

# The Higher Learning Commission Action Project Directory

## Baker College

Project Details			
<b>Title</b>	Revise reporting processes of Career Services key performance indicators	<b>Status</b>	COMPLETED
<b>Category</b>	7-Measuring Effectiveness	<b>Updated</b>	09-28-2011
<b>Timeline</b>		<b>Reviewed</b>	10-11-2011
	<b>Planned Project Kickoff</b> 01-05-2010	<b>Created</b>	02-25-2010
	<b>Actual Completion</b> 03-22-2012	<b>Version</b>	2

### 1: Project Goal

**A:** Procedures that determine processes will be well written, vetted and implemented. Data reports will be available. Procedures and timelines for review of processes will be documented.

### 2: Reasons For Project

**A:** Internal audit conducted in summer 2009 revealed a need for review and revision of both processes and policies that support them. A more comprehensive and consistent method of data collection and reporting is necessary.

### 3: Organizational Areas Affected

**A:** Career Services

There will be some impact on Academics as employment data, particularly related employment data can be tied back to the system. Further, data and performance collaboration between Work Experience and Clinical Rotations will yield tangible data points to measure effectiveness.

There will also be impacts on marketing, which ultimately affects Admissions.

### 4: Key Organizational Process(es)

**A:** A complete review and ultimate re-write of the Career Services Policy and Procedure Manual will be necessary as procedures will lead to new processes for employer and student documentation. Improved efficiency in marketing and reporting will lead to 100% compliance with all Federal regulations pertaining to Career Services.

### 5: Project Time Frame Rationale

**A:** Because of a changeover from CARINA to NACElink and with our new reporting year ending March 31, 2010, outlines of the changes in procedure have to begin to be put in place by that date. Once these are put in place, procedures can be written prior to the start of the 2010-2011 academic year, and the first quarter can be used for implementation.

### 6: Project Success Monitoring

**A:** Policy and Procedure Manual re-write commences in January 2010. In conjunction with this, all relevant Career Services definitions will be reviewed and revised and presented no later than March 31, 2010. The Career Services AQIP Committee will compile and prioritize all employment procedures. This will be completed by April 30, 2010. The Employment section of the Career Services Policy and Procedure Manual will be completed no later than June 30, 2010. Work Experience procedures will be compiled and prioritized in the same manner as the Employment procedures and prioritization will be completed by August 31, 2010. The Work Experience section of the Career Services Policy and Procedure Manual will be completed by October 31, 2010.

The Director of Career Services will operate as key contact on the project and will provide quarterly updates to the AQIP Council per

## 7: Project Outcome Measures

A: The project will end once the new policy and procedure manual and accompanying reports are in place, when personnel have been trained, and when all offices have implemented the new procedures. The project will be followed up on at the close of the reporting year when an audit of procedure can be completed to collect data on implementation. This data can then be used to make needed adjustments as part of the ongoing continuous improvement in this area.

## Project Update

### 1: Project Accomplishments and Status

- A: 1) **Development of a comprehensive career services reporting policy and procedures manual:** The project focused on issues of reporting in the career services department. The policies developed have not been assembled into a single book, but have been written in a consistent manner and are available to all persons in the department via blackboard.
- 2) **Explicit definitions for use in career services reporting across the system:** Definitions are written in policy and available as noted above. This ensures consistent reporting of all career services data across ten campuses, as well as year to year. The improved consistency in reporting allows the college to better meet expectations of external stakeholders, as well as improve processes because data is more reliable and provides better information about system needs.
- 3) **Develop and implement System-wide consistency of reporting structure:** All campuses report on a monthly basis using a single template. Reports are posted online based on a pre-determined schedule and compiled to form system-wide reports.
- 4) **Review and revision of policy:** Following a year of policy implementation and reporting, the career services department convened a team of employees to review the processes implemented as well as the results obtained. The team then made some minor revisions to policy and procedure to improve our processes. This review and revise process is documented and mandated in college policy and will occur on an annual basis.

### 2: Institution Involvement

A: This project focused narrowly on reporting processes. Career services professionals from across the system were brought together to form a working group. This group represented local needs as well as the system perspective. The group worked cooperatively to write policy and procedures, then to implement and evaluate those procedures. Individuals on this committee were responsible to take the work of the committee back to their local campus. Additional information was shared at the campus level by system personnel with responsibilities across campuses. College leadership was kept informed by regular reports to the Presidents/Executive committee as well as to the AQIP Council.

### 3: Next Steps

A: The final step to this project is to repeat an internal audit of reporting. A previous audit found deficiencies in structure and errors in reporting. The current internal audit is being conducted. If the audit is completed without major findings, then the project will be

closed. If specific concerns are raised by the audit, the project may be extended until those concerns are addressed, or the concerns may be addressed through ongoing processes in the Career Services Department rather than as part of an AQIP project.

#### 4: Resulting Effective Practices

A: The Career Services Department has worked hard to create more consistency in processes across 10 campuses that span the southern half of the lower peninsula of Michigan. Creating consistent processes to improve data collection and reporting is, by itself, a best practice. This change allows the college to better understand the services being provided, identify challenges, and seek ways to address those challenges.

Importantly, Career Services is one of the only areas within the College that has institutionalized an annual review of policy and procedure. By creating policy that mandates this review and revision process, the department has positioned itself to ensure that the feedback loop in the assessment process is fully closed. Rather than assuming that data will be used, this department has structured its processes and calendar to ensure that data is collected and used and improvement made.

#### 5: Project Challenges

A: We believe this action project has been successful. The current internal audit may find reporting or procedural issue that need to be addressed, but the structure in place will be able to effectively respond to those findings and move forward without significant disruption. We anticipate that following the audit process, the project will be ended.

### Update Review

#### 1: Project Accomplishments and Status

A: This Action Project was designed to develop comprehensive career services policies, procedures and processes. The College appears to have followed the suggestions made by the previous update reviewer and completed their review process successfully. The process that was used reflects a commitment to important principles of high performing organizations, such as broad based involvement and collaboration across their 10 colleges.

#### 2: Institution Involvement

A: The College recognized the importance of obtaining input from across its 10-college system, which resulted in the creation of a steering committee, that was overseen by the system director and supported by the system associate VP for institutional effectiveness. Since all of the AQIP projects are monitored by the AQIP Council, with regular updates provided to the President's Executive Council and the system director of career services, decision makers also remained informed of the project, from beginning to end. This reflects broad based involvement, leadership report and collaboration, consistent with the principles of higher performing organizations.

#### 3: Next Steps

A: The College has a clear idea of the options available to complete this Action Project successfully: a positive finding by the internal auditor or an appropriate response to address any concerns or negative findings. This approach seems reasonable and consistent with a learning orientation, fact based information gathering, integrity in words and deeds and a commitment to continuous improvement.

#### 4: Resulting Effective Practices

**A:** The College developed a systematic process to ensure consistency across their 10 college system. It recognizes the value of developing consistent processes, using appropriate individuals from throughout its system and, presumably will utilize this approach in other areas of the institution. This is an approach that encourages broad based involvement, respects people and promotes collaboration, from which an organization will benefit in its long-term change efforts.

## **5: Project Challenges**

**A:** The College does not anticipate additional challenges, given the systematic process used in carrying out this project, although they are prepared to respond appropriately, in the event of negative findings by the internal auditor. This is an appropriate and realistic approach for this project. This project is making reasonable progress towards completion.

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## **Project Outcome**

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### **1: Reason for completion**

**A:** This project is being closed because it met the objectives that were set forth, and the processes addressed have been institutionalized to an extent that ongoing improvement can be expected. The project was intended to standardize and strengthen reporting procedures in our career services division, and to create structures that will lead to ongoing monitoring and improvement. This was achieved. Additionally, the project was intended to help promote the culture of continuous improvement and to help develop knowledge and skills in implementing a sustainable CQI approach to operations. This was achieved.

### **2: Success Factors**

**A:** The primary objective related to the development of standardized procedures was successful. All offices are aligned with the new reporting processes. An internal audit was completed to determine the level of compliance, and to test the accuracy of the data reported. The audit demonstrated that following implementation of the procedures developed as a result of the project, there is a greater level of accuracy in the data reported, and all offices are meeting expectations at a higher rate than prior to the project. This means that we now have more reliable and valid data available to make decisions to ensure students are receiving the highest level of services.

### **3: Unsuccessful Factors**

**A:** The project took longer to complete than originally anticipated. This was due in part to a transition in the director of career services during the project. Additionally, the project was originally slated to close with the implementation of new reporting procedures. However, it was determined that assessment of the project could not be completed until well after implementation so that a complete reporting cycle could be observed, and an internal audit conducted.