



Planning Year Work Plan

Planning Year Objective: Develop a four-year plan, with broad engagement from the campus and external communities and commitment from top leadership for: 1) improving student outcomes including closing achievement gaps based on evidence about barriers to success and effective practices and policies; 2) institutionalizing a process for continuously improving student outcomes based on evidence.

Objective	Activities	Who will Lead the Work?	When?	Issues to be Resolved/Challenges Expected
1. Educate and get buy-in from college community on Achieving the Dream goals and values.	<ul style="list-style-type: none"> • Host a lunch with the President to inform the campus of AtD. • Faculty interest delegation to get the word out. • Develop AtD information: talking points, FAQ • Correlate AtD with college vision, mission, values. • Obtain broader campus input on the Readiness Assessment. • Leadership retreat with national speakers. • Establish AtD website template at the Student Success Committee website to communicate information. • Refine AtD website 	<ul style="list-style-type: none"> • Core Team • Core Team • Core Team • Core Team • Data Team • Core Team & Retreat Committee • Core Team, Graphic Artist, and Faculty experts 	<ul style="list-style-type: none"> • Sep 2011 • Early Nov 2011 • Early Nov 2011 • Dec 2011 • Early Nov 2011 • Dec 2011 • Oct 2011 • March 2012 	<ol style="list-style-type: none"> 1. Communication for all activities 2. Cynicism/skepticism 3. Identify AtD leadership 4. Reporting line (AtD -- Student Success -- Academic Senate) 5. Coordination with Teaching and Learning dean 6. Busy with preparation for Accreditation site visit
2a. Analyze current situation: collect, compile and analyze data on student outcomes. Analyze data disaggregated by relevant demographic groups.	<ul style="list-style-type: none"> • Assemble and analyze data that we already have and AtD data. • Identify additional data that is needed. 	<ul style="list-style-type: none"> • Data Team and Data Coach • Core Team & Data Team 	<ul style="list-style-type: none"> • Begin Oct 2011 • Oct/Nov 2011 	

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2b. Hold conversations to reflect on the data. Define problems including achievement gaps among student demographic groups. Choose problems for more in-depth exploration.	<ul style="list-style-type: none"> Analyze problems suggested by disaggregated data. Discuss data with Core Team. Add the AtD core indicators to the campus-wide committees, divisional councils, and division meeting agendas. 	<ul style="list-style-type: none"> Data Team Data Team & Core Team Student Success Com & Core Team 	<ul style="list-style-type: none"> Begin Oct 2011 Nov 2011 Nov 2011 	
2c. Diagnose causes of problems: Drill down on student data.	<ul style="list-style-type: none"> Complete “Fishbone Diagram.” Examine existing data. 	<ul style="list-style-type: none"> Core Team & Data Team Data Team 	<ul style="list-style-type: none"> Leadership Retreat (Dec 2011) Begin Oct 2011 	
2d. Campus voices: Engage students, faculty, and staff in diagnosing causes of problems.	<ul style="list-style-type: none"> Conduct student, faculty, staff and administrative focus groups (including online faculty and students) <ul style="list-style-type: none"> Identify assistance needed with qualitative data. Engage with ELAC’s data coach for focus group training. Identify people who will lead focus groups. Do train-the-trainer for focus groups. Identify data liaisons within divisions Hold ongoing facilitated discussions about data at division meetings. 	<ul style="list-style-type: none"> Core Team & Trained Focus Group Leaders Data Team & Core Team Core Team Core Team Core Team & ELAC Data Coach Core Team Core Team & Data Liaisons 	<ul style="list-style-type: none"> Feb-April 2012 Oct 2011 Nov/Dec 2011 Nov 2011 Dec 2011 Late Oct 2011 Begin Nov 2011 	
2e. Community voices: Engage community members in diagnosing causes of problems.	<ul style="list-style-type: none"> Hold focus group with CTE advisory committees. (<i>Review the disaggregated data from the specific group.</i>) Develop focus groups with surrounding community and students’ home communities. Do a dialogue/focus group with source 	<ul style="list-style-type: none"> Data Team & Focus Group Leaders Core Team Core Team 	<ul style="list-style-type: none"> Feb-Apr 2012 March-Apr 2012 March-Apr 2012 	

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	institutions (K-12) and target institutions and employers.			
2f. Examine existing institutional policies and practices.	<ul style="list-style-type: none"> • Complete “Policy and Procedure Analysis” – Overview • Begin ongoing discussion about impact of new legislation. • Drill down on policies & procedures. 	<ul style="list-style-type: none"> • Faculty, Staff, Student breakout and campus-wide committees and divisional councils • Core Team • Core Team 	<ul style="list-style-type: none"> • Leadership Retreat-Dec 2011 • Dec 2011 • Feb-Apr 2012 	
3. Set priorities, goals and measurable outcomes.	<ul style="list-style-type: none"> • Review the existing plans and the self study report to determine the critical issues. • Attend AtD Strategy Institute. • Begin to identify 2-3 interventions for Years 2 and 3. • Solicit broad feedback on the Intervention ideas. • Discuss Interventions with Coaches 	<ul style="list-style-type: none"> • Core Team & representatives from committees overseeing existing plans • Core Team and Data Team • Core Team • Core Team • Core Team 	<ul style="list-style-type: none"> • Feb-Apr 2012 • Feb-March 2012 • Feb 2012 • Feb-March 2012 • March 2012 	
4. Develop strategies to achieve measurable outcomes.	<ul style="list-style-type: none"> • Review data sets from focus groups and cohort data. • Review best practices at other institutions (Guilford, NC; Valencia, FL; El Paso, TX). • Begin to identify 2-3 strategies for each intervention. • Solicit broad feedback on draft Strategies. 	<ul style="list-style-type: none"> • Core Team & Data Team • Core Team • Core Team • Student Success → Academic Senate → Teaching and Learning 	<ul style="list-style-type: none"> • Jan-Feb 2012 • Jan-Feb 2012 • March 2012 • March-Apr 2012 	<ul style="list-style-type: none"> • Upcoming accreditation site visit • Time and resource constraints

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	<ul style="list-style-type: none"> • Discuss Strategies with Coaches • Finalize Strategies 	<ul style="list-style-type: none"> • Core Team & Coaches • Core Team & Academic Senate 	<ul style="list-style-type: none"> • April 2012 • April 2012 	
<p>5. Write 4-year implementation plan with steps and timelines for: a) implementing strategies; b) evaluating strategies; c) institutionalizing effective strategies.</p>	<ul style="list-style-type: none"> • Begin draft 1 • Draft 2 • Receive Coach feedback • Draft 3 • Finalize Implementation Plan 	<ul style="list-style-type: none"> • Core Team • Core Team • Core Team • Core Team • Core Team 	<ul style="list-style-type: none"> • Apr 7, 2012 • Apr 15, 2012 • Apr 22, 2012 • Apr 30, 2012 • May 15, 2012 	<ul style="list-style-type: none"> -reluctance to change -budget and staffing