1: Project Goal

A: Assure the latest version of the Policies and Procedures Manual is readily available along with an index, user's guide, frequently asked questions, and process for updating to all campus constituents. Establish an annual system of training coordinated by the Human Resources Office. Make use of available technology to enhance the HR website so that it becomes a storehouse of relevant information and a means to inform the campus of PPM changes. Revise the evaluation procedures in the PPM for administration, faculty, and staff to include measures of performance goals in a meaningful way. Consistently interpret and enforce policies and procedures.

2: Reasons For Project

A: Vital Focus at Rio Grande resulted in four action projects that were taken to a Strategy Forum. At the forum, we realized that three of the action projects were related to accountability. We decided to combine them into this one project and assigned the task of designing the project to a campus committee. The committee looked at the three original projects and discussed how to organize the new action project in such a way that the campus community would receive the most immediate benefit. The committee realized that a primary problem was not in our lack of policies and procedures, but rather in our processes: 1. for disseminating information about current policies and procedures, 2. for revising the Policies and Procedures Manual, and 3. for consistently enforcing the policies and procedures. The committee felt that while working to achieve the first two objectives, changes would also have to be made in the evaluation processes on campus in order to achieve the third objective.

3: Organizational Areas Affected

A: Every employee of the university will be affected, but the primary areas will be the Human Resources Office, the Human Resources Committee, the STE (Salary, Tenure, and Evaluations) Committee, the Administrative Negotiation Team, Campus Computing and Networking, and administrators who supervise employees.

4: Key Organizational Process(es)

A: The Human Resources Office will develop an annual plan for disseminating current PPM information to all employees and for training selected groups of employees on the most relevant policy and procedural issues. This plan will include a method for determining if the training is effective. The PPM revision process will be re-defined in light of the new technology available, implemented, and evaluated. Campus Computing and Networking will facilitate technology improvement and provide support. Current evaluation procedures will be reviewed, revised, and implemented to include measures of performance along with prescriptive staff development activities, data collection, and a systematic review of the evaluation process. In particular, changes in the faculty evaluation procedures will be reviewed and re-negotiated between the Faculty Association and the URG Administration as required. Both employees and evaluators will need relevant training before any new evaluative methods are put into action. All administrators must enforce the PPM, and their annual performance evaluations must include a measure of their success in this enforcement.

5: Project Time Frame Rationale

A: PPM webpage availability will be discussed at the campus wide faculty meeting at the beginning of Fall Semester each year. Various training sessions will be held on an annual basis. E-mail updates will remind faculty and staff of virtual town meetings to discuss
When feasible, policies and procedures will be outlined on related documents such as travel requests. Supervisors and employees will be trained before new evaluation procedures are implemented. AQIP Action Project progress reports will be given at Deans and Chairs, Administrative Council, Academic Affairs, School Faculty, and Campus-wide faculty meetings. The Rio Grande AQIP website will be kept updated and will be accessible to all campus constituents.

### Project Success Monitoring

#### A: Project Success Monitoring

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Details</th>
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<tbody>
<tr>
<td>Number of PPM training sessions, number of employees attending the training</td>
<td>Session annually beginning year 1 *Availability of most current version of PPM on Rio Grande website beginning year 1 *Number of supervisors completing evaluation processes on time beginning year 1 *Survey results from all evaluated employees on knowledge of PPM and satisfaction with evaluation instruments beginning year 1 *Number of supervisors meeting with employees to discuss any needed changes in relevant policies and procedures, satisfaction with the new methods for changing policies and procedures and disseminating information about PPM changes, and the data collected at these sessions beginning year 2 *Number of employee evaluation training sessions, number of employees attending evaluation training sessions, and the evaluative data collected at each session annually beginning year 2 *Number of supervisor evaluation training sessions, number of supervisors attending evaluation training, and the evaluative data collected at each session annually beginning year 2 *Number of supervisors meeting with employees to set performance goals beginning year 2 *Evaluative data collected on the effectiveness of new PPM change and information sharing mechanisms beginning year 2 *Number of employees receiving professional development training in preparation for the new evaluation system beginning year 2 or as a result of the new evaluation system beginning year 3 *Number of employees meeting or exceeding annual performance objectives beginning year 3</td>
</tr>
<tr>
<td>Number of employees receiving professional development training in preparation</td>
<td>For the coming year. Supervisors in conjunction with the Human Resources Office will coordinate any needed training for employees to be able to meet or exceed set performance objectives. Human Resources will announce and put into effect the new methods for revising the PPM and inform the campus community about changes in policies and procedures. Supervisors will include discussions about relevant policies and procedures in staff/faculty meetings on a regular basis to identify areas of the PPM that need revising or updating and to evaluate the method for revising or updating the PPM. Supervisors will begin collecting data from these discussions and referring it to the Human Resources Committee for possible PPM revisions on an annual basis. Evaluative data on PPM training sessions collected during Year 2 will be used by Human Resources to refine and/or redesign the annual PPM training sessions that will be offered during Year 3. Evaluative data on PPM training sessions collected during Year 2 will be used by Human Resources to refine and/or redesign the annual PPM training sessions that will be offered during Year 3. The Human Resources Office will implement the new evaluation procedures through the Human Resources Office with 100% of the evaluations completed on time. The Human Resources Office will begin collecting data on the evaluation system for future analysis of both the evaluation process and the evaluation training sessions.</td>
</tr>
</tbody>
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Project Accomplishments and Status

1. In January 2006, the university president asked the chairs of the eight campus committees to review the portion(s) of the Policy and Procedures Manual (PPM) pertinent to their areas of responsibility and report their recommendations back to this committee. 2. The Human Resources Committee has reviewed numerous changes to the PPM this year and will review it again in the fall. The changes will then be forwarded to a campus-wide hearing and then to the Board of Trustees for approval. The HR committee representative has the draft of the revisions. 3. The AQIP Accountability committee has worked in collaboration and support of the Faculty Evaluation and Development committee (FEDC) in their efforts to establish a budget and membership guidelines for a new, standing committee for establishing a faculty evaluation system. 4. A letter was sent to the university president and community college president in support of the FEDC activities, requesting the administration to consider and finance the FEDC recommendations. 5. In this same letter, reference was made regarding the need for establishing and financing an “Administrative/Staff Evaluation Development committee” which would a) search for consultant services regarding instruments and processes for evaluation; b) establish a training program to introduce methods of conducting objective evaluations; c) encourage greater participation in evaluations which would result in a more complete evaluation process for administrative, hourly, faculty, and adjunct evaluations. 6. Ongoing monitoring and encouragement of intranet upgrades. Items being reviewed include the PPM, student handbook, Rio’s college catalog and faculty contract. This is a continuation of an item on an earlier report; however, there still exists multiple copies of some items and searching for items is still difficult. 7. Continued meetings with committee members for updates and support of the AQIP Accountability committee’s goals.

Institution Involvement

1. Corresponded and met with the URG president on various occasions. 2. Committee status reports presented at faculty meetings. 3. Collaborated with the Faculty Evaluation and Development committee (FEDC). 4. Met with the university webmaster and other AQIP project chairs for collaboration. 5. Requested appropriate vice president to update PPM.

Next Steps

1. Continue to monitor/encourage intranet upgrades and usage. 2. Monitor and encourage the establishment of the Evaluation Development committee for administration, staff, and faculty. 3. Update and encourage maintenance of only one electronic copy of the PPM to include word search capabilities. 4. Due to the retirement of one of the co-chairs, there will be a need to expand the committee and select new chairs for the 2006-07 academic year.

Resulting Effective Practices

1. Increased campus wide communication. 2. Increased participation of stakeholders. 3. Instituted a process for changing the faculty evaluation system. 4. Updated the faculty contracts to include methods for accountability.

Project Challenges

1. Securing the establishment of needed evaluation committees and gaining the necessary administrative and financial support. 2. Getting higher administration to act upon requests. 3. Maintaining momentum in spite of the many administrative changes and current interim positions. 4. Continuance of committee activities in spite of loss of present chairs.

AQIP Involvement

“...The Committee needs assistance from an AQIP representative to assist in the implementation and execution of procedures to correct areas of concern addressed in individual evaluations. We do not have the authority to implement accountability measures and would appreciate guidelines which all parties concerned in the process must follow. Our goal is to effectively utilize the assessment of and correct the deficiencies in the performance of staff, faculty, and administration to enhance the curriculum and services provided to our students." The above is the verbatim statement given when we concluded our September 2005 report. We still have not received such and hereby reiterate the request.

Update Review
## Project Accomplishments and Status

The Policy Procedures Manual has been reviewed and changes are proposed. The Human Resources Committee will review the changes this fall. A draft of the PPM has been completed and will be approved with Board approval anticipated. The progress on this project appears to be leisurely with more focus on planning and making proposals (writing letters) than on taking action. It is not clear what some of the above activities identified in this section mean. After two years, the project is still setting up processes for change as opposed to implementing change. By not receiving assistance after making a request in 2005, the project may have stalled.

## Institution Involvement

The primary involvement appears to be on the part of the committee. It is not clear what the relationship is between the FEDC and the AQIP Accountability committee and the Action Project.

## Next Steps

There are four different activities identified as next steps: intranet upgrades, Evaluation Development committee, electronic copy of the PPM, and reforming the AQIP Accountability committee. The repeated references to “encourage” indicate that several of these appear to be beyond the authority of the committee. Clearly, one option for expanding the committee and selecting new chairs is to involve personnel who have some authority or influence over the intranet upgrades, establishing the Evaluation Development Committee, and updating the electronic copy of the PPM.

## Resulting Effective Practices

The University is to be commended for achievements that can be identified as effective practices. These practices could be valuable for other institutions that are working on improving communications, participation, evaluation, and accountability.

## Project Challenges

There appear to be two main challenges. Item 1 and item 2 in the above response both appear to correspond to next step actions that are beyond the authority of the committee. Items 3 and 4 above both appear to correspond to personnel changes over time. It is clear that the first can be challenging and frustrating. At the same time, other AQIP institutions have faced this same challenge and frustration. The ones that tend to be more successful are those that put their energies into the actions that are within the authority of the committee, which are sometimes called task forces or working teams. While it can mean narrowing the scope of the original plan, at the same time it can lead to successes that in turn can be built upon. It also becomes, then, models of success for the new personnel who are new to the Action Project and to AQIP. From the description of possible effective practices, there appear to be successes that may be the anchors for future successes. Clearly, as new chairs are selected, there will be advantages to having chairs who have the authority to implement parts of the Action Project under their own authority.

## AQIP Involvement

The University has asked for assistance in implementing aspects of this Action Project. While the exact nature of the request for help is not clear, it appears that the AQIP Accountability committee is requesting help for effecting improvements for areas in which the committee has no authority.