

Context, Model, and Next Steps

Institutional Effectiveness @ LPC

Town Meeting

December 2009

Presented by: Dr. Pollard

Presentation Overview

- Provide Context for the Model
- Review Model by Deconstructing It
- Identify Next Steps
- Respond to Questions

Current Educational Master Plan

- 2003-2010 (or 2015?)
- Composed of the following:
 - Statements of Purpose and Intent
 - Goals (9)
 - Master Plan Data and Documentation
 - Goals, Staff, and Facility Needs (Academic Services, Student Services, and Institutional Support)
 - “Red Book” also contains various College plans and governance document

Opportunities for Improvement

- Unexplored impact of the new economic landscape for the College
- Limited and inconsistent revisions/updates
- Undocumented assessment of goals and actions taken as result of that assessment
- Limited integration with planning and budgeting processes
- Limited acknowledgement of accreditation guidelines regarding institutional effectiveness

How'd we get here?

- “Presidential Priorities” presented in August 2008
 - Review of Educational Master Plan
 - Review of the WASC Standards and Recommendations from 2003
 - WASC Training and Accreditation Team Member
 - Listening Tour
 - Learning Network
 - Town Meeting Cards – *“What should the President know?”*

Modest Proposal – Strategic Priority V: Craft a Culture of Collective Responsibility

Presidential Priorities, 2008-10

Strategic Priority V: Craft a Culture of Collective Responsibility (cont'd)

I will craft a culture of collective responsibility by embracing our District strategic plan and Las Positas College vision; balancing our focus on our students, community, and institution; promoting individual commitment to the well-being of the group and group commitment to the welfare of the institution and the community; and promoting significant engagement with students, faculty and each other.

Areas of Focus	Strategy	Leadership Coordination	Timeline
Develop an integrated internal planning process that promotes coordination and accountability	1. Review models of integrated planning process.	Laurel Jones Bob Kratochvil Pam Luster Amber Machamer	March 2009
	2. Review models of institutional effectiveness.	Laurel Jones Bob Kratochvil Pam Luster Amber Machamer	March 2009
	3. Develop recommendations to the College Council.	Laurel Jones Bob Kratochvil Pam Luster Amber Machamer	March 2009



Continuing Down the Path...

- Town Meeting, November 2008
 - Visioning Discussion: "What would LPC look like if we were operating at our best?"
 - Introduction of Strategic Horizon Network
- Town Meeting, March 2009
 - SLO presentation and discussion of accreditation requirements
- College Council, January - May 2009
 - Mission, Vision, and Strategic Goals
- State of the College, April 2009

August 2009

- Convocation presentation describing Strategic Planning Process by Dr. Gioia
 - Foster dialogue among key stakeholders
 - Build commitment to and ownership of the goals and strategic initiatives of the college
 - Develop internal and external partnerships
 - Integrate college planning and budgeting processes
- Over 80 members of the college community submitted a card expressing interest in participating in the strategic planning process
- Intent: privileging all voices and experiences in defining the future of the college.

August – September 2009

- Heard concerns of Academic Senate via President Thompson and the Program Review Sub-Committee via Chairs Henson and Cole
 - Needed to understand relationships between the various parts of our planning components
 - Requested a “flowchart” or graphic of where we were going
 - Needed to understand how strategic planning process would be linked to planning and budgeting

Institutional Needs

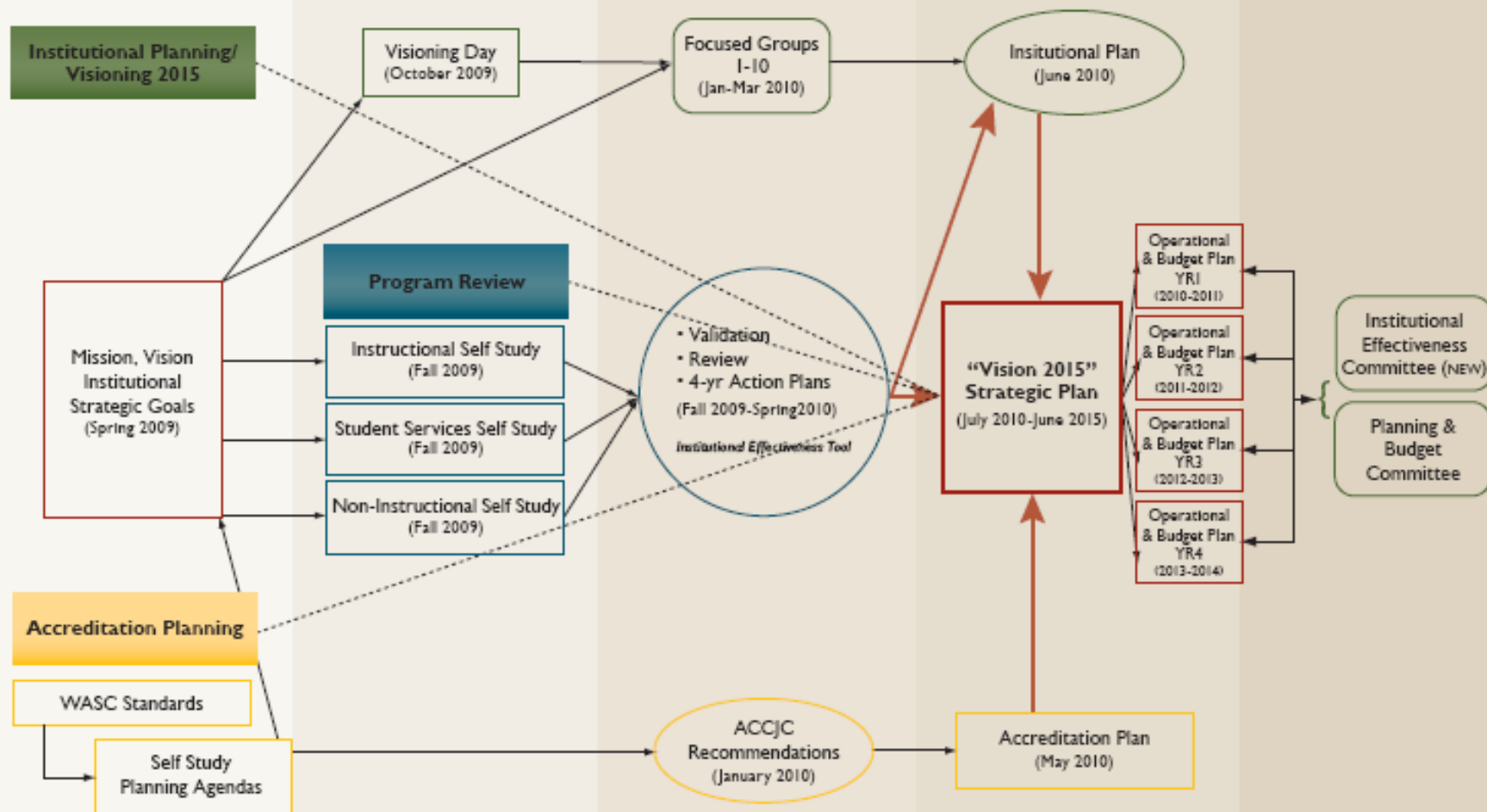
- Integrated institutional planning model and cycle that
 - encompassed program planning across the institution
 - incorporated accreditation standards, planning agendas, and recommendations
 - demonstrated interconnectedness of effectiveness efforts across the institution
 - “future think” by the members of the college community for the institution as a whole
- Demonstrated movement from only unit level planning to institutional planning that connects the college with the community we serve, the programs that compose the institution, the services that supports student learning, and the requirements from our accrediting body

Accreditation Themes

- Moving from talking to doing
- Connection between program review, SLOs, and institutional planning
- Focus on institutional effectiveness—not just program or unit effectiveness
- Assessment of institutional effectiveness, program effectiveness, service effectiveness, and course effectiveness

October 2009: IE Model Development and Communication

- Developed model and presented it to the Academic Senate in October 2009 who
 - Asked for clear designation of responsibilities
 - Asked for line from program review to institutional plan
 - Asked for model to be distributed prior to the meeting as was being reviewed during the first hour
 - Asked for Division Meeting as the second hour of the November Town Meeting
- Presentation was delayed due to my illness



Responsibilities:

Institutional Plan → College Council
 Program Review → Program Review Committee/Units

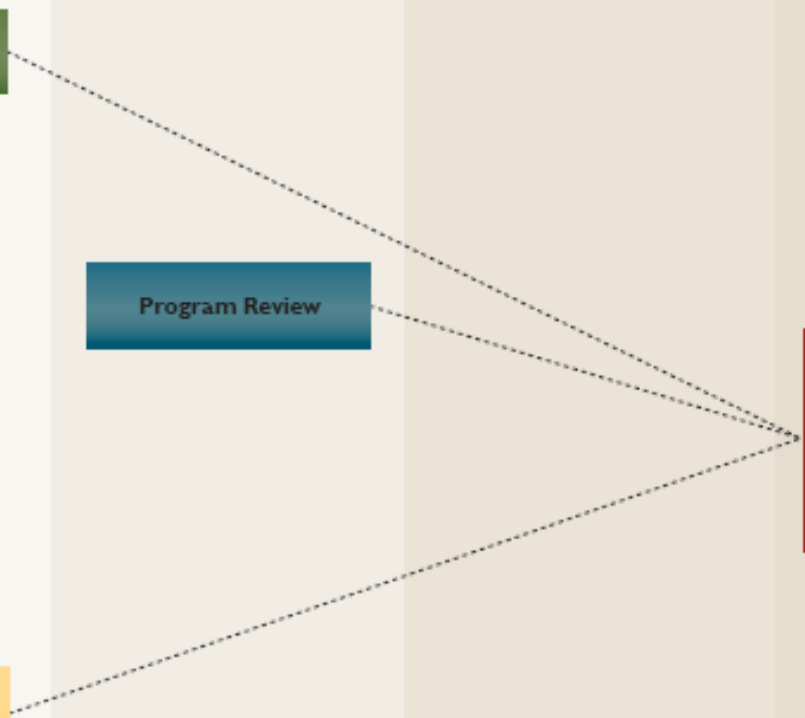
Accreditation → College Council & Accreditation Steering Committee
 Operational & Budget Plans → Administrative Team

Institutional Planning/
Visioning 2015

Program Review

“Vision 2015”
Strategic Plan
(July 2010-June 2015)

Accreditation Planning



Responsibilities:

Institutional Plan —————> College Council
 Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
 Operational & Budget Plans —————> Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Institutional Planning/
Visioning 2015

Program Review

Accreditation Planning

Responsibilities:

Institutional Plan → College Council
Program Review → Program Review Committee/Units

Accreditation → College Council & Accreditation Steering Committee
Operational & Budget Plans → Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Institutional Planning/
Visioning 2015

Responsibilities:

Institutional Plan —————> College Council
Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
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Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Institutional Planning/
Visioning 2015

Visioning Day
(October 2009)

Responsibilities:

Institutional Plan —————> College Council
Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
Operational & Budget Plans —————> Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Institutional Planning/
Visioning 2015

Visioning Day
(October 2009)

Focused Groups
I-10
(Jan-Mar 2010)



Responsibilities:

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Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Institutional Planning/
Visioning 2015



Responsibilities:

Institutional Plan —————> College Council
Program Review —————> Program Review Committee/Units

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Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Program Review

Instructional Self Study
(Fall 2009)

Responsibilities:

Institutional Plan —————> College Council
Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
Operational & Budget Plans —————> Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Program Review

Instructional Self Study
(Fall 2009)

Student Services Self Study
(Fall 2009)

Responsibilities:

Institutional Plan —————> College Council
 Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
 Operational & Budget Plans —————> Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Program Review

Instructional Self Study
(Fall 2009)

Student Services Self Study
(Fall 2009)

Non-Instructional Self Study
(Fall 2009)

Responsibilities:

Institutional Plan —————> College Council
Program Review —————> Program Review Committee/Units

Accreditation —————> College Council & Accreditation Steering Committee
Operational & Budget Plans —————> Administrative Team



Stage One: CONTEXTUALIZING Stage Two: OPERATIONALIZING Stage Three: PLANNING Stage Four: ASSESSING

Accreditation Planning

Responsibilities: Institutional Plan -> College Council Accreditation -> College Council & Accreditation Steering Committee
Program Review -> Program Review Committee/Units Operational & Budget Plans -> Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Accreditation Planning

WASC Standards

Responsibilities:

Institutional Plan → College Council
Program Review → Program Review Committee/Units

Accreditation → College Council & Accreditation Steering Committee
Operational & Budget Plans → Administrative Team

Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING

Accreditation Planning

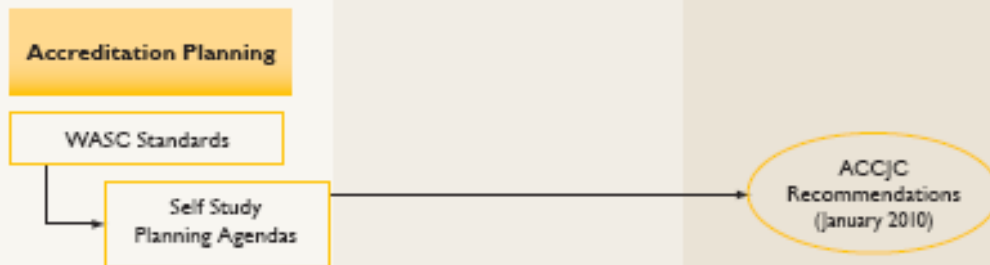
WASC Standards

Self Study
 Planning Agendas

Responsibilities:

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Responsibilities:

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 Program Review —————> Program Review Committee/Units

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Stage One: CONTEXTUALIZING

Stage Two: OPERATIONALIZING

Stage Three: PLANNING

Stage Four: ASSESSING



Responsibilities:

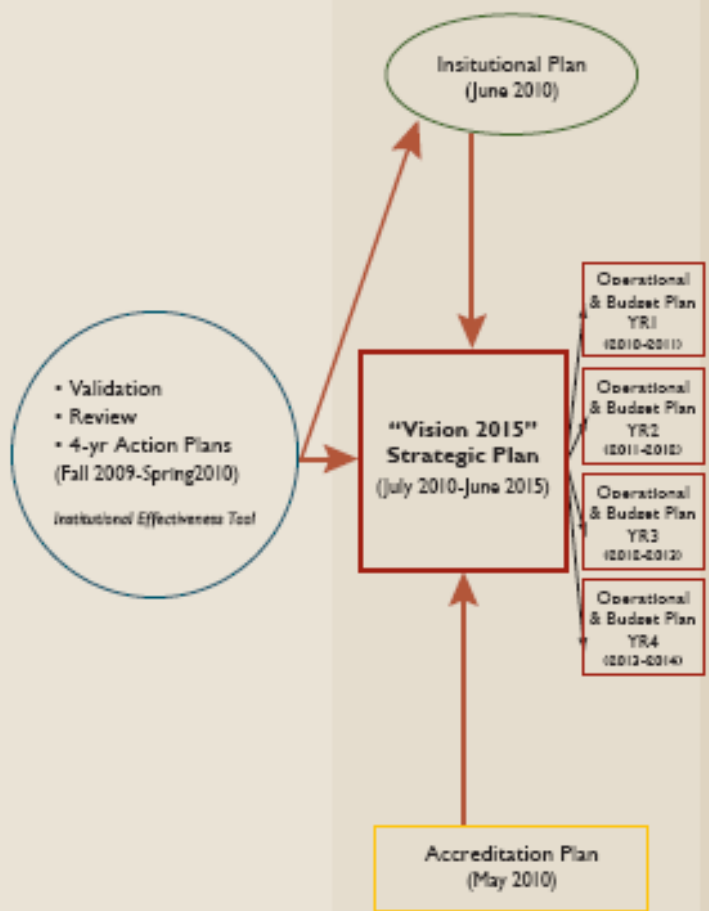
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Program Review —————> Program Review Committee/Units

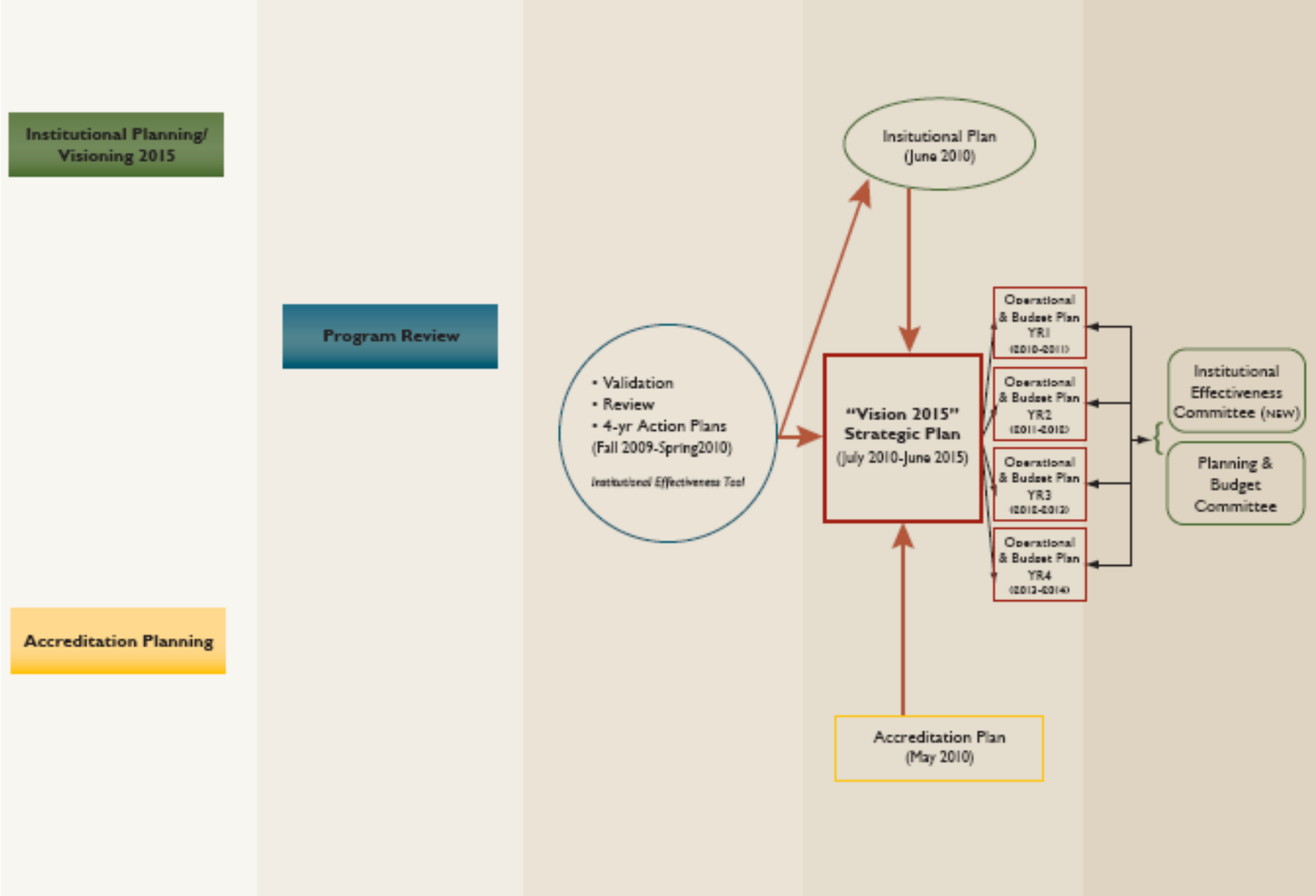
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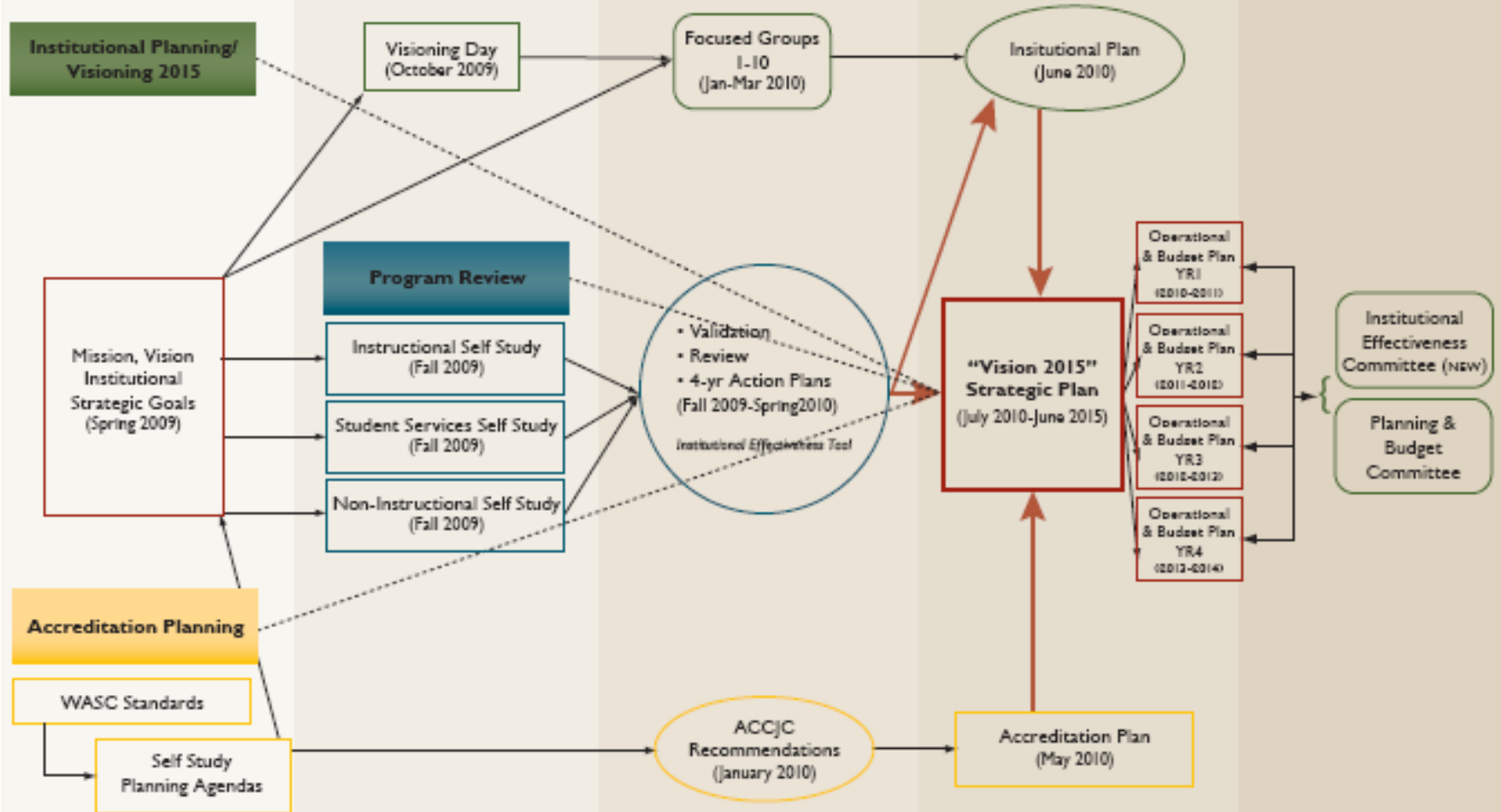
Institutional Planning/
Visioning 2015

Program Review

Accreditation Planning







RESPONSIBILITIES

Responsibilities:

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RESPONSIBILITIES

Institutional Planning/
Visioning 2015

→ College Council

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RESPONSIBILITIES

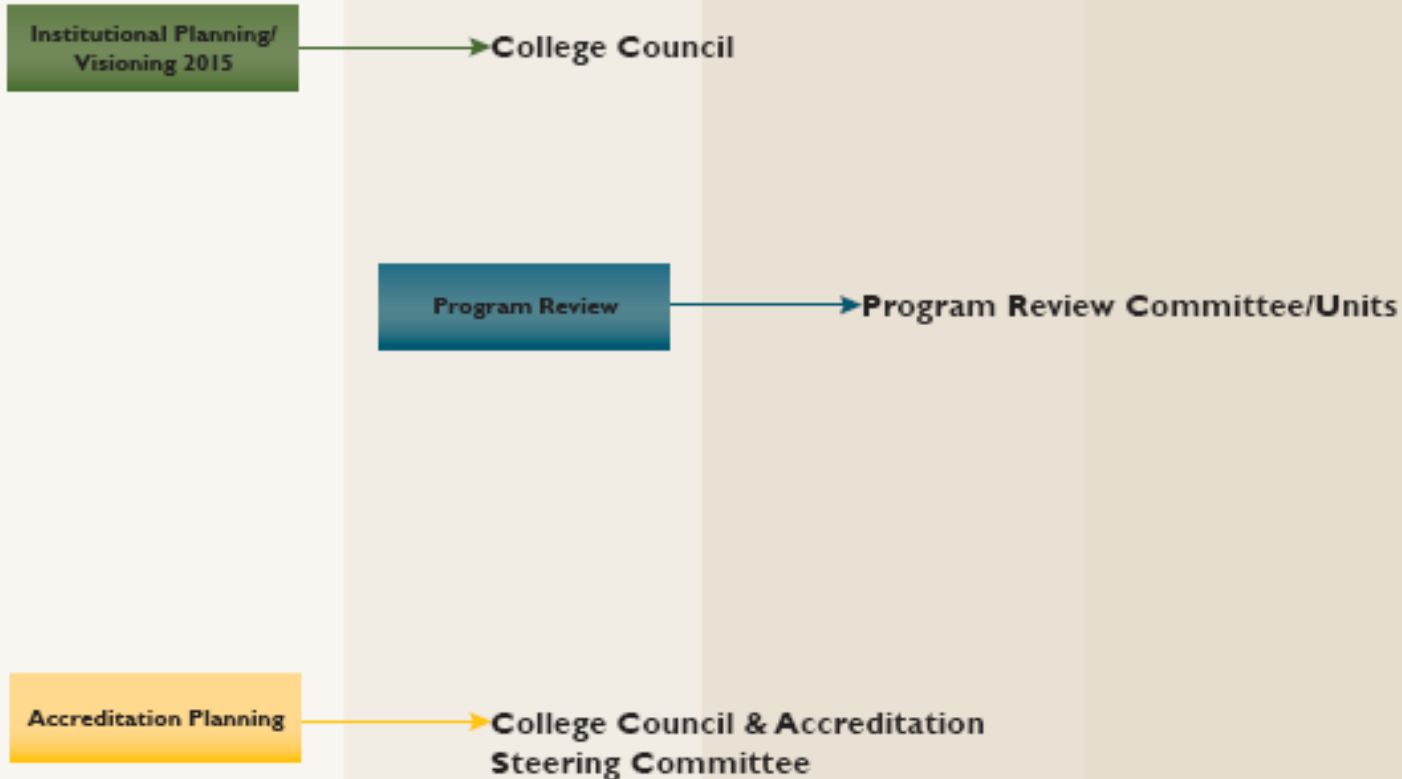


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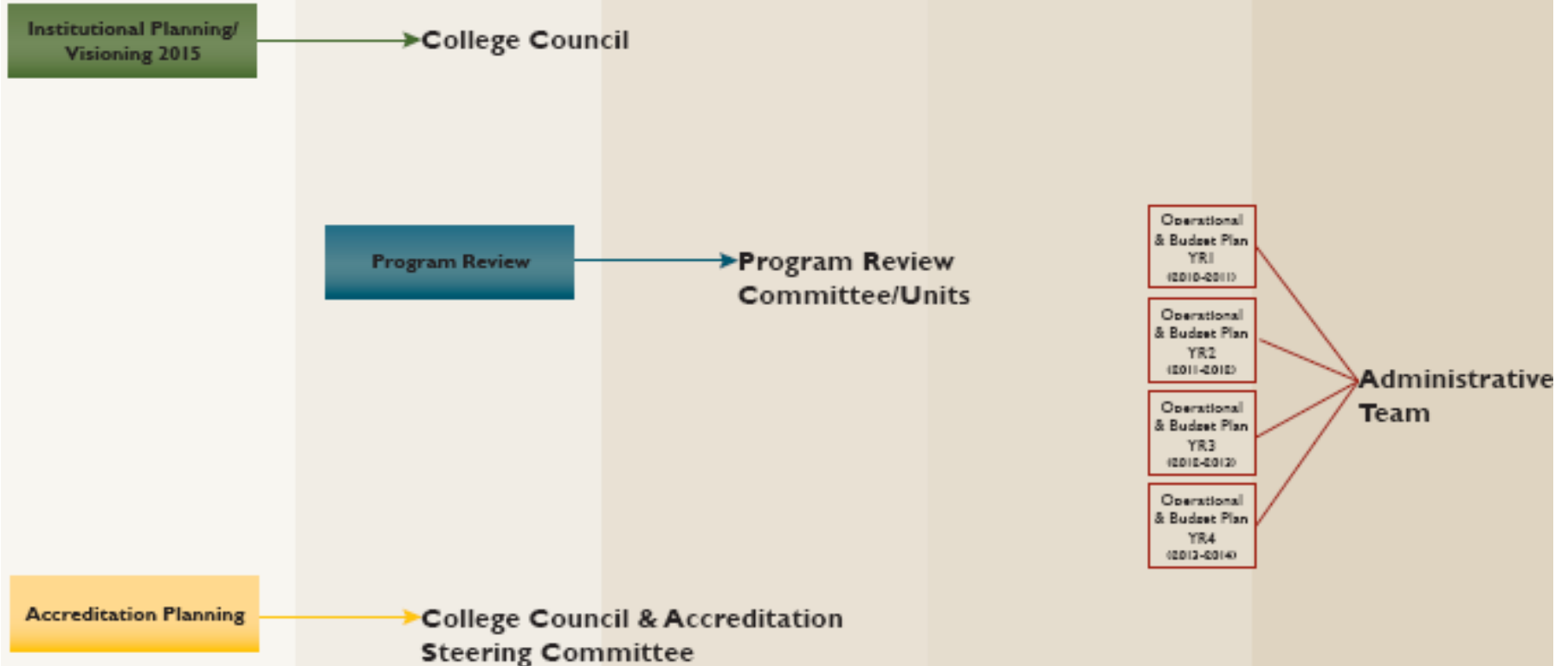


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RESPONSIBILITIES



4 –year Institutional Effectiveness Model Timeline

Accreditation Recommendations + Program Review Actions Plans + Institutional Plan (created from Visioning process) + Functional Plans (Equity Plan, Technology Plan, Security Plan etc) = Strategic Plan

	Accreditation	Strategic Plan	Program Review
09-10	Site Visit and Recommendations	Visioning leads to Institutional Plan	-Instructional -Services to Students -Service to Campus/Community I
10-11		Operational Plan Year 1	Program Review Year 1 Campus/Community Service II
11-12		Operational Plan Year 2	Program Review Year 2
12-13		Operational Plan Year 3	Program Review Year 3 Program Review/Effectiveness Committee planning for new PR
13-14		Operational Plan Year 4 Visioning leads to Institutional Plan	Program Review Plan Year 4 Complete Program Review -Instructional -Services to Students -Services to Campus/Community
14-15	Self Study	Operational Plan Year 1	Program Review Plan Year 1
15-16	Site Visit Recommendations	Operational Plan Year 2	Program Review Plans Year 2
17-18		Operational Plan Year 3	Program Review Plans Year 3 Program Review/Effectiveness Committee planning for PR
18-19		Operational Plan Year 4 Visioning leads to Institutional Plan	Program Review Plans Year 4 Complete Program Review - Instructional - Services to Students - Services to Campus/Community
19-20	Self Study	Operational Plan Year 1	Program Review Plans Year 1

Next Steps

- Designated College Council as Steering Committee for Strategic Planning Process
 - Identified role by governance handbook
 - Representative of all employee groups
 - Open to all to attend if so desired
 - College Leadership is present in one place
- Convened “Common Ground” Committee
- Developed Institutional Effectiveness Committee Charge for review and discussion by the College Council

“Common Ground” Committee Charge

- Review the Draft IE Model
- Identify areas needing clarification and areas of concern
- Develop solutions to the areas needing clarification and areas of concern
- Reach agreement on the institutional planning process
- Define coordination between institutional planning, program review, accreditation, and the proposed Institutional Effectiveness Committee (IEC) and PBC
- Develop committee recommendations
- Vet recommendation with constituency groups
- Provide committee recommendations to the President by January 31, 2010

“Common Ground” Committee Membership

- 3 faculty members appointed by the Academic Senate (voting)
- 3 classified professionals appointed by the Classified Senate (voting)
- 3 students appointed by the ASLPC (voting)
- 3 administrators appointed by the College President (voting)
 - Ex-officio (if interested) and non-voting: PBC Chair and Institutional Planning Process Chair

Proposed Charge for Institutional Effectiveness Committee

To assess the extent to which the institution achieves its mission and strategic goals, this group will review all plans to inform the College community of the progress being made toward achieving the institutional strategic goals and to promote activities and practices that increase the overall effectiveness of the College. The committee oversees an ongoing cycle of institutional self-appraisal and accreditation compliance. An important responsibility of this committee is the development, implementation, and assessment of themes that advance the College's institutional strategic goals and promotes effective planning between units of the College.

Proposed Charge for Institutional Effectiveness Committee

The committee's duties include, but are not limited to:

- Review and analysis of institutional themes and needs from summative plans/reports resulting from instructional, student services, and non-instructional program review; accreditation planning agendas and recommendations; data from student and employee surveys and assessments; and external environmental scanning.
- Develop recommendations regarding institutional directions that coordinate and align institutional planning between units of the College.
- Develop recommendations to various governance groups and units regarding initiatives to improve the institutional achievement of the institutional mission and strategic goals.
- Develop reports of movement made toward institutional mission and strategic goal attainment.
- Champion and communicate a culture of evidence, assessment, evaluation, effectiveness, and improvement in all campus planning.

Proposed Institutional Effectiveness Committee

- **Reporting Relationship:** College President
- **Membership:**
 - Chair, Selected by Committee Vote, serves on College Council
 - Vice President of Academic Services
 - Vice President of Administrative Services
 - Vice President of Student Services
 - Director, Institutional Research and Planning
 - 1 Dean
 - 5 Faculty, one from each Division
 - 5 Classified Professionals
 - 2 Students
- **Term:** 2 years; one half replaced each year, first year selected by lottery

Questions?

