Meeting the Institutional Effectiveness Challenge

October 12, 2017
Introductions

*Pinch hitting for Greg Stoup…*

**Bri Hays**
Vice President, RP Group
Senior Dean of Institutional Effectiveness, Success, and Equity
Cuyamaca College

**Jake Kevari**
RP Group Board Member
Director of Institutional Effectiveness
Cooper Mountain College
Some Context to Start Our Conversation

• Changes at the Department of Education…
• Accountability movement at the national level
• Accreditation - new approach from our regional accreditor
Myriad Initiatives and Programs

Student Equity

- SSSP
- BSI
- Strong Workforce
- BSSOT
- Puente
- CAFYES
- College Promise
- Umoja
- EOPS
- CARE
- CalWORKS
- And many more…
How does your college integrate these various initiatives and efforts?
Planning Next Steps

• Who needs to be at the table for this discussion?
• What models might you refer to in this conversation?
• How might you broaden campus discussions about this integrative work?
Transformation

• Many programs and initiatives serve limited numbers of students have shown great success

• But is that success scalable?
The Challenge of Bringing these Efforts to Scale

“....the community college mission has evolved considerably…and when colleges encounter a mismatch between operations and their mission, systems begin to fragment as they try to accommodate a more diverse set of needs and great number of purposes”

College Culture

“Community colleges have been willing, often enthusiastic, to pilot new practices … but these reforms have not changed overall outcomes in any substantial way.”

-Davis Jenkins

We have focused for years on building a culture of evidence, but is that enough to really move the needle on student success?
The Promise of an Integrated Approach

- Scaling effective practices to transform the institution
- Moving to truly integrated planning
- Embracing institutional effectiveness as a model
What is your definition of “Institutional Effectiveness?”
Defining Institutional Effectiveness

“The Institutional Effectiveness (IE) model is a strategic response to the need for greater leadership and direction in institutional planning and to improve the alignment of core operations, including accreditation, reporting, learning outcome assessment, strategic planning, institutional research, and program review.”

*The Case for a Cabinet Level IE Officer*, Association for Higher Education Effectiveness (2015)
What does “Institutional Effectiveness” typically encompass?

- Accreditation
- Research & Evaluation
- Grants & Initiatives
- Program Review
- Strategic Planning
- Outcome Assessment
- Equity
The Evolution of the IRP+E Field


Credit: Greg Stoup and Erik Cooper
Adapted from: Peterson (1999). The Role of Institutional Research: From Improvement to Redesign.
Questions for Your College

• What structures does your college have in place to advance institutional effectiveness?

• How have roles and responsibilities related to institutional effectiveness changed, if at all, in the past decade?
Questions for Your College

• How can we best position ourselves to move our institutions forward and advance scalable reforms that impact student success?
Thank You!