



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams Institutional Innovation and Effectiveness Plan Date: April 19, 2022

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 CCC's participatory governance structure and improving communication	Goal 1.1. Strengthen connection and representation of college community in decision-making process and participatory governance	President Management Council Academic Senate Classified Senate Associated Student Union	Target Date for Achievement of Measures of Progress: A. Communication 1-3: Spring 2022 and Fall 2022 B. Products 1. Summer 2022 2. Spring 2022 3. Spring 2022 4. Fall 2021 and Spring 2022	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 1.1.5. Foster a culture in which participatory governance involvement is encouraged and admired	a. Communication Plan 1. Communication plan/timeline developed and implemented 2. Activities to encourage and reward participation developed and implemented 3. Communication platforms to inform campus community established b. Develop Tools 1. Update College Handbook 2. Updated website to house participatory governance and decision-making material 3. Model and narrative for Decision Making Process and examples 4. Model and narrative for Participatory Governance	a. 1. There is an overarching communications plan for the college that will not only highlight participatory governance but focus on improving relationship. An immediate goal/plan is to redesign certain portions of the website to allow it to serve as a more effective communication tool. Communications plan was presented to College Council and Classified Professional Senate and received with enthusiasm. 2. Many faculty and classified professionals do not engage with participatory governance committees because not much work happens during committee meetings, there are too many meetings, and the pace of the work is too slow. The Academic Senate President scheduled a workshop by ASCCC in March 2022 to help the college community under the importance of their roles in the participatory governance process. 3. President held a series of ten (10) virtual and in-person meetings, "Chat with the President: Listening Series," to meet with and discuss issues of concern to the campus

						<p>community. The President has also established as series of workgroups to</p> <p>b.</p> <ol style="list-style-type: none"> 1. College Handbook updates are in progress. Estimated date of completion: Summer 2022. 2. Minutes of all participatory governance committee meetings have been added to the CCC website. 3. Proposed streamlined participatory governance model. 4. Guided Pathways: from grouping programs into meta majors to adoption and implementation.
<p>B. Fully integrating our planning and resource allocation process</p>	<p>Goal 1.2. Steward College Resources in alignment with Strategic Plan utilizing a Clear, Transparent, Data-Based Decision-making processes for the College Resources</p> <p>Goal 1.3. Develop a Strategic Enrollment Management (SEM) Strategy</p>	<p>President Vice Presidents Management Council Academic Senate Classified Senate Participatory Governance Committees</p>	<p>Target Date for Achievement of Measures of Progress:</p> <ol style="list-style-type: none"> 1. Spring 2022 and Summer 2022 2. Fall 2021 3. Spring 2022 4. Spring 2022 5. Fall 2022 6. Fall 2022 7. Spring 2023 8. Summer 2022 and Fall 2022 	<ol style="list-style-type: none"> 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 	<p>Products</p> <ol style="list-style-type: none"> 1. Budget plan for operational expenses over 3 to 5 years, update annually as new information is available 2. SEM committee established; Strategic Enrollment Management Plan aligned with new vision. 3. Data dashboard to actively management enrollment and SCFF 4. Rubrics for funding requests and decision making align with goals from Strategic Plan, Categorical Funds, & other grants 5. Budget allocation timeline 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 	<ol style="list-style-type: none"> 1. Created and updated tools in Tableau and eLumen to review and track budget expenses. 2. Scheduling and Strategic Enrollment Committee was created in Fall 2021. The committee, comprised of students, faculty, classified professionals, and management, meets monthly to discuss scheduling, analyze data, demographic trends, enrollment history, and student preference, among other topics. 3. Data dashboard has been created in Tableau to actively manage enrollment and FTES and FTEF targets have been set in consultation with the Office of Instruction in anticipation of the SCFF. 4. On hold pending hire of Vice President of Business and Administrative Services 5. To be determined and completed with the hire of Vice President of Business and

				<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>7. Adopt and implement Executive Strategy Management tool to streamline assessment of Strategic Goals from a variety of initiatives and data sources.</p>	<p>simultaneously</p> <p>6. Process for comprehensive review and prioritization of programs and services adopted</p> <p>7. Professional development plan and tool adopted for campus community to understand budget and fiscal processes.</p> <p>8. Executive Strategic Management tool adopted and implemented</p>	<p>Administrative Services</p> <p>6. The Faculty Staffing Allocation Process, or Box 2A Process, is based on the comprehensive program review submitted by departments to prioritize new faculty hiring. CCC is working through participatory governance to create similar allocation processes for classified professionals, as no process currently exists.</p> <p>7. On hold pending hire of Vice President of Business and Administrative Services</p> <p>8. The college finalized the purchase of the ESM tool. In Fall 2021 After a significant delay that lasted into Spring 2022, the team is now ready to move forward with training, adoption, and implementation in Fall 2022.</p>
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	<p>Target Date for Achievement of Measures of Progress:</p> <p>1. Fall 2021 and Spring 2022</p> <p>2. Spring 2022 and Fall 2022</p> <p>3. Fall 2022</p> <p>4. Fall 2022 to Spring 2023</p> <p>5. Fall 2022 and Spring 2023.</p>	<p>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</p> <p>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</p> <p>3. Action Area 2.2.5. Gather quantitative and qualitative data to help us understand student needs and the elements that lead to program success</p> <p>4. Action Area 2.2.4. Establish clear actions and review strategies for programs that are</p>	<p>Products</p> <p>1. Process adopted to review, assess, and improve the SLO assessment and program review process.</p> <p>2. eLumen Curriculum Module (Program Review and SLO Modules) and training plan implemented</p> <p>3. Schedule identified for SLO data collection with department chairs</p> <p>4. Metrics established for student success and process developed to collect both quantitative and qualitative data, including student forums info from, surveys, and case management.</p> <p>5. Program viability rubric implemented to address when programs are performing below standards.</p>	<p>1. The SLO/AUO coordinator has held professional development workshops each semester for department chairs on SLO assessment, entering data into eLumen, and continuous quality improvement.</p> <p>2. Biotechnology and Fine Arts are piloting the Program Review and SLO modules in eLumen. Upon conclusion of the pilot, the Planning Committee and VPI will create a short training presentation for deans and department chairs. The SLO/AUO coordinator has held an eLumen assessment institute over several days to inform and train department chairs. The coordinator is an active participant in program review redesign.</p> <p>3. Schedule to be created in consultation with department chairs in Fall 2022 after program review redesign and training presentation have been completed.</p> <p>4. Metrics will be established</p>

				performing below established standards		prior to the creation of the schedule. 5. Program viability rubric will be drafted, presented to department chairs, and go through participatory governance processes.
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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	Assessment of Action Areas & Project Management Plan a. Create assessment strategy and tools b. Develop Implementation Plan and tools	a. Faculty OAS Stipends b. Supplies, & materials	\$7,500.00 \$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 (website, graphic designer) b. Supplies, & materials	\$12,000.00 \$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. Consultant to update Handbook b. Faculty OAS Stipends c. Contract hours to implementation strategies	\$7,500.00 \$18,000.00 \$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 support VPBAS with 3-5-year budget templates, rubrics, and timelines b. Professional Development for faculty c. Contract hours to implementation strategies --additional ESM	\$10,000.00 \$25,000.00 \$25,000.00
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 implementation strategies	\$40,000.00 \$25,000.00 \$10,000.00
Total IEPI Resource Request (not to exceed \$200,000 per college)			\$200,000.00

Approval	
Chief Executive Officer	
Name: Tia Robinson-Cooper	
Signature of <u>Tia Robinson-Cooper</u> E-signature: Tia Robinson-Cooper (Apr 20, 2022 5:14:49 PDT)	Date: Apr 20, 2022

Collegial Consultation with the Academic Senate	
Academic Senate President	
<i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Gabriela Segade	
Signature of <u>Gabriela Segade</u> E-signature: Gabriela Segade (Apr 19, 2022 17:26 PDT)	Date: Apr 19, 2022









IEPI Final

Final Audit Report

2022-04-20

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