



**Academic  
Quality Improvement  
Program**

The Higher Learning Commission **NCA**

# **Mott Community College Conversation Day Report**

**Committing to Conversation  
Acting on What Matters**

**December 2005**



# EXECUTIVE SUMMARY

## **BACKGROUND**

On Friday, November 4, 2005, Mott Community College hosted an all-inclusive Conversation Day for its employees. More than 400 employees gathered around tables of 6-8 in the gym, decorated with reminders of mission, vision, values, and quotes that capture the spirit, care, and commitment of Mott staff, faculty, and administrators. Over the course of the day, Mott employees held four conversations to build collective agreement on what are the highest priorities for action now to make a difference in Mott's future:

- ◆ **Conversation One: What do we agree matters most?**
- ◆ **Conversation Two: What do we agree are our strengths--the aspects about Mott CC that shine vibrantly and make us who we are?**
- ◆ **Conversation Three: Among all the possibilities, what matters most to do now to make the greatest difference to Mott, its employees, its students, and its communities?**
- ◆ **Conversation Four: What are the Immediate Action Items that we should "just do"?**

Along the way, prize giveaways, the Mott Mascot Bear, and the Mott AQIP theme track added the warmth and fun of a group who knew each other and their college well.

## **RESULTS OF THE DAY**

As a result of the four conversations, Mott Community College employees identified:

- ◆ Common aspects that enable employees to do their peak, most effective work,
- ◆ Processes that matter most for focus in the immediate future.
- ◆ Principles that if developed more fully could make Mott Community College an even higher performance organization.
- ◆ Evident strengths of the college in general.
- ◆ Effective, strong processes that are working well right now.
- ◆ Recent changes that have benefited students.
- ◆ Evident strengths in collaboration.
- ◆ Evident strengths of faculty, staff, and administrators.
- ◆ Seventy-six recommendations for making a significant difference in the near future.
- ◆ Eighty-eight potential immediate action issues to address to improve college operations.

## **OBSERVATIONS**

The facilitators for Mott's Conversation Day, Jim Honan of Harvard University and Lynn Priddy of The Higher Learning Commission of NCA were privileged to be part of the college's creation of its future. Both noted the spirit, engagement, pride, and commitment of all staff in the work of the institution and in students and their learning. In addition, the team and leadership coordinating the

Vital Focus process and the Conversation Day have set a standard that is rarely matched for organization, creativity, effectiveness, efficiency--and fun.

The facilitators noted several observations about Mott and its people throughout the day:

- ◆ A prevailing sense that Mott is poised for the future, on the verge of taking next steps into the future and clearly ready to take those steps.
- ◆ Longevity of administrators, faculty, and staff at Mott Community College coupled with the deep knowledge the employees have of the work of the institution, the community, and each other.
- ◆ Strength of the college's labor groups (faculty and staff) and their willingness to work collaboratively in the common interests of Mott, its students, and the community.
- ◆ Strong alignment of priorities with performance; eight of the top ten most important items are also identified in the best performed and greatest strengths lists.
- ◆ Consistency in areas for focus right now: advising, planning, relationship with administration, involvement, vision for Mott in the future, decision-making processes).
- ◆ High professional satisfaction with work at Mott (84% satisfied or very satisfied).
- ◆ Readiness of the college to pursue AQIP higher than most colleges; 65% enthusiastic or highly enthusiastic.
- ◆ Solid, exemplary work of the college and follow-through on priorities and commitments. The facilitators noted several times how hard the institution has been on itself when in comparison to many institutions, Mott is a standard others might seek.
- ◆ Pride in the college facilities and technology and appreciation for work of facilities and technology that makes that pride possible.
- ◆ Recognition of the work accomplished in assessment of student learning and use of information in decision-making.
- ◆ Recognition of the tremendous support provided by staff to students, faculty, and administration.
- ◆ Pride in the work of those who directly serve students, in the professionalism and expertise of faculty--both in their disciplines and in their ability to teach so students learn.
- ◆ Appreciation for the openness and leadership of administrators in moving the college toward AQIP and toward common priorities, collectively agreed on by all staff.

## **QUESTIONS**

The facilitators also posed several questions to spark conversation as Mott creates its future:

- ◆ How are your students needs, interests, abilities changing? How will you understand and respond to them?
- ◆ What would you do--what could Mott do to increase involvement, agility, and collaboration?
- ◆ What information and ways of communicating would enhance involvement and communication?
- ◆ How might the goals of the strategic plan be translated into reality? What is the vision for Mott in the future?

- ◆ Do the different ratings among groups reflect important differences in perception or simply " calibration " differences?
- ◆ Is data, evaluation of your work & comparison of Mott with other institutions...important? How important is actual student learning data?

## **NEXT STEPS**

Over the course of the next several months, Mott Community College has committed to prioritizing the recommendations forwarded during Conversation Day (using data from and about the organization and from other constituents), to building an environment that reflects those cultural aspects that matter most to employees doing their best work, to recognizing and building on strengths, and to prioritizing and addressing the Immediate Action Items ideas for operational excellence.

# CONVERSATION ONE

## What Matters Most to Mott Community College Employees, Making it Possible for Them to Do Their Best Work?

### **BACKGROUND**

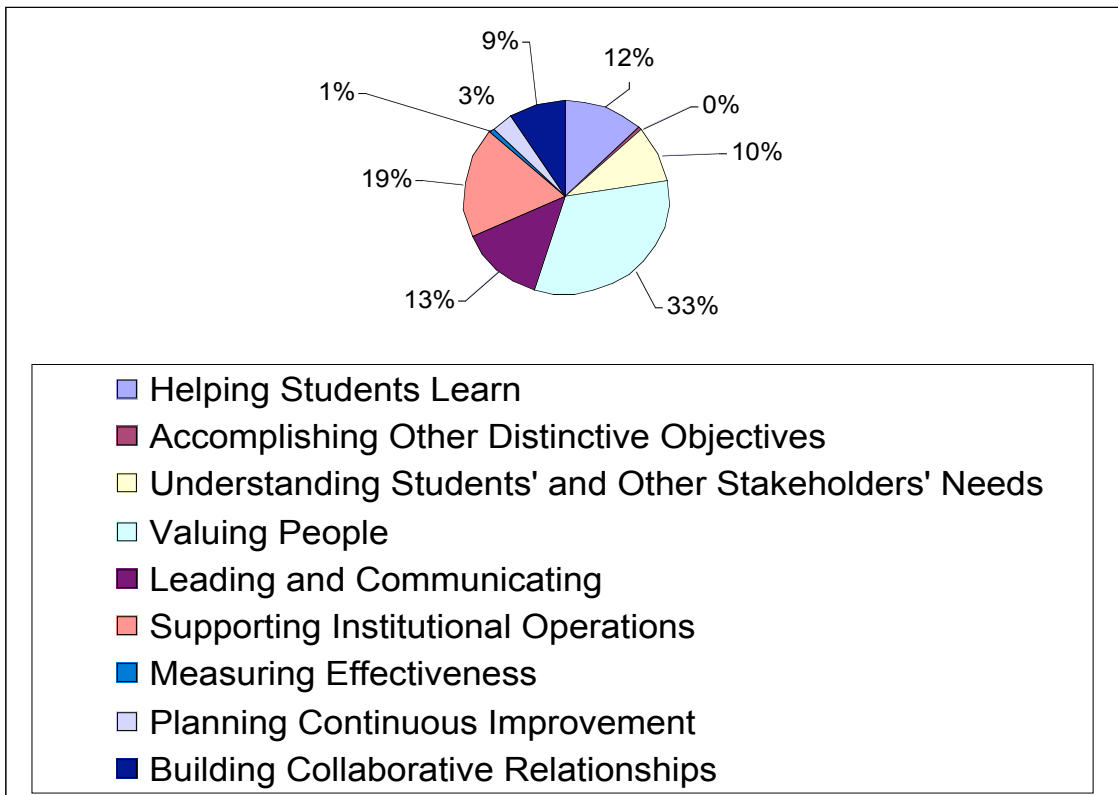
During the first conversation of the day, Mott Community College employees discussed their times of peak, most effective work at Mott Community College. To define what needs to be present to make effective, meaningful work possible at Mott CC, the employees answered these questions:

- ◆ What do we collectively agree are those aspects of work that make it possible to work most effectively?
- ◆ What process matters most for, would benefit most from focus right now?
- ◆ What Principle of High Performance (way of thinking and working together) is most important to develop more of in Mott's culture right now?

### **COLLECTIVE AGREEMENT**

Compiled below are the collective responses of the 400+ employees attending Conversation Day.

**Figure 1: Conversation Conclusions: What matters most to working at our peak?**



**Table 1: Conversation Conclusions: What matters most to working at our peak?**

AQIP#	AQIP Category	# of Hexagons
1	Helping Students Learn	26
2	Accomplishing Other Distinctive Objectives	1
3	Understanding Students' and Other Stakeholders' Needs	20
4	Valuing People	68
5	Leading and Communicating	27
6	Supporting Institutional Operations	39
7	Measuring Effectiveness	2
8	Planning Continuous Improvement	7
9	Building Collaborative Relationships	19

**NEXT STEPS AND COMMITMENTS**

As Mott Community College defines a manageable number of top priorities for both strategic and operational work, the teams and leaders designing the action plans and implementation strategies might consider the questions below.

- ◆ How might Mott CC implement its strategic and operational action projects in such a way as to create a working environment that embodies the priorities employees identified in Conversation One--What Matters Most to Working at Our Peak?
- ◆ What one or two things might be done college-wide to promote and support the culture that will enhance Mott CC's ability to implement its priorities?
- ◆ Can the action projects Mott CC takes into the AQIP process be created so that they model the values and principles that came out of Conversation One?

## CONVERSATION TWO

### What do Employees Agree are the Greatest Strengths of the Mott Community College?

#### **BACKGROUND**

During the second conversation of the day, Mott Community College employees discussed the current, obvious strengths Mott Community College. To define these strengths, the employees answered these questions:

- ◆ What are two noticeable strengths at Mott Community College?
- ◆ What process is working well right now?
- ◆ What recent change has made an improvement for students and their learning?
- ◆ Where is collaboration thriving?
- ◆ What do we value most about--what are the noticeable strengths of our faculty? Staff? Administrators?

#### **COLLECTIVE AGREEMENT**

Compiled below are the collective responses of the employees attending Conversation Day.

#### ***Noticeable Strengths***

\*Strong sense of community  
Desire to improve our community  
Involvement with K-12 initiatives  
Everyone really cares about students  
Friendly people  
Great parking facilities  
Accessibility  
Technology  
Positive reputation in the larger community  
Diverse student body  
Dedicated employees  
Diverse programs and courses that we offer  
Great support staff  
First impressions to people in our community  
Beautiful campus and classrooms  
Clean classrooms are good first impression  
Faculty expertise  
Community outreach  
Continuing education support  
Recognizing our weaknesses

Quality of education  
Safe work environment for staff and students  
Successful community collaboration projects  
Community involvement with dental hygiene clinic  
Inexpensive education with quality education  
Strong partnerships with other academic institutions  
Excellent support for developmental students and handicapped students  
Professional development opportunities  
Articulation agreements with higher learning educational institutions  
Continued growth of scholarship funding  
Community technology centers and satellite locations bringing education into the community  
Financially sound  
Input from advisory groups to strengthen our programs  
Resources available for students in library on campus and satellite locations and computer labs  
Very good teachers

## ***Effective Processes***

Online grading  
CPSC decision making process  
Emergency response team  
Thank god for the call center  
Great grant writing process  
Accounting and budgeting process  
Seven year budget forecasting  
Development of new courses and new programs  
CASL committee  
Recruiting  
On-going education offered for all staff  
Attracting students  
Our web page  
Quality childcare offered to the students and community  
Distance learning services offered online

Advertisement and communication in the community  
Very good campus safety department  
Payroll  
Facility maintenance and improvements  
Community millage participants  
Hiring process  
New bookstore  
Off-campus continuing education  
Preparing graduates to become competent practitioners  
Great advertisement and support  
Technology centers  
Resources to support educational programs and vocational programs  
Collaboration with external stakeholders that enhances life education for students

## ***Recent Changes Benefiting Students***

\*Online grading  
Establishment of technology fees  
Online registration  
Police mini-stations  
Library renovation  
Deep freeze on computers  
Flexible schedules  
Access to community technology centers  
Establishing academic goals for student success  
New location for auto lab  
Revision of our enrollment management plan  
Instituting team based learning  
New gen ed requirements  
Renovation of Gorman bldg  
Expansion of the Writing Center  
Relocation of cosmetology and arts onto main campus

Establishment and addition of more smart classrooms  
President student forums  
Call center  
New language lab  
Relocation of all technical programs in RTC  
Developmental math project  
New math lab  
Web based student services  
Upgrade of maintenance and custodial equipment  
These two new screens  
New building signs  
New reading center  
Fellowships for female students  
Domestic violence office and initiatives  
Gym floor  
Remodel of the bookstore  
A great support staff at the lapeer campus  
Continual upgrading of blackboard for faculty and students

## ***Places Where Collaboration is Thriving***

COPC  
Marketing and recruiting effort  
PalNet  
Staff labor relations  
Kearsley park project  
President student forum  
Mott Kettering partnership  
Mott UM art consortium

Regional workforce development consortium  
K-12 cte program  
Automotive drafting programs  
Service learning opportunity  
Curriculum revision  
CPSC and CPSC committees  
Greater Flint Education Consortium  
Call me Mr. project

UAW GM city wide committee  
Honors articulation agreement with UM  
Flint  
Pre college upward bound program  
Student clubs and cooperation with  
admin  
Three P campaign  
Collaboration with Flint police dept  
K-12 outreach for science Olympiad  
Science Fridays and new math  
competition

Our collaboration with the Mott Middle college  
Bunche school collaboration  
Michigan community college learning virtual  
learning collaboration  
IS Help desk  
Genesee county gender equity committee  
Nursing grant with Mott Genesys Hurley and UM  
Flint  
Professional development collaboration with  
Mott UM and Baker  
Extended university Center

## ***Strengths in our Faculty, Classified Staff, and Administrators***

### **Faculty**

They're here  
Willing to stay after hours to help  
students  
They care that their students succeed  
Knowledge and expertise  
Individual attention to the students  
Dedication to the learning process  
They actually listen  
Their dedication to programs outside the  
classroom  
Faculty efforts to continually improve  
their teaching  
Faculty willing to share their expertise  
with their colleagues  
They promote community involvement  
Seem to take it personally if they can't  
help student succeed  
Taking on responsibility to help with  
learning process by taking on new  
technology

Personable and courteous  
Willing to collaborate with grand funded projects  
Experience and knowledge on subjects  
Students love and rave about them  
Commitment to success and learning  
Optimistic outlook to improve programs for the  
student  
Approachable and accessible  
Enthusiasm for teaching  
Ability to show patience and understanding  
Innovativeness  
Passion about subject matter areas  
Demonstrated practice in their particular  
academic fields  
Follow up taken place after graduation  
Willingness to accept overloads  
Connection to professionals and professional  
organizations in their field

### **Staff**

Willingness to help faculty when we ask  
for assistance  
Their patience and understanding  
Commitment to students  
Friendly to be with  
Willing to embrace new technologies  
Willingness and ability to teach the  
teachers  
Willingness to go above and beyond  
Willingness of ed systems to help faculty  
Commitment to collaborative problem  
solving  
They make faculty look good  
Professional competent and capable

Help even when request is unreasonable  
Common sense  
Ability to prioritize  
Compassion and ability to read my writing  
Sheer dedication to their work  
They provide the warmth of a family atmosphere  
They keep the island running  
The approachable and non pompous attitude to  
staff  
Deeply committed and loyal to Mott Community  
College  
Their flexibility  
Professional and courteous  
Great at managing the front lines

Coordinating social functions  
Always a fresh pot of coffee and treats  
They take pride in what they do  
Going beyond their job description  
Keeping a level head in crisis situations  
Honest interest in helping create a student focused environment

Wealth of knowledge of what works and what doesn't  
When we have a bad day they remind us of what's important  
Focus on great customer service

### **Administrators**

Supportiveness  
Approachable  
They want to equip us to do the best job that we can  
They lead by example  
Good multi-takers or jugglers  
Hard working and dedicated  
Willingness to listen  
They entrust us to do our job  
Open door policy they have  
Helpful friendly and very approachable  
Open honest communication  
Fight the battles for faculty and students that we can't fight alone  
Encourage personal development and growth

Challenge us to do better  
Make it happen  
Keep the island from sinking  
Look for ways to help us be successful  
Collaborative empowering  
They understand the nature of our individual work as it relates to the whole  
I'll get back with you and they do  
They care  
Most competent administrative team I've seen in 32 years  
Union collaboration

### **NEXT STEPS AND COMMITMENTS**

As Mott Community College defines a manageable number of top priorities for both strategic and operational work, the teams and leaders designing the action plans and implementation strategies might consider the questions below.

- ◆ How might Mott CC not only build upon, but enhance and use its strengths in ways that become known internally and externally?
- ◆ How will Mott CC continue to measure its strengths and to communicate them to employees, students, the community, and other constituents?
- ◆ How will Mott CC recognize its employees and the college for its strengths?
- ◆ Would students, employers, and the community identify these and/or other strengths of the Mott CC? Are they real strengths and are they known to those outside the college?

## CONVERSATION THREE

### What do Employees Agree that, If Accomplished, Would Make a Significant Difference at Mott Community College?

#### **BACKGROUND**

During the third conversation of the day, Mott Community College employees identified collective priorities for action, top priority ideas for making a significant difference at Mott CC in the near future. To define these ideas, the employees answered these questions:

- ◆ What matters most to do now at Mott Community College to make a significant difference at the college and to your work?
- ◆ What ideas, innovations, or recommendations should be top priority for commitment of resources?

#### **COLLECTIVE AGREEMENT**

Each table of employees discussed and collectively agreed on one idea for making a significant difference at Mott Community College in the immediate future. The following 76 proposals below represent a summary compilation of the process group recommendations that emerged from these conversations.

#### **NEXT STEPS AND COMMITMENTS**

As Mott Community College defines a manageable number of top priorities for both strategic and operational work, the teams and leaders designing the action plans and implementation strategies might consider the questions below.

- ◆ How will Mott Community College use data from other constituents (students, employers, community, state government, etc.) as part of the prioritization process of the recommended ideas for making a difference?
- ◆ How will Mott Community College use data on the college (budget, cost per FTE, retention, enrollment, effectiveness indicators) as part of the prioritization process?
- ◆ How will Mott Community College integrate the top priorities that emerge in the continuing discussions into the strategic plan? The operational plan? The budget and resource allocation processes? The work load of employees?
- ◆ How will Mott Community College organize to implement, measure, track, and celebrate progress in achieving the projects that eventually emerge as top priority?
- ◆ How might accomplishment of these ideas be used to develop broad-based leadership across and collective responsibility for the college?

**MOTT COMMUNITY COLLEGE PROVOCATIVE PROPOSITIONS--POTENTIAL ACTION PROJECTS**

<b>AQIP Category</b>	<b>Action Idea #</b>	<b>Idea Title</b>	<b>Proposal Description</b>	<b>Proposal Narrative</b>
1	38	Incoming student preparation	<b>We Propose</b> that MCC require the completion of all needed developmental courses before students can take college level courses.	Student retention would increase as students experience greater success, and the integrity of the college's courses and programs would remain strong.
1	55	Competency Based Learning	<b>We Propose</b> that MCC implement a program that measures Academic Preparedness Skills and places students in appropriate courses for individual skill level to maximize successful learning outcomes.	Students need appropriate advisement, mentorship and guidance to develop essential skills to succeed. This approach would increase retention and degree completion, and improve student success.
1	54	Student Success Team	<b>We Propose</b> that MCC establish and implement a Student Success Team approach to learning and student success.	The Team would identify student problems early, bring together resources and support to address student academic and life management issues. Identify individual learning goals using and Educational Development Plan (EDP) approach.
1	53	3 Yr. Schedule of course offerings	<b>We Propose</b> that MCC commit to a 3 year schedule of course offerings.	This would support effective student academic planning towards program completion and graduation. Students often wait for required courses only to have them cancelled due to low enrollment; they then leave.
1	52	Student Success	<b>We Propose</b> that the college emphasize that learning is the responsibility of the learner.	Student success efforts need to be focused on the preparation, motivation, time commitments and academic stamina of the students. This helps to insure that students enter the classroom properly oriented and placed for success.
1	51	Student Learning	<b>We Propose</b> to offer students an improved academic experience by improved connections between faculty and students.	Students need to know clearly defined program requirements, receive accurate course placement advice, experience optimal course sizes for learning, and understand the importance of general education requirements in their learning outcomes.
1	42	Student Mentoring	<b>We Propose</b> that MCC commit the resources necessary to create a student-centered learning environment and provide department-based mentoring opportunities.	Departmental mentoring/learning centers would provide a space where students could study together and receive social support from professionals in their area of academic and career interest. Small groups could increase the opportunity for the application
1	56	Student success based on curriculum selection	<b>We Propose</b> that MCC initiate a "real-time" interactive degree assessment tool.	This would provide current information to students so that they can make better course and curriculum decisions. More students could complete their degree programs in a timely fashion, and not waste time and money on classes they don't need.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
1	40	Enhancing student development	<b>We Propose</b> that MCC create a student centered learning environment to provide support to students to maximize their potential to successfully completed their educational goals.	Our students are our most important resource, and they should be our focus. Blended educational opportunities including credit, non-credit and certificate education, using advanced technology such as ITV and web-based instruction, and career-focused study.
1	39	P.A.R.E. - Preliminary Advising for Retention to Educate	<b>We Propose</b> the creation of a program called P.A.R.E., consisting of required orientation modules that new students would be required to complete, so students would have a better idea of college expectations.	Orientation modules would be offered during the week before the semester starts and during the 3rd week of the semester, so students could have opportunities to learn strategies for effective college level learning.
1	1	Bridging the Islands - Create Centers of Educational Expertise.	<b>We Propose</b> that MCC create Centers of Educational Expertise (i.e. Fine Arts/Cultural Center, Social Sciences, Health Sciences).	The Centers would promote professional environments commensurate with real-world experiences, because: it is essential to provide current real-world life experiences, responsive to the community's needs, while creating role models for students and the community.
1	34	Improve student information	<b>We Propose</b> that MCC place a greater emphasis on properly informing students of the courses, programs and services available.	Students need better information about what courses will transfer to other colleges, how to get money for tuition, how technology services can enhance their educational experience etc. Intake, assessment and advisement services need to be focused on education.
1	33	Improve student advising and information	<b>We Propose</b> that MCC establish a streamlined process for new students to create a more effective and stress-free admissions and advising process.	This will reduce the frustration level of new students and build better first impressions of MCC for our students. Clear information needs to be provided. Investigate the idea of offering one free credit to every new student.
1	30	Create a "Virtual Division" system	<b>We Propose</b> that the administration and the MCC EA work to enable the creation of programs and courses that are not tied to an existing division of the college.	Agreements needs to be reached on language that would enable a program development team to function as a virtual division, to exercise the prerogative of recommending courses and programs for a special curriculum to CPSC. This would allow greater agility
1	26	Advise Transfer Students	<b>We Propose</b> that a greater emphasis be placed on properly informing students about credit transfer.	Misinformed or uniformed students are surprised and disappointed by taking classes only to find out that they don't transfer. Better advising of students will help them to make better course choices.
1	23	Streamline the Admissions Process	<b>We Propose</b> that MCC develop a one-stop admissions, advising and registration process so students can complete all steps working with a single cross-trained staff person.	Successful registration, accomplished with a minimum of steps, reduces cost, frustration and staff needs. Good experiences for students ensures that they stay at MCC, reduces stress on everyone and can create excellent P.R. for the college.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
1	41	Increasing student success by accurate placement	<b>We Propose</b> that MCC change the decision-making process to allow more money to be channeled into full-time advising staff, and support mandatory placement.	Students would be more successful through better retention. Minimum prerequisites for all 100 level courses need to be established and enforced. Current executive decision-making has only one person representing academic affairs, and this can create a proc
1	59	Hands-on education off campus	<b>We Propose</b> that faculty make extra efforts to use events off campus to coordinate with classroom learning activities.	Field trips and other off campus events keep students interested in their studies, and increases their understanding of how their education will apply in the real world. This will also increase the visibility of MCC students, faculty and our programs.
1	71	College Readiness for new students	<b>We Propose</b> that new students attend a college readiness session that includes information on classroom behavior, terminology and services.	There is a need for new students to better adjust and adapt to college life and the expectations of faculty. Lack of readiness and understanding of appropriate behavior hampers student success.
1	72	Academic and Student Service collaboration to support student success	<b>We Propose</b> that MCC establish a quality on-line degree audit system for students to use to monitor their educational goal and career path completion.	There is a need to increase completion, retention and graduation rates as well as support students in their establishment and accomplishment of clear educational goals leading to sustainable careers.
1	65	Investing in valued people education	<b>We Propose</b> that MCC create, fund and provide necessary resources to improve orientation to Distance Learning.	We can provide better support to students right out of high school and give them more information about how to succeed in distance learning courses. This resource could be provided to students still in high school and would create a more positive mindset.
1	63	Basic computer skills=better student success rates	<b>We Propose</b> that MCC implement a computer placement test at the time of admission with levels of placement that will help students with accurate course selection.	There is large population of students who enter MCC without basic computer skills. This causes non-computer teachers to have to teach these skills instead of focusing on their core course content.
1	75	Increased student success through better advising	<b>We Propose</b> that MCC use better data collection and sharing methods to improve advising and placement of students to enhance their success.	Students deserve the best quality advisement and guidance available. Use all resources and services to support students as they move through their educational career at MCC.
1	37	Coordinated, collaborative, multi-disciplinary learning program	<b>We Propose</b> that MCC establish a program that promotes academic learning and provides psycho-social support to students.	This would be a coordinated, collaborative, multi-disciplinary learning program that promotes academic learning and provides support that includes developing pre-requisite learning skills, career and academic counseling, study and college survival skills,
1	60	Integrated technology curriculum	<b>We Propose</b> that curriculum designers stay ahead of technology by working with MCCETI.	MCCETI is an existing, strong resource with 25 of the 28 Michigan community colleges participating. This supports quality curriculum design, emphasizing the technical skills as well as effective worker behaviors needed in the work world.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
3	16	Create a Student Retention Center	<b>We Propose</b> that MCC create a streamlined user-friendly on-going support center to help current student stay in college, to ensure their success.	We experience a great loss of students each year. Students are frustrated, do not complete their educational goals and thus are not as well prepared for life and/or jobs as they could be.
3	31	Student Retention	<b>We Propose</b> that MCC establish solid tools to help students identify career and educational goals, and support them in the successful accomplishment of these goals.	Student retention in programs, and increased rates of graduation are important to students and the college. Student outreach can be focused to help individuals understand the value of program completion, and help them overcome any obstacles they encounter.
3	28	Assessing Student Needs	<b>We Propose</b> that MCC develop and implement a unified student needs assessment process.	Administrators, faculty and staff need to understand academic and personal needs of students; unmet needs are a barrier to student success and retention. Data collection will result in information which can be disseminated to employees, area employers and the community.
3	74	Preparation that meets student and stakeholder needs	<b>We Propose</b> that MCC commit to analyzing, understanding and meeting the needs of our students and stakeholders.	Understanding student needs help us to guide them to successful completion of the educational goals and employability. We need to keep improving our interaction with the employer community to keep our students connected with appropriate career opportunity.
3	21	Create a campus-wide Retention Plan	<b>We Propose</b> that MCC develop and implement a campus-wide student retention program with every department to create strategies to improve retention.	50% of our students leave with unfulfilled educational goals each year. Time, resources and funds are lost trying to bring in new students without investing in every effort to keep students involved in their education to complete their program of study.
3	25	Establish Clearinghouse for Projects, Services and Initiatives	<b>We Propose</b> that MCC develop a database of services, resources and other initiatives, easily available to all college stakeholders.	Many non-academic needs must be met so that students can be as successful as possible in the classroom as well as being involved in other aspects of college life. This database would make information available to everyone at Mott.
3	18	Create Student AQIP Advisory Committees (SAAC)	<b>We Propose</b> that MCC create Student AQIP Advisory Committees, organized by program area.	These committees would help us understand student needs and concerns and improve development of stronger programs and services to attract and retain more students. Students are our primary clients, so their opinions should always be considered.
3	32	Reduce student drop out rate	<b>We Propose</b> that action be taken to reverse the high drop out rate of students at MCC.	Retaining students will help MCC to grow, and provide better educational service to students. Increased student retention will improve the utilization rate of our facilities, improve the chances of upper level courses to be filled.
3	9	Helping others to succeed	<b>We Propose</b> that MCC allocate more resources to socially and economically disadvantaged people.	Establish communication with and recognition of people from diverse environments and provided competent and culturally sensitive learning environments, including emphasis on job development for under-served, at risk members of our community.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
3	50	Student Academic Success	<b>We Propose</b> that resources available to students be communicated, to help them understand the importance of college support services.	The lack of student use of resources result in lower academic performance, lower retention. Instructors can be more active in talking with students about services available, and this will improve student confidence, self-esteem, learning and success.
4	8	Hire more full time employees	<b>We Propose</b> that MCC hire full time people to fill vacated positions in a more timely fashion.	With full time employment comes pride in the job and financial well-being; this would benefit students and staff alike.
4	2	Establish Mentor Program for new employees	<b>We Propose</b> that MCC establish a mentor program for new employees.	An employee mentoring program would provide continuity from predecessor to successor and increase opportunity for success for new employees. It would promote assimilation of tasks, competencies and proficiencies to get new employees up to speed more quickly.
4	3	Bringing the expertise of retirees back to the college	<b>We Propose</b> that MCC initiate the formation of a group of retired professionals who would assist with tutoring and serve as resources to the college.	These retirees would be people who are willing to help students and staff by sharing their expertise, for example as tutors or guest lecturers. This would address the shortage of tutoring funds and qualified tutors and provide recognition to the value of
4	4	Professional development for all employees	<b>We Propose</b> that MCC commit the financial and human resources necessary to provide on-going, mandatory professional development .for all employees.	In an ever-changing educationally, economically and technologically diverse environment it is imperative that our employees be professionally equipped to meet the academic/vocational demands of our students and ensure their success.
4	5	Mentoring to produce quality work and service	<b>We Propose</b> that MCC employees at all levels are mentored in a give and take relationship with their supervisors and peer.	Work expectations are not always clear; this would increase work quality and help identify customer needs. Happy workers want to do good work. Self evaluation would be a greater part of performance evaluations, agile resources would be made available to all.
4	6	Provide a safe and secure work environment	<b>We Propose</b> that MCC enhance the security of the faculty parking ramp.	By increasing the campus safety patrols after 6 p.m. and keeping the gates down, faculty and staff who work late would feel more safe.
4	14	Professional Development and Team Building	<b>We Propose</b> that MCC should provide professional development that may include classes for all employees.	All non-student College employees, including contractual and temporary employees, would benefit from skill development. This would increase morale, enhance productivity and efficiency and improve communication. Everyone wants to continue to effectively
4	7	Reaching out to part time faculty	<b>We Propose</b> that MCC devote more resources to part time faculty to make them feel more like an integrated part of the college.	The college needs to recognize the important role that part time faculty play in the success of the college by reaching out, connecting with and empowering them to help improve the quality of student learning. Provide opportunities to get them involved.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
4	44	Revolution vs. Evolution	<b>We Propose</b> removing barriers between departments at MCC by educating all on how to empathize with and understand each others work.	We want to become an agile organization, evolving to meet changing needs within our organization. Promote taking advantage of pre-existing solutions already available on campus. Promote the concept of how ONE is smart, rather than how smart one is.
4	36	Dealing with selfishness	<b>We Propose</b> that MCC employees confront individuals with known selfish behaviors.	The process will reduce employee resentment, anger, frustration and anxiety, and create a more harmonious work environment.
4	19	Interdepartmental communication re. student enrollment and registration	<b>We Propose</b> that regular workshops and in-service training, led by front line workers, be conducted to increase everyone's understanding of enrollment and registration processes.	The goal is to make the admission and registration process be more positive here than at any other college or university. This training would reduce student frustration at being un-necessarily shuffled from place to place and employees frustration with n
4	68	Valuing people through improved communication	<b>We Propose</b> that MCC establish better communication to provide awareness of and promote acceptance of changes.	Changes to technology and other areas of the college need to be explained clearly so that employees can do the best job possible. Lack of communication creates dissention, confusion, duplication of effort, gaps in service and loss of institutional history.
4	10	Valuing People	<b>We Propose</b> that MCC establish and maintain an environment that fosters professional productivity.	This allows us to guide our students to more successful outcomes; a positive student environment will promote a positive atmosphere to encourage educational growth. Offer professional development to staff and reward incentives for employees to promote th
4	12	Create environment of trust	<b>We Propose</b> that MCC create an environment based on trust that fosters creativity, inspiration, motivation and pride.	Valued employees are more productive, creative, and can be more successful, thus being more supportive of the major goal of student success. Consider training sessions on campus a couple of times a year which encompass ALL groups across campus, focused o
5	20	Create a college-wide Communication Committee	<b>We Propose</b> that MCC initiate a college-wide communication committee to share information.	This committee would work to use all available information tools to inform all employees of decisions and information. They would also solicit input and feedback to ensure that all voices are heard. This centralized approach would save time, increase tr
5	24	Campus-wide communication process	<b>We Propose</b> the establishment of a cross functional committee to set up and support communication policies and procedures.	Removing barriers between various areas of the college will allow for better service to students and employees, and better decision-making. The focus would be on reducing redundancy, eliminating frustration, establishing a sense of value and teamwork and

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
5	22	Create consistent policies and procedures	<b>We Propose</b> that MCC create and disseminate campus-wide policies and procedures and emphasize that they are consistently applied.	Consistency in policy and procedure is critical for the success and integrity of all college goals and outcomes. Employee morale is improved and frustration is reduced when everyone is informed about specific procedures to be followed. Confusion is reduced.
5	45	Intervention	<b>We Propose</b> that MCC and its departments commit to communicating and collaborating on the importance of educating all students from K-12 through college.	By having a presence in schools in the community, we can role model, educate, guide, support and improve the performance of our 1st year students through early intervention.
5	29	MCC Collaborative Council	<b>We Propose</b> that MCC create a council that involves a cross section of the total college, to support collaborative college-wide decision-making.	Information is not well shared between the student services and academic affairs "silos". All representative divisions and departments would be involved in understanding the choices the college has, the decisions that need to be made, and the communication.
5	57	Better communication between facilities and custodians	<b>We Propose</b> that better lines of communication be created with the custodial supervisor and staff, to improve job performance and quality.	To be able to continually perform jobs effectively, better communication and understanding is needed. Custodians need to be consulted when decision are made about things such as floor surfaces. Other colleges could be consulted during decision-making.
5	62	Improve image through communication	<b>We Propose</b> to improve accurate and timely communication in all areas and levels of the college and strengthen the MCC image.	Establish a more global mindset to involve the entire campus in changes and set high standards for dispersing information effectively and efficiently. This will reduce the sense of isolation and improve our ability to communicate the institution's effect.
5	64	Communication	<b>We Propose</b> that MCC implement a student survey concerning college processes. Survey data would be used to improve processes across campus.	Surveying students will provide "customer" data on satisfaction and effectiveness. This information would inform the decision-makers of changes that need to be made for improvement.
5	47	Development of collaborative network	<b>We Propose</b> the creation of cross-functional communication tools that reach all employees and informs all of current projects and plans and encourages the development of collaborative projects.	College employees are too departmentalized and need better knowledge of all college workings to better help each other and our students. This would alleviate political pressures, diversify and increase accessibility to resources and remove barriers.
6	58	Nutrition and food service	<b>We Propose</b> to re-establish a food service center with nutritional food choices.	Staff and students deserve to have on-campus food choices which are convenient and nutritional. Healthy selections, offered in an area that promotes interaction between students and employees encourages student engagement with the college.
6	13	Follow established timelines and processes	<b>We Propose</b> that MCC follow established hiring and union policies and procedures to establish employee satisfaction and retention of quality employees.	Timely hiring practices and grievance resolutions will eliminate unnecessary employee frustration, anxiety and costly re-training. Union guidelines and policies should be followed carefully.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
6	27	Fresh, healthy food on campus	<b>We Propose</b> that MCC commit the resources necessary to provide freshly prepared, nutritional food choices on campus.	Vending is inadequate. Students and staff are here for long periods of time and don't have the opportunity to get a quick and healthy meal. Pursue the idea of a lunch cart from 11-2, with a salad bar, fresh fruits and vegetables, sandwich and soup, etc.
6	66	Student Union	<b>We Propose</b> that a Food Court be opened.	This would be beneficial because students and staff would have an informal place to eat and interact. Food choices would be improved over what is in the vending machines.
6	17	Save students money by educating faculty on textbook policy and procedure	<b>We Propose</b> that training faculty on textbook acquisition processes would enable them to make better decisions about requiring quality and cost effective learning support materials.	Students can save 25% on their textbooks by buying used texts; however, this requires faculty to place textbook orders on time and being careful not to require "packages" unless absolutely necessary because this reduces the buyback value later.
6	69	Web-based policies and procedures system	We propose: that MCC develop and fund ongoing implementation of a web-based database that will document all college policies, procedures and processes.	This will insure that all employees understand the correct methods for accomplishing college objectives, will enhance productivity and cooperation and help various departments understand the logic and approach of college operations.
6	70	Revitalize food service on campus	<b>We Propose</b> that MCC revitalize food services on campus and involve the Culinary Arts program in the development of an Internet Café.	The process of "taking back the food" can include the involvement and participation of the Culinary Arts program and its students, staff and faculty. Using the facilities to expand learning opportunities while providing full service, high quality food choices.
6	11	Daily Operational Needs Liaison	<b>We Propose</b> that MCC hire or re-assign a person to trouble-shoot and respond to requests, recommendations and to ensure follow through on repairs, improvements and good maintenance of college facilities.	This will keep communication lines open between staff, encourage more immediate response to needs, and support the fact that everyone works and learns better in a clean, attractive, well run work environment. This may result in cost savings, less waste,
7	43	More full-time faculty	<b>We Propose</b> that MCC commit to hiring more full-time faculty in all divisions.	More full-time faculty would support curriculum continuity and stability across disciplines and programs, program advising continuity, more sections of basic and developmental course could be offered and could result in better preparation of students.
7	73	Supporting data needs of the college	<b>We Propose</b> that MCC increase its commitment to analyzing data to understand the needs of our students and other stakeholders.	College data collection, maintenance and use is increasingly important. Understanding the educational needs, academic success, retention and employment of our students and graduates is critical to the college and the community.
7	48	Establish an Institutional Report Card	<b>We Propose</b> the establishment of a set of institutional performance indicators that can be communicated via a regular "report card" to all stakeholders.	As part of AQIP, we need to establish data indicators for all of the categories, identify benchmark values that indicate our preferred performance, systematically collect data that has been initiated with a high level of accuracy, using technology tools.

AQIP Category	Action Idea #	Idea Title	Proposal Description	Proposal Narrative
7	76	Improving data quality	<b>We Propose</b> that MCC create a higher level of expected performance in the accuracy of data entry for information related to students, curriculum, accounting and purchasing.	Having accurate data entered into Datatel for student records, class/section records, budget and purchase transactions and inventory is crucial to fulfilling the college's needs for information to support decisions. Data entry processes, and staff performance.
7	35	Increase Full Time Faculty	<b>We Propose</b> that MCC commit to reversing the current trend toward greater reliance on part time and adjunct faculty, with the ultimate goal of returning to the greatest historical FT/PT ratio.	Full time faculty more closely identify with the college, and receive financial and status rewards that encourage greater commitment to service to students and other stakeholders, and to professional development. Alternate funding sources need to be investigated.
8	67	Continuous updating of facilities and technology	<b>We Propose</b> that MCC develop and implement the most efficient and user-friendly technologies in its facilities.	This would include lighting, heating, lab equipment, custodial equipment, smart classrooms etc. By becoming more efficient, the college will save money which can be re-invested in improved programs and services.
8	49	Institutional Systems Committee	<b>We Propose</b> the creation of an Institutional Systems Committee, based on the CPSC model, that would review processes and policies across campus, to support effective implementation of decisions.	Everyone affected by college decisions should be aware of plans and have input before final decisions are made. This results in more "buy-in" and follow through by affected areas. Better decisions will result, improved communication between departments
9	15	Expansion of Co-op Education	<b>We Propose</b> that cooperative education and other experiential learning opportunities be expanded in all areas of the college curriculum.	There is an increasing need for students to engage in reality-based education working with mentors on real-world application of the concepts they learn in classes. Combining classroom and world-of-work learning will help our students and graduates to be
9	46	Institute for Collaboration and Community Engagement	<b>We Propose</b> that MCC commit to the establishment of an institute for collaborative and community engagement.	There is a need to identify and establish appropriate internal and external relationships to better match community resources to community needs while at the same time meeting institutional needs. This would involve centralized communication and dissemination.
9	61	Collaboration between college, community and students	<b>We Propose</b> the creation of dedicated space to promote the exchange of ideas and promote collaborative activities between faculty, staff, students and the community.	Need to strengthen the relationships and make relevant connections across disciplines and outside of the college.

## CONVERSATION FOUR

### What do Mott Community College Employees Agree are Immediate Action Items to do Right Now?

#### BACKGROUND

At the end of the day, Mott Community College employees were asked to identify “Immediate Action Items.” These are suggested action items that MCC should JUST DO NOW! To define these immediate action items, MCC staff, faculty, and administrators answered this question:

- ◆ What is an issue, an idea, a smaller, more operational item that could be accomplished quickly and with minimal resources--yet would make a noticeable improvement?

#### RESULTS

1. Combine the Admission and Information center.
2. Combine Advising/Counseling, Registration, Financial Aid and Registrar functions.
3. Improve retention programs (i.e. contact non-returning students, identify why they stopped and how the College can help).
4. Implement Degree Audit.
5. Create Full time advisors.
6. Implement proposed changes in student preparation.
7. Mandatory pre-admission counseling for all students -- match needs to capabilities.
8. Expand dual enrollment programs.
9. More one-on-one student support and involvement in orientation.
10. New look at or re-organize student advisement
11. Help students plan for future careers
12. Provide students with more study areas, tutors, and services needed for their success
13. Reinstate student progress/academic alert element to attendance reporting
14. Reorganize the student services area to improve customer service and eliminate unnecessary steps.
15. Require students to tour library, learning center, computer lab, writing clinic as part of orientation
16. Create a phone line or InfoChannel listing of absent instructors.
17. Better communication between departments and with students.
18. Shorter terminology for policy information.
19. Yearly feedback to administration on student needs.
20. Publish more information for students (i.e. lab locations, event times, etc.)
21. Require all students to take an "interpersonal skills" course where they learn how to interact with instructors, staff and other students in a professional manner.
22. Allow individual programs to choose reading level required for students
23. Create an across the curriculum program retention system.
24. Better quality control for courses taught by a large numbers of part-time instructors (mandatory development meetings?).
25. Create a CASD college survival skills class. Include blackboard know how for students and library research skills.
26. Create more non-traditional classes to increase retention and enrollment

27. Increased community outreach by technology department--scholarships, customized programs, etc.
28. Give students credit toward graduation for "non-credit" courses.
29. Increase efforts to retain students, especially with 2nd year students to help them fulfill their goals
30. Automatic toilet paper dispensers
31. Change parking area in front of MMB and Dental Area
32. Climate control. Not too hot or too cold from room to room.
33. Complete renovations of art building
34. Create a room exclusively for orientation, including storage for orientation materials and AV equipment--Yes, it's possible!
35. Curtice Mott Building looks like a prison. Please renovate and change desks in all classrooms
36. Equipment repair in a timely fashion
37. Get rid of the speed bumps
38. Better chairs--ergonomic, like the RTC faculty chairs
39. I suggest a Student Union in the Prahl Center and the RTC--Give the students space to study, lounge or hangout with video games, music, cards, pool, etc.
40. It would be nice to have more parking places available
41. Keep the arm of gate down after 6:00pm at the faculty parking lot
42. Labeling parking areas related to buildings
43. Lapeer extension needs indoor repairs to building and new restrooms
44. More bulletin boards to disseminate guidance and information to students
45. Mott Middle College students continued breaking and/or blocking the handicap doors
46. Need many benches in the hallways for students to sit on while they are waiting for the classroom to be opened (we can't open classrooms more than 5-10 minutes ahead of class due to theft) Our students have no place to sit and are sitting on the floors.
47. Eliminate paid parking.
48. Providing more study niches in the various buildings
49. Public safety--security on ramps--public and students can access faculty staff ramp
50. Put smart paper towel machines in all bathrooms - in BFH women's locker room
51. Put soap in the soap dispensers (fill bathroom containers, soap, paper, etc.)
52. Put up "Holiday" lights and decorations
53. Replace lab stools that were in English rooms of CM
54. Staff restrooms or smaller restrooms
55. Staplers chained to teachers' desks in classrooms
56. Warm water in restrooms (ladies staff bathroom in MMB 2103).
57. Reinstate a food court, cafeteria, or fast food (Subway?) on campus with places for interaction.
58. Bring vendors on campus (carts, etc) for lunch.
59. Healthier, better food choices
60. Coffee bar (Starbucks?) at the library or faculty lounge.
61. Provide refreshments for students during registration.
62. A working phone in every classroom
63. Create an e-mail communication document that coordinates key needed information. Mail it every Fall, Winter, S/S semester (i.e. key policy, where to go for specific services, contact people for specific things i.e. payroll, books, hot to get in a classroom, clean up issues, windows, hanging papers on walls, student protection, safety calls.
64. Establish space with computers and trained staff for winter semester to show/training student on how to use the Internet, web, MS Word, library, bookstore, ID cards, etc.

65. Have sufficient smart carts--smart classrooms for all faculty
66. H-bulk ink systems for my inkjet printers
67. Improve phone and computer services to the Lapeer site
68. Include Blackboard and computer orientation in survival skills course and provide a Blackboard open lab.
69. Resolve the money battle and get at least some of the laptop computers into the math lab
70. Stop pay-to-print in classroom and labs--except in library and open labs
71. Wireless Internet for laptop access
72. Create a "One Stop Shop" for student services
73. Art supply store available for student needs on campus
74. Combine registrar's functions into one area
75. Division offices should be open after 5pm
76. Exit survey attached to final exams: a) level of preparedness due to course for transfer/job, b) level of satisfaction re: services
77. Increase funding for at-risk students to help with retention
78. Increase student involvement in processes to create an atmosphere of community
79. Create/increase Intramural activities for students
80. Create and distribute a PAPER staff directory
81. Print and distribute a "widebook" for administrative areas and departments, not just academic programs.
82. Keep study center open for students after hours on Fridays & Weekends 5pm-10pm
83. Create more work study jobs so that it will be easier for students to go to school.
84. Create a department chair position in Art/Graphic Design.
85. Hire a clerical position in the Foundation for MCC.
86. Hire a permanent Math tutor for Nursing students.
87. Hire full-time advisors
88. Hire more office temps.
89. Hire a full-time staff interpreter.
90. Improve/streamline the hiring and interviewing process.
91. More tutors available for students in the Learning Center.
92. Staff the faculty ramp guard station with public safety officers.
93. More hands-on, on-the-job staff training opportunities.
94. Provide management training for supervisors and managers, including sessions on how to relate tactfully with people and how to be professional.
95. Employees should accept responsibility for their own actions, listen to one another, and treat each other with kindness.
96. Add art work by students (locked spaces) across campus--use poster size pictures of artwork that cannot be hung of fit into the safety boxes, and make student artwork available for sale and/or display in offices.
97. College create a paid leave day for employees to volunteer on a community service project outside their regular schedule doing so in the College's name--engage the community
98. Create more opportunities for employees of different classifications to work on projects and get to know one another (i.e. brown bag lunch, "get to know you" sessions, a center for faculty/staff/student interaction, "faculty Mondays," etc.)
99. Require that every employee receive diversity training
100. Fill all temporary custodial positions with full-time positions... people who are paid to care!
101. Make students our #1 priority. Take time to ask "What can we do to help you be successful?"
102. More social events for faculty and staff and administration would encourage teamwork and community

103. Stop the negative articles in The Forward. The negative articles/attitudes promote distrust and create a "we vs. them" environment.
104. Create activities for students who are on campus for many hours.
105. Establish a more user friendly environment for students at SLBC
106. Plan visits to other campuses to see how they do the job and include a variety of employees, not just the group leader.
107. Institute a weekly prize giveaway for students (ex. iPod, laptop, etc.).

# AQIP Categories and Principles of High Performance

## AQIP CATEGORIES

**Helping Students Learn** is the priority of any institutional analysis. It focuses on the teaching-learning process within a formal instructional context, yet also addresses how your entire institution contributes to helping students learn and overall student development.

**Accomplishing Other Distinctive Objectives** addresses the processes that contribute to the achievement of your institution's major objectives, that complement student learning, and that fulfill other portions of your mission.

**Understanding Students' and Other Stakeholders' Needs** examines how your institution works actively to understand student and other stakeholder needs.

**Valuing People** explores your commitment to the development of your faculty, staff, and administrators since the efforts of all are required for institutional success.

**Leading and Communicating** addresses how your institution's leadership and communication structures, networks, and processes guide your institution in setting directions, making decisions, seeking future opportunities, and building and sustaining a learning environment.

**Supporting Institutional Operations** addresses the variety of your institutional support processes that help to provide an environment in which learning can thrive.

**Measuring Effectiveness** examines how your institution collects, analyzes, and uses information to manage itself and to drive performance improvement.

**Planning Continuous Improvement** examines your institution's planning processes and how your strategies and action plans are helping you achieve your mission and vision.

**Building Collaborative Relationships** examines your institution's relationships and partnerships--current and potential--to analyze how they contribute to the institution's accomplishing its mission.

## HIGH PERFORMANCE PRINCIPLES

**Focus:** A mission & vision driven by students' and other stakeholders' needs.

**Involvement:** Broad-based faculty, staff, and administrative engagement and participation.

**Leadership:** Leaders and leadership systems that support a quality culture.

**Learning:** A learning-centered environment.

**People:** Respect for and willingness to invest in people (faculty, staff, administration).

**Collaboration:** Collaboration and a shared institutional focus.

**Agility:** Ability, flexibility, and responsiveness to changing needs and conditions.

**Foresight:** Planning for innovation and improvement.

**Information:** Fact-based evidence-gathering and thinking to support analysis and decision-making.

**Integrity:** Integrity and responsible institutional citizenship