

2017/18 Annual Institutional Strategic Plan & Accreditation Action Plan Update *Executive Summary*

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OFFICE OF INSTITUTIONAL EFFECTIVENESS

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EDUCATION

2017/18 Annual Institutional Strategic Plan & Accreditation Action Plan Update

Executive Summary

Key Planning Activities

The 2017/18 academic year represented a year of building infrastructure, systems and processes to support documentation and assessment of the institution's progress on key Institutional Strategic goals and Accreditation Action Plan growth areas.

SDCE applied for and was granted a series of Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) visits and \$200,000 in funding to support institutional needs. Two visits, one occurring in fall and one in early spring, were planned by the Office of Institutional Effectiveness (OIE), the President's Office, and the Planning and Institutional Effectiveness (PIE) Committee. PRT members came from all over California to work with SDCE faculty, administrators, and classified professionals in fall to gather information and establish scope. They returned in spring with a list of "Primary Success and Menu of Options" to consider in developing SDCE's Innovation and Effectiveness Plan (I&EP). These meetings set the pathway forward for the institution and align with institutional and action plan objectives. Work has already started and will continue through 2018/19 on the following objectives:

- Design/implement a transparent and effective program review and resource allocation process
- Document and institutionalize a student assessment process
- Implement software systems for program review, planning, SLO, and accreditation data and evidence collection and performance tracking
- Identify and Implement persistence measures
- Improve communication related to institutional decision-making.

This spring, at the request of the PIE committee, an Accreditation Sub-Committee was formed to report annually on Action Plan progress and implement processes and systems to get the institution ready for the mid-cycle review and ultimately the next self-study. At a later point in the cycle this group will become the Accreditation Steering Committee. Currently, the sub-committee is working on communication strategies and evaluating a forth-coming software system for evidence collection and increased efficiency in self-study reporting.

Throughout 2017/18 the OIE worked to develop and pilot test Campus Labs planning software. A preliminary pilot was held with members of the PIE Committee in fall and the first training was held with members of the Management Group this spring. Customized training materials and a video have been developed for faculty and staff for direct entry of unit-level strategic plans in the planning system.

Achievements

Participation in this year's unit-level (programs, departments, committees) strategic planning was high.

- 30 out of 35 units completed plans
- 100% of instructional programs participated for second year in a row
- Plans are more complete than in past years, which demonstrates increased familiarity with the process
- Increase in the number of goals and objectives, which indicates added detail in planning that will support management and completion of activities

Annual Institutional Strategic Plan & Accreditation Action Plan Update

Strategic planning and action planning are integrated so that unit-level strategic plans (instructional, administrative, and committee plans) inform both the Strategic Plan and the Accreditation Action Plan at the institutional level; and the Institutional Strategic Plan informs the Accreditation Action Plan. Action Plan Growth Areas align with Institutional Strategic Goals, and Action Plan Objectives match Institutional Strategic Objectives. Utilizing progress on unit-level plans, the PIE Committee and Accreditation Sub-Committee evidenced the following high-level highlights of activities:

Institutional¹

- 96% of 2017/18 Institutional Goals are In Progress or Complete
- 82% of 2017/18 Institutional Objectives are In Progress or Complete
- 100% of the five Accreditation Growth Areas are In Progress or Complete
- All 16 Accreditation Growth Area Objectives are In Progress or Complete (see Appendix A)

Instruction

- High instructional participation and accomplishments in curriculum development, and course and program revisions
- Increase in data-informed workshops, trainings, and professional development
- Increase in community partnerships

Administration/Committee

- Increase in development of institutional-level and initiative- based plans (i.e. Technology Committee, WIOA II Integrated Education & Training, WIOA II Professional Development)
- Expansion of Recognition/Award Events (e.g. Faculty Appreciation, Classified/STAR & Scholarship events)

Next Steps:

Several areas of focus will be important in the coming year. Strategic Planning will move to Fall 2018 to better integrate planning with program review and resource allocation. Systematization of planning activities will begin with full-scale implementation of the Campus Labs planning software for continuous updates, ease of tracking, efficiency, and detailed outcomes. The planning system has been designed to provide additional detail and linkages between plans. Once plans are input directly in the system, unit-level objectives will tie to institutional-level objectives, enabling more detailed analyses on progress and completion at the institutional level. Challenges, accomplishments, and impact on student success within plans will provide depth of information.

Planning committees will be instrumental in providing leadership in the development of a culture of continuous improvement with a collective understanding of the strategic planning process, particularly among administrative units and those new to planning. Communication and training will be key to success, as will assessment of the planning process in a feedback loop (i.e. surveys).

¹ Goals and objectives indicated as complete include annual/ongoing activities completed each year.

Appendix A. 2017/18 Accreditation Action Plan Progress

Growth Area 1: Growth in Enrollment and Student Success

SDCE Institutional Goal 1: Grow SDCE Programming through increased access and enhanced instructional and student services & Goal 3: Increase student academic success and workforce development

Growth Area Objective	Progress
1.1 Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually	In Progress
1.2 Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space	In Progress
1.3 Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%)	In Progress
1.4 Identify and implement effective strategies, activities, and interventions using data and analysis to improve access and persistence (course and program completion) for all SDCE diversity groups by 5% (overall) annually	In Progress
1.5 Increase student support services and access to services and resources by 5% within 5 years.	In Progress
1.6 Increase workforce development resources and services by 10% over 5 years	In Progress
1.7 Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process	In Progress
1.8 Increase number of courses implementing open education resource (OER) materials	In Progress

Growth Area 2: Increased Communication and Community Collaboration

SDCE Institutional Goal 2: Cultivate an environment of creativity and increased collaboration both internally and externally

Growth Area Objective	Progress
2.1 Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years	In Progress
2.2 Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate	Complete/ Ongoing
2.3 Create an infrastructure and process for informing internal staff & faculty of new programs and services	In Progress

Growth Area 3: Professional Development

SDCE Institutional Goal 4: Provide SDCE employees with resources and training to increase the quality of instruction and services

Growth Area Objective	Progress
3.1 Current employees will have the opportunity to participate in at least one professional development activity annually to enhance their teaching, customer service, technology, and leadership skills beginning in Spring, 2017	Complete/ Ongoing

Growth Area 4: Maintaining and Securing Technology in support of instruction and student services

SDCE Institutional Goal 4: Provide SDCE employees with resources and training to increase the quality of instruction and services

Growth Area Objective	Progress
4.1 Create and maintain an annual technology plan as part of the resource allocation process	Complete/ Ongoing
4.2 Automate student assessment. Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021	In Progress

Growth Area 5: Integrated Planning

SDCE Institutional Goal 5: Strengthen institutional effectiveness through integrated planning and resource allocation

Growth Area Objective	Progress
5.1 Develop and implement an integrated planning model within 5 years	In Progress
5.2 Increase the use of data in decision making through data access and integrated planning processes beginning spring 2017	In Progress