

Heartland Community College, IL

Project: Primary Data Sources Communication Plan

Version 1.0- Project

Q: What is the current status of your project?

A: In-progress

Q: Please indicate the original project start date, original project end date, and anticipated completion date if project is not completed. Please list dates on separate lines.

A: Start Date: January 5, 2018

Project End Date: March 30, 2019

Project Completion Date: March 30, 2019

Q: Briefly describe the current status of the project. Explain how this project relates to any strategic initiatives or challenges described in the institution's most recent or soon-to-be submitted systems portfolio, if applicable.

A: The project is newly launched. It seeks to develop a plan for dissemination and use of the results of the College's four primary benchmark data sources: Higher Education Insight Survey (HEIS), Community College Survey of Student Engagement (CCSSE), Student Satisfaction Inventory (SSI), and the National Community College Benchmark Project (NCCBP). The College seeks to improve 5P1: our process for analyzing and sharing data to support planning and process improvements.

The College has established a systematic process for collecting benchmark data via routine administration/participation in each of these four surveys; however, the College does not have a systematic process for disseminating these data, engaging employees in analysis and use of these data, and routinely measuring our improvement against changes in these data. In short, we are data rich now, but we need a process for using it in

meaningful ways. This project also directly related to the College's Strategic Plan goal to "Improve internal dissemination of information."

List the project goals as stated in the original project declaration along with the Q: metrics/measures for assessing the progress for each goal.

A: Project Outcome #1: Each primary data source will have a schedule for dissemination of survey results to all appropriate stakeholders that will include the details of that dissemination: a) Audiences; b) Timing; c) Modality of dissemination.

Measure of Success: 1) The dissemination plan is developed; 2) The Institutional Effectiveness (IE) Council tracks each survey to ensure roll-out is on schedule.

Once the dissemination plans for each of the four primary data sources is developed, we will submit this project for review.

Outcome #2: Each primary data source will be aligned for use in strategic and operational planning (including program review) as well as for KPIs for AQIP Systems Portfolio processes.

Measure of Success: Survey items from each of the four primary data sources are incorporated as KPIs for the College's Strategic Plan and the AQIP Systems Portfolio: IE Council will identify items from each survey and document them as KPIs.

Survey items from each of the four primary data sources are incorporated as KPIs for operational plans across the College: Institutional Research will work with key stakeholders to determine appropriate items.

Once survey items have been identified as KPIs for the College's Strategic Plan as well as for KPIs for AQIP Systems Portfolio processes, this project will be submitted for review.

Describe what has been accomplished with this project over the past year, specifically referring to quantifiable results that show progress. You may need to Q: include a discussion clarifying how the original goals and anticipated outcomes may have shifted during the year.

A: This project was first proposed in January, 2018. The first step was to identify project outcomes, measures, and submit it to the College's Continuous Improvement Portal as well as to HLC's Action Project Directory Declaration.

Initial discussions have taken place in the Institutional Effectiveness (IE) Council regarding timing of dissemination, and possible audiences and delivery modes, but those plans are still in the initial phases.

Additionally, the College has been identifying survey items as KPIs for its AQIP Systems Portfolio processes and is in the initial phase of setting KPIs for its Strategic Plan utilizing these data sources.

Q: Describe how various members of the learning community have participated in this action project. Show the breadth of involvement by individuals and groups over the project's duration, particularly during the past year.

A: At this time, only the IE Council and IR have been directly involved as this project is just getting underway. Other groups identified in the Project Declaration will be involved as the project matures.

Q: Describe the effect that this project has had on the institution, students, and others in the learning community. What has the institution learned that can be identified as a good practice to use in other aspects of its quality work or from which other institutions might benefit?

A: The project is only in its infancy, so at this time, we do not have best practices to share.

Q: Describe the anticipated challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals.

A: Determining the best modalities for data dissemination, given that individuals have different preferences/needs/learning styles, etc. will be difficult. The College adopted the Universal Design for Learning (UDL) framework for our learning environments. Using those principles may prove helpful in designing our data dissemination plans in ways that work for all learning styles.

One inherent challenge with data dissemination is ensuring its appropriate and timely use. Our new operational planning entry system does require that for every SMART (Specific, Measurable, Assignable, Realistic, Timebound) Action created by a unit, there is a measure identified, so hopefully this will encourage the use of the four primary data sources, when appropriate. The IE Council will be monitoring SMART Action entry, so that when units do not realize an obvious use of these data sources, it can be recommended.

Q: In light of the project goals, current circumstances, institutional learning from this project, and anticipated barriers to success, list the next steps to be taken over the

course of the next 12 - 24 months in order to complete or institutionalize the results of this action project. Provide a timeline for completing each next step.

A: The IE Council will monitor project milestones:

1. HEIS Dissemination Plan Developed: Summer 2018
2. CCSSE Dissemination Plan Development: Summer 2018
3. SSI Dissemination Plan Development: Summer 2018
4. NCCBP Dissemination Plan Development: Summer 2018
5. Submission of Plans to IE Council and HLC for Review: Fall 2018
6. Dissemination of Results According to Plans: Spring 2019
7. HEIS, CCSSE, SSI and NCCBP Alignment of Data Items to Strategic Plan and AQIP Processes: Fall 2018
8. Submission of KPIs to IE Council and HLC for Review: Spring 2019

Provide any additional information, inquiries, or concerns that the institution wishes Q: reviewers to understand regarding this Action Project. Enter N/A if not applicable.

A: N/A

Version 1.0- Update

Q: I certify that this project is ready for review.

A: I agree.

Version 1.0- Review

Please comment on anything that is omitted or incomplete in the project status, Q: dates and summary field. Enter N/A if not applicable.

A: N/A

Q: Check for accuracy and completeness against the original Project Declaration. Are the right metrics or measures included for each goal? If not, what revisions to the metrics/measures would you suggest that the institution consider?

A: One of the desired goals appears to be engaging employees in the analysis and use of corresponding data. However, while Outcome 1 is directed towards dissemination and Outcome 2 addresses use of the data as KPI's (relying upon institutional requirements regarding submitted SMART Actions), an outcome focused on promoting such engagement seems to be missing. Beyond aiming for existence of a plan and staying on schedule, the college is also encouraged to consider other measurable ways that effectiveness of dissemination might be evaluated and subsequently improved. The existing Universal Design for Learning framework may be helpful in such regard.

Has the institution acted in meaningful ways to pursue project success, making progress as anticipated in the original project declaration? If meaningful progress or project success has not been achieved, has the institution made appropriate revisions to the goals or anticipated outcomes for this project? • Are descriptions of resources, organization, concrete results, and reaching milestones included? • Make a statement of global judgment. (i.e. "The institution is making [excellent/good/satisfactory/ acceptable/slow/ casual/no] progress in this action project.").

A: As the project has only recently begun in January 2018, it is difficult to judge institutional progress at such an early stage. It is reported that the IE Council and IR have been involved, with other groups yet to be brought into the project. There doesn't appear to be a discussion provided concerning institutional resources devoted specifically toward project advancement. Given that dissemination is viewed as a primary challenge, it seems a worthwhile time to connect with key stakeholder groups, e.g., faculty, staff, students, for input on dissemination plans, ways to promote meaningful use of the data, and potential measures of engagement. Overall, the college appears poised to make satisfactory progress on the project.

Are the appropriate people involved sufficiently for the nature and scope of the project?

• Is there sufficient breadth of involvement?

Q: • Are the right people involved? • Emphasize the roles of those who can enhance the impact, success, or effectiveness of the project.

• Tactfully call attention to any people that appear to have been omitted or bypassed.

A: The college provides a broad listing of areas intended for involvement in the project. It would be helpful to know more about the composition of IE Council membership. Alongside developing direct connections with academic faculty and support staff, the

project may benefit from intentional inclusion of students, given that there are likely opportunities for impact on data-driven improvement efforts within student groups and organizations.

Does the institution show evidence of learning from what it did well?

- Q:**
- Acknowledge any practice that could be replicated internally in future projects.
 - Encourage the sharing of best practices with other institutions.

A: Within its own Universal Design for Learning framework, the college may have a wealth of information to draw upon related to effective dissemination practices and corresponding metrics. Similarly, it may be worthwhile to consider whether there are previously deployed practices for communication/dissemination that are perhaps even considered best practices at HCC. The plan for IE Council monitoring with the intent of recommending data source use in submitted SMART Actions appears a strong candidate for future emergence as a best practice, building direct connections with planning initiatives across college units.

Does the institution have a realistic understanding of what it needs to address in order to achieve progress and, ultimately, project success? Does it assess its internal and external environments, recognizing the potential forces that could hinder success? Is anything overlooked?

A: The college identifies dissemination as a particular challenge, seeking to engage the college community toward meaningful use of data. As the project now proceeds in the early stages, it may be worthwhile to consider barriers, opportunities, and measures specifically focused on effectiveness in these directions.

Does the institution understand the current status of its project and know how it intends to pursue project success?

A: A plan for achieving key milestones is listed covering the duration of the project. The report reflects a very early stage of development in the project life cycle.

Overall, does the institution demonstrate a good faith effort in its pursuit of continuous quality improvement through this action project? Is there anything of concern that should be brought to the attention of AQIP via your mentor?

A: There is clear recognition of a current data rich culture and need to move the college toward meaningful use of its four primary benchmark data sources within institutional continuous improvement efforts. Deployment and analyses of these existing key data sources and benchmarks, across areas of the college, are viewed as significant for doing so. Turning these thoughts and ideas into action provides the motivation behind the present project.

Declaration

Q: Briefly describe the project in less than 100 words. Be sure to identify the key organizational areas (departments, programs, divisions, units, etc.) and key organizational processes that this action project will affect, change, and/or improve.

A: This project seeks to develop a plan for dissemination and use of the results of the College's four primary benchmark data sources: Higher Education Insight Survey (HEIS), Community College Survey of Student Engagement (CCSSE), Student Satisfaction Inventory (SSI), and the National Community College Benchmark Project (NCCBP). This project involves Institutional Research as well as all areas of campus utilizing these data. The College seeks to improve 5P1: our process for analyzing and sharing data to support planning and process improvements.

Q: Describe your institution's reasons for initiating this action project now and how long it should take to complete it. Why are this project and its goals high among your institution's current priorities? Also, explain how this project relates to any strategic initiatives or challenges described in the institution's recent or soon-to-be submitted Systems Portfolio.

A: The College has established a systematic process for collecting benchmark data via routine administration/participation in each of these four surveys; however, the College does not have a systematic process for disseminating these data, engaging employees in analysis and use of these data, and routinely measuring our improvement against changes in these data. In short, we are data rich now, but we need a process for using it in meaningful ways. This project also directly related to the College's Strategic Plan goal to "Improve internal dissemination of information."

Q: List the project goals, milestones, and deliverables along with corresponding metrics, due dates, and other measures for assessing the progress toward each goal. Be sure to include when you anticipate submitting the project for formal reviews.

A: Project Outcome #1: Each primary data source will have a schedule for dissemination of survey results to all appropriate stakeholders that will include the details of that dissemination: a) Audiences; b) Timing; c) Modality of dissemination.

Measure of Success: 1) The dissemination plan is developed; 2) The Institutional Effectiveness (IE) Council tracks each survey to ensure roll-out is on schedule.

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Once survey items have been identified as KPIs for the College's Strategic Plan as well as for KPIs for AQIP Systems Portfolio processes, this project will be submitted for review.

Q: Describe how various members of the learning community will participate in this action project. Show the breadth of involvement by individuals and groups over the project's duration.

A: The following areas of the College will be involved in the development and implementation of this project:

- Institutional Research Office
- Academic Affairs
- Academic Planning Council (which includes Instructional Deans, Enrollment Services, Student Services, Adult Education, Continuing Education)
- Human Resources
- Marketing
- AQIP Coordinating Committee

Additionally, various units of the College will be involved in utilizing the data as KPIs for their operational plans.

Q: Describe how the institution will monitor project progress/success during, and at the completion of this project. Be sure to specifically state the measures that will be evaluated and when.

A: The IE Council will monitor project milestones:

1. HEIS Dissemination Plan Developed: Summer 2018
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Q: Describe the challenges that may be encountered in successfully completing the project or for institutionalizing the learning from the project's goals.

A: Determining the best modalities for data dissemination, given that individuals have different preferences/needs/learning styles, etc. will be difficult. The College adopted the Universal Design for Learning (UDL) framework for our learning environments. Using those principles may prove helpful in designing our data dissemination plans in ways that work for all learning styles.

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Q: Provide any additional information that the institution wishes reviewers to understand regarding this Action Project.

A: The College just completed its Strategic Plan, with a new Institutional Priority of: Communication, Collaboration and Transparency. Communicating important information collected from employees, students, and our national peers to all employees and then assisting them in using it to inform improvement efforts in an important part of fulfilling this priority.