

## **AQIP Strategy Forum (November 17 – 19, 2010)**

**Attendees:** Dr. Jim Bullis, Lisa Clauser, Kay Crecelius, Lisa Edburg, Amy Henson, Dr. Steve Kurtz, Ruth Seaber

### **Exercise 1: Introductions**

#### **Exercise 2**

#### **Process that led to our selection**

We started reviewing the results and feedback report. We then discussed the Os and OOs and then unanimously decided on the category.

#### **Dissemination Process**

Sticky notes put up on board. Discussion on methods of disseminating information as well as getting involvement across the board.

The sticky notes were then categorized many times and ultimately categorized into 4 categories.

Simplify

Inform/Communicate

Motivate

Focus

Lisa C then summarized the activity to the room. Focus of foundation of moving from focus on AQIP/Accreditation to building a foundation of involvement focused on quality

### **EXERCISE 3**

#### **Category 8**

Process is weakness. Communicating to everyone as a whole has been a big failure. Why don't we work backwards from result to process?

Why don't we have processes?

Why didn't we come up with them prior to AQIP?

Why not orientation? Orientation/Training for new employees. New people primed from the beginning. Move away from "always done this way". Need to make requirement for employment. Integral part of orientation.

Give faculty/staff information from beginning so they know and understand; they'll know where to go with ideas

Need to get students' input. Why not train on all levels, including students?

Consider using MyMac staff page to push AQIP Information.

Go to people who are doing it and document the "how's" and then publish.

Pilot projects to test theory when successful.

Why not cross train for coverage?

Why not have faculty/staff days? Close campus to work on projects? Maybe get away from start of school and move to middle semester. Campus actually closed. Dr. Kurtz and Kay will look at calendar to adjust. Need to find time prior to registration.

Why do we care about dinged areas? Need to find a way to communicate reason why dinged areas pertain

Why not continuous training?

What's in it for me?

IDEA committee used for big reporting to help on institutional level issues and priorities.

#### **Exercise 4**

Put stickers on priority

Simplify (5)

Inform/Communicate (4)

Motivate (3)

Focus (2)

See chart for additional information on Exercise 4, 5, 6 (see end of document for photo)

1. How do we incorporate AQIP into the induction process?
  - a. Mentor checklist (4)
  - b. Include in handbooks (0)
  - c. During interview process (7)
  - d. Train mentors (1)
  - e. Online orientation program (0)
  - f. Required workshop (5)
  - g. Add AQIP to all job descriptions (4)
2. How can workshops be scheduled so staff wants to participate instead of resenting them?
  - a. Early off for attendance (6)
  - b. Closed campus for workshops (5)
  - c. Feed them (1)
  - d. One topic at a time
  - e. End of year drawing for perfect attendance (parking, day off, etc) (1)
  - f. Survey to measure effectiveness (4)
  - g. Change format to participatory (0)
  - h. Make meeting fun (2)
  - i. Focus on quality, not accreditation (2)
3. How can we involve students in AQIP
  - a. Student organizations (5)
  - b. Education Majors (4)
  - c. Sponsors of groups (3)
  - d. Temporary parking pass(3)

- e. Orientation program CARDS (3)
  - f. Tuition waiver/scholarship (3)
4. How can we simplify and standardize our Action projects?
- a. Checklist (0)
  - b. Observe others who are successful (6)
  - c. Break project into parts (3)
  - d. Organize into levels based on length (2)
  - e. Defined roles (5)
  - f. Post processes online (2)
5. How can we improve communication regarding AQIP?
- a. Include in newsletter - 1
  - b. News releases - 3
  - c. Web resources - 2
  - d. Include PIO in tri-chair meeting
  - e. Develop brochure 2
  - f. Simplify
  - g. Pertinent to audience(

**Exercise 7 HIGHER THE BETTER 1 TO 3 NUMBERS IN INDIVIDUAL COLUMNS ARE LISA EDBURG TOTALS**

STRATEGY	MEASURE	LESS TIME	LOW COST	ACCEPTANCE	SIMPLICITY	TOTAL	TEAM TOTAL
Orientation	3	3	3	3	2	14	91
Workshops	3	3	2	3	2	13	69
Student Involvement	3	2	1	1	1	8	85
Standardized Process	3	3	3	3	3	15	89
Simplify Communication	2	2	2	3	2	11	81

**By consensus we have decided that this just didn't work for us. We feel that we must address the standardized processes in order to function. All the others seem to be contingent on this.**

**Exercise 8**

**Chartering**

When action project needed, Kay goes to someone to chair a short term committee for 30 days. They answer the question from chart and choose which project should be chosen to pursue. Then Kay looks for someone who would fit to chair the actual committee. Chair forms committee with people who fit the category.

- 2.
- a. Formal process and documentation when launching is necessary in order to bring a consistency to our projects.
  - b. Senior management has demonstrated understanding, visibility and support
  - c. Our selection of project will help to ensure this.

d. Documenting assumptions, boundaries, and constraints are valuable when we begin a project. This is so important to be give guidance and continuity when using new leads.

3.

**Context:** Identified in a Strategy Forum pre-session and validated when we prioritized our potential action projects at the AQIP Strategy Forum.

To create guidelines for consistency and continuous improvement

**Problem and Opportunity:** No process for action projects. Lack of defined processes create intimidation and therefore a lack of participation.

**Key Stakeholders:**

Affected: Future action project participants

Influenced by: current and prior project participants

Benefit: clear expectations, time saving, less intimidation and therefore more participation

Risks: Potential loss of creativity

**Project Vision and Objective:**

Objective: We will create a foundation for improving our AQIP participation by reducing intimidation and misunderstanding that develop as a result of a lack of defined process.

**Project Sponsor:**

Past and current project participants along with support from AQIP tri chairs

**Project Scope:**

Includes: Best practices document along with checklist. Exclusion: Administrative decisions, Participation on part-time personnel is limited

**Budget and Timeline:**

Minimal budgetary requirements. Project should be completed within a semester.

**Constraints and Assumption:**

**Key assumption:** People want guidelines and expectations for working on projects.

**Limitation:** Accelerated timeline, final document simple, doable and allows for flexibility

**Critical Success Factor**

Committee should be in place that has access to histories of previous A.P committee's processes and names of members.

**RISK:** poor leadership, rigidity, improper marketing – continued resistance

## **Approach and Organization**

Discussing, brainstorming, mapping, charting, and surveying

**ROLES:** Chair, surveyor, explorer, reporter, recorder

### **Exercise 9 insert page B-32**

### **Exercise 10**

Training Faculty and Staff CQI.

- I. Time
  - a. Advising
  - b. Increase Enrollment
  - c. Personal Issues
  - d. Grading
- II. People
  - a. Lack interest
  - b. Awareness
  - c. Need not recognized
  - d. Fear
  - e. Burnout
- III. Materials
  - a. Don't Exist
  - b. Didn't think necessary
  - c. Verbal vs. written
- IV. Procedure
  - a. Not established
  - b. Unaware of necessity
  - c. Relatively new to AQIP
- V. Culture
  - a. Not required of 1<sup>st</sup> year employees
  - b. Not part of job description
  - c. Faculty vs. Staff
  - d. Never done this way

Low Expectation

### **EXERCISE 11**

Drawings. See picture at end of document

## **EXERCISE 12 Vision and Targets**

100% New FT Employee Trained  
IDEA Team (Fall '11)  
Robust Reward & Recognition Systems  
Clearly Defined AQIP Procedure (SP '11)

## **EXERCISE 13 RECEPTION and CELEBRATION**

### **EXERCISE 14**

How do we celebrate our victories?

Budget item  
Form Committee  
Embed celebration in each project  
Always start meeting with kudos  
Shirts, dinners, pins  
"Recelebrate" actions don't truly retire – revisit and reevaluate  
Campus celebration for whole College not just team members  
Holiday, anniversary celebrations  
Symbols  
Kirby as reward – passed from successful 1 week holding to the next for excellence  
Coupons to managers to pass out for excellence in their department  
Drawing (end of yr) for nice prize for all project participants  
Involve adjunct and part-timers  
Reserved parking spot for employee of the month etc

### **EXERCISE 15**

#### **Forces**

#### **Drivers:**

- Rewards
- Recognition
- Share workload
- Improved quality
- Personal encouragement
- Good work environment

#### **Enhancement Strategies**

AQIP news in Alumni & HRD news

#### **Restrainers:**

- We've never done it that way
- I'm too busy
- Lack of acceptance, understanding, knowledge, adequacy
- Lack of support from middle management
- Micro view instead of a macro (organizational) view

## Reduction Strategies

Include in job descriptions

### Exercise 16

See chart picture at end of document

Polled people on where we stand then to make them aware of the situation and start them thinking do you think that is good etc get conversation going.

Harvard business – articles on involvement

Parking lot

DID Tee & hat for IDEA AQIP

Each specialized position has at least two persons proficient in performing the duties of that position to avoid jobs left undone during vacations

Create a fun video to show at kickoff

Continue the committee meeting

Add AQIP responsibilities to job descriptions

Determining employee's skills sets to best accommodate team needs/roles for AQIP committees

Board policy distance learning and credit hour definition

IDEA team – **Institutional Development for Effectiveness and Assessment**

Have an acronym search. Divide into groups have the groups work on project 8 and then everybody

Lifelong and professional learning

Develop a brochure on AQIP for staff and students

As part of an AQIP glossary to post online

Have Sarah create some blank charts such as the ones we used to aid action project process flow. Tool for AQIP procedure materials

How do you verify students are who they say they are\*\*\*

Course credit on course proposal. Why, How? Etc. checking credit rules.

## NOTES

Richland Community College, Illinois – orientation program for staff

Rolling schedule – based on declaration we state when we plan to update. They will customized their response based on our schedule. You can post as many as you want. You select the ones you want reviewed.

Keep portfolio up to date (living document) so that you are not swamped with recreating in the three year period

Weave online assessment?

[www.portfolio.project.mnscu.edu](http://www.portfolio.project.mnscu.edu) – interactive online portfolio

Discuss degree completion or what is happening to students who do not graduate.

\*need to pursue NSLC (sending and receiving degree completions)

DOE – Oct 29 release on occupation programs reporting, CIP codes, job codes that it could lead, how much loans, Lisa E note to check on this)

Action/Milestone/Deliverable	Lead	Due Date	Measure/ Target
Contact Richland re: Orientation Program	Dr. Kurtz		
Continue SF Committee	Kay		
(Modify Academic Calendar) Schedule AQIP Workshop	Cal. Committee Kathryn		
Electronic Portfolio	Tri-Chairs		
New Faculty Assignment	Kathryn & Kay		
Establish IDEA Team (River Target)	Dr. Kurtz		
Rewards Program	IDEA Team		



# Forcerfield Analysis

Leveraging Drivers and Neutralizing Restrainers



Goal or Ideal State:	We will involve more staff in the AQIP process.		
Success Indicators or Measures:			
Enhancement Strategies	Drivers	⇌	Restrainers
<u>AQIP news in Alumni &amp; HRD news-letters</u>	rewards recognition success stories share the workload quality improvement personal encouragement great work environment		reluctant to change too busy lack of acceptance understanding knowledge adequacy lack of middle mgt buy-in & support micro view instead of a macro (organizational) view
			Reduction Strategies
			<u>include in job descriptions</u>

Current State	Strategies for Improvement	Future State
We have a current strategy that is not working clearly stated in the HRD and Quality Improvement Plan.	<u>See Chart</u>	We have a current strategy that is not working clearly stated in the HRD and Quality Improvement Plan.





# Action Project Charter

Institution, City, State: Your institution's name and location.

MINERAL AREA College PARK Hills, Missouri

Project Title: A name that will help everyone recognize what you are doing and trying to accomplish

A Journey to Excellence

Context: A summary description of the project's origins and purpose.

Identified during Strategy Forum pre-session. To create guidelines for consistency in continuous improvement.

Problem and Opportunity: A clear problem statement

No processes for Action projects. LACK of defined processes creates intimidation and therefore lack of participation.

Key Stakeholders: Important groups with an interest (stake) in the project.

Affected: Future Action Project Participants. Influenced by: Current and prior Participants. Benefit: Clarity, time saving, improved participation  
Risk: Potential loss of creativity

Project Vision and Objectives: A 25 to 30-word summary of objectives for communicating with stakeholders

We will create a foundation for improving our AQIP participation by reducing intimidation and misunderstandings that develop as a result of a lack of defined processes.

Project Sponsor: The person, people, or group with the power, influence, resources, and interest to champion the project and clear away obstacles that may arise.

past and current project participants; AQIP tri-chairs

Project Scope: What the project includes — and what it specifically excludes.

inclusions: best practices document, checklist

exclusions: administrative decisions, participation of part time personnel is limited

Budget and Timeline: How much the project will cost and how long it will take.

minimal budgetary requirements; project should be completed within one semester

Constraints and Assumptions: What freedom and restrictions limit the project and team.

Constraints: accelerated timeline, final document is simple, doable and allows flexibility  
assumptions: people want guidelines/expectations when working on projects

Critical Success Factors and Risks: Necessary conditions and pitfalls

committee should be in place that has access to histories of previous A.P. committees processes & names of members.

Risks: poor leadership, rigidity, improper marketing - continued resistance

Approach and Organization: The "how-to" ingredients needed to carry out the project.

Discussing, brainstorming, mapping, charting, ? surveying

Roles: ~~facilitator~~ chair, surveyor, explorer, reporter, recorder



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