California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: December 10, 2020

Name of Institution: Contra Costa College

Area of Focus	Objective *(Goals from Strategic Plan)*	Responsible Person	Target Date for Achievement	Action Steps *(Action Areas from Strategic Plan)*	Measure of Progress	Status As of Date:

A. Streamlining our participatory governance structure and improving communication	Goal 1.1. Strengthen connection and representation of college community in decision-making process and participatory governance	College Council, President's Cabinet, VP, Dean of IE & Equity	Target Date for Achievement of Measures of Progress:
			
			a. Spring 2021
			b. Fall 2021
			c. Fall 2021
			d. Spring 2021 to Fall 2021
				1. Action Area 1.1.1. Update decision-making process and participatory governance structure
				
				2. Action Area 1.1.2. Develop a centralized, easily accessible location illustrating decision-making process and participatory governance structure
				
				3. Action Area 1.1.3. Ensure that participatory governance records are easy to access and reference
				
				4. Action Area 1.1.4. Ensure regular training for all employees on decision-making and participatory governance processes
				
				5. Action Area 1.1.5. Foster a culture in which participatory governance involvement is encouraged and admired
					a. Assessment of Action Areas & Project Management Plan
					  1. Hire a consultant
					  2. Create assessment strategy and tools
					  3. Develop Implementation Plan and tools
					
					b. Communication Plan
					  1. Develop Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback
					  2. Tools shared on updated website, at Participatory Governance meetings, and through Professional Development workshops
					
					c. Develop Tools
					  1. Update College Handbook
					  2. Create updated website to house participatory governance and decision-making material
					  3. Create Updated summary narrative and visual for Decision Making Process
					  4. Create sample flow of decision making for campus-wide initiative (e.g. GPs project)
					
					d. Implementation Strategies
					  1. Assure that classified professionals and students, are able to participate and be paid to	

					do additional work related to governance 2. Develop activities to encourage and reward participation 3. Develop a plan for continuous review, assessment, and improvement of decision-making process (e.g. charge college council with these outcomes annually)	
B. Fully integrating our planning and resource allocation process	Goal 1.2. Steward College Resources in alignment with Strategic Plan utilizing a Clear, Transparent, Data-Based Decision-making processes for the College Budget Goal 1.3. Develop a Strategic Enrollment Management (SEM) Strategy	Chairs of Budget, SEM, and Planning Committees, President's Cabinet, VP, Director of Business Services, Dean of IE & Equity	Target Date for Achievement of Measures of Progress: a. Spring 2021 b. Spring 2021 c. Fall 2021 d. Spring 2021 to Fall 2021	1. Action Area 1.2.2. Develop a comprehensive and transparent budget setting and projecting process aligned with the Strategic Plan 2. Action Area 1.2.1. Conduct a comprehensive review of programs and services, resulting in a prioritization that is widely communicated 3. Action Area 1.2.5. Develop and implement a comprehensive process to holistically evaluate the program review process and the College's programs and services 4. Action Area 1.3.1. Actively manage and track enrollment 5. Action Area 1.3.2. Institute SEM committee within participatory governance structure *Stretch Goal* 6. Action Area 1.3.3. Develop trainings to assure shared understanding of the comprehensive definition of SEM, which includes efforts to identify, recruit, enroll, retain, and graduate students in alignment with our mission and strategic goals while maintaining fiscal sustainability	a. Assessment of Action Areas & Project Management Plan 　1. Hire a consultant 　2. Create assessment strategy and tools 　3. Develop Implementation Plan and tools b. Communication Plan 　1. Develop Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback 　2. Tools shared on updated website, at Participatory Governance meetings, and through Professional Development workshops c. Develop Tools 　1. Develop a rubric that is aligned with goals from Strategic Plan, Categorical Funds, & other grants 　2. Develop a budget allocation timeline that allows for comprehensive review of needs and holistic selection of expenses including faculty, classified, and administrative positions as well as equipment and other necessary supplies and expenses simultaneously 　3. Develop robust projection budget for operational expenses over 3 to 5 years and update annually as new information is available 　4. Create a process for comprehensive review and prioritization of programs and services (Facilities Master Plan will allow for additional resources to accomplish this) 　5. Develop a tool to actively manage enrollment d. Implementation Strategies	

					1. Integrate General Funds, Categorical, State, & Federal Funds and prioritize expenses that are aligned with Strategic Plan Goals 2. Embed grants and external resources into our resource allocation process 3. Understand the impacts of the Student-Centered Funding Formula and adjust allocation process accordingly 4. Create a SEM committee that is embedded in our participatory governance structure 5. Develop a professional development plan to help the campus understand the relationship between SEM and our fiscal stability 6. Develop a process to review, assess, and improve the program review process	

C. Better integrating learning outcome assessments into integrated planning	Goal 2.2. Ensure that program review is strongly beneficial to each program by tying program review more explicitly to the everyday work of the college	Chairs of Planning, Budget, SLO/AUO, CIC, President's Cabinet, VP, Dean of IE & Equity	Target Date for Achievement of Measures of Progress:
			
			a. Spring 2021
			b. Fall 2021
			c. Fall 2021
			d. Spring 2021 to Fall 2021
				1. Action Area 2.2.1. Research best practices in Community College Program Review to improve our program review data and learning outcomes assessment practices in order to make integrated planning more effective and relevant
				
				2. Action Area 2.2.2. Develop a data-based program review process, with benchmarking for each program, that allows an annual high-level assessment of progress toward goals for all programs
				
				3. Action Area 2.2.3. Ensure that the program review process is inclusive of adjunct faculty, support staff, etc., and ensure that results are shared widely
				
				4. Action Area 2.2.5. Gather quantitative and qualitative data to help us understand student needs and the elements that lead to program success
				
				Stretch goal
					a. Assessment of Action Areas & Project Management Plan
					  1. Hire a consultant
					  2. Create assessment strategy and tools
					  3. Develop Implementation Plan and tools
					
					b. Communication Plan
					  1. Develop Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback
					  2. Tools shared on updated website, at Participatory Governance meetings, and through Professional Development workshops
					
					c. Develop Tools
					  1. Finalize eLumen Curriculum Module
					  2. Develop a system to track SLO and AUO data and assessment
					  3. Create a tool to help campus community understand accreditation standards related to learning outcomes
					  4. Develop a process to tie SLO assessment outcomes to resource allocation
					  5. Implement eLumen SLO Module
					  6. Establish schedule for SLO data collection with department chairs	

| | | | | | 5. Action Area 2.2.4. Establish clear actions and review strategies for programs that are performing below established standards | 7. Establish relationship between ILOs, PLOs, and SLOs/AUOs in Program Review
8. Create prompts that ask faculty and staff to tie pedagogy and service improvements to outcome assessments and college priorities
9. Determine Metrics for student success and develop process to collect both quantitative and qualitative data including info from student forums, surveys, and case management.
10. Implement eLumen Program Review Module

d. Implementation Strategies
1. Create a sub-committee of Planning Committee and Academic Senate members to develop the revised Program Review, including well thought out data-based benchmarking.
2. Create a professional development plan that includes ASCCC resources for campus community to understand the role of learning outcomes assessment in integrated planning
3. Create a professional development plan to assist campus community with the use of eLumen tools | |

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus *(Copy from table above.)*	Applicable Objective(s) *(Copy from table above.)*	Description of Resource Needed *(Refer to Action Steps above as appropriate.)*	Cost of Resource
Activities that impact all Areas of Focus	Assessment of Action Areas & Project Management Plan a. Create assessment strategy and tools b. Develop Implementation Plan and tools	a. Project Manager (Internal/External) b. Supplies, & materials	$45,000.00 $5,000.00
Activities that impact all Areas of Focus	Communication Plan a. Develop website content, communication collateral, and campus feedback mechanisms b. Develop Map of Communication Modalities that can be used to share priority Info with the campus and receive feedback c. Tools shared on updated website, at Participatory Governance meetings, and through Professional Development workshops	a. Consultant b. Supplies, & materials	$20,000.00 $5,000.00
Streamlining our participatory governance structure and improving communication	Goal 1.1. Strengthen connection and representation of college community in decision-making process and participatory governance	a. Update Handbook b. Professional Development c. Contract hours to implement strategies	$5,000.00 $10,000.00 $10,000.00
Fully integrating our planning and resource allocation process	Goal 1.2. Steward College Resources in alignment with Strategic Plan utilizing a Clear, Transparent, Data-Based Decision-making processes for the College Budget Goal 1.3. Develop a Strategic Enrollment Management (SEM) Strategy	a. Consultant to build 3-5-year budget templates, rubrics, and timelines b. Professional Development c. Contract hours to implement strategies	$35,000.00 $10,000.00 $10,000.00
Better integrating learning outcome assessments into integrated planning	Goal 2.2. Ensure that program review is strongly beneficial to each program by tying program review more explicitly to the everyday work of the college	a. eLumen Modules Implementation b. Professional Development c. Contract hours to implement strategies	$25,000.00 $10,000.00 $10,000.00
Total IEPI Resource Request (not to exceed $200,000 per college)			$200,000.00

Approval		Collegial Consultation with the Academic Senate	
Chief Executive Officer		**Academic Senate President** *(As applicable; duplicate if needed for district-level I&EP)*	
Name: Damon A. Bell, Ed.D.		Name: Katherine Krolikowski, Ph.D.	
Signature or E-signature:	Date:	Signature or E-signature:	Date: