

What Worked? What Didn't Work? Learning through Continuous Quality Improvement



Prepared and Presented by:
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Session Objectives

- ☞ Briefly describe Crafton's prior accreditation sanctions
- ☞ Describe a process of systematic continuous improvement, using cycles of dialogue, repeated information gathering, sharing, and re-assessment
- ☞ Provide examples of continuous improvement in program review, strategic planning, and outcomes assessment
- ☞ Discuss the importance of recognizing change as an aspect of continuous quality improvement
- ☞ Provide strategies on how to proactively manage change

February 2009 Accreditation Findings and Recommendations

∞ Integrated Planning

- Ed Master Plan
- Program Review
- District Strategic Plan
- District Program Review
- District Technology Plan
- District HR Plan



Probation

February 2009 Accreditation Findings and Recommendations

- ∞ Data Reliability and Use
- ∞ Achieve Proficiency on Outcomes by 2012
- ∞ Communication and Shared Governance
 - Improve and evaluate
- ∞ Resource Allocation
 - Financial Planning and Transparency

Addressing Recommendations

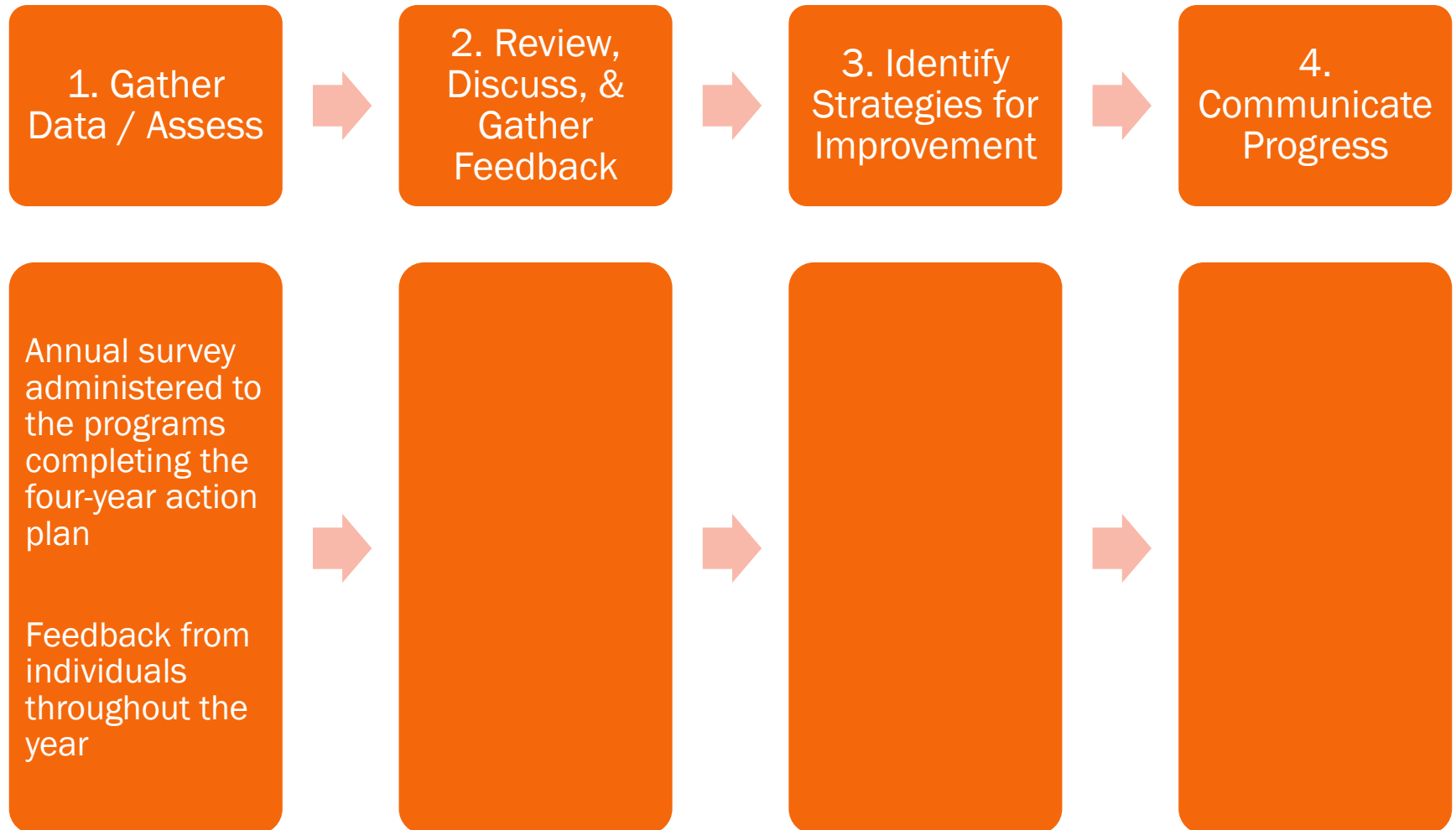
Overview

- ☞ Project and Process Champions
- ☞ Focus – Willingness to Prioritize
- ☞ Managing Change
- ☞ Continuous Learning and Improvement
- ☞ Committee Work
- ☞ Systematic and Systemic Approach
- ☞ Communication, Communication, Communication...

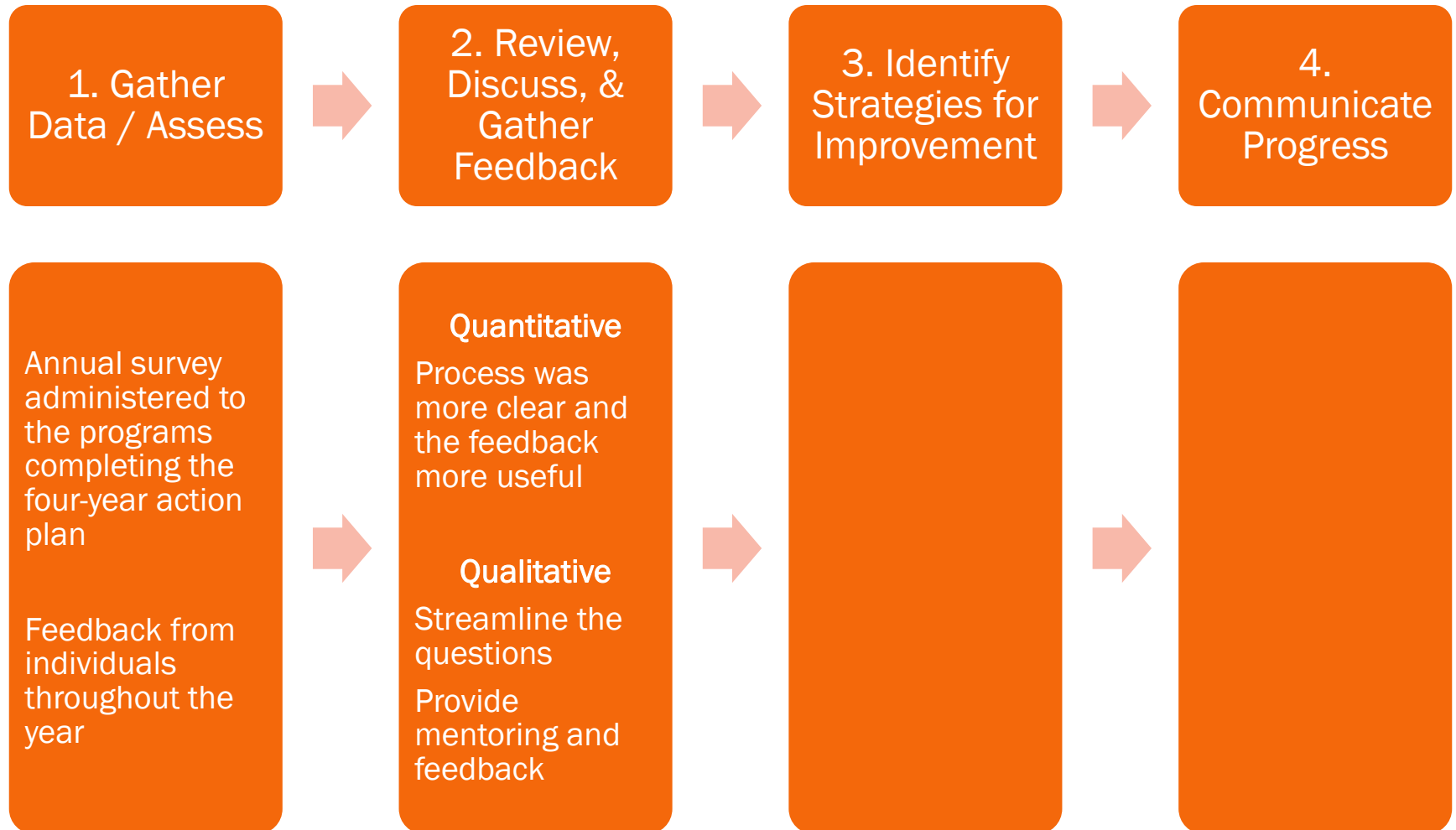
Process for Continuous Quality Improvement



Planning and Program Review (Spring 2011)



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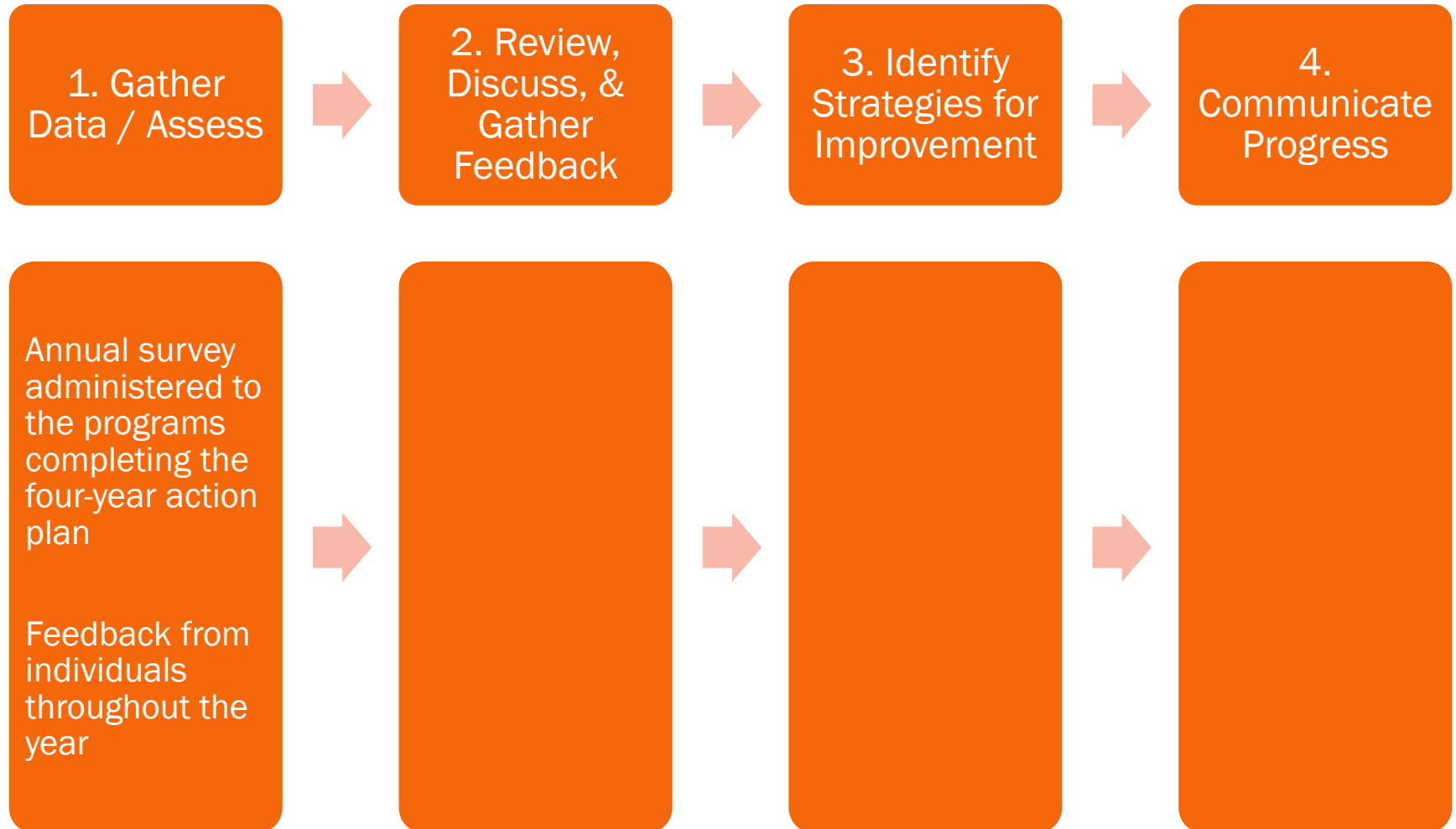
Planning and Program Review (Spring 2011)



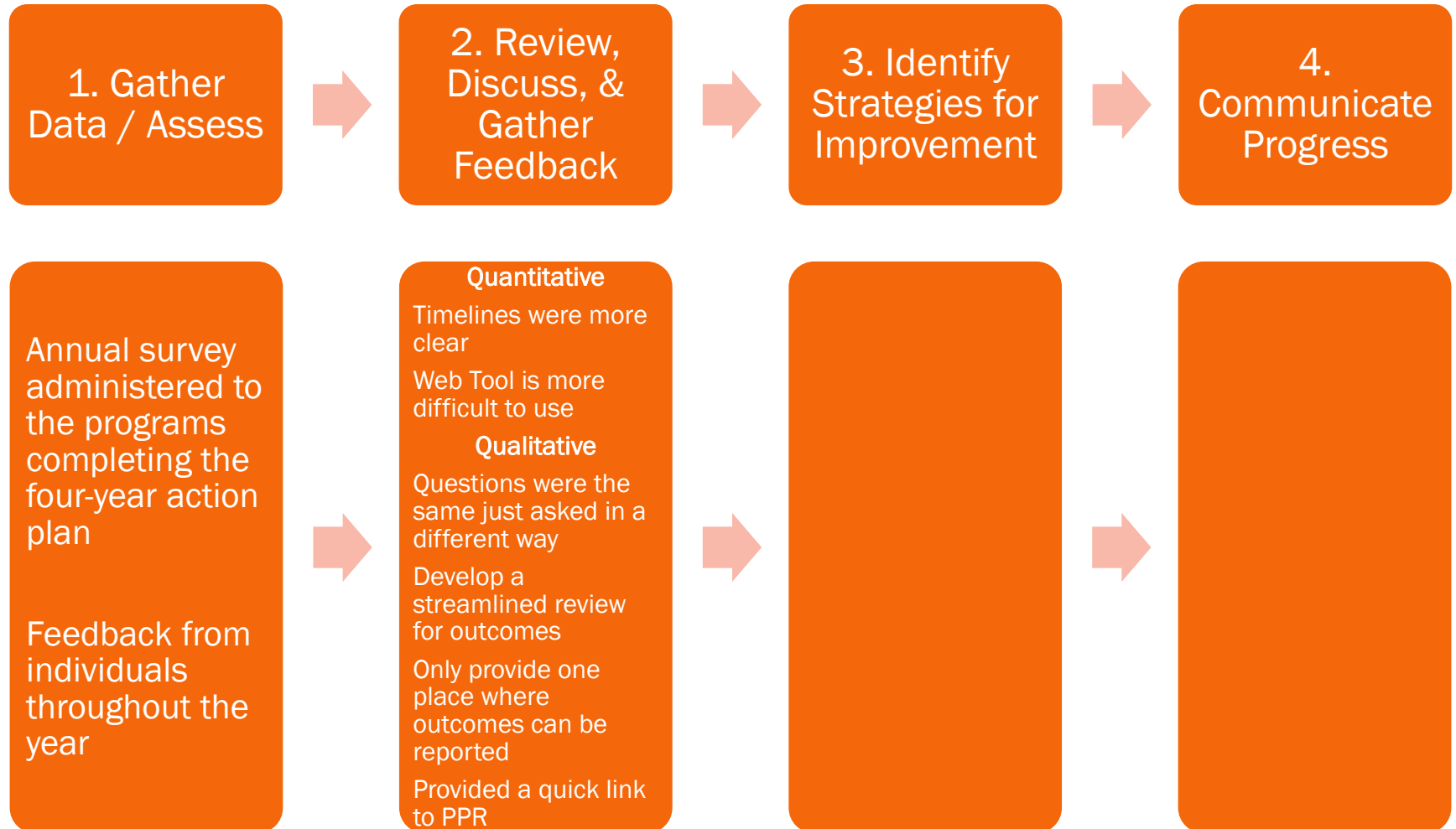
Planning and Program Review (Spring 2011)



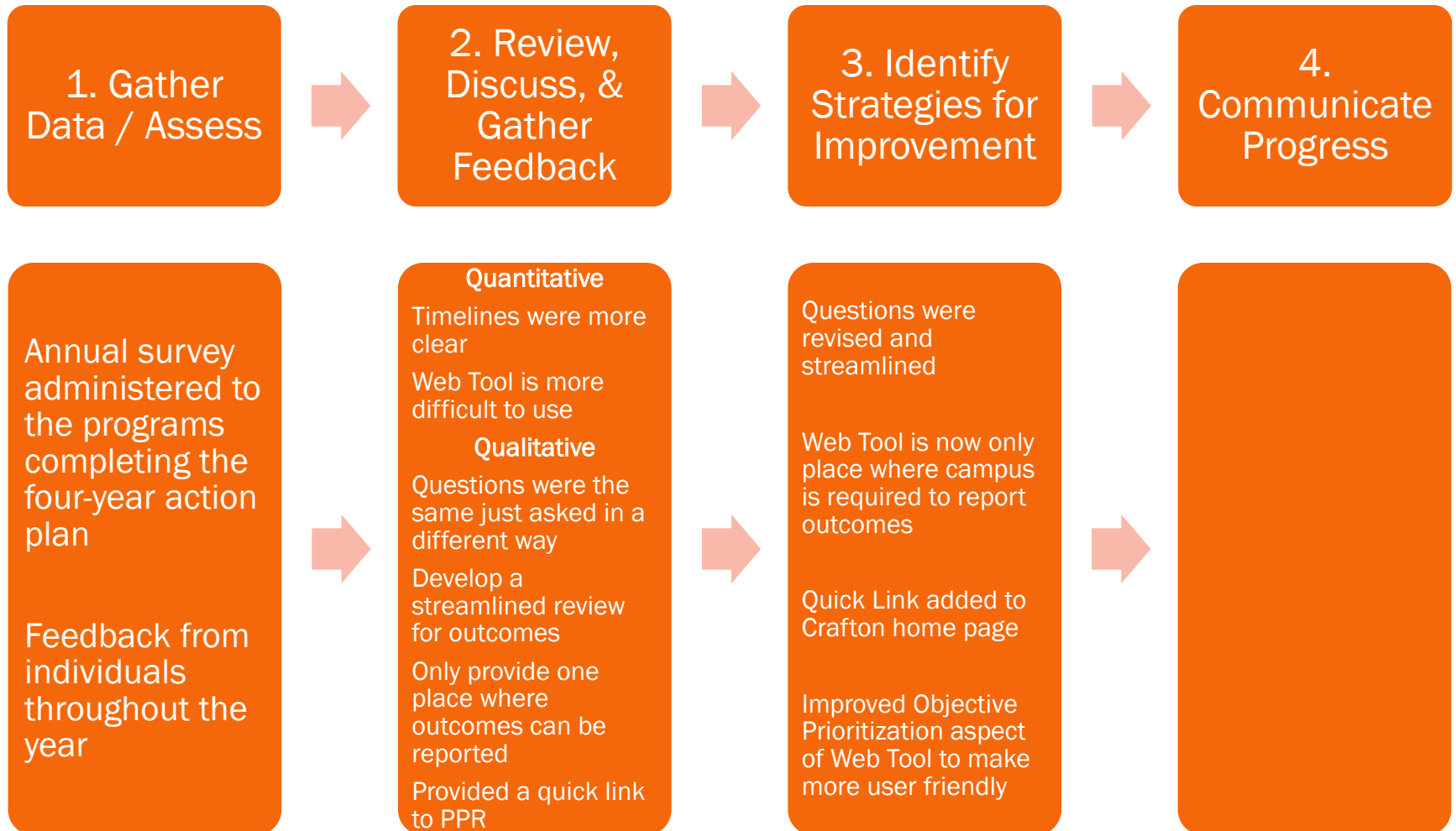
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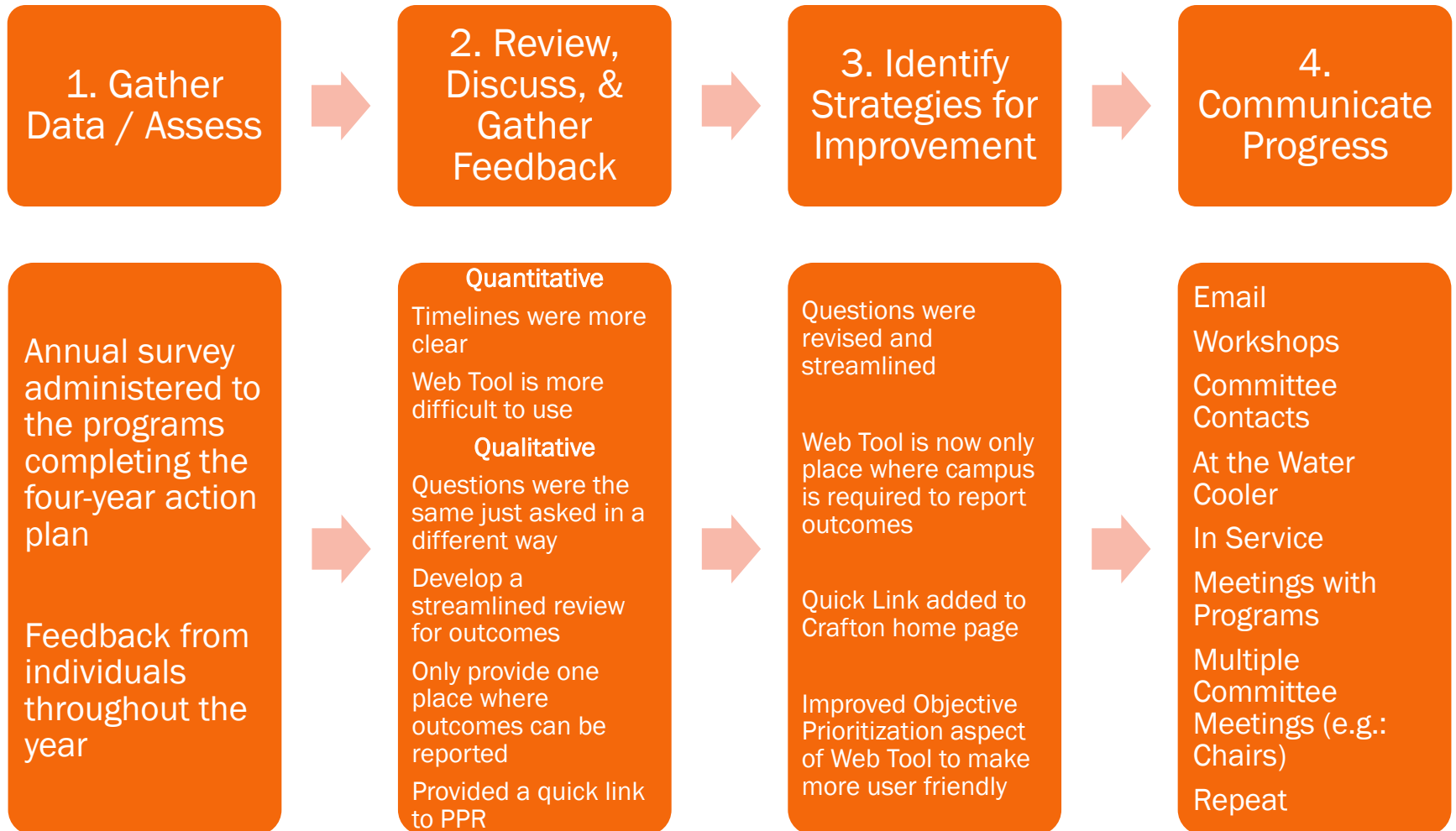
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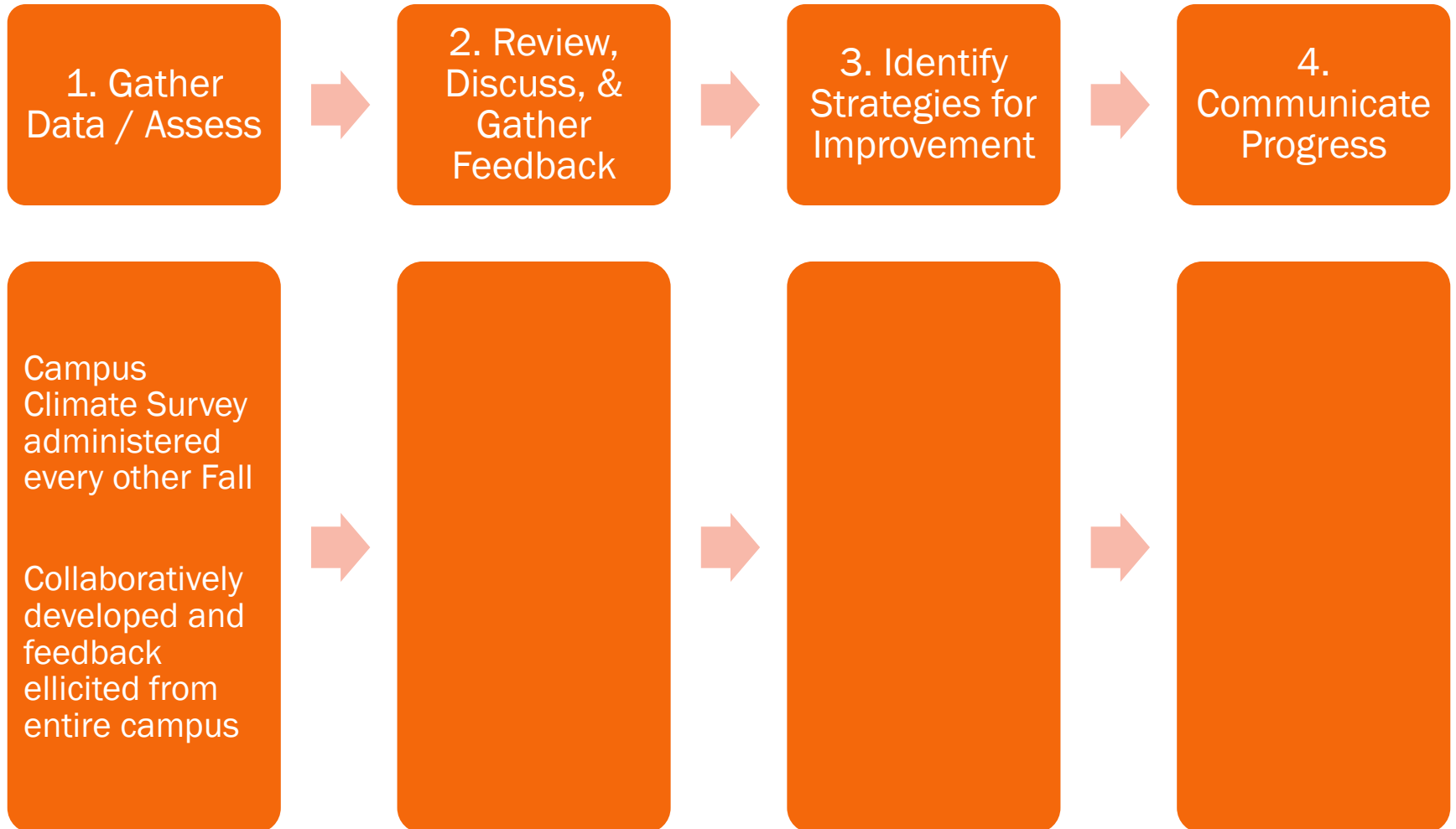
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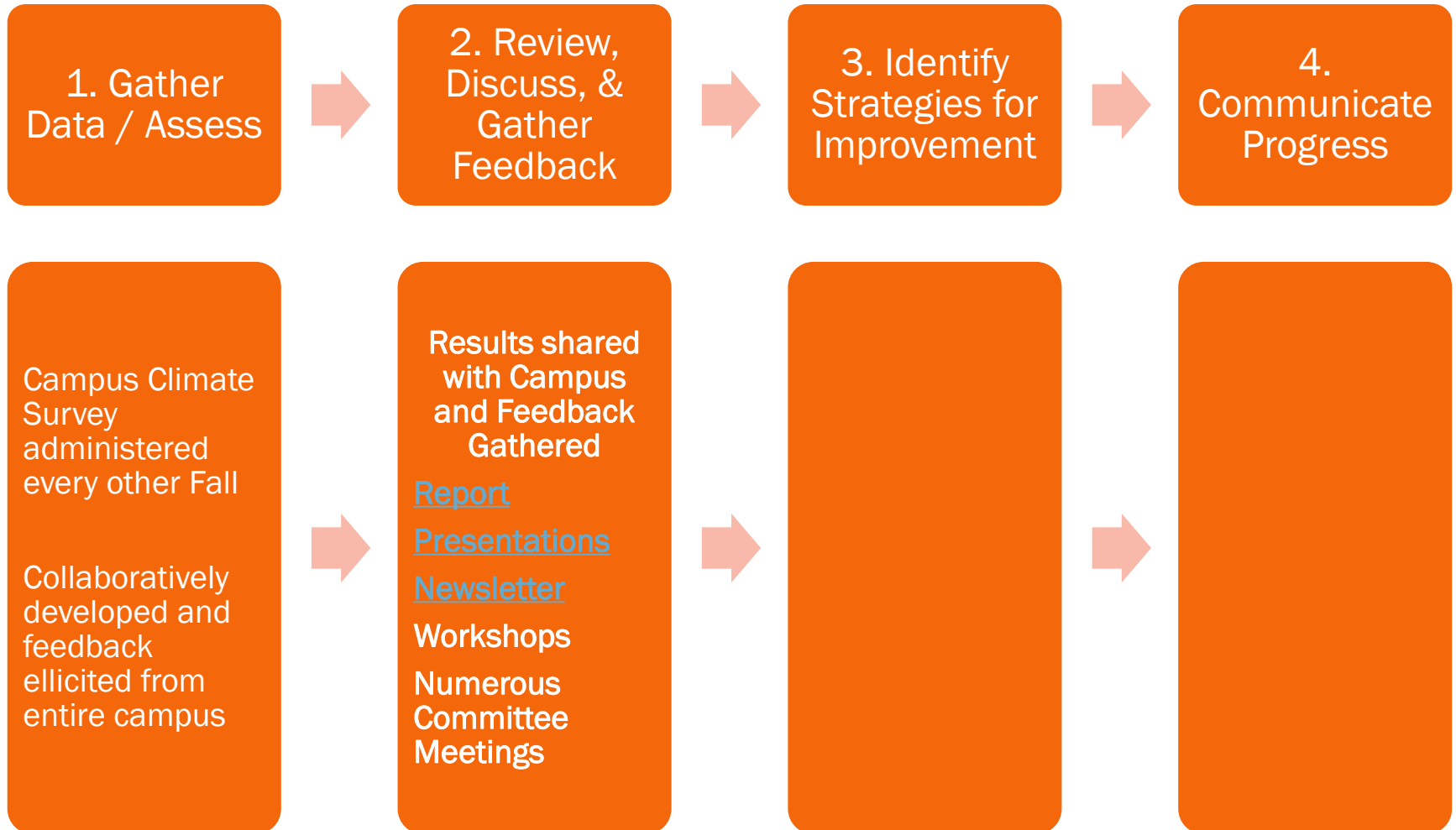
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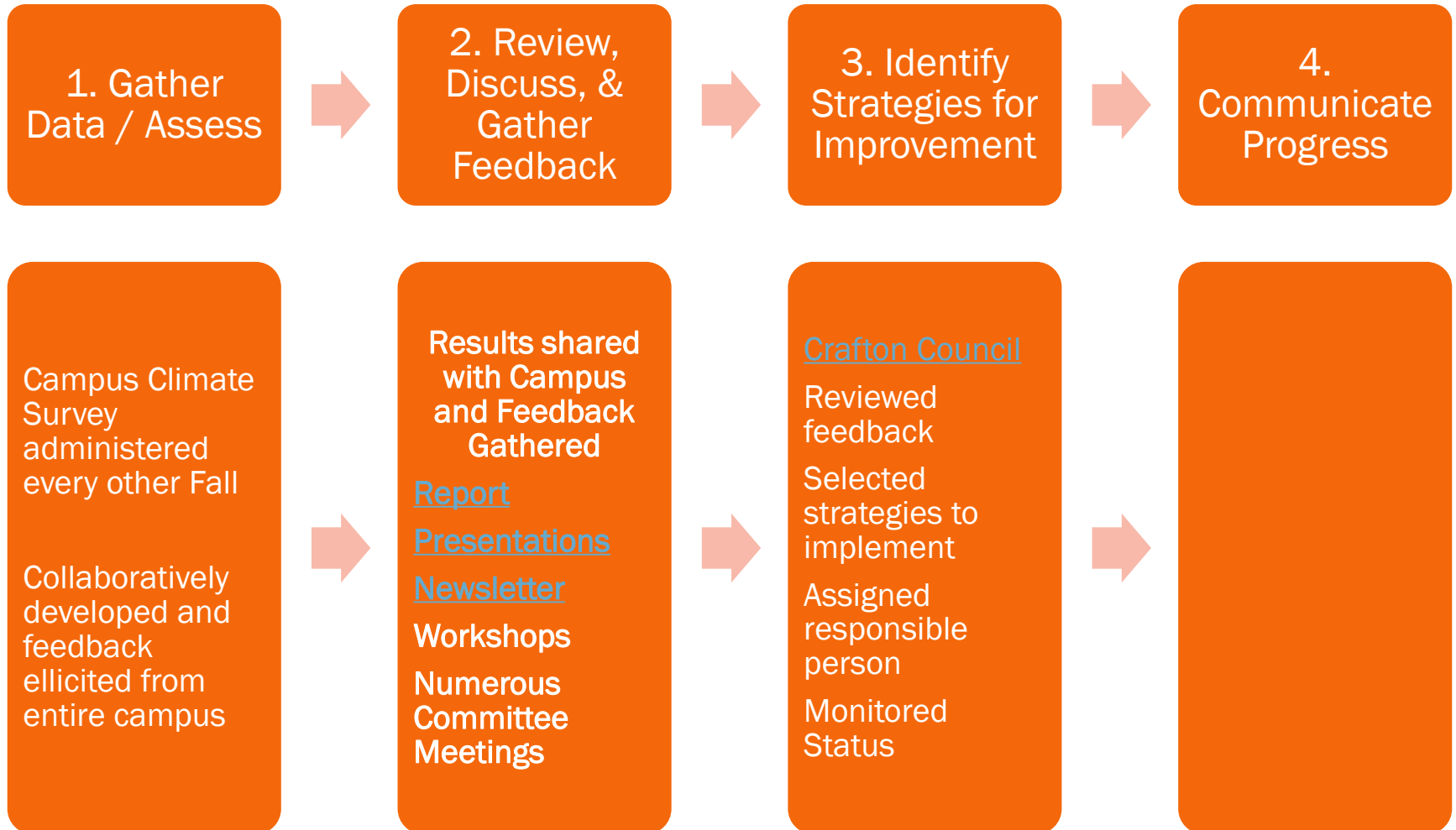
Campus Climate



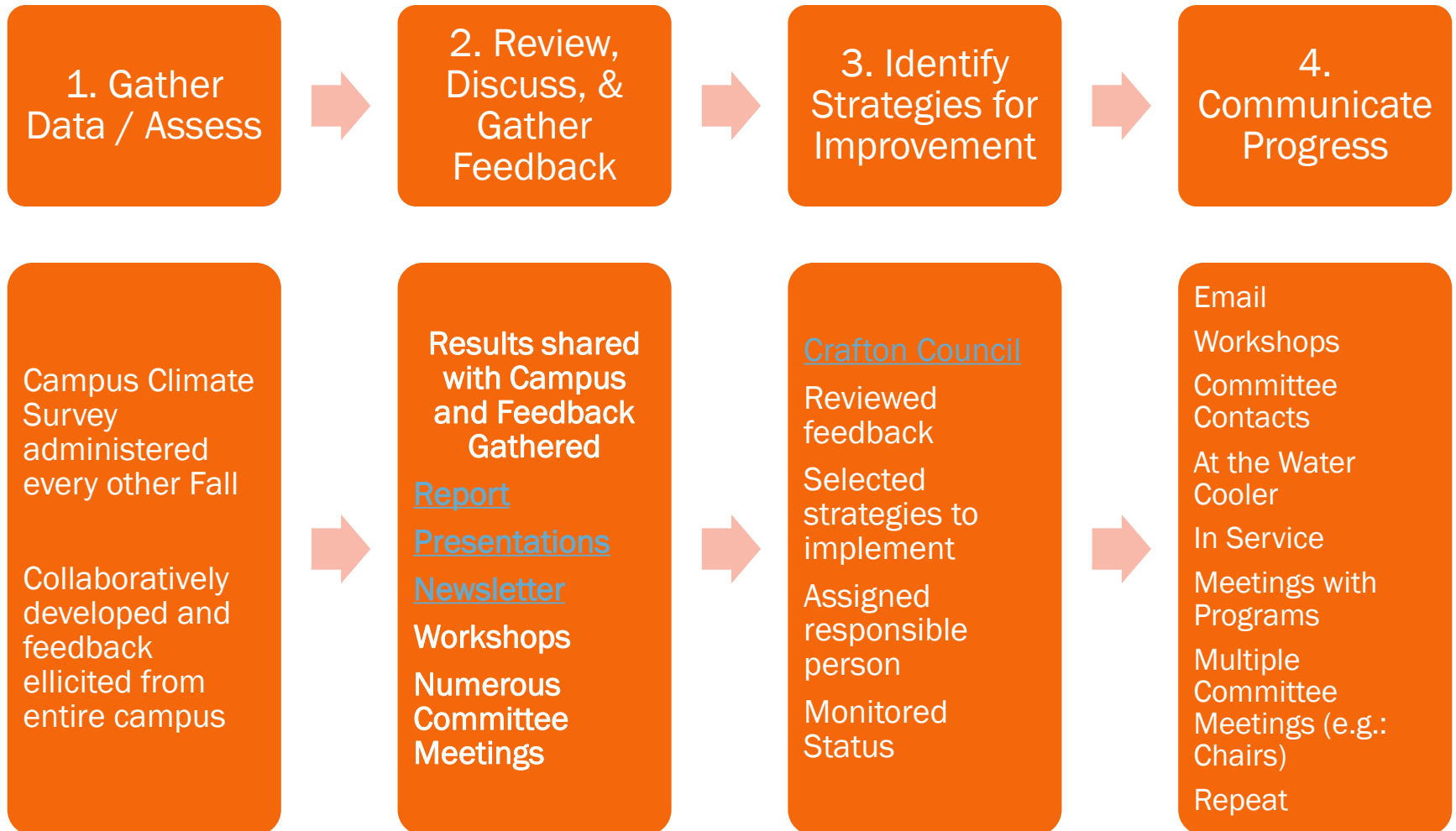
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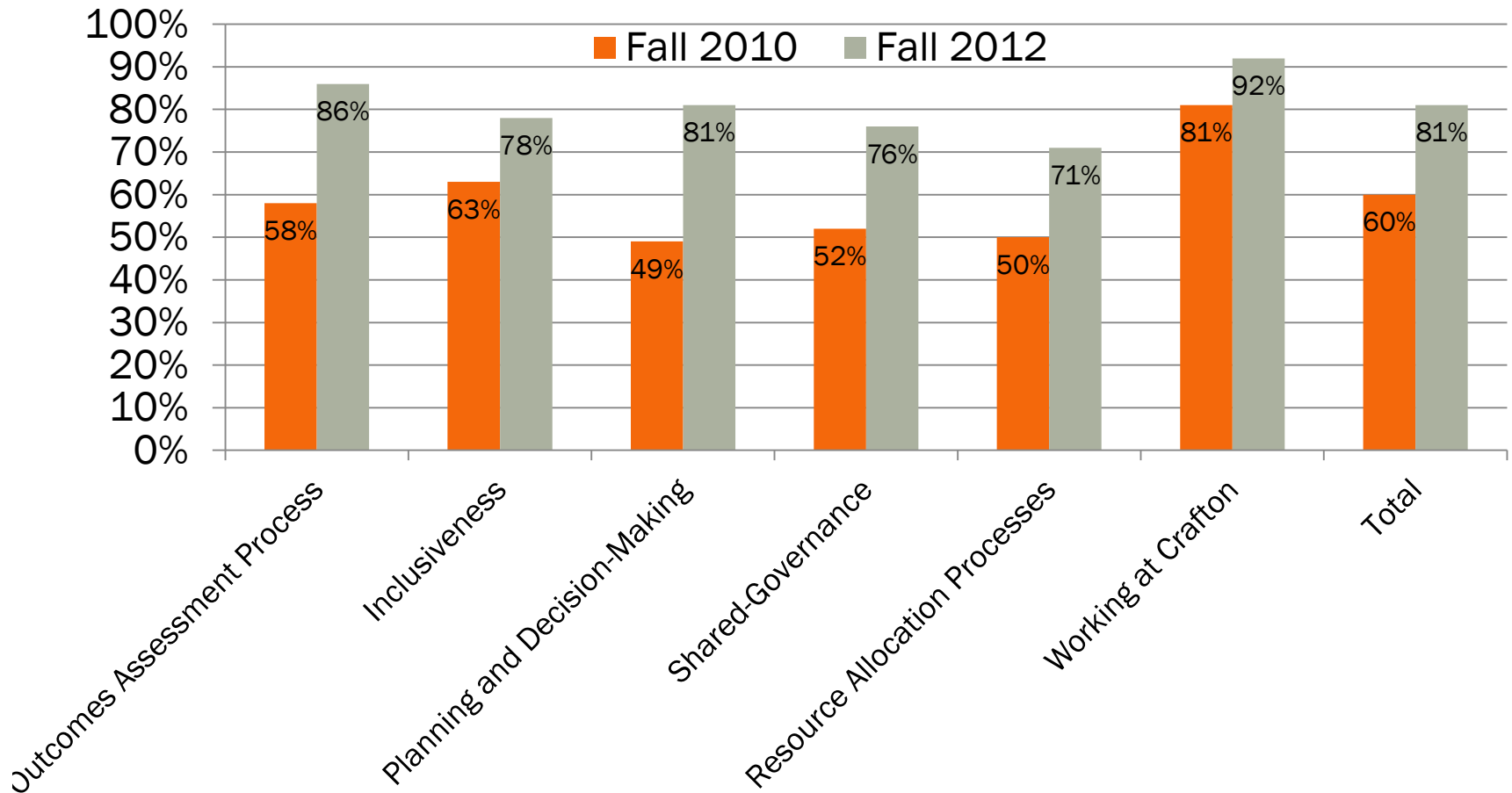


Examples of Improvements made based on Results from the Fall 2010 Campus Climate Survey

Examples of Progress on Implementing Suggestions from the [Fall 2010 Campus Climate Survey](#)

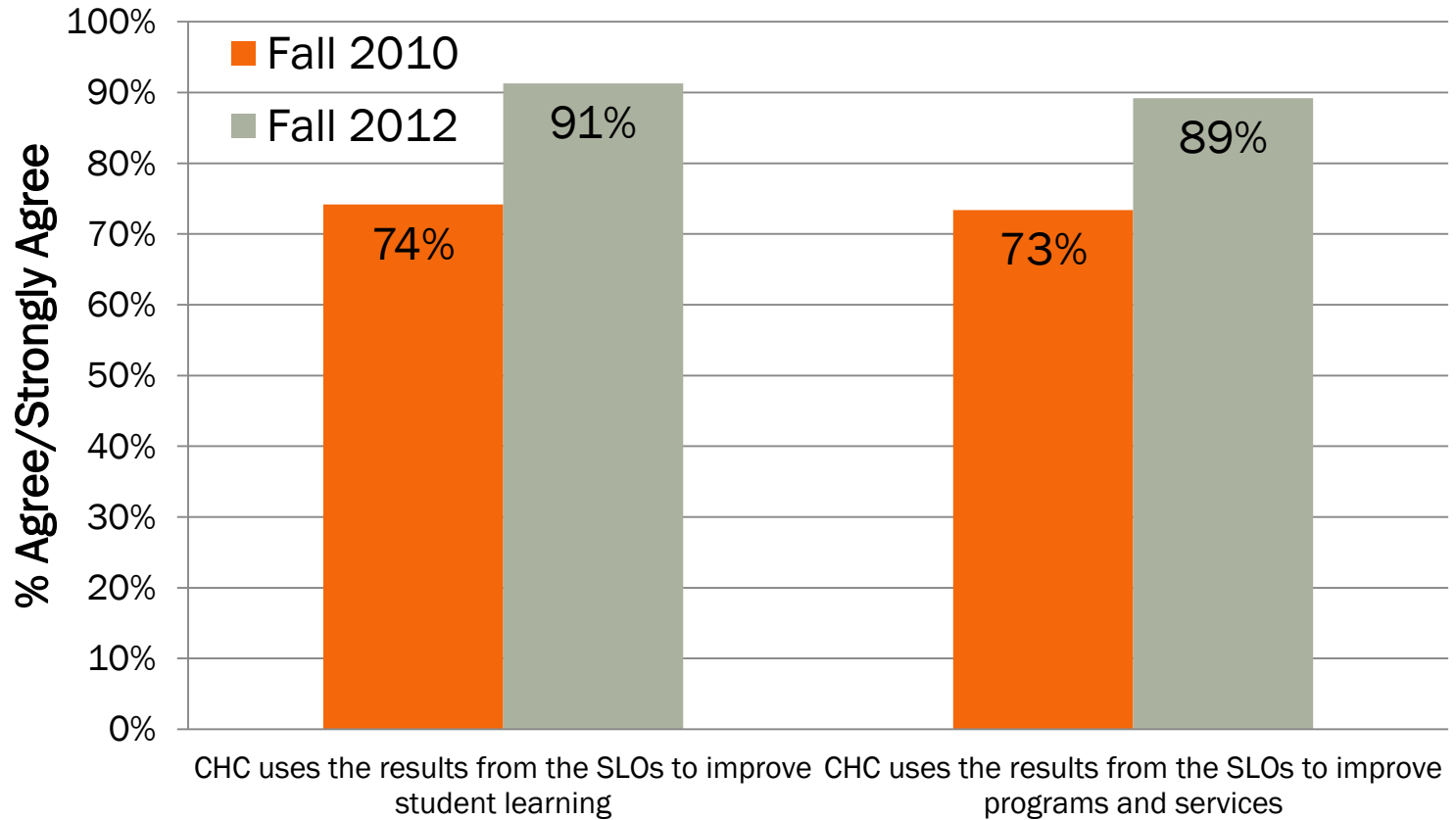
Suggestion	Progress
Make applause cards readily available for use.	A link to the Applause Cards is available on the Navigator Online Resource Web Site.
Training for managers on recognition	Training occurred on Friday, November 9 th , 2012.
Committee chairs should be trained how to run a committee.	Training occurred on August 22 nd , 2012. Future trainings will occur once every primary term.
The ability to search the email database by first name, department, or office.	Contacted DCS in Fall 2012. When click on “To”, check “More columns” and enter first name.
“Bring a friend” to committee meetings. Where the friend can sit in on committee as a guest.	Piloted in Spring 2012, and did not work well.

Campus Climate Survey Results



Campus Climate Survey

Outcomes Assessment Reporting – Fall 2010 to Fall 2012

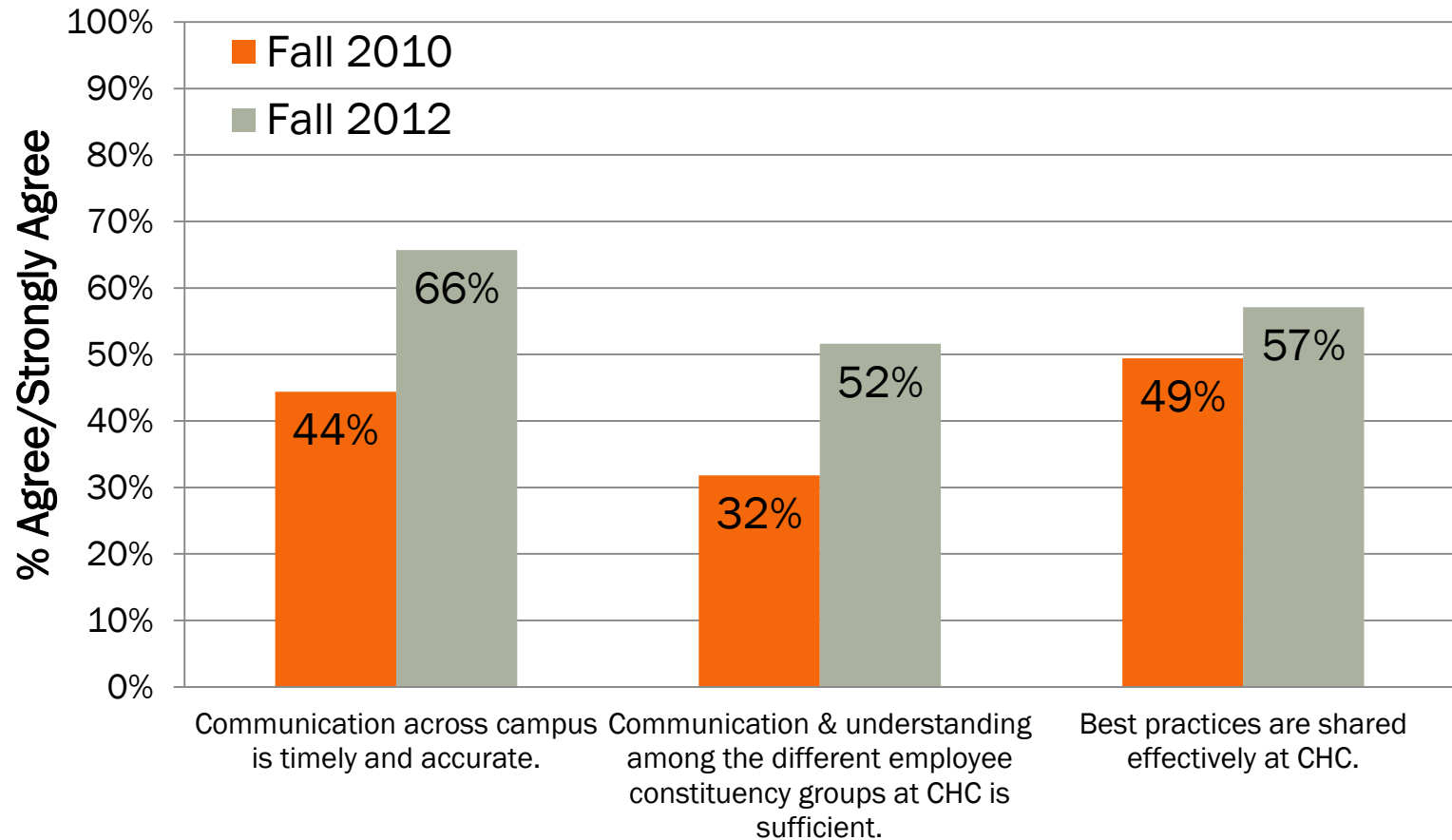


Outcomes Assessment Reporting Related Comments

- ☞ “Create one central repository for all SLO's. Currently, I have four locations to which each SLO is recorded.”
- ☞ “Right now the procedure for submitting seems to be whatever you want, however you want, wherever you want. For faculty wanting direction, this is confusing. For anyone wanting to review outcomes for the institution, it is a barrier.”
- ☞ “Streamlining outcomes assessment is the most important part. As a faculty member, I am always assessing my methods, and make changes accordingly. The SLOs help with that, although they are extra work for the most part.”
- ☞ “The outcomes assessment process continues to grow and improve; however, I think that we can continue to make the reporting process easier.”

Campus Climate Survey

Communication — Fall 2010 to Fall 2012



Communication Related Comments

- ☞ “Although communication has improved somewhat, there is still the feeling that any input we may have really isn't taken into consideration when decisions are being made, even when the decision directly affects our job. There are also times when we are told of a decision that was made without seeking any input from the person or area that will be affected the most.”
- ☞ “Communication is improving.

Predominance of Change


- ☞ “One thing that is new is the prevalence of newness, the changing scale and scope of change itself, so that the world alters as we walk in it.”
~ Robert Oppenheimer
- ☞ “Today, loving change, tumult, even chaos is a prerequisite for survival, let alone success...change by everyone requires a dramatic increase in the capacity to accept disruption.” ~ Tom Peters
- ☞ “If you do not change direction, you may end up where you are heading.” ~ Lao Tzu
- ☞ “Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.” ~ Barack Obama
- ☞ “Change is the only constant.”

Changes at Work

- ☞ What changes have you experienced over the last 12 months?
- ☞ In what ways have you welcomed the change?
- ☞ What were the benefits of the change?
- ☞ What were the disadvantages?
- ☞ How have you or others resisted the change?

How have you or others resisted the change?

 You may respond at PollEv.com/keithwurtz when the presenter pushes this poll

 Text **905681** and your message to **37607**



What is Change Management?

- ∞ Personal Change: Intentional, purposeful adoption of new thoughts & behaviors
- ∞ Organizational Change: Adoption of new ideas or behavior by an organization in response to opportunities or threats

Why is Change Difficult?

- ∞ No sense that it is needed
- ∞ Short term thinking
- ∞ Sense of loss
- ∞ Comfort zones
- ∞ Personal habits and characteristics

Personal Change Quiz

Question	Yes	No
1. Are you currently using the latest version of software on your home computer?		
2. Have you driven to work using a different route in the last 3 months?		
3. Have you taken a new workshop?		
4. Have you tried new food in the past 6 months?		
5. Have you changed the arrangement of your furniture?		
6. Have you read a new publication the past year?		
7. Have you changed your hair style or color?		

Roles People Play During Change

Activists

- ∞ Thrill Seeker
- ∞ Idea Generator
- ∞ Pot Stirrer

Rivals

- ∞ Naysayer
- ∞ Traditionalist
- ∞ Passive Aggressive
- ∞ Disengaged

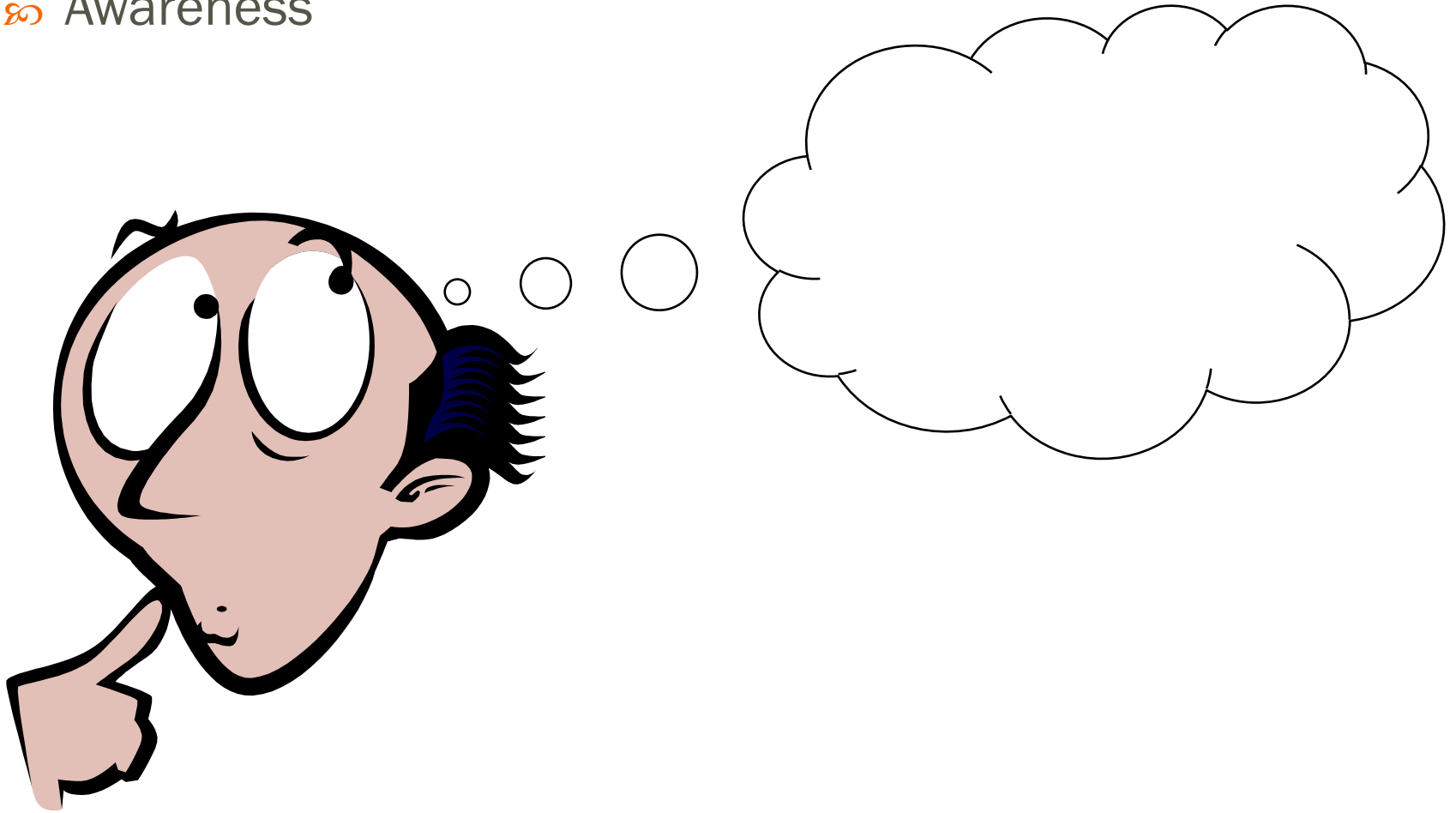
Common Phases

∞ Denial



Common Phases

☞ Awareness



Common Phases

☞ Perceived Need



Common Phases

☞ Resistance



Common Phases

∞ Action



Common Phases

∞ Commitment



Strategies for Organizational Change


- ☞ Recognize formal and informal leaders
- ☞ Provide opportunities for participation and leadership at all levels of the organization
- ☞ Include and retain students and staff on key committees
- ☞ Provide vision
- ☞ Communicate, communicate, communicate!
- ☞ Look at both technical and human systems
- ☞ Celebrate successes

Why Change Efforts Fail

- ∞ Lack of vision
- ∞ Lack of understanding
- ∞ Too much change at once
- ∞ Lack of clear communication
- ∞ Poor management of resistance
- ∞ All talk and no action
- ∞ Internal focus – Losing sight of the customer
- ∞ Not including key people

What has worked at your institution?

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 Text **508858** and your message to **37607**



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Trying to do everything	Hiring a consultant (Relieved workload and helped with facilitation of process)

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Ignoring the challenges that go along with change	Planning for the challenges that go along with change and devising strategies prior to change

Conclusions

- ☞ Managing crises and cultural change take a lot of work
- ☞ Be strategic and thoughtful
- ☞ Keep watch on the organization's pulse
- ☞ Hold people accountable
- ☞ Communication must be systemic and continuous
- ☞ Include as many people as possible
- ☞ Pick your battles
- ☞ Take care of yourself

Contact Info

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