A summary of institutional characteristics & practices associated with student success
Review of Intuitional characteristics associated with student success

Based on the studies examined, these institutional traits and characteristics were found to be correlated with student success.

In this context student success was defined largely in terms of college completion, persistence and labor market outcomes.

Studies examined

- Aspen Prize for Community College Excellence
- Hewlett Leaders in Student Success
- Gates Foundation Completion by Design
- Lumina Foundation Achieving the Dream
The practices most frequently cited among the highest performing colleges
(Aspen Prize for Community College Excellence)

1. Rewarding actionable inquiry & experimentation

2. Intentional prioritization of a limited number of initiatives

3. Ensuring multiple groups review & act on evidence

4. Clear student pathways & coherent structures

5. Evidence-rich conversations with employers and the community
Characteristics of High Performing Colleges
(Hewlett Leaders in Student Success Initiative)

1. Courageous, shared leadership

2. Fearless engagement with evidence

3. Collaborative practices

4. Structured, integrated strategies

Source: RP Group: lessons for the Hewlett Leaders in Student Success Initiative
Gates Completion by Design Principles

1. **Accelerate** entry into Coherent Programs of Study

2. Customize and **Contextualize** Instruction

3. **Integrate** Student Support with Instruction

4. Continually **Monitor** Student Progress and Proactively Provide Feedback

5. **Incentivize** Behaviors that Contribute to Completion

6. Leverage **Technology** to Improve Learning and Service Delivery
Examples of strategic planning goals from nationally recognized community colleges

The three colleges profiled here were finalists from the Aspen Prize for Community College Excellence
When reviewing these examples...

• The examples represent three different approaches to organizing institutional goals. Consider the merits of each as you think through what our goals should be.

• Consider labels. Some institutions use the label strategic goals, others us strategic directions, others strategic themes.

• Don’t feel too confined by our current goals. Think long and wide.
The College District inspires students to discover their potential and to achieve their goals by providing diverse and challenging learning opportunities.

To accomplish this mission, our outcome goals are to:

- Encourage and support life-long learning.
- Prepare students for transfer to four-year institutions.
- Prepare students for the 21st-century work force.
- Strengthen basic skills of students.
- Serve as a leading partner in strengthening communities.

Our process goals are to:

- Embrace relevant technologies.
- Provide services that support student learning.
- Hire, develop and retain highly qualified personnel.
- Value and promote diversity and multiculturalism.
- Collaborate with public and private partners.
- Acquire and maintain high quality facilities.
- Pursue additional sources of funding.
- Implement an institutional sustainability plan.
Excellence in Teaching and Learning (ETL)

The college will provide an academically challenging environment in support of the College's mission and goals and will strive to enhance our educational excellence by encouraging, engaging in, and developing best and promising practices in support of intellectual, social and personal development. Examples of opportunities for improvement include an increased utilization of technology in teaching, redesigning curriculum for STEM, increasing interdisciplinary offerings, documenting student attainment of general education learning outcomes, engaging students at outlying centers using i-link courses, verifying identification of students enrolled in courses, providing training to increase effectiveness of faculty and staff, establishing a career ladder for faculty and staff (e.g. Master Instructor Certification).

Constituent Relationship Management (CRM)

The college will pursue Constituent Relationship Management to recognize this widely-implemented strategy for managing and nurturing the College’s interactions with its constituents (potential and current students, faculty, staff, community at large). CRM involves using technology to organize, automate, and synchronize College processes—principally services including marketing, customer service, and technical support. The overall goals are to find, attract, and win new students, nurture and retain those the College already has, entice former students back, and reduce the costs of marketing and services. CRM generally denotes a College-wide strategic initiative embracing all constituent-facing departments and even beyond. When the college’s implementation is effective, people, processes, and technology work in synergy to increase efficiencies and effectiveness while reducing operational costs.

Organization Development (OD)

The college will pursue Organization Development (OD) as an planned, organization-wide internal review to increase College’s effectiveness and viability. OD is neither "anything done to better an organization" nor is it "the training function of the organization"; it is a particular kind of change process designed to bring about a particular kind of end result. OD can involve interventions in the college’s "processes," as well as organizational reflection, system improvement, planning, and self-analysis. The college will respond to change with this strategic initiative intended to change the beliefs, attitudes, values, and structure of organization so that the College can better adapt to new technologies, marketing and challenges, and the dizzying rate of change itself. In doing so, it will promote a strategic mindset that relies on a culture of evidence and promotes human capital.
Strategic Goals

Build Pathways

• Remove barriers to college.
• Create connections that raise personal aspirations of students and enable them to achieve their aspirations.
• Develop and renew programs.

Learning Assured

• Create optimal conditions for student learning.
• Partner with students to improve their contribution to achieving their potential.
• Close achievement gaps.

Invest in Each Other

• Strengthen our collaborative institutional culture to foster deep stewardship of our work.
• Support the professional development, career growth and healthy lives of Valencia’s employees.

Partner with the Community

• Cooperate with community partners in meeting students’ needs and college goals.
• Involve the College in meeting the community’s needs and goals.

Example #3: cross-cutting goals
# Goals from the 2011-15 CCCCD Strategic Plan

| Goal 1 | **STUDENT LEARNING & SUCCESS**: Significantly improve the success of our diverse student body in pursuit of their educational and career goals with special emphasis on closing the student achievement gap. |
| Goal 2 | **COLLEGE AWARENESS & ACCESS**: Increase awareness of and equitable access to the Contra Costa Community College District for a changing and diverse population. |
| Goal 3 | **PARTNERSHIP FOR WORKFORCE & ECONOMIC DEVELOPMENT**: Support economic & workforce development through education & leadership in collaboration with government, community organizations, business & industry. |
| Goal 4 | **ORGANIZATIONAL EFFECTIVENESS**: Improve the effectiveness of District-wide planning, operations, resource allocation & decision-making. |
| Goal 5 | **RESOURCE MANAGEMENT**: Provide sound stewardship of the Districts physical & fiscal assets to ensure a sustainable economic future consistent with our values, vision & mission. |
Characteristics of good planning

- Invites engagement from the entire institution
- Encourages and orients collaboration
- Is actionable and helps prioritize activities
- Directs resources, focuses effort and frames choices
If you have any questions related to the information presented here please don’t hesitate to contact my office:

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