INSTITUTIONAL EFFECTIVENESS

- “Accreditation”
- “Program Review”
- “Learning Outcomes”
- “Strategic Goals”
- “Integrated Planning”
- “Institutional Self Evaluation”
- “Sustainable Continuous Quality Improvement”
INSTITUTIONAL EFFECTIVENESS

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- “Institutional Self Evaluation”
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WHY DO THESE WORDS MATTER?

• Provide quality of assurance to the public, to students, to other institutions that an institution is achieving its stated mission

• Give credibility to degrees and credentials awarded to students

• Stimulate institutional improvement through evaluation, planning, implementation and evaluation again

Accreditation Framework:
The Purposes of Regional Accreditation
WHY DO THESE WORDS MATTER?

Mission College

Institutional Effectiveness Framework:

Integrated Planning

• A holistic view with an identified mission and purpose

• Use of relevant information and data to identify what works (and what doesn’t)

• Dialogue, discussion, and participatory feedback

• Coordination and leveraging of opportunities
Integrated Planning

- Learning Outcomes
- Program Review
- Resource Allocation
- Strategic Planning
- Institutional Effectiveness

Sustainable Continuous Quality Improvement
INTEGRATED PLANNING
TO BETTER DECISION MAKING

Mission has identified processes and methods for integrated planning and evaluation to make improved decisions and to provide an effective educational framework for our students.

How do we prepare for better decision making?
• Participation, Coordination and Planning
• Using a Model of Institutional Effectiveness
  • Metrics for what we do
  • Improvement plans
  • Evaluation of the improvement plans
  • Continued revision based on process application and effectiveness
A BRIEF HISTORY OF PLANNING AT MISSION COLLEGE

• Mission has never had a shortage of goals
  • Mission statements, core value goals, educational master plan goals, district goals, accreditation planning agenda goals, program review goals, grants goals, SLO goals . . . and so on

• Yet it feels like we spend most of our time running around putting out fires without clear direction

• What has traditionally been missing?
  • Documented processes related to planning
  • Integration of planning activities
  • Formalized strategic planning
Mission identified a need for documented processes related to planning

Through participatory input, Mission has adopted the following planning documents:

• Model of Institutional Effectiveness
• College Constituencies & Committees Chart
• Participatory Governance Handbook
• Decision Making Process Model
ADOPTED MODEL OF INSTITUTIONAL EFFECTIVENESS

Emphasizes the importance of a continuous cycle

Emphasizes the use of data and analysis
ADOPTED CHART OF COLLEGE CONSTITUENCIES & COMMITTEES

Clarifies the relationship among major groups & committees

Illustrates the function of these groups

Legend:
- Constituency Group
- Participatory Governance
- Operations Group
- Standing Committee
- Ad Hoc Committee

Mission College Constituencies and Committees
2011-2012

Academic Senate
- Distance Learning
- Curriculum
- Academic Directions
- Basic Skills
- Program Review
- Learning Outcomes (SOC) new
- PR Comprehensive Evaluation

 Classified Senate

 Associated Student Gov't.

 Administration

Governance And Planning (GAP)
- Sustainability new
- College Budget Advisory (CBAC)
- Facilities Safety
- Grants Advisory
- Organizational & Professional Development new
- Technology
- Institutional Effectiveness new
- Staff/Faculty Diversity & Inclusion
- Marketing Advisory new

Student Services Council
- Student Equity & Success
- Mental Health & Wellness
- Commencement
- Scholarships & Awards

Educational Council
- New

Instructional Council

Discussions or recommendations appropriate to bargaining units shall include representation or collaboration between units.
ADOPTED PARTICIPATORY GOVERNANCE HANDBOOK

Outlines the college understanding of participatory governance
• Identification of relevant policies
• Definitions for key principles and constituent responsibilities
• Listing and charges of participatory committees
• Planning and budget tenets
• Agenda and report templates

Full document can be found at http://missioncollege.org/research/planning.html under “College Committee Planning Documents”
ADOPTED MODEL FOR THE DECISION MAKING PROCESS

Documents the process for participation in decisions

Emphasizes the use of data and analysis

College Decision Making Process Model

Proposal
- Decision points informed by learning & service outcomes, program review, data & information
- Includes rationale & detail of considerations

Participatory Groups
Input & Review
(Councils, Senates, Committees)

Area & Administrative Leads
Input & Review
(Dept. Chair/Div. Chair, plus Dean, Director, or VP)

GAP
Input & Review

Recommendation to President

Implementation & Assessment

Modification

Approval

Denial

1Some proposals may originate at the participatory group or administrative area level; all levels may request additional information or modifications
INTEGRATION OF PLANNING

Mission further identified a need to better integrate planning activities.

Through participatory input, Mission has adopted the following to improve integration:

- Integrated Resource Request Prioritization Process
- Institutional Effectiveness Committee
- Proposed Base Budget Model
ADOPTED RESOURCE REQUEST PROCESS FOR PRIORITIZATION

Directly ties individual Program Review Planning with Resource Request Prioritization

MISSION COLLEGE INTEGRATED RESOURCE REQUEST PROCESS

Measures of Institutional Effectiveness Reported and Reviewed to Inform Continuous Planning Cycle

Program Review Plans
- Learning Outcomes Assessment
- Program / Area Data
- College Goals

College Committees
- Plans
- Data
- College Goals

Resource Requests
- Include: Funding Time Prof Devt Staffing Faculty Space

Instructional Council
- (DCC with Area Deans)
- Grouping & Prioritization

President’s Cabinet
- Grouping & Prioritization

Student Services Council
- Grouping & Prioritization

Emerging Themes
- Identified Themes Sent to Committees to Inform Plans

CBAC
- Review of Current Funding and Identification of Funding Sources

CBAC / Institutional Effectiveness Joint Session
- Second Level Grouping & Prioritization

Institutional Effectiveness
- Review for Accountability and Fit with College Strategic Plans

GAP
- Review & Recommendation

College President
- Final Allocation Decisions

Funding to College Committees

Funding to Program / Area

Measures of Institutional Effectiveness Reported and Reviewed to Inform Continuous Planning Cycle
FORMATION OF INSTITUTIONAL EFFECTIVENESS COMMITTEE

Institutional Effectiveness Committee newly formed in 2011-2012

- Guide understanding of accreditation standards
- Support effective linkage of Program Review and institutional planning
- Review institutional planning activities and processes for effectiveness and make recommendations to the college on possible revisions
RECOMMENDED REVISION TO BASE FUNDING MODEL

Revision to existing process

Designed to more effectively allocate and leverage resources

Base Funding Model Concept

**Base**
- Standard Instructional Supplies
- Standard Non-Instructional Supplies
- Duplicating
  
  Determined by Anticipated Schedule & Past Funding History

**Base Plus**
- Specialized Instructional Supplies
- Specialized Non-Instructional Supplies

  Determined by Anticipated Schedule & Past Funding History

**Scheduled Maintenance**
- For planned replacement & maintenance over a multi-year period
- Portion of funds awarded annually
- Accessed as a part of an approved multi-year plan

  Determined by Anticipated Schedule & Past Funding History

**Program Review Requests**
- New Projects
- New Equipment
- Results of Assessment of Outcomes
- Support College-Wide Goals and Initiatives

  Evaluation & Prioritization through Rubric

**Emergency Repair & Replacement**
- For unanticipated & emergency nature needs only

  Evaluated & Prioritized by CBAC (separate fund)

**Total Funding Allocation**
FORMALIZED STRATEGIC PLANNING

Finally, Mission identified a need to establish comprehensive, multi-year strategic direction.

Through participatory involvement, Mission has undertaken the following strategic planning activities:

• Completion of Two Year Focused Goals
• Adopted Seven Strategic Focus Areas
• Developed 4-Year Strategic Plan
Implementation and Completion of Two Year Focused Goals

- Designed to prioritize among multiple lists of goals and provide short-term strategic direction

Strategic Focus Areas

- Developed with community and college participation
- Framework for current and future planning
  - 4-Year Strategic Plan
  - All program level goals in Program Review
4-Year Strategic Plan

- Structured on the adopted Focus Areas
- Integrates expectations of the Student Success Task Force and other college planning activities
- Annual priorities will be visited each year
- Progress towards goals will be measured and reviewed each term
FOR MORE INFORMATION

Research & Planning Website

http://missioncollege.org/research/planning.html
ROLE OF TRUSTEES IN EDUCATIONAL QUALITY

STEWARDSHIP OF EDUCATIONAL QUALITY AND FISCAL STABILITY

• The governing board is responsible for the quality, integrity and financial stability of the institution and for ensuring that the mission is being carried out.

  • The mission of a college is student learning and student success!

• The governing board is responsible for ensuring that the financial resources of the institution are used to provide a sound educational program.

Accreditation Eligibility Requirement #3
THANK YOU