

## **AQIP Category Four – Planning and Leading**

*Question 1 - How can we insure integrity in everything we do and communicate it to governance agencies and to the communities we serve?*

1. Collect, disseminate and explain how data is used in reporting and making decisions.
2. Explain why we do things, identify clear goals, identify goals not met, and learn from the evaluation.
3. Make policies readily accessible, apply them consistently, and improve them based on experience.
4. Leaders need to set clear expectations and policies, own up to their decisions, and set an example for everyone in practicing integrity.
5. Create and communicate plans and standards for measuring them.
6. Listen to and encourage productive staff, and provide accountability for less productive.
7. Demonstrate pride to the community and learn their perspective.
8. Teamwork and communication between departments.
9. Cultivate open communication internally and transparency to external stakeholders.
10. Clarify decision making processes in terms of who has responsibility and the point at which staff and faculty can give input.

*Question 2 - How can we insure value in everything we do and communicate it to governance agencies and to the communities we serve?*

1. Communicate and follow a vision that demonstrates a sense of purpose
2. Focus on students and student success.
3. Value employees by hearing their perspective, increasing compensation, and supporting their development.
4. Connect with the community through clarifying what they need in relation to what we can offer.
5. Assessment.
6. Get feedback for improvement from students, employees, the community, and employers.
7. Document and recognize accomplishments.
8. Adopt a less hierarchical model and break down silos.
9. Ensure that goals concerning student and community needs are as important as growing enrollment.

*Question 3 - How could we improve internal communication at RRCC, especially to connect and establish working relationships among areas that now exist too much in a "silo"?*

1. Provide roundtables and forums as a means for employees to interact.
2. Break down silos, by increasing familiarity with what other faculty, staff, and departments are doing.
3. Publish concise information in an accessible online location.
4. More projects that involve interdepartmental collaboration.
5. Flowcharts and lists of contacts.
6. Cross training.

*Question 4 - What could we do to make college planning more relevant to the work you do?*

1. Communicate vision.
2. Greater employee autonomy through inclusivity and communication.
3. Flatten org chart and provide planning at lower levels.
4. Solicit more input into planning; make sure all departments are included.
5. Finish and communicate, to all levels, the academic master plan and enrollment management plan.
6. Incorporate the college plan at all levels with shared information, a planning timeline, clear objectives, and desirable outcomes.
7. Provide relevant training to each employee.
8. Incorporate planning into job duties and goals.
9. Flow chart decision making and review how different parts of the college affect each other on an on-going basis.