



INSTITUTIONAL EFFECTIVENESS DEPARTMENT and PROGRAM REVIEW: 2026 ANNUAL REPORT

Part 5: Data Findings

Goal 1: Improve the College's ability to efficiently access, analyze and report data.

Unified Data Analytics Solution (UDAS) Implementation:

Progress on the UDAS project was formative in nature this year. Chris Egertson co-lead the implementation team and Brynn Pierce served on the project steering team. The project met three milestones:

- Developed Analytics Road Map: Provided a map of the UDAS and how it connected to COCC systems and how data is moved, transformed and stored | Completed Fall Term 2025
- Developed and Implemented a Proof of Concept: Small scale implementation focused on enrolled student data. This allowed for testing of connections, transformations, UDAS features, reporting star schemas, and building reports and dashboards | Completed Winter Term 2026
- Developed and Implemented a Scale Up: Strengthened proof of concept by including more robust student and enrollment data in a production ready environment. This sets the stage for the creation of many highly used dashboards and removal of several resource heavy reports (RHR) from Banner | Completed Summer 2026

Measurement:

2025-26 | Year 1: Developing a data warehouse infrastructure to support the UDAS project – Met

2026-27 | Year 2: UDAS has 1 certified data set + 6 dashboards | 1 RHR removed from Banner

2027-28 | Year 3: UDAS has 2 certified data sets + 12 Dashboards | 3 RHR removed from Banner

Reporting Efficiencies:

Progress on improving the efficiency of state and federal reporting is heavily influenced by two factors. The first factor is adapting to internal changes in COCC's data environment that impact coding needed to pull required information accurately. The second factor is new reporting expectations introduced annually at the State and Federal level that are of greater scope and complexity. Balancing both of these influences while improving the process and gaining efficiency is a complicated endeavor.

Measurement:

2025-26 | Year 1: Fully recognizing the complexity of what it will take to gain efficiency – Met

2026-27 | Year 2: Establish a rubric for assessing "touch points" with each process + establish baseline

2027-28 | Year 3: Decrease touch points needed, goal to be determined.

Goal 2: Improve the College's environment for collecting survey data to support assessment and reporting needs.

Improvements to Survey Environment:

Progress on improving COCC's survey environment was formative in nature this year. The main focus for 2025-26 (year one) was the development and administration of COCC's first internal Student Engagement Survey and the development of a qualitative rubric to assess goal progress – see below.

Inputs (Resources)	Activities (What we do)	Outputs (Direct Products)	Outcomes (Short/Mid-Term)	Outcomes (Long-Term)
Staff time (IR, IT, faculty/staff committees)	Build and administer COCC Student Engagement Survey ✓	Student Engagement Survey results available annually	Increased survey participation and engagement	Stronger culture of evidence-based decision-making
Institutional Effectiveness expertise	Develop institutional survey calendar	Published annual survey calendar	Improved coordination/fewer overlapping surveys	More strategic, efficient use of survey resources
MPR web development support	Create central repository for survey results w/ web page	Accessible online repository with survey reports/data	Greater transparency and access to data for decision-making	Data consistently informs program review, planning, accreditation
Leadership support for survey policy development	Research/implement institutional survey policy	Approved institutional survey policy document	Clear guidelines for survey approval, administration, and use	Sustainable, consistent survey practices embedded in college culture
Faculty/staff input	Review institutional surveys and align with assessment needs/schedules	Survey review and alignment completed	Better alignment between surveys and institutional assessment needs	Increased confidence in survey data to aid decision-making

Measurement:

2025-26 | Year 1: COCC Student Engagement Survey administration + develop rubric– Met ✓
 2026-27 | Year 2: Staying formative, complete two items from the rubric “Activities” column
 2027-28 | Year 3: Begin to evaluate short/mid-term outcomes

GOAL 3: Foster meaningful use of data to support decision making.

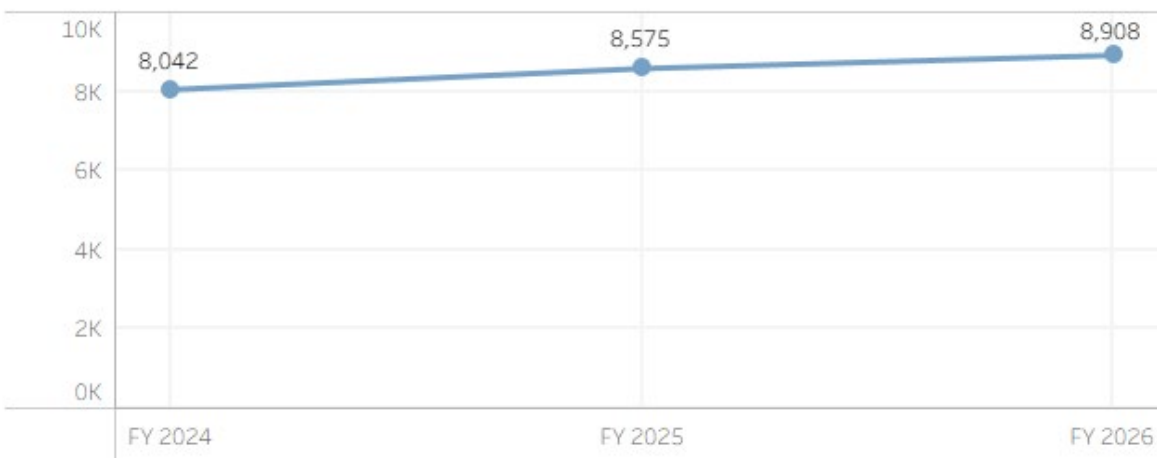
End User Satisfaction:

The intent is to survey Tableau Viewers to determine if they have meaningful data needed to make strategic and operational decisions. We like the idea of collecting feedback and also do not want to take a siloed approach when the Unified Data Analytics Solution (UDAS) and Data Governance Committee (DGC) also have an invested interest in collecting data utilization related feedback. The survey is yet to be developed or response targets set.

Dashboard Utilization Rate:

The College's investment in data accessibility is paying off. Over the past three years, there have been over 25,500 views of Tableau dashboards with the number increasing year over year which is the direction we want to be heading.

Total Views: 25,525



Internal Assessment of Data Utilization Maturity:

The intent is to assess if the College is getting more sophisticated in their data questions and utilization. We were unable to wrap our head around this concept in 2025-26.

Measurement:

2025-26 | Year 1: Fully recognizing the complexity of assessing data maturity at COCC – Met

2026-27 | Year 2: Establish a process for designation data requests w/ a complexity score + set baseline

2027-28 | Year 3: To be determined

GOAL 4: Adapt IE's skills, scope and college presence to improve service to the college.

Progress on this goal has been formative this year in an attempt to upgrade business practices and better define and promote IE's role in college operations. A few wins included working with Marketing and Public Relations (MPR) to revamp the IE web pages; Chris Egertson introduced dashboard related communications to spotlight/promote available data resources which supported both Goal 3 and Goal 4; and, a plan for the IE director's role in the development and implementation of the College's next strategic plan was discussed and determined. Assessing overall goal progress outlined below:

IE Assistance Tracking:

IE has a Data Support Request form available from [IE's intranet page](#). It is not widely used due to the obscurity of IE's web pages. Current practice, IE team members receive requests in their inbox and complete the DSR form. With IE's upgraded web presence, the following goals are set:

Measurement:

2025-26 | Year 1: 23% DSR tickets completed by employees | 77% DSR tickets completed by IE - Baseline

2026-27 | Year 2: 50% DSR tickets completed by employees | 50% DSR tickets completed by IE

2027-28 | Year 3: 75% DSR tickets completed by employees | 25% DSR tickets completed by IE

Utilize IE Designated Professional Development (PD) funds annually:

We want to stay intentional regarding finding and following through on professional development activities. We do this qualitatively in our annual reviews and set this indicator as a way to take the pulse of our efforts. We may put this indicator on hold considering the current budget restrictions.

Measurement:

2025-26 | Year 1: 43% of IE Professional Travel/Development Funds Spent

2026-27 | Year 2: TBD – Only pre-planned and mission critical PD funds can be spent

2027-28 | Year 3: TBD

Internal Qualitative Assessment:

This is a cumulative indicator that allows us to see outcomes related to all four IE goals. We are going to assess this qualitatively as a team on a quarterly basis by collecting examples of where IE is better organized and efficient. A win this year is the revamp of the IE webpages and how much easier it is to direct college community to the right resources. The webpage provides a strong foundation for adding more content in many data related areas.

Part 6: Data Interpretation

Goal 1: Improve the College's ability to efficiently access, analyze and report data.

Much of the work related to this goal was formative in nature and will continue to be over the next couple years. As the Unified Data Analytics Solution (UDAS) comes online, it will bring greater institutional standardization and efficiency and be the cornerstone to achieving this goal. It will also provide IE with a more stable, accessible data environment to begin to gain efficiencies on external reporting.

Goal 2: Improve the College's environment for collecting survey data to support assessment and reporting needs.

Much of the work related to this goal was also formative in nature and will continue to be over the next couple years. Administering COCC's first ever internal Survey of Student Engagement was a big milestone. Developing a rubric to keep us accountable and assess progress was also a win.

GOAL 3: Foster meaningful use of data to support decision making.

Assessing end user satisfaction is a work in progress so feedback not currently available. We are seeing an increased utilization of the data dashboards and will continue to monitor this growth as we transition to the UDAS and further develop and promote data accessibility and utilization. Internal assessment of data maturity is also a work in progress so no findings at this time.

GOAL 4: Adapt IE's skills, scope and college presence to improve service to the college.

We made progress on a few fronts and were able to set baselines for IE support tracking and utilization of PD funds. We will continue to assess efficiency improvements qualitatively as a team on a quarterly basis. We will collect examples of where IE is better organized and efficient resulting in improved ability to support the college community

Part 7: Action Plan

Institutional Effectiveness remains committed to advancing college-wide improvement efforts by using data to answer meaningful questions that inform decisions and influence positive change. The goals we have set continue to anchor our work and inspire continual improvement in our office and the overall college community. During the 2026-27 year, IE plans to:

- Continue to co-lead (Chris Egertson) the UDAS implementation team in building knowledge of Tableau dashboard development and utilization among team members. | Goal 1
- Address the “gray area” of who is best equipped to answer data questions at COCC. IE to draft our understanding of current process and share with IT’s EAM and FA teams. | Goal 1
- Develop a rubric to track “touch points.” Define what constitutes a touch point and establish a baseline for key reporting expectations. | Goal 1
- Continue serving (Brynn Pierce) on the Data Governance Committee and facilitate alignment with the work and evaluation of IE’s goals, including the idea of collecting data related feedback from employees. | Goal 1 and Goal 3
- Develop an institutional survey calendar in collaboration with senior leadership. | Goal 2
- Continue to develop a central repository of institutional survey results and provide executive summaries on the IE webpage. | Goal 2
- Establish a process for designating data requests w/ a complexity score in Smartsheet in order to gauge if IE is getting more sophisticated questions from the College community. | Goal 3
- Assess putting the indicator of Professional Development fund utilization on hold considering the current budget restrictions | Goal 4
- Promote IE’s new location, webpage and how to find IE Data Support Request form. | Goal 4
- Begin assessing gained IE efficiency qualitatively as a team on a quarterly basis. | Goal 4