Participate | Collaborate | Innovate
Introductions

Presenters

Theresa Tena, Vice Chancellor, Institutional Effectiveness, CCCC0

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Mark Akiyama, Consultant, RP Group
Institutional Partnership Effectiveness Initiative

• Initiative funded by the Legislature
  ✓ $2.5 million for Year One (2014-15)
  ✓ $17.5 million for Year Two (2015-16)
  ✓ $27.5 million for Year Three and Four (2016-17 and 2017-18)

• Administered by the CCC Chancellor’s Office
IEPI Goals

• Advance the California Community Colleges as the most effective and innovative system of higher education in the world
• Help colleges enhance student access, success, and equity
• Help colleges avoid accreditation sanctions and audit findings
• Support colleges in implementing emerging initiatives
Composition of Partnership
- CCC Chancellor’s Office
- College of the Canyons
- Academic Senate
- Foothill College
- Chabot-Las Positas CCD
- Representatives from 22 Statewide Organizations
- Success Center for California Community Colleges
• History
• Process
• Current state of development
• Vision for future ASK content
Applied Solution Kit (ASK)

ALL ON PLN

- Data Disaggregation
- Integrated Planning
- Strategic Enrollment Management (In Development)

Data Disaggregation ASK
Data Disaggregation (DD) has been a topic of research for years. Now, it is playing an increasing role in supporting student data that is critical for decision-making. ASK can help reveal patterns in student populations. The insight gained from this kind of data can sometimes more effectively inform lower performing subgroups.

Strategic Enrollment Management ASK
How your college can benefit from strategic enrollment management. California Community Colleges face complex challenges. ASK can help diverse students thrive and maintain our high-quality communities and programs. ASK is not just about numbers; it’s about people.

Integrated Planning ASK
How your college could benefit from integrated planning (IP) and working across departments, institutions can potentially decrease redundant efforts, increase efficiency, and improve student outcomes. Through integrated planning, institutions can increase institutional effectiveness, a key component in accreditation evaluation. What’s not to love about improving your college’s accreditation processes?

A Deeper Look at the Integrated Planning ASK
After meeting with nearly 200 California Community College professionals and conducting an intensive literature review, the resources for the initial launch were created and selected by subject matter experts. Some of the IP ASK materials include: templates, rubrics, dashboards, literature, and reporting tools.

Moving forward, the creators of the IP ASK will continue to actively search for and create additional resources. Before items are posted, they will be reviewed by subject matter experts. If you have innovative or useful integrated planning resources that you would like to share, please contact an IP ASK Project Lead using the email address below!
IEPI / Professional Learning

RESOURCES
• Promising Practices
• Emerging Practices
• Lynda
• Skillsoft
APPLIED SOLUTION KITS (ASK)

Many California community colleges are seeking guidance on how to implement new approaches designed to increase institutional effectiveness. To support these efforts, the California Community Colleges Chancellor’s Office (CCCCO), the Institutional Effectiveness Partnership Initiative and the Research and Planning Group for California Community Colleges (RP Group) are teaming up to create a series of Applied Solution Kits (ASKs) on key approaches. Current topics include integrated planning, data disaggregation, and strategic enrollment management, with new ASKs to be added as additional topic areas are developed.

Each individual ASK offers a standalone compilation of concrete resources, tools, and effective practices—including case studies and vetted examples currently used on campuses—for pursuing that approach on campus and weaving it into your college operations. At the same time, we have designed these ASKs as a coherent and interdependent set that we recommend implementing together to optimize their effectiveness and maximize their impact on your college’s culture and student success. To promote this integration, we have linked each ASK to the others so that as you work with one kit, you are prompted to use tools and resources from its companion kits.

Data Disaggregation

The Data Disaggregation Applied Solution Kit (ASK) provides a set of tools across a variety of topics, including student equity and support, institutional effectiveness, and student learning.

Read more about Data Disaggregation
Conceptual Model of Integrated Planning

**DISCOVER**
What is planning process and structure? Who’s involved? What resources are needed?

- **IP Tools:**
  - Lit Review
  - Self-Assessment
  - Who What Mapping

**DEVELOP**
Goals, Objectives, Measurable Objectives, Strategies, Priorities

- **IP Tools:**
  - Logic Model
  - Process Improvement Guide
  - Templates

**IMPLEMENT**
Time for Action
Hire, Allocate, Purchase, Install, etc.
Integration of Other Departments

- **IP Tools:**
  - Templates for tracking progress

**REPORT**
Make evaluation results public

- **IP Tools:**
  - Reporting Tools
  - Dashboards

**EVALUATE**
Evaluate progress towards goals. For multi-year plans, conduct annual evaluations, and refine strategies if needed.

- **IP Tools:**
  - Templates
  - Rubrics

DATA NEEDED:
- Institutional Data
- External Scans
- Other Institutional Plans

Determine milestones during development process to assess how the process is going.
Develop process to address “unknowns”

Sudden opportunities (i.e., new funding streams) and challenges or obstacles (i.e., as budget reductions) can happen anytime during the life of a plan. An integrated planning process provides the structure to evaluate these “unknowns” and how they relate to the plans and processes already that have been established. Separate processes might need to be developed to address opportunities vs. challenges.

Use to inform next cycle of plan.
Integrated Planning

Literature Review Themes

Integrated Planning

Themes & Approaches

Integrated planning is essential to a thriving community college. As such, the RP Group conducted an extensive literature search in an effort to identify key themes. From a broad array of resources, the RP group was able to ascertain components that are central throughout various applications of integrated planning.

The Five Themes of Integrated Planning

1. **Prioritize the Student Body** - The characteristics that make-up the student body should serve as a guide for the direction of planning efforts.

2. **Create/Enhance a Planning Committee** - Although rather self-explanatory, this basic step is crucial in setting the tone, energy, and eventual productivity of committee meetings through careful, comprehensive selection of engaged individuals.

3. **Leverage an External Perspective** - This can be helpful by bringing in an outside perspective that is unaffected by the undercurrent of inter-departmental agendas; this can provide the objective offset to get a truly introspective process rolling.

4. **Implement a Collaborative Inquiry Process** - Endorse procedures and process that ensure every member on the committee a) represents distinct campus constituencies and b) is engaged and included in thought-provoking discussion, goal generating, and decision making.

5. **Flexible Planning** - Incorporating diverse tools and methods to make plans adaptable to foreseeable (and unforeseeable) positive and negative factors.

What are these Themes for?

It should be noted that themes are not a linear process, nor do they represent some sort of model. Rather, the items presented reflect common threads identified throughout the integrated planning literature. Planners are encouraged to identify these themes in their own planning efforts.

Implement a Collaborative Inquiry Process
Experience at Workshops

• IP Regional Workshops
  – CCSF (Nov., 2016)

• IP College-specific Workshops
  – DVC (April, 2017)
  – IP Reflections
    • Integrated Plan
    • IP Mindset versus Institutional realities
Where does GP Overlap?

Year of Integration

Develop a Strategic Plan

<table>
<thead>
<tr>
<th>Task Path Step</th>
<th>IP ASK Resources to Complete Task Path Step</th>
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<tbody>
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IP- Guided Pathways (GP) Tool

- IP – GP Crosswalk
- GP-Survey (GPS) Domains
- IP Model
  - Discover, Develop, Implement, Evaluate, Report
  - GPS Model Behaviors
- IP ASK Tools (and other ASKs)
<table>
<thead>
<tr>
<th>IP Tools</th>
<th>Guided Pathways Implementation</th>
<th>Completion by Design</th>
<th>Pathways Self-Assessment Survey (Inquiry; Design; Implementation)</th>
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</thead>
</table>
### Stages of Work and Key Elements

<table>
<thead>
<tr>
<th>Inquiry</th>
<th>IP Model Component with Key Element Details for each Stage of Work</th>
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<tbody>
<tr>
<td>Engage campus stakeholders in actionable research and with local data; create consensus about Guided Pathways, core issues and broad solutions.</td>
<td>For each statement below, consider to what extent your college has adopted the practices described. [NOTE: these are statements from the Self-Assessment Tool]</td>
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</tbody>
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**1. Cross functional Inquiry**

1a. College constituents (including staff, faculty across disciplines and counselors, administrators, and students) examine research and local data on student success and discuss overarching strategies to improve student success.

1b. College engages in broad, deep and inclusive discussion and inquiry about the Guided Pathways approach, framework and evidence.

**2. Shared Metrics**

2. College is using clearly identified benchmarks and student data to track progress on key activities and student academic and employment outcomes. Those benchmarks are shared across key initiatives.

### IP ASK Resources to Help Assess Adoption of Key Elements

- [Integrated Planning Literature Review Themes](#)
- [Appreciative Inquiry](#)
- [Key Factors in Integrated Planning](#)
- [Scenario Planning: A Step-by-Step Walkthrough](#)
- [SWOT Analysis Tool](#)

Possible additional tools/ resources to be developed/ provided:

- Data Disaggregation tools
- Possible additional tools/ resources to be developed/ provided:
  - dashboard
IP- Guided Pathways Training
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949.276.1088
Questions?

• Upcoming Workshops:
  – Check Professional Development
  
  http://iepi.cccco.edu/professional-development