Institutional Effectiveness Planning Unit Managers Training

Part 1: Introduction to the Institutional Effectiveness Process

May, 2018
Session Objectives

1. Describe the MCC Institutional Effectiveness Process for Continuous Improvement

2. Develop Institutional Effectiveness Plans (IE Plans) that incorporate SMART goals and objectives.

3. Access EPMO-IE online resources for developing and implementing IE Plans.
Connection to the MCC Strategic Plan

May 2016 - Six Key Themes Developed

September / October 2016 – Town Hall Discussions

July 2017 – Draft Tactics Consolidated

January 2017 - Board Approval of Strategic Plan (September 2017 – Revised)

October 2017 – In-Service Presentation of Strategic Plan

December 2017 – WEAVE Online Planning System Implementation

May 2018 – Training for All Stakeholders in IE Process
MCC Office of Enterprise Project Management – Institutional Effectiveness (EPMO-IE)

• Works with entire College to implement the Strategic Plan

• Provides the tools for assessment and continuous improvement by facilitating Institutional Effectiveness Planning (IE Plans) within every unit of the College
What is Institutional Effectiveness?

- Institutional Effectiveness (IE) is a yearly **planning** and **evaluation** process.

- IE is **ongoing**, **systematic**, **integrated**, **institution-wide**, and **research-based**.

- IE is aimed at organizational optimization, i.e., increasing operational efficiency through continuous improvement.
Institutional Effectiveness

- Continuous Improvement
- Institutional Effectiveness
- Ongoing
- Integrated
- Institution-wide
- Research-based
- Systematic Review
- Continuous Improvement
- Accomplishing Mission
- Ongoing
- Integrated
- Institution-wide
- Research-based
Why is IE Important?

01 Strategic Plan KPI
IE is one of MCC’s Strategic Plan KPIs and a year one institutional priority.

02 Accreditation
IE fulfills MCC’s obligation to HLC’s Criteria 5 for maintaining accreditation.

03 Continuous Improvement
IE provides benchmarking and organizational optimization.

04 Strategic Plan Operationalization
IE is the vehicle through which the strategic goals of MCC are operationalized.
How Does it Work?

- IE is accomplished through the development and implementation of institutional effectiveness plans (IE Plans) by each planning unit.

- **What is an IE Plan?** An IE Plan is a yearly operational plan, prepared by each planning unit.

- **What is a planning unit?** A planning unit is a functional unit (an autonomous, organizationally defined department, office, or program) with specific responsibilities that uniquely contribute to the mission of MCC.

- The head of each planning unit is a planning unit manager (PUM). Each PUM will be responsible for developing their unit’s IE Plan, in consultation with their team.
How Does it Flow?

01 CHANCELLOR
The Chancellor develops an IE Plan after receiving annual goals from the MCC Board of Trustees.

02 EXECUTIVE CABINET
The Executive Cabinet follows by developing their IE Plans, which adopt the Chancellor’s goals.

03 PLANNING UNIT MANAGERS
The PUMs then develop IE Plans for their functional units by adopting the goals of their Executive Cabinet leadership.
Process Implementation:

- IE Plan training for all planning unit managers will take place in spring and summer of 2018.

- Starting in fall of 2018, each planning unit will be required to complete an IE Plan.
What is an IE Plan?

- Each IE Plan will include a minimum of 3 Goals. At least one of the goals will cascade directly from the planning unit’s supervising office.

- Each **Goal** will have corresponding:
  - Objectives
  - Measures
  - Targets
  - Findings/Results
  - Action plan
  - Documentation

  **Planning**

  **Closing the Loop/Evaluation**
Unit Level Institutional Effectiveness Planning Process

Functional Area Planning: Executive Cabinet

Operational Planning: Department Leaders

Functional Area Goals from Chancellor, Board of Trustees OR Operational Goals from Cabinet Members

Planning Units Enter Goals, Outcomes, Measures, Targets in WEAVE

IE Audits IEPs, Provides Feedback to PUMs

Audit of IEPs & Metrics

IE Audits Completion of IEPs and Progress Towards Goals, Generates Final Report

PUMs Report Findings, Develop Action Plans Based on Findings

Planning Units Execute IEPs, Collect and Analyze Data, Form Recommendations

Audit of Results

IE Preparation for Next Cycle
Questions and Reflections

• Your reflections and questions are welcome here.

• Above all, don’t worry. EPMO-IE is here to support you.

• We have a website with everything you need at http://mcckc.edu/epmo-ie/
Some Terminology

• It’s important to be precise and consistent.

• Different institutions may use slightly different definitions.

• A complete set of definitions can be downloaded from our website.
Strategic Plan

• A plan shared by the entire institution that specifies a set of common goals, strategies, key performance indicators (KPIs), and an underlying business process and culture that promotes continuous improvement

• MCC has one Strategic Plan with five themes: Student Success, Equity, Diversity & Inclusion, Culture & Environment, Resource Development, and Structure & Process.
Institutional Priority

• A high-level group of initiatives that will be a major focus during a planning cycle.

• The institutional priorities in MCC’s Year 1 strategic plan are Alignment, Major Implementations, Strategic Planning/Effectiveness, Business Processes, and Marketing/Foundation.
TIP

• Each planned activity should support at least one Strategic Plan item.

• MCC Strategic Plan and Institutional Priority information are both within WEAVE Online.
Seven Parts of an Institutional Effectiveness Plan (IE Plan)

- An IE Plan is a set of goals, desired outcomes/objectives, measures, targets, findings, and action plans that are implemented by a department in alignment with the MCC Strategic Plan.

- An IE Plan also includes a mission statement and supporting documentation.
Mission Statement

• The Mission Statement is a brief description of what your department does to support the operations of the College. It should be brief and to the point.
Mission Statement Example

“The mission of the Enterprise Project Management Office – Institutional Effectiveness (EPMO-IE) is to facilitate an environment that supports data-based decision making and continuous improvement for the entire MCC district. We help stakeholders implement the Strategic Plan by ensuring that activities are appropriately aligned, planned, and assessed.”
Goals and Outcomes

• **Goals** are broad statements about desired ends. They should relate to both the planning unit’s mission and the College’s mission.

• **Outcomes (or Objectives)** are specific, measurable and desirable conditions that result from completion of planned efforts.

Outcomes should be **SMART:**

- ✔ Specific
- ✔ Measurable
- ✔ Attainable
- ✔ Relevant
- ✔ Time-Bound
Measures and Targets

• **Measures** are methods of determining the completion status of activities. For example, a measure of an activity meant to increase enrollment might be the number of students enrolled in classes.

• **Targets** are desired measure values that will be obtained after an activity is completed. Targets may include time boundaries.

*When we choose appropriate measures and targets, that makes an activity:*  
✓ Specific  
✓ Measurable  
✓ Time-Bound
Measures and Targets Example

“The unduplicated enrollment in the Culinary program will be increased by 25% to a total of 125 students by fall 2020.”

“The Financial Aid department will reduce processing time from the current average of 2 days per student to 1 day by May 25, 2019.”

“The percentage of completers for the Software Development Associates Degree will be increased from 20% to 75% by Fall 2020.”
Findings and Action Plans  
(CLOSING THE LOOP)

- **Findings** are conclusions based upon the methods, targets, and actual outcomes of an IE Plan.
- When we draw conclusions, we are making inferences based upon what we tried to achieve (the **target**), what we did (our **method**), and what actually happened (the **findings**).
- The desired outcome of findings is to develop **Action Plans** to sustain continuous improvement. This can be thought of as **lessons learned**.
Test Your Knowledge

• What are the seven parts of an IE Plan?

• The seven parts are Goals, Outcomes, Measures, Targets, Findings, Actions Plans, and Supporting Documentation.
Test Your Knowledge

- What are five important qualities of well-chosen Goals and Outcomes?

- Good goals and outcomes are SMART:

  ✓ Specific
  ✓ Measurable
  ✓ Attainable
  ✓ Relevant
  ✓ Time-Bound
Test Your Knowledge

- What is the relationship between targets and measures?
- Targets specify desirable outcome conditions (such as enrollment numbers), while measures tell us how the conditions will be assessed or measured.
Test Your Knowledge

• Why are Action Plans required for every Goal in an IE Plan?

• Action Plans are visible activities that show that we’re CLOSING THE LOOP – otherwise, we don’t have a continuous improvement process.
What’s Next?

• Now that we’re familiar with the IE Plan process, we need to get our hands on the tools that make it possible.

• MCC uses WEAVE Online to record everyone’s inputs and track progress of IE Plans.

• Our next session, *Using WEAVE Online™ to Develop Institutional Effectiveness Plans (IE Plans)*, will immerse everyone in WEAVE. It’s a powerful and easy-to-use system.
Questions
EPMO-IE Online Resources

- MCC Office of Enterprise Project Management and Institutional Effectiveness (EPMO-IE) - [http://mcckc.edu/epmo-ie/](http://mcckc.edu/epmo-ie/)

  This is the home page for EPMO-IE. You’ll find training and reference materials that cover our entire business process here, including up-to-date information on MCC’s Strategic Plan.

- Weave Online - [https://app.weaveonline.com/mcckc/login.aspx](https://app.weaveonline.com/mcckc/login.aspx)

  This is the WEAVE login page. We’ll cover WEAVE in Part 2 of this training, *Using WEAVE Online™ to Develop Institutional Effectiveness Plans (IE Plans).*
Thank You!