**Program Improvement Process**

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| **Step 1:**  **Document**  **Performance Results** |  | **Step 2:**  **Identify**  **Root Causes** |  | **Step 3:**  **Select**  **Best Solutions** |  | **Step 4:**  **Implement**  **Solutions** |
|  |  |  |  |  |  |  |
| **What to document?**  -Comparisons within groups  -Benchmarks  -Trends over time |  | **Why search for root causes?**  -Indirect causes  -Direct (root) causes  -Performance indicators |  | **Why take time to search and evaluate solutions?**  -Review the underlying logic of the solution  -Review the empirical evidence |  | **Moving from pilot testing to implementation** |
|  |  |  |  |  |  |  |
| **How to document methods and tools?**  -Tables  -Graphs |  | **How to identify root causes?**  -Identify potential causes  -Analyze and evaluate potential causes  -Select a few critical root causes to address |  | **How to develop solutions**  -Improvement strategies and models |  | **Monitoring ongoing implementation** |
|  |  |  |  |  |  |  |
| **How do I know I can trust my data?**  -Identify major limitations  -Assess the implications for interpreting results |  |  |  | **Identifying potential strategies and models**  -Review what others propose  -Benchmark peers and leading performers  -Develop your own solutions |  | **Sustaining improvement efforts** |
|  |  |  |  |  |  |  |
| **Criteria for establishing improvement priorities?**  -Size of gaps  -Trends in performance gaps  -Concentration of gaps  -State improvement priorities |  |  |  | **Narrowing the choices: Assessing and comparing alternative strategies and models**  -Sound theory and logic  -Strong evidence |  |  |

**Sample 2P1-Credential Attainment Improvement Process**

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| **Pre-College Prep** | **Pre Instruction** | **Instruction** | **Support Services** |
|  | \*Recruitment  \*Registration  \*Scheduling  \*Advising  \*Program declaration  \*Seamless transfer  \*Class availability  \*Catalog  \*College WWW site  \*Hidden rules of college | \*Relationships  \*Effective instructional practice  \*Faculty professional development  \*Adjunct training  \*Curriculum  \*Student learning focused  \*Supplemental instruction  \*Service learning | \*Personal issues  \*Learning strategies  \*Social support  \*First generation  \*Special populations  \*Student engagement  \*Perceived career relevance  \*Financial aid  \*Availability of data for improvement & student monitoring  \*Early alert systems or other intervention  \*Customer service  \*Learning communities  \*Campus leadership |

**Questions Regarding Findings:**

Which are the most reasonable and most productive to address?

Which affect the largest number of students?

Which are already being addressed by special initiatives?