

**HIGHLAND COMMUNITY COLLEGE**  
**FY 08\_09 Quality Improvement Campaigns**

This document contains Highland Community College's quality improvement campaign plans for FY08/09. The four specific plans of action to improve two AQIP category areas and two infrastructure areas are presented in the AQIP strategy forum category and infrastructure campaigns chart format modified with "Who" and "When" columns. The 2007 Highland Community Strategy Forum Team believes that these pages contain direct, clear statements of how the college intends to proceed to improve categories 7 and 8 as well as two infrastructure improvements involving communication and training. Please see following pages.

# Highland Community College

## AQIP Category Improvement Campaign

Campaign Name → Measuring Effectiveness

Currently	Via	Who	When	Future
Lack of agreed upon systematic process to determine internal stakeholder data needs and ensure measurement clarity	<ul style="list-style-type: none"> <li>Provide internal stakeholders with practical and advanced training in goal-setting, process identification, and quality improvement.</li> </ul>	AQIP Category 7 Team with consultant	January '08	Agreed upon systematic process and measurement clarity
	<ul style="list-style-type: none"> <li>Provide forum(s) for peers to work together to conceive appropriate KPIs that align with identified processes and goals; hold roundtable discussions to brainstorm KPIs.</li> </ul>	Team/Consultant to organize with Deans/Directors	TBD in consultation with Deans (target: Feb/March) April '08	
	<ul style="list-style-type: none"> <li>Review existing internal reports, ICCB and IPEDS reports, Monitoring reports, program reviews and assessment data, and strategic/goal planning documents to inform KPI development and to determine if a KPI is already collected or reported.</li> </ul>	Leadership Team (LT)/Deans/Directors with assistance from IR/IT		
	<ul style="list-style-type: none"> <li>Develop internal stakeholder survey to gather information for developing KPIs at the institutional level.</li> </ul>	IR with LT	April '08	
	<ul style="list-style-type: none"> <li>Document process for future additions or changes to KPIs, utilizing additional data resources.</li> </ul>	LT/Deans/Directors with assistance from IR	Ongoing	
	<ul style="list-style-type: none"> <li>Periodic focus group session(s) with peers to discuss successes and challenges with goal-setting, process identification, and utilizing KPIs.</li> </ul>	Team/Consultant to organize with Deans/Directors	TBD in consultation with Deans	

Lack of timely access to data	<ul style="list-style-type: none"> <li>• Determine software needs of end users to monitor KPIs.</li> <li>• Review software and determine if it meets the needs of faculty and staff monitoring KPIs. Make recommendations about software usage.</li> <li>• Develop methods for gathering data that is not already collected or reported as needed.</li> <li>• Design and develop reports to monitor KPIs that are not already reported.</li> <li>• Review permissions for data access and add faculty and staff as needed.</li> </ul>	<p>Task Force</p> <p>Sungard Task Force</p> <p>LT/Deans/Directors with assistance from IR</p> <p>IR/IT with LT/Deans/Directors</p> <p>IR/IT</p>	<p>FY'09</p> <p>FY'09</p> <p>May '08</p> <p>Start: May/June '08</p> <p>Ongoing</p>	Efficient access to needed data
Lack of consistent manipulation of data	<ul style="list-style-type: none"> <li>• Use KPIs to further develop user-friendly institutional data dictionary.</li> <li>• Design and develop institutional and departmental dashboards.</li> <li>• Train appropriate staff or faculty to design reports to monitor KPIs.</li> <li>• Define process for ad hoc reporting needs.</li> </ul>	<p>IT with IR</p> <p>LT/Deans/Directors with assistance from IR/IT</p> <p>IT with IR</p> <p>IR with IT</p>	<p>Ongoing</p> <p>Start: May/June '08</p> <p>April '08</p> <p>FY'09</p>	Consistent manipulation of data

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## AQIP Category Improvement Campaign

Campaign Name → Planning Continuous Improvement

Currently	Via	Who	When	Future
Need to improve communication of strategic planning process	<ul style="list-style-type: none"> <li>• Define Strategic Planning process (steps, timeline, who responsible, etc.)</li> <li>• Communicate Strategic Planning process to stakeholders via communication.</li> <li>• Publish meeting minutes.</li> </ul>	Leadership Team/work group  AQIP Communication Committee  AQIP Communication Committee	March 2008  August 2008  August 2008	Well communicated strategic planning process
Need to define processes to select short-term and long-term strategies to promote achievement of strategic plan	<ul style="list-style-type: none"> <li>• Define short-term strategies process (steps, timeline, who responsible, etc.)</li> <li>• Identify strategic plan priorities and define process to select long-term strategies.</li> </ul>	Leadership Team/work group  Leadership Team/work group	Spring 2008  Fall 2008	Well defined processes to select short-term and long-term strategies
Need to improve process to develop key action plans to support institutional strategies	<ul style="list-style-type: none"> <li>• Define process to develop key action plans (steps, timeline, who responsible, etc.)</li> </ul>	Leadership Team/work group	Spring 2008	Well defined process to develop key action plans to support institutional strategies

<p>Poorly defined process to coordinate and align college goals, planning processes and overall institutional strategies and action plans with the various institutional levels</p>	<ul style="list-style-type: none"> <li>Better define this process using the recently developed institutional timeline</li> </ul>	<p>Leadership Team/work group</p>	<p>Spring 2008</p>	<p>Well defined process to coordinate and align college goals, planning processes and overall institutional strategies and action plans with various institutional levels</p>
<p>Poorly defined process to select KPIs and related measures for the institutional strategies and action plans</p>	<ul style="list-style-type: none"> <li>Measuring Effectiveness Category Campaign</li> </ul>	<p>See Measuring Effectiveness Campaign Chart</p>	<p>See Measuring Effectiveness Campaign Chart</p>	<p>Well defined process to select KPIs and related measures for the institutional strategies and action plans</p>
<p>Lack of a defined process to handle roadblocks in QI efforts</p>	<ul style="list-style-type: none"> <li>Define QI Roadblock process (steps, timeline, who responsible, etc.)</li> </ul>	<p>IR Director with work group</p>	<p>Summer 2008</p>	<p>Well defined process to handle QI roadblocks</p>

<p>To a degree there is a status quo mentality, “We’ve always done it this way” and “Nothing will ever change”</p>	<ul style="list-style-type: none"> <li>• Implement college-wide quality training campaign</li> <li>• President’s statements encouraging QI suggestions and participation</li> <li>• Communicate QI successes</li> <li>• Implement internal communication plan as outlined in the quality infrastructure communication campaign</li> </ul>	<p>AQIP Steering Subcommittee President</p> <p>AQIP Communication Committee AQIP Communication Committee</p>	<p>Fall 2008</p>	<p>Establish culture which stimulates, rewards, and celebrates the free flow of QI ideas with all staff feeling comfortable, competent and responsible for striving for a “better way” to do things</p>
<p>Lack of a process to systematically review QI suggestions</p>	<ul style="list-style-type: none"> <li>• Define QI suggestions review process (steps, timeline, who responsible, etc.)</li> <li>• Utilize employee QI champions developed in the quality infrastructure training campaign</li> </ul>	<p>AQIP Steering Subcommittee</p> <p>QI Champions</p>	<p>Fall 2008</p> <p>December 2008</p>	<p>Process in place to systematically review QI suggestions and to support implementation of ideas with merit</p>

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## AQIP Category Improvement Campaign

Campaign Name → College-wide Quality Training

Currently	Via	Who	When	Future
Lack of College-wide in-depth understanding of quality principles and tools and integration of AQIP within the rest of the organizational operations	<ul style="list-style-type: none"> <li>• External consultant presentation/review of big picture view of quality improvement fundamentals</li> </ul>	AQIP Steering Subcommittee	January 2008	College-wide understanding and empowerment to use quality principles, tools, and processes and seamless integration of AQIP activities within the rest of the organization
	<ul style="list-style-type: none"> <li>• Develop multi-track QI training (one general/common sense and one more detailed with theory)</li> </ul>	AQIP Steering Subcommittee and consultant	April 2008	
	<ul style="list-style-type: none"> <li>• Identify performance indicators and measures for QI training</li> </ul>	AQIP Subcommittee	Fall 2008	
	<ul style="list-style-type: none"> <li>• Implement QI training in groups of 8 to 12</li> </ul>	Internal and external trainers	December 2008	
	<ul style="list-style-type: none"> <li>• Identify employee QI champions in each employee group</li> </ul>	Steering subcommittee	December 2008	
	<ul style="list-style-type: none"> <li>• Gather measures data to evaluate training effectiveness</li> </ul>	Steering subcommittee	February 2009	
	<ul style="list-style-type: none"> <li>• Review and modify training based on performance measures</li> </ul>	Steering subcommittee	March 2009	

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## AQIP Category Improvement Campaign

Campaign Name → Communication of Quality Improvement Efforts

Currently	Via	Who	When	Future
Communication inadequacy regarding quality improvement efforts and successes	<ul style="list-style-type: none"> <li>• Reactivate AQIP Communication Committee (AQIP CC)</li> </ul>	AQIP Steering	December 2007	Regular and comprehensive communication with all stakeholders regarding quality improvement efforts
	<ul style="list-style-type: none"> <li>• Review stakeholder list</li> </ul>	AQIP CC	January 2008	
	<ul style="list-style-type: none"> <li>• Develop internal and external communication Plan using:                             <ol style="list-style-type: none"> <li>1. Annual Report</li> <li>2. Report at Quarterly Board Retreats</li> <li>3. Press Releases re: Quality Issues</li> <li>4. Prominent Website Space</li> <li>5. Recognize Achievements</li> <li>6. Celebrations</li> <li>7. Regular Communication Meetings</li> <li>8. Opening Days In-service Updates</li> </ol> </li> </ul>	AQIP CC	April 2008	
	<ul style="list-style-type: none"> <li>• Identify performance indicators and measures for communication plan</li> </ul>	AQIP CC and Steering	June 2008	
	<ul style="list-style-type: none"> <li>• Implement communication plan</li> </ul>	AQIP CC	August 2008	
	<ul style="list-style-type: none"> <li>• Gather measures data</li> </ul>	AQIP CC	December 2008	
	<ul style="list-style-type: none"> <li>• Review and modify plan based on performance measures</li> </ul>	AQIP CC and Steering	February 2009 and ongoing	