Strategic Programs and Services Planning

Service Review Progress Report to the Board of Governors- June 2012

ALGONQUIN COLLEGE

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INTRODUCTION

This report presents a progress update on the work done in the College over the past year since the presentation to the Algonquin College Board of Governors of the *Embracing Change, Ready to Act*, the Strategic Programs and Services Planning (SPSP) Project Progress Report in June 2011.

In this progress report, an overview of the SPSP Project undertaken in 2009/2010 and 2010/11 is presented first. This is followed by a summary of the process undertaken to further the work of the Services Review Analysis, a description of the progress made to date, and a summary of the plans for the coming year. Appendices with detailed information on specific aspects of this report, including a status update on the SPSP programs and services recommendations, are attached.

SPSP Project History and Overview

Algonquin College has been engaged in a process of strategic exploration and direction-setting over the past several years. In 2009, the College launched its SPSP Project to enable the College to grow and pursue its strategic directions while addressing the fiscal challenges being faced by the College. The project has enabled the College community to examine current programs and services, to determine where improvements should be made, and to identify new opportunities for both programs and services. This effort culminated with the recommendations made in the SPSP Final Report, *Embracing Change, Ready to Act*. These recommendations were approved by the College's Board of Governors at a special meeting on June 28, 2010.

During 2010/2011, a large number of SPSP implementation initiatives across the College were linked to the Key Directions in the SPSP Final Report: the priority of learning, the commitment to student success, the focus on relevant, high quality programs and services, and the movement toward a culture of continuous improvement, were implemented. This work has been done to further the College's strategic directions, particularly the move to a digital college. This report provides highlights of these initiatives. Implementation of the SPSP recommendations is being integrated into College operations and will contribute to the development of a culture of continuous improvement. This culminated in a Progress Report, Embracing Change, Ready to Act, on June 13, 2011.

During the 2011/2012 fiscal year, SPSP engaged in a Programs Review update and a Service Review. The most significant initiative resulting from SPSP was the College Service Review (previously referenced as the College Services Performance Analysis and Planning). This resulted in each service identifying Service Performance Metrics to support decisions based on the assessment of relevance, demand, quality and resource utilization of the service and related data. As was identified in the June 2011 SPSP Progress Report, many services had limited decision-making data and the Board of Governors recognized more was needed. In addition, there was a clear recognition that the Services Review was more complex than originally anticipated and a great deal more work was required before a final report could be made.

For many departments, measures were identified for the first time, representing an initial opportunity to collect data in this focused manner for the service. This exercise set the foundation for collecting data in preparation for the Services Review – Analysis and reporting in winter 2012. Through this phase of

the SPSP Project, every activity that consumes resources at Algonquin College was categorized as a component of either a program or a service and assessed in terms of relevance, demand, quality, resource utilization and opportunities.

BACKGROUND

2011-12 at a glance

In the current post-secondary environment, Algonquin College is faced with unprecedented fiscal challenges, global competition, digital learning, a wide range of client ages, and rapidly changing client needs. The pace of change has created a sense of urgency around data-based decision making. The tremendous effort across all areas during this process moved the college toward data-based decision making and developing continuous improvement plans; however, it became evident during the review that much of the focus was on 'what is', less on the 'should be' in 2017. Services offered by the College in 2017 are likely to be quite different from today. To align with the college vision *"To be a global leader in digitally-connected applied education and training"* means building a service environment that has never been built. In a world that is changing so rapidly, the college is embarking on a service world we have never lived through. To offer dynamic and useful ways of offering services to clients in order to support program offerings at a digital college offering mobile access, this college is faced with re-inventing services on an ongoing basis.

Differences in evidence/analysis: Services versus programs

Programs have historically leveraged financial, quality and access data for decisions more readily than services. Integrated into College Academic operations, a program review of this key data was undertaken in October and November 2011. This resulted in a refinement of the program offerings.

Services on the other hand, draw service performance metrics data from a wide variety of sources, ranging from college infrastructure sources to data collected within departments. The use of disparate data sources is in itself a challenge as it affects access to data and to some extent how the data is extrapolated and utilized.

The Service Review process began in early summer 2011 and was approved by the Board of Governors in June 2011. Timelines were adhered to, metrics were identified and documented, and the analysis and reporting took place from January to early April, 2012. Services have made major inroads into collecting and leveraging data for the purpose of decision making. Many have discovered that despite their best

efforts to identify appropriate measures, the analysis and reporting phase this year brought light to the challenges faced: accessing and collecting the data, defining meaningful measures and correlating findings to departmental level recommendations.

Strengths

A tremendous amount of effort was invested across the college in this segment of the Service Review which has resulted in great work to date. Users across the college invested a significant amount of time and effort into their analysis. Many users noted that the analysis was a great opportunity for them to work collaboratively with their team members or other departments with similar roles and to share ideas.

In preparation for the SPSP Service Review initiative, and with a focus on Continuous Improvement and leveraging a digital platform, the SPSP team moved the analysis and reporting templates online. Data that was able to be pre-populated was pre-entered for the users, and a basic workflow of data was created for suite of reports to allow for easy access and view of data. Although there were some constraints and dependencies that limited some of the functionality that could be deployed, the forms were launched on time. Automating the reporting allowed for key data from each level of reporting to be pulled forward to assist in analysis. These created efficiencies for users and the SPSP team. In addition to linking key documents, the analysis itself brought a greater ability to summarize information.

> *"Imagine going through this exercise with email/Excel and Word documents!"* Service Review form user

An active and engaged Steering Committee reviewed over 250 services resulting in 99 Business Unit reports and 29 Dean/Directors reports. A full list of College Services reviewed and under review can be found in Appendix B. Some users commented that the analysis was easier this time around due to the fact that they were familiar with the terminology and did not have to learn a new framework for analysis; they knew what type of information/data was expected, and what the output was going to be. Even if there were changes to the measures or to the form, it was helpful to build upon the knowledge that the college has garnered since the inception of SPSP.

> *"I am done and it was a good analysis. …I can make it better."* Service Review form user

Challenges

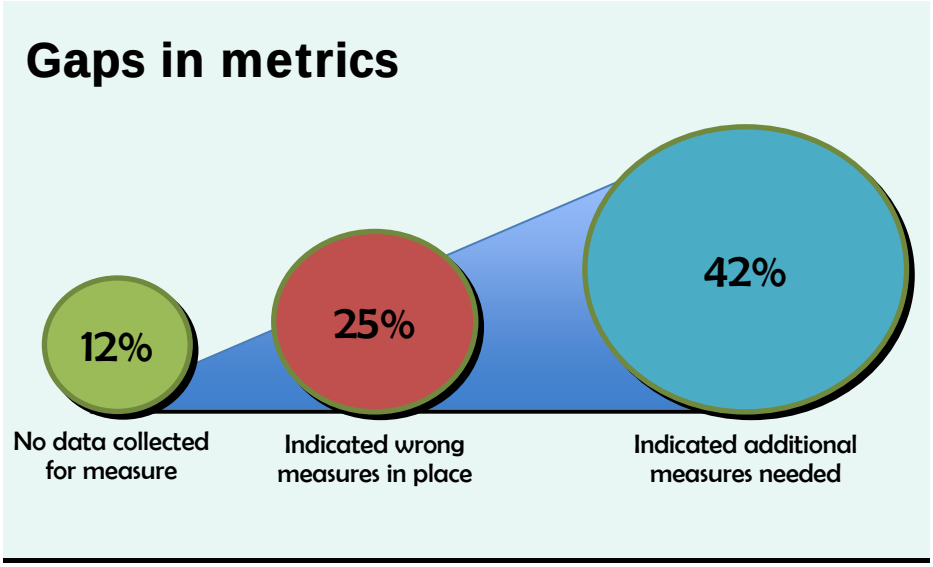
While there are numerous strengths within the Services Review, a number of challenges were also identified through the process and by the Steering Committee. These challenges included:

- The Services Review reporting was not aligned with planning cycle. The analysis and reporting required a concentrated effort at a time when there was little time. The timing of analysis and reporting was a challenge for administrators as it conflicted directly with the budget and business planning cycle.

- The Service Review Analysis and Reporting called for recommendations to be identified at the individual service and department level. Emerging themes Identified integration opportunities to view services from a pan-college or end-to-end perspective. While reviewing services at the department level is very important, the current departmental focus inherently limits the pan-college view and does not account for end to end service connections to support mobile program delivery needs: in-class, hybrid and online. The complexity of College services strongly indicates the need to evaluate services on an end-to-end basis, at a pan college level. Many services can play a role in the college level offering of a service, coordination and alignment will help lessen the silo effect.
- There was an emphasis on "What is" and short term, low risk types of changes. While recommendations begin to move the dial towards anticipated service needs in 2017, more evaluation and alignment with key dependencies is required. The focus on 'what is' represents a significant challenge in moving people to focus their thinking about what our various clients will require by 2017.
- There were some weak relationships between metrics and recommendations. Much learning has resulted from this year's analysis. It was known that this Service Review would lay the foundation for the development of an ongoing system of Service Quality Review, and that some areas would have robust data while others very minimal. Gaps existed at various levels within reports ranging from missing data, to weak measures, to vague reports. This was reflected in the reports. In fact, approximately 12-13% of measures had no data to report on yet and therefore did not meet the evidence test.
- There have been numerous changes in leadership at the College since SPSP1, June 2010. While SPSP took many steps to ensure the college community had the necessary tools for the Services Review, the changes in leadership and related transfers in corporate knowledge nonetheless presented a challenge in the completion of reports, as well as for online report access permissions related to offsite hosting.
- At the time of the Services Review, only the draft Strategic Plan was available. The final Strategic Plan allows for a better understanding of what the actions must be taken, what are the key dependencies are anticipated on the recommendation in alignment with this new Strategic Plan.

Analysis to date

It was highlighted that in many cases, although measures were in place, data was absent; in fact, 12% of measures had no data. Further, users indicated that even though they had originally identified these measures, once they were in the analysis realized that additional measures were required, or that they might not have the correct measures in place after all. In fact, 25% of users indicated the correct measures were not in place, and 42% stated that additional measures were required.



Initially, over 360 department-level recommendations were made, containing excellent ideas for moving the college forward. At the end of the first round of analysis with the Steering Committee, the group discussed key themes that emerged from the full service review. The SPSP team then used these themes as a foundation for tagging each of the department recommendations. This analysis enabled identifying which themes were more prominent or recurring across the departments. Some key themes were heard consistently across the departments, including:

- Automation
- Resource alignment
- Strategic partnerships
- Digital roadmap
- Enhancing online services for students
- Expanding experiential learning

"This is an interesting analysis; a lot of work, but I'm glad I did it" Service Review form user

During the second level review of department recommendations, the themes were revisited and it was identified that most of the themes fell under two main categories: "Resource Alignment", and "Digital Roadmap".

MTCU is calling for colleges to be more innovative, productive, entrepreneurial, effective and efficient as well as differentiating themselves from others. As a digital college, the use of mobile platforms will be essential to support the growing base of mobile users. With an ever growing number and type of mobile devices, users have the world in their hands to connect with information at their fingertips. The level and specific needs for communications and service channels needs to be defined. To college staff, it may be apparent where and why services are offered; however, this may not be as evident to clients. We have the opportunity to learn from our clients in a shared learning experience, on a value based approach.

There is a multitude of ways to serve our Algonquin community. Serving the community requires the college to align its services to the current student needs, the mobile learners of tomorrow, staff and

faculty needs, in addition to the needs of the external, employer community. Our external community is composed of many players and includes businesses, government, non-governmental agencies, school boards and our individual advisory board members.

To live up to the new Mission statement put forward by the College, it will be imperative that the Service Review assess and understand the linkages and impacts across all levels of the organization. The next steps for the Services review are to improve data and measures, engage clients in feedback on pan college continuous improvement initiatives and seek approval on departmental recommendations.

Improve data and measures

- Service areas identified performance metrics in the spring. Some areas were faced with not being able to generate or locate the data. There is a need to enhance the knowledge of metrics, data sources and data interpretation. Feedback will be provided to departments on measures and to clarify recommendations. This will include training to increase literacy to more efficiently incorporate information and data into decision making
- Complete the review of departmental recommendations.
- It was heard across the board that timing of this exercise is not aligned with the budget/business planning process. Therefore funding is already allocated for this fiscal year.

Pan college continuous improvement initiatives

- There is much evidence of success within the Service Review analysis and recommendations focus on opportunities that exist to be more connected and inter-connected across college services.
- Identification of Value Stream opportunities to help evaluate the connectivity across the college and garner increased efficiency will be essential.

Engage clients in feedback

- There is a clear need to engage clients in obtaining insights on getting ready for the future of services at the college, how we are looking ahead to the digital college and how to link such services to learners. The college is building a service environment that has never been built.
- Continued and increased engagement in Continuous Improvement and the data-driven culture. A mobile feedback app will be piloted allowing users to provide instant feedback on select services.

Departmental recommendations supported by SPSP steering committee

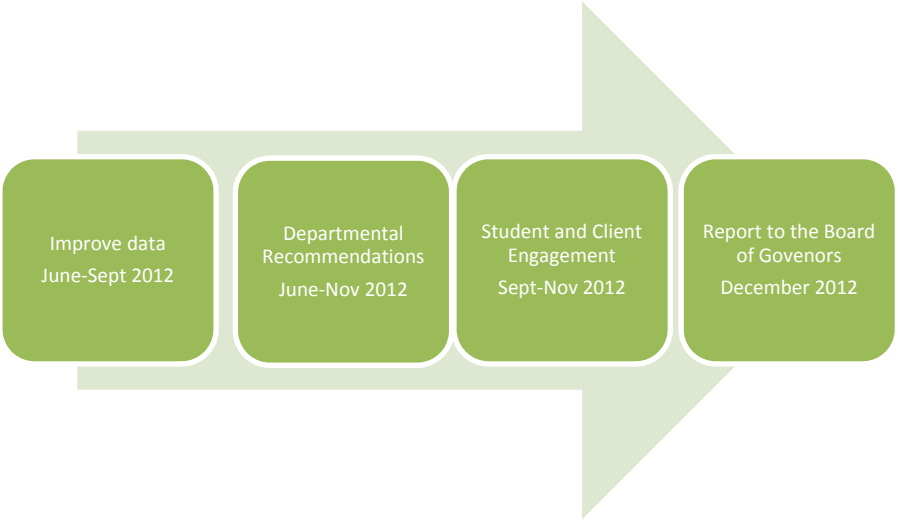
Once data and measures have been refined where needed, recommendations which are departmental specific in nature will be brought forward in the final report to the Board of Governors.

The status of recommendations from June, 2010, Programs and Services Review are being tracked. The most recent update took place in January, 2012. A further update will be provided to the Board in the December, 2012 report.

Recommendation

That this report be received and that a final report with recommendations be presented to the Board in December, 2012.

TIMELINES



Appendix A – SPSP1 Recommendations Update

Please refer to the November, 2011, report to the Board of Governors.

Appendix B - Services Review Listing

Division	Department	Business Unit	Service
Academic	Algonquin College in the Ottawa Valley- Academic	Business, Technology & Outdoor Training	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Health & Community Studies	Academic Administration Resource Administration Student Enrolment & Relationship Management
	School of Business	Business Administration- Core	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Continuing Education: Business	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Financial, Office & Legal Studies	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Marketing & Management Studies	Academic Administration Resource Administration Student Enrolment & Relationship Management
	School of Hospitality	Culinary Arts	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Continuing Education: Hospitality	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Hospitality & Tourism	Academic Administration Resource Administration Student Enrolment & Relationship Management
	Faculty of Arts, Media & Design	School of Media & Design: Design Studies	Academic Administration Resource Administration Student Enrolment & Relationship Management
		General Arts & Sciences	Academic Administration Resource Administration Student Enrolment & Relationship Management
		School of Media & Design	Academic Administration Resource Administration Student Enrolment & Relationship Management
	Faculty of Technology and Trades	Centre for Construction Excellence: Architecture, Civil & Building Science	Academic Administration Resource Administration Student Enrolment & Relationship Management
		School of Advanced Technology- Applied Science & Environmental Technology	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Heritage Institute	Academic Administration Resource Administration Student Enrolment & Relationship Management
		School of Advanced Technology: Mechanical & Transportation Technology	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Centre for Construction Excellence: Construction Trades & Building Systems	Academic Administration Resource Administration Student Enrolment & Relationship Management
		Technology & Trades/ Media & Design	Academic Administration Resource Administration Student Enrolment & Relationship Management
	Faculty of Health, Public	Allied Health	Academic Administration

	Safety & Community Studies		Resource Administration
			Student Enrolment & Relationship Management
		Community Studies	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
		Nursing Studies	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
		Police & Public Safety	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
		Health/Community/PPSI	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
		Specialty & Re-entry Health	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
	International	Language Institute	Academic Administration
			Resource Administration
			Student Enrolment & Relationship Management
Academic- Non Academic	Academic Development	Academic Partnerships	Dual Credit Activities & Forums
			Dual Credit Courses
		Curriculum Administration	Curriculum Administration
		Program Quality Review	Program Quality Review
		Program Development Modification	Program Development Modification
	Academic Operations & Planning	Cooperative Education Placement	Cooperative Education Placement
		Program Costing	Program Costing
	Algonquin College in the Ottawa Valley	Administrative Services	Bookstore Operations
			Food Services
			Physical Resources
		Community & Student Affairs	Admissions, Registrar
			Fee Collection, Scheduling, & General Information
			Counselling, Testing Services, Student Success
			Financial Aid
			Health Services
			Prior Learning Assessment
			Campus Public Relations, Recruitment & Marketing
			Community Employment Services- Employment Ontario
		Dean	Academic/Ops/Community/LDP/Administration
	Centre for Continuing & Online Learning	Online Learning	Client Support Services
			ePortal Technical Support
			Exam Coordination for online learning students
			Online Course Delivery Services
		Part-time Studies	Instructor Support
			Client Support Services
		Part-time Studies: Product Research & Marketing	Communications
			Competitor Research
			Marketing Segmentation
	School of Hospitality- Non Acad	Restaurant International	Restaurant International
		Savoir Fare	Savoir Fare
		Campus Travel	Campus Travel
	Learning & Teaching Services	Innovation	Innovation
		Curriculum Implementation Services	Curriculum Implementation Services
		Mobile Learning Programs	Mobile Learning Programs Project

		Project	
		Prior Assessment & Recognition/General Education Challenge	Prior Assessment & Recognition/General Education Challenge
		Software Development/Learning Objects	Software Development/Learning Objects
		Mobile Learning Centre and Learning Resource Centre	Learning Resource Centre Mobile Learning Centre
	Faculty of Arts, Media & Design	Career and Academic Access Centre	Academic Referral Academic Upgrading
	School of Health, Public Safety & Community Studies	Early Learning Centre	Operations
	Perth	Operations	Campus Operations Contract/Part-time Studies
	International	International Education Centre	Student and Faculty Mobility Abroad International Project and Programs International Off-Shore Partnerships International Student Recruitment
		Language Institute	Multi-Media Language Centre
Administration	Ancillary Services	Conference Services	Conference Services
		Print Shop/MFD Program	Print Shop/MFD Program
		Food Services	Banquets Food Outlets Vending
		Card, Coin, Locker & Parking Services	Card System Coin Operations Services Lockers Parking Enforcement Parking- Woodroffe
		Residence Services	Student Housing
		Retail Services	Bookstore New Technology Store
	Finance & Administrative Services	Operational Accounting	Accounts Payable Payroll Services Accounts Receivable
		Business Process Review	Business Process Review
		Financial Reporting	Financial Reporting
		Procurement Services	Procurement Services
		Mailing & Shipping	Mail Services Central Shipping & Receiving
	Physical Resources	Pooled Administrative & Financial Transaction Processing Services	Pooled Administrative & Financial Transaction Processing Services
		Building & Technical Services	Air Handling System Operation & Maintenance Building Control Systems Operation & Maintenance Building Envelope Systems Operation & Maintenance Cleaning Electrical Systems Operation & Maintenance Elevators Operation & Maintenance Grounds Maintenance Hazardous Materials & Chemical Waste Disposal Heating Systems Operations & Maintenance Lawn Care Lighting Systems Operations & Maintenance Sign Fabrication Snow Removal Vehicle & Equipment Maintenance

			Waste Removal & Recycling
		Work Order Support & Processing	Work Order Support & Processing
		Energy Procurement & Management Services	Energy Procurement & Management Services
		Facilities Planning & Development	Facilities Planning & Development
		Grounds & Fleet Regulatory Compliance	Grounds & Fleet Regulatory Compliance
		Security, Occupational Health & Safety	Occupational Health & Safety Services
			Security Services
Advancement	Advancement	Advancement	Marketing Services
			Public Relations & Communications
			Event Consultation & External Liaison
			Event Logistics Support
			Corporate Events Management
			Student Recruitment
			Distribution
Business Development	Algonquin College Corporate Training	Algonquin College Corporate Training	Corporate Training
	Applied Research & Innovation	Business Development & Promotion	Business Development & Promotion
	Program & Project Management	Program & Project Management	Program & Project Management
	Workforce & Personal Development	Management of College Wide Initiatives	Management of College Wide Initiatives
		Government Liaison	Government Liaison
		Engagement of Community & Corporate Partners	Engagement of Community & Corporate Partners
		Project Management Support & Quality Assurance	Project Management Support & Quality Assurance
		Proposal Preparation & Submission	Proposal Preparation & Submission
	Foundation	Build Alumni Affinity	Build Alumni Affinity
		Fundraising- Student Bursaries	Fundraising- Student Bursaries
		Fundraising- Capital Projects	Fundraising- Capital Projects
		Fundraising- Gifts in Kind	Fundraising- Gifts in Kind
	Information, Institutional Research & Technology Services	Institutional Research & Planning	Research & report external & internal data to support decision making, performance measurement & accountability
			Mandated Student Surveys
		Information Technology Services	Academic Delivery Support
			Application Delivery Support
			Corporate Application Support
			Collaboration & Communication Services
			End User Device Support
			Events
			Network Services
			Student Information System Support
			Software Delivery Support
			Storage
			Service Centre
Human Resources	Human Resources	Compensation & Benefits	Compensation, Pension & Benefits
			Employee Assistance Plan
			Sick leave benefit, 3rd Party Provider
			Vacation
		AODA/Accessibility	AODA/Accessibility
		Labour Relations	Labour Relations

		Employee Development & Engagement	Employee Development & Engagement Services New Employee Orientation Kaleidoscope Conference
		Organizational Effectiveness	Compensation- Part-time Employees Performance Management Recruitment & Competition Management Workload Management
Student Services	Registrar's Office	Financial Aid Services	Financial Aid Services
		Client Services	Admission Responding to Inquiries Publications Registration & Records
		Business Operations & Events	Administrative Services Convocation
		Systems Reporting	Scheduling Statistical Reporting Technical Support
	Student Support Services	Ombudsman Office	Ombudsman Office
		Counselling Services	Counselling
		Centre for Students with Disabilities	Assistive Technology Main Operations Test Room
		Student Employment Services	Student Information Desk: Main Operations Main Operations Student Success Centre
		Health Services	Physician's Clinic Health Promotion
		Mamidosewin Aboriginal Student Centre	Aboriginal Student Events Aboriginal Outreach Initiatives
		Director's Office/Operations	Administrative Support Part-time Payroll
		Residence Life	Residence Life Residence Orientation Residence Outreach
		Student Affairs and Orientation	Student-oriented events & activities
		Test Centre	Examination & Assessment Services Electronic Test Marking Peer Tutoring

Appendix C – Steering Committee Membership

- Jennifer Daly-Cyr*, Acting Director, Strategic Programs and Services Planning* (Chair)
- Allison Burnett, *Project Coordinator, Strategic Programs and Services Planning*
- Cindy Chapman*, Project Manager, IIRTS*
- Monique Cochrane*, Professor, Business, Perth Campus*
- Denyce Diakun, *Director, Workforce and Personal Development*
- Dave Donaldson, *Dean, School of Business*
- Chuck Doyle*, Manager, Business Process Review*
- Karen Foster, *Director, Ancillary Services*
- Barbara Foulds, *Acting Dean, Health and Community Studies*
- Joanne McDonald, *Career Services and Student Activities*
- Claire Snasdell-Taylor*, Chair, Career & Academic Access Centre*
- Jack Wilson, *Professor, Police and Public Safety Institute*