

Baker College, MI

Building a AQIP Project Selection Framework

Participation Start: 09-01-2012

Participation End: 09-01-2019

Date Completed: 10-01-2018

Team Leader: Denise Bannan

Team Member(s): Lesa Louch
Aaron Maike
Steve Simpson
Randy Hill

This Results Report reflects the activity of Baker College in the Action Project Collaboration Network. It is not an official document of the Higher Learning Commission.

Declaration

Q:

Briefly describe the project in less than 100 words. Be sure to identify the key organizational areas (departments, programs, divisions, units, etc.) and key organizational processes that this action project will affect, change, and/or improve.

A: This project is aiming to develop and implement a process for selecting AQIP action projects. Specifically, the framework will ensure that AQIP projects align with the College's Strategic Plan, Key Performance Indicators, and HLC Core Components and Criteria. The framework developed by this project will ensure strategic alignment, but will also create processes that are inclusive and transparent, greater institutional understanding of the role AQIP projects play in the College's success, and number of participants in the accreditation process.

Q:

Describe your institution's reasons for initiating this action project now and how long it should take to complete it. Why are this project and its goals high among your institution's current priorities? Also, explain how this project relates to any strategic initiatives or challenges described in the institution's recent or soon-to-be submitted Systems Portfolio.

A: To continue to mature in the planning process, Baker College recognizes the need to have a well-defined and formalized process for selecting AQIP projects. A 2015 AQIP project led to the development of the Baker College Strategy Council, and strategy councils for each functional area. Goals, initiatives, and performance benchmarks have been established for each of these councils. In addition, the goals and initiatives are mapped to the College's strategic plan and the HLC criteria. As the College worked through this process, attended the 2018 Strategy Forum, and matured in its understanding of the continuous quality improvement process, it recognized that a transparent and consistent framework for selecting AQIP projects is critical. All institutional stakeholders should understand the selection process, and the role AQIP projects play in the success of the College's commitment to continuous quality improvement. It is also recognized that it is imperative the College assesses the selection process to ensure that AQIP projects are supporting the strategic plan and HLC criteria. The project duration is 12 months.

Q:

List the project goals, milestones, and deliverables along with corresponding metrics, due dates, and other measures for assessing the progress toward each goal. Be sure to include when you anticipate submitting the project for formal reviews.

A: The project goal is to develop, implement and assess an AQIP project selection process that: 1) is integrated into the College's strategic planning framework, 2) engages a wide set of stakeholders which builds capacity to participate in institutional advancement, 3) concludes in selecting projects that address significant improvement opportunities, and align with strategic planning, 4) is well defined, transparent, sustainable and accessible.

Project milestones include: 1) submission of the AQIP Project Declaration Form, 2) development of the project selection rubric, 3) creating of the calendar for project

selection, 4) development of the process map for AQIP Project Selection, 5) development of templates for AQIP Project proposals, and 6) development of comprehensive AQIP project selection process map. 7) develop a comprehensive communication strategy to support and promote AQIP submissions.

The success of the project will be assessed based on the following metrics: 1) process fidelity – compliance of following the process, 2) alignment with HLC criteria and core components (mapping), 3) alignment with the College’s strategic plan (institutional KPIs) and 4) number of stakeholders involved in AQIP projects annually. 5) measurable improvements to KPIs. The due dates are outlined in detail in the section below: Describe how the institution will monitor project progress/success during, and at the completion of this project. Be sure to specifically state the measures that will be evaluated and when.

The project deadline for completion is May 1, 2019.

Q:

Describe how various members of the learning community will participate in this action project. Show the breadth of involvement by individuals and groups over the project’s duration.

A: This project team will include members of the Accreditation Council, which consists of membership in key functional areas of the College, including: Campus Presidents, Academic Affairs, Assessment Office, Career Services, Graduate Studies Dean, Undergraduate Studies Dean, and Provost. The process owners for this project have been identified as the President of Graduate Studies/Online and the Vice President of Academic Affairs of the Cadillac Campus. The Accreditation Council will meet on a monthly basis to monitor the deliverables and outcomes outlined for this project. Additionally, this committee will report to the Strategic Council and Presidents' Cabinet to ensure that appropriate membership and actionable items are being addressed and met for the action project.

Q:

Describe how the institution will monitor project progress/success during, and at the completion of this project. Be sure to specifically state the measures that will be evaluated and when.

A: The Accreditation Council (project team) will monitor the project progress throughout the duration of this action project. The formal evaluation progress (with milestones) will be reviewed according to the following schedule:

March 12, 2018 -- The Strategy Forum participants will review the Action Project Declaration and affirm the dates and timelines associated with the completion of this project. Edits will be made and finalization of the project declaration will be affirmed. Dates will be set for the Action Project team to meet and finalize documents to submit to the President’s Cabinet for approval.

March 16, 2018 -- Project Declaration Form is presented to the Presidents’ Cabinet for approval.

March 22, 2018 -- Accreditation Council reviews the Action Project and outlines the reporting structure, meeting dates, timelines, and implementation strategy.

March 30, 2018 -- Submission of the AQIP Project Declaration Form to the Action Project Network

April 26, 2018 -- Accreditation Council meets to develop the project selection rubric by the project team.

May 1, 2018 -- Strategic Council reviews the selection rubrics and approves.

May 18, 2018 -- Presidents' Cabinet -- Action project selection rubric is reviewed and approved.

May 31, 2018 -- Accreditation Council creates a calendar for project selection by the project team.

June 5, 2018 -- Strategic Council reviews the calendar for action project selection and approves.

June 15, 2018 - Presidents' Cabinet -- Calendar for project selection is reviewed and approved.

June 28, 2018-- Accreditation Council develops the process map for AQIP Project Selection by the project team.

July 10, 2018 -- Strategic Council reviews the process map for alignment with KPIs and HLC core components and criteria.

July 13, 2018 -- Presidents' Cabinet -- Process map is reviewed and approved.

July 15, 2018 -- Accreditation Council will PILOT a submission of an Action Project utilizing criteria outlined by project team.

- June 1 - July 31, 2018 -- HLC Action Project Declaration Form and Official Submission
 - Feedback from Peer Review by August 31, 2018

July 26, 2018 -- Accreditation Council develops templates for AQIP Project proposals by project team.

August 7, 2018 -- Strategic Council reviews the templates for AQIP project proposals.

August 10, 2018 -- Presidents' Cabinet -- Templates are reviewed and approved.

August 30, 2018 -- Accreditation Council develops a comprehensive AQIP project selection process map by project team.

September 4, 2018 -- Strategic Council reviews the comprehensive AQIP project selection process map.

September 14, 2018 -- Presidents' Cabinet -- Comprehensive AQIP project selection process map is review and approved.

October 25, 2018 -- The Accreditation Council will select and prepare a DRAFT Action Project Declaration Form to submit a new AQIP Action Project utilizing the framework outlined. Additionally, an Internal Submission Action Project TBD will be submitted for review. (Cycle timeframe -- October 1 - November 31, 2018)

November 29, 2018 -- The Accreditation Council will finalize the DRAFT Action Project Declaration Form to submit a new AQIP Action Project utilizing the framework outlined. Additionally, an Internal Submission Action Project TBD will be submitted for review. (Cycle timeframe -- October 1 - November 31, 2018)

- Feedback from Internal BC Review by December 31, 2018

December 3, 2018 -- The Accreditation Council will meet with the Strategic Council to review the framework, process, and ensure that all deliverables are aligned with the original project charter and declaration.

December 14, 2018 -- Presidents' Cabinet -- The Accreditation Council will share the finalized framework and process for AQIP Project Selection with the Presidents for final approval.

December 20, 2018 -- The Accreditation Council will meet to edit any documents or gaps in the process from all of the input gathered from stakeholders.

January 14, 2019 -- The Accreditation Council will meet with the Strategic Council to review any status update for the AQIP action project framework.

February 1 - March 31, 2019 -- The Accreditation Council will select and prepare an Action Project Declaration Form to submit a new AQIP Action Project utilizing the framework outlined. Additionally, an Internal Submission Action Project regarding this project will be submitted for review.

- Feedback from Internal BC Review by April 30, 2019

May 1, 2019 -- The Accreditation Council will review the feedback from the internal Baker College review panel and prepare a final report summary to send to the Strategy Council and Presidents' Cabinet and submit a project closure report to the Higher Learning Commission.

Q:

Describe the challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals.

A: Historically, Baker College has aggressively initiated numerous projects within a given timeframe. As a result, the primary challenge is over commitment to numerous projects and the ability to maintain focus and ensure completion as other projects take priority. Learning from this project's goals will be captured and reviewed through the College's internal AQIP Action Project review process.

Q:

Provide any additional information that the institution wishes reviewers to understand

regarding this Action Project.

A: N/A

Concluding Report

Q:

What is the primary reason for closing this project?

A: This project is closing due to the discontinuation of the AQIP accreditation pathway and Action Project Network. This action project was initiated as a result of the AQIP Strategy Forum that was attended by key leadership of the College in February of 2018. The project goals were to develop, implement, and assess an action project selection process that included: 1) integration into the College's strategic planning framework; 2) engagement of a wide set of stakeholders which builds capacity to participate in institutional advancement; 3) project selection that addressed significant improvement opportunities, and aligned with strategic planning and key performance indicators; and 4) a well-defined, transparent, sustainable and accessible process. An action project was selected based on the process and instruments developed as part of this project. The selected action project will be implemented despite discontinuation of this particular AQIP project selection framework.

Q:

What aspects of this project would you categorize as successful?

A: The aspects of the project that was successful were: (a) development of an action project selection rubric which was aligned with the College's strategic planning framework, key performance indicators, and HLC core competencies, (b) development of a process to solicit project proposal from the various institutional councils, (c) creation of a timeline for project selection and evaluation, (c) implementation of the rubric to assess four action project proposals, (d) involvement of multiple stakeholders from various functional units of the institution in project selection, and (e) selection of an action project utilizing the established framework.

Based on the work of this AQIP project, the College was positioned to ensure that the selection of action projects were in alignment with the College's strategic planning framework and HLC core competencies, as well as the increased involvement of multiple stakeholders in the selection, implementation, and assessment of the project and fidelity of the process.

Q:

What aspects of this project would you categorize as less than successful?

A: One aspect of this project that was less than successful was the completion of a full cycle before the project closure to determine if goals and milestones were met. The project declaration stated that success of the project will be assessed based on the following milestones: 1) process fidelity – compliance of following the process, 2) alignment with HLC criteria and core components (mapping), 3) alignment with the College's strategic plan (institutional KPIs), 4) number of stakeholders involved in AQIP projects annually,

and 5) measurable improvements to KPIs. While the project was successful in terms of the creation of a rubric and selection of an action project aligned with HLC and institutional KPI's and the strategic plan, this action project has yet to be fully implemented; and therefore, it is undetermined as to whether measurable improvements to KPIs was evident. In addition, multiple cycles of project selection, implementation, and evaluation were required to ensure process fidelity and to allow the College to make improvements to the process as needed.

Concluding Review

Q:

Do you have any final thoughts or feedback for this institution in regards to this project? Enter N/A if not applicable.

A: The project that was developed during a Strategy Forum is closing as the AQIP Pathway closes. The College will continue the work.

Project: Building a AQIP Project Selection Framework

Version 1.0 - Project

Q:

What is the current status of your project?

A:

Q:

Please indicate the original project start date, original project end date, and anticipated completion date if project is not completed. Please list dates on separate lines.

A:

Q:

Briefly describe the current status of the project. Explain how this project relates to any strategic initiatives or challenges described in the institution's most recent or soon-to-be submitted systems portfolio, if applicable.

A:

Q:

List the project goals as stated in the original project declaration along with the metrics/measures for assessing the progress for each goal.

A:

Q:

Describe what has been accomplished with this project over the past year, specifically referring to quantifiable results that show progress. You may need to include a discussion clarifying how the original goals and anticipated outcomes may have shifted during the year.

A:

Q:

Describe how various members of the learning community have participated in this action project. Show the breadth of involvement by individuals and groups over the project's duration, particularly during the past year.

A:

Q:

Describe the effect that this project has had on the institution, students, and others in the learning community. What has the institution learned that can be identified as a good practice to use in other aspects of its quality work or from which other institutions might benefit?

A:

Q:

Describe the anticipated challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals.

A:

Q:

In light of the project goals, current circumstances, institutional learning from this project, and anticipated barriers to success, list the next steps to be taken over the course of the next 12 - 24 months in order to complete or institutionalize the results of this action project. Provide a timeline for completing each next step.

A:

Q:

Provide any additional information, inquiries, or concerns that the institution wishes reviewers to understand regarding this Action Project. Enter N/A if not applicable.

A:

Version 1.0 - Update

Q:

I certify that this project is ready for review.

A:

Version 1.0 - Review

Q:

Please comment on anything that is omitted or incomplete in the project status, dates and summary field. Enter N/A if not applicable.

A:

Q:

Check for accuracy and completeness against the original Project Declaration. Are the right metrics or measures included for each goal? If not, what revisions to the metrics/measures would you suggest that the institution consider?

A:

Q:

Has the institution acted in meaningful ways to pursue project success, making progress as anticipated in the original project declaration? If meaningful progress or project success has not been achieved, has the institution made appropriate revisions to the goals or anticipated outcomes for this project? • Are descriptions of resources, organization, concrete results, and reaching milestones included? • Make a statement of global judgment. (i.e. “The institution is making [excellent/good/satisfactory/acceptable/slow/ casual/no] progress in this action project.”).

A:

Q:

Are the appropriate people involved sufficiently for the nature and scope of the project?

- **Is there sufficient breadth of involvement?**
- **Are the right people involved? • Emphasize the roles of those who can enhance the impact, success, or effectiveness of the project.**
- **Tactfully call attention to any people that appear to have been omitted or bypassed.**

A:

Q:

Does the institution show evidence of learning from what it did well?

- **Acknowledge any practice that could be replicated internally in future projects.**
- **Encourage the sharing of best practices with other institutions.**

A:

Q:

Does the institution have a realistic understanding of what it needs to address in order to achieve progress and, ultimately, project success? Does it assess its internal and external environments, recognizing the potential forces that could hinder success? Is anything overlooked?

A:

Q:

Does the institution understand the current status of its project and know how it intends to pursue project success?

A:

Q:

Overall, does the institution demonstrate a good faith effort in its pursuit of continuous quality improvement through this action project? Is there anything of concern that should be brought to the attention of AQIP via your mentor?

A: