

LONG BEACH  
CITY COLLEGE

# Cultural & Technological Shifts Toward SLO Disaggregation

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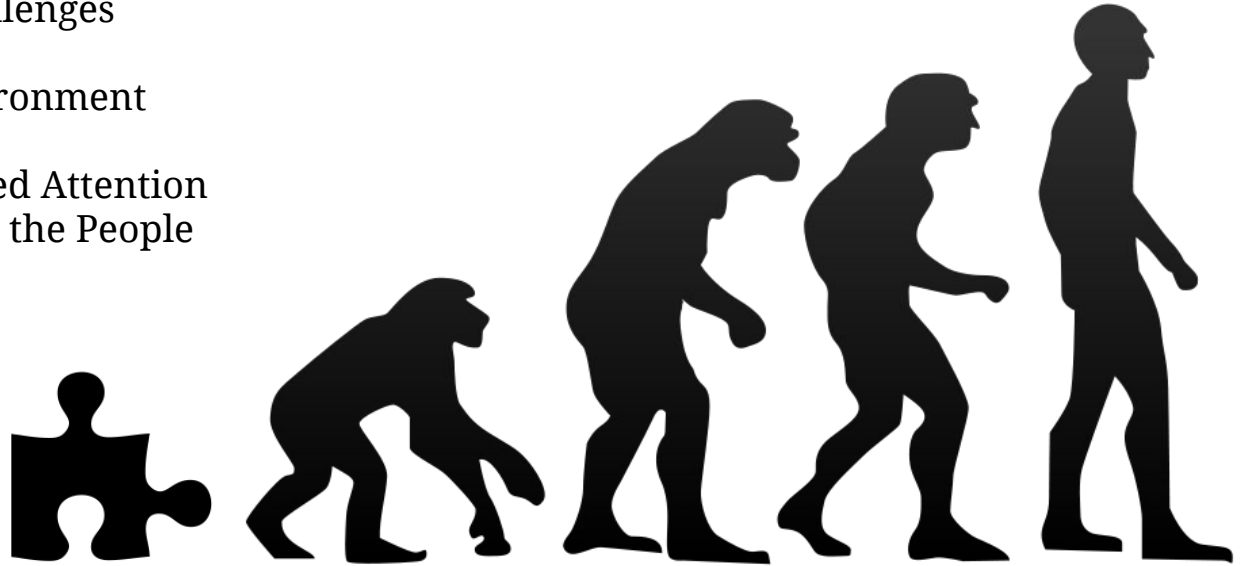
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# Adaptive Leadership

- Adaptive Leadership is concerned with how people change and adjust to new circumstances.
- It focuses primarily on how leaders help others do the work they need to do, in order to adapt to the challenges they face.
- This approach to leadership is also about helping others to explore and change their values.

# Adaptive Leadership Behaviors

1. Identify Adaptive Challenges
2. Get on the Balcony
3. Create a Holding Environment
4. Orientation
5. Maintaining Disciplined Attention
6. Give the Work Back to the People



# Leadership Behavior 1: Identify Adaptive Challenges

- Revised 2014 ACCJC Standards
- ACCJC 2015 Recommendation



# Adaptive Challenge 1: ACCJC 2014 Revised Standards

- Standard I B.5: “..Quantitative and qualitative data are **disaggregated** for analysis by program type and mode of delivery.”
- Standard I B.6: “The institution **disaggregates** and analyzes learning outcomes and achievement for subpopulations of students.”
- Standard III.A.6: “The evaluation of faculty, academic administrators, and other personnel directly responsible for student learning includes, **as a component of that evaluation**, consideration of how these employees use the results of the assessment... to improve teaching and learning.”

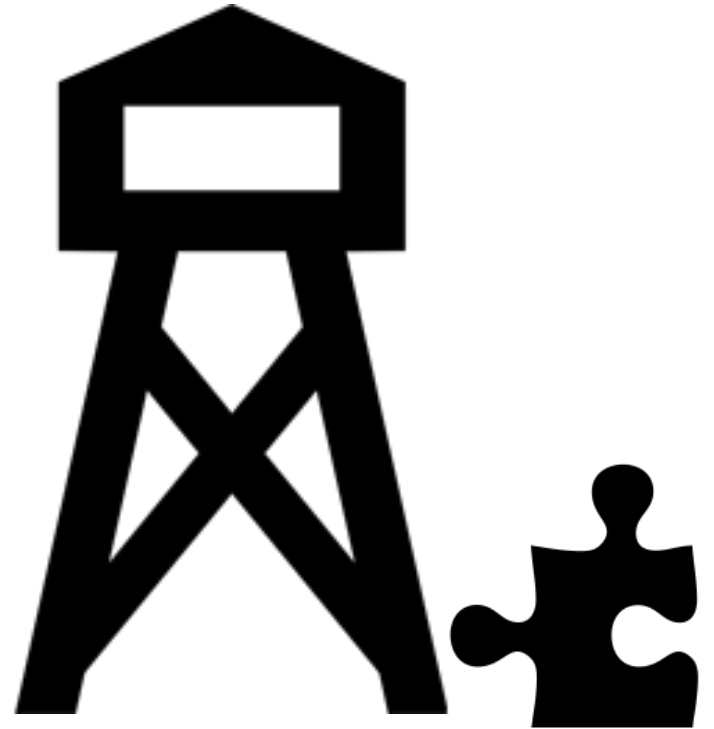


# Adaptive Challenge 2: ACCJC 2015 Recommendation

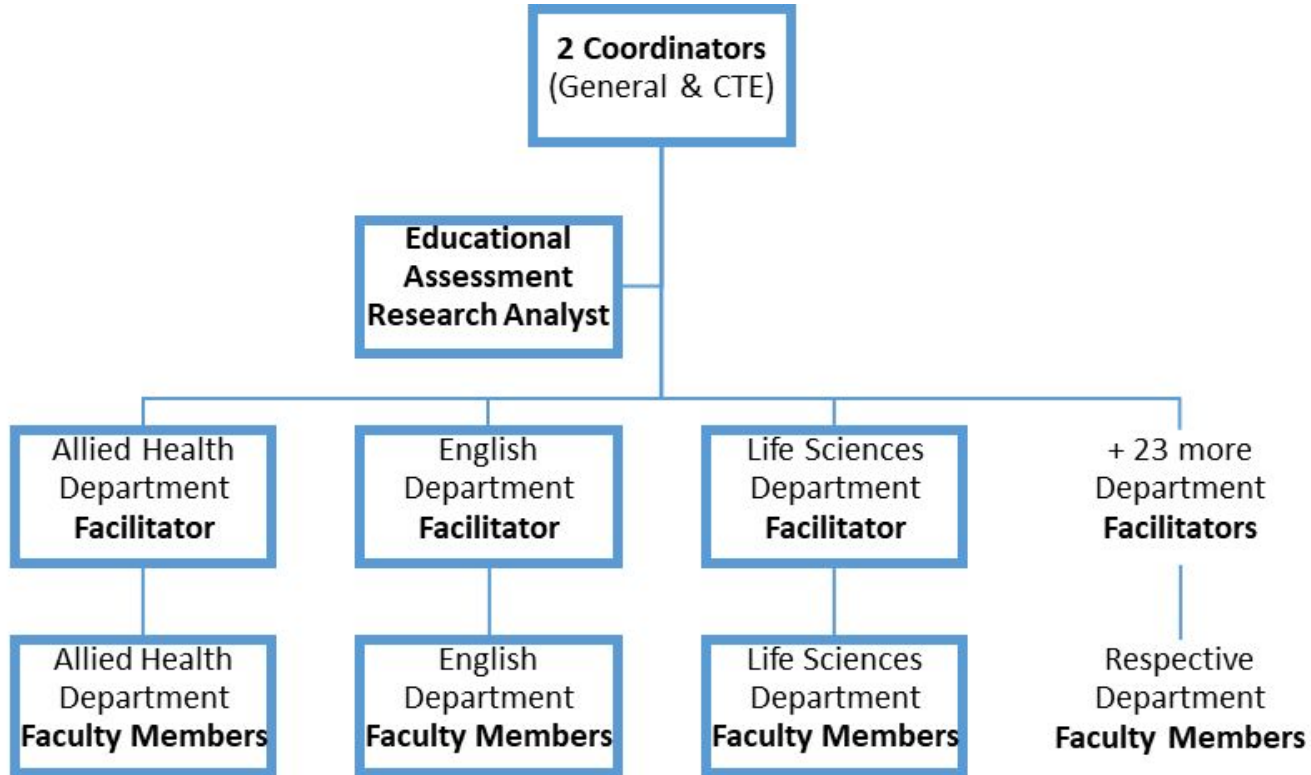
- Recommendation 2: “In order to meet the standards, the team strongly recommends the College **systematically** utilize student learning outcome assessment results to improve the achievement of stated student learning outcomes, and to **inform integrated planning** decisions, including resource allocation and improvements **across the college.**”

# Leadership Behavior 2: Get on the Balcony

- Form a group of unofficial advisors
- Simply attend meetings as an observer.
- Step away from the conflict in order to see it fully.



# Leadership Behavior 2: Get on the Balcony





# Get on the Balcony. How We Did It

- Listen to faculty at large
  - SLO Facilitator training
  - Department FLEX Days and Meetings
  - Presentations to Department Head Academy
- Listen to shareholders in subcommittees
  - CTE Subcommittee
  - Curriculum Committee
  - ASLO Subcommittee
  - Department Planning / Program Review Subcommittee
  - Student Success Committee
  - Academic Senate
  - Bargaining Unit
  - College Planning Committee



# Leadership Behavior 3: Create a Holding Environment

- Establish an atmosphere so people feel safe tackling difficult problems.
- A holding environment is a structural, procedural, space formed by cohesive relationships.

# Create a Holding Environment.

## How We Did It

### Principles of Assessment

Outcomes assessment is a faculty-driven process. It respects and builds on the contributions of all campus stakeholders to support students.

- **Purposeful:** Assessment should be conducted to enhance student success.
- **Focused:** Focus institutional resources on the structures, processes, and practices that support transformation.
- **Nurturing:** Cultivate a climate of respect, inclusion, and support for our internal and external communities and lead efforts to innovate and align resources that impact the educational, economic, and social outcomes for our Long Beach communities.



# Leadership Behavior 4: Orientation

- Leader's responsibility to orient people to new roles and responsibilities.
- Adopting new values may mean adopting new roles and institutional identity.



# Orientation.

## How We Did It

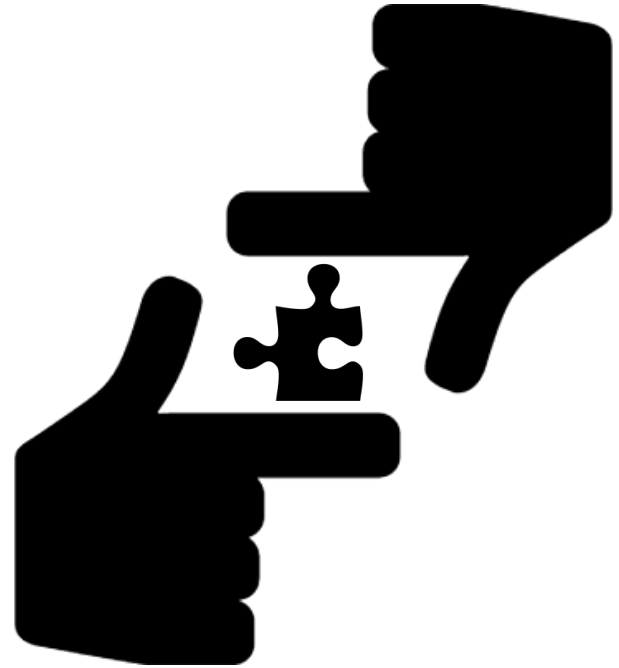
### New Processes & Roles

- New responsibilities for Facilitators and new responsibilities for departments
  - o 20% Methodology
  - o Updated Facilitator contracts
  - o New Stipend Tiers
  - o Greater detailed responsibilities
- Updates to the website with descriptions of roles, responsibilities, processes.
  - o Online forms guide faculty along new processes
- Online Assessment Workbooks
  - o Interactive Google Sheets



# Leadership Behavior 5: Maintaining Disciplined Attention

- Adaptive leaders help people focus on issues.
- Supportive environments help members adapt.
- Face difficult problems directly.
- Distinguish between fantasy and reality.



# Maintaining Disciplined Attention. How We Did It

## Committee Membership & Presentations

- Augmented committee membership to present, share ideas, orient campus community

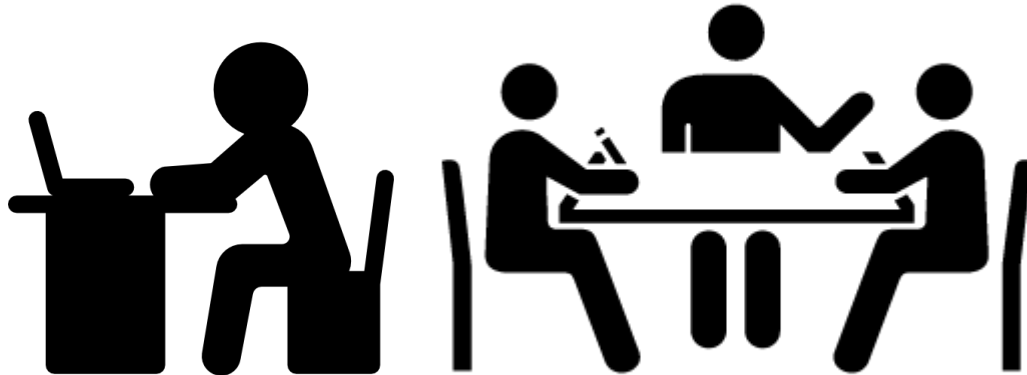
## Clear, Consistent Signalling & Communication

- Presentation at FLEX Day and FPD throughout the semester.
  - o Responses to Concerns published In the Loop
- Presentations to
  - o Academic Senate
  - o Curriculum Committee
  - o Department Head Academy
  - o Department Planning & Program Review Subcommittee



# Leadership Behavior 6: Give the Work Back to the People

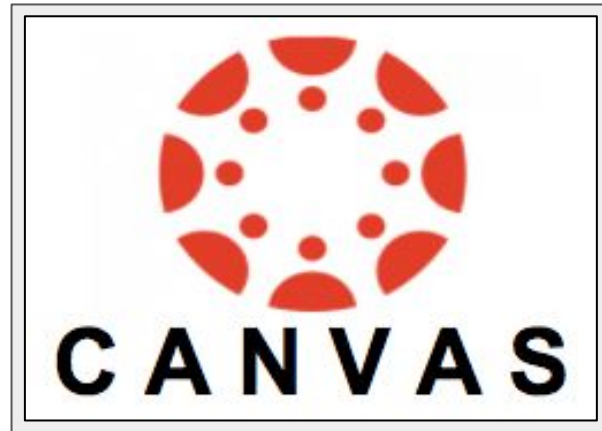
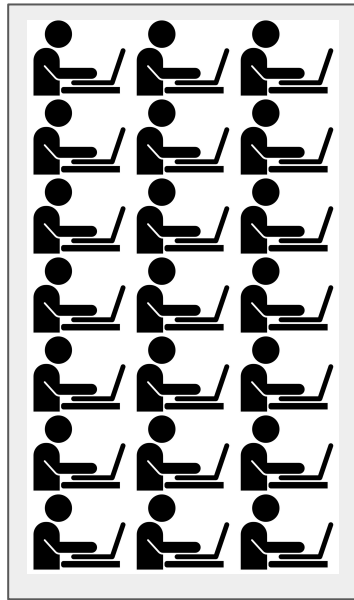
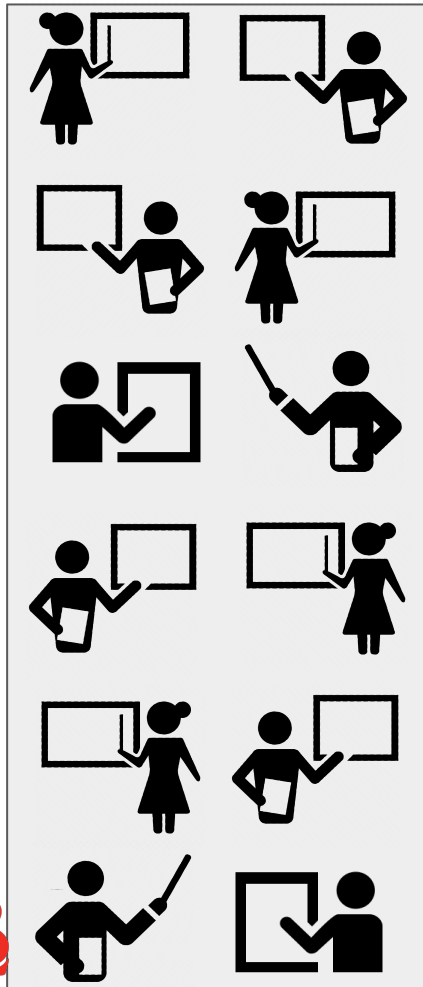
- People want leaders to provide some direction and structure.
- Too much leadership and authority can be debilitating.
- Increase people's confidence to solve problems on their own, foster creativity.






# Shifting Culture: How We Did It

- Resolution 52.3
  - Informed by precedent uncovered in a literature review.
  - Collaboration between LBCC Academic Senate and LBCC Bargaining Unit
  - Created clear & consistent signals for faculty.
  
- Assessing with Canvas
  - Utilizing the LMS improves efficiency,
  - Unifies Assessment Tasks across sections,
  - Allows departments to disaggregate questions.

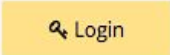


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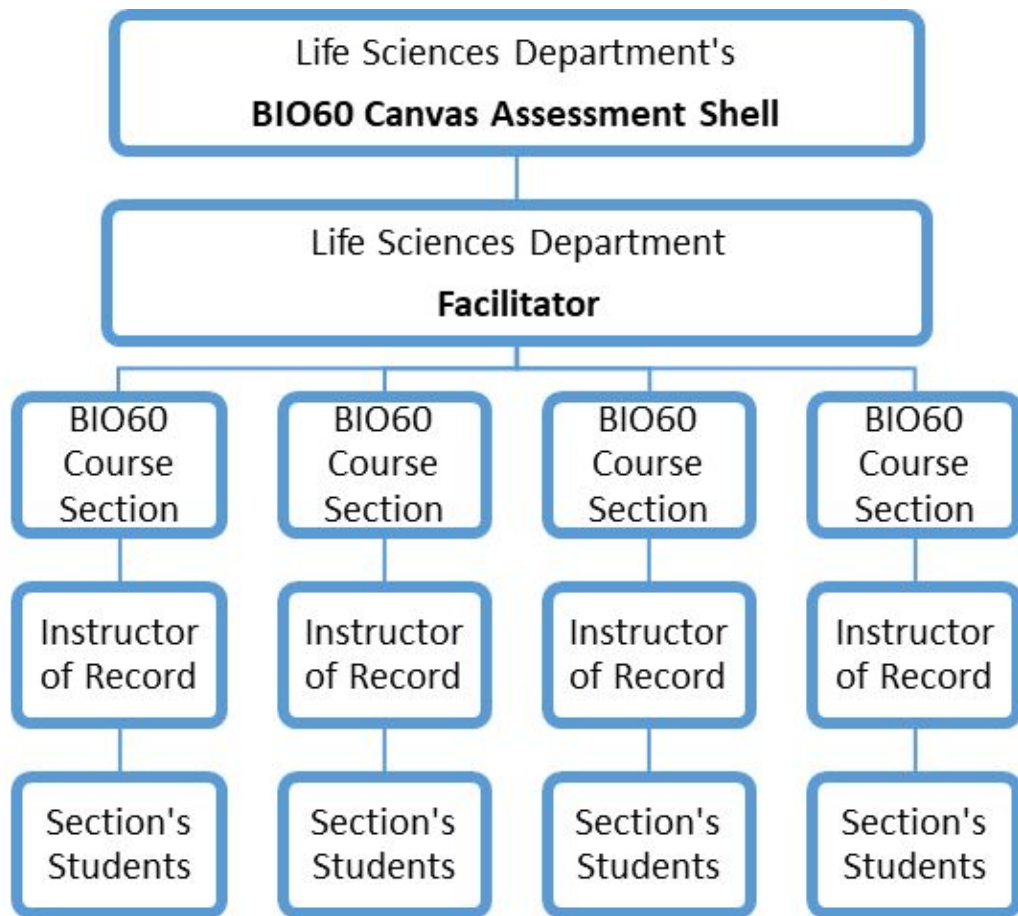
Account Login

Username

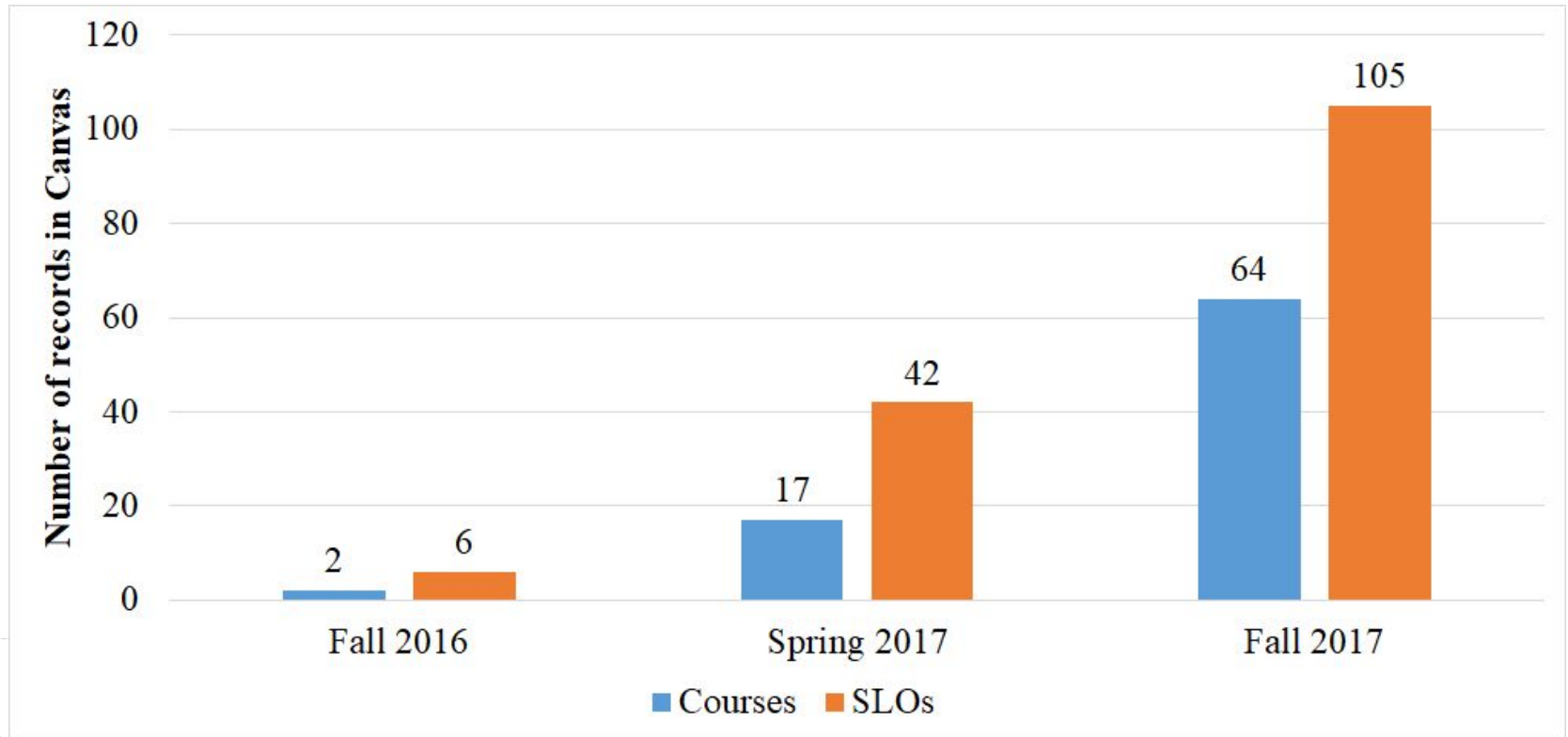
Password

 Login

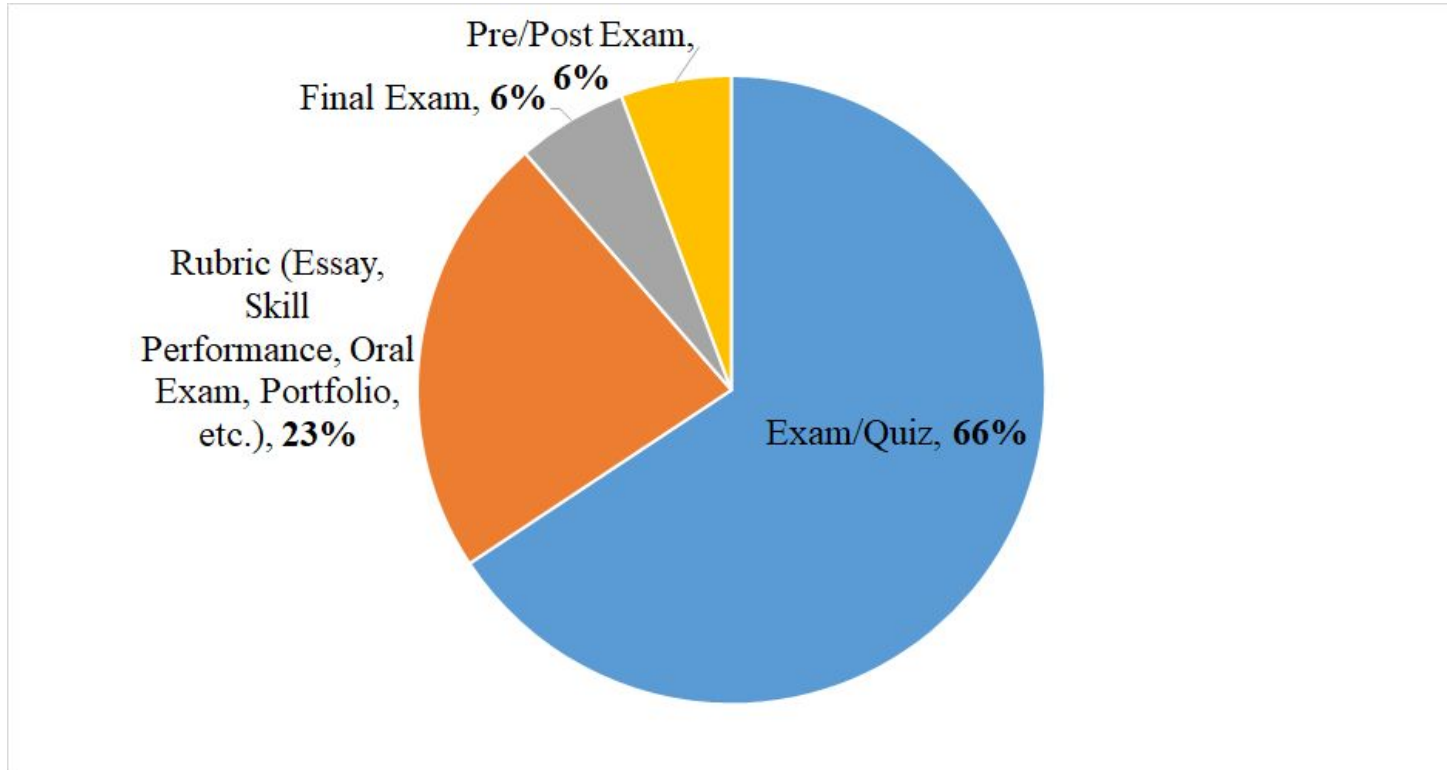




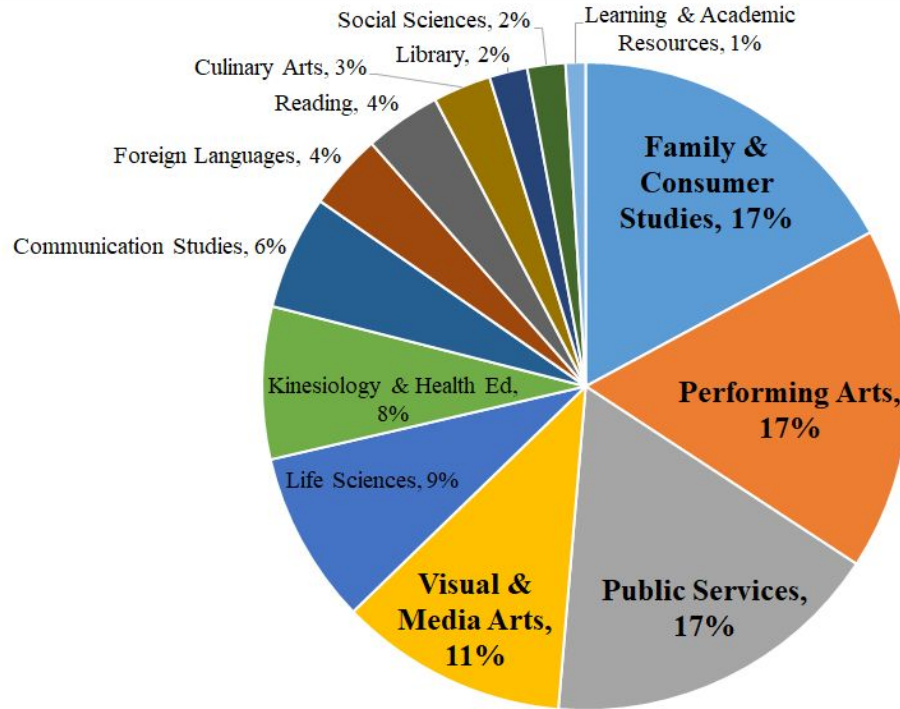
# Assessing with Canvas: Increasing Usage



# Assessing with Canvas: Types of Assessment



# Assessing with Canvas by Department



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⋮  About this Assessment

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⋮  15 pts **SLO Assessment**

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## SLO Assessment

### Liberty and Peace

Standing on Liberty Island in New York Harbor on the east coast of the United States of America, the Statue of Liberty is one of the biggest sculptures in the history of the world. Here in the early 1900s it greeted many millions of **burdened** and brave people from Europe and the rest of the world. These people had experienced challenge in their native countries. They crossed the ocean and arrived in the United States in hopeful search of freedom, opportunity, and relief from their worries. For the many immigrants that traveled from Europe to New York, the statue was the first image they saw of the United States. They were met in the harbor by magnificent "Lady Liberty," with her torch raised 305 feet in the air in a gesture of welcome. To the whole world, the statue has become the symbol of those ideals of human liberty upon which our nation and its form of government were founded.

**Quiz Type** Graded Quiz**Points** 15**Assignment Group** Assignments**Shuffle Answers** No**Time Limit** No Time Limit**Multiple Attempts** No**View Responses** Always**Show Correct Answers** Immediately**One Question at a Time** No

Due

For

Available from

Until





### Question 1

1 pts

According to the passage, what does the word **burdened** mean?

- relieved
- experiencing hardship
- foreign
- educated



### Question 2

1 pts

According to the passage, what does the word **pedestal** mean?

- the parts of a flower
- statue
- foundation
- crown

# Quiz Summary

Section Filter ▾

Student Analysis

Item Analysis

⊕ Average Score

83%

⌚ High Score

100%

⌚ Low Score

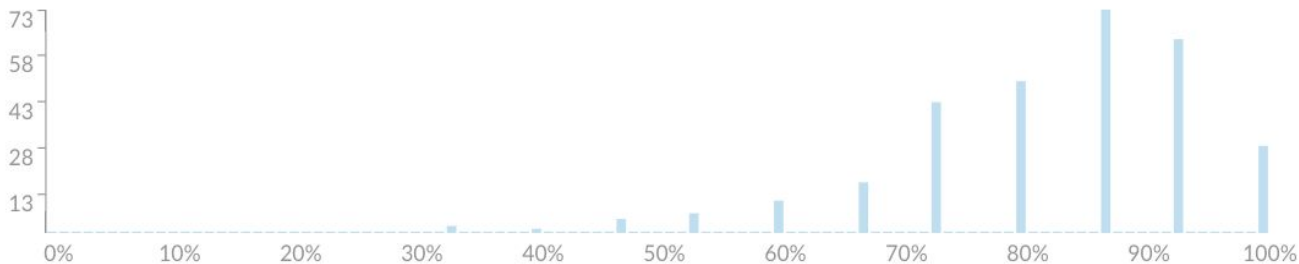
33%

⊖ Standard Deviation

1.90

⌚ Average Time

01:09:73



## Question Breakdown

Attempts: 294 out of 294

+0.47

Discrimination Index ⓘ

According to the passage, what does the word **burdened** mean?

16 respondents






5%

Attempts: 292 out of 294

+0.35

Discrimination Index [?](#)

From the information provided, we can infer that the Statue

is located on land surrounded by water.	117 respondents	40 %	 ✓
is maintained by New York City.	131 respondents	45 %	
is smaller than most symbolic structures in the world.	7 respondents	2 %	
is open to the public every day of the year.	37 respondents	13 %	
No Answer	2 respondents	1 %	








Attempts: 293 out of 294

+0.32

Discrimination Index [?](#)

According to the passage, we can conclude that

the Statue of Liberty is more than two hundred years old.	31 respondents	11 %	
the Statue of Liberty symbolizes America's attitude toward liberty.	251 respondents	85 %	 ✓
most Americans have never visited the Statue of Liberty.	1 respondents	0 %	
the French have reached out and helped many countries at war.	10 respondents	3 %	
No Answer	1 respondents	0 %	



# Culture & Technological Shifts: Disaggregation

- Disproportionately Impacted Subpopulations
  - Ethnicity
  - Gender
- Other departmental preferences
  - Online vs. Face-to-Face
  - Major vs. Non-Major
  - Number of units taken concurrently



# Culture & Technological Shifts: Disaggregating with Tableau

## SLO2 Results

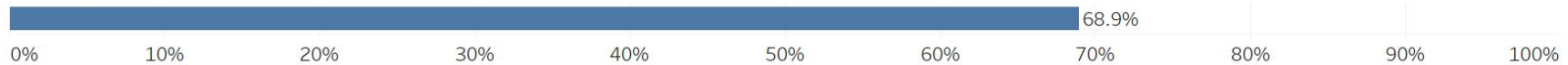
Number of students enrolled in All sections in All semester(s).



Average Number of Correct Responses



Average Assessment Score



## SLO2 Results

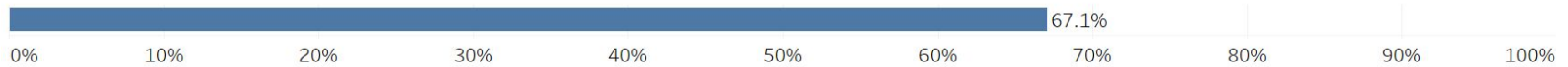
Number of students enrolled in All sections in Spring 2016 semester(s).



Average Number of Correct Responses

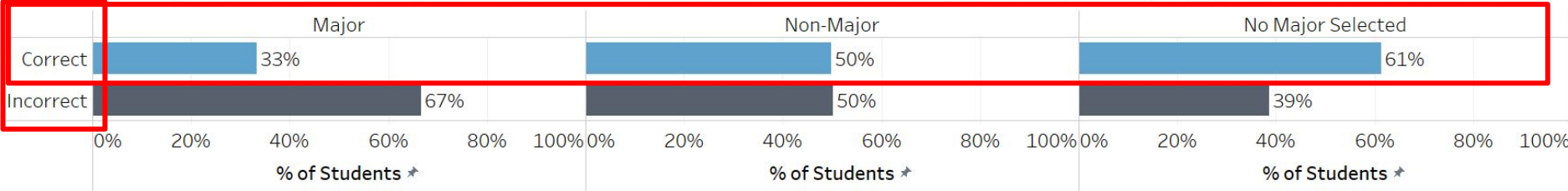


Average Assessment Score



Performance by major\*

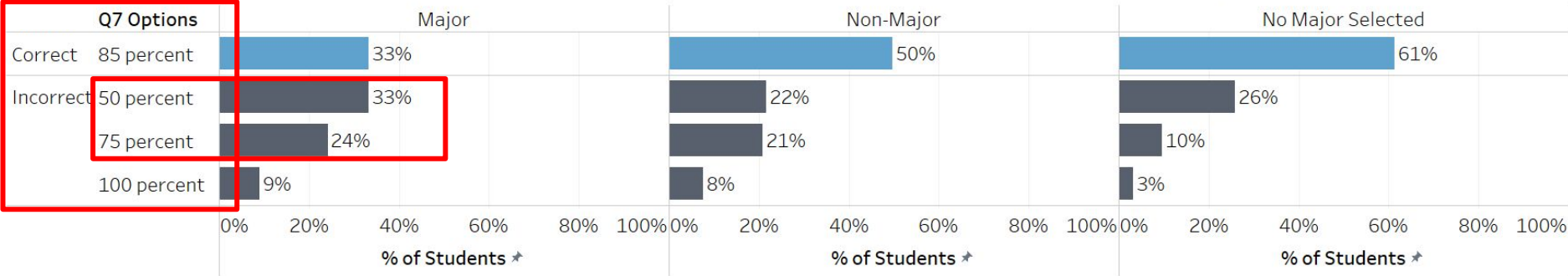
Q7: "Approximately what percentage of women will become pregnant within one year if they are not using any form of birth control?"



\*Student Education Plans were used to identify student majors

Performance by major\*

Q7: "Approximately what percentage of women will become pregnant within one year if they are not using any form of birth control?"



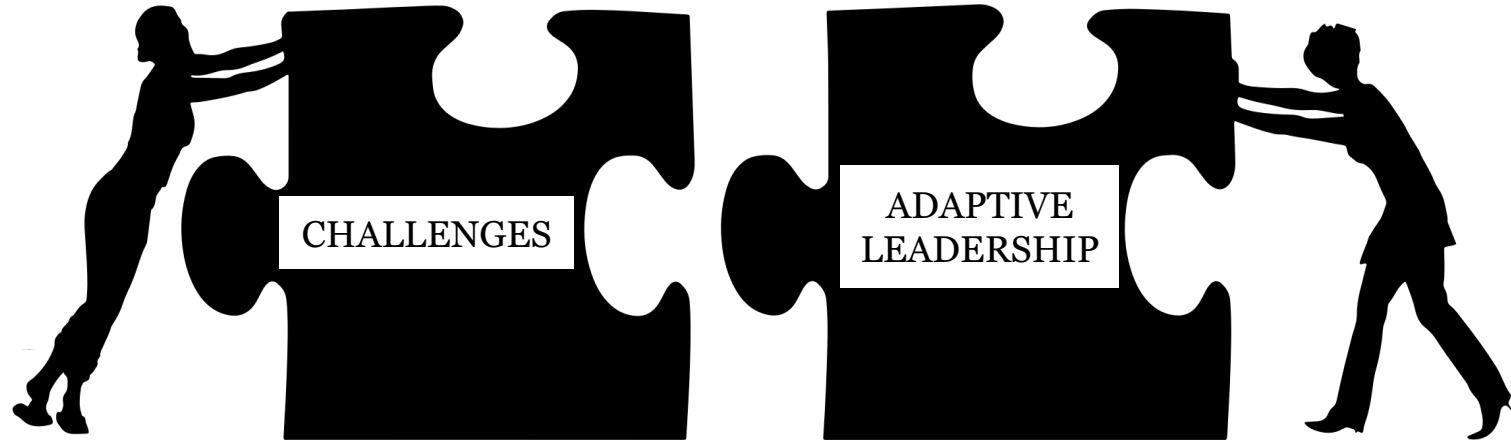
\*Student Education Plans were used to identify student majors

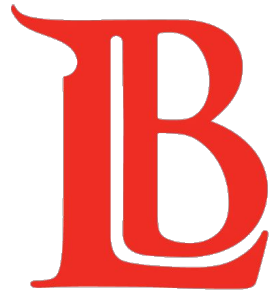


# Summary:

## The Adaptive Challenges & Interventions

- Revised 2014 ACCJC Standards
- ACCJC 2015 Recommendation
- Resolution 52.3
- Assessing SLOs on Canvas





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