

## **Cycles of Improvement in Institutional Effectiveness**

### Inspirational Quotations for the Strategic Planning Retreat and Monthly KPI Meetings (Summer 2008)

The OPRIE staff began compiling inspirational quotes for use during the 2008 Strategic Planning Retreat and to begin each monthly KPI report. The staff benchmarked this best practice from Sharp Healthcare, a 2008 Baldrige Award recipient Sharp. The quotes help focus staff in a positive direction.

### Updated Office of Planning and Research for Institutional Effectiveness Web Site (Summer 2008)

The Office of Planning and Research for Institutional Effectiveness (OPRIE) shifted the location of non-restricted information from the Richland's intranet to the Faculty/Staff page on the internet for easier access to interested users in and outside the college. Additionally, the format was revamped so that navigation is more intuitive to the reader, OPRIE's mission statement was honed to more accurately reflect its services, and contact requirements were added.

### Administrative and Student Support Services (A&SSS) Program Review Piloted (Fall 2007)

Academic program review has been a fact of life at Richland for quite some time, and, in 2007-2008, *ThunderTeam* determined that all areas of the college could benefit from this type of continuous improvement through constructive self-examination. Each Vice President chose at least one workgroup to participate in the pilot. The first A&SSS Program reviews are due for submission in September 2008.

### WEAVEOnline Chosen to Deploy Quality Enhancement Plan (Fall 2007)

*ThunderTeam* chose *WEAVEOnline* as the system to manage Quality Enhancement Plan outcomes and documentation. Training began in Fall 2007 to introduce QEP Teams to *WEAVEOnline*.

### Organizational Action Plan Format Revised (Fall 2007)

The staff of the Office of Planning and Research for Institutional Effectiveness (OPRIE) introduced a new format for the Organizational Action Plan in Fall 2007. The previous format was not user-friendly and tended toward actions at the departmental level rather than maintaining focus at the institutional level. *ThunderTeam*, with leadership from

OPRIE staff, identified ten strategic areas of institutional emphasis and formulated organizational actions to support target attainment in those areas.

#### 2006-07 End of Year Report Format Revised (Fall 2007)

The staff of OPRIE identified a need to revise the End of Year Report format to be more explanatory of the Strategic Planning Process and readable by non-Richland audiences since the leadership distributes the report widely. The staff added additional graphics, tables and text to enhance readability.

#### Database Designed for Trends in Performance-to-Target (Fall 2007)

The OPRIE designed a database to house actual performance to target trends for institutional measures. Over the past six years, Richland leadership accumulated data on institutional measures which is now being tracked for the purpose of determining how successfully the leadership predicted performance for each measure over time, how well we challenge ourselves, and where the bar may have been too low.

#### Update of Benchmark Process Form (Fall 2007)

When best practices were approved and adopted by the ThunderTeam, there was no systematic way to track implementation or effectiveness. The OPRIE (Office of Planning and Research for Institutional Effectiveness) updated the Benchmark Process Form to require submission of a PIIP or a Departmental Action Plan to document follow-up of adopted best practices.

#### Strategic Planning Calendar (Fall 2007)

In an effort to encourage a more timely completion of required action plans\*, the OPRIE posted a "Strategic Planning Calendar" for 2007-08 on the Richland College intranet. The calendar gives the ThunderTeam, division deans, and work groups advance notice of crucial deadlines.

\*Organizational Action Plans, Departmental Action Plans, Process Improvement/Implementation Plans and Benchmarking Plans

#### PIIP Calendar Implemented to Improve Timely Completion of PIIPs (Summer 2007)

In an effort to reduce the number of PIIPs still incomplete after their anticipated completion date, the OPRIE initiated the PIIP Calendar. The calendar records the half-way mark, three-fourths mark, and month preceding the anticipated completion date, and OPRIE sends a reminder to the responsible person(s) to encourage timely completion of the PIIP.

#### Online Performance Excellence Model Updated with Links (March 2007)

The Performance Excellence Model on Richland's intranet was updated to include web links connecting each item with a web page that provides more information. These links help employees understand how elements of the Strategic Plan relate to each other.

#### Strategic Planning Training PowerPoint (Spring 2007)

The OPRIE, frustrated by the volume of re-work required for completed Departmental Action Plans, scheduled small group meetings with deans, vice presidents and work group leaders to review the purpose and effective composition of Departmental Action Plans. These meetings led the OPRIE staff to realize that general confusion existed about why and when Departmental Action Plans are needed. As a result, the Director of Institutional Effectiveness created a PowerPoint presentation containing a general overview of the Strategic Planning cycle, the reasons for Departmental Actions, PIIPs and Benchmark forms and instructions for completion of each form. Employees receive thirty minutes of professional development credit from TOLI after completing the PowerPoint slide show.

#### Definitions, Trend Data and Source Code Added to Target and Measures Document (Fall 2006)

The Office of Planning and Research for Institutional Effectiveness (OPRIE) updated the Targets and Measures document on the OPRIE web page to provide more detailed information for the viewer. Employees are now able to click on any measure to access a pop-up which provides a definition of the measure, trend data if it is available, and the Colleague script or the person and work group providing the data. The Targets and Measures document and the corresponding information are updated after the annual Strategic Planning Retreat each August.

### Refinement of the Annual End of Year Report to Include Comparisons of Target Student Performance to All Credit Students (Fall 2006)

The president of Richland College regularly uses the data and analysis from the Annual End of Year Report in reporting to the DCCCD Chancellor and Board of Trustees. Based on feedback from the college president, the OPRIE staff improved the utility of the EOY Report by providing direct comparisons of target student group performance to the overall credit student body.

### OPRIE Assigns Strategic Planning Retreat Pre-work (August 2006)

The OPRIE looked for ways to streamline the annual strategic planning retreat such that a maximum amount of quality work could be accomplished in a minimum amount of time. It was determined that by assigning pre-work to each *ThunderTeam* member, the discussions regarding target setting and organizational actions would flow much more smoothly. *ThunderTeam* members receive advance electronic copies of measures, targets and organizational actions related to their respective work groups. Doing this minimizes the amount of discussion required in the retreat and *ThunderTeam* members arrive more prepared.

### Stop Lights Added to Thunion Report (September 2005) and End-of-Year Report (Fall 2006)

The OPRIE incorporated the use of “stop lights” to indicate performance to target for strategic planning goals, kpis, or measures. Stop lights provide information at a glance making these documents more user-friendly.

### Targets Amended to Include the 90% Range (Fall 2005)

The Expanded ThunderTeam experienced some difficulty in communicating with faculty, staff and others outside the organization that leadership considered 90% of the target or better to be within the “range of tolerance.” Many readers of our *Thunion Monthly Report Card* believed we were unsuccessful if we did not meet or exceed 100%. Establishing a “target range” made the *Thunion Reports* more user-friendly.