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	Notes and Comments
Transformational culture including strong collegiality and cooperation • Strong collaboration and active engagement among faculty, academic senate and administration • Willingness to work together; right people in the right place; collaborative nature; stability in leaders; leaders with vision • Faculty are leading matters such as SLOs with support from administration, which appears key to sustaining these efforts. • Strong sense of campus community and organizational pride, willingness to do what it takes to make college successful and leadership in place to aid in transformation • Commitment to ongoing professional development	
Progress made in SLO work and support of coordinator/mentors • Authentic commitment to building meaningful assessment and desire to craft sustainable institutional practices related to assessment • Great faculty-driven SLO Mentor Model • Greater buy-in from college faculty with documenting SLO work • Institutional commitment to SLO progress with designated SLO Faculty coordinator, faculty mentors and SLO administrative support • Refined college definition of PSLOs from department specific to each program and certificate. All PSLOs now revised to represent learning at the program level. • Course SLOs mapped up to PSLOs • Facilitating interdepartmental SLO dialogue using FLEX days • Development of SLO videos showing how to use eLumen for mapping PSLOs/ISLOs	
Successful deployment of eLumen • Course SLOs operational in eLumen • Timeline established for PSLOs/ISLOs implementation	
Active encouragement of innovation • Creation of the AWE committee • Strong distance education program- 15% FTES • Implemented online tutoring (net tutor) pilot for OEI • Canvas used for online offerings and for class enhancement of face to face offerings • SLO Work group collaborating with Distance Ed committee to move data from Canvas to eLumen	
Active engagement of faculty, staff and administration in governance of college • Engagement evident from feedback in interviews, including SLO/Curriculum Committee • Proposing updated governance structure to streamline college efforts with the addition of the Institutional Effectiveness and Student Success Councils	

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Active steps taken to create a culture of program review and the connection to program planning/improvement and resource allocation • PRs templates, timelines and schedules in place • Institutional research office supports current program review efforts that are managed by the area deans • All areas are on timeline for program review with good preparation for eLumen implementation • Strong Institutional Research presence and webpage	
Campus commitment to a stronger collection of classes and programs for the students served • Catalog refinement to clear classes that never were offered • Campus working on development of guided pathways	

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. Improving outcomes assessment and its implications: Sustaining meaningful SLO assessments	1. Keep SLO mentor(s) in place to maintain goodwill with faculty and staff. 2. Keep providing ongoing training for faculty and other personnel to help create a culture of continuous improvement. This can include SLO camps/mini-retreats, FLEX training, etc. 3. Communicate with campus on progress (including SLO's) each August and September with emails, newsletters and/or campus meetings, and provide engaging opportunities for dialogue on assessment processes and results. 4. Increase the utilization of the SLO Webpage to provide more general information on SLO philosophy/process and resources. 5. Increase support for non-instructional SLO assessment, including training and follow-up. Columbia College staff noted that Student Services and Administrative outcomes assessments lag behind the progress made in Instruction, with many existing only in Word documents or hardcopy. Schedule opportunities to develop quality assessments in these areas while also transitioning them into the new electronic system. 6. Create, disseminate, and maintain an SLO Handbook, including an evaluation template to help areas developing SLOs to facilitate their assessment process. 7. Present best practices from Columbia CTE disciplines for SLO and Program Review as models for emulation by other disciplines. 8. Create an incentive or reward for departments that complete their next assessment cycle properly and in timely fashion (e.g., recognition at FLEX and possibly an augmentation to the department budget of $2,000 or more, to be funded from the IEPI seed grant). Celebrate and reward successful teamwork. 9. Create an incentive for individual excellence in SLO development and assessment. For example, recognize faculty who went above and beyond the call of their professional duties in SLO assessment with summer conferences, or released time projects during the summer (funded from the IEPI seed grant).	• CCSF outcomes and assessment webpage: https://www.ccsf.edu/en/about-city-college/slo.html • Example: CCSF SLO Handbook hyperlink http://www.ccsf.edu/en/about-city-college/slo/resources/handbook.html) • Example: Saddleback SLO Handbook hyperlink https://www.saddleback.edu/uploads/epa/slohandbook03-25-15.pdf) • Example: Cero Coso SLO Handbook hyperlink https://www.cerrocoso.edu/institutional-effectiveness/slo-handbook • Hartnell College: SLO webpage (use both eLumen and CurricUNET): https://www.hartnell.edu/SLO • SLO Broad Dialogue: DeAnza SLO Newsletters http://gsearch2.fhda.edu/search?as_sitesearch=www.deanza.edu/slo/newsletters&access=p&entqr=0&output=xml_no_dtd&sort=date%3AD%3AL%3Ad1&entsp=a&ie=UTF-8&btnG.y=0&client=Main_Crawl&q=slo+dialogue&btnG.x=0&ud=1&site=Main_Crawl&oe=UTF-8&proxystylesheet=Main_Crawl&ip=198.189.238.10 • SLO Dashboard: CCSF: http://www.ccsf.edu/en/about-city-college/slo/instructional_slo/SLO_Dashboard.html • Incentives example: Learning Outcomes Assessment Award (LOAC) at DeAnza, click on the LOAC on the webpage: http://www.deanza.edu/slo/
B. Improving outcomes assessment and its implications: Using SLOs to drive planning and sustain continuous improvement	1. Align meaningful SLO assessment with program review and resource allocations (i.e., integrated planning). 2. Prepare and disseminate an update on Goal 3 of the Columbia College 2016-2021 strategic plan indicating the college's progress in achieving the goal (addressing items timelined for 16/17), focusing at least in part on SLO assessment progress. 3. Develop and implement methods to document previous SLO work and its linkage to program improvement. 4. Create infrastructure (integrated planning documents, outlined processes that are timelined and include evaluation components) to address sustaining continuous improvement, beyond retaining people in key positions. 5. Utilize disaggregated data function from eLumen to inform and help drive program/institutional continuous improvement.	• Chaffey SLO Strategic Plan: http://www.chaffey.edu/slo/index.html (Select *SLO Strategic Plan 2015-2016* Chaffey College: full review, but particular attention on pg 20+) • Chaffey Integrated Planning Manual: https://www.google.com/url?q=http://www.chaffey.edu/profdev/IP/documents/EVIPM_2016.pdf&sa=U&ved=0ahUKEwje8rPjqa_TAhUN_mMKHUKeDWqQFggNMAM&client=internal-uds-cse&usg=AFQjCNFvijasuMlfl73KUwxuF22_fjKlmA • CCSF 2016 annual plan: http://www.ccsf.edu/en/employee-services/research-planning-and-grants/planning/program_review/annual_plan_fall_20161.html • EVC Progress on the Mission report: http://www.evc.edu/AcademicAffairs/Documents/progress-on-the-mission-2016-approved.pdf • Hartnell *Continuous Improvement Plan* (uses eLumen for SLOs): https://www.hartnell.edu/2015-evaluation-reports

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C. Implement technology for program review and outcomes assessment (eLumen)	1. Visit other colleges that have successfully implemented eLumen, and document elements of their implementation that would meet Columbia's needs. 2. Ensure that technology solutions that impact curriculum can "talk to each other." 3. To speed up the implementation, set aside funds to provide training and follow-up support of faculty and staff for eLumen.	• Per eLumen website (www.elumenconnect.com), CCC's using eLumen include Hartnell, Pasadena, Allan Hancock, LA Trade Tech, Cerritos and Santa Barbara.