Introduction:

Junius J. Gonzales, MD, MBA
Provost and VP for Academic Affairs

NEW YORK INSTITUTE OF TECHNOLOGY

Do.
Make.
Innovate.
Reinvent the Future.

Continuous Program Improvement 2.0

Michael Urmeneta, MS
Director,
Program Intelligence
and Improvement

Shifang Li, EdD
Director,
Institutional
Effectiveness

Agenda

- Celebrate what we have accomplished
- Get updates about Middle States Accreditation and relevant organizational changes
- Learn about CPI 2.0
- Hear closing remarks from President Foley

What has been accomplished

- Middle States Accreditation
  - ✓In compliance with all standards and requirement of affiliation
  - ✓Expected re-accreditation confirmation, via Commission Action, by November, 2019

- Follow-up reports with regard to recommendations

Relevant Changes

- Enhanced clarity, communication, and collaboration through the addition of faculty and staff co-chairs to CPI committee

- Enhanced focus with creation of

  Office of Institutional Effectiveness

- Enhanced focus with creation of

  Office of Program Intelligence and Improvement

CPI related recommendations

- Provide significant education to staff, faculty and leadership about CPI process, and how to differentiate this process from more traditional and ongoing program assessment activities

- Identify examples of how CPI has been used to advance mission-based metrics. These examples, from multiple programs and units across campus should be demonstrable and documented

Follow-up report due in 24 months (starting 11/19)

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CPI 2.0: Begin with the end in mind

MSCHE: IMPROVE Educational Effectiveness

2019 --------------> 2023

- Institutional / Academic Achievement

- Financial Outcomes

MSCHE Expectation	Key Performance Indicator (KPI)
Institutional / Academic Achievement	• Retention Rate • Graduation Rate (150%, 200%) • Loan Default Rate • Enrollment
Financial Outcomes	• Viability Ratio • Composite Financial Index (CFI)

MSCHE Expectation   Self-identified metrics

Institutional /
Academic
Achievement

- Licensure exam passing rate

- Career placement rates

- NSSE, NL-Student Satisfaction, GSS, etc.

- Time to degree completion

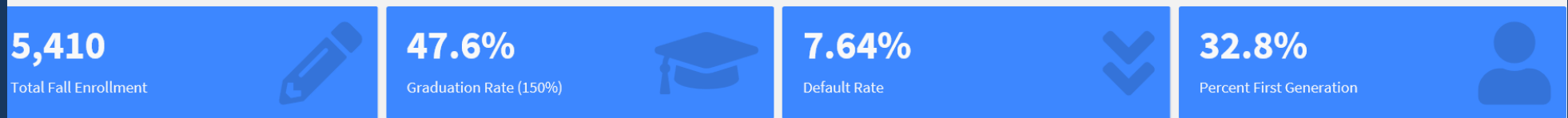MSCHE: *"Provide data not prose."*
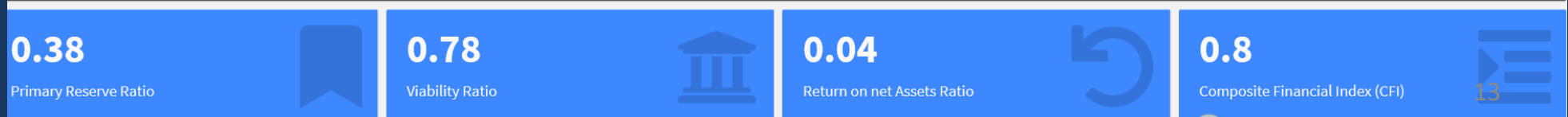
CHE
MSA

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MSCHE Mid-Point Peer Review Report
2019 ------------------------------> 2023

Institution	Carnegie.Classification	Assoc..System.or.Compant	Religious.Affiliation	Website	Student Achievement	Active?
Middle States Commission	N/A	N/A	N/A	Website	Student Achievement	FALSE

Institutional Achievement / Academic Achievement

5,410	47.6%	7.64%	32.8%
Total Fall Enrollment	Graduation Rate (150%)	Default Rate	Percent First Generation

Financial Outcomes

0.38	0.78	0.04	0.8
Primary Reserve Ratio	Viability Ratio	Return on net Assets Ratio	Composite Financial Index (CFI)

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MSCHE Mid-Point Peer Review Report
2019 --------------------------------> 2023

MSCHE Expectation

NYIT Priorities for the Student Experience

Institutional / Academic Achievement	• Increase retention/graduation rate • Improve learning gains • Improve student engagement • Improve advising • Improve enrollment
Financial Outcomes	

What do we <u>DO</u> to improve?

Continuous Program Improvement (CPI)

In our 2019 self-study, we proposed
to use CPI processes to:

- Advance NYIT's priorities

- Meet Middle States expectations of
  continuous improvement

CPI 2.0 Essentials

- Identify a change or innovation with the aim to improve

- Use Dr. W. Edwards Deming's PDSA cycle

CPI 2.0 Essentials

Why is change needed?

"While all changes do not lead to improvement, all improvement requires change.

The ability to develop, test, and implement changes is essential for any individual, group, or organization that wants to continuously improve."

−*Institute for Healthcare Improvement*

CPI 2.0 Essentials

Plan – Do – Study – Act (PDSA)

- **Plan:** Plan changes aimed at improvement
- **Do:** Carry out the changes or interventions
- **Study:** Review results
- **Act:** Continue or expand if it worked, refine PDSA if not - next cycle start

CPI 2.0 Essentials

Plan – Do – Study – Act (PDSA)
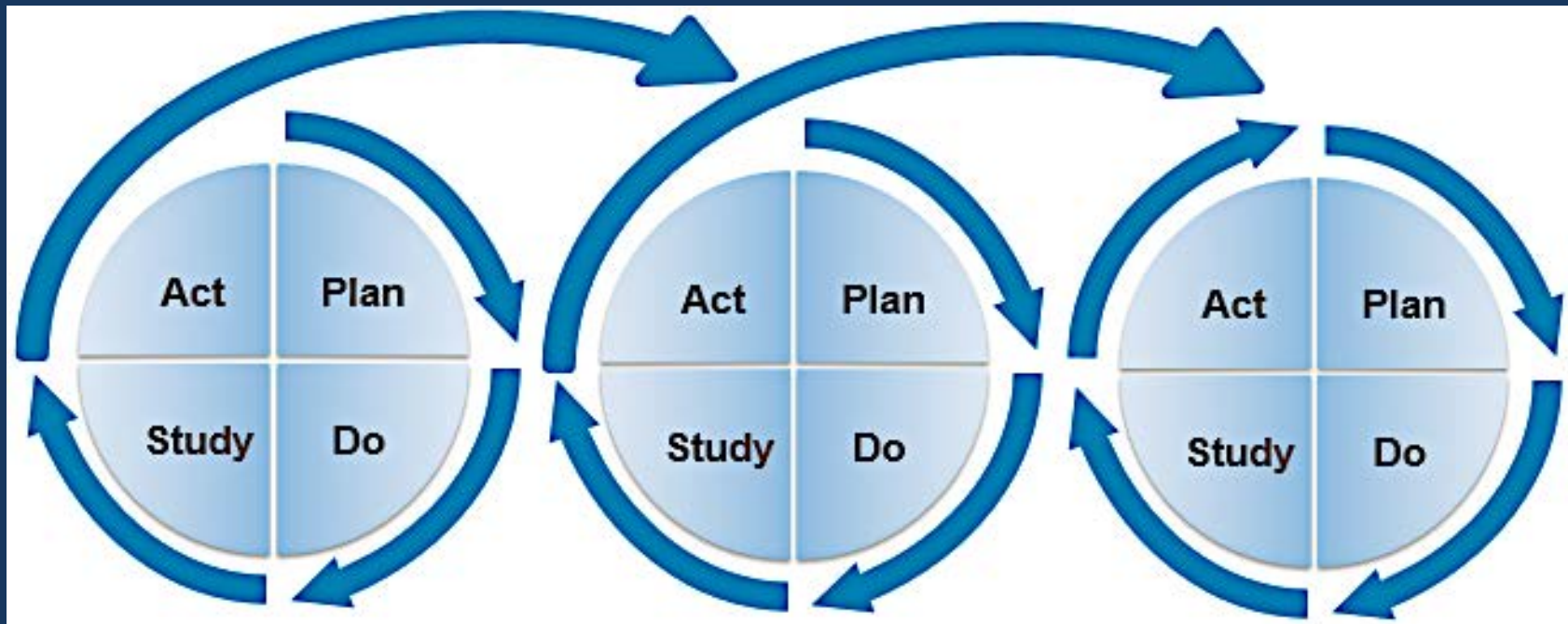
Case study 1:

Maria LaPadula, PhD
Chair, Behavioral Sciences

CPI Case 1: Behavioral Science SSC Campaign

The goal:

- To increase the number of graduates in a timely manner in Behavioral Sciences department

The intervention:

- A Campaign: "Are You on Track to Graduate?"

CPI Case 1: Behavioral Science
SSC Campaign

Advantages of Using SSC Campaign:

- Had 45 minute zoom session to set it up

- Very quick response

- Easy tracking non-responders and sending follow-up emails

- Effective & Efficient.

CPI Case 1: Behavioral Science SSC Campaign Results

THE SSC Results Updated August 2019	# graduates	% degree completion rate
19 of 28 students are on track to graduate	19	68%
The 1 student that never responded, ended up finally responding and has now graduated. The 1 student that took the cycle D class is now graduated	21	75%
The 1 student taking 6 CLEP credits spring 2019, no updates	If, 21+1	Then, 79%
The 2 students that took 6 credits during summer 2019, no updates	If, 21+1+2	Then, 86%

CPI Case 1: Behavioral Science SSC Campaign

To be continued & expanded

- Students at end of freshman year to check-in with them

- Students at end of sophomore year, halfway through program, to be sure on track

- Reach out to graduating seniors early fall of senior year so can make schedule changes if necessary

CPI Case 2: Nursing Department Continuous Quality Improvement Plan (CQI) (2010-2017)

- Simulation and technology Plan
- Clinical Affiliation Plan
- Curriculum Revision Plan
- NCLEX-RN Plan
- EBI (Skyfactor) External Benchmark & ATI Plan
- ELNEC (End of life Nursing Education) Plan

CPI Case 2: Hitting bottom

- Low license passing rate 20%, High graduation rate 90%, 2005
- Faculty-student teaching ratio
- Chairs
- Polices & Procedures
- Admission criteria
- Resources, limited, especially labs
- Low admission standards

CPI Case 2: CQI Implementations 2010-2015

- Curriculum revision
- Policies & Procedures change, including admission criteria
- Faculty Advising: assignment of faculty advisor
- Lab: A second nursing simulation lab opened across the week, evenings, and Saturdays.

CPI Case 2: CQI Implementations 2013-2015

- Tracking alerts at-risk students.

- Junior and seniors study group

- 2 new full-time faculty members

- Clinical affiliation partnerships increased from 3 to 13.

CPI Case 2: CQI Plan Implementations 2010-2015

Changes in the gateway course - pharmacology

- 2012: NURS 315 (Pharmacology) updated content and more emphasis on higher-order learning.

- 2013: Calculation workshops and pre-class calculation assignments were made mandatory prerequisites to NURS 315.

- 2014: A new instructor was assigned to teach the course in 2014.

CPI Case 2: Results

NYIT NCLEX-RN Compared to New York State 05-18
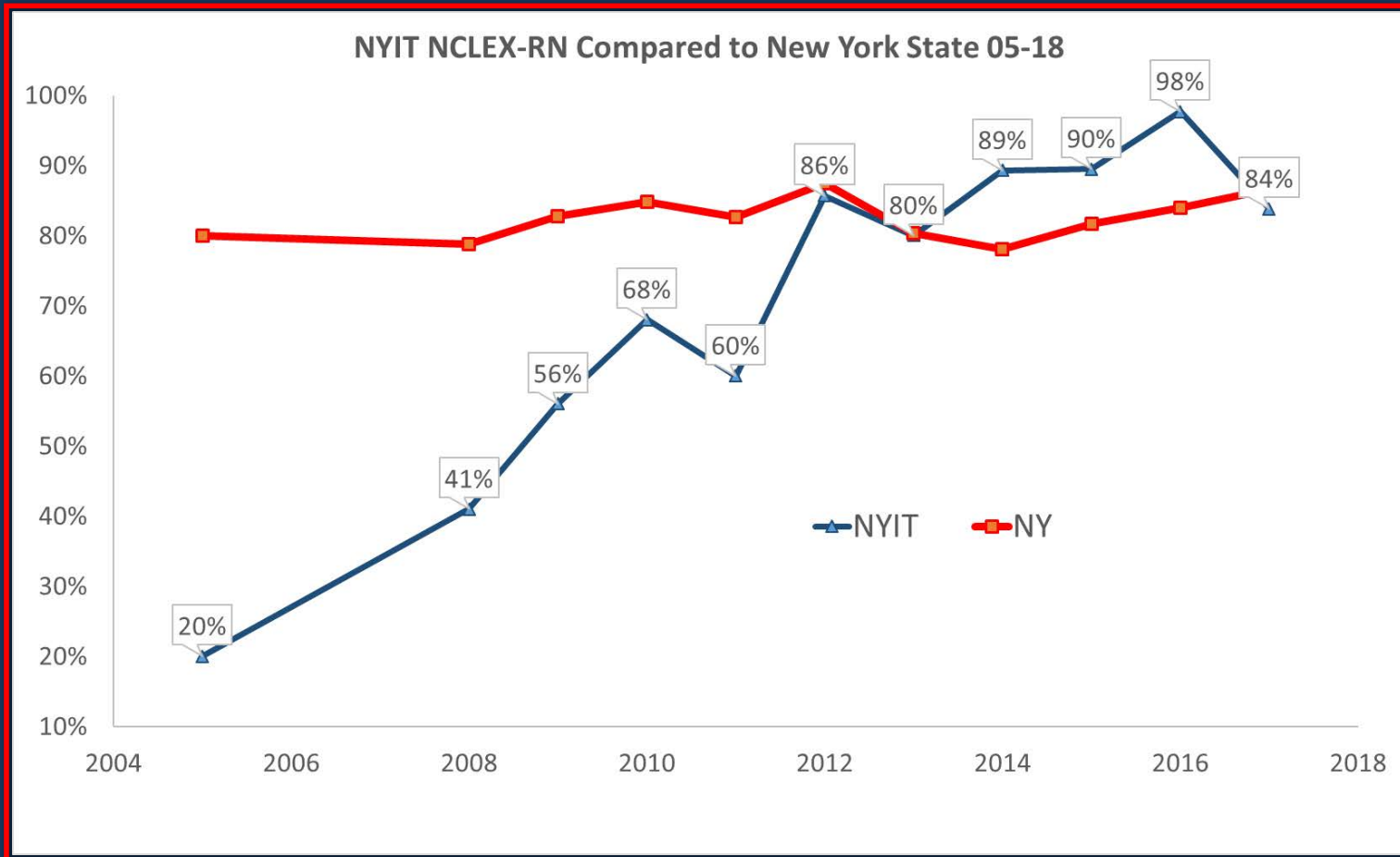
Case study 3:

Kristen Smith, MA
Registrar

CPI Case 3: Registrar Office
Online Workflow – Change of Attendance

The goal:

- Improve efficiency to provide better service to students and faculty

The intervention:

- A Workflow "Change of Attendance"

CPI Case 3: Registrar Office
Online Workflow – Change of Attendance

Advantages of Using a Workflow:

- Less use of paper

- Streamlined process

- Automated emails

- Easier tracking

- Faster turnaround time

CPI Case 3: Registrar Office
Online Workflow – Change of Attendance

FACULTY CENTER

Student ID	First Name	Last Name	Email	Attendance Type	Enrollment Date Time	Request Attendance Change
		L	sabled	Attended	2018-06-11 23:43:52	Pending with Registrar
	a	P	isabled	Attended	2018-04-23 09:20:48	Request Attendance Change
		M	sabled	Never Attended	2018-05-20 00:00:41	Request Attendance Change
	s	M	sabled	Never Attended	2018-05-08 15:44:38	Request Attendance Change
		K	sabled	Attended	2018-08-23 23:31:22	Request Attendance Change
		J	abled	Never Attended	2018-12-19 10:26:57	Request Attendance Change
		M	isabled	Attended	2018-09-05 13:34:58	Request Attendance Change

CPI Case 3: Registrar Office
Online Workflow – Change of Attendance

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CPI Case 3: Registrar Office
Online Workflow – Change of Attendance

To be continued:

- Go live with COA Fall 2019

- Evaluate and adjust

- Begin additional workflows

Discussion

These are all different cases, but they have the following in common:

- A clear goal

- A change or intervention that was implemented

- A measured impact on improving students success through increased pass rates on national exams, increased degree completion rate, and better customer service

CPI 2.0 Essentials

- Change or innovation with the aim to improve

- Dr. Deming's PDSA cycle
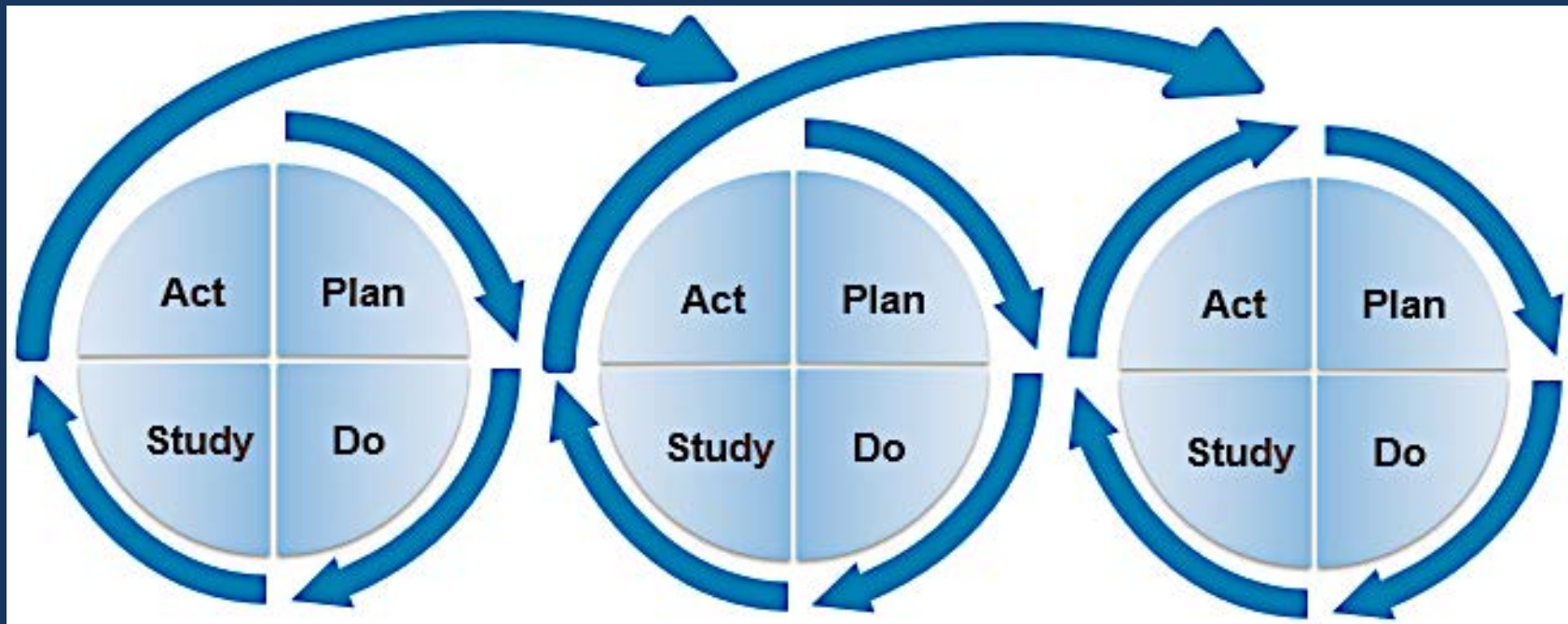
CPI 2.0 Essentials

- What are we trying to accomplish?

- How will we know that we have made an improvement?

- What changes or interventions can we make that will result in an improvement?

Questions about CPI 2.0

What are we trying to accomplish?

Consider:

- Aligning your goal to NYIT's
- Setting a clear, reasonable goal
- Setting a measurable goal
- Thinking of S.M.A.R.T goals

Questions about CPI 2.0

How will we know that we have made an improvement?

Consider:

- Using baseline & success metrics

- Exploring and analyzing the data we already have

Questions about CPI 2.0

What changes or interventions can we make that will result in improvement?

Consider:

Ones informed by

- Research

- Expertise

- Theory of learning

- Knowledge of our students

- Best practices & success experiences
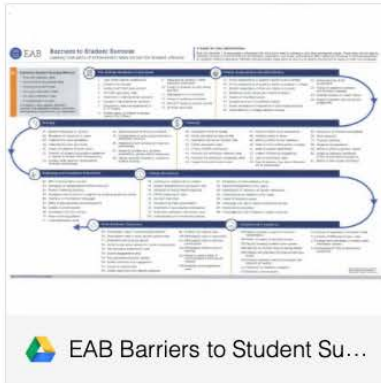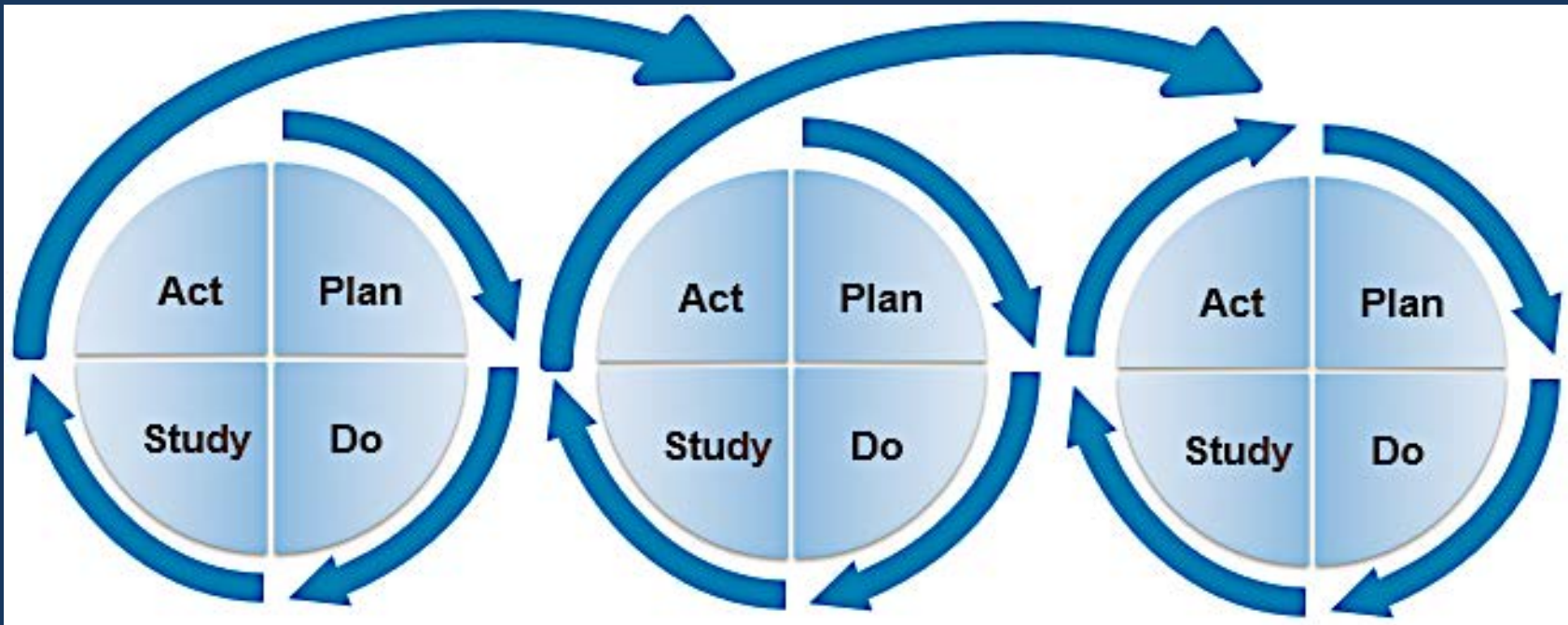
CPI 2.0 Essentials

How is this different?

- It's about us. About what we want to be. About what we can do to improve

- It's action-oriented vs passive

- It's specific, prioritized, supported

- It's impactful

- It's creative, not risk averse

- It's about the art of the possible

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CPI 2.0

- Change aim to improve
- Innovation
- PDSA
- Rewarding
- Exhilarating
- High Quality

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Thank You!

Michael Urmeneta, MS, CSM
Director, Program Intelligence and Improvement
michael.urmeneta@nyit.edu, x1039

Shifang Li, EdD
Director, Institutional Effectiveness
sli09@nyit.edu, x7860

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