California Community Colleges | IEPI INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
List of Primary Successes and Menu of Options for Institutional Consideration
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Primary Institutional Successes

Description of Primary Institutional Successes
• College is an important member of the community; they have a leadership role in providing education for the region.
• A lot of advancement in capturing Dual Enrollment, Concurrent Enrollment, capturing high school students, and Distance Education
• Good job providing resources for Distance Ed Students (Net Tutor, Cranium Café, etc.) and training for distance ed instructors through @One   • Higher success rates in Online Classes than on ground
• Organizational structure/committee structure for what they want to achieve   • Strong support from groups across the campus. Good team across the campus.
• Increase in percentage of local HS students who are attending Porterville College over past 3 years
• Strong Outreach to local population, including marketing in Spanish. Counselors go to the high schools to make the connection and help students build their first year schedule.

Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments

A. Enrollment Management	1. To improve college planning and pursuit of vision for success goals, update the Enrollment Management Plan to align goals with strategic planning goals, vision for success, and Guided Pathways goals.
	 2. To improve Enrollment Management:
	   a) Define clear goals for expanding distance education and dual enrollment that align with the strategic goals for the college.
	   b) Offer professional development opportunities to improve college understanding of enrollment management.
	   c) Hold a series of enrollment management or data analysis retreats to uncover equity gaps and help people have "courageous conversations."
	   d) Apply for SEM Academy
	 3. To maximize opportunities for growth, completion, and job readiness, consider developing/expanding Non-Credit programs to meet local needs.
		Claremont College offers an excellent Enrollment Management Academy during the summer: https://cgu.instructure.com/courses/2101
		
		 Moorpark College EMP (see the schedule development appendix): https://www.moorparkcollege.edu/sites/default/files/imported/assets/pdf/president/Enrollment_Man_Plan_2013-2016_FINAL.pdf
		
		 Long Beach City College EMP: https://www.lbcc.edu/sites/main/files/file-attachments/strategic-mgmt-plan.pdf
		
		 Peralta District EMP (see the schedule development page):

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	4. To improve scheduling, consider consistent training for new Division Chairs and reexamine the schedule development process to clarify roles and streamline process. 5. To improve scheduling process efficiency, examine and evaluate the timeline of schedule development, including all positions/people who review or participate in the process. 6. To improve scheduling efficiency, consider purchasing updated scheduling software. 7. To improve schedule alignment with college goals, develop and conduct regular, formal data analysis to inform schedule development, including analysis of waitlists, SEPs, completion, room usage, etc. 8. To maximize schedule efficiency and meet changing student demand, reevaluate space utilization throughout the week.	http://web.peralta.edu/accreditation/files/2012/03/4-PCCD-Districtwide-Enrollment-Management-Plan-2-8-12.pdf Vision Resource Center: https://visionresourcecenter.cccco.edu/ IEPI Roadmap for Strategic EMP: https://visionresourcecenter.cccco.edu/sites/default/files/asks/SEMPlanningResource.pdf Collaborative Brain Trust (CBT) Planning and Enrollment Management Guidelines (based in Sacramento; national clients) Los Rios Community College District has an enrollment management overview (2016) at the following: http://www.losrios.edu/board-of-trustees/media/others/2016/July%2013%20Presentation%20-Enrollment_Management_Overview.pdf Scheduling software like Courseleaf (www.courseleaf.com) or Collegenet. San Diego, Santa Barbara, College of the Canyons, CCCCO on non-credit: http://www.sbcc.edu/extendedlearning/ Association of Community and Continuing Education (ACCE) This is a strong state-wide resource for noncredit programs. http://www.acceonline.org/

B. Professional Development	1. To improve Professional Development, develop a PD plan with a clear vision that supports key college initiatives (such as student equity or Vision for Success), communicate it to the campus, and implement it.
	   a) Come to consensus on a definition of professional development; it currently means different things to administration and faculty.
	   b) Consider establishing a Professional Development Coordinator position.
	   c) Improve communication about PD training.
	   d) Establish periodic campus-wide forums on current trends (e.g., Funding Formula, Guided Pathways) at times when division chairs and managers can attend.
	2. To improve college FLEX Days:
	   a) Consider Flexible FLEX or other options to allocate time for professional development opportunities, such as a day in the middle of the semester.
	   b) Clarify who organizes FLEX day.
	   c) Align FLEX day sessions with college-wide needs and initiatives.
	   d) Carry out a survey of constituents to identify most-needed topics for FLEX training.
	   e) Relate FLEX Day training to current Chancellor's Office Initiatives, such as SEA plan and Guided Pathways.
	   f) Seek out intensive team training (such as BSILI or RP Group) to focus on needs specific to PC, and integrate training throughout the year across the campus
	3. Consider assigning specific computer lab space or time in classroom for college training.
	4. Consider holding a series of college-wide retreats that would do the following:
	   a) Provide the president a role in leading the retreat/setting the vision for the college.
	   b) Provide a safe environment for "courageous conversations."
	   c) Allow time and opportunity to "speak deeply" about college plans or enrollment management to support integrated planning.
	   d) Provide a venue to include district staff in planning process.
	   e) Provide college-wide input for planning that can inform committee and program discussions.
	   f) Create "time" for faculty to review data presented in an efficient manner.
		A good example of how PD can be incorporated into the campus (structure and activities) is Moorpark College. They also have a list of committee members, which include Administration, faculty and classified staff. (https://www.moorparkcollege.edu/faculty-and-staff/professional-development)
		
		Rio Hondo has a robust program and great website of resources that also outlines their program for FLEX and committee participation. https://www.riohondo.edu/staff-development/
		
		Santa Barbara Faculty Resource Center for DE training http://www.sbcc.edu/frc/
		
		COC has an experienced PD Director. http://www.canyons.edu/Offices/PD/Pages/default.aspx
		
		Resource on facilitating success among college men of color: Teaching Men of Color by Frank Harris and J. Luke Wood. https://coralearning.org/product/teaching-boys-young-men-color/
		
		The CA Virtual Campus provides resources for DE and professional staff development. Further information may be obtained at the following: https://onlinenetworkofeducators.org/
		
		@One provides a certificate in online teaching and learning. More information may be obtained at https://onlinenetworkofeducators.org/
		
		Gregory Beyrer at Cosumnes River College provides faculty/staff technology training in online and face-to-face formats. https://www.crc.losrios.edu/facstaff/dewd
		Georgine Hodgkinson at CRC helps to provide faculty with professional development training.

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	5. Consider closing student services on certain occasions so that everyone can attend the PD event. That would help build teams and collegiality and decrease burden on the presenters to repeat sessions. 6. Make more data reports more easily accessible to college employees (enrollment trends, for example). 7. Consider making a budget available to the staff development committee even if it is not unrestricted general funds. 8. Develop transparent criteria for funding conference or off-campus PD. 9. Consider using Cornerstone from IEPI/Foundation for California Community Colleges to track campus-wide professional development opportunities and completion. 10.　　Finish the Division Chair Handbook that is in progress and make it more informative to help Division Chairs serve more effectively (perhaps rotate more people through shorter terms).	https://www.crc.losrios.edu/facstaff/pd/crc-flex-brochures BSILI – Transformational leadership teams RPGroup – AB 705 and Guided Pathways Professional Development, as well as others
C. Technology Applications/Distance Education	1. Incorporate Distance Education (DE) into the culture of the campus. 　a) Position DE to be effective and adequate instruction. 　b) Offer ongoing training for instructors teaching DE. 　c) Actively increase the pool of potential instructors who can teach DE courses (offering more DE may also improve enrollments). 　d) Determine which programs can be offered wholly or nearly wholly online, provide needed support to faculty, and market those programs to working adults. 2. Provide systemic training needed to utilize technology. 　a) Develop a web page with easy to access links to tools, FAQs, tutorials, tips, etc. for online instructors. 　b) To improve attendance, improve communication about PD training to support new technology. 　c) Provide more robust, timely information. 　d) Provide part-time faculty access to training. 　e) Some technology gaps might be addressed through more direct user training. Other technology challenges, such as using equipment in classrooms, could be addressed through posting updated user guides for instructors in each classroom. 3. Utilize the existing IT Committee to evaluate the status and currency of technology across the instructional and administrative areas of the campus, to ensure resources that support the students, faculty and staff are aligned with established standards and consistent with what is available at the feeder schools. 4. Evaluate the staffing levels of the IT support staff, and if the findings warrant, consider making changes to cover more adequately the operating hours of the campus and to be available for both on ground classroom and online IT issues. 5. Leverage the benefits of being an OEI Equity Cohort member, such as Course Design Academy.	Laramie County College has a resource page for their faculty (Center for Excellence in Teaching). They offer resources for faculty that teach online (http://lccc.wy.edu/academics/online/about.aspx) One example of training for faculty for Distance Ed would be the Faculty Resource Center at Santa Barbara City College: They provide pedagogically-focused training in teaching strategies for on-campus (including smart or technology-equipped classrooms) and online classes. http://www.sbcc.edu/frc/. Hanover Education has written a useful report on best practices in distance education, available at https://www.imperial.edu/ivc/files/Distance_Education_Models_and_Best_Practices.pdf The California Community Colleges System provides reports and resources regarding distance education at http://extranet.cccco.edu/Divisions/AcademicAffairs/EducationalProgramsandProfessionalDevelopment/DistanceEducation.aspx The Capital Adult Education Regional Consortium provides information, resources, and links between adult education and college programs in a variety of ways. http://www.caerc.org/ Consortium tracker: https://lao.ca.gov/Education/WorkforceEd/Consortia Online Education Initiative Course Design Academy is offered to consortium colleges through OEI, but some of their materials are available online. The Online Teaching Conference is a great resource for information and collaboration with other California Community Colleges on best practices for Distance Education and Online Teaching. This year, it is in Anaheim 6/17-19. http://onlineteachingconference.org/ Kern District IT Committee: https://committees.kccd.edu/committee/it-committee Clovis Community College DE Handbook: https://www.cloviscollege.edu/_uploaded-files/_documents/faculty-and-staff/ccc_de_handbook.pdf Monterey Peninsula College online program was commended for online support: https://www.mpc.edu/academics/general-information/online-courses-programs Coastline Community College has a robust online program: www.coastline.edu/students/distance-learning