Assessing and Planning for Institutional Effectiveness

Authors: Cathy Hasson, San Diego Community College District & Ken Meehan, Fullerton College
Background and Description
Background

- Institutional effectiveness is the extent to which a college achieves its mission, as expressed through the goals and objectives developed in a strategic or master plan.

- Includes student and institutional data on major college milestones and indicators.

- Program review, planning and SLO assessment are all part of institutional effectiveness.
Description

This briefing and inquiry guide provides:

1. Processes, procedures, strategies and tools for developing and implementing sustainable evidence-based infrastructures for evaluating institutional effectiveness.

2. Sources for obtaining data for assessing course level, program and institutional effectiveness.

3. Streamlined process for acquiring and displaying information and ways to better organize this information.
Guided Inquiry

INSTITUTIONAL SNAPSHOT
How does your college define institutional effectiveness? Who is involved in the discussion on institutional effectiveness? What types of activities does your college engage in to evaluate effectiveness?

MOVING FORWARD
Identify some of the strengths and some areas for growth for the current process your college uses for evaluating effectiveness of your institution.
Components and Strategies
Institutional Effectiveness Components

Planning Strategies + Outcomes Reporting + Dialogue & Information Sharing = Institutional Effectiveness
Planning Strategies
Strategic or Master Planning

1. Scan Environment
2. Establish the Core
3. Develop Strategic Actions
4. Implement Action Plans
5. Evaluate Actions

Back to Scan Environment
# Strategic or Master Planning

<table>
<thead>
<tr>
<th>Phase 1-Scan the Environment</th>
<th>• Collect and analyze trends in six key areas: economic, social, demographic, technological, political and educational.</th>
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<tbody>
<tr>
<td>Phase 2-Establish the Core</td>
<td>• Define/redefine vision, mission, and values.</td>
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<td>Phase 3-Develop Strategic Directions</td>
<td>• Establish a set of goals, objectives and strategic directions or priorities, as well as indicators and measures.</td>
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<td>Phase 4-Implement Action Plans</td>
<td>• Develop and implement operational plans.</td>
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<td>Phase 5-Evaluate Actions</td>
<td>• Review the results of the measured indicators and evaluate actions.</td>
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Guided Inquiry

INSTITUTIONAL SNAPSHOT

What process and components does your college use for strategic or master planning? Who is involved in the process? How frequently does this occur?

MOVING FORWARD

How might your college improve the planning process? What additional information or actions could improve the current planning?
Program Review Process

Step 1
- Select Programs

Step 2
- Select Indicators

Step 3
- Identify Cycle

Step 4
- Select Forms

Step 5
- Identify Program Review Committee
Guided Inquiry

INSTITUTIONAL SNAPSHOT
What process does your college use for Program Review (e.g., cycle, program definition, indicators and measures)?

MOVING FORWARD
How might your college refine the set of indicators? Who should be involved in this discussion?
Student Learning Outcomes

• Four overarching principles
  • Assessment is a collaborative, dynamic, and continuous process to improve courses, degrees and certificates and programs. Dialogue is key.
  • There is a considerable difference between using data for accountability and using it for institutional improvement.
  • The focus on learning is the goal of teaching, research and educational leadership.
  • Assessment is integrated in our daily classroom and service practices and not something over and above what we already do.
Outcomes Reporting
## Balanced Scorecard Approach

### Perspective A - External Stakeholders: *How well do we respond to the needs of our students, the community, business and industry, the state and federal governments?*

<table>
<thead>
<tr>
<th>Goal 1: Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.</th>
<th>Effectiveness Indicators and Measures</th>
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<td>Strategic Initiatives</td>
<td>1. Retention</td>
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<tr>
<td>1.1 Innovative Programs, Services and Modes of Delivery</td>
<td>- Term Retention Rates</td>
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<tr>
<td>1.2. Student Success and Access</td>
<td>- Fall to Spring Cohort Persistence</td>
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<td>1.3. Outreach &amp; Responsiveness to Community Needs</td>
<td>2. Success</td>
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<td></td>
<td>- Successful Course Completion Rates</td>
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<td>- Basic Skills &amp; ESL Improvement Rates</td>
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<td>- SRTK Transfer Rates</td>
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<td>- Transfer Volume</td>
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<td>- Number of Awards Conferred</td>
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<td>3. Satisfaction/Perception</td>
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<tr>
<td></td>
<td>- Student Satisfaction Ratings</td>
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<td>- Student Perception Ratings</td>
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<td>- Community Perception Ratings</td>
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</table>
Guided Inquiry

INSTITUTIONAL SNAPSHOT
How does your college currently report on college-wide outcomes? Which key performance indicators does your college use to determine institutional effectiveness?

MOVING FORWARD
How might your college improve the link between outcomes reporting and budget planning decisions?
Dialogue and Information Sharing
Data Integration Strategy Matrix

<table>
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<tr>
<th>SCOPE</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
</table>
| Low     | Website Postings
          | Action Research Teams
          | Research Office Newsletter
          | College Research Committee
          | Sharing of Actions Taken on Data
| High    | Informational Sessions
          | Briefings
          | Presentations
          | Data Integration Workshops
          | Technical Assistance Meetings
          | Research & Assessment Methods Workshops
          | College Research Committee
          | Research Agenda Development and Implementation

IMPACT
Guided Inquiry

INSTITUTIONAL SNAPSHOT
What are some of the strategies your college is currently using to share data and information?

MOVING FORWARD
What are some other strategies that might be used to expand the opportunities to engage more people and/or other constituency groups in the collaborative inquiry?
Evaluation
Evaluation

• Focus on:
  • How well processes, procedures, strategies and models work at your college
  • How well they serve to advance the mission of the college

• ACCJC Rubric for Institutional Effectiveness
  • Program Review
  • Planning
  • Student Learning Outcomes
BRIC TAP Inquiry Guide Series

1. Assessing Student Learning Outcomes
2. Using an Equity Lens to Assess Student Learning (CUE Module)
3. Assessing Strategic Intervention Points in Student Services
4. A Model for Building Information Capacity and Promoting a Culture of Inquiry
5. Assessing and Planning for Institutional Effectiveness
6. Assessing Basic Skills Outcomes
7. Maximizing the Program Review Process
8. Turning Data into Meaningful Action
9. Research and Assessment for Noncredit Institutions

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The RP Group
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The BRIC Initiative
http://www.rpgroup.org/projects/BRIC.html

Rob Johnstone, Senior Research Fellow
rjohnstone@rpgroup.org

Kathy Booth, RP Group Executive Director
kbooth@rpgroup.org

Priyadarshini Chaplot, BRIC Project Coordinator
pchaplot@rpgroup.org