

Action Project

Institution: Glen Oaks Community College
Submitted: 2005-03-31 **Contact:** Lucy Zimmerman
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Timeline:

Planned project kickoff date: --

Target completion date: --

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer.

Design/Launch a College Council Strategic Planning Model.

B. Describe this Action Project's goal in 100 words or fewer.

This project will redesign College planning processes and train personnel to conduct strategic planning and implementation thereof, including Action Projects, within a system-based structure aligned with quality improvement principles. Through the design of a College Council, the College will create links between strategic planning, AQIP, and budgeting (prioritizing) processes so that a clear integration of strategic planning with AQIP is evident. Through the implementation of the new model, the College will develop its capacity to operate as a cross-functional, future-oriented organization.

C. Identify the single AQIP Category which the Action Project will most affect or impact.

Primary Category: Planning Continuous Improvement

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities.

Receipt of the College's Systems Assessment Feedback Report (December 2004) and participation in a second Strategy Forum (January 2005) focused institutional attention on "the need to integrate individual goal setting efforts into a more coordinated whole" and prepared the College to examine ideas related to planning institutional improvement. In response to an internal exploration to determine how best to achieve this integration and

improvement, the Strategy Forum Team selected this project.

E. List the organizational areas - institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

With a systems approach to strategic planning, this project will not isolate individual areas but will affect all organizational areas.

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

(1.) Strategic Planning, (2.) Quality Improvement as assessed by the AQIP rubric, and (3.) Budgeting (Prioritizing)

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

A Strategy Forum Team, 14 representatives from across the College, will meet weekly January through April 2005 to carry out this project. Weekly meetings of the Team, College-wide informational meetings, and College-wide mailings from the President will keep the institution's attention and energies focused on this Project and its goals.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

(1.) Process Design, (2.) Process Improvement, and (3.) Feedback

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

(1.) Consensus on model, (2.) Defining of roles and functions within the model, (3.) Selection of College Council members, and (4.) Team-building and training in quality principles for College Council members

J. Other information (e.g., publicity, sponsor or champion, etc.):

Design of the College Council Strategic Planning Model by May 2005
Selection and training of College Council members by August 2005
Activation of the College Council Strategic Planning Model by September 2005

K. Project Leader and contact person:

Phone: 269-467-9945 Ext. 210

Annual Update: 2005-09-13

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A. Describe the past year's accomplishments and the current status of this Action Project.

Team GO (the Glen Oaks Community College AQIP Team) and the College participants in the January 2005 AQIP Strategy Forum met together weekly throughout the winter 2005 semester to assess the feedback on the College's Systems Portfolio and to proceed with the work begun at the Strategy Forum. This group, which represented individuals from each employee division of the institution (support staff, faculty, mid-levels, and administrators), worked out the logistical process by which a cross-functional strategic planning group might be formed. It was agreed that the new team, the College Council, was to have membership from each division of the institution. Half of the membership was to be elected from a pool of volunteers and half was to be appointed by the College President. The Deans of the institution were to be included by virtue of position, and the President would serve ex officio. A broad statement of function was developed for the Council, and a flow chart was established to clarify the Council's purpose. This plan was presented to employees at three in-house meetings and was later presented to and approved by the Board of Trustees. In April, the election of and appointments to the Council took place with broad employee participation. The official College Council met for the first time in May 2005 and began the process of forming and further identifying purpose and function. Over the summer, an AQIP facilitator conducted two on-site training sessions for Council members. With this direction, the Council worked through its purpose, values, structure, function, and agreements of belonging. The Council reviewed six Core Strategies which earlier had been developed by the 2010 Strategic Planning Committee and approved by the Board of Trustees. The Council established structure for Strategy Teams that would create goals and suggest AQIP-declared and in-house undeclared action projects related to each of the Strategic Plan Core Strategies. On the opening day of fall '05 semester, the Council held an all-college forum to provide an update of the Council's work and seek participation in the Strategy Teams. The teams are scheduled to begin operating in October '05 following training by the Council's AQIP facilitator. The Council has further identified needed data and has arranged for the data to be collected in fall '05 through a series of scans conducted by a contracted independent agency (Clarus Corporation). These will include Workforce Development, Community, Students, and High School scans. In addition, comparative data on the college culture will be gained through the Personal Assessment of the College Environment (PACE) designed by the National Initiative for Leadership & Effectiveness (NILIE). The resulting data from the scans and the assessment will support the decision making processes of the

Strategy Teams.

Review (11-15-05):

In your implementation of this Action Project you have put into place a structure and a process that will serve Glen Oaks well in the foreseeable future. The careful and deliberate formation of a College Council with such broadly-based representation, the summer training provided to members of that council, the structure you have put into place for strategy teams, and the anticipated participation of members from all sectors of the college community in those strategy teams – these activities are in alignment with several AQIP criteria. In addition to the primary category of “Planning Continuous Improvement” you identified at the outset, your approach exemplifies “Valuing People” and “Building Collaborative Relationships.” The Workforce Development, Community, Students, and High School scans will provide insights useful in “Understanding Students’ and Other Stakeholders’ Needs.” The PACE and NILIE information will provide you with valuable comparative data. The cross-functional nature of this new strategic planning group shows a commendable commitment to a systems approach.

B. Describe how the institution involved people in work on this Action Project.

The development of the College Council as a cross-functional strategic planning group involved participation from every division of the institution. During the conceptual phase of the Council project, the Leadership Team (College President and Deans), Team GO, and AQIP Strategy Forum participants represented all employee divisions of the institution. All employees were invited to self-nominate for election to the Council, and all were able to vote on Council membership. The Council now is made up of 15 employees: 4 faculty (2 elected and 2 appointed), 3 Deans by virtue of position, 2 support staff (1 elected and 1 appointed), 4 mid-level administrators (2 elected and 2 appointed), 1 appointed member-at-large, and the President as an ex officio member. Moreover, all employees may be informed and involved because Council meetings are open to them and meeting agendas and minutes are posted on the institution’s shared drive. Furthermore, the formation and activation of Strategy Teams will maximize employee involvement.

Review (11-15-05):

An all-College Forum at the beginning of the Fall 2006 semester provided you with excellent opportunities to update the College community on the summer’s work and to seek broadly-based involvement in the six core strategy teams. The openness of your process for creating the Council and the willingness to open all Council meetings and to share the proceedings of those meetings College-wide are key elements in leading and communicating as you guide the College’s future. You are to be commended for putting into place an effective model for sharing institutional directions and opportunities. Is your Board apprised through regular presidential reports on Council initiatives?

C. Describe your planned next steps for this Action Project.

This Action Project is now complete. As declared, the Project was to design and launch the College Council. The Project has

accomplished its declared intent and met its declared quantitative and qualitative stretch targets. The next steps will be those of Strategy Teams as they create foals and suggest Action Projects related to respect Strategic Plan Core Strategies.

Review (11-15-05):

You are to be commended for the successful and timely completion of this Action Project, one which leads you inevitably to new tasks in fulfillment of your mission. As you create new goals and then complete projects related to your core strategies, be sure to celebrate your accomplishments within Glen Oaks Community College and in the wider community.

D. Describe any "effective practice(s)" that resulted from your work on this Action Project

For Glen Oaks, the Project itself was an effective practice. The creation of the Council, "a representative body of the College whose purpose is to develop, align and integrate planning processes to facilitate positive change in the institution and to model continuous quality improvement (CQI) principles," has established more broad-based participation in institutional planning and has positioned the College to secure and use quantitative data for more effective strategic planning and to promote quality practices. Because of the design and launch of the College Council, decisions made regarding institutional planning will now be data based and will have input through the Council from all effected internal and external areas.

Review (11-15-05):

In your shift to data-based and widely participatory planning you have achieved an exceptional accomplishment. Other institutions may well benefit from your effective approach to academic quality improvement.

E. What challenges, if any, are you still facing in regards to this Action Project?

Now launched, the Council will surely face challenges as it carries out its purpose. Those challenges, however, will become "the stuff" of Action Projects yet to come, not of this one which is completed.

Review (11-15-05):

Congratulations on successful completion of this project, one which positions you well to identify and face future challenges.

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

No help is needed for this completed Project. However, as the Council literally works through its first year of formation, we know AQIP remains a resource for the College.

Review (11-15-05):