Name of Institution: Merritt College

Area of Focus	Objective	Action Steps	Status of Progress	Evidence
A. Establish an integrated planning process with linkages to program review assessment, and resource allocation (CR 3, 4, 9)	1. Establish an Institutional Effectiveness (IE) Task Force. 2. Create training modules for APU and Program Review. Coordinate with the District Office. 3. Train Deans and Department Chairs on APU and Program Review process. 4. Review, revise, and reconcile all governance committee by laws. 5. Align language in the governance by-laws with current institutional effectiveness planning process(es). 6. Develop a governance committee bylaws template. 7. Develop a systematic communication, evaluation, and goal-setting process for all governance committees.	a. Create IE Task Force b. Conducted APU training sessions for instructional and student services units c. Convene a governance committee summit/retreat. d. Hire a facilitator/coach to assist the College with development of training modules, providing the training, and drafting of a governance committee bylaws template. e. Revise all committee bylaws in accord with current institutional effectiveness processes, using the template with the assistance of the facilitator. f. Visit two colleges with effective governance committee communication, evaluation, and goal setting processes, and incorporate useful practices as appropriate into Merritt's processes. g. Evaluate and assess progress toward meeting Area of Focus A	a. IE Task Force created in August 2016 with ongoing meetings. b. Completed APU training sessions for instructional and student services units. Customize APU template and developed APU timeline which were distributed college wide. c. Coordinating with Professional Development Committee to plan and organize activities around Spring 2016 flex days d. In progress e. Spring 2016 semester f. Task Force members will attend RP Group/IEPI Integrated Planning Regional Convening on November 28, 2016, in San Francisco in lieu of one college visit. College visit being planned for December/January. g. Ongoing	a. Meeting agendas b. APU training agendas and calendar c. PDC meeting minutes 10/14/16 d. n/a e. n/a f. Conference announcement g. n/a
B. Establish a culture of assessment for student learning outcomes	1. 100% of courses will complete assessment of at least one student learning outcome by June 2017. 2. 100% of programs will complete assessment of at least one learning outcome by June 2017. 3. 100% of service areas will complete assessment of at least one learning outcome by June 2017. 4. Assessment of 67% of institutional learning outcomes will be completed by June 2017.	a. Require all departments and programs to meet at least two times per semester to establish a course and program level assessment, to dialogue about student learning, and to report on the assessment of student learning (SLO, SAO, PLO, and ILO). b. Institutionalize the Student Learning Outcomes Assessment Committee (SLOAC) coordinators/facilitators to sustain the College's progress in learning outcomes assessment. c. Advocate for learning outcomes assessment to be included in the collective bargaining agreement with the faculty. d. Establish clear timelines for outcomes assessment. e. Review and expand learning outcomes assessment training. f. Evaluate and assess progress toward meeting Area of Focus B.	a. Established assessment calendar and required department chairs and program directors to submit annual assessment plan. Coordinators have met with certain departments and programs. Revised website with Tableau charts on assessment progress. b. IEPI grant is funding SLOAC activities and coordinator positions. Work on appropriating percentage of CTE grant budgets for assessment. c. Ongoing d. Established and disseminated calendars for instructional and student services units. e. Presentations at fall flex days and planning summit. Coordinators continue to meet with departments and programs to provide training. f. Ongoing	a. CDCPD meeting minutes 09/07/16; assessment plans; list of coordinator meetings; APU training agendas b. CTE meeting minutes c. n/a d. Calendar on SLOAC website e. Assessment presentations

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C. Establish institutional standards for student achievement and systematic evaluation	1. Understand and develop institution-set standards for the College. 2. Institute a process for analyzing institutional and institution-set standards to ensure the College meets its goals. 3. Inform the College community about institutional standards.	a. Seek assistance from the RP Group to facilitate the College's understanding and development of all institutional standards. b. Visit two to four colleges with established institutional standards to review their processes for developing, monitoring and evaluating all institutional standards, and incorporate useful practices as appropriate into Merritt's processes.. c. Set the standards. d. Establish the process for analyzing progress on the standards. e. Develop a communications plan to inform the College community about its institutional standards. f. Evaluate and assess progress toward meeting Area of Focus C.	a. College Researcher will attend RP Bay Area Regional Meeting on November 3 at DeAnza on setting and integrating ISS. b. A panel discussion among colleges will take place at the RP Bay Area Regional Meeting. c. Completed d. Ongoing. Alignment with ISS incorporated into APU template. e. Ongoing. Presentations at summits and flex days. f. Ongoing	a. Agenda b. Meeting announcement and agenda c. ISS posted on website d. APU template e. Presentations
E. Establish clear lines of communication throughout the College to increase engagement by all constituencies	1. Make recommendations for improvement based on the results of the Spring 2016 governance evaluation process. 2. Develop a library of governance best practices to establish effective institution-wide communication related to decision-making. 3. Clarify the roles and relationships of College governance committees. (See also Area A above.) 4. Institutionalize a college-wide process for evaluating the effectiveness of the decision-making processes at the College.	a. Review the results of the Spring 2016 governance evaluation process and make recommendations for improvement. b. Visit two colleges with established and clear lines of communication through their participatory governance processes, and incorporate useful practices as appropriate into Merritt's processes. c. Establish the library of governance best practices. d. In coordination with the bylaws review in Area A above, clarify, document, and disseminate the roles of and relationships among all major College governance committees. e. Hire a consultant with professional development expertise in institutional self-governance, including the effective use of Roberts Rules of Order (RRO), to assist in the development and implementation of governance orientation and training. f. Develop a governance orientation program to be presented annually during flex and opening day activities. g. Create an online self-paced course in Merritt College governance best practices to be available for on-demand orientation. h. Evaluate and assess progress toward meeting Area of Focus C.	a. Reviewed by IEPI Focus Area E at October 28 meeting b. Task Force members will attend RP Group/IEPI Integrated Planning Regional Convening on November 28, 2016, in San Francisco in lieu of one college visit. College visit being planned for December/January c. Ongoing d. Ongoing e. Ongoing. Planning to hire two consultants for flex days. f. Ongoing g. Ongoing h. Ongoing	a. Meeting notes b. Conference announcement c. n/a d. n/a e. n/a f. n/a g. n/a h. n/a