

Action Project

Institution: San Juan College
Submitted: 2007-09-02 **Contact:** Laurie Gruel
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Timeline:

Planned project kickoff date: 08-17-2007

Target completion date: 05-31-2010

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

Designing a Communications and Input Process for San Juan College

B. Describe this Action Project's goal in 100 words or fewer:

The goal of this action project is to benchmark and recommend collaborative institutional processes and structures that will enhance communication as well as serve as bases for sustaining continuous improvement at a functional level at SJC.

C. Identify the single AQIP Category which the Action Project will most affect or impact:

Primary Category: Leading and Communicating

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

In February 2007, the Personal Assessment of the College Environment (PACE) survey was administered to SJC employees. The purpose of the survey was to obtain the perceptions of personnel concerning the college climate and to provide data to assist SJC in promoting more open and constructive communication among faculty, staff and administrators. The top five areas in need of improvement identified were: (1) The extent to which information is shared within this institution, (2) The extent to which open and ethical communication is practiced at this institution, (3) The extent to which decisions are made at the appropriate level at this institution, (4) The extent to which I am able to appropriately influence the direction of this institution and (5) The extent to which a spirit of cooperation exists at this institution. Currently, structures and processes are not sufficiently functional to allow appropriate sharing, review or input into decision making at SJC. A Communication and Input Design Team has been established to achieve the goal as stated above.

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

All organizational areas of the College will be involved in and affected by this project

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

The key organizational process (es) this Action Project will be to improve communication, decision-making and planning processes.

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

Three years appears to be a reasonable period of time to research and benchmark possible strategies with other institutions, provide opportunities for dialogue about possible proposals for improvement, and to assess the effectiveness of solutions that are implemented.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

The response to G above incorporates some of the ways the project will be monitored. In addition, the Personal Assessment of Campus Environment (PACE) will be readministered at yet-to-be-determined intervals during the course of the project to measure changes that may have occurred since its initial administration in February 2007.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

(1)Changes in responses to the PACE survey, (2)Establishment of new communication and input processes and structures (3)Assessment of the effectiveness of these new communication and input processes and structures

J. Other information (e.g., publicity, sponsor or champion, etc.):

Dr. Leila Gonzalez-Sullivan, Director of the National Institute of Leadership Effectiveness at North Carolina State University, the vendor for the PACE survey, presented the survey findings and conducted employee focus groups related to those findings as part of the Fall 2007 Convocation. She remains available to assist the College in this endeavor in the future.

K. Project Leader and contact person:

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