

Team D Session

1-31-08

Title of Today's Session

Developing Goals & Objectives

Overall Purpose

To develop a 2008-2012 strategic plan that will help RCC begin to solve its major challenges.

Today's Purposes

- 1) To quickly debrief the retreat.
- 2) To recommend how we wish to proceed on the shared issue.
- 3) To develop goals & objectives for the assigned issue.

Non-Purpose

To word smith our drafts.

Background

1) Definitions

- **Goals:** defined as broad statements that describe ultimate ends and achievements for the college.
- **Objective:** a concise statement articulating a specific element needed to attain each goal. Each goal should contain 3-6 objectives to achieve between 2008 and 2012. Objectives are best stated as action phrases starting with a verb and may include the desired result & action.

Examples include: focus on student needs to improve student outcomes; increase target marketing to boost Hispanic enrollment.

- **Performance Outcome:** measures to determine the outcome of an objective that indicates college performance at the end of a period. These are results-oriented and do not reflect a process.

Examples include: annual % FTE growth, measurable student satisfaction survey improvements, increase in the number of trainings for growth industries, % increase in wage gains following training.

2) **TEAM D – Strategic Issue to Develop Goals & Objectives**

How can the college improve institutional data processes, organize institutional data so that it is consistent and readily accessible to faculty and staff and strengthen its research methods? (18)

3) **Teams C & D Shared Issue:**

What can the RCC leadership do to reinvent itself and become a motivational force for staff and cultivate an agile culture capable of meeting the new, changing, and unmet needs of our region? (4, voted over)

Topic Cards

What Was Useful At the Retreat?

- Sharing of thoughts
- Good use of time – productive
- Very well organized
- Hearing context (explanations) of the printed material from each group
- Hearing from folks who thought some concepts too important to lose like diversity
- Nice to see the commonality of ideas
- Liked the input from community members and others outside of RCC
- Free exchange (of ideas)

What to Improve?

- Somehow gain additional understanding of the thought behind each team's identified items
- More time
- Students were not there
- Think about dot voting the mission, vision, and value statements too so that the Synthesis Team has solid direction of the teams' priorities

How Do We Proceed On the Shared Issue?

- Invite C Team to our 2/20 meeting from 3-5 p.m.
- Consider moving the meeting to RVC if that would help attendance
- Add a ground rule about checking egos at the door (given the number of managers on both teams)

TEAM D – Strategic Issue to Develop Goals & Objectives

How can the college improve institutional data processes, organize institutional data so that it is consistent and readily accessible to faculty and staff and strengthen its research methods?

What Goals or Desired Outcomes Would Best Solve The Issue?

- Manage efficiently and effectively
- Build evidence about our effectiveness
- Predict what we need to offer
- Guide decisions about marketing
- Collect and report to the community; Improve communications with the community
- Inform decision-making
- Provide comprehensive data

Round 2 – Spinning Ideas to Richer Goal Concepts

- **Strengthen RCC's data processes in order to inform decision-making and improve our effectiveness to better serve our internal and external communities.** (4 dots)
- Collect and disseminate data to assist the college in efficiently and effectively making decisions to serve the community. (1 dot)
- Improve our systems to provide internal comparative evidence about RCC's effectiveness, guide management decisions, and provide tools for marketing and public relations.
- Able to sort and report collected data appropriate for end users whether for marketing, justifying internal decision-making, or communicating to the community.
- Continuously improve the quality of RCC data systems.

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“Strengthen RCC’s data processes in order to inform decision-making and improve our effectiveness to better serve our internal and external communities.”

What Practical Alternatives (objectives) Should We Pursue to Achieve The Goal?	What Are the Likely Barriers To These Alternatives?	What Major Steps Can We Take to Overcome Them?
<p>Phase 1</p> <ul style="list-style-type: none"> • Conduct a thorough internal and external cross departmental assessment of data needs, compare needs with current capacities, and identify gaps and data that is no longer needed to be reported. • Analyze best practices from other community colleges. • Collect data that will show evidence of closing the gap between what is and what is desired. 	<p>Phase 1</p> <ol style="list-style-type: none"> 1) Finding the time, money, and people to do the research and other work. 2) Finding the resources on best practices. 	<p>Phase 1</p> <ol style="list-style-type: none"> 1a) Look for grants. 1b) Reallocate staff time. 1c) Increase the staff FTE for the research department. 2a) Network with peers to see if they have resource ideas. 2b) Contact professional associations. 2c) Review professional journals for resource people.
<p>Phase 2</p> <ul style="list-style-type: none"> • Provide education for staff to know what research questions to ask and provide the tools they need to capture and use the data/research. 	<p>Phase 2</p> <ol style="list-style-type: none"> 1) Finding the time, people, and money to do the work 2) Finding the people qualified to offer the training. 3) Resistance from people who do not think this is important. 	<p>Phase 2</p> <ol style="list-style-type: none"> 1) See items 1a and 1b above. 2) See items 2a, 2b, and 2c above. 3) Educate RCC staff about the issue and its importance.
<p>Phase 3</p> <ul style="list-style-type: none"> • Make data accessible & more interactive for staff. • Educate the college community about what is available. 	<p>Phase 3</p> <ol style="list-style-type: none"> 1) Resistance from staff who fear that systems will be overly interactive & inappropriately manipulated. 2) Concerned about staff buy-in. 3) We are limited by our own knowledge and creativity. 	<p>Phase 3</p> <ol style="list-style-type: none"> 1) Bring a cross-section of RCC staff together to discuss the concerns and develop problem-solving solutions. 2) Educate RCC staff about the issue and its importance. 3) Provide professional development experiences for relevant staff and/or secure outside expertise on a contractual basis.