

The Higher Learning Commission Action Project Directory

Central Arizona College

Project Details			
Title	Institutional Measures of Effectiveness	Status	ACTIVE
Category	7-Measuring Effectiveness	Updated	09-30-2011
Timeline		Reviewed	10-12-2011
	Planned Project Kickoff 02-01-2008	Created	11-24-2009
	Target Completion 11-01-2010	Version	4

1: Project Goal

A: Develop a set of institutional measures of effectiveness.

2: Reasons For Project

A: The institution has completed the review and revision of the Vision, Mission, Values, and Strategic Goals. In order to appropriately measure the progress of the institution toward attaining its vision and goals, measures of effectiveness aligning to the guiding documents must be in place and assessed.

3: Organizational Areas Affected

A: The offices of Institutional Planning and Effectiveness, Institutional Planning and Research, and Accreditation and Quality Initiatives. The measures of effectiveness address every aspect of the institution. Therefore, every department will be involved and affected in some manner.

4: Key Organizational Process(es)

A: Institutional Planning, Operational Planning, Accreditation

5: Project Time Frame Rationale

A: The development of the measures are to be in place in time for baseline data to be used for the next planning cycle (November 2010).

6: Project Success Monitoring

A: Meeting minutes are posted on the district shared drive. The Director of Institutional Planning and Research and the Director of Accreditation and Quality Initiatives meet monthly with the College President to report progress. The President shares information with the Executive Council for approval.

7: Project Outcome Measures

A: This project is being driven by the Quality Council, which meets monthly. Meeting minutes are posted on the district shared drive. The Director of Accreditation and Quality Initiatives meets monthly with the College President to report progress. The President shares information with the Executive Council for approval.

Project Update

1: Project Accomplishments and Status

A: A final draft of the Institutional Measures of Effectiveness (IMEs) was forwarded to the Executive Council (President and Vice Presidents). Over the past year, CAC has been engaged in revisiting its strategic planning process and revising its Vision, Mission, and Strategic Goals. The new vision and mission statements were adopted by the Governing Board in early 2011 and the Strategic Goals will be reviewed at the October 2011 Governing Board meeting. Adoption of the IMEs will be finalized after the Board has approved CAC's new Strategic Goals.

2: Institution Involvement

A: This Action Project is lead and managed by the Central Arizona College (CAC) Quality Council and is chaired by the Director of Accreditation and Quality Initiatives (who is also the AQIP Liaison). However, during fall 2010, standing committees at the college were temporarily discontinued due to a restructuring. No indication of timeline for their reinstatement was given. It is anticipated that the Director/AQIP Liaison position may chair the new committee that replaces the Quality Council. The members will represent a variety of areas and levels to provide district representation, as well as representation from each employee constituency group (faculty, support, managerial/technical, and administration), and to enhance ownership of the process. Members will be expected to communicate the committee's work and bring forth questions, suggestions, and comments (to the committee) from their respective areas. Progress will be reported and readily available online via the district's shared drive, committee meeting minutes, division reports, and presentations during CAC's fall and spring district in-services, and constituency group's professional development days.

3: Next Steps

A: As mentioned in Item B, the Quality Council who led this Action Project is no longer a standing committee. A new committee structure has been implemented and a new committee will be assigned this Action Project. It is anticipated that with the hiring of the new Associate Vice President of Institutional Effectiveness and the Governing Board adoption of Strategic Goals that much more progress will be made in the next few months.

4: Resulting Effective Practices

A: None at this time.

5: Project Challenges

A: Over the past year, CAC has been engaged in revisiting its strategic planning process and revising its Vision, Mission, and Strategic Goals. Progress stalled with the vacancy of the retirement of the Vice President of Institutional Effectiveness and Advancement and the hiring of the new Associate Vice President of Institutional Effectiveness and awaiting the restructuring of the institution's committee structure.

Update Review

1: Project Accomplishments and Status

A: Great job! This the proper way to start the process and then you can match the other aspects of the effective measures to these approved sections.

2: Institution Involvement

A: You are progressing as expected in this project. I see that your completion date is 11/01/2010 and it is now October 2011. Will you be able to complete this project yet this year or is it going to be a longer process? Sometimes it is necessary to open new projects when you change the objectives of the target.

3: Next Steps

A: This is a good idea that you are anticipating the completion. The AQIP adviser should be an excellent resource since this person will be trained in what is mandatory. Keep up the good work it will be a very worthwhile project.

4: Resulting Effective Practices

A: I would assume that this is because you are just forming the team. The sooner you can get started on at least one project, the more interest you will have from the committee members in wanting to get started with the project. Waiting too long tends to diminish interest. People tend to forget what they were excited about in the beginning.

5: Project Challenges

A: This is definitely a problem in that you now must bring everyone up to speed on where you are in the process. As mentioned above, you don't want to wait too long to get up-and-going on the project again. This has been an excellent project to look over the AQIP Categories that you can incorporate into this project. Be certain to look at AQIP Category 5 Leading and Communicating, AQIP Category 7 Measuring Effectiveness, and AQIP Category 8 Planning Continuous Improvements.