Action Project

Institution:	Baker College		
Submitted:	2007-02-27	**Contact:**	Chris Davis
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Timeline:
Planned project kickoff date: 03-01-2007
Target completion date: 02-28-2010
Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

   Development of a Quality Infrastructure to Enable a Quality Culture

B. Describe this Action Project's goal in 100 words or fewer:

   The goal of this project is to provide the infrastructure to enable the development of a culture of
   quality and data-driven decision making. Training on quality improvement techniques and the use of
   data will be provided. Using the data needs of the other action projects and the Systems Portfolio,
   infrastructure will be developed to include a catalog and documentation of current data resources as
   well as the creation of data resources to meet gaps between needs and current resources.

C. Identify the single AQIP Category which the Action Project will most affect or impact:
   Primary Category: Measuring Effectiveness

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals
are high among your current priorities:

   This project is the foundation for the other projects and the development of the Systems Portfolio. The
   training component will provide staff and faculty with the capacity to implement quality tools and
   approaches to their work processes and action projects. The data infrastructure is essential for the
   successful development of our Systems Integration Portfolio.

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or
involved in this Action Project:

   This project cuts across the institution impacting Academics, Admissions, Business Office,
   Information Systems, and Student Services.

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or
improve:

   This project engages our processes related to measuring institutional effectiveness: how we collect,
   analyze, and use information for decision making and to drive performance improvement.

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

   The first year will focus on identifying what human, data, and training resources are required and
   documenting existing resources. The second year will be used to document gaps in training and data
   and begin the process of closing those gaps, which will stretch into the third year.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

The action team will meet monthly to review progress. The leaders of the four action teams will also meet periodically to review progress of the four projects.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals: ◄▼▼

The ultimate outcome measure will be the appraisal of the Systems Portfolio, especially around the results questions. Secondary measures will include staff and faculty satisfaction with training and access to necessary data resources.

J. Other information (e.g., publicity, sponsor or champion, etc.): ◄▼▼

An action team led by the Director of Assessment/AQIP Liaison has been formed to oversee this project.

K. Project Leader and contact person: ◄▼▼

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Annual Update: 2007-09-13

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

The action team had its first meeting in February. The initial meeting focused on establishing goals for the project and the team. One of the first accomplishments was the offering of a series of one-day CQI training for 300 faculty and administrators to establish a core group with some exposure to quality improvement processes and philosophy. In developing the goals for the project, three needs emerged: 1) Academic programs leaders (deans, associate deans, program directors, and program chairs) have not had a users' group to represent their interests to information systems. This has meant that very little development has occurred in the college's administrative systems to meet the needs of this group. Because this group includes approximately 200 individuals on thirteen campuses, creating a group that is representational is a challenge. The action project team developed and facilitated a session at the annual academic leadership retreat to get input into how a users' group should be established as well as some of the unmet information systems needs of this group. 2) The institutional research department is only about four years old at the college. As requests to this department have increased, the need to develop an infrastructure to enable faculty and administrators to do their own research on students to enhance student retention and success has emerged. The college's current information system architecture does not provide easy query capabilities or other tools to support this type of research. The group has begun to discuss how to create a data warehouse or other system to meet these needs. 3) The group has started to work on a process for crafting of the systems integration portfolio. One of the goals of this process is to identify what data will be needed to answer the results questions of the portfolio so that the action team can coordinate closing any data gaps.

Review (10-08-07):

Since both the stated goal for this Action Project ("to provide the infrastructure to enable the development of a culture of quality and data-driven decision making") and its proposed time line (3 years) are quite broad and ambitious, it will be typical for more focused and time-bounded sub-projects (such as the formation of a user's group for academic program leaders) to emerge over the course of this project. The development of your institution's Systems Portfolio is also subsumed within this one Action Project. Because this project is so ambitiously defined, tracking progress, identifying which emerging sub-projects might need to stand on their own as separate projects, and maintaining momentum with the core goals of this project will be challenging. Since you are

currently only six months into the projected 3-year project, it is too soon to tell whether the scope of the project will itself present unnecessary barriers to its completion. I urge the Action Project team members to stay carefully focused on their core goals, even as significant numbers of data, training, and infrastructure needs surface through your work. As needs surface or get articulated, many will likely be best addressed through distinct administrative bodies or ad-hoc task forces rather than shouldered directly by this team. Careful tracking of processes used by this team to identify and delimit the scope of your work will thus provide strong modeling of CQI philosophy for your campus cultures.

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

The core team was selected to provide cross-departmental representation and include individuals with experience in working with data and quality processes. Quality improvement training was provided for all department directors and above. Focus groups were held with academic program leaders to get input in developing a user's group. All faculty and staff will be invited to volunteer to participate on the category teams working on the systems portfolio.

Review *(10-08-07):*

The members of the core team appear to have been selected with clearly articulated values; your plan to invite all faculty and staff to volunteer to participate on Systems Portfolio category team has the potential to enhance wider awareness of AQIP processes and values.

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

(1) Create category teams for each of the nine AQIP categories to begin the process of crafting the systems portfolio, including identifying data gaps in the results sections. (2) Facilitate the development of an information systems user group to represent the needs of deans, associate deans, program directors, and department chairs. (3) Develop requirements for a database of student information that can be used to support research and planning to improve student retention.

Review *(10-08-07):*

These next three steps appear to be carefully articulated. Will all of these three processes be directly overseen by the core members of this action team? If not, are their tracking/reporting processes in place to ensure timely completion of all tasks that might serve as a model for future action teams and task groups?

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

The project is still in the storming phase of development. However, a foundation has been laid so that in the coming months the project will develop effective practices: (1) To create a users' group to represent the interests of approximately 200 academic program leaders (deans, associate deans, program directors, program chairs, etc.) (2) Develop a process for both creating the systems portfolio and using it a lever for institutional change. (3) Design of a database of student data that can be used to for planning and decision making with the goal of improving student retention and success.

Review *(10-08-07):*

Carefully tracking all the ideas that emerge in a storming phase and then making careful decisions about which to tackle immediately, which to delegate, and which to postpone is a significant component of CQI processes. Documenting the processes used in making these decisions will offer substantial benefit to future teams.

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

Culture change is very difficult to bring about and to measure. We still need to define our goals in a way that we can know when we have completed the project.

Review (10-08-07):

I'm delighted to see the challenge so concisely articulated here. Identifying clear measures, particularly with a project this broad in scope, will be crucial to the success of the project and its power to model CQI processes for others.

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?

Nothing is needed at this time.

Review (10-08-07):