Braving the Storm: Building a Culture of Evidence & Authentic Improvement in an Era of Initiative Overload

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Introductions
The Evolution of Our Field

All of these


Credit: Greg Stoup and Erik Cooper
Adapted from: Peterson (1999). The Role of Institutional Research: From Improvement to Redesign.
What can the “Institutional Effectiveness” function encompass?

- Accreditation
- Research & Evaluation
- Grants & Initiatives
- Program Review
- Strategic Planning
- Outcome Assessment
- Equity
Some Context for Our Discussion

**Out with the old...**
- SSSP
- IEPI
- Student Success Scorecard
- Integrated Plan
- Student Equity Plan
- BSI

**In with the new...**
- Guided Pathways
- Student-Centered Funding Formula
- SSM
- Student Equity and Achievement Plan
- Vision for Success
- AB 705
- Strong Workforce
Think | Pair | Share

What role do you play in your college’s...

● Student Equity Planning efforts?

● Vision for Success goal-setting efforts?

● Guided pathways efforts?
Challenges with Vision for Success

- Prescribed, still-under-development data source
- Extremely short turn-around
- Alignment across colleges within a multi-college district
- Disaggregated data and disproportionate impact methodology
- Online reporting tool that is still evolving
Vision for Success Strategies: Contra Costa CCD
Vision for Success Strategies:

Discuss college context and culture of innovation that pre-dated VfS

- CAGP College + GP as strategic priority
- Statewide leadership in acceleration/corequisite support and multiple measures

Translate existing process into VfS compliance

Maintain annual evaluation process and goal-setting process (retreat)

Honor new governance structure
College-wide Planning & Strategic Priorities

Priority #4: Organizational Health

Priority #3: Student Validation &

Priority #2: Guided Student Pathways

Priority #1: Acceleration

Engagement

Student

Equity
Spring Planning Retreat
Cuyamaca College Proposed Participatory Governance Structure

- President’s Cabinet
- Cuyamaca College Council
- Institutional Effectiveness Council
- Accreditation Steering Committee
- Program Review Steering Committee
- Planning and Evaluation Focused
- Student Success & Equity Council
- Guided Pathways Steering Committee
- Workforce Development Committee
- Implementation Focused
- Resource & Operations Council
- College Technology Committee
- Staffing Prioritization
- Operations Focused
- Facilities & Sustainability Planning
- All Councils include representation from these constituent groups

Governance and Policy Focused

Administrative Team
Academic Senate
Classified Senate
Associated Student Government

Governance Redesign
Challenges with Student Equity Plan

- But wait, didn’t we just do an Integrated Plan last year?
- Prescribed data source that is still evolving
- Lack of cohort-based completion indicators
- Disaggregated data and disproportionate impact methodology
- Duplicate work: VfS goal-setting does not integrate SEA goal-setting
Equity Plan Strategies:

Focus on broader, already-established college commitment to equity

Emphasize local data and national and statewide context/literature - don’t allow paralysis by analysis with statewide data to set in

Continue to facilitate the difficult conversations about institutional responsibility, race-consciousness

Bring in the student voice (qualitative data) to share the data story
Challenges with Guided Student Pathways

- Lack of integration with California Guided Pathways Demonstration Project
- 5-years of one-time funding for a shift in culture that can take over a decade
- Communication, communication, communication
- Short turn-around time on plans initially due in 2018
Guided Pathways Strategies:

Focus on CAGP lessons learned and action plans

Integrate GP framework into governance structure/college-wide planning and evaluation processes

Provide space and support for practitioners to engage in inquiry and reflection (on practices, processes, and GP efforts to date)

Brand pathways work to create a shared “why” and shared vision - we are still working on this, so it’s more of a lesson learned

Build GP expertise among practitioners
Think | Pair | Share

What strengths does your institution have that you can leverage to carry out and make meaning of...

- Student Equity Planning efforts?
- Vision for Success goal-setting efforts?
- Guided pathways efforts?