

First-Year Work Plan Temple College



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 based on evidence about barriers to success and effective practices and policies; 2) institutionalizing a process for continuously improving student outcomes based on evidence.

8-31-2009

Activity	Do What?	By Whom?	When?	Issues to be Resolved /Challenges Expected
<p>1. Educate and get buy-in from college community on Achieving the Dream goals and values.</p>	<p>Temple College will have strong commitment to an institution-wide focus on student success.</p> <p>Temple College will leverage internal and external sources of funding to support its institutional transformation efforts.</p> <p>Temple College will centralize developmental education and student success programs.</p> <p>Temple College will continue to analyze the membership of its <i>core team</i> of key administrators, faculty and staff, and stakeholders who lead the institution's overall change efforts in the Achieving the Dream initiative.</p> <p>A <i>data team</i> including institutional research staff, faculty, and other staff members will be formed.</p> <p>Press releases regarding Temple College's participation in Achieving the Dream will be developed and submitted to the</p>	<p>President and Board of Trustees</p> <p>Executive Team</p> <p>Vice President for Educational Services</p> <p>President and Executive Team</p> <p>Core Team and Institutional Effectiveness Staff</p> <p>Communications Staff</p>	<p>Immediate and continuous</p> <p>Fiscal year 2009-10</p> <p>Fall 2009</p> <p>Fiscal year 2009-10</p> <p>September 30, 2009</p> <p>June 23, 2009</p>	<p>A shift in culture will be taking place during the first years of the Achieving the Dream initiative. This will not be a comfortable transition – data-informed decision-making.</p>

	<p>local newspaper.</p> <p>A web presence will be developed on the institution's website.</p> <p>The campus community will be introduced to the initiatives through a formal presentation during the Fall 2009 convocation ceremony.</p>	<p>Information Technology Staff, Vice-President for Academic and Community Initiatives, Institutional Effectiveness Staff</p> <p>Core Team</p>	<p>September 30, 2009</p> <p>August 21, 2009</p>	
<p>2a. Analyze current situation: collect, compile and analyze data on student outcomes. Analyze data disaggregated by relevant demographic groups.</p>	<p>The Data Team will be formalized to include institutional research staff, information technology staff, faculty, and other key members.</p> <p>Temple College will conduct an examination of qualitative and quantitative data on student outcomes to diagnose institutional strengths and weaknesses in student achievement.</p> <p>Temple College will analyze the current student outcome data available to the institution.</p> <p>Developmental math courses to be used for the assessment of Temple College's student success initiatives will be identified.</p> <p>Gateway math courses to be used for the student success initiatives will be identified.</p> <p>A cohort of students in developmental math will be followed over time to analyze promising practices and collect relevant student characteristics</p>	<p>Core Team and Institutional Effectiveness Staff</p> <p>Data Team</p> <p>Data Team</p> <p>Core Team, Student Success Division, QEP Coordinator</p> <p>Core Team, Student Success Division, QEP Coordinator</p> <p>Core Team, Student Success Division, QEP Coordinator</p>	<p>September 15, 2009</p> <p>September 30, 2009</p> <p>October 15, 2009</p> <p>October 15, 2009</p> <p>October 15, 2009</p> <p>February 1, 2010</p>	<p>Traditionally, data have been collected for federal and state reporting requirements. This level of data analysis has not been a part of Temple College's day-to-day operations. Consequently, there will be growing pains associated with this process.</p>

	affecting performance.			
2b. Hold conversations to reflect on the data. Define problems including achievement gaps among student demographic groups. Choose problems for more in-depth exploration.	<p>Temple College will research other Achieving the Dream colleges, to use as benchmark resources. This research will help determine the type of data and reporting formats Temple College will use for initial input needed to effectively analyze student learning outcomes.</p> <p>Data will be presented to the Temple College Achieving the Dream Data Coach for evaluation.</p>	<p>Data Team, Core Team</p> <p>Data Team</p>	<p>September 15, 2009</p> <p>October 15, 2009</p>	<p>As with 2a above, data have been collected for federal and state reporting requirements. This level of data analysis has not been a part of Temple College's day-to-day operations. Consequently, there will be growing pains associated with this process. The opportunity comes dovetailing this discussion with Temple College's Quality Enhancement Plan: Exponential Success.</p>
2c. Diagnose causes of problems: Drill down on student data.	<p>Temple College will meet with the Achieving the Dream Coach and Data Facilitator on the campus to discuss current and future opportunities for achieving successful student outcomes.</p> <p>Conversations will be held to reflect on the data analysis of Temple College's current learner outcomes during the Board of Trustees Retreat.</p> <p>Temple College will begin analysis of student outcomes using data collected throughout the fall semester including: data disaggregated by race, ethnicity, gender, and other characteristics as appropriate; gaps in student success among demographic groups; current policies/practices influencing success; and needs identified by students, faculty, and the community via focus groups.</p> <p>All courses will be analyzed according to the above criteria with developmental courses</p>	<p>Core Team, Data Team, and other key members on campus</p> <p>Core Team and Board of Trustees</p> <p>Core Team, Data Team</p> <p>Data Team, Core Team</p>	<p>October 15-16, 2009</p> <p>Fall 2009</p> <p>December 31, 2009</p> <p>February 15, 2010</p>	<p>Once data have been mined, analysis will require a commitment of time on the part of leadership. Communication will also be needed to inform not only faculty and staff, but the community at large.</p>

	separated from non-developmental.			
2d. Campus voices: Engage students, faculty, and staff in diagnosing causes of problems.	<p>Identify problems including achievement gaps based on demographic break-downs and begin to explore these problems more in-depth.</p> <p>Focus groups will be held among the student body, faculty, and staff to allow for open communication during the first three weeks of the fall semester.</p> <p>Faculty will be encouraged to include available services and resources on their course syllabi to ensure that students are made aware of the options Temple College makes available for ensuring student success.</p>	<p>Core Team and Board of Trustees</p> <p>Data Team</p> <p>Vice President for Educational Services</p>	<p>Fall 2009</p> <p>December 1, 2009</p> <p>December 1, 2009</p>	New forms of communication will be required to reach all the voices needed for engagement.
2e. Community voices: Engage community members in diagnosing causes of problems.	Community focus groups will be facilitated to allow parents, employers, and community members the opportunity to identify problems and suggest improvements for student success.	Data Team	December 1, 2009	New forms of communication will be required to reach all the voices needed for engagement.
2f. Examine existing institutional policies and practices.	<p>Temple College participates in a continuous examination of institutional policies and practices and documents this evaluation for SACS accreditation standards.</p> <p>Departments will conduct meetings to further assess the current policies and practices at the department level as they relate specifically to student success.</p>	<p>President, Board of Trustees, Executive Team, Faculty, Staff</p> <p>Core Team as committee chairs, Department Chairs, Faculty</p>	<p>Continuous</p> <p>Fall 2009 Semester</p>	During the recent SACS compliance process, Temple College has begun the process of re-examining policies and procedures. A more systemic approach is being recommended so that campus-wide input is achieved.

<p>3. Set priorities, goals, and measurable outcomes.</p>	<p>Temple College will identify a manageable set of priorities for 2010-14 based on its data analysis. This will include addressing any gaps in student success among demographic groups.</p>	<p>President, Core Team</p>	<p>February 15, 2010</p>	<p>Strategic planning is not as “strategic” as it could be. This will be part of the shifting culture of Temple College. Campus-wide input is needed with broad college goals leading to department goals.</p>
<p>4. Develop strategies to achieve measurable outcomes.</p>	<p>Temple College will send a team to the Annual Strategy Institute where national experts and Achieving the Dream teams share information about strategies that have proven effective in increasing student success.</p> <p>Temple College will participate in the annual trustees’ institute, student success institute for faculty and staff, pre-Strategy Institute workshops, and online courses in institutional research.</p>	<p>President, Representatives from the Core Team and Data Team</p> <p>President, 2 Board members</p>	<p>Early Spring 2010</p> <p>March 25-27, 2010</p>	<p>As with 3 above, strategic planning is not as “strategic” as it could be. This will be part of the shifting culture of Temple College. Campus-wide input is needed with broad college goals leading to department goals.</p>
<p>5. Write 4-year implementation plan with steps and timelines for: a) implementing strategies; b) evaluating strategies; c) institutionalizing effective strategies.</p>	<p>Temple College will craft a draft four-year proposal that includes a work plan, evaluation plan, and budget that lays out a research-based plan for overcoming identified student success problems. The plan will include priority areas for improving student success, including those in the QEP.</p> <p>Temple College will adapt strategies from other institutions and/or design new approaches to address priority areas.</p> <p>Temple College will set measurable goals and integrate Achieving the Dream plans and priorities into its strategic planning and budgeting and resource allocation processes.</p>	<p>President, Core Team, Data Team</p> <p>Core Team, Data Team</p> <p>Core Team, Data Team</p>	<p>March 31, 2010</p> <p>March 31, 2010</p> <p>March 31, 2010</p>	<p>This will afford a structured collaboration of faculty, staff, and Trustees to accomplish. Communication will be key, as well as allowing faculty and staff the time needed to commit to this endeavor.</p>

	<p>Temple College will develop an evaluation plan for each intervention and apply new understandings to drive lasting change in core policies and practices.</p>	Core Team, Data Team	February 15, 2010	
	<p>Temple College will have plausible plans for maintaining momentum, institutionalizing a culture of evidence and inquiry, and engaging stakeholders in problem-solving activities.</p>	Core Team, Data Team	February 15, 2010	
	<p>Temple College will build on demonstrated successes; will discard what has been shown not to be working; and will adopt, adapt, or test strategies that fit the institution's analyses of student outcomes and current policies and practices in conjunction with the QEP, which should be approved by SACS-COC in June 2010.</p>	Faculty, Staff, and Administration	June 2010 through 2014	
	<p>Temple College will improve systems, not simply initiate projects. When pilot activities are proposed, the institution will have a resource allocation plan for taking successful practices and processes to scale across the institution.</p>	Faculty, Staff, and Administration	June 2010 through 2014	