Line
10:00 AM	Identifying Reporting Responsibilities and Processes - Board of Regents Reporting (BoR) - Integrated Postsecondary Education Data System (IPEDS) - Louisiana Performance Accountability System (LaPAS) - Granting Resources and Autonomies for Diplomas (GRAD) Act
10:45 AM	Break
11:00 AM	GRAD Act Scoring
12 noon	Outcomes based Funding
12:30 PM	LUNCH
1:30 PM	Tableau Implementation
2:00 PM	Discussion: Identify Data Integrity and Reporting Issues
2:40 PM	Subsequent Steps - Data Driven Decision Management
3:00 PM	Adjourn

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Data Governance Committee

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Dec 17th

Name	Institution	Position
Jessica Winslow	SUSLA	AVC Enrollment
Brian K. Phillips	SUBR	Research Associate
Demetri A. George	SULC	Director of Finance
Roseanne White	SULC	VC Student Affairs
JERRY Hall	SULC	AVC Financial Affairs
Dorothy S. Parker	SULC	Coordinator of Student Affs
Lata Johnson	SULC	Director of IT
Floria DeHaven	SUBR	Research Associate
D'Andrea Lee	SULC	Director Records
Rosary Gamini	PAIR	Teach Asst.
Javarez ALVAREZ	SULC	Director, Career Services
Andre Love	SULC	Director, Admission/Recruit
Chelaucha Clarke	SULC	Director, Financial Aid
Michelle Hill	SUS	AVP, Enrollment Services
Raymond Clarke	SUBR	AVC Enrollment Mgmt
Ursula Shorty	SUBR	Director, Financial Aid
Dudley HAZUKU	SUNO	Grad Admissions
PATRICE LATIMORE	SUNO	AVC Enrollment Mgmt.
Caronda Bean	SUBR	Registrar
Monique Holmes	SUNO	Registrar's Off.
Josephine Lott	SUNO	Director, IR
Clayton Wilson Jr	SUS	Asst Director IT
Sheila DuBochain DeHaven	SUBR	Director of Title III

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Name	Institution	Position
C. Maxillo Maultrie	S.H.N.L.	Dir, Recruitment & Admissions
Francesca Mellem-Williams	SUBR	Academic Technology
Regina S. Robinson	SUSLA	VC of Research Sponsored Programs & I.E.
Patricia Alexander	SUNO	H.R.
Amanda Washington	SUNO	H.R.
John K. Pierre	SULC	Interim Chancellor