ALGONQUIN COLLEGE

SPSP FINAL REPORT

Presented to the Board of Governors

December 10th, 2012

Outline

- Recap: SPSP Project Overview
- Phase 1 and 2: 2009-2011: Initial Recommendations & Implementation
- Phase 3: Operationalizing continuous improvement: 2011/12
- Phase 3: Findings and Recommendations
  - College Programs Review
  - College Services Review
- Path forward

Recap: SPSP Project Overview

Phase 1: 2009/10

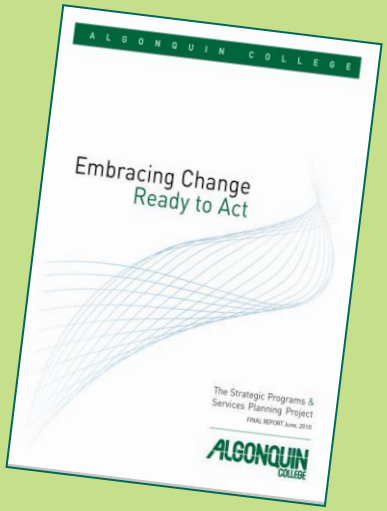
Initial recommendations

Phase 2: 2010/11

Implementation of initial recommendations

Phase 3: 2011/12 to date

Operationalizing continuous improvement



Key Directions:

- Learning
- Commitment to student success
- Focus on relevant, high-quality programs and services to further the College's strategic directions (with strong emphasis on becoming a digital college)
- Continuous improvement

Recap: SPSP Project Overview

Phase 1: 2009/10

Initial recommendations

Phase 2: 2010/11

Implementation of initial recommendations

Phase 3: 2011/12 to date

Operationalizing continuous improvement

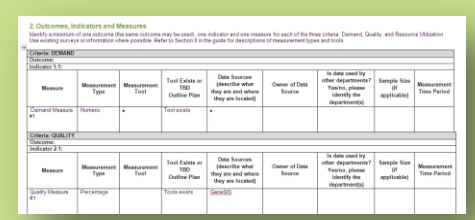
2011 Report Goals:

- To update on the extensive list of program and service recommendations approved in the previous year

Task Groups:

- Service Performance Metrics
- College Programming Strategy
- Services in Academic Department Office
- College Committee Review

Service Performance Metrics:



2. Outcomes, Indicators and Measures

Identify a minimum of one outcome (the same outcome may be used), one indicator and one measure for each of the three criteria: Demand, Quality, and Resource Utilization. Use existing surveys or information where possible. Refer to Section 6 in the guide for descriptions of measurement types and tools.

Criteria: DEMAND								
Outcome:								
Indicator 1.1:								
Measure	Measurement Type	Measurement Tool	Tool Exists or TBD Outline Plan	Data Sources (describe what they are and where they are located)	Owner of Data Source	Is data used by other departments? Yes/no, please identify the department(s)	Sample Size (if applicable)	Measurement Time Period
Demand Measure #1	Numeric	•	Tool exists	•				

Criteria: QUALITY								
Outcome:								
Indicator 2.1:								
Measure	Measurement Type	Measurement Tool	Tool Exists or TBD Outline Plan	Data Sources (describe what they are and where they are located)	Owner of Data Source	Is data used by other departments? Yes/no, please identify the department(s)	Sample Size (if applicable)	Measurement Time Period
Quality Measure #1	Percentage		Tools exists	Service Hub				

Recap: SPSP Project Overview

Phase 1: 2009/10

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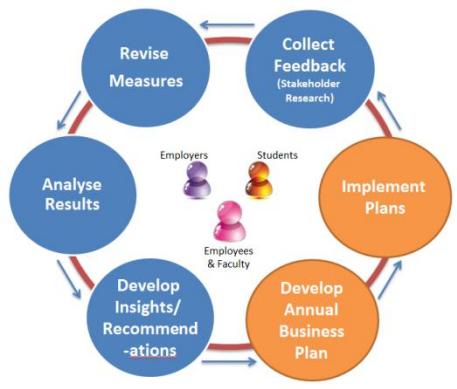
Phase 3: 2011/12 to date

Operationalizing continuous improvement

Embedding continuous improvement into the college culture:

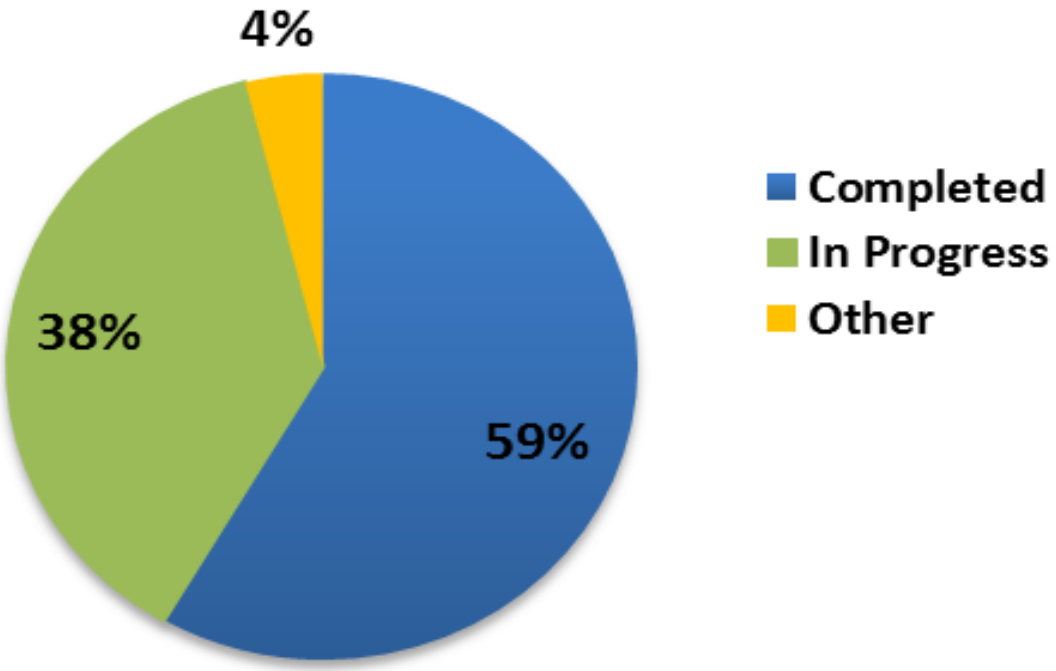
- College Program Review
- College Services Review



Initial Recommendations & Implementation

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

Status of 2009/10 Recommendations



Recommendations & Implementation: Examples

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

- ***Academic:*** Aligned operations of the Centre for Continuing & Online Learning with other academic areas
- ***Advancement:*** Consolidated web services and creative services
- ***Shipping/Receiving, Purchasing & Accounting Operations:*** Consolidated into one department
- ***Human Resources****:* Phased out responding to pension estimate inquiries, now directed to CAAT
- ***Student Services****:* Automation and online services have been explored further by Student Services

Results: More efficient processes & resource utilization

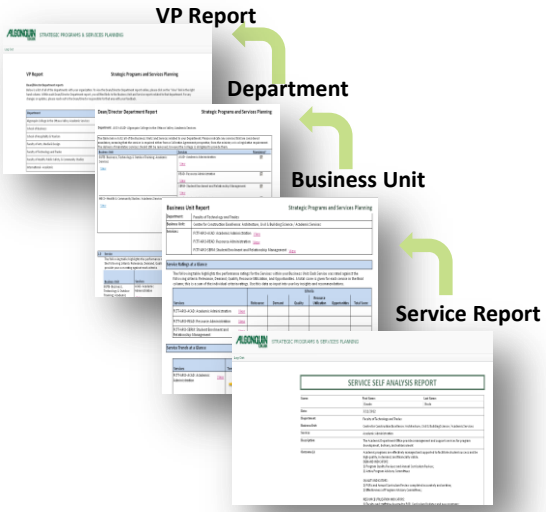
Operationalizing Continuous Improvement

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

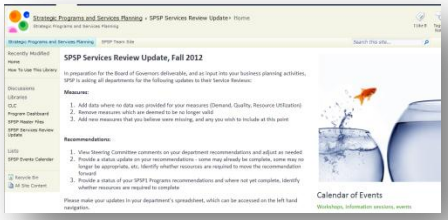
Automating Services Review

Previous Years

2011/12: Automated



Fall 2012: SharePoint



Operationalizing Continuous Improvement

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

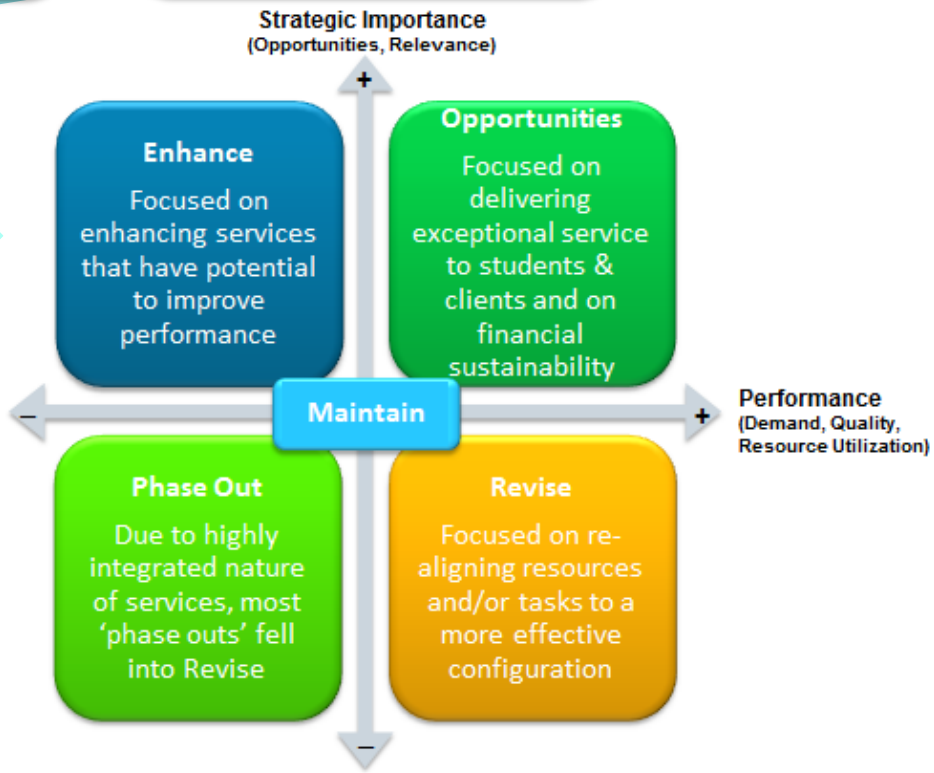
Closing data gaps

- SPSP held more than 30 separate training sessions and workshops
- Measures without data decreased to 8% (from 12%)
- 1/3 of services made changes to their measures
  - Removed measures that were difficult to gather data for, or were not as useful as originally anticipated
  - Added new measures that were originally missed

Pan-College Opportunities

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

Services Review → **Departmental Recommendations** → **Pan-College Opportunities**



Opportunities: Pan College

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

1. Align Project Management Processes
2. Automate Business Intelligence
3. Automate Key Business Processes
4. Coordinate Digital Infrastructure
5. Coordinate External Outreach
6. Enhance Marketing Support
7. Embed Continuous Improvement

Steering Committee

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

Allison Burnett
Cindy Chapman
Monique Cochrane
Jennifer Daly-Cyr
Denyce Diakun
Dave Donaldson
Chuck Doyle

Karen Foster
Barbara Foulds
Joanne McDonald
Katie Miller
Claire Snasdell-Taylor
Jack Wilson

Path Forward

- Responsibility for Phase 3 findings will proceed under the guidance of the College Leadership Council

- Principles of continuous improvement will be further embedded in Algonquin's day to day operation and quality assurance processes for programs and services, through an ongoing commitment to professional development

SPSP Final Report

December 10th, , 2012

ALGONQUIN COLLEGE

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

1 Align Project Management Processes

- Recommendations from project-based departments included:
  - Having internal resource vs. contractor
  - Create a “project management office” as a shared service
  - Re-evaluate project management processes within departments
- Further analysis needs to be conducted before a solution can be brought forward

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

2 Automate Business Intelligence

- Improved access to business intelligence recommended by numerous departments
- Recommendations from initial analysis (2009/10) also stated the need for better business intelligence capabilities
- Several different initiatives are underway to help address key pain points while the longer term Cognos solution is installed

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

3 Automate Key Business Processes

- Impact of the manual processes related to part-time payroll is felt widespread across the College
- Recognized need to value-stream the CAL999 annual curriculum review process to be more efficient
- Key departments involved in payroll process recommended payroll automation (solution currently being designed)
- Recommendation also was brought forward in initial recommendations (2009/10)

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

4 Coordinate Digital Infrastructure

- Emphasis on enhancing mobile learning programs
  - Creating a roadmap for rolling out online resources to students
  - Increasing collaboration among key departments
  - Identifying impacts and risks associated with expanding MLPs, and developing a risk-management strategy
- Put in place a coordinating body be created to treat acquired software as a tracked asset rather than a departmental purchase (e.g. Live Chat, CRM)
- Further discussions must be held on this initiative

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

5 Coordinate External Outreach

- Departments with pan-college objectives indicated that nurturing and growing external relationships in a strategic, coordinated manner will be critical to achieving our strategic goals, so that that College:
  - Has a complete picture of the activities going on with any community partner/employer
  - Does not duplicate any requests
  - Maintains a strong brand reputation in the community
  - Can pursue partnerships strategically

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

6 Enhance Marketing Support

- Several recommendations requested additional marketing support was required for their initiatives in order to:
  - Help achieve growth targets
  - Coordinate messages and materials for departments with a large external focus
  - Market their offerings internally to faculty, students, and staff

Pan-College Recommendations

Phase 1: 2009/10 → Phase 2: 2010/11 → Phase 3: 2011/12 to date

7 Embed Continuous Improvement

- Embedding continuous improvement in the culture of the college includes:
  - Ongoing education and training in quality
  - Implementing recommendations based on services analysis
  - Piloting new solutions to enhance understanding of the voice of our customers