



# California Community Colleges

## Institutional Effectiveness

### Institutional Effectiveness Partnership Initiative Partnership Resource Teams Institutional Innovation and Effectiveness Plan Date: April 7, 2021

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: April 7, 2021
A. Data Coaches: Develop <u>Data coaches</u> to promote and facilitate a culture of inquiry and equity that supports the College’s Strategic Enrollment Management efforts, Student Support Services, Administrative Services, and Institutional Plans.	1. Develop data coaching program 2. Implement data coaching program	Chialin Hsieh Marci Lapriore BethAnn Stone Scott Warfe	Spring 2021	a. Recruit full-time, part-time faculty and staff as data coaches. b. Conduct Spring flex training. c. Conduct Bi-weekly training. d. Incorporate the following elements from the Menu of Options into the program: <ul style="list-style-type: none"> <li>• Equity-focused coaching</li> <li>• Bakersfield model</li> <li>• DVA model</li> <li>• GP model</li> </ul> e. Work with Business Services Office to implement OAS and overtime to pay for data coaches. f. Send coaches to programs/units/departments to support data needs.	a. Initial cohort of data coaches recruited b. Flex training completed c. Bi-weekly trainings completed d. Elements incorporated into the program e. OAS and overtime implemented f. Coaches assigned g. Data coaches program Satisfaction level based on evaluation survey	a. There were about 30 data coaches recruited in the end of December 2020. b. During flex session in January, orientation on data coaches program had conducted. Coaches read a book titled “Strength-base Leadership” and shared their strengths. c. Bi-weekly trainings have conducted. ( <a href="#">Data Coach MURAL</a> ) d. Program details please see <a href="#">Data Coach MURAL</a> . e. Senior Administrative Assistant has organized the process and timeline for coaches to submit other administrative services (OAS) or overtime. See budget for details. f. Coaches have poster presentations every Friday from 9am to 10am in April 2021 see <a href="#">Poster Presentation MURAL</a> . g. The satisfaction survey will be implemented in May 7, 2021.

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<p>B. Tableau: Continue expanding the capacity of our <u>Tableau data dashboard</u> to meet academic, student services, administrative services, and equity research needs of the College and to foster a college wide understanding of integrated planning, decision making, resource allocation, and budget planning.</p>	<ol style="list-style-type: none"> <li>1. Continue working with the district research office to develop and implement Tableau data dashboard visualizations.</li> <li>2. Work with the district research office to develop and implement visualizations for EMP progress measures and SEM progress measures.</li> <li>3. Work with the district research office and/or a consultant to develop and implement Student Services Tableau visualizations.</li> <li>4. Improve user experience and understanding of Tableau dashboards.</li> </ol>	<p>Chialin Hsieh Emma Blackthorn Tanisha Maxwell</p>	<ol style="list-style-type: none"> <li>1. Spring 2021</li> <li>2. Fall 2021</li> <li>3. Fall 2021</li> <li>4. Fall 2021</li> </ol>	<ol style="list-style-type: none"> <li>a. Establish EMP Progress Measure visualizations—VFS Goals 1-5.</li> <li>b. Establish SEM Progress Measure visualizations—SEM Goals 1-4.</li> <li>c. Develop and implement Student Services Tableau visualizations through research of various models, discussion, and final selection of design.</li> <li>d. Purchase Tableau desktop license.</li> <li>e. Survey users on their experience and understanding of Tableau, and make improvements as the findings warrant.</li> </ol>	<ol style="list-style-type: none"> <li>a. EMP and SEM Visualizations published</li> <li>b. Student Services visualizations published</li> <li>c. License purchased</li> <li>d. Satisfaction on user experience of visualizations through survey(s); improvements implemented as needed</li> </ol>	<ol style="list-style-type: none"> <li>a. EMP tableau visualization has developed and published. Data coaches have been training on using this visualization. Click here to view the <a href="#">Data Coaches &amp; Data Dashboard website</a>.</li> <li>b. Student Services Learning Communities visualizations have been discussed and been developing.</li> <li>c. Tableau desktop has been purchased.</li> <li>d. Data coaches have been giving feedback on various visualizations and feedback have been given to district research for improvement.</li> </ol>

<p>C. eLumen Implementation: Implement <u>eLumen</u> to support college's curriculum, assessment, <u>and program review</u> system for integration.</p>	<ol style="list-style-type: none"> <li>1. Implement eLumen for curriculum</li> <li>2. Implement eLumen for catalogs</li> <li>3. Implement eLumen for assessment</li> <li>4. Implement eLumen for program review</li> </ol>	<p>Nikki Moultrie Marci Lapriore Liz Green Scott Hubbard BethAnn Stone Chialin Hsieh</p>	<ol style="list-style-type: none"> <li>1. Spring 2021</li> <li>2. Spring 2021</li> <li>3. Fall 2021</li> <li>4. Fall 2021</li> </ol>	<ol style="list-style-type: none"> <li>a. Define the program workflow and upload all programs into eLumen curriculum and catalog modules.</li> <li>b. Department Chairs review and verify programs in eLumen.</li> <li>c. Department Chairs review CSLO and PSLO maps, and correct as needed.</li> <li>d. Determine how we will be mapping SLOs and implement the method.</li> <li>e. Complete review/modifications of training manual and videos, then post on Curriculum Committee website.</li> <li>f. Create/revise "How-to Guides" for assessment and program review.</li> <li>g. Train program review leads on using eLumen for program review.</li> <li>h. Train pilot faculty, then conduct and evaluate pilot for eLumen-Assessment module. Use evaluation results to make any necessary adjustments for full launch in fall 2021.</li> <li>i. Develop and implement eLumen-Assessment module Faculty Training schedule for spring/summer/fall.</li> </ol>	<ol style="list-style-type: none"> <li>a. Workflow defined and all programs uploaded</li> <li>b. Department Chair reviews completed, and appropriate actions taken</li> <li>c. Implementation of Curriculum and Catalog modules</li> <li>d. Updated manual and videos posted</li> <li>e. How-to Guides disseminated</li> <li>f. Pilot completed, and appropriate adjustments made</li> <li>g. Faculty trainings completed</li> <li>h. Implementation of Assessment module</li> <li>i. Implementation of Program Review module</li> </ol>	<ol style="list-style-type: none"> <li>a. The eLumen Curriculum module has been developed.</li> <li>b. In process of verifying the validity of the program information that was approved by the Curriculum Committee and the District Board against the information that was entered into COCI and our College Catalog.</li> <li>c. Department Chairs are currently working on the SLO mapping.</li> <li>d. SLO mapping method is currently being discussed and reviewed.</li> <li>e. Please view <a href="#">"How to Revise a Course in eLumen"</a>.</li> <li>f. Click on the links below to view the eLumen PR Guides for each area: <a href="#">Instructional</a>, <a href="#">Administrative</a>, <a href="#">Student Services</a>, <a href="#">Learning Communities</a></li> <li>g. The eLumen PR pilot launched; guides developed. Module is in testing phase. Target date to implement is September 2021. Videos and Trainings will start in August 2021.</li> <li>h. eLumen Assessment pilot faculty have been trained and materials have been provided. Pilot concludes in May 2021, feedback will be incorporated. Module will be implemented in fall 2021</li> <li>i. eLumen Assessment will be implemented in</li> </ol>
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						fall 2021, training schedule is currently in development.
<p>D. Educational Master Plan/Integrated Planning: Provide assistance on the integration of program review, facilities and technology planning into the implementation process of the Educational Master Plan 2020-2025.</p>	<ol style="list-style-type: none"> <li>1. Develop the cross-walk with all college plans to align with the EMP.</li> <li>2. Develop the cross-walk with all committee charges/goals to align with the EMP.</li> <li>3. Develop the mechanism for resource allocation in EMP.</li> <li>4. Implement eLumen college plan module to capture EMP implementation</li> </ol>	<p>Chialin Hsieh Carlos Montoya Natalie Hannum Tanisha Maxwell</p>	<ol style="list-style-type: none"> <li>1. Spring 2021</li> <li>2. Spring 2021</li> <li>3. Fall 2021</li> <li>4. Fall 2021</li> </ol>	<ol style="list-style-type: none"> <li>a. Develop the cross-walk alignment with the EMP and all committee charges/goals, and share with all college for feedback. This document becomes the foundation of the implementation of eLumen college plan.</li> <li>b. Train plan leads and committee chairs on using eLumen for EMP action steps.</li> <li>c. Develop the resource allocation eLumen module and train eLumen contributors for submitting resource allocation requests for EMP.</li> <li>d. Implement eLumen college plan module; minimize the number of plans so as not to have too many (chunk or limit to initiatives).</li> </ol>	<ol style="list-style-type: none"> <li>a. Implementation of College Plan module based on the cross-walk alignment.</li> <li>b. Trainings completed</li> <li>c. Regularly published and reviewed Institutional Effectiveness Report (EMP Program Measures)</li> </ol>	<ol style="list-style-type: none"> <li>a. College plan crosswalk alignment with EMP has been developed via college assembly, flex activity, various committee meetings. See <a href="#">EMP Action Steps MURAL</a>. This <a href="#">Crosswalk alignment with EMP document</a> is the foundation of the implementation of EMP using eLumen college plan module..</li> <li>b. eLumen EMP is In progress; pilot scheduled Summer 2021; Target date to implement is October 2021.</li> <li>c. <a href="#">The timeline for annual review and publishing of EMP Progress Measures</a> has been determined by the Planning Committee.</li> <li>d. The eLumen College Plans module for EMP reporting and integrating College Plans is on schedule to be implemented in October 2021.</li> </ol>

## Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
A. Data Coaches	<ol style="list-style-type: none"> <li>1. Develop data coaching program</li> <li>2. Implement data coaching program</li> </ol>	OAS for faculty and overtime for classified professional	\$80,000
B. Tableau	<ol style="list-style-type: none"> <li>3. Work with the district research office and/or a consultant to develop and implement Student Services Tableau visualizations.</li> <li>4. Improve user experience and understanding of Tableau dashboards.</li> </ol>	Potentially hire a consultant Tableau desktop license(s)	\$50,000
C. eLumen Implementation	<ol style="list-style-type: none"> <li>1. Implement eLumen for curriculum</li> <li>2. Implement eLumen for catalogs</li> <li>3. Implement eLumen for assessment</li> </ol>	OAS for faculty to do pilot assessment Potentially hourly to support curriculum and catalogues	\$40,000
D. Educational Master Plan/Integrated Planning	<ol style="list-style-type: none"> <li>3. Develop the mechanism for resource allocation in EMP.</li> <li>4. Implement eLumen college plan module to capture EMP implementation</li> </ol>	Potentially pay portion of eLumen license cost	\$30,000
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			<b>\$200,000</b>

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name: Dr. Bob Kratochvil	
Signature or E-signature:	Date: 12.11.2020

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b>	
<i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name: Dr. James Noel	
Signature or E-signature:	Date: 12.11.2020