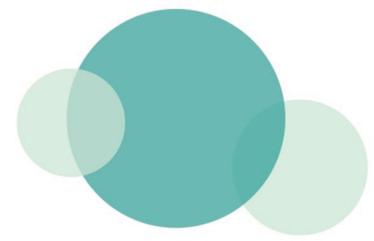




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Continuous Improvement – Culture & Structure

Bristol Community College

April Lynch

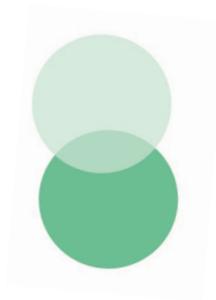
Chief Strategy Officer

Dr. Danielle Licitra

Director, Institutional Assessment

Jade Vieira, MPP, MBA

Director, Strategic Analytics



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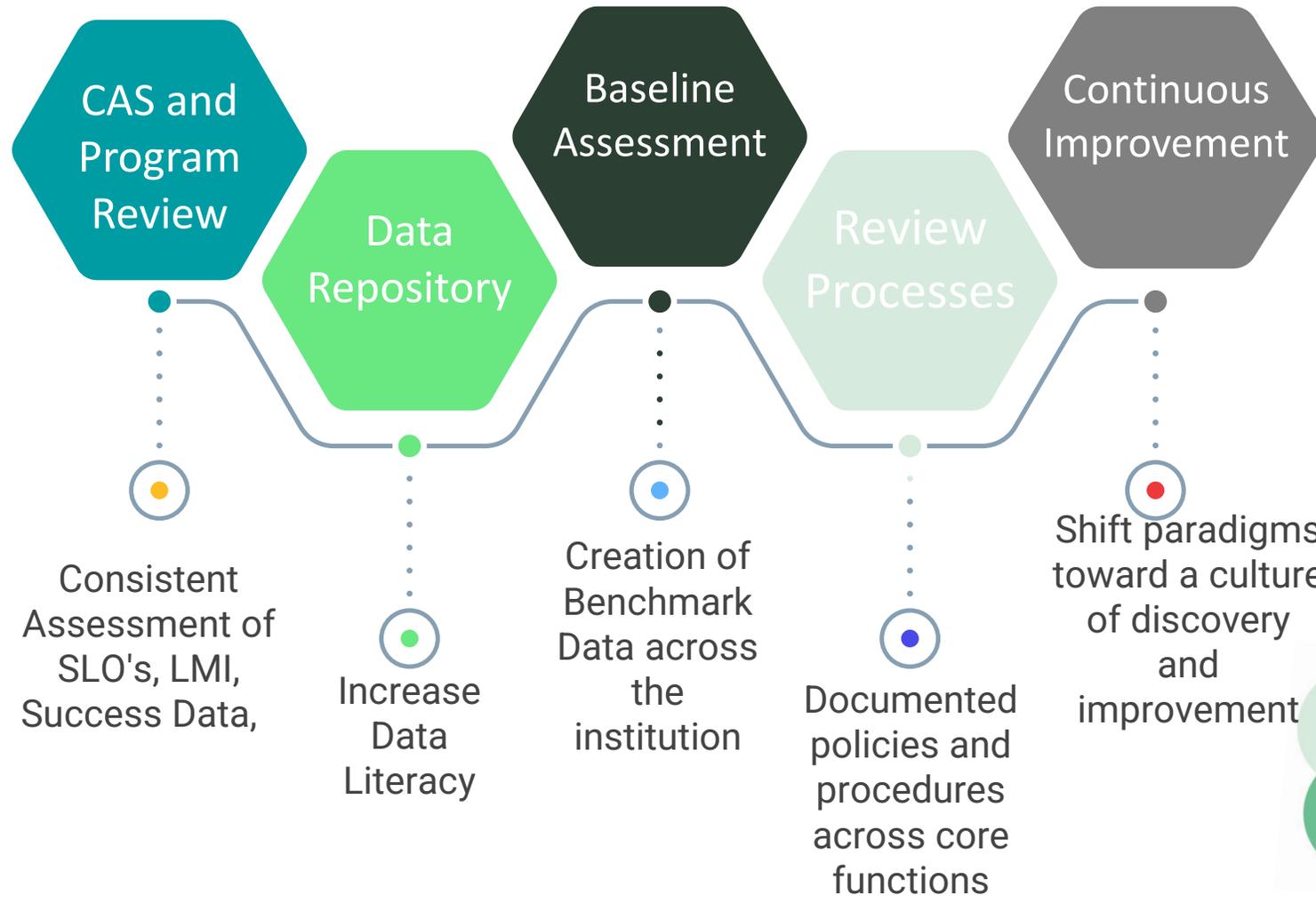
Today's Agenda

- Foundation Building Blocks – Strategic 2020-2025 Plan
- Culture of Continuous Improvement
- CAS and Program Review
- Data Informed Decision Portal (DID)
- Strategic Innovation and Professional Development
- Lessons Learned – Moving Forward



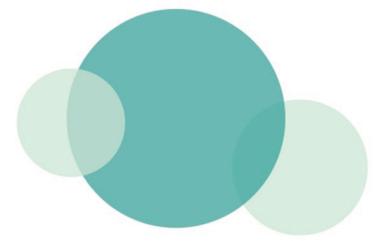
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2020-2025 Strategic Plan





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Foundation – Building Blocks

**New Director of
Assessment Position**

**New 5 yr. CAS &
Program Review**

**Data Collection –
Baseline Metrics**

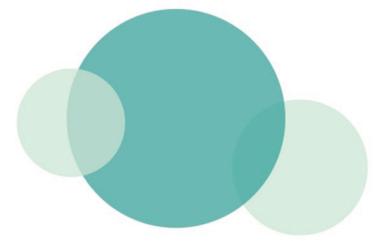
**Creation of the DID
Plan**

**Culture
Development - CI**

**PD to Support
Strategic Goals**



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Building A Culture of Continuous Improvement

Branding

“Get Curious. Stay Curious. Be Part of Bristol Curiosity.”

Town Hall Forum

*Exploring the work of Continuous Improvement
Measuring Mindset*

Discovery Day

“The Art of Impact”

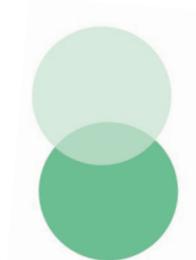
Change Readiness

PACE Survey

Collaboration

Strategic Analytics

Did the needle move?



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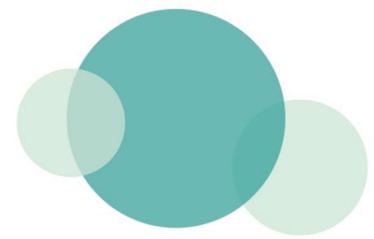
Join us as we launch a College-wide initiative to elevate the value of continuous improvement and promote the engagement of inquiry & change effort.

Town Hall Meeting
April 2nd @ 3pm Virtual

4 Focused Themes:

1. Promoting a Culture of Continuous Improvement through curiosity
2. Connect your Commitment to Student Success
3. Being Part of a Larger Story
4. Institutional Structures & Support

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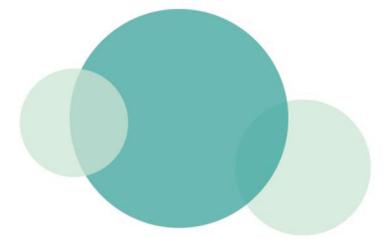
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Building A Culture of Continuous Improvement



Building a Culture of Continuous Improvement

[Home](#) / [Bristol Community](#) / [Faculty & Staff](#) / [Institutional Assessment](#)

Institutional Assessment

5-Year + One Cycle Snapshot

Building the Narrative

How do we do This?

Institutional Assessment: General Education Competency

Institutional Assessment: Co-Curricular Competencies

Institutional Assessment: 5-year + One CAS/Program Review Cycle +

Institutional Assessment: Artifact Collection Process

High Impact Practices (HIPs)

Professional Development Opportunities +

Access to Data +

Strategic Plan | Objectives +

Developing Pathways to Foster the Improvement of Student Learning & Student Success

"Create, engage, and support a process that allows individuals to pursue exciting and effective practices & pedagogy by building thriving communities that lead to deep learning & student success."

*"Assessment is the most valid way of demonstrating the effectiveness of services, programs, and facilities, especially in defending and promoting higher education, and also in meeting accreditation standards."
-Upcraft & Schuh, 2001*

A culture of assessment occurs when information is regularly collected for making decisions that inform our practices and contribute to student success. Building a culture of evidence engages others in sharing practices that are effective and allows for discussions related to improvement. In the end, the results of our work contribute to an institution's ability to reach strategic goals, accreditation requirements, and fulfill the institution's mission in transformative ways.

Assessment is the continuous process of collecting, evaluating, and using information to inform practice and determine the breadth and depth of learning taking place. Evidence can be either direct or indirect. However, it must capture the entire story of a student's true experience. Data can be quantitative or qualitative "pieces of the picture," but evidence requires you to put these pieces together in a meaningful way.

- Institutional Assessment: 5-year + One CAS/Program Review Cycle -
- Institutional Assessment: 5-year + One CAS/Program Review Cycle
- Academic Affairs | Program Review ^
- Academic Affairs | Program Review
- Academic Affairs - Program Review Year Zero
- Academic Affairs - Program Review Year One
- Academic Affairs - Program Review Year Two
- Academic Affairs - Program Review Year Three
- Academic Affairs - Program Review Year Four
- SSEM | CAS Review v
- Operational Department | Hybrid Review v





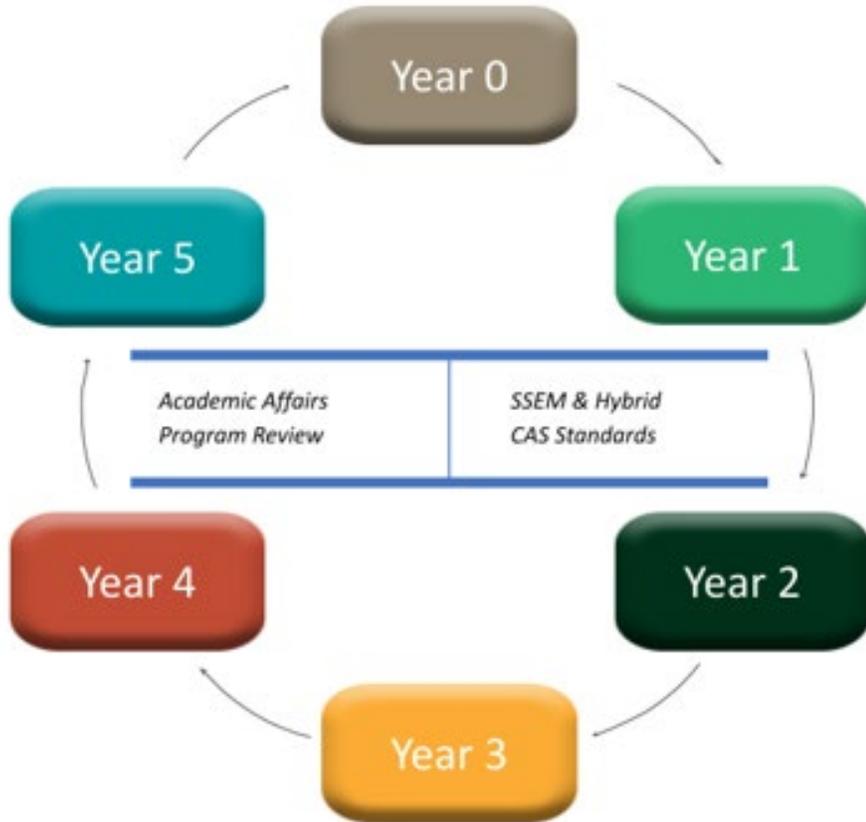
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Institutional Structures – Everyone’s Responsibility

5 year + 1 CAS & Program Review

Deliverables – Academic Affairs



Year 0

Program Statement, Goals, Learning Outcomes & Curriculum Maps

Year 1

Student Success Measures (PMRS, IPEDs, NECHE, DHE, Internal)

Year 2

Culturally Responsive Improvement & Department Faculty demographics, PD, & Facilities

Year 3

PLO Assessment & Transfer Readiness/Labor Market Alignment

Year 4

PLO Assessment & Course SLO Alignment/Assessment

Year 5

Comprehensive Program Review Report & Review



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Data-Informed Decision Plan

DID Portal

ARGOS reports

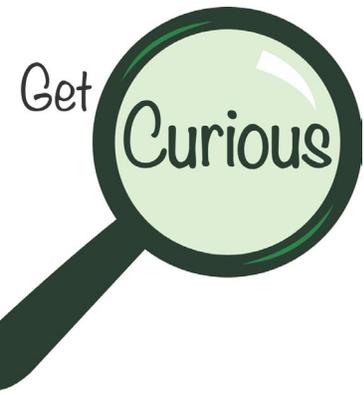
Tableau Dashboards

Data Requests

- Everyone is empowered to make decisions with data, every day.
- Using data to guide strategic decisions that align with Bristol's goals, objectives, and initiatives.
- Data are accessible, balanced with security and governance.
- Training and development opportunities are available to increase data literacy.

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Access to Data

- 32 Public Dashboards
- 4 Internal Dashboards
- DID Portal (Sharepoint)

Data Literacy

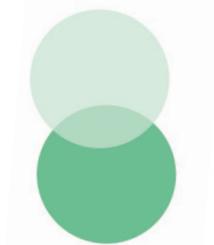
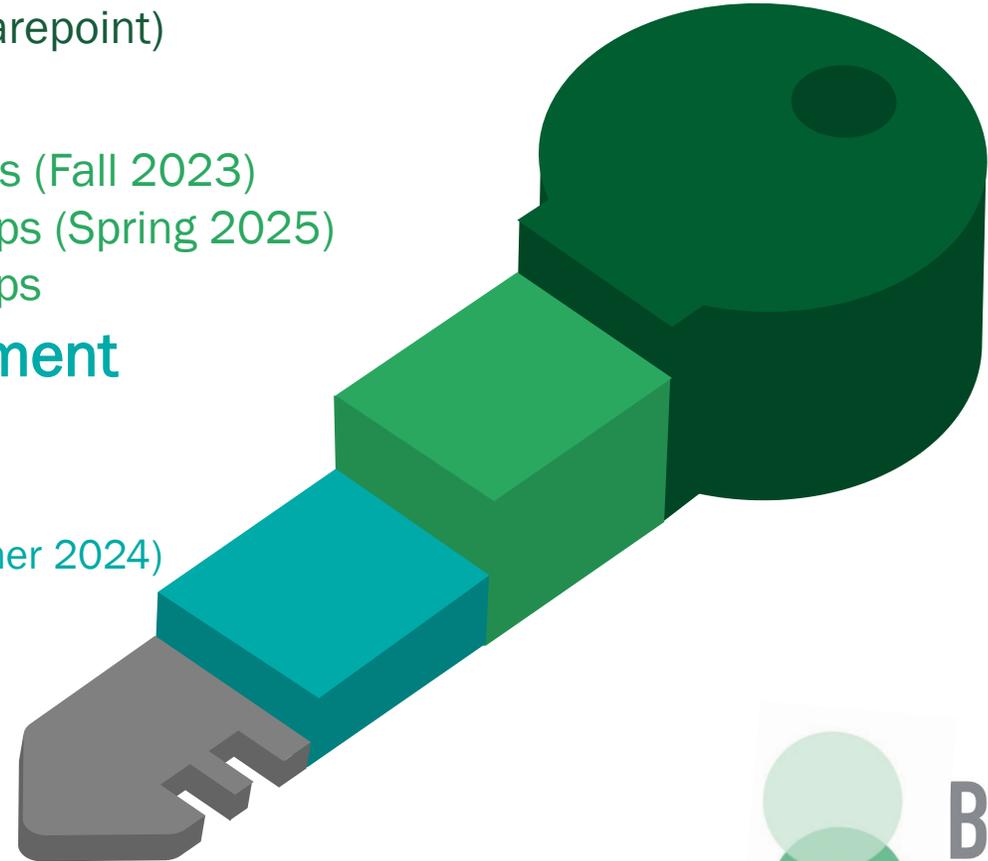
- Synchronous workshops (Fall 2023)
- Asynchronous workshops (Spring 2025)
- Discovery Day workshops

Student Success and Achievement Dashboards

- Enrollment (Spring 2022)
- Successful Course Completion Rates (Summer 2024)
- CCSSE (*Coming soon*)

Before the shift

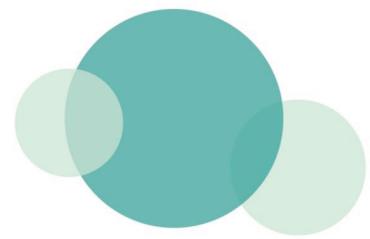
- Reliance on ARGOS reports
- High volume of ad-hoc data requests





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ABOUT >

About Bristol

- Accreditation
- Board of Trustees
- Mission, Vision & Values
- News & Events
- Policies, Disclosures & Legal Statements
- President's Office
- Strategic Plan 2020-2024
- Student Success and Achievement
- Title IX

In the Community

- Bristol Mobile Food Market
- Center for Cyber Intelligence and Security
- Grimshaw-Gudewicz Art Gallery
- Bristol Holocaust and Genocide Center
- Upcoming Events



Meet Incoming Bristol President Harris

[President's Office](#)

Available Dashboards

 ENROLLMENT	 PROGRESS/COMPLETIONS	 INSTITUTIONAL SURVEYS
 ACADEMIC PROGRAM REVIEW	 ACADEMIC INITIATIVES	 FACT SHEETS





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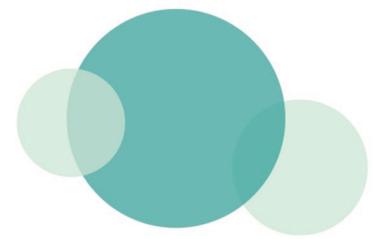
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Alignment of Professional Development

- ❖ **Shift from Academic Innovation to Strategic Innovation and Professional Development**, expanding the focus from faculty-only development to professional development for the entire college
- ❖ **Center for Teaching and Learning housed within this group**, supported by staffing realignment and a cross-disciplinary advisory group to meet faculty and professional staff PD needs
- ❖ **Programming aligned with the college's strategic priorities** (e.g., trauma-informed practices, AI, innovation), with assessment embedded through pre- and post-measures
- ❖ **Ongoing evaluation of impact**, using follow-up and data to identify changes in practice and inform Discovery Day programming and continuous improvement efforts
- ❖ **Dedicated assessment position included** to support data-informed planning and evaluation

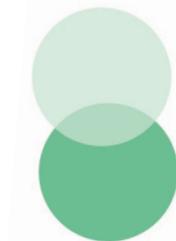
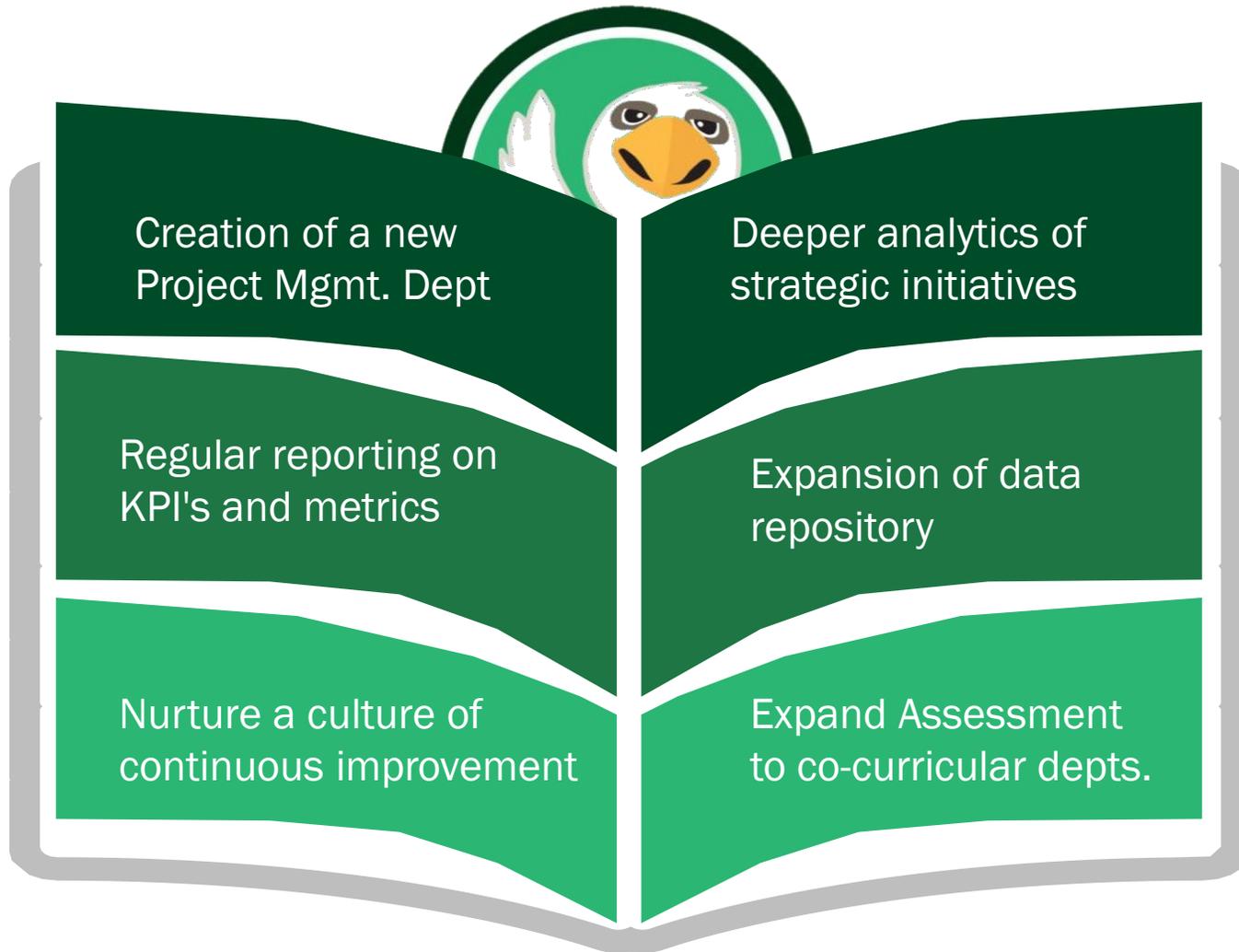




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Moving Forward



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ATTLEBORO FALL RIVER NEW BEDFORD TAUNTON ONLINE

April Lynch

Chief Strategy Officer
April.Lynch@Bristolcc.edu

Dr. Danielle Licitra

Director, Institutional Assessment
Danielle.Licitra@Bristolcc.edu

Jade Vieira, MPP, MBA

Director, Strategic Analytics
Jade.Vieira@Bristolcc.edu

