Operationalizing the Servingness Framework: Metrics for Institutional Transformation at HSIs

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Program Committee
METRICS TO ASSESS SERVINGNESS AT HISPANIC SERVING INSTITUTIONS

• How do we measure progress toward becoming an institution that serves the racially, ethnically, and economically diverse set of students at Hispanic-Serving Institutions?
  • WITHIN A SET OF INCREASINGLY DIVERSE ORGANIZATIONS?

Conceptual framework of institutional transformation (IT)

• Practices, processes, and regulations/policies that change and disrupt the status quo leading to the outcome of servingness.
  • Structures for serving (tangible organizational structures)
  • Indicators of serving (measurable outcomes and experiences).

• Concept Papers
  • What did our research group do?
  • What do some of the answers look like?
beyond circumscribed student success programs

flexibility to fit a range of multiple-identity HSIs
Building on the Work of our Antepasadas y Gigantes

• AND we hope complementing their foundational and essential efforts

Bensimon et al. scorecard

Excelencia in Education Seal Process

Expanding Scholarship on HSIs and Servingess


Seal of Excelencia Framework: https://www.edexcelencia.org/seal/seal-excelencia-framework


Conference: Measuring Success of Institutional Efforts at HSIs
HRD#2037922

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**Project Goal:** produce a set of alternative metrics of institutional success at HSIs to measure progress on path toward Servingness

**Example Whiteboard Jam:**
Federal govt stops using 4 & 6-year graduation rates; what key measures will replace?

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- Value placed on mentoring and building authentic relationships with students
- Representation of all professions
- Visibility of knowledge produced and replicability to policy mechanisms
- Concurrent enrollment
- Average number of students/faculty mentored in research
- Extent to which campus is culturally responsive to students in curriculum and mentoring
- Innovation in teaching and learning
- Valuing social innovation just as, or more than, technological innovation
- Number of students who are supported in Work-Based Experiences either embedded or co-curricular
- Number of faculty who support these efforts
- Depth of pipeline partnerships
- Communities of color trust
- Students' sense of belonging to the discipline
- Institution's impact on the community
- Students with “holistic” (for lack of better word) racial/ethnic, personal, &
HOW TO FIND THE REPORT

https://hsi.arizona.edu/hsi-initiatives/nsf-project-measuring-institutional-change-across-diverse-hsis

OPERATIONALIZING THE SERVINGNESS FRAMEWORK:
METRICS FOR INSTITUTIONAL TRANSFORMATION AT HISPANIC-SERVING INSTITUTIONS

CONFERENCE PROCEEDINGS:
MEASURING SUCCESS OF INSTITUTIONAL EFFORTS AT HISPANIC-SERVING INSTITUTIONS

PI: BETH MITCHNECK, PROFESSOR EMERITA, UNIVERSITY OF ARIZONA

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Concept Papers

- Faculty Success
- Student Success
- Community Engagement
- Research, Scholarship, & Creative Activities (RSCA)
- Institutional Success
Hierarchy of Concepts

Categories

Structures for Servingness

Complementary Institutional Change Metrics
Student Success
Servingness & Student Success

Typical metrics for student success
- 4- and 6-year graduation rates
- First year persistence rates
- Average GPA
- Percent Latinx enrollment
- Rate disparities with other racial-ethnic groups

Student Success Metrics for Institutional Transformation at HSIs
- Meeting Basic Student Needs
- Sense of Belonging
- Multi-Dimensional Revisioning of Degree Completion
Sample Institutional Change Metrics: Student Success

Structures: Programs & services for minoritized students, Validating experiences within the structures, Academic outcomes, Validating experiences, Racialized experiences

Meeting Basic Needs
- Food
- Housing
- Mental & physical health
- Transportation
- Employment
- Textbook & Technology Access
- Student access to Covid-19 recovery

A Sense of Belonging
- Survey & data collection
  - Institution
  - Department
  - Classroom
  - Higher education

Multi-dimensional Revisioning of Degree Completion
- Goal upon entry
- Inclusive of certificates and co-curricular activities
- Expand timeframe
- Pathways to family-sustaining wages
Research, Scholarship, & Creative Activity
Servingness & Research, Scholarship, & Creative Activity

Typical metrics for research are often separate from student success:

• Research expenditures
• # and $ value of proposals and awards
• Patents and industry alliances
• Publications per project
• Carnegie Classification and Nobel prizes

Research Metrics for Institutional Transformation at HSIs:

• HSI Grants (Grants and Contracts)
• Compositional diversity
• Incentive structures for faculty and research teams
• Culturally relevant pedagogy and curriculum (UR experiences)
• Engagement with the Latinx community (community based research)
**Sample Institutional Change Metric: Servingness & Research, Scholarship, & Creative Activities**

**Structure: Contracts and Grants**

- Are there “adequate” staff and resources for grant submission and management
- Professional development for faculty and staff in proposal development and writing

**Systematic Process to Develop Grants that Serve Latinx Students**

- HSI Student Success Programming AND RSCA
- Institutional data available and inform evidence-based objectives
- Broad institutional engagement with HSI grants

**Engagement with funding agencies to reframe epistemologies of RSCA at HSIs**

- Faculty/staff serve as grant proposal reviewers
- Government/federal relations office involved in agency outreach and with electeds related to HSI funding & agencies
- Institutional participation in advocacy organizations such as HACU

**Institutional Advancement for RSCA**

- Engaging private industry, and other donors for RSCA funding
- Linking research to workforce development and industry partnerships
- Endowment mechanism in ED HSI grants and matching opportunities
  
  **Example:** Florida International University (FIU) Foundation established Office of Inclusive Philanthropy that focuses on advancing systemic change, with philanthropy as a major driver.
Community Engagement
Servingness & Community Engagement

Typical metrics for community engagement
• Gown towards town public service
• K-12 outreach programs
• Local fundraising and development efforts
• Unidirectional knowledge dissemination

• Community Engagement Metrics for Institutional Transformation at HSIs
  • Liberatory student outcomes
  • Equitable and bi-directional institutional partnerships
  • Community needs reflected in university activities
Sample Institutional Change Metrics: Community Engagement

- Composition of Board of Trustees or Foundation Board to reflect engagement with Latinx local, regional, and national Latinx communities;
- Foundation and development activity, fundraising areas focused on Latinx community;
- Research and program collaborations with other IHEs benefiting Latinx community;
- Carnegie Classification of Engaged Institution;
- Incentive structures to encourage and reward faculty, students, and staff for community engagement, public scholarship, community-based research, and culturally congruent STEM education.
Sample Institutional Change Metrics: Community Engagement

- **Structures: Engagement with Latinx Community; Institutional Advancement Activities**

**Students**
- Measures of student civic engagement
- Measures of student political engagement
- Measures of racial identity development for students

**Institution**
- Composition of Board of Trustees or Foundation Board to reflect engagement with Latinx communities;
- Foundation and development activity, fundraising areas focused on Latinx community
- Carnegie Classification of Engaged Institution
- Development/Advancement Office Staff

**Community**
- Co-creators with university leadership and faculty on programs and activities
- Community needs reflected in university activities’ Hispanic-serving community activities
Faculty Success
Servingness & Faculty Success

Typical metrics for faculty success are often separate from student success:
• Teaching evaluations (separate from student success measures in the same classes)
• Publication productivity - # peer-reviewed articles or books, citations
• Research productivity - grant and contract $ and expenditures
• Service (to institution and discipline) - # of committees

Faculty Success Metrics for Institutional Transformation at HSIs:
• Culturally relevant curriculum and pedagogy
• Faculty engagement with the Latinx community and diverse students
• Programs & services for minoritized students
• Incentive structures for faculty reward and accountability
Sample Institutional Change Metric: Faculty Success

- **Structure: Faculty Incentives and Rewards**
  - Creating incentives and policy changes to codify the role that faculty play in achieving servingness
  - Indicators and expectations across:
    - Recruitment
    - Hiring
    - Retention
    - Tenure and promotion
  - Professional development for faculty related to serving Latinx students in every area of evaluation for faculty performance
  - Support for faculty thriving and well-being

Alignment among various offices with influence: faculty senate, academic personnel, P&T committees, deans, chairs
**Sample Metrics for Recruitment, Hiring, and P&T**

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>Hiring</th>
<th>Retention</th>
<th>Promotion and Tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Does the job announcement and desired qualification foreground servingness and student success?</td>
<td>• Do search committees (or all faculty?) get DEI, implicit bias, and anti-racism prof dev?</td>
<td>• Mentoring / sponsoring programs and practices</td>
<td>• Incentives, rewards, and awards recognizing servingness-related accomplishments</td>
</tr>
<tr>
<td>• Does institution require statements of inclusive excellence?</td>
<td>• Does the search committee use an evaluation matrix to guide consideration of candidates?</td>
<td>• Service and promotability aligned and equitable</td>
<td>• Additional servingness criteria embedded within the teaching, research, and service</td>
</tr>
<tr>
<td>• Is the applicant pool diverse?</td>
<td>• Does the institution have policy and processes for partner hires?</td>
<td>• Professional development</td>
<td>• <strong>Example:</strong> University of California APM 210 - policy recognizes faculty contributions to diversity.</td>
</tr>
<tr>
<td></td>
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<td>• Faculty well being</td>
<td>• Do performance evaluations of Department Chairs and Deans incorporate departmental, divisional, and faculty engagement in servingness activities?</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Housing</td>
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Institutional Success
Servingness & Institutional Success

Typical metrics for institutional success

• 4- and 6-year graduation rates
• First year persistence rates
• Average GPA
• Percent Latinx enrollment
• Rate disparities with other racial-ethnic groups

Institutional Success Metrics for Institutional Transformation at HSIs

• Meeting Basic Student Needs
• Sense of Belonging
• Multi-Dimensional Revisioning of Degree Completion
Sample Institutional Change Metrics: Institutional Success

Structures: Mission and value statements; Campus workforce compositional diversity; Incentives; Institutional Advancement Activities; Institutional Racism & Change Efforts

Mission and Value Statements
- Analysis of mission & value statements
- Analysis of institutional documents for HSI status
- Review of key policy documents for consistency with servingness

Campus Workforce Compositional Diversity
- Student, faculty, staff, leadership hire, retention, advancement data
- Tracking compositional diversity of contingent faculty titles
- Pay equity within titles

Incentives
- Annual performance reviews inclusive of serving diverse student populations
- Professional development activities in support of servingness
- Institutional recognition for staff and faculty roles in servingness
Let’s Talk Servingness

- Brainstorm about institutional change metrics to measure progress toward servingness.
TOPICS

• Student Success
  • Meeting basic needs
  • Sense of Belonging
  • Multi-Dimensional Revisioning of Degree Completion Metrics

• Research, Scholarship, & Creative Activities (RSCA)

• Faculty Success

• Community Engagement

• Institutional Success

Typical metrics for faculty success are often separate from student success
• Teaching evaluations (separate from student success measures in the same classes)
• Publication productivity - # peer-reviewed articles or books, citations
• Research productivity - grant and contract $ and expenditures
• Service (to institution and discipline) - # of committees

Typical metrics for community engagement are often distinct from institutional designations
• Gown towards town public service
• K-12 outreach programs
• Local fundraising and development efforts
• Unidirectional knowledge dissemination
THANK YOU!