# REDESIGN FOR CONTINUOUS QUALITY IMPROVEMENT THROUGH IMPLEMENTING AWARD-WINNING PLANNING FRAMEWORK

CCLC CONFERENCE PRESENTATION
NOVEMBER 17, 2017

SAN DIEGO MIRAMAR COLLEGE

### INTRODUCTION

- Dr. Patricia Hsieh (President)
- Dr. Daniel Miramontez (Dean of Planning, Research
   & Institutional Effectiveness, Library and Technology)
- Xi Zhang (Research and Planning Analyst)
- Dr. Naomi Grisham (Transfer Center Director)

### **OVERVIEW**

### Student Success & Institutional Involvement & Commitment

- Mission
- Strategic Plan
- Strategic Plan Goals

### **Student Success & Institutional Effectiveness**

- Redesign the College System
- Daily Operations: 3 Divisions

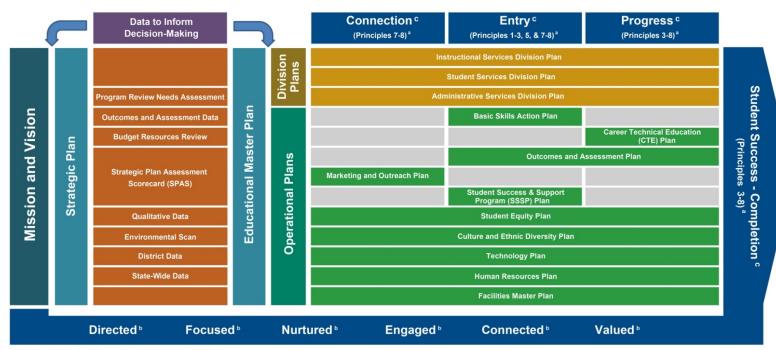
### **Student Success & Integrated Planning**

 Student-focused Integrated Planning Framework – Student Experience

## 2017 RP GROUP EXCELLENCE IN PLANNING AWARD

### SAN DIEGO MIRAMAR COLLEGE

Student Success Framework for Long-Term Integrated Planning • Fall 2016 - Spring 2020



<sup>&</sup>lt;sup>a</sup> Principles of Redesign (Source: Completion By Design Initiative)

See Annual Planning Cycle/Calendar for specific details

CEC Approved 5/3/16

<sup>&</sup>lt;sup>b</sup> Six Factors of Student Success (Source: Student Support Redefined Initiative)

<sup>&</sup>lt;sup>c</sup> Loss/Momentum Framework (Source: Completion By Design Initiative)

# ACCREDITATION COMMENDATION MARCH 2017

 The team commends the College for the RP Group Excellence in Planning Award for the Student Success Framework for Long-term Integrated Planning

### WHY?

- Too many processes that confused people
  - Planning process
  - Program Review process
  - Outcomes Assessment process
- Lack of communication and collaboration
- Received accreditation recommendations to address research and planning (Fall 2010)

# **OBVIOUS QUESTION**

How do we effectively address these issues?

### LITERATURE REVIEW

- Completion By Design Initiative
  - Loss/Momentum Framework (LMF)
    - Connection
    - Entry
    - Progress
    - Completion
- Student Support (Re)defined Initiative
  - Six Factors of Student Success
    - Directed
    - Focused
    - Nurtured
    - Engaged
    - Connected
    - Valued

# COMMON DENOMINATOR

# Student Experience

# CULTURE OF COLLABORATIVE INQUIRY

- Operationalize Dialogue
- College-wide Milestones:
  - Planning Summit Spring 2014
  - Convocation Fall 2014
  - Planning Summit Spring 2015
  - Convocation Fall 2015
- End product: Roadmap to Student Success
  - Strategically ties together both initiatives

## SAN DIEGO MIRAMAR COLLEGE

■ Roadmap to Student Success ■





#### Loss/Momentum Framework

Source: Completion by Design



### Eight Principles of Redesign

Source: Completion by Design

#### Student Perspective

- Directed: Students have a goal and know how to achieve it
- **2. Focused:** Students stay on track, keeping their eyes on the prize
- **3. Nurtured:** Students feel somebody wants and helps them to succeed
- **4. Engaged:** Students actively participate in class and extracurricular activities
- Connected: Students feel like they are part of the college community
- 6. Valued: Students' skills, talents, abilities, and experiences are recognized; they have opportunities to contribute on campus and feel their contributions are appreciated

#### Student Experience

#### Connection:

Movement of students from interest to application (Principles 7-8)



#### Entry:

Completion of gatekeeper courses and other requirements leading to students' enrollment in their program of study (Principles 1-3, 5, & 7-8)



#### Progress:

Engagement of students in their program of study to the completion of up to 75% of program requirement (Principles 3-8)



#### Completion:

Achievement of the last 25% of the program of study that includes securing a credential with labor market (Principles 3-8)

#### College Perspective

- **I. Accelerate entry** into coherent programs of study (Entry)
- **2. Minimize time** required to get college ready (Entry)
- 3. Ensure students know requirements to succeed (Entry, Progress, & Completion)
- **4. Customize and contextualize instruction** (Progress & Completion)
- **5. Integrated student support** with instruction (Entry, Progress, & Completion)
- 6. Continually monitor student progress and proactively provide feedback (Progress & Completion)
- Reward behaviors that contribute to completion (All Phases)
- **8. Leverage technology** to improve learning and service delivery (All Phases)

Miramar College Office of Planning, Research, and Institutional Effectiveness

### STUDENT SUCCESS DIALOGUE DATA PACKET

	Event Focus/Theme		Data	Page
*	Planning Summit Spring 2014	<ul> <li>Loss/Momentum Framework (LMF)/Barriers to Student Success</li> <li>Action Planning</li> </ul>	Event Information  Planning Themes by LMF Phase and Division  Action Plans by Division	
*	Convocation Fall 2014	Student Success Factors/Teaching and Learning in the Classroom	Event Information  Activities and Professional  Development Ideas	. p.21 – p.23
*	Planning Summit Spring 2015	<ul> <li>Appreciative Inquiry/What do we do well as an institution?</li> </ul>	Event Information Strength Analysis by Division	. p.24 – p.25
		<ul> <li>Principles of Redesign/Degree Completion</li> </ul>	Action Items by Principle of Redesign	. p.26 – p.27
	Convocation Fall 2015	Tie It All Together Across the Four LMF Phases	Event Information  Loss/Momentum Points by LMF  Phase and by Target Area	. p.28 – p.34

### CULTURE OF EVIDENCE

- Mid-cycle review of Strategic Plan
  - How well is the institution serving students?
  - How well are the students performing?
- College-wide Milestones:
  - Convene workgroup Spring 2014
  - Conclude benchmark process Spring 2015
  - College-wide approval of SPAS Fall 2015
  - Planning Summit Spring 2016
- End product: Strategic Plan Assessment Scorecard (SPAS)
  - Strategically measures the health of the institution

#### 5-Year Trend Analysis 2010/11 - 2014/15

- Met/exceeded the benchmark
- Evaluate (<3% below the benchmark)</p>
- Area for improvement (≥3% below the benchmark)

Identifier	Measure	2010/11	2011/12	2012/13	2013/14	2014/15
I.1.1-1	Transfer Volume	888	645	739	751	690
1.1.1-2	Transfer Rate (cohort-based)	43%	42%	42%	38%	n/a
I.1.1-3	Transfer Prepared Rate (cohort-based)	48%	46%	48%	45%	n/a
1.1.2	Number of Degrees/Certificates Awarded	937	997	1068	936	1210
1.1.4	Number of Associate Degree for Transfer (ADT)	n/a	n/a	14	14	<b>1</b> 6
I.1.5a	Completion Rate-Prepared (cohort-based)	65%	68%	71%	72%	69%
I.1.5b	Completion Rate-Unprepared (cohort-based)	45%	46%	46%	46%	43%
1.1.6	Career Technical Education (CTE) Rate (cohort-based)	50%	48%	49%	46%	46%
1.2.1	Resources - Work Experience	n/a	n/a	n/a	n/a	<b>1</b> 4
1.2.2	Resources - External Funding	n/a	n/a	n/a	n/a	36
1.3.2	Professional Development Opportunities	n/a	n/a	n/a	85	151
1.3.3	Employee Participation in Professional Development	n/a	n/a	n/a	n/a	894
1.3.4 & 5	Perception of Professional Development	n/a	n/a	n/a	n/a	61%
II.1.1	Number of Course Sections (Fall Terms)	834	847	791	879	924
II.1.2	Distance/Off-Campus Support Services	n/a	n/a	n/a	n/a	28
II.1.3a	Course Fill Rates	94%	94%	88%	92%	94%
II.1.3b	Enrollments (Fall & Spring terms)	51054	52863	49053	50955	49883
II.1.4a	Successful Course Completion Rates	71%	73%	74%	75%	75%
II.1.4b	Course Retention Rates	9 87%	97%	88%	88%	88%
11.2.2	Satisfaction with Technology Use	n/a	n/a	n/a	n/a	75%
II.3.1	Distribution of Course Offerings	Met Benchmark				
11.3.2	Satisfaction with Strategic Enrollment Management	n/a	n/a	n/a	n/a	72%
11.3.4	Satisfaction with Technology Training and Professional Developmen	n/a	n/a	n/a	n/a	65%
11.3.5	Satisfaction with Online Courses	74%	77%	74%	75%	n/a
II.4.1	Satisfaction with Innovation & Technology	n/a	n/a	n/a	n/a	79%
III.1.2	Diversity and Sustainable Activities	n/a	36	30	29	n/a
III.1.4	Student Satisfaction Regarding Diversity	n/a	n/a	n/a	n/a	76%
III.1.5	Student Equity Plan (SEP) Indicators		Benchma	rks Specific	ed in SEP	
III.1.6	Employee Perception of Diversity-Overall	50%	n/a	n/a	57%	n/a
III.2.1& 2	Employee Perception of Diversity-Support	n/a	n/a	n/a	n/a	59%
IV.1.1	External Partnerships	n/a	n/a	n/a	n/a	333
IV.1.2	Outreach Activities/Programs	140	172	157	129	143
IV.2.2	Articulation Agreements	n/a	n/a	n/a	n/a	49

### IDENTIFIED EXTERNAL S.W.O.T

### Environmental Scan

	Connection <	Entry =	Progress*	Completions			
	(Principles 7-8) •	(Principles 1-3, 5, & 7-8) •	(Principles 3-8) •	(Principles 3-8)			
	Large population growth is expected						
Demographic	within/outside the College's service						
ndicators	area, county, state, and nation.						
Refer to Appendix I)	Latino segment is increasing and						
	expected to witness the most growth of all.						
	Compared to county and state demost	anhies, Asian/Pacific Islander students a	Miramar College are overremesents	within/outside the College's service			
	Compared to county and state damographics, Asim-Pacific Islander students at Miranar College are overrepresented within/outside the College's service area, White students outside of the College's service area are overrepresented, and Latino students are underrepresented within/outside the College's service.						
	3793.		•	-			
	Public school K-12 enrollment in			Among Miramar College students who transferred to UCSD, nearly			
Educational	San Diego County and California has been stable and is not expected			who transferred to UCSD, nearly half are Asian and more than one-			
ndicators	to grow.			third are White.			
Refer to Appendix II)	San Diego Unified School District			The top three Miramar College			
	has the highest average overall			student transfer to UCSD by majo			
	suroliment and Grade 12 suroliment.			are Biological and Biomedical			
	Grade 12 Enrollment is increasing.			Sciences , Physical Sciences and			
	Within San Marcos Unified School			Engineering.			
	District, both average expollment						
	and Grade 12 euroliment are						
	increasing Enrollment among Asian/Pacific			Community college transfers to			
	Islander, White, and Latino are split			UCSD show high retention rates			
	almost evenly within Miramar			within the first year with more tha			
	College feeder high schools.			one-third that can graduate in two			
				years. However, more than three			
	Private school student enrollment in			quarters can graduate in four year			
	San Diego County has decreased			Female community college transf have comparable 1-year retention			
	with Cathedral Catholic High and La			rates but much higher graduation			
	Jolla Country Day School showing			rates compared to their male			
	the steepest decline.			counterparts. Latino transfers has			
				the highest 1-year retention rate,			
				then followed by Filipino students			
	An increasing number of private			UCSD first-time freshmen have 1			
	school graduates enrolls at Miramar			year retention rates comparable to			
	College.			community college transfers. Fem			
	More than half of the feeder high			first-time freshmen have higher			
	school graduates are eligible to			graduation rates compared to their			
	apply to UC/CSU, with a minimal			male counterpart. First-time Asian			
	drop-out rate after being admitted.			freshmen have the highest retention			
	Civilian labor force has increased with	an amount amplement rate countrarie		rates.			
Economic	Civilian labor force has increased with an upward employment rate county-wide.						
ndicators	Employment in Construction has increased the most, Mining and Logging has shown the greatest decrease.						
Refer to Appendix III)	Within San Diego County:						
	<ul> <li>a) Web Developers and Occupational Therapy Assistants are projected to grow the most among all the occupations requiring an associate degree or post- secondary vocational training.</li> </ul>						
	b) Loan Officers and Cartographers and Photogrammetrists are expected to grow the most among the occupations requiring a four-year degree.						
	c) Office and Administrative Support and Construction and Extraction are the top two most in-domand occupations that are severely undersupplied.						
	d) Median household income is \$64,309 and mean family income is \$87,081.						
	Household incomes are expected to grow within/outside the College's service area.						
	Veteran population in the county	Basic Skills Initiatives (BSI) and Basi	c Skills and Student Outcomes	Associate Degree for Transfer (Al			
Political and	and state is projected to decrease	Transformation Program (BSSOT)					
Social Trends	largely, Increases are expected for						
Refer to Appendix IV)	female veterans and veterans in the						
	17-44 age group county-wide. California Guided Pathways			1			
	Free Application for Federal Student		Career Technical Education (CTE)				
	Aid (FAFSA) Application Timeline		Care I wanted Education (CIE)				
	integration of the ongoing plans, initia	stives, and grants.					
	Student Equity Plan (SEP)	-					
	San Diego Promise	Student Success and Support		Strong Workforce Program (SWF			
	•	Program (SSSP)					
	Social Media/Communication Trends			•			
				4-Year Baccalaureate Program at			
				California Community Colleges			

Strength/Opportunities Leading to Momentum Points	Factors	Threats/Weaknesses Leading to Loss Points
Large population growth.	Demographic	Increased underrepresentation of Latino students within/outside the College's service area.
Continued overrepresentation of Asian/Pacific Islander	Indicators	
students within/outside the College's service area; and	(Refer to Appendix I)	
overrepresentation of White students coming from		
outside of the College's service area		
San Diego Unified School District has the highest		No prominent growth of public school K-12 enrollm
average overall enrollment and Grade 12 enrollment	Educational	is expected for San Diego County or California.
(which continues to increase).  Expected increase in average enrollment and Grade 12	Indicators	Private school student enrollment within San Diego
enrollment for San Marcos Unified School District.	(Refer to Appendix II)	County is decreasing; Cathedral Catholic High and I
emoniment for oan realities of their oction District.		Jolla Country Day School show the greatest decline.
Enrollment among Asian/Pacific Islander, White and		Enrollment among Asian/Pacific Islander, White and
Latino students split almost evenly within Miramar		Latino students split almost evenly within Miramar
College feeder high schools.		College feeder high schools.
Private school graduates are increasingly enrolling at		More than half of the feeder high school graduates a
Miramar College.		eligible to apply to UC/CSU, with a minimal drop-or
		rate after admitted.
The majority of Miramar College transfers to UCSD		The majority of Miramar College transfers to UCSD
are Asian followed by White students.		are Asian followed by White students.
Biological and Biomedical Sciences , Physical		UCSD first-time freshmen have 1-year retention rate
Sciences, and Engineering are the top three UCSD		comparable to community college transfers. First-tin
majors that attract the most community college transfers.		female freshmen have higher graduation rates
transfers.		compared to their male counterpart. Asian first-time freshmen have the highest retention rates.
Community college transfers show high 1-year		Community college transfers show low 2-year
retention rate comparable to first-time freshmen.		graduation rate, but higher 4-year graduation rate
retenion rate companions to may time meaning.		compared to first-time freshmen.
Increasing employment in Construction while the		Increasing employment in Construction while the
opposite trend is occurring for Mining and Logging.	Economic	opposite trend is occurring for Mining and Logging.
	Indicators	
Top two fastest growing occupations requiring an	(Refer to Appendix III)	Increasing civilian labor force and employment rate
associate degree or post-secondary vocational training		county-wide.
in San Diego County: Web developers and		
Occupational Therapy Assistants.		
Top two fastest growing occupations requiring a four-		Median household income is \$64,309 and mean fam
year degree in San Diego County: Loan Officers and		income is \$87,081 in San Diego County.
Cartographers and Photogrammetrists		
Top two most in-demand jobs which are severely		
undersupplied in San Diego County: Office and		
undersupplied in San Diego County. Office and Administrative Support and Construction and		
undersupplied in San Diego County. Office and Administrative Support and Construction and Extraction.		
undersupplied in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within/outside		
undersupplied in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within/outside the College's service area.		Decrease of ouerall veteran population in the country
undersupplied in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within/outside	Political and	Decrease of overall veteran population in the county and state
undersupplied in San Diego County: Office and Administrative Support and Construction and Extraction.  Expected growth in household income within/outside the College's service area.  Expected population growth for female and young (17-	Social Trends	
undersuplied in San Diego Courty. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within outside the College's service area.  Expected population growth for female and young (17- 44 years old) veterans		and state
undersupitied in San Diego Courty. Office and Administrative Support and Construction and Expected growth in household income within outside the College's service area. Expected population growth for female and young (17- 44 years old) veterans  California Guided Pathways	Social Trends	California Guided Pathways
undersupilied in San Diego County. Office and Administrative Support and Construction and Expected growth in household income within outside the College's service area. Expected population growth for female and young (17- 44 years old) veterans California Cauded Pathways San Diego Promise 4-Year Baccalsureste Program at California Community Colleges	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges
undersuptiled in San Diego Courty. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within outside the College's service area.  Expected population growth for female and young (17- 44 years old) veerams  California Guided Pathways  San Diego Promise  4-Year Baccalawates Program at California	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California
undersupilied in San Diego County. Office and Administrative Support and Construction and Expected growth in household income within outside the College's service area. Expected population growth for female and young (17- 44 years old) veterans California Cauded Pathways San Diego Promise 4-Year Baccalsureste Program at California Community Colleges	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges
undersuptied in San Diego County. Office and Administrative Support and Construction and Euroaction.  Expected prousts in household income within outside the College's service area. Expected population growth for female and young (17- 44 years old) veterans  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges  Social Media Communication Trends	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges
undersupitied in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected proath in household income within outside the College's service area.  Expected population growth for female and young (17- 44 years old) evertains  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges  Social Media Communication Trends  ADT  BSI and BSSOT	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges
undersupitied in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected growth in household income within outside the College's service area.  Expected population growth for female and young (17- 44 years old) veterams  California Guided Pathways  San Diego Promise  4-Year Bacchaywatee Program at California Community Colleges Social Media Communication Trends  ADT  BSI and BSSOT  CTE and SWP	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges
undersupited in San Diego County. Office and Administrative Support and Construction and Extraction.  Expected prowth in household income within outside the College's service area.  Expected population growth for female and young (17- 44 years old) veterans  California Guided Pathways  San Diego Promise  4-Year Baccalsureste Program at California Community Colleges  Social Media-Communication Trends  ADT  BSI and BSSOT	Social Trends	and state  California Guided Pathways  San Diego Promise  4-Year Baccalaureate Program at California Community Colleges

# IDENTIFIED COLLEGE-WIDE PRIORITIES

- Priority #1: To increase transfer volume and rate.
- Priority #2: To increase the number of Associate Degrees and Certificates awarded.
- Priority #3: To increase the success rate for CTE students.
- Priority #4: To increase the number of course sections to reach the goal of 10,000 FTES.
- Priority #5: To increase course completion rates for disproportionately impacted populations of students as identified in the Student Equity Plan.
- Priority #6: To increase the number of outreach activities and programs.

# KEY (RE)DESIGN PROJECTS TO DATE

- IEPI Innovation and Effectiveness Plan:
  - Course sequence mapping for all 40 instructional programs
  - Offer weekend, evening, and 100% on-line degree/certificate completion
  - Professional development opportunities to address relevant pedagogy to promote student success
  - Sustainable bridge between Instruction and Student Services
- Alignment/Integration Project:
  - SEP-SSSP-BSI (Integrated Plan)
  - Perkins-SWP
  - BSI-BSSOT
  - SEP-SSSP-BSI-BSSOT-Perkins-SWP-SEM
- Passport to Success:
  - Pathway/documentation through support services

# KEY (RE)DESIGN PROJECTS TO DATE

- Academic Success Center
  - Tutoring
  - Independent Learning Center
  - Faculty Office Hours (Instructional/Student Services)
- Outreach-Career
  - Project Activity Manager

# (RE)DESIGN=CULTURE OF ACTION

- ISER-QFE Action Projects:
  - Student Learning/Service Unit Outcomes Assessment
  - Institutional Effectiveness, Evaluation, and Review
- Changes and Plans Arising out of the Self-Evaluation Process (n=41)

# (RE)DESIGN=CULTURE OF ACTION

- Eight Accreditation Improvement Recommendations:
  - In order to increase effectiveness, the team recommends that the College develop a procedure for evaluating its program review processes for student services, administrative services, and instructional services to assure their effectiveness in supporting academic quality and accomplishment of the mission
    - Traditional definition of a "program" for the institution (needs assessment for resources allocation) versus the student experience (access, equity, success)
- Bottom Line: Strategically and successfully fulfill the college mission through the end of the 2020 Strategic Plan cycle

## PLANNING SUMMIT 2018 MIRAMAR A.C.T<sup>X</sup>

- Premise:
  - Planning Summit 2017: Action
  - Planning Summit 2018: Collaboration
- Theme: Working together on integrated planning efforts by:
  - Collaboration among divisions
  - Dialoguing/action planning about student pathways
- Guided Pathways Dialogue

### WHAT'S NEXT?

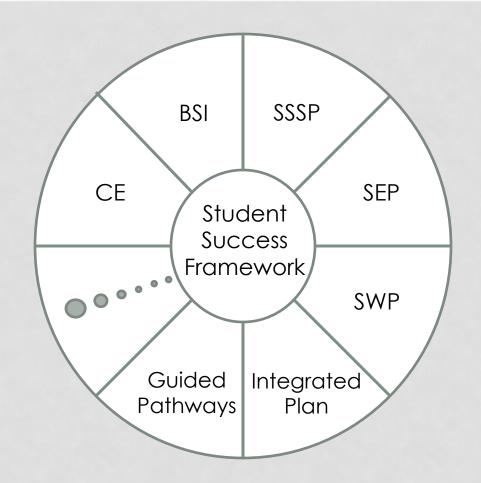
- Updates to Divisional Plans based on Mid-cycle review of Educational Master Plan
  - How are we going to achieve priorities and build Guided Pathways?
- Planning Summit 2018
  - Connection between Student Success Planning Framework and Guided Pathways

### GUIDED PATHWAYS MAPPING TOOL

8 Principles	Impact	Examples	Improvements	GP Elements
Accelerate entry into coherent programs of study (Entry)  Clarify the Path	Directed Focused	<ul> <li>Manage course offerings</li> <li>Early ed planning</li> <li>Planning</li> <li>Summit 2014</li> </ul>	<ul> <li>2-year course sequencing</li> <li>Counselor liaisons</li> <li>Extended hours</li> </ul>	<ul> <li>Clear Program Req.</li> <li>Proactive and Integrated Student Support</li> </ul>
Minimize time required to get college ready (Entry)  Enter the Path	Directed	<ul> <li>Visit Career Center during entry phase</li> <li>Convocation 2015</li> </ul>	<ul> <li>Multiple measures</li> <li>Acceleration</li> <li>Career Center redesign</li> </ul>	<ul> <li>Cross Functional Inquiry</li> <li>Integrated Planning</li> <li>Intersegmental Alignment</li> <li>Guided Major and Career Exploration</li> </ul>

## CONCLUSION: STUDENT SUCCESS FRAMEWORK

- Robust
- Inclusive
- Flexible



# QUESTIONS AND ANSWERS