

**2018 Strategy Forum
Pre-Work Draft
April 14, 2018**

Question 3 – Review the institution’s System Appraisal and prioritize one challenge to address. Complete the AQIP Category Improvement Worksheet below.

- 1. Provide a short identifier (10 words or fewer) for this challenge.*
Increasing student, faculty, and staff involvement in decision making.
- 2. Explain the nature, scope, and/or urgency of this challenge.*
In our 2016 Systems Portfolio Appraisal three pressing challenges were identified: (1) commitment to assessment of student learning, (2) aligning strategic planning, assessment, and budgeting all levels, and (3) developing a systemic approach to improving quality. We feel that the key to all three is increasing the involvement of everyone in the college community; we need an infrastructure that gives students, faculty, and staff a way to participate and informs them how and when they can contribute their voice to decision making processes. The current lack of understanding about how decisions are made promotes the appearance of a “zero-sum” game for resource allocation. It also discourages engagement of faculty and staff by promoting the feeling that involvement doesn’t make a difference.
- 3. What made the team aware of the need to develop a strategy to address this challenge? What stimulated the team to confront it now?*
The 2016 Systems Appraisal review made us aware of the need to address the design of an inclusive, integrated processes that would provide infrastructure for participation across all levels of the college. Our current Communication Action Project has proven to be too broad in scope and needs to be focused on decision-making and how the college community can become more involved. The 2015 College Development Day, which focused on the six AQIP Categories and strategies for improvement, highlighted the challenge of developing a more inclusive decision-making infrastructure. Finally, this challenge was the top area for improvement cited on the Spring 2018 Employee Climate Survey.
- 4. Which specific needs of the institution’s students, other external stakeholders, faculty, or staff could be met if this challenge is addressed? How?*
Currently, internal and external stakeholders need a way to become more actively involved. They need a better picture of what is happening, critical timelines, and guidance as to how they can engage in the process, including supportive assessment data they need to bring to the process. Addressing this challenge will help us better align operations with the RRCC mission, vision, and values. It will also allow us to capitalize on opportunities and institutional strengths and counter the impact of institutional weaknesses and potential threats.

5. *How might addressing this challenge change or strengthen the institution's quality culture and infrastructure?*

This challenge will strengthen RRCC's quality culture by aligning efforts across departments, divisions, and the college as a whole. It will also better enable us to create and implement strategies, new initiatives, and action plans that optimize current resources and position the college to meet future needs. Designing and implementing a process will inform students, faculty, and staff how to become engaged in aligned planning, assessment, and budgeting. The result will be the opportunity to improve quality improvement and better assess and prioritize ways to improve student learning and institutional effectiveness across the entire college.

6. *What enthusiasm and support exists among the institutional leadership and employees for addressing this challenge now?*

There is considerable support throughout the college for addressing this challenge. The November 2015 all-college development day established the need for us to explain planning and leading more clearly and more often. Faculty and staff indicated we need a less hierarchical model that helps us break down silos. We also need to flow chart decision making, including contacts for input into decisions. We need to complete plans and operationalize them. The Spring 2018 Faculty and Staff Climate Survey raised these same themes, with highest priority to understanding how decisions are made and how everyone can become involved. With the decision to extend the current strategic plan one more year, to obtain and use the results of the November 2018 Comprehensive Quality Review, the timing of our proposed project is good.

7. *Briefly describe the goals of an Action Project addressing this challenge.*

- Design ways to increase and optimize engagement.
- Map processes, develop timelines, and build data templates for documentation.
- Review the process with the Collaboration Council and college community.
- Pilot the first cycle, assess, and adjust.
- Communicate the new integrated processes and provide training.
- Implement across the whole college, assess, and adjust annually.

8. *Provide three to six ideas for potential Action Projects addressing this challenge.*

- Train faculty and staff to map processes.
- Train departments to collect and use performance results to manage more effectively.
- Document how college operations annually support college strategic directions to advance mission and vision.
- Document how resources are allocated and aligned with mission, vision, and strategic directions.
- Develop internal benchmarks and targets and use them for performance improvement at all levels of the college.
- Design a systemic strategic planning process that engages everyone at RRCC.