



Project Overview Statement

Executive Summary

Project Title:	Institutional Effectiveness
Project ID:	73
Project Leader:	Lesley Higgins Pat Senior
Department:	Human Resources
Executive Sponsor:	Dr. Edna Chun

PROJECT BUSINESS CASE

Project Overview

The college will be creating, implementing and utilizing an Institutional Effectiveness system for all divisions at the institution. The college previously employed a manual process whereby departmental and division leaders would input data onto a manual spreadsheet and it would be reviewed, coordinated and reported by the Institutional Effectiveness department. Institutional Effectiveness allows an organization to define goals, strategies, tasks, and expected outcomes for all of its major divisions. If use properly, the divisions then evaluate their outcomes at the end of a defined period and determine what would be considered a success, and where changes to operations, procedures or policies need to be made to enhance the future IE endeavors.

This project has now been assigned to the Human Resources division. HR will oversee and facilitate the district discussions to create and implement a new process. It is envisioned that the process will now become electronically housed and manipulated. Third party software must be evaluated and internal staffing resources must determine if there are existing programs that can be utilized to initiate this project. Realizing that the scope of the project is very large, and that multiple lead representatives, including President's Cabinet must meet and define the entire scope and goal of the initiative, HR is proposing to use the Confluence tool to begin the process. This is only a temporary solution to the proposed end result. Once the Holcombe Institute is complete and appropriate staff have been hired for the HI, the maintenance and governance of the IE plan will be housed there. At this time, a Director of the Holcombe Institute is being recruited for. There is currently a Director of Educational Research that will become an integral part of the IE process.

Tasks to complete:

- Identify key staff members to serve on IE Task Force
- Identify specifications and template to be used college-wide for institutional effectiveness information
- Research third-party software for possible IE solutions
- Verification of template to be used by all divisions must be reviewed by appropriate IE / BI / HI staff, as well as President's Cabinet members

- Begin data mapping requirements for any IE reports that are proposed
- Identify data storage needs (time length, method, etc) for IE data generated
- Review business processes to determine the flow, process and procedure for Institutional Effectiveness information submittal
- Determine accountability measures to implement for IE goal attainment
- Workflows and approval paths must be properly identified
- Identify communication methods and timeline needed to distribute information regarding the launch of IE

Business Goals

Implementation of the Institutional Effectiveness project will allow appropriate staff to designate and define goals for specific periods of time (annually), and report and track results and outcomes for each defined measure. District wide, the college will be able to compare and analyze goals and outcomes for each area and view against defined institutional goals, mission, vision, the educational master plan, and the administrator / professional technical staff master plan.

Operational Business Goals to be attained:

- Determine best practices and identify business metrics for implementing and utilizing an Institutional Effectiveness approach
- Identify current operational and strategic goals and create a tool for accountability and measurement efforts
- Deliver more effective and efficient services
- Utilize evolving technology to modernize business processes
- Formulate future goals and create staffing plans to better serve the institution and address the results generated by the IE report
- Allows appropriate staff to give further, detailed input into the operational and strategic goals set by each division
- Manage, track, record and report against data obtained from IE charts as needed and on demand
- Higher degree of accountability for staff to meet the expected goals and strategies set by the IE chart; ability to evaluate staff more effectively and efficiently by utilizing the IE information
- Create storage requirements plan for all data housed, eliminating need to create manual documentation

Success Factors

This project requires complete senior management support across all levels as it directly impacts all employees at the college. Institutional Effectiveness key staff must be identified and staffing support must be committed from all operational divisions to actively participate in this project. The roll-out of the IE charting must occur in pre-planned phases, and the entire process will take longer than one academic year. Consistent IT support must be assigned to ensure that the project incorporates the best use of technology. Participants must understand that they will not see immediate results, and that it should be utilized as an annual tool. Testing time must be appropriately scheduled. Training must be properly identified for all levels of employees and supervisory staff.

Staffing resources needed:

- Senior management – administrative support; formulate, create and communicate vision of the Institutional Effectiveness project
- Data (form) owners – participants in creation, testing and implementation of IE system
- All designated employees – training and users
- HR staff – serve as the facilitator and maintenance owner of IE information
- IT staff – create, program and serve as expert support staff in all phases of implementation; review third party solutions to determine if the college should purchase a product or develop an internal solution
- Staff development staff – create training plan and schedule