



Action Project: Design and implement systems to monitor stakeholder satisfaction.
Institution: Glen Oaks Community College
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Annual Update: 2004-09-13 and 2004-10-20 *Review*

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Description 

The intent of the goal is to use the continuous quality improvement process to: 1. Evaluate existing tools the college uses for measuring student and other stakeholder satisfaction. 2. Identify significant gaps and develop corresponding measures of satisfaction. 3. Create and implement a system for sharing the results.

Related AQIP Criteria 

Primary	3-Understanding Students' and Other Stakeholders' Needs
Related	4-Valuing People
Related	6-Supporting Institutional Operations
Related	7-Measuring Effectiveness
Related	8-Planning Continuous Improvement

Related AQIP Principles 

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Principle

Rationale for Action

Glen Oaks Community College exists to meet the learning and educational needs of its stakeholders. We believe meeting these needs correlates to stakeholder satisfaction. The institutional self-assessment completed as part of the AQIP participation requirement identified our ability to evaluate our stakeholders' satisfaction as a major gap inhibiting continuous total quality management. Therefore, we are addressing it now.

Areas Affected

Student Services Institutional Research Academic Divisions Public Relations/Publications

Processes Affected

Evaluation methods for stakeholder satisfaction Internal communication External communication

Process Measures

Survey of student satisfaction Survey of business and industry satisfaction Survey of employer satisfaction Survey of community satisfaction Survey of employee satisfaction

Outcome Measures

The level of stakeholder satisfaction with Glen Oaks Community College

Performance Targets

Year	Quantitative and Qualitative Stretch Targets
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One	Define evaluation standards to be used throughout the institution. Assess evaluation methods.
Two	Establish baseline data. Develop a system of internal communication.
Three	A significant percentage of the organizational areas will have improvements on evaluation results. Develop a system of external communication.

Keeping Focus

The College will maintain a standing committee to implement and monitor this goal. Regular meetings will be scheduled. Progress and results will be reported through both internal and external communication.

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Annual Update: 2004-09-13

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

During the 2003-04 academic year, the Stakeholder Satisfaction Committee continued implementation of satisfaction surveys and finalized the implementation schedule for the next three years. The purpose of the projected surveys and focus groups is to determine the satisfaction levels of (1) students with courses, (2) students with programs, (3) students with the College, (4) alumni with their Glen Oaks education, (5) employees with the College environment, and (6) employers with Glen Oaks hires. The committee also provided oversight of the first newly piloted survey, the Noel Levitz Student Satisfaction Inventory. To address the final goal submitted on the Goals Commitment Declaration, 2001 – 2004 (the development of internal and external communications systems), the committee examined the communications tools currently utilized by the College and considered new means of communications. Ultimately, the committee found that each satisfaction assessment relies heavily on the

College's executive team to disseminate information through their various departments. In June, the committee delivered its final report to Team GO, the AQIP steering committee, and recommended to the College that substantial changes in communications within departments be made.

Review (10-20-04):

Your stated Quantitative and Qualitative Stretch Targets for year 3 of this action project were that 'a significant percentage of the organizational areas will have improvements on evaluation results', and 'develop a system of external communication'. You have not given me much on which to base my comments regarding evaluation results at your college. I can see that you have an implementation schedule in place for a round of surveys covering a variety of constituent groups. Surveying a broad cross section of your stakeholders (internal and external) is important. Collection of such a broad base of data will aid in accomplishment of AQIP criterion three - Understanding Students' and other Stakeholders' Needs. You have not given any explicit results of these multiple evaluations, so I cannot comment on the improvement or lack of improvement these results may have shown. I can say that the choice to measure satisfaction across several stakeholder groups is a very positive one. Measuring Effectiveness (AQIP criterion seven) is the foundation upon which the other eight are based. Measuring Effectiveness sustains the other systems by effectively collecting, storing, retrieving, and interpreting the information needed to improve the entire institution. It is apparent that you are collecting the information; it is not clear whether the other parts of the process are happening. It is also not apparent whether you are realizing the potential benefits that such widespread data collection can bring your institution. The results of the multiple surveys on your implementation schedule may also aid in accomplishment of AQIP criterion six - Supporting Institutional Operations by making your services and activities more effective and focused. Your second stretch target for year 3 was to 'develop a system of external communication'. It appears that you have decided that positively impacting change in external communication is beyond the scope of the action project committee. Considering the systemic nature of this challenge, it is appropriate to change the locus of responsibility for this initiative to a higher-level committee. You have indicated that you are retiring this action project. Make sure that the analyses that occur on the data items that are collected from your various constituent groups are used to encourage positive change in activities and processes college-wide. When you see increases in satisfaction resulting from your 'listening' activities, make sure that you publicize these successes. Communication will play a large part in obtaining buy-in from your on campus community on this and future action projects.

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

The Action Project Committee membership continued to include representatives from the following areas of the College: faculty, administration, Board of Trustees, support staff, Center for Business Services, and Continuing Education. In addition, during the discussions of communications issues, the committee received valuable input from many different department representatives. Furthermore, a member of the business community continued to serve on the committee.

Review (10-20-04):

One of AQIP's principles of High Performance Organizations is 'involvement'. This speaks to the fact that broad-based faculty, staff and administrative involvement encourages better decisions and strengthens individual and group ownership of systems, activities, and initiatives. Your description of the involvement of people to work on this action project indicates adherence to this principle. The fact that a business community representative also served on this action project committee should increase the effectiveness of the evaluation instrument(s) chosen to interact with this specific population. Although it would have been more effective earlier on in the process, I would recommend putting your action project committee's work and products on a shared-drive accessible to the college community as a whole. Not only is this an important part of internal communication, it also allows you to tap into input from the various pockets of expertise that I am sure exist on your campus.

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

This committee has recommended that the executive deans and the AQIP steering committee (Team GO) continue the plan developed in the last two years for implementing satisfaction assessments throughout the institution. The committee has also recommended that Team GO focus on the development of more effective communication, both internally and externally. Consequently, this Action Project Committee has completed its work and will no longer meet.

Review (10-20-04):

This action project appears to have either accomplished or forwarded those items explicitly mentioned in its goals statement. You have planned to institutionalize this project, and to use the data obtained to plan for innovation and improvement. This is consistent with the AQIP principle of 'foresight'. Your decision to retire this project and begin another is appropriate.

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"; however, the implementation of the assessment, spanning the next three years, will likely yield one for the College.

Review (10-20-04):

You are right in anticipating that the collection and analysis of satisfaction data from various constituent groups will likely yield results which can be utilized to positively impact the activities and provision of services offered to these groups. You will then be able to implement the Plan-Do-Check-Act cycle that is a necessary part of any continuous improvement effort.

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

At the end of its third year of work, the Stakeholder Satisfaction Committee determined that because internal and external communication issues revealed themselves to be systemic, those issues could not be addressed by the Action Project Committee. The issues demand substantial changes in institutional processes. Thus, with the institutionalization of the stakeholder satisfaction measurements, the work of this committee is complete, and the communication challenge has been referred to Team GO.

Review (10-20-04):

You appear to have addressed your stated challenges appropriately. Changing institutional culture is always a challenge – but it is worthwhile when it aids the institution in becoming increasingly agile and flexible in meeting future needs and conditions (the AQIP principle of ‘agility’).

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?

Because the work of this Action Project Committee is complete with the institutionalization of the plans developed for implementing satisfaction assessment, no help is needed.

Review (10-20-04):

As you stated, this action project is completed – and within the three year time frame that you planned for. You should take pride in what you have accomplished through this action project. Make sure to go out to the AQIP Action Projects website and change this action project status to ‘retired’.

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