

Significant Data Trends, Observations, and Recommendations of the Institutional Effectiveness Committee 2016-2017

Institutional Effectiveness (IE) is the systematic and continuous process of measuring the extent to which a college achieves its mission, as expressed through the goals and strategic objectives developed in an educational master plan. The Academic Senate Joint Institutional Effectiveness Committee (IE Committee) provides input into the IE process, engages in activities to support the College's assessment of IE each year, and reports to DPAC the areas of the college needing attention based on the College's performance on the IE metrics. This report provides a summary of the activities of the IE Committee during the current academic year as well as significant data trends and observations based on SMC's performance on the IE dashboards to inform the development of the 2017-2018 Master Plan for Education annual objectives.

Review and Revision of the Scope of the Committee

The IE Committee reviewed and modified the committee's scope. The current scope reads:

Under the direction of the Academic Senate President and the Committee of the Whole, the committee works with district units and departments and other major committees in the continuous formulation, assessment, and analyses of effectiveness metrics used to inform departmental, program, and institutional planning and decision-making for institutional improvement.

Committee Objectives for the 2016-2017 Academic Year

The IE Committee articulated objectives for the year, which included:

- Review and revise the Institutional Effectiveness Dashboard in order to respond to and meet the College's current needs, including alignment with new goals and strategic initiatives;
- Review the College's performance on the Institutional Learning Outcomes (ILOs);
- Provide input to the College's response to the external reporting mandates that relate to institutional effectiveness (i.e., development of metrics to address the new Bachelor of Science program, campus climate);
- Monitor success and learning outcomes data for the interdisciplinary programs that are not currently reviewed through the program review process;
- Respond to recommendations as part of the accreditation process and actionable plans in our self-evaluation (that relate to the committee); and,
- Respond to the Master Plan for Education institutional objectives.

Review of the IE Dashboards

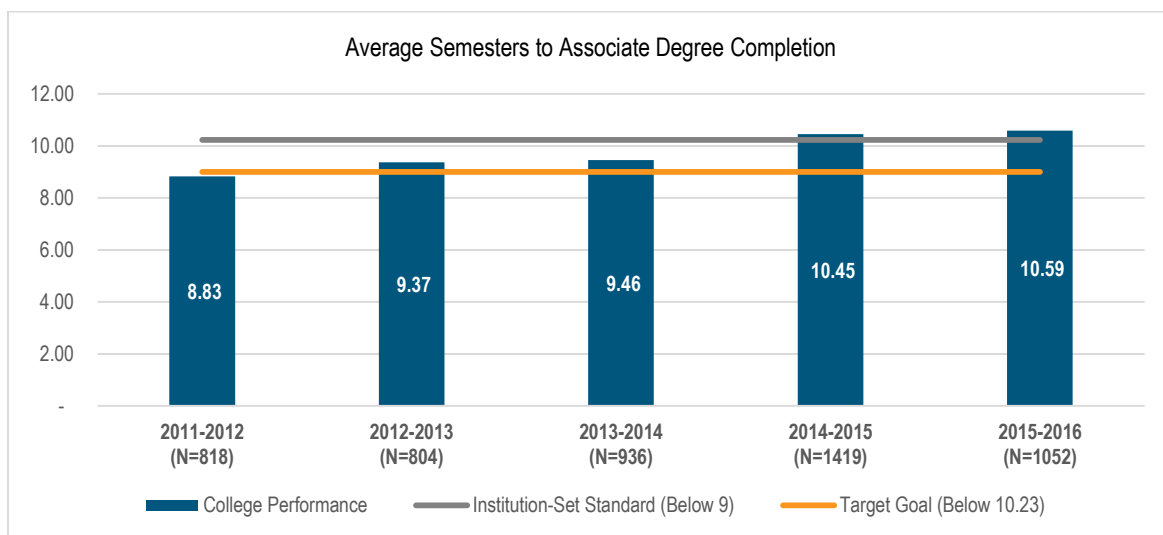
The institutional effectiveness process at Santa Monica College follows a five-year cycle as target goals are set for five year timelines. The last five-year cycle concluded in 2015-2016. The 2016-2017 year is the first in the current institutional effectiveness cycle (2016-2017 to 2010-2011). During the current academic year, the IE Committee conducted a comprehensive and systematic review of the process, indicators, institution-set standards, and targets. The review resulted in the following revisions to the IE Dashboards:

- The IE Dashboards were renamed to more accurately reflect the categories of metrics.
- Methodology for two of the IE indicators was revised:
 - 1.1 Fall-to-Fall Persistence
 - 1.6 Semesters to Associate Degree
- Eight new indicators were added to the dashboards:
 - 1.20 Employment Rate
 - 1.21 Median Wage Gain
 - 1.22 Living Wage Attainment Rate
 - 1.26 Percentage of Weekly Teacher Hours Taught by Full-time Instructional Faculty
 - 1.27 Percentage of Counseling Hours Fulfilled by Full-time Counselors (Non-Teaching)
 - 3.7 FTES
 - 5.1 Average Length of Service
 - 5.2 Faculty Diversity Gap
- Institution-set standards and target goals were recalculated based on more recent data.
- IE indicators to be included in future IE Dashboards were identified:
 - Technology
 - Employee satisfaction/campus climate
 - Outcomes for Bachelor's degree students
 - Outcomes for non-credit/adult education students

Recommendations of the IE Committee

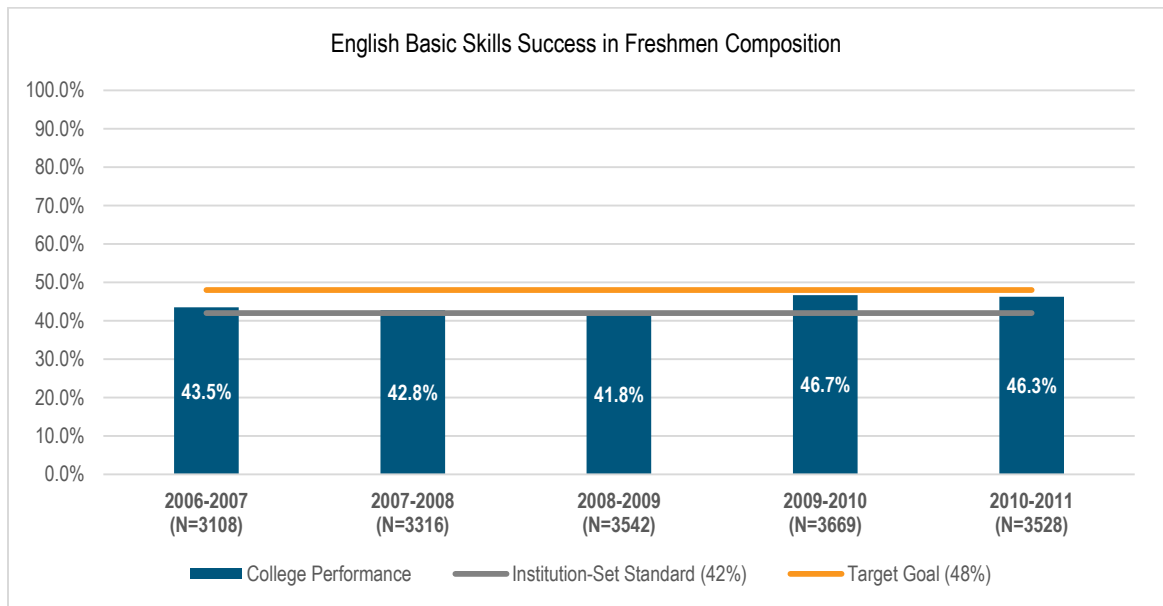
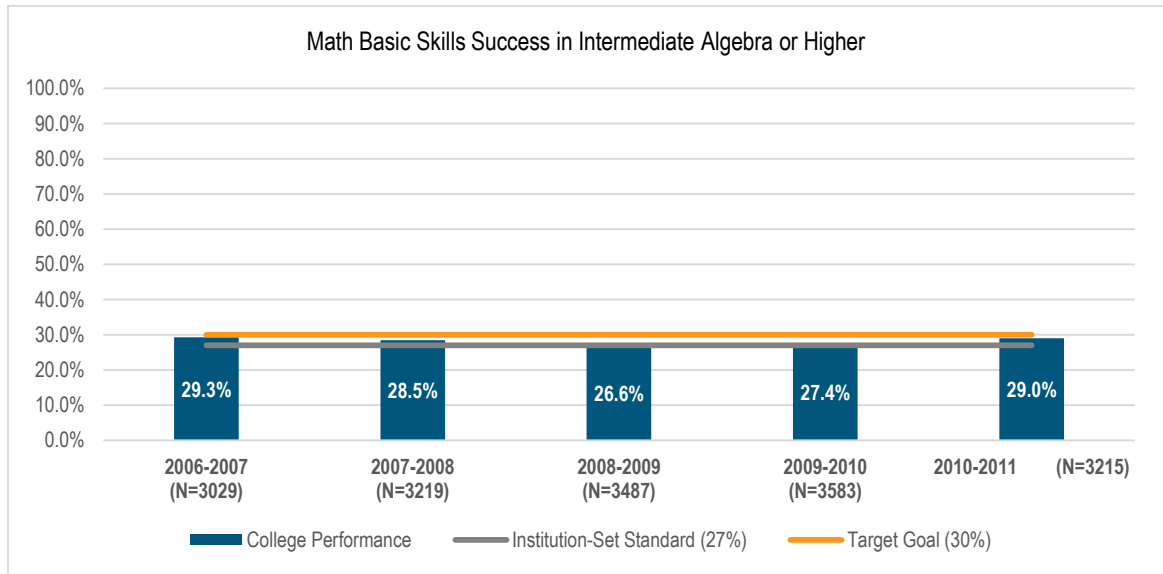
The Committee presented three recommendations to the District Planning and Advisory Council (DPAC) for consideration in the development of the 2017-2018 Master Plan for Education Institutional Objectives. The recommendations were informed by significant trends observed in the college data on institutional effectiveness.

- 1) **The IE Committee recommends that the College conduct a research study to examine the institutional factors that impact time to degree completion.**



Students are taking longer to complete their associate degrees at SMC. In 2015-2016, students who earned an associate degree (excluding international and auto-awarded students) spent an average of 10.59 semesters to finish their degree, an increase of 1.76 semesters when compared to those who graduated in 2011-2012. It is imperative that the College enable students to complete their educational goals in a timely fashion as lengthy time-to-degree completion is associated with higher college costs and loss of potential wages. The IE Committee recommends that the College conduct a study to identify the **institutional** factors that help students stay on track to graduation and those that impede timely graduation. (*Reference: IE Indicator 1.6*)

- 2) **The IE Committee recommends that the College expand efforts to improve the success rates in basic skills English and math.**



The College's performance on two of the metrics, English Basic Skills Success in Freshmen Composition and Math Basic Skills Success in Intermediate Algebra or Higher, suggest that a large majority of students who place into basic skills courses struggle through the course sequence and successfully complete the

college-level courses required for an associate degree or transfer to a four-year institution. Among students who first enrolled in a basic skills math course in 2010-2011, only three in ten successfully completed MATH 20 (Intermediate Algebra) or a higher-level math course within six years. Among basic skills English students in the same cohort year, over four in ten successfully completed English 1 within six years. Both departments have implemented numerous strategies to improve success in basic skills English and math courses. This recommendation is focused on expanding these efforts. The IE Committee recommends that the College expand efforts to improve the success rates in basic skills English and math. (*Reference: IE Indicators 1.13 and 1.14*)

- 3) **Based on performance on the metrics of the Fiscal Dashboard, the IE Committee recommends that the College explore actions that are necessary to ensure short-term and long-term fiscal stability.**