



Academic
Quality Improvement
Project

The Higher Learning Commission NCA

View Review

Review of 9/21/02
submission

Action Project: Design and implement systems to monitor stakeholder satisfaction.

Institution: Glen Oaks Community College

Contact: Richard Wedemeyer

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

As stated in the Goals Commitment Declaration, the stretch targets for this project were to define evaluation standards to be used throughout the institution and to assess evaluation methods. A. Accomplishments: 1. Determined the institution apparently uses only paper surveys to gather stakeholder information. 2. Collected samples of satisfaction survey documents currently administered at the college. 3. Reviewed over twenty documents. a. Identified stakeholder categories/populations currently surveyed. b. Identified those stakeholders who possibly were over-surveyed, under-surveyed, or not surveyed at all. 4. Worked to identify evaluation standards of currently administered surveys. The committee presented a year end report to the college's quality council (Team GO), noting the following concerns and making the following recommendations: Concerns: 1. Individuals who may not have knowledge of good survey design are designing and administering surveys. Thus, many of our surveys may not be generating accurate information. 2. Some stakeholders are being surveyed multiple times for the same information; other stakeholders are being surveyed at all. 3. Duplication of information collection occurs with no record and little awareness of who is collecting what information. 4. Information collected is rarely in a usable form for others; data is rarely exchanged among departments and/or individuals. 5. We apparently use only paper surveys to collect stakeholder information. Recommendations: 1. Assign the responsibility of overseeing data collection to an individual with competent knowledge of data collection. This person would be responsible for: a. Archiving information collected in a usable manner. b. Ensuring that all collection tools used by the college conform to accurate survey practice. c. Ensuring that the information collected is used to implement improvements. Assign responsibility to the appropriate department/individual to work with the data collection person to ensure that all stakeholders are being monitored for satisfaction and that stakeholders are not over-surveyed. B. Current Status: Team GO is working to address the above concerns and recommendations: 1. A consultant has been contacted and has agreed to assist the action project committee and the college. 2. Lynn-Priddy Rozumalski of AQIP has been contacted and introduced the possibility of using Vital Focus options to assist in this area. 3. MiTQIP, a Michigan AQIP consortium, may be able to provide us with samples of "good" instruments used to monitor stakeholder satisfaction. 4. The college's newly hired (August 2002) Director of Research will become a member of Team GO and will work on this project. 5. Three college personnel will be participating in extensive leadership training and need "projects" for this training activity. This action project may be appropriate for their assignment.

Review: AQIP is pleased to learn that you are continuing this Action Project, and that you are making rapid progress towards its successful completion. You have successfully assessed your evaluation methods and determined appropriate recommendations for improvement. Evidence of the institution's commitment to a high performance culture is made clear with the college's hiring a new Director of Research (People) and its commitment to leadership training (Learning). With the commitment to resources comes the responsibility for data collection and management (Information). The Project seems to be ready to provide data for analysis and address evaluation standards that could result in meaningful outcomes.

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

The Action Project Committee was inclusive from its conception with representatives from the following areas of the college: Administration Board of Trustees Center for Business Continuing Education Faculty Support Staff University Center/Distance Learning As the committee gathered information, it involved a college areas/departments/individuals who monitored stakeholder satisfaction.

Review: Your work on this Action Project, particularly the involvement of trustees, administration, faculty and staff, demonstrates your commitment to involving persons from across the institution to address issues like these (Involvement). Collaboration of this sort will lead to enhanced operations while strengthening culture as a high performance institution (Collaboration). Involving students in the process could provide rich, and in some cases unexpected fresh approaches. Celebrate the accomplishments of the group work on this Project. It is equally important to celebrate the way in which the group worked collaboratively to make these accomplishments possible.

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

Team GO will determine how best to address the concerns and recommendations of this committee so that the qualitative and quantitative stretch targets of the Goals Commitment Declaration can be met and improvements can be made in assessing stakeholder satisfaction. Team GO will discern the next steps based upon information from the resources listed in response to Question 1 – B.

Review: You have the process in place. Develop it into a system to address data collection issues and to define your qualitative and quantitative stretch targets. You are ready for action. Resources committed to Project will insure meaningful information (Information). Careful monitoring of the goals for the transfer career teams will provide valuable feedback for improvement (Information).

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

Work on this project has not yet resulted in an "effective practice," but it has generated valuable information, raised valid concerns about, and prompted important recommendations for monitoring stakeholder satisfaction. As Team GO plans and then implements the next steps on the Action Project, the institution moves toward improvements in this area.

Review: Your note that your work has generated valuable information while raising concerns, suggests that you are not yet ready to recognize "effective practices." However, with persistence your efforts to overcome any barriers to the successful achievement of your objectives may indeed produce an "effective practice" worth sharing with the broader higher education community.

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

The concerns and recommendations made by this action project committee and listed in response to Question 1 – A represent challenges the college faces with regard to this Action Project.

Review: While you cite a number of concerns, you also express reasonable solutions. Your continued collaborations with AQIP will help maintain project focus. You have accomplished a great deal and should experience continued success with this Project.

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

As noted in response to Question 1 – B, the college has already contacted AQIP for help. Team GO hopes to do direct work on this project and then contact AQIP for review of our work.

Review:

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Cancel

9/14/02



**Academic
Quality Improvement
Project**

The Higher Learning Commission NCA

Action Project Annual Update

*Submit electronically (send this file with an email) to
AQIP@HLCommission.org by December 1, 2001.
It is not necessary to send a paper copy.*

INSTRUCTIONS: Fill out one form for each Action Project on which you have worked this past year. (If you've completed a Project, fill out forms for both the one completed and the one which will replace it.) Each completed form should be no longer than three printed pages. Call AQIP at 800-621-7440, or email AQIP@HLCommission.org, if you have any questions.

Action Project title: Design and Implement Systems to Monitor Stakeholder Satisfaction

Name of Institution: Glen Oaks Community College

Name of Person to contact
for additional information: Lucy Zimmerman

Telephone number: (269) 467 - 9945 Email address: lzimmerman@glenoaks.cc.mi.us

1. In the past year, what have you accomplished on this Action Project? What is its current status?

As stated in the Goals Commitment Declaration, the stretch targets for this project were to define evaluation standards to be used throughout the institution and to assess evaluation methods.

A. Accomplishments:

1. Determined the institution apparently uses only paper surveys to gather stakeholder information.
2. Collected samples of satisfaction survey documents currently administered at the college.
3. Reviewed over twenty documents.
 - a. Identified stakeholder categories/populations currently surveyed.
 - b. Identified those stakeholders who possibly were over-surveyed, under-surveyed, or not surveyed at all.
4. Worked to identify evaluation standards of currently administered surveys.

The committee presented a year end report to the college's quality council (Team GO), noting the following concerns and making the following recommendations:

- Concerns:**
1. Individuals who may not have knowledge of good survey design are designing and administering surveys. Thus, many of our surveys may not be generating accurate information.
 2. Some stakeholders are being surveyed multiple times for the same information; other stakeholders are not being surveyed at all.

3. Duplication of information collection occurs with no record and little awareness of who is collection what information.
4. Information collected is rarely in a usable form for others; data is rarely exchanged among departments and/or individuals.
5. We apparently use only paper surveys to collect stakeholder information.

- Recommendations:
1. Assign the responsibility of overseeing data collection to an individual with competent knowledge of data collection. This person would be responsible for:
 - a. Archiving information collected in a usable manner.
 - b. Ensuring that all collection tools used by the college conform to accurate survey practice.
 - c. Ensuring that the information collected is used to implement improvements.
 2. Assign responsibility to the appropriate department/individual to work with the data collection person to ensure that all stakeholders are being monitored for satisfaction and that stakeholders are not over-surveyed.

B. Current Status:

Team GO is working to address the above concerns and recommendations:

1. A consultant has been contacted and has agreed to assist the action project committee and the college.
2. Lynn-Priddy Rozumalski of AQIP has been contacted and introduced the possibility of using Vital Focus options to assist in this area.
3. MITQIP, a Michigan AQIP consortium, may be able to provide us with samples of "good" instruments used to monitor stakeholder satisfaction.
4. The college's newly hired (August 2002) Director of Research will become a member of Team GO and will work on this project.
5. Three college personnel will be participating in extensive leadership training and need "projects" for this training activity. This action project may be appropriate for their assignment.

2. How did you involve people in your institution in your work on this Action Project?

The Action Project Committee was inclusive from its conception with representatives from the following areas of the college:

Administration
Board of Trustees
Center for Business
Continuing Education
Faculty
Support Staff
University Center/Distance Learning

As the committee gathered information, it involved all college areas/departments/individuals who monitored stakeholder satisfaction.

3. What are your planned next steps on this Action Project?

Team GO will determine how best to address the concerns and recommendations of this committee so that the qualitative and quantitative stretch targets of the Goals Commitment Declaration can be met and improvements can be made in assessing stakeholder satisfaction.

Team GO will discern the next steps based upon information from the resources listed in response to Question 1 – B.

4. Has your work on this Project resulted in an "effective practice" of which you are proud and that we could share with the broader higher education community? If so, describe the practice.

Work on this project has not yet resulted in an "effective practice," but it has generated valuable information on, raised valid concerns about, and prompted important recommendations for monitoring stakeholder satisfaction. As Team GO plans and then implements the next steps on the Action Project, the institution will move toward improvements in this area.

5. What challenges or problems, if any, are you still facing with regard to this Action Project?

The concerns and recommendations made by this action project committee and listed in response to Question 1 – A represent challenges the college faces with regard to this Action Project.

If you would like to discuss the possibility of AQIP's providing you with help to stimulate progress on this Action Project, explain your need here and tell us whom to call, and when.

As noted in response to Question 1 – B, the college has already contacted AQIP for help. Team GO hopes to direct work on this project and then contact AQIP for review of our work.