



INSTITUTE *for* EVIDENCE-BASED CHANGE
Informing Decisions · Improving Practice · Increasing Student Success

Continuous Improvement Continuously

**For the National Alliance of Concurrent
Enrollment Partnerships (NACEP)**

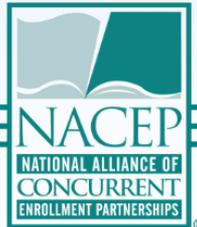
Jordan E. Horowitz, Vice President
www.iebcnow.org

Today's Learning Objectives

Upon completion of this workshop, participants will:

- Describe the concept of continuous improvement
- Identify the four stages of the continuous improvement cycle
- Understand how the continuous improvement cycle fits with NACEP's standards

NACEP Evaluation Standards



2017 NATIONAL CONCURRENT ENROLLMENT PARTNERSHIP STANDARDS

Adopted May 2017

Program Evaluation Standards

Evaluation 1 (E1)

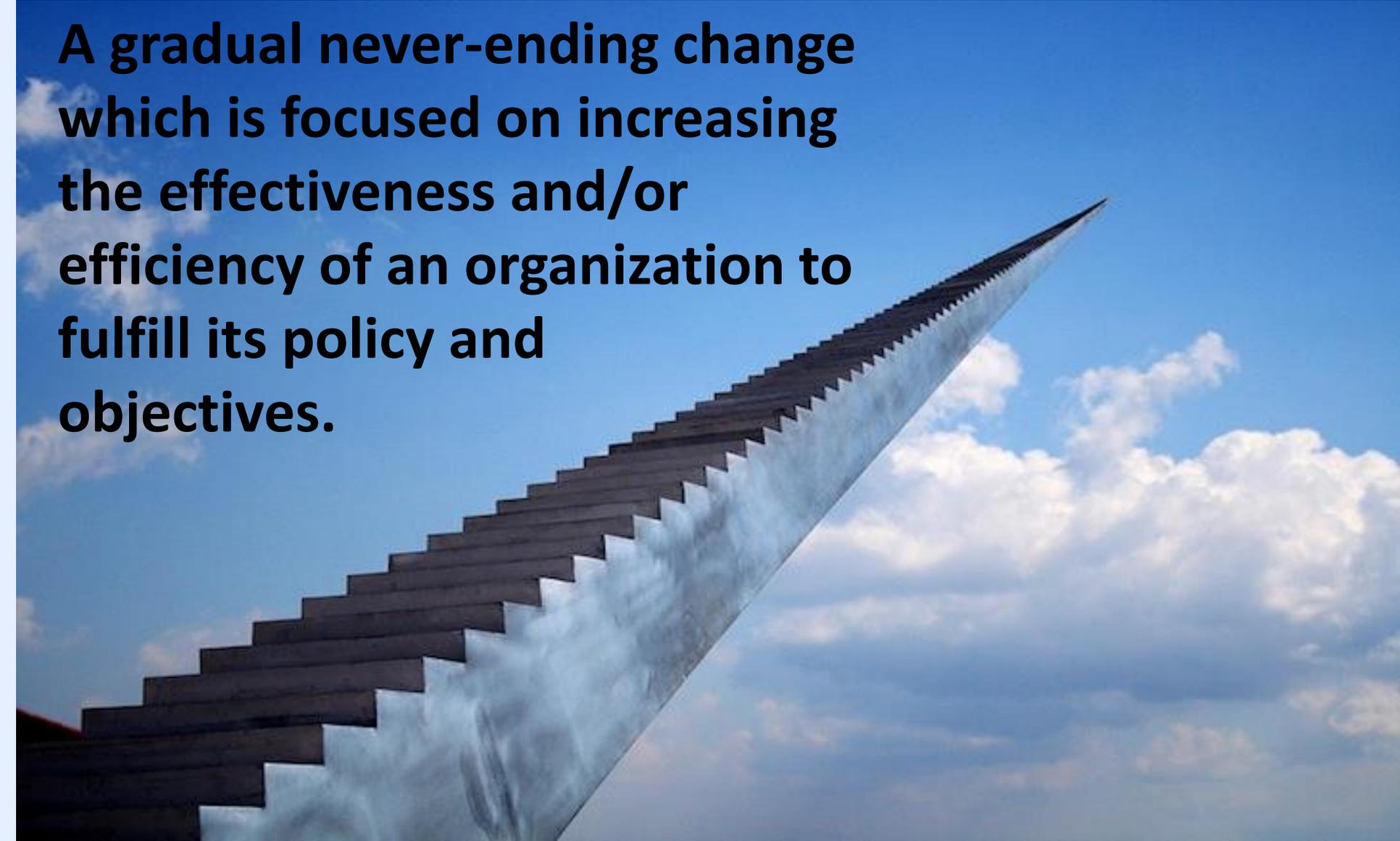
The college/university conducts end-of-term student course evaluations for each concurrent enrollment course to provide instructors with student feedback.

Evaluation 2 (E2)

The college/university conducts and reports regular and ongoing evaluations of the concurrent enrollment program effectiveness and uses the results for continuous improvement.

Continuous Improvement: Introducing the Concept

A gradual never-ending change which is focused on increasing the effectiveness and/or efficiency of an organization to fulfill its policy and objectives.



Continuous Improvement: Introducing the Concept

**I'VE GOT TO ADMIT
IT'S GETTING BETTER.
IT'S A LITTLE BETTER
ALL THE TIME.**

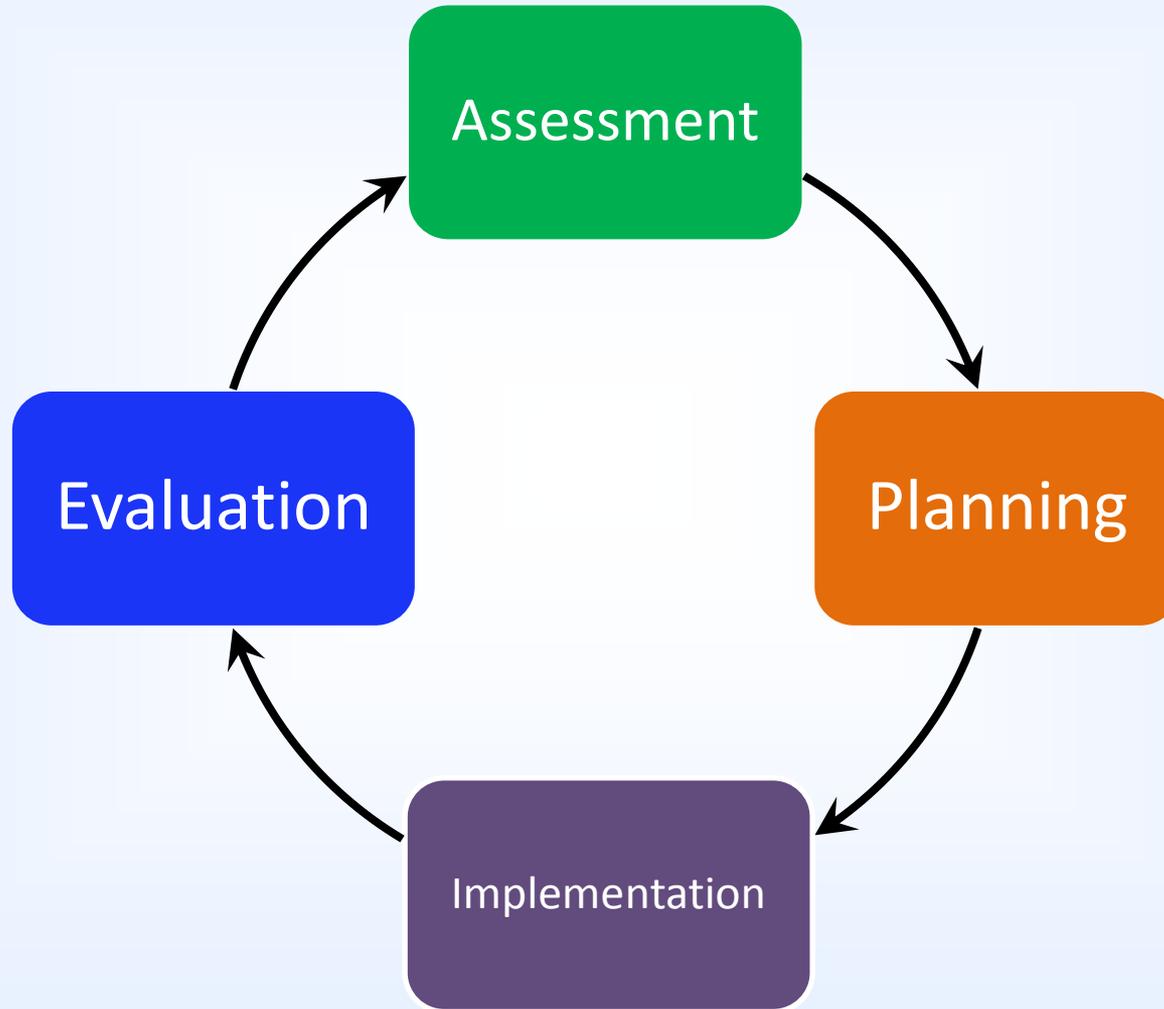


Paul McCartney
English musician

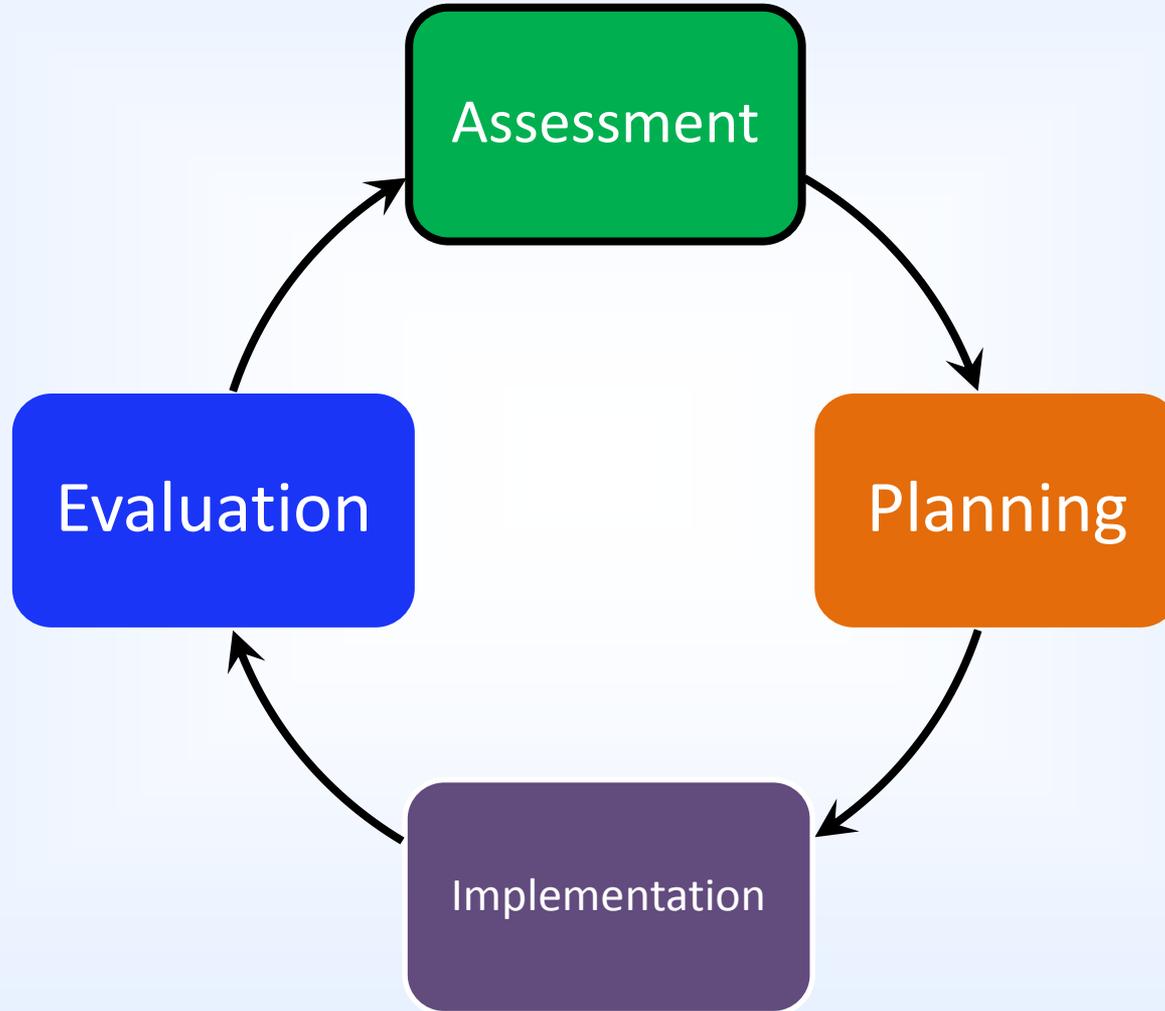
QUOTEHD.COM

Born 1942

The Continuous Improvement Cycle



The Continuous Improvement Cycle



Assessment

The evaluation or estimation of the nature, quality, or ability of someone or something.

Assessment

- **What are our key lagging indicators?**
- **Do the leading indicators we collect address these lagging indicators?**
- **Is the information accurate?**
- **What is the story we need to act on?**

Leading & Lagging Indicators

- Borrowed from the fields of economics and business
- **Leading indicators** are in your control and lead to your hoped-for success
- **Lagging indicators** are affected by what you do to influence your leading indicators
- What is leading and what is lagging depends on where you stand



Persistence
Beyond
First Term
in College



Assessment

- **What are our key lagging indicators?**
- **Do the leading indicators we collect address these lagging indicators?**
- **Is the information accurate?**
- **What is the story we need to act on?**

Assessment

What is typically assessed?

- ➔ **Student achievement**
- ➔ **Student engagement**
- ➔ **Satisfaction**
- ➔ **Equity**

Assessment

Changing horses midstream...

Don't be tempted to change your indicators too early. Progress needs to be sustained.



Assessment

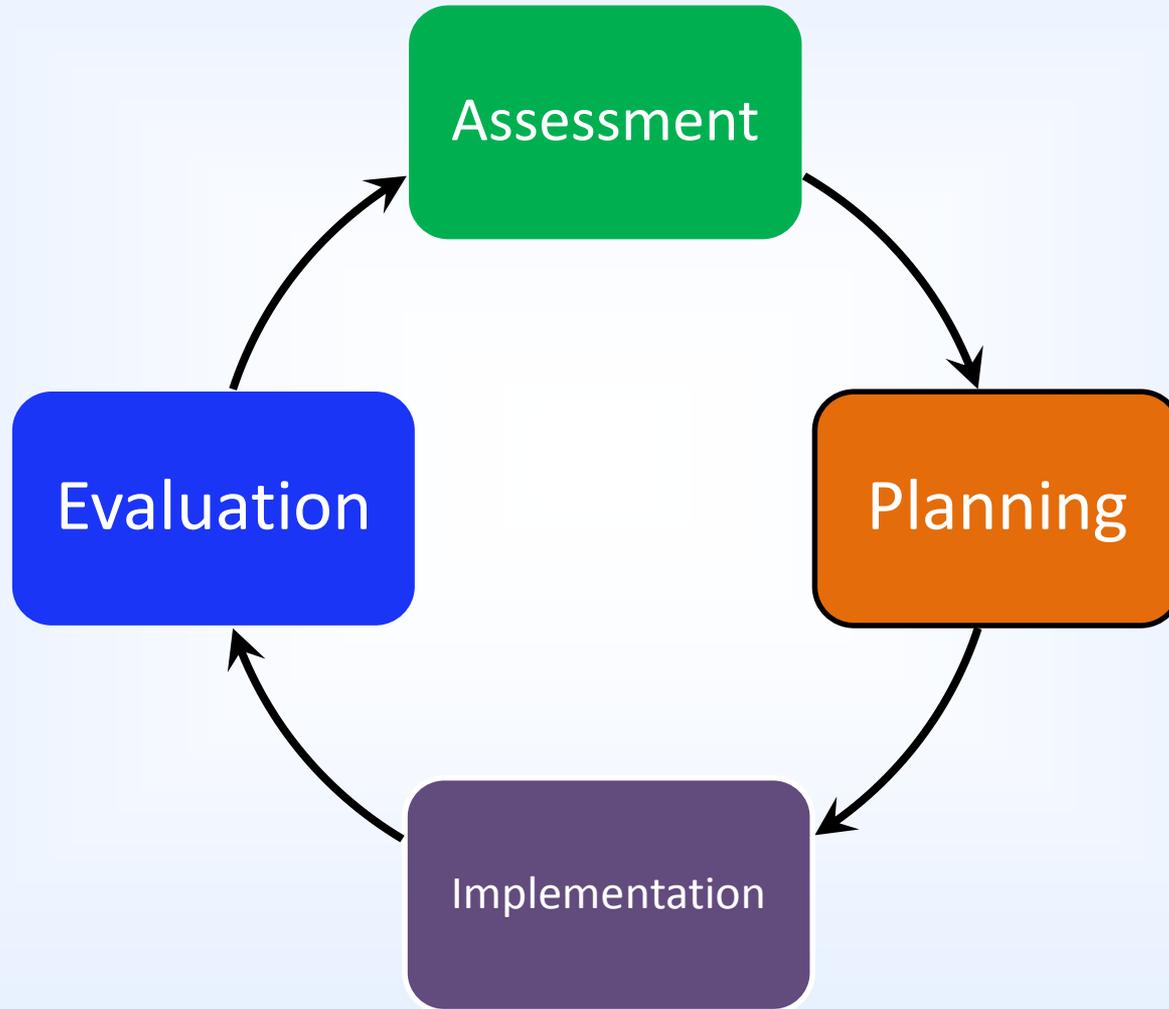
Thinking Together...

➡ What leading and lagging indicators are metrics for your partnership?

➡ How will you assess them?



The Continuous Improvement Cycle



Planning

A method of acting, doing, proceeding, making, etc., developed in advance.

Planning

- **Do we have the shared resources needed to implement our Concurrent Enrollment Partnership? Assess our progress and impact?**
- **Can we get the information we need from one or both of our partner institution's student information system?**
- **Are we addressing policy, instruction, and support?**
- **Can we realistically implement these plans?**

Planning

*Think about
evaluation now!*



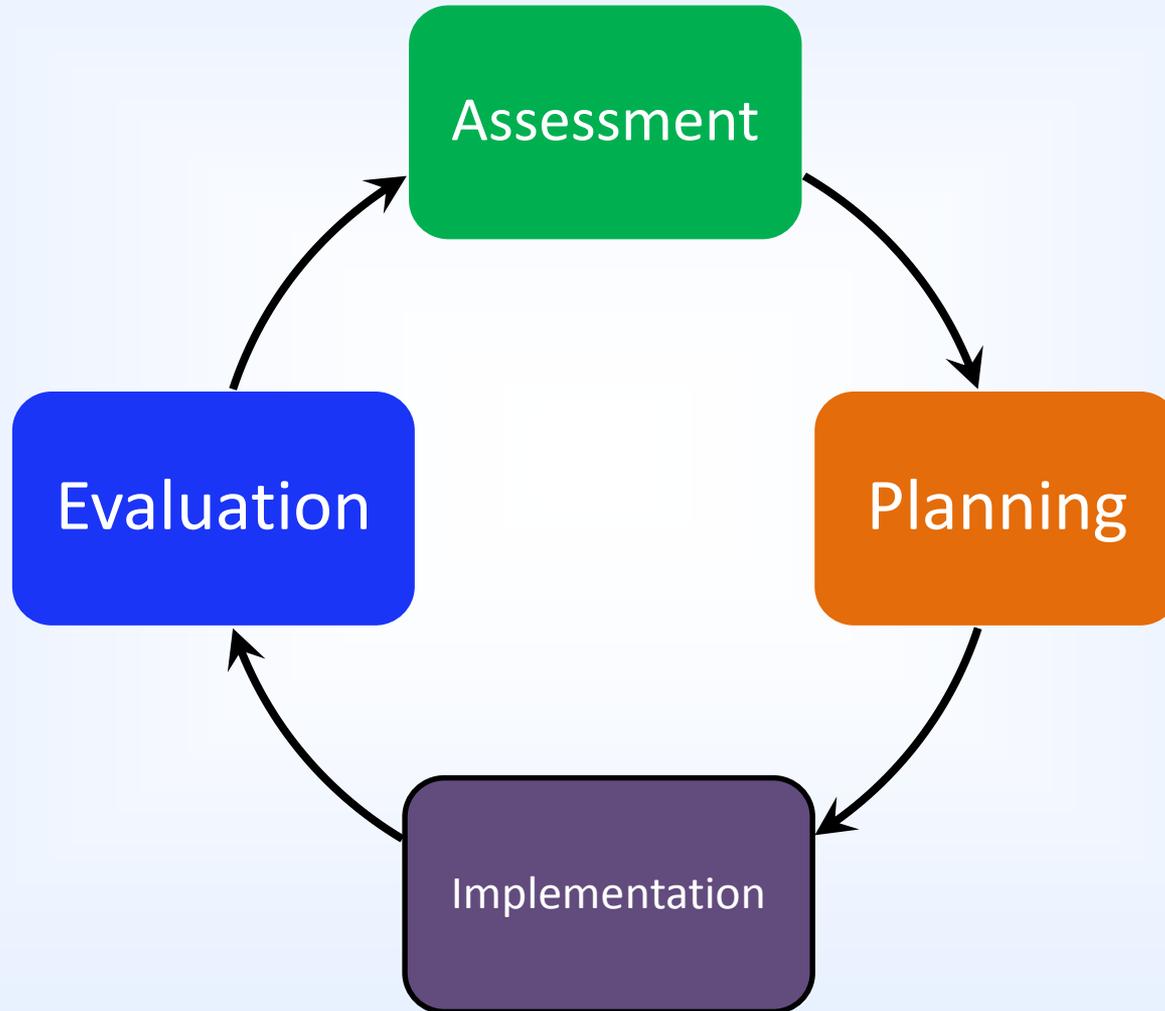
Planning

Thinking Together...

- 👉 How will you know that you accomplished what you intended?
- 👉 Is the data you need available when you need it?



The Continuous Improvement Cycle



Implementation

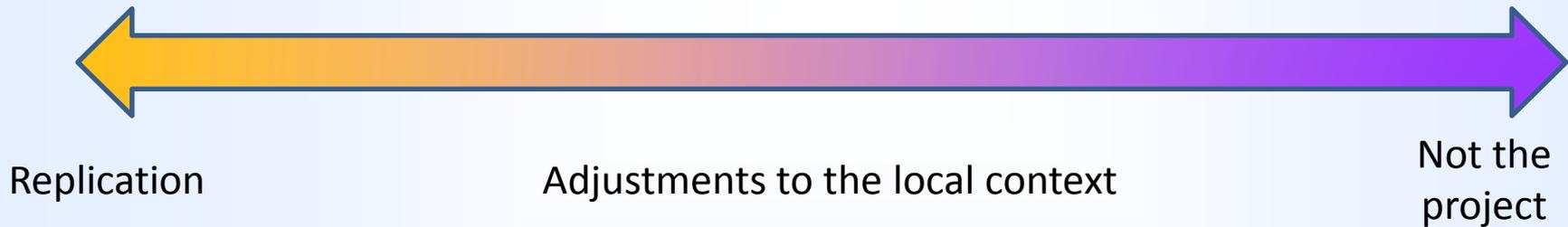
To put into effect according to, or by means of, a defined plan or procedure.

Implementation

- **Do our expected implementers have the skills, resources, and supports they need?**
- **Are we implementing identified practices faithfully (and how will we know)?**

Implementation Fidelity

Can be thought of as a dimension:



Implementation

RASIC

***Responsible**

***Approves**

***Supports**

***Informed**

***Consulted**

Implementation

RASIC

Responsible: The person who is ultimately responsible for delivering the project, intervention, and/or task successfully.

Approves: The person who has ultimate accountability and approval authority; they review and assure quality and are the person to whom “R” is accountable.

Supports: The team or person(s) supporting the "real" work with resources, time, or other material benefit. They are committed to its completion.

Informed: Stakeholders who provide input and must be informed of results or actions taken, but are not involved in final decision-making.

Consulted: Stakeholders who provide valuable input into project or intervention design. Their buy-in is important for successful implementation.

Implementation

RASIC

RASIC Worksheet

Task ↓ Person (<i>Names</i>) →	R	A	S	I	C
Identify courses to be taught as part of the partnership	College and HS faculty	Dept chairs? Deans? Principals?	College and HS faculty?	Boards? Course instructors? Bookstore?	Faculty who taught courses before?

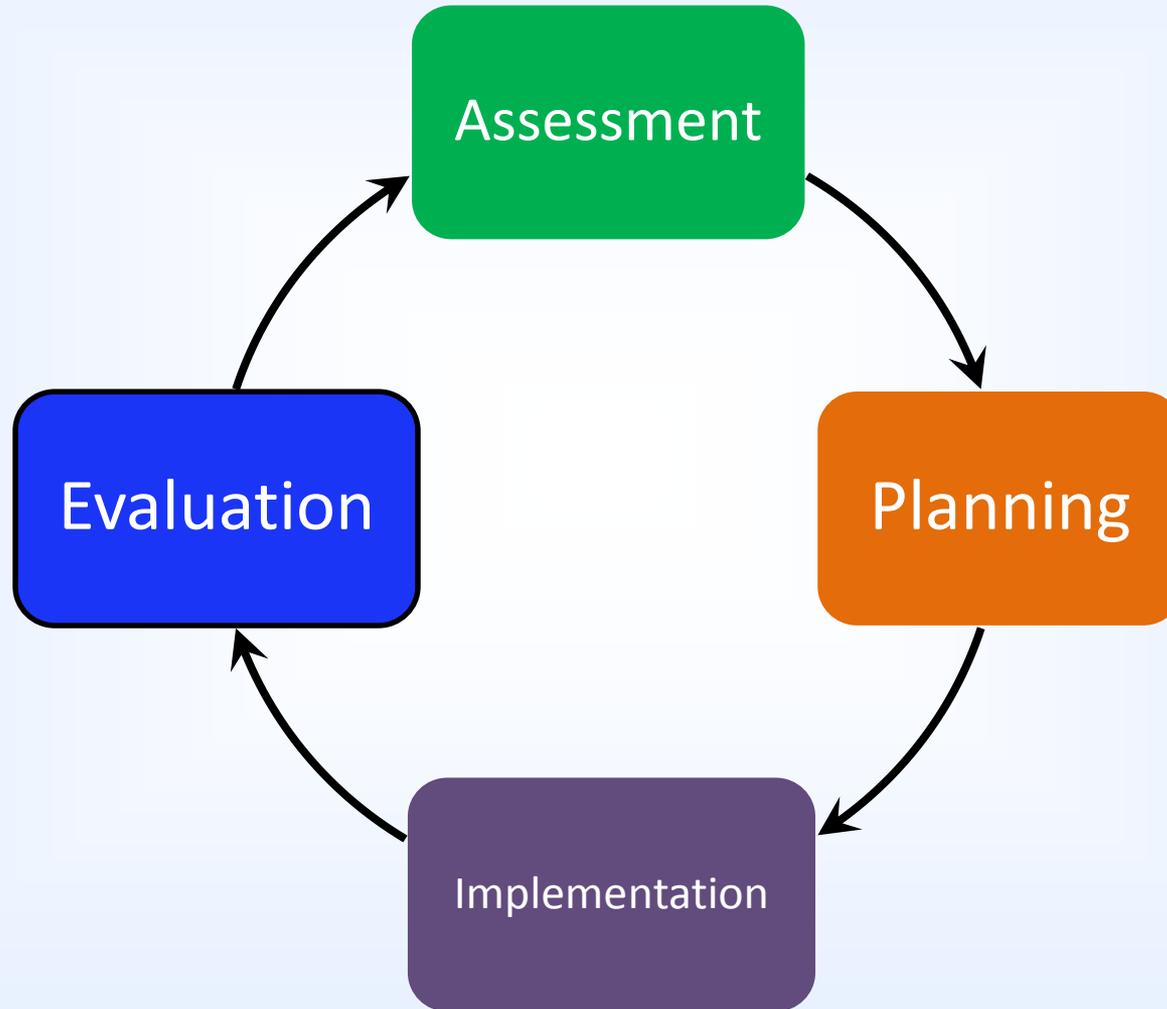
Implementation

Thinking Together...

👉 Who needs to be a part of your plan for each of the RASIC components?



The Continuous Improvement Cycle



Evaluation

**To judge or determine
the significance, worth,
or quality of.**

Evaluation

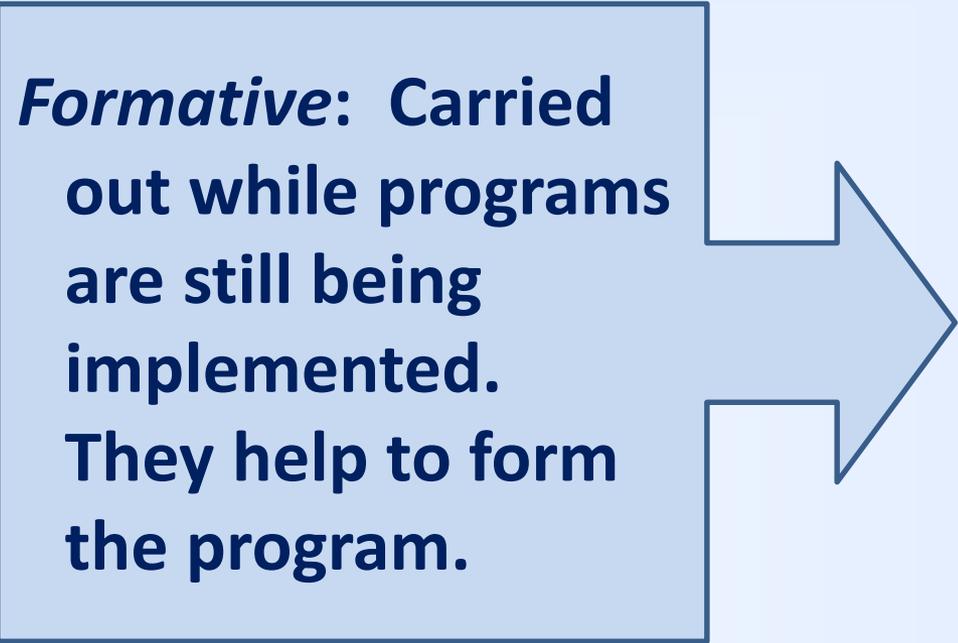
To **judge** or determine
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Evaluation

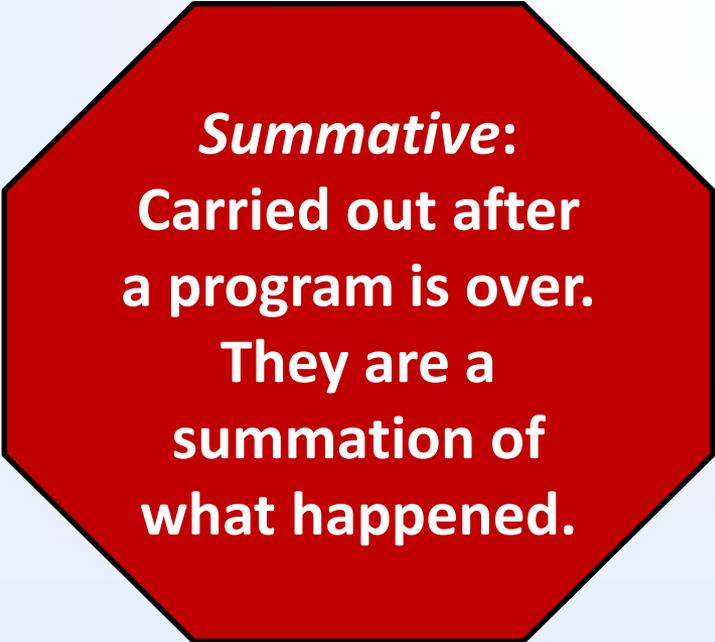
- Are we using our original assessment indicators?
- Are we getting beyond the numbers to understand *why*?
- How do we disaggregate to understand differential impact?
- Adjust, replace, or eliminate?

Evaluation

Formative: Carried out while programs are still being implemented. They help to form the program.



Summative: Carried out after a program is over. They are a summation of what happened.



Evaluation

**When the chef
tastes the soup
that's formative.**

**When the guest
tastes the soup
that's summative.**



Evaluation

Quantitative = What

Qualitative = How or Why

Evaluation

The Importance of Voice



Turns numbers into people

Evaluation

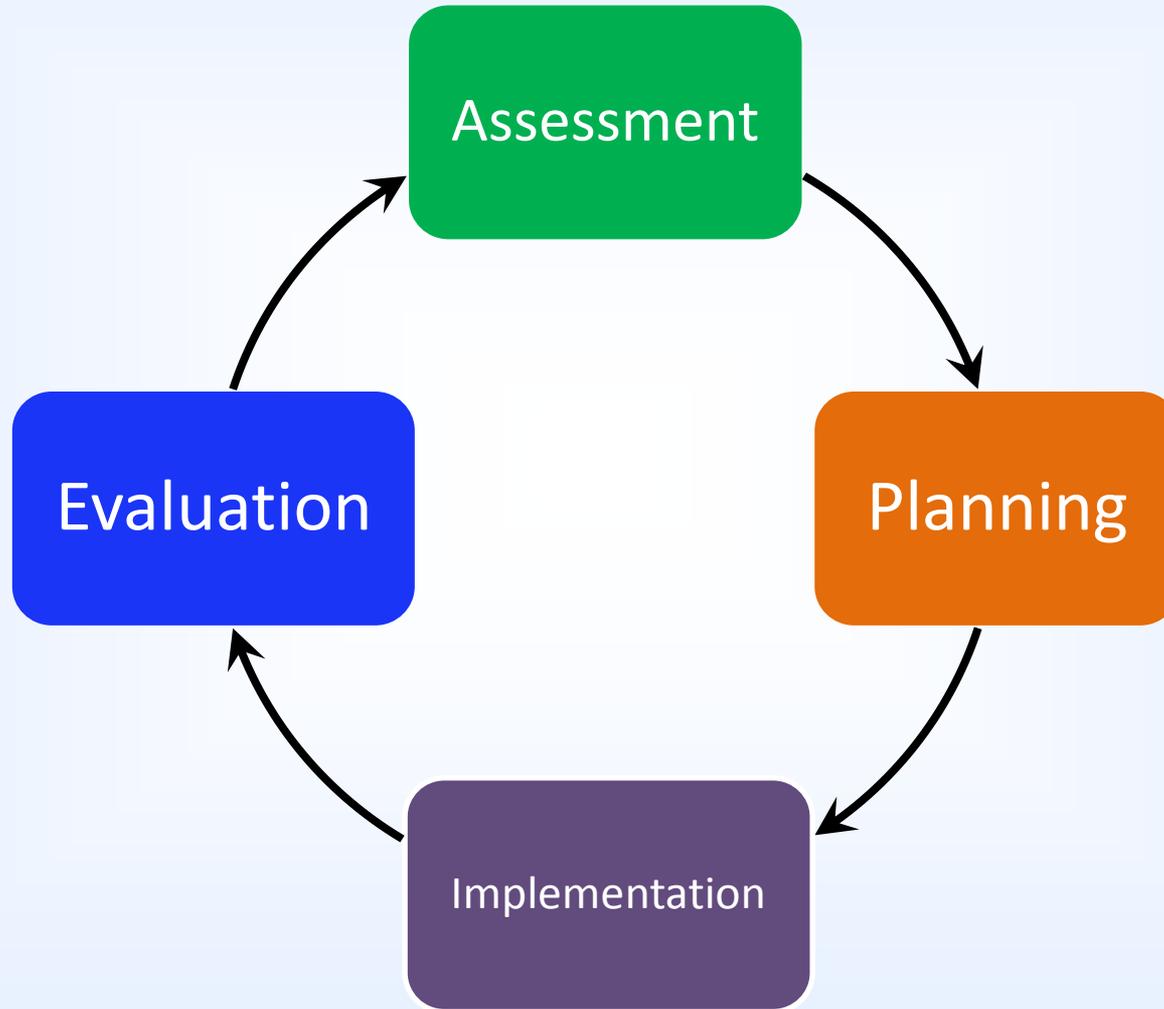
Thinking Together...

➡ Are we getting beyond the numbers to understand why?

➡ How are we getting the information out to those who need it?



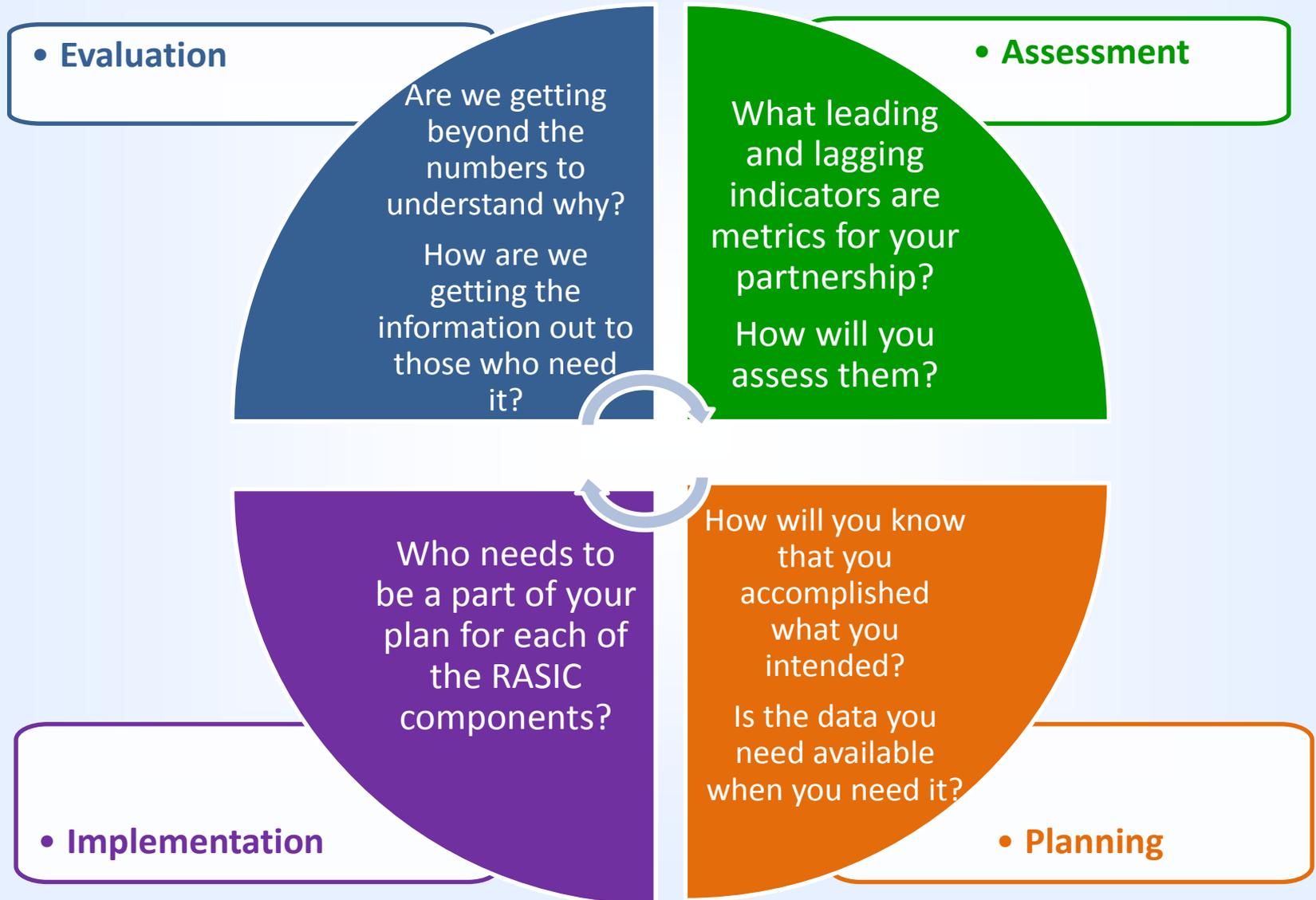
The Continuous Improvement Cycle



Great Job, Celebrate!!!



After the Webinar



Questions?





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