Leadership: Meeting the Institutional Effectiveness Challenge

June 14th, 2018
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
Copper 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
• Complete shift in leadership style at the CCCC CO
# Myriad Initiatives and Special Programs

<table>
<thead>
<tr>
<th>Student Equity</th>
<th>Funding Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>College Promise</td>
<td>BSSOT</td>
</tr>
<tr>
<td>Umoja</td>
<td>Puente</td>
</tr>
<tr>
<td>EOPS</td>
<td>CAFYES</td>
</tr>
<tr>
<td>BSI</td>
<td>Strong Workforce</td>
</tr>
<tr>
<td>SSSP</td>
<td>BSSOT</td>
</tr>
<tr>
<td>AB 705</td>
<td>CARE</td>
</tr>
<tr>
<td>And many more...</td>
<td>CalWORKS</td>
</tr>
</tbody>
</table>

Guided Pathways
How does your college integrate these various initiatives and efforts?

What role does your office play?
How does this impact your office?
Integration 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?
A Few Thoughts for Your Consideration...

“The demand for data to inform decisions in postsecondary education is greater than ever before. Colleges and universities have significantly increased capacity to collect and store data, yet few institutions have adequate capacity for converting data into information needed by decision-makers.”

-Association for Institutional Research Statement for Aspirational Practice (2016)
More Thoughts for Your Consideration...

- IR (and now IE) is about helping the college and its practitioners make better decisions
- Institutional research (and IE) is fundamentally an interventionist discipline
- We are using non-experimental data to examine behavior in complex human systems
- We are not seeking absolute truths; rather we are looking for patterns of evidence that inform action-oriented decisions

-RP Group BRIC Project (2011)
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

Equity

Outcome Assessment

Strategic Planning

Research & Evaluation

Grants & Initiatives

Program Review
The Evolution of the IRP+E Field

Descriptive → Analytical & Comparative → Evaluative → Planning → Accountability Reporting → Learning Outcomes → Institutional Effectiveness


All of these

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?
Lunch Break

When we come back, we are going to have you present on your vision for institutional effectiveness at your college.
Presentations

What is your vision for institutional effectiveness?
Prepare a 2-3-minute presentation (you can use technology, whiteboard, giant Post-Its, etc.) to illustrate your vision.
1:00-1:15 IE Model
1:15-1:45 Presentation Preparation
1:45-2:45 Presentations
2:45 Reflections and Community of Practice Discussion