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COMMUNITY COLLEGE DISTRICT NO. 508
OCTOBER 1, 2015



REINVENTION

COMMITTEE ON ACADEMIC AFFAIRS AND STUDENT SERVICES

Office of Strategy and Academic Governance

Friday, September 18, 2015



Executive Summary

1

New office of Strategy and Academic Governance: (re-)introductions to the board

- **Purpose of the new combined office** is to develop, implement, and monitor strategies to improve student outcomes
- **Organizational setup has been re-structured** over the last 60 days
- **Combined team is focusing on improving outcomes** to meet the targets in the strategic plan

2

Strategic priorities

- **High-level strategies to achieve targets in the five-year plan**
 - Relevance
 - Structure
 - Data-driven student supports
 - Operational excellence
- **Focus on strategic priorities:**
 - Student GPS: Pathways, Predictive scheduling, whole program enrollment
 - Learning and Assessment: SLOs and toolkit
 - Policy: Compile, simplify, and improve policies dramatically
 - Assessing incoming students: COMPASS is going away

3

Next steps

- **Upcoming board items** Oct-Dec 2015
- **What to expect** at next sub-committee meeting

1 The purpose of the new combined office is to develop, implement, and monitor strategies to improve student outcomes

Vision and purpose of the new office

- **Strategy design**
 - Aligned to Reinvention goals
 - Student-centered
 - Data-driven
- **Strategy execution**
 - Outstanding academic quality
 - Excellent and individualized student management
 - Efficient policies and processes
- **Strategy performance review**
 - Focus on results and performance

Purpose of Direct* resources in District Office and Colleges

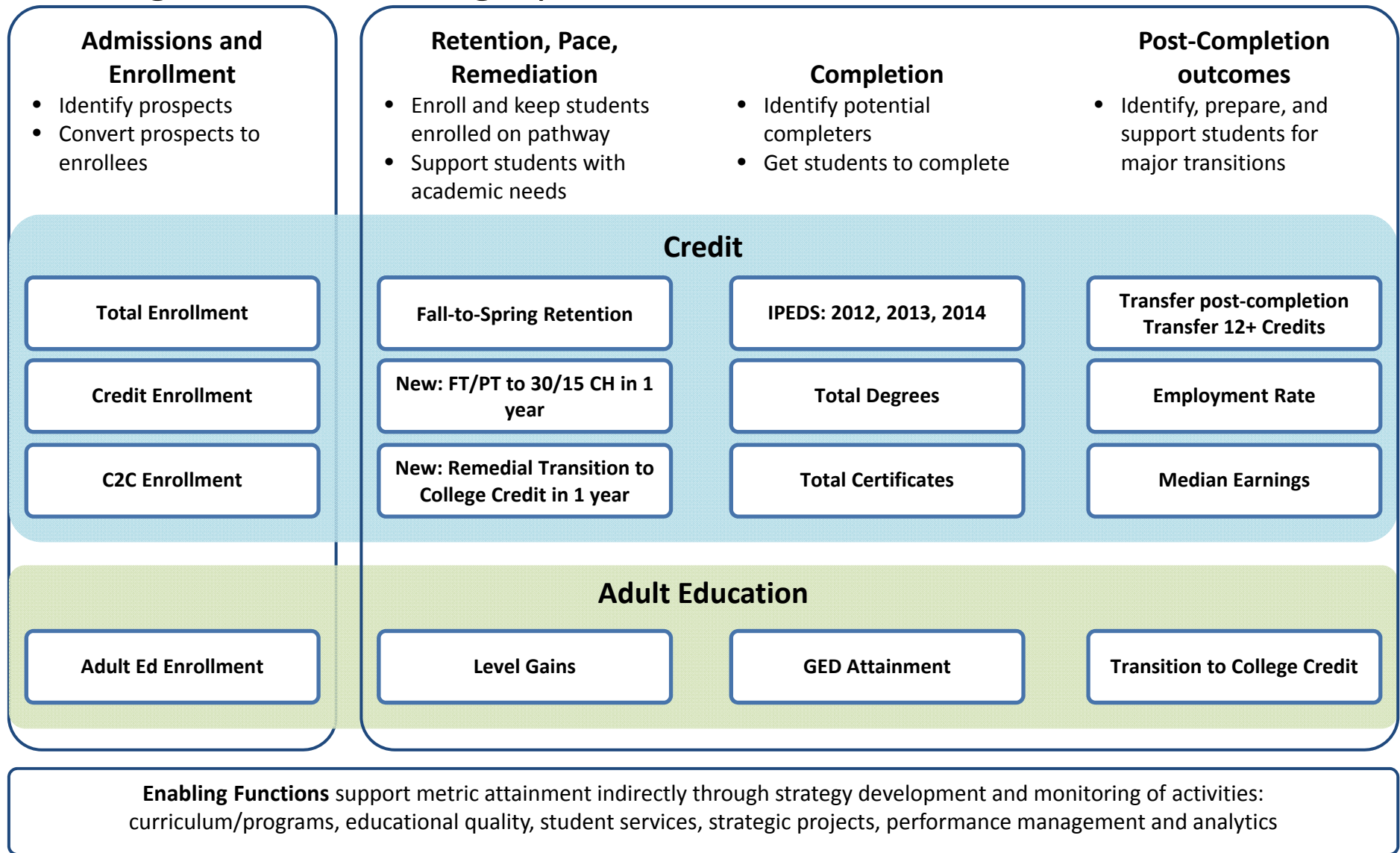
- **Set overall objectives for performance**
- **Develop data-driven strategies and metrics to meet objectives**
 - Technical system: Policies, processes, procedures, and roles and responsibilities
 - Management system: Metrics and dialogs
 - Cultural system: Mindsets, behaviors, and capabilities
- **Plan and direct College-level implementation of strategies**
 - Standardize ...
 - Roles & responsibilities
 - Organizational chart
- **Monitor and problem-solve metrics on weekly and monthly basis**

Purpose of Matrix** resources

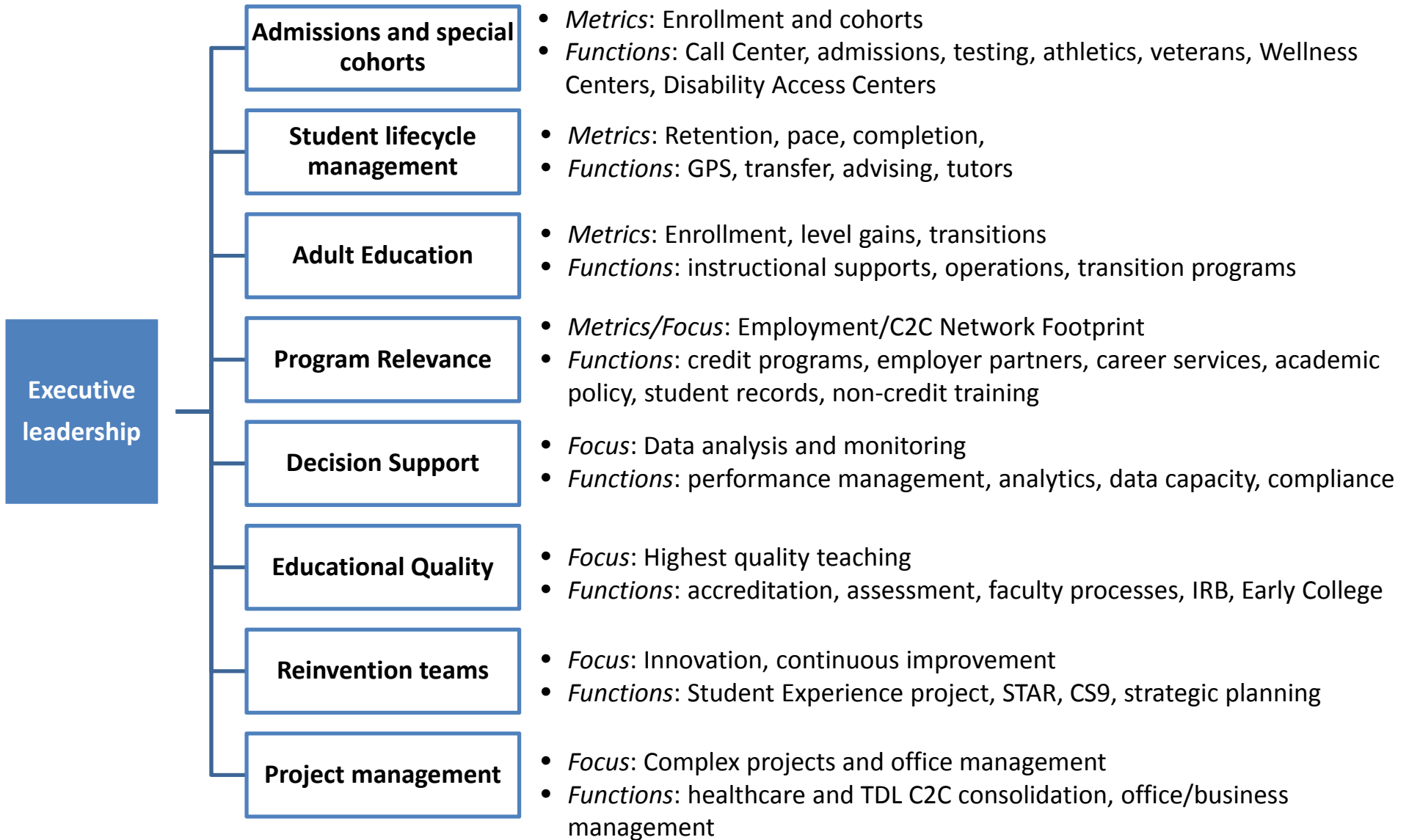
- **Consult on overall objectives**
- **Co-lead development of approach to operationalization in teams**
 - Example: One Vice President leads development of process for predictive scheduling from College perspective for the District
- **Implement strategies and manage frontline personnel to metrics**
 - Deans (Instruction, C2C, Student Services) lead staff & faculty
- **Monitor and problem-solve day-to-day and weekly issues**

• Direct: Budgeted for by Snr AVCs reporting to Rasmus
 ** Matrix: Budgeted for by other ODs or College Presidents

1 The combined team is focusing on improving outcomes to meet the targets in the strategic plan



1 To achieve the purpose, the District Office functions have been re-organized over the last 60 days



2 Strategic priorities to achieve targets in the five-year plan

The five year plan outlines four strategies to establish a culture of student success:

Relevance: Ensure that the courses of study will advance students' goal of a meaningful career and/or transfer.

Structure: Ensure that students have a clear path through the institution, reducing the time to degree.

Data-driven student supports: Use data more effectively and deploy more resources to help students.

Operational excellence: Foster excellent financial, operational and human resources management.

FY2016 Strategic priorities

Student GPS

Continue the year-long process of enabling Student GPS through:

- Pathways: Build and institutionalize structured pathways within and beyond CCC
- Predictive scheduling: Provide students with a predictable schedule term-to-term that they can build part-time work and childcare around
- Whole program enrollment: Allow students to enroll in their program of choice

Learning and assessment

By pathway:

- Map current SLOs and assessment mechanisms
- Identify any gaps and overlaps in the current curriculum
- Build toolkit (if needed based on analysis above) to allow for professional development

Policy revamp

- There are today multiple policy documents that mix too many different components
- Compile documents, separate policy from process, practice, contract language and tools
- Identify areas to improve content in support of student success

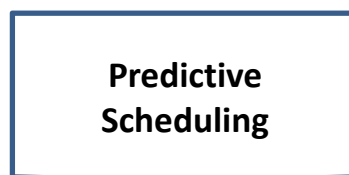
Assessing how we help incoming students

- Compass is being discontinued
- As a district, we need to develop a consistent and equitable approach to understand how we help each individual student succeed academically at CCC

2 Student GPS: Pathways and predictive scheduling will come together in whole program enrollment

City College's Student GPS, or Student Guided Path to Success, is a comprehensive system of guided pathways and supports that inform some of our students' most critical life decisions to ensure every student has a clear path to obtaining their college and career goals.

Student GPS links all of the components of City Colleges (faculty, staff, programs, courses, technology, and services) into a personalized approach to help students succeed in their college experience.



Build and institutionalize structured pathways within and beyond CCC:

- Implement latest set of pathways in next Course Catalog, live in September
- Expand upon present ~60 freshman-to-senior pathways a CCC student should traverse, depending on their major/destination combination

Provide students predictable schedule they can build part-time work and childcare around:

- Forecast demand by course, time, day, term based on plans and preferences
- Create the class schedule each term based on this student demand

All students to enroll in multiple semesters at once, according to plan.

- All students have a pathway
- All students have preferences
- Enroll students into all semesters at once

2 Learning and Assessment: SLOs and toolkit

- There are learning and assessment structures throughout the colleges, however, no overarching strategy or cross-college exists at scale
- Learning and assessment are paramount to educational quality and accreditation and promotes student success

Develop factbase

Implement strategies

Monitor quality

- Collect and store learning outcomes at the pathway, program and course level
- Standardized reporting system (forms, calendars, protocols & meeting structure) to streamline operations
- Toolkit for training and professional development (webinars, job aids and workshops leveraging existing technology)
- Assessment and compliance tool to aggregate data and enable comparisons
- Curriculum mapping protocol to pinpoint alignment of courses to program learning outcomes
- Repository for master/class syllabi and learning outcomes– leverage use of CS9 and/or SharePoint
- Gaps and overlaps in curriculum via curriculum mapping
- Process standardization across the district to review efficiency
- Syllabi submission for compliance and quality

2 Policy: Compile, simplify, and improve policies dramatically

We need to overhaul Academic and Student Policy in order to ensure clear policies that support student success by eliminating contradictions, overlap in multiple documents and barriers to student success.

Issues to address in current state:

- **Multiple policy documents**
 - Student policy
 - Academic policy
 - Testing guidelines
- **Overlap** between multiple documents lead to confusion
- Current documents **mix policy and procedures**, reducing ability to serve students

Vision for overhaul:

- **One set** of streamlined, simplified and condensed CCC Academic and Student policies
- **Policy and procedure are separate**
- **Single stop** each for policy and procedure

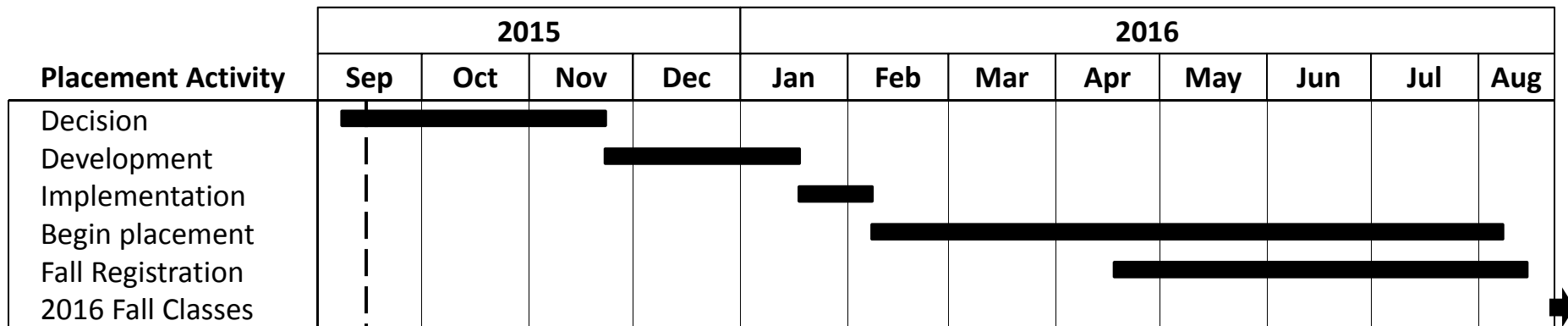
Long term focus on sustainable process for future changes and operational compliance with policy

- Centralized process for future policy changes that empowers faculty, staff and administrators to propose changes to ensure student success as well as compliance
- Policy-process-implementation playbooks ensure operational alignment with policy

2 Assessing incoming students: COMPASS is going away

As a district, we need to develop a consistent and equitable approach to understand how we help each individual student succeed academically at CCC

- **COMPASS serves as CCC's primary math and English placement tool**
- **ACT, the owner of COMPASS, plans to phase out COMPASS products**
 - announced on June 11, 2015
 - ACT eCompass product CCC uses will expire in 2016
- **Prior to ACT's announcement, CCC was already working on an initiative to improve placement approaches**
 - New placement approaches were piloted at Wright College this semester as a possible model for future district-wide placement
 - We are currently exploring the potential of scaling up the assessment model in use at Wright College for use throughout district
 - Faculty have participated in ongoing development of those assessment models
- **CCC is participating in state-wide discussions** with Chief Academic Officers to explore future implications on placement options
- **CCC will partner with CPS** to ensure easy transition in placement options for students
- **A decision on new placement approach will be made during the current semester**
 - Needed to have a new model for placing students into Fall 2016 semester classes



3 Upcoming board items: Oct. – Dec. 2015

October

Resolutions:

- [tentative] Updates to student policy to align with new tuition structure
- Contract renewal for FT faculty hired for Spring

Contracts:

- None

November

Resolutions:

- Academic/student policy overhaul
- Review and changes to hold and drop procedures

Contracts:

- None

December

Resolutions:

- TBD

Contracts:

- [tentative] Library Security Systems renewal (current: The 3M Company)
- [tentative] New contract for survey vendor to conduct annual Graduate Follow-up Survey (current: The Blackstone Group)

3 **Wrap-up:** what to expect at future sub-committee meetings

By next meeting, CCC has...

Student GPS

- ✓ Every student on an education plan, as SmartPlanner goes live on
- ✓ All students get on as intentional of pathways as possible, as soon as possible

Learning and assessment

- ✓ Inventoried current-state of all syllabi
- ✓ Completed program-level SLO's and missions, per College
- ✓ Established District-wide assessment calendar

Policy revamp:

- ✓ Academic and Student policy overhaul Nov board

Assessing how we help incoming students:

- ✓ Decision on new placement approach

Based on everything you've heard: thoughts and feedback?

- What is most valuable to you about these committee meetings?
- What would you like to know more about at next meeting ?
- What would be useful for your trustee colleagues not on this sub-committee to know?