



# 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 Areas from Strategic Plan	Action Steps	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 or designate a project manager 2. Create assessment strategy and tools 3. Develop Implementation Plan and tools  b. Communication Plan 1. Develop and disseminate Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback 2. Share tools 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 and disseminate updated summary narrative and visual for Decision Making Process 4. Create and disseminate a pilot 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 the development of governance tools and practices 2. Develop and implement activities to encourage and reward participation	a.1. Consultant hired or project manager designated a.2. Strategy and tools created a.3. Implementation plan and tools completed b.1. Map completed and disseminated b.2. Tools shared as specified c.1. Handbook update completed and approved c.2. Website update completed c.3. Narrative and visual completed and disseminated c.4. Pilot completed and disseminated d.1. Participation documented d.2. Activities developed and piloted d.3. Plan developed, approved, and implemented	


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					3. Develop and implement 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	<p>Goal 1.2. Steward College Resources in alignment with Strategic Plan utilizing Clear, Transparent, Data-Based Decision-making processes for the College Budget</p> <p>Goal 1.3. Develop a Strategic Enrollment Management (SEM) Strategy</p>	Chairs of Budget, SEM, and Planning Committees; President's Cabinet; VP, Director of Business Services; Dean of IE & Equity	<p>Target Date for Achievement of Measures of Progress:</p> <p>a. Spring 2021 b. Spring 2021 c. Fall 2021 d. Spring 2021 to Fall 2021</p>	<p>1. Action Area 1.2.2. Develop a comprehensive and transparent budget setting and projecting process aligned with the Strategic Plan</p> <p>2. Action Area 1.2.1. Conduct a comprehensive review of programs and services, resulting in a prioritization that is widely communicated</p> <p>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</p> <p>4. Action Area 1.3.1. Actively manage and track enrollment</p> <p>5. Action Area 1.3.2. Institute SEM committee within participatory governance structure</p> <p><i>Stretch Goal</i></p> <p>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</p>	<p>a. Assessment of Action Areas &amp; Project Management Plan</p> <p>1. Hire a consultant or designate a project manager</p> <p>2. Create assessment strategy and tools</p> <p>3. Develop Implementation Plan and tools</p> <p>b. Communication Plan</p> <p>1. Develop and disseminate Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback</p> <p>2. Share tools on updated website, at Participatory Governance meetings, and through Professional Development workshops</p> <p>c. Develop Tools</p> <p>1. Develop and implement a pilot rubric that is aligned with goals from Strategic Plan, Categorical Funds, &amp; other grants</p> <p>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 to be piloted in 2022-2023</p> <p>3. Develop a robust projection budget for operational expenses over 3 to 5 years and update annually as new information is available to be piloted in 2022-2023</p> <p>4. Create and implement a pilot process for comprehensive review and prioritization of programs and services (Facilities Master Plan will allow for additional resources to accomplish this)</p> <p>5. Systematize the use of active enrollment monitoring strategies</p> <p>d. Implementation Strategies</p> <p>1. Integrate General Funds, Categorical, State, &amp; Federal Funds and prioritize expenses that are aligned with Strategic Plan Goals</p>	<p>a.1. Consultant hired or project manager designated</p> <p>a.2. Strategy and tools created</p> <p>a.3. Implementation plan and tools completed</p> <p>b.1. Map completed and disseminated</p> <p>b.2. Tools shared as specified</p> <p>c.1. Rubric pilot implemented</p> <p>c.2. Timeline developed</p> <p>c.3. Projection budget process developed</p> <p>c.4. Comprehensive review and prioritization process piloted</p> <p>c.5. Use of Enrollment monitoring tools systematized</p> <p>d.1. Establish a process to create a comprehensive college budget that aligns with strategic plan</p> <p>d.2. Grants and other external resources incorporated into process</p> <p>d.3. Implications understood</p> <p>d.4. SEM committee established</p> <p>d.5. PD plan for SEM implemented</p> <p>d.6. Program review improvement process developed</p>	


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					<ul style="list-style-type: none"> <li>2. Embed grants and external resources into our resource allocation process</li> <li>3. Understand the impacts of the Student-Centered Funding Formula on our comprehensive budget process</li> <li>4. Create a SEM committee that is embedded in our participatory governance structure</li> <li>5. Develop and implement a professional development plan to help the campus understand the relationship between SEM and our fiscal stability</li> <li>6. Develop a pilot process to review, assess, and improve the program review process</li> </ul>		
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: <ul style="list-style-type: none"> <li>a. Fall 2021</li> <li>b. Fall 2021</li> <li>c. Fall 2021</li> <li>d. Spring 2021 to Fall 2021</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>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</li> <li>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</li> <li>5. Action Area 2.2.4. Establish clear actions and review strategies for programs that are</li> </ul> <p><i>Stretch goal</i></p>	<ul style="list-style-type: none"> <li>a. Assessment of Action Areas &amp; Project Management Plan               <ul style="list-style-type: none"> <li>1. Hire a consultant or a project manager</li> <li>2. Create assessment strategy and tools</li> <li>3. Develop Implementation Plan and tools</li> </ul> </li> <li>b. Communication Plan               <ul style="list-style-type: none"> <li>1. Develop Map of Communication Modalities that can be used to share Priority Info with the Campus and receive feedback</li> <li>2. Share tools on updated website, at Participatory Governance meetings, and through Professional Development workshops</li> </ul> </li> <li>c. Develop Tools               <ul style="list-style-type: none"> <li>1. Finalize eLumen Curriculum Module</li> <li>2. Develop and pilot a system to track SLO and AUO data and assessment</li> <li>3. Provide training to help campus community understand accreditation standards.</li> <li>4. Develop and pilot a process to tie SLO assessment outcomes to resource allocation</li> <li>5. Implement eLumen SLO Module</li> <li>6. Establish schedule for SLO data collection with department chairs</li> <li>7. Establish and document relationship between ILOs, PLOs, and SLOs/AUOs in Program Review</li> <li>8. Create prompts that ask faculty and staff to <i>reflect on outcome assessments to make continuous improvements related to college priorities</i></li> <li>9. Determine Metrics through participatory governance for student</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a.1. Consultant hired or project manager designated</li> <li>a.2. Strategy and tools created</li> <li>a.3. Implementation plan and tools completed</li> <li>b.1. Map completed and disseminated</li> <li>b.2. Tools shared as specified</li> <li>c.1. eLumen Curriculum Module finalized</li> <li>c.2. Tracking system piloted</li> <li>c.3. Training created and provided</li> <li>c.4. Process developed and piloted</li> <li>c.5. eLumen SLO Module implemented</li> <li>c.6. Schedule established</li> <li>c.7. Relationship documented</li> <li>c.8. Prompts created and piloted</li> <li>c.9. Metrics determined; collection process piloted</li> <li>c.10. eLumen PR Module transitioned</li> <li>d.1. Subcommittee created and charged as specified</li> <li>d.2. PD plan for outcomes assessment implemented</li> <li>d.3. PD plan for eLumen implemented</li> </ul>	

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				performing below established standards	<p>success and develop and pilot process to collect both quantitative and qualitative data including info from student forums, surveys, and case management.</p> <p>10. Transition current Program Review Module to eLumen. Begin improvement of module that better integrates with day to day work.</p> <p>d. Implementation Strategies</p> <ol style="list-style-type: none"> <li>1. Create a sub-committee of Planning Committee, Academic Senate members, and other campus stakeholders to develop the revised Program Review, including well thought out data-based benchmarking.</li> <li>2. Create and implement a professional development plan that includes ASCCC resources for campus community to understand the role of learning outcomes assessment in integrated planning</li> <li>3. Create and implement a professional development plan to assist campus community with the use of eLumen tools</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
Activities that impact all Areas of Focus	All Objectives	a. Assessment of Action Areas & Project Management Plan 1. Create assessment strategy and tools 2. Develop Implementation Plan and tools  Project Manager (Internal/External) Supplies & materials	   \$65,000.00 \$5,000.00
Activities that impact all Areas of Focus	All Objectives	b. Communication Plan 1. Develop website content, communication collateral, and campus feedback mechanisms 2. Develop Map of Communication Modalities that can be used to share priority Info with the campus and receive feedback 3. Tools shared on updated website, at Participatory Governance meetings, and through Professional Development workshops  Communication Consultant Supplies & materials	      \$20,000.00 \$5,000.00
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	Update Handbook Professional Development Contract hours to implement strategies	  \$5,000.00 \$10,000.00 \$10,000.00
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	Consultant to build 3-5-year budget templates, rubrics, and timelines Professional Development Contract hours to implement strategies	  \$35,000.00 \$10,000.00 \$10,000.00
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	eLumen Modules Implementation Professional Development Contract hours to implement strategies	  \$5,000.00 \$10,000.00 \$10,000.00
<b>Total IEPI Resource Request (not to exceed \$200,000 per college)</b>			\$200,000.00

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name: Damon A. Bell, Ed.D.	
Signature or E-signature: 	Date: Feb. 25, 2021

<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: Katherine Krolikowski, Ph.D.	
Signature or E-signature: 	Date: Feb 25, 2021