

What's New?

Our June/July SPA Newsletter will be the last for the Spring term. We will resume the newsletter in September.

For this month's newsletter, we highlight the following topics:

Summer Assessment Activities and SPA Support Services – Outlines all support services available for ACE and SLO task owners and leaders

- * Cultural Beliefs “Act Intentionally” Survey Highlights – a brief analysis highlighting scores on two of the survey questions
- * Strategy Mapping – A simple quiz to gauge if planning goals are trickling down the organizational tree
- * IE Success Headlines – Showcase exemplary ACE and initiatives from LSC campuses
- * Promising Practices – Spotlight exemplary Planning and Assessment practices at LSC campuses

★ **Summer ACE Planning** – ACE Closing-the-Loop Reports for AY 2016-17 and ACE Plans for 2017-18 are due in Compliance Assist in September. Schedule your team meetings, open labs, consultation, trainings and presentations with the SPA team for July and August (contact Jinhao.Wang@lonestar.edu). Check out our [IE website](#) for new support tools.

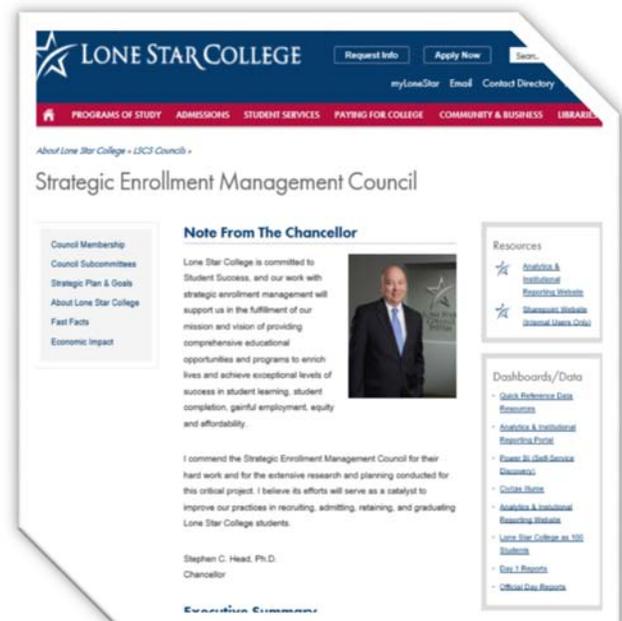
★ **Summer Closing-the-Loop Meeting** – Stay tuned for information concerning the summer Closing-the-Loop Meeting to be held in July.

★ **Culture Survey Result Highlights** - Some preliminary results for the LSC 20/20 Cultural Beliefs Survey are in! Over 1,000 employees responded to the institution wide spring survey. Preliminary results are provided in this newsletter after the Summer Assessment Activities & SPA Support Services section.

★ **Strategic Enrollment Management Initiatives Update** - SEM Committee meetings have ended for the spring term. The results of the process include, but are not limited to, short and long term strategies, a 20 and 70-page version of the SEM plan (to be published this summer), and a [SEM website](#).

The 5 Major Goals of the SEM Committee

- ✓ Establish institution-wide dialogue and strategy development focused on Strategic Enrollment Management
- ✓ Establish system-wide framework for implementation and evaluation of SEM goal attainment
- ✓ Serve as a catalyst and support for LSC campus SEM plan development
- ✓ Set clear goals for achieving gains in LSC enrollment and retention
- ✓ Institutionalize strategies and processes to sustain long term performance in enrollment, retention and completion



Summer Assessment Activities & SPA Support Services

SLO/PLO: Thanks to the support from instructional leaders and faculty, the majority of AY 2016-17 SLO and PLO closing-the-loop reports have been completed. There are a few disciplines and programs that are still in the process of submitting their work, so the SPA team will follow up with the relevant leaders and faculty in the next few weeks and offer hands-on assistance to bring their final stage of work to completion.

Dates	ACE	SPA Support Services
June-Sept. 2017	Collect data and complete the closing-the-loop reports for AY 2016-17.	<ol style="list-style-type: none">1. Assist with data requests;2. Assist with data interpretation;3. Assist with making actionable recommendations based on data;4. Provide group or one-on-one assistance with assessment questions and Compliance Assist navigation.
June-Sept. 2017	Conduct planning activities for AY 2017-18.	<ol style="list-style-type: none">1. Assist with collecting data, interpreting data, and using data for planning;2. Assist with conducting SWOT activities to develop ACE objectives;3. Assist with designing methods of assessment and target setting;4. Provide group or one-on-one assistance with assessment questions and Compliance Assist navigation;

Act Intentionally Beliefs and Strategy Mapping

Cultural Beliefs Survey “Act Intentionally”

The Cultural Beliefs survey was administered this past spring term. Ninety questions assessed six beliefs and supporting behaviors. You will recall that the LSC 20|20 task force, a team of 115 faculty and staff representatives, developed six Cultural Beliefs to help clarify and focus LSC’s actions so we can achieve the results we want to achieve. The six Cultural Beliefs are the following:

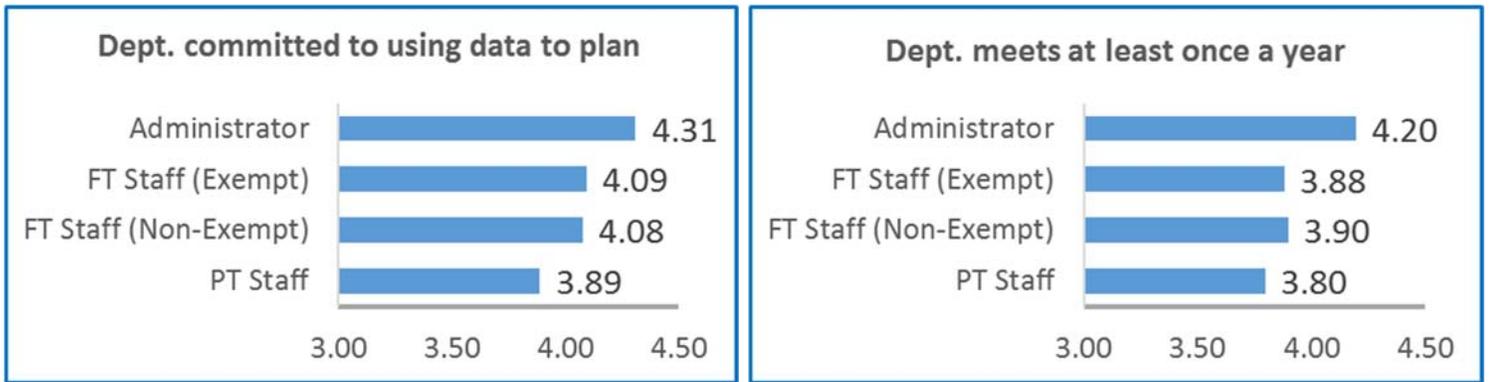
- Students Matter
- Inspire Excellence
- Act intentionally
- Better Together
- No Fear!
- Trust!

Most pertinent to assessment and Lone Star’s Annual Cycle of Effectiveness (ACE) is “Act Intentionally – I create goals and make decisions based on meaningful data.”

Results for two of the “Act Intentionally” questions are presented below:

- **Question 1:** My area/department is committed to using data to guide and plan for the future.
- **Question 2:** My area/department meets at least once a year to review relevant data and set goals/objectives for the upcoming year that align with desired results.

Scores are mean values based on a 1 = *Strongly Disagree* to 5 = *Strongly Agree* scale.



Statistically significant differences were found among the scores by position. In other words, the differences in scores were not likely to have occurred by chance. It is noteworthy, and not surprising, that the scores decline the further you travel down the organizational tree (administrator's scores are the highest, whereas part-time staff scores are the lowest).

The importance of these scores and planning activities lies in the fact that they are related to employee beliefs about Lone Star, their departments, and their work overall. Results from the correlational test show that the more employees agree with the above statements about data use and planning activities, the more they tend to believe the following:

- ✓ Promoting student success is a sincere effort at Lone Star and not just talk
- ✓ Lone Star College has the power to do great good for students and the community
- ✓ Their department has the ability to change things for the better
- ✓ Their work is important

Correlations ranged between $r = .3$ and $.5$ and were all statistically significant at $p < .01$. Given these results about the potential benefits of Intentional Planning, it is important that it occurs and trickles down through the organization.

Is your message getting through?

Acting Intentionally, Strategic Mapping, and Tips/Tools to Support it

Given the importance of Intentional Planning and the results of the survey showing that the further you go down the organizational tree, the lower the scores are for acting intentionally, the SPA team designed a quick diagnostic so that leaders can easily gauge if their planning priorities are trickling down the organizational tree. Based on the diagnostic results, leaders/managers can adjust their planning activities and communication for the upcoming ACE Cycle.

Take the Strategic Mapping Challenge

Instructions

Leaders/Supervisors and Managers/Supervisees each independently list out what they felt were the agreed upon top goals/objectives for the past year for the campus and the way to determine if progress was made in reaching the goal/objective. The aim is to have the two lists match for both, the top goals/objectives and the metrics used to determine progress.



Specifically, we recommend the following steps:

- 1) **Leader/Supervisor:**
 - a. List the top goals/objectives for the campus for the 2016-2017 Academic year.
 - b. List the agreed upon method of assessment to determine if there was an impact.
- 2) **Management/Supervisee:** Answer the below questions
 - a. What were the top goals/objectives for the campus or your supervisor for the 2016-2017 Academic Year?
 - b. How did your area support the attainment of each of the top goals/objectives?
 - c. How did you, or will you determine impact for each?
- 3) Compare Supervisor to Supervisee answers and see if members of your team are on the same page.
- 4) Repeat steps 1-3 down the organizational tree

Diagnostic

If you find that members of your team are not on the same page, you can try any one of the simple tips below to reinforce the message (do the following until it becomes a habit):

- ✓ Repeat goals in meetings
- ✓ Ask for/provide updates on progress towards goal attainment
- ✓ Have supervisees report on how they are engaging their employees in same type of message saturation
- ✓ Keep message short and memorable
- ✓ Print message and distribute as a planning guide

LSC-Tomball has implemented a number of these strategies with good results. For a brief discussion of this see “Spotlighting Promising Practices” LSC-TC below. You can also view LSC-Tomball’s ACE Guidebook at <http://www.lonestar.edu/departments/president/ACEGuideREV7.pdf> and SPA’s IE Toolkit at <http://www.lonestar.edu/institutional-effectiveness.htm>.

Success Headlines from Across the College

During the academic year 2015-16, Lone Star Colleges across the system implemented numerous initiatives to support LSC strategic goals and to promote student success and community success.

This month we highlight 5 of LSC-Montgomery’s IE Success Stories based on 5 Exemplary ACE Reports:

- **Division of Behavioral Sciences, English, Languages & Speech:** Increasing Course Completion and Success
- **Land Surveying Department:** Helping Students Succeed through Partnerships
- **Division of Natural Sciences & Health Professions:** Engaging students in Deep Learning Activities
- **LSC-Conroe Center:** Increasing Class Density by Making Data Informed Decisions.
- **Advising Department:** Providing Consistent Advising by Making Data Informed Decisions

Click on the link below to read the detailed stories:

[LSC-Montgomery Success Stories](#)

Make sure to read September’s SPA News for LSC-North Harris’s highlighted ACE Reports. Other campuses will be featured in the subsequent months.

Spotlighting Promising Practices

On May 23, 2017, the LSC campus assessment liaisons met and identified leadership support and communication as the key factors contributing to the success in conducting meaningful assessment. Attendees also shared the following best practices at their campuses:

★ **LSC–UP:** LSC-UP has designated the Program Manager, Dena Stutz, to oversee the assessment process at LSC-UP. Dena Stutz communicates assessment timelines and status reports to assessment leaders and collaborates with SPA team to offer open labs so that assessment leaders and faculty can get hands-on help with writing assessment plans and closing-the-loop reports.

★ **LSC–TC:** LSC-Tomball has designated Dr. Jackie C. Thomas, Chief Strategist, to be the college's assessment liaison. Dr. Thomas leads the Office of Strategic Initiatives that generate, evaluate, and implement strategic initiatives to create sustainable long-term improvements for LSC-Tomball. During the past year, in collaboration with the President's cabinet and the LSC-Tomball community, the Office of Strategic Initiatives has provided leadership to aligning LSC-Tomball initiatives with the system-wide Strategic Goals and producing an ACE Guide to communicate the aligned initiatives. See the ACE Guide from the link below:
<http://www.lonestar.edu/departments/president/ACEGuideREV7.pdf>

★ **LSC– NH:** LSC-North Harris has designated Anne Albarelli to be the college's assessment liaison. Anne Albarelli not only communicates the assessment timeline and conducts training sessions to support the assessment, but also chairs the College Planning and Effectiveness Committee, which is a faculty and staff-driven, collaborative committee that fosters individual and institutional reflection. The committee promotes a culture of meaningful assessment that is prompted and supported by data, with an emphasis on teaching, learning, and fostering student success. The Committee:

- Oversees the entire Institutional Effectiveness (IE) process and makes decisions on IE related issues.
- Promotes effective and efficient IE assessment practices leading to systematic ongoing and continuous improvement for Lone Star College-North Harris.
- Reviews productivity and student success data in Academic and Workforce programs.
- Identifies relevant student success data for regular dissemination to faculty with the goal of facilitating faculty and departmental discussions.
- Initiates campus and small group discussions regarding best practices in teaching and learning.
- Assists with assessment planning for teaching and learning initiatives and projects.
- Recommends strategies to improve student learning in accordance with SACS criteria.

★ **LSC– MC:** LSC-Montgomery has designated Deirdre Hayes-Cootz to be the college's assessment liaison. Deirdre Hayes-Cootz communicates assessment timelines and status reports to assessment leaders and ensures the implementation of assessment activities at LSC-Montgomery.

★ **LSC– KC:** LSC-Kingwood has designated Maribeth Stitt to be the college's assessment liaison. Maribeth Stitt not only plays a facilitative role in communicating assessment timelines and status reports, but also works toward engaging leaders and faculty in the assessment process and making assessment meaningful at LSC-Kingwood.

★ **LSC– CF:** LSC-CyFair has designated Michel Zuch to be the college's assessment liaison. Michel Zuch collaborates with assessment leaders and communicates assessment information to the Committee members. She also conducts ongoing workshops and professional development on assessment in collaboration with the SPA team. As a result, the assessment process on campus has been systematic and well sustained.

✝ **Invitation to Nomination:** Do you feel your team has a Promising Practice you would like to share with the Lone Star Community? If so, please send your nomination to the [SPA team](#), and we will publish the Promising Practices in our newsletter. After all, we are **Better Together!**

★ SPA Online Tools and Resources

Strategic Planning and Assessment Website: <http://www.lonestar.edu/SPA.htm>

IE Website: <http://www.lonestar.edu/institutional-effectiveness.htm>

ACE Handbook: <http://www.lonestar.edu/images/ACE-Handbook-LSC-2016-Final1.pdf>

ACE One-Page View: [http://www.lonestar.edu/departments/institutionaleffectiveness/ACE One Pager - FINAL - July 2016\(1\).pdf](http://www.lonestar.edu/departments/institutionaleffectiveness/ACE_One_Pager_-_FINAL_-_July_2016(1).pdf)

SLO Website: <http://www.lonestar.edu/student-learning-outcomes.htm>

SLO Handbook: <http://www.lonestar.edu/documents/2-SLO-Handbook-2015-Final.pdf>

SLO/PLO Timeline: [http://www.lonestar.edu/departments/institutionaleffectiveness/SLO-PLO%20Timeline%20\(AY2016-17-18\)-Merged.pdf](http://www.lonestar.edu/departments/institutionaleffectiveness/SLO-PLO%20Timeline%20(AY2016-17-18)-Merged.pdf)

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Strategic Planning & Assessment >

Institutional Effectiveness (IE)

Strategic Planning & Assessment

- LSC-Strategic Plan
- Institutional Effectiveness (IE)
- IE Success Stories
- Student Learning Outcomes (SLO)
- Compliance Assist

What's New?

A new volume of IE Success Stories based on the AY 2015-16 Annual Cycle of Effectiveness (ACE) Closing-the-Loop Reports is published. This volume of IE Success Stories features five divisions or departments from each LSC campus. Read these stories by clicking on the link below:

[IE Success Stories \(AY 2015-16\)](#)

You may also read the IE Success Stories from the past years by using the link below:

[IE Success Story \(Past Years\)](#)

IE Overview

At Lone Star College, assessment consists of both operational effectiveness and learning effectiveness. To assess the operational effectiveness, all LSC units are engaged in an annual cycle of planning and assessment that involves developing plans for improvement, implementing said plans, collecting data to gauge the extent to which the expected outcomes are achieved, and then using the assessment results for continuous improvement.

An overview of the Annual Cycle of Effectiveness (ACE) is presented below:

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Committees

- [LSC Advisory Committee](#)
- [LSC Curriculum Team](#)

Using Reporting and Analysis to Support Planning, Assessment and a Culture of Inquiry

Cascade Reporting Framework

Level	Core Metric: Course Success Rate		Research Results
	Core Metric	Research	
President	Course Success Rate		
VN	Course Success Rate (Overall, Dev Ed, Gateway, and by modality)		
VPSS	Course Success Rate (by demographic)		
Dean	Course Success Rate (by Subject, Highest D.F.W)	Course Success by Pre-req. Grade What are the success rates by Pre-Req grade and Subject?	Students at Risk: Math Students earning "C" in Pre-req.
Dev Ed	Course Success Rate Dev Ed (Math, Reading, Writing)	Course Success by Pre-req. Grade Course Success by Repeater What are the success rates by Pre-Req grade and Subject? What are the success rates for "Repeaters" or "Non-Repeaters"?	Students at Risk: Repeaters for Dev Ed. courses. Math Students earning "C" in Pre-req.

Culture of Inquiry - Increased engagement with data

Using Reporting and Analysis to Support Planning, Assessment and a Culture of Inquiry

Reporting: Data Report E.g. (Course Success)

Success	
Fall Terms	2014
2014	2015

Course	Fall Terms		
	2013	2014	2015
Overall			
Modality			
Part Time			
Online			
Distance Courses			

Course	Fall Terms		
	2013	2014	2015
Dev Ed			
Math			
Reading			
Writing			
Overall Dev Ed			

