

## COUNCIL/TEAM NAME

### MEETING AGENDA

<b>Name of Council/Team: Institutional Effectiveness Council</b>		
<b>Date: January 22, 2018</b> <b>Time: 3:00-5:00p</b>	Location/Room #: Student Center Board Room Call-In Number: Call-In Code:	
<b>Facilitator(s):</b> Adam Karp and Bill Simpson		
<b>Timekeeper:</b> Joelle Gibson-Wittrup		
<b>Note Taker:</b> Joelle Gibson-Wittrup		
<b>Attendees:</b> Adam Karp, Bill Simpson, Kuldeep Kaur, Frank Malaret, Rina Roy, Parrish Geary, Yuj Shimizu, Corinne Arrieta, Alisa Shubb, Ed Hashima, Kay Lo, Tyler Rollins, Jonathan Santos, Kevin Porter, Jonathan Newnam and Chris Olson (guests).		
<b>Objective of meeting:</b> Inaugural meeting to welcome members, review Council charter, and orient members to the work of the Council		
<b>Supporting Resources:</b>		
<b>REPORT ON ACTION ITEMS FROM PREVIOUS MEETING:</b>		
<b>Topic/Question</b>	<b>Person Responsible</b>	<b>Status/Updates</b>
<b>Institutional Effectiveness Council Charter</b>	Adam Karp, Bill Simpson	Review of the charter including deliverables and responsibilities. Everything is a work in progress, including the charter.
<b>Governance Implementation Update</b>	Adam Karp	This committee will be monitoring work of governance implementation. Governance Task Force (GTF) about 80-90% completed with their work. The governance document has been revised since it was approved and posted on ARC's website. -There will be two trainings about the GTF in the next two months. -Steering away from "pilot programs" looking at changes for all students.
<b>Integrated Planning Improvement Team Update</b>	Kuldeep Kaur, Alisa Shubb	-Consultant helping with this project. - The group has defined terms regarding program review and annual unit planning. -Conducted focus groups from different departments for feedback on current processes. -Goal is to have new platform/technology (for staff) for spring 19, for next year's PR cohorts. A robust system that will update program review as well. -EMP (Educational Master Plan) now called annual unit planning.

<b>IR Update</b>	Yuj Shimizu, Tyler Rollins	<ul style="list-style-type: none"> <li>-Working on Institutional Set Standards methodology.</li> <li>-Working with Start Right, IPaSS, and Clarifying Program Paths and the research questions these programs have.</li> <li>-Various department requests for data.</li> <li>-Increasing data accessibility for the campus through possible new software.</li> </ul>
<b>Accreditation Update</b>	Adam Karp, Bill Simpson	<ul style="list-style-type: none"> <li>-Mid-term report is up next; ARC changed from a 6 year accreditation cycle to a 7 year cycle.</li> <li>-The governance document has a due date of March 2019.</li> </ul>
<b>Professional Development (PD)</b>	Adam Karp	<ul style="list-style-type: none"> <li>-There is constituency (faculty, classified, and administration) based as well as institutional based PD.</li> <li>- Looking ahead and at the SP (strategic plan) for moving forward in professional development.</li> <li>- Communicating information throughout the campus and the onboarding process (ex: new faculty academy). Needs to be integrated.</li> <li>-Training leaders for the councils and teams within the new governance redesign.</li> <li>-Project management training for managers and making it applicable to higher education.</li> </ul>
<b>Additional Project Teams</b>	Adam Karp	<ul style="list-style-type: none"> <li>-When creating project groups keep in mind what is governance, and what is not governance? Does it need faculty, staff and management involvement?</li> <li>-Project teams need specific deliverables at the end of the work. Important to recognize how many project teams one council can support.</li> <li>-District wide effort to adopt a system for class/meeting scheduling; relates to students and faculty load/hiring as well.</li> <li>-May be an online education project team, as well as an equity team.</li> </ul>
<b>Wrap up and Adjourn</b>	Adam Karp, Bill Simpson	<ul style="list-style-type: none"> <li>-Goal of this meeting was to orient all members to the responsibilities of this committee.</li> <li>-Will be reviewing the governance process at the end of the semester.</li> </ul>

Next Meeting: February 26<sup>th</sup>, 2018  
 3pm-5pm  
 Student Center Board Room

## MEETING AGENDA

<b>Name of Council/Team: Institutional Effectiveness Council</b>	
<b>Date: February 26, 2018</b> <b>Time: 3:00-5:00pm</b>	Location/Room #: Student Center Board Room Call-In Number: N/A Call-In Code: N/A
<b>Facilitator(s):</b> Adam Karp and Bill Simpson	
<b>Timekeeper:</b> Joelle Gibson-Wittrup	
<b>Note Taker:</b> Joelle Gibson-Wittrup	
<b>Attendees:</b> Adam Karp, Bill Simpson, Lisa Lawrenson, Rina Roy, Parrish Geary, Kay Lo, Tyler Rollins, Jonathan Santos, Kevin Porter, Alexandrina Chavez. Guests: Chris Olson and Earl Crouchley	
<b>Objective of meeting:</b> Discuss governance process, data visualization, integrated planning updates, accreditation reports, strategic plan metrics	
<b>DISCUSSION ITEMS:</b>	
<b>Topic/Question</b>	<b>Responsible Party and Time Allotted</b>
<b>Welcome, Introductions, and Check-in</b>	Adam Karp (10 minutes)
<b>Achieving the Dream DREAM 2018 Conference Follow-up</b> Several of the IEC members attended last week's conference. <ul style="list-style-type: none"> <li>ARC is now in the 2<sup>nd</sup> year of ATD; student outcomes in particular the dis impact and a focus on equity. ATD coaches "critical friends" encouraged us to move from discussions to implementation of changes.</li> <li>Will be sharing more with this council after reviewing resources from conference.</li> </ul>	Adam Karp (10 minutes)
<b>Governance</b> <ul style="list-style-type: none"> <li><b>Communication Platform -- Basecamp</b></li> <li><b>End-of-Year Process</b></li> </ul> Inviting all members to explore Basecamp, a communication tool. Place to share documents, chat room, calendar etc. Currently using it with PES- reminders can be auto-generated and consistent. Jonathan Santos has been working on an interface to house agendas, integrate all ARCs apps into basecamp (in progress). <ul style="list-style-type: none"> <li>EOY- For existing project teams in April, work will conclude- look ahead to fall and other projects. More to come in next meeting</li> </ul>	Adam Karp (20 minutes)
<b>Integrated Planning Improvement Team Update</b> Chris Olson and Adam Karp were at the last team meeting; the hired consultant has built a model for ARC to view, and work is ongoing for a new integrated platform for Program Review and department set standards.	Kuldeep Kaur, Alisa Shubb (10 minutes)
<b>EMP (Annual Unit Planning) Process</b>	Adam Karp (5 minutes)

<p>EMP is a misnomer, AUP is more accurate. System is working currently; new integrated planning system within the next year. Migrating info from old system depends on how similar the final queries are to the previous questions.</p> <ul style="list-style-type: none"> <li>• Attentive to the needs of all department/divisions.</li> <li>• Integrated system where each process supplies data to the others within the 7 year accreditation cycle.</li> </ul> <p>EMP trainings: 3 completed, 2 coming up. Changes in the process: new goals for Strategic Plan are now in the system,</p>	
<p><b>Data on Demand &amp; Data Visualizations -- Higher Ed Profiles</b>  Demo of Gavilan College’s use of this tool, sectioned into: fact book, scheduling tool and PR/Equity.</p> <ul style="list-style-type: none"> <li>• Fully customizable reports; ARC can also decide on level of access for users: global, by department etc. Ability to display course data down to the section level.</li> <li>• Data turnaround is customizable (once a semester, etc). Automated reports can be sent to email.</li> <li>• Data academy for training employees to use data; learn/ use tool together. Shift research office from number crunching to data coaching, saving employee time as well.</li> <li>• Integrated state oriented reporting requirements into the program.</li> <li>• Can create a cohort of new students and follow their progress.</li> </ul> <p>Consensus for supporting this scheduling software.</p>	Tyler Rollins (30 minutes)
<p><b>Accreditation</b></p> <ul style="list-style-type: none"> <li>• <b>Stretch Goals/Annual Report</b></li> <li>• <b>Midterm Report Timeline and Process</b></li> </ul> <p>Background: during accreditation F15, Institutional Set Standards (ISS) are the baseline level then the college would be called upon for improvement (stretch goals).  Take previous 3 year average. For course success rates, summer terms excluded, as well as apprenticeship and public safety courses.</p> <ul style="list-style-type: none"> <li>• No penalty from accreditation if stretch goals are not met. For 2016/2017: 94% of departments met or exceeded the ISS.</li> </ul> <p>Annual report will be submitted in March. Midterm report time line. Wrote a follow up report based on that work. This is midway through the 7 yrs. Includes the college addressing the self-evaluation report and what accreditation team noted. This is due a year from now to the board of trustees. Reviewed the specific recommendations of the self-evaluation and the ACCJC that needs to be included in the MTR. Went over timeline for the midterm report.</p>	Yuj Shimizu, Tyler Rollins (10 minutes) Adam Karp (5 minutes)
<p><b>Strategic Plan Metrics</b>  Working with Scott Crow/communication department to share Start Right and IPASS work as well as Clarify Program Paths and milestone achievement. Need to build more from goals 3 and 4 in the strategic plan.</p>	Adam Karp (5 minutes)
<p><b>Wrap-up and Adjour</b>  Next Meeting 3/19</p>	Adam Karp, Bill Simpson (5 minutes)

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## MEETING AGENDA

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<b>Name of Council/Team: Institutional Effectiveness Council</b>	
<b>Date: March 19, 2018</b> <b>Time: 3:00-5:00pm</b>	Location/Room #: Student Center Board Room Call-In Number: N/A Call-In Code: N/A
<b>Facilitator(s):</b> Adam Karp and Bill Simpson	
<b>Timekeeper:</b> Joelle Gibson-Wittrup	
<b>Note Taker:</b> Joelle Gibson-Wittrup	
<b>Members:</b> Adam Karp, Bill Simpson, Kuldeep Kaur, Frank Malaret, Rina Roy, Yuj Shimizu, Corinne Arrieta, Alisa Shubb, Ed Hashima, Kay Lo, Tyler Rollins, Jonathan Santos, Kevin Porter, Alexandrina Chavez Guests: Chris Olson, Cheri Jones	
<b>Objectives:</b> <ul style="list-style-type: none"> <li>● Provide training for Basecamp integration</li> <li>● Provide feedback on Integrated Planning Improvement Team annual unit planning and program review documents</li> <li>● Discuss democratization of data for decision making</li> <li>● Review accreditation reports</li> </ul>	
<b>Reference Materials (<a href="#">shared meeting folder for 3-19-18</a>):</b> <ul style="list-style-type: none"> <li>● <a href="#">Annual Unit Planning and Program Review documents</a></li> <li>● <a href="#">A New Vision for Institutional Research</a> (article)</li> <li>● <a href="#">ACCJC Annual Report</a> and <a href="#">ACCJC Fiscal Report</a></li> </ul>	
<b>DISCUSSION ITEMS:</b>	
<b>Topic/Question</b>	<b>Responsible Party and Time Allotted</b>
<b>Welcome and Check-in</b>	All (15 minutes)
<b>Basecamp Training and Integration</b> Trial use of Basecamp accessible to IEC members. IEC is using as a prototype prior to roll out to other councils. Sends notifications when documents are shared, integrates tools for note takers, records all activity, and will use single login ID (employee ID). Still discussing where council documents will be housed.	Adam Karp, Jonathan Santos (15 minutes)
<b>Integrated Planning Improvement Team Update</b> Working with consultant, creating/discussing documents. -Guiding principles doc- speaks to charter, align all levels of planning to ensure effectiveness and efficiency. Most guiding principles came from Program Review Committee (PRC).	Kuldeep Kaur, Alisa Shubb (30 minutes)

<p>-Annual Unit Planning (AUP): define relevant terms, who participates, roles/responsibilities for units going through planning. Consultant created program review model to define what is and isn't a program. (Ex: College Foundation considered a "unit", but not a "program".)</p> <p>New technology for use Spring 2019 for both AUP and PR; will create a living and more frequently used document. As system evolves, will recognize each department representative and what report is due.</p> <p>-PRC: expanding membership; structuring for adequate representation from all areas. Discussion on grouping programs (cohorts), approving requested postponements.</p> <p>Reports to the Academic Senate (AS) and IEC. Committees of the senate (curriculum, PRC, SLO) are continuing from the previous governance due to ongoing work. Neither PR nor SLO committee is under the IEC, however the council includes their representatives.</p> <p>- Integrated planning guide (accreditation, review of mission and vision etc.) with an institutional equity plan and educational master plan that would guide everything (14 years-includes a calendar). Draft document, first full cycle year 2022-2023. Institutional equity plan lens used to view everything.</p> <p>-Quality Enhancement Support Team (QUEST): formal way to establish support for those going through PR. Will be focused discussion; also looking at specifics of PR presentations.</p>	
<p><b>Democratization of Data for Decision Making</b></p> <p>The college has diverse data needs. To make best use of research resources, "self-serve" data is important. Pursue data informed discussion making, climate of inquiry. To that end, in the new redesign, research staff are now on councils.</p> <p>-Higher education profile presentation last meeting; research team now working with district to acquire higher Ed profile.</p> <p>-Discussed designing a data experience for PRC. Raising awareness to encourage more informed research questions. Data not as a weapon, but support improving outcomes for all students. Prioritize requests that are able to show gaps and relate that with resource allocations (as an incentive). Need to look at levels of detail below division level to find gaps.</p>	<p>Adam Karp, Tyler Rollins, Yuj Shimizu (30 minutes)</p>
<p><b>ACCJC Annual Report and ACCJC Fiscal Report</b></p> <p><b>Fiscal Report:</b> required yearly, due 4/2.</p> <p><b>Annual Report:</b> first section- program numbers, then achievement data (ISS- institutional set standards). Also figures regarding job placement, some data from Perkins website. Discussed Department Set Standards- calculated from a 3 year average. There is now a stretch goal at the department level. Almost 20% of departments are meeting or exceeding their stretch goals. Includes a section on purpose of the data compilation, a comment section, as well as an SLO section. Yuj will present report to the senate and receive feedback, then departments will be notified.</p> <p>-Discussion of saving/viewing previous years' reports.</p>	<p>Yuj Shimizu, Adam Karp, Kuldeep Kaur (15 minutes)</p>
<p><b>Wrap-up and Adjourn</b></p>	<p>Adam Karp, Bill Simpson (5 minutes)</p>

## MEETING AGENDA

<b>Name of Council/Team: Institutional Effectiveness Council</b>	
<b>Date: April 16, 2018</b> <b>Time: 3:00-5:00pm</b>	Location/Room #: Student Center Board Room Call-In Number: N/A Call-In Code: N/A
<b>Facilitator(s):</b> Adam Karp and Bill Simpson	
<b>Timekeeper:</b> Joelle Gibson-Wittrup	
<b>Note Taker:</b> Joelle Gibson-Wittrup	
<b>Members:</b> Adam Karp, Bill Simpson, Lisa Lawrenson, Kuldeep Kaur, Rina Roy, Yuj Shimizu, Corinne Arrieta, Alisa Shubb, Ed Hashima, Kay Lo, Tyler Rollins, Jonathan Santos, Kevin Porter, Alexandrina Chavez	
<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Discuss and provide feedback on Integrated Planning Improvement Team annual unit planning and program review documents</li> </ul>	
<b>Reference Materials:</b> <ul style="list-style-type: none"> <li>• <a href="#">Annual Unit Planning and Program Review documents</a> (4-9-18)</li> <li>• <a href="#">Executive Leadership Team meeting documents</a> (4-2-18)</li> </ul>	
<b>DISCUSSION ITEMS:</b>	
<b>Topic/Question</b>	<b>Responsible Party and Time Allotted</b>
<b>Welcome and Check-in</b>	All (10 minutes)
<b>Integrated Planning Improvement Team Update</b> <u>Revamping Program Review (PR)</u> The IP team has been working with the Program Review committee, which is an Academic Senate subcommittee. Proposed model: provide support for all current year PR cohorts through Quest (guidance, insight). Focusing on the role of the current committee, finessing functions and responsibilities. Previously, little to no support was provided for non-instructional programs. Potential solution: tri chair model (new for ARC): administrative, classified, and faculty chair; will work together for communication etc. Each chair would be a liaison to their respective constituents (ex: Academic/Classified senate) and to their constituents who are going through the current year's program review. In current governance redesign, no mechanism for ongoing committees (project teams that last 1 year typically). However, PR and Annual Unit Planning (AUP) is ongoing work. -Use Equity Action Institute graduates to ensure right questions are being asked and the right data is being reviewed. -Set up flags or markers through the PR system so data is easier to understand and apply. Could facilitate understanding as well as reduce work burden of the research office. (Ex: here is a dip in success from last year, etc.) Focus on the planning part: how to address the data?	Kuldeep Kaur, Alisa Shubb (80 minutes)

<p>-Add responsibilities of PR members to the document? Members of the PR committee will be on a Quest team.</p> <p>-What constitutes a program? Three different groupings: instructional, student services, president's administrative services. Are these three related enough to group together as this? Difference between program and unit, and not all units are programs. Healthy for programs to make goals and improve efficiency.</p> <p>-This document needs to be vetted through other groups besides Academic Senate. Kuldeep will share this work at PES Wednesday. The basic definition of a program is foundational to the work and should be agreed upon college wide. This work has been needed for a long time and thank you to those who completed the work.</p> <p><u>Integrated Planning Guide</u></p> <p>-Draft document; more discussion needed to decide language. The charter was accepted with the idea that this work would take more than a year. Each group's work needs to be stated, as there is ambiguity. Charters are for the teams that would be doing the work. Creating these teams and the work that they are doing, central to strategic plan. Frame all work through equity lens, meeting with consultant regarding equity work. Members from this group are also in ELT (who charters the groups). Who presents to the senate? LRCFT and LRCEA collective bargains need to be honored regarding committee work.</p> <p>-Timelines: when to complete AUP and program review? Both should be the same time of year. For 6 years, the AUP is completed and then PR. Some colleges provide PR/AUP training in August which are then due in October.</p> <p>-Look at what can be automated such as part of hiring requests, compilation of committees. New faculty hiring is completely separate from PR, but data informed hiring is important. Valuable time and resources are lost due to preventable lag time.</p> <p>-Recommendation: continue this work in the fall and ensure it is properly vetted. These conversations are extremely valuable and necessary.</p>	
<p><b>Executive Leadership Team Update</b></p>	<p>Adam Karp (20 minutes)</p>
<p><b>Next Meeting: 5-14-18</b></p>	<p>Adam Karp, Bill Simpson (10 minutes)</p>



## MEETING AGENDA

<b>Name of Council/Team: Institutional Effectiveness Council</b>	
<b>Date:</b> May 14, 2018 <b>Time:</b> 9:00-11:00 am	Location/Room #: Aquarium Conference Room Call-In Number: N/A Call-In Code: N/A
<b>Facilitator(s):</b> Adam Karp and Bill Simpson	
<b>Timekeeper:</b> Joelle Gibson-Wittrup	
<b>Note Taker:</b> Joelle Gibson-Wittrup	
<b>Members Present:</b> Adam Karp, Bill Simpson, Rina Roy, Yuj Shimizu, Corinne Arrieta, Alisa Shubb, Kevin Porter,	
<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Review Integrated Planning Improvement Team annual unit planning and program review documents</li> <li>• Make recommendation to Executive Leadership Team for action on Integrated Planning Improvement Team deliverables</li> <li>• Provide feedback on Integrated Planning System Implementation Mock-up</li> <li>• Discuss Governance preparation for the fall</li> </ul>	
<b>Reference Materials:</b> <ul style="list-style-type: none"> <li>• <a href="#">4-09-18 Integrated Planning Team Agenda and Materials</a></li> <li>• <a href="#">Integrated Planning Team Report 5-11-18</a></li> <li>• <a href="#">Intro - Integrated Planning Implementation Mock-up</a></li> <li>• <a href="#">ARC Integrated Planning System Implementation Mock-up</a></li> </ul>	
<b>DISCUSSION/ACTION ITEMS:</b>	
<b>Topic/Question</b>	<b>Responsible Party and Time Allotted</b>
<b>Welcome and Check-in</b>	All (5 minutes)
<b>Integrated Planning Improvement (IPI) Team Report</b> -ELT (Executive Leadership Team) will act on what is recommended from IEC today. Consensus is to move forward, extension for the charter. Work on integrated planning framework in the fall as well as institutional equity plan.  -This report captures what work has been done. Academic Senate has evaluated program review committee, which intersects with this work. Use of data by way of inquiry guides, also a technology interface. -Research and IT got together to discuss what needs to happen in the summer regarding IPI's work. How to roll this out institutionally? Improve prioritizing and online navigation. Robust college wide communication needed during fall convocation, Beta testing in September. In October, goes live for college use. Summarized changes for PR, Quest team model and AUP are available in the report.	Adam Karp (20 minutes)
<b>Integrated Planning System Implementation Mock-up</b> Still a draft; strategic plan has four huge goals that need to be parsed out. -Provide relevant data within the document to the user(s). Ex: Data shows a decline of ..... What does the data mean to your department? Highlight a small amount of	Adam Karp (60 minutes)

<p>important data; conversation starter within and between departments. Relation to unit's effectiveness? Disproportionate impact?</p> <p>-Should provide sample answers; give a starting base. Clear up the language; action step should be required, or it is not a plan. Keep in mind culturally relevant curriculum. Relation to department set standards, SLO assessment... -Rank/edit priorities: Ranking was a resource tool, still a need for it? Need to include ability to document there was department discussion/decision. All faculty (including adjunct) that participated?</p> <p>-Questions for ELT. How many goals; goals and objectives? Other, add your own? Anticipate future educational legislation? What is driving the planning? Go from strategic plan, to address goal or objective? In principle sounds great, but in practice? Everything can fit, but some requirements may not relate (ex: update curriculum)? As a department decide which goal to tackle? Difficult to reach consensus.</p> <p>-Program review should be deeper, AUP is more strategic. AUP is for all units, not just instructional. Inquiry guides from the system. Draw from questions for the inquiry guides from the SS, etc. The focus of unit planning should be planning, not making purchases.</p> <p>Big culture shift from EMP now. Communicate the big shift: integration!</p>	
<p><b>Governance Preparation for Fall</b>  Tressa Tabares, Adam Karp, and consultant Cherie Jones will work over the summer:  1<sup>st</sup> Goal: Document repository for agendas, notes etc . Academic Senate and Classified Senate President manage of their constituent group membership? Rosters to be managed for all governance groups (including committees)? Teams should regularly send their meeting minutes to the sponsoring council. Share (on the website monthly) a high level summary of what is going on with project teams.  2<sup>nd</sup> goal: facilitate leadership; what does it mean to be a member of a council? Requirements and expectations. Ex: how does being a representative for classified work? How to lead discussions, decide between lead and colead, etc.</p>	Adam Karp (15 minutes)
<p><b>Wrap-up and Adjourn</b></p>	Adam Karp, Bill Simpson (5 minutes)