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Tampa, FL

CHALLENGE 2010 DEBRIEF SESSION

Marist College

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Marist College

- Private, four-year university located in Poughkeepsie, N.Y.
- Founded in 1905, Marist began as a seminary for young men
 - 1946 – First four year program began
 - 1966 – First women admitted to the College
- Marist College, recognized for excellence by U.S. News & World Report, TIME Magazine and the Princeton Review, and by Barron's Best Buys in College Education, is noted for its leadership in the use of technology to enhance the teaching and learning process.
- 2010 enrollment totaled approximately 6,500 students including undergraduate, and graduate.
- 635 full-time staff, 226 full-time faculty, and 422 adjunct faculty

PROJECT DESCRIPTION/SUMMARY



Project Summary



Engage Information Technology
Department in a self-study to develop
improvement plans that focus on
quality of service to campus community



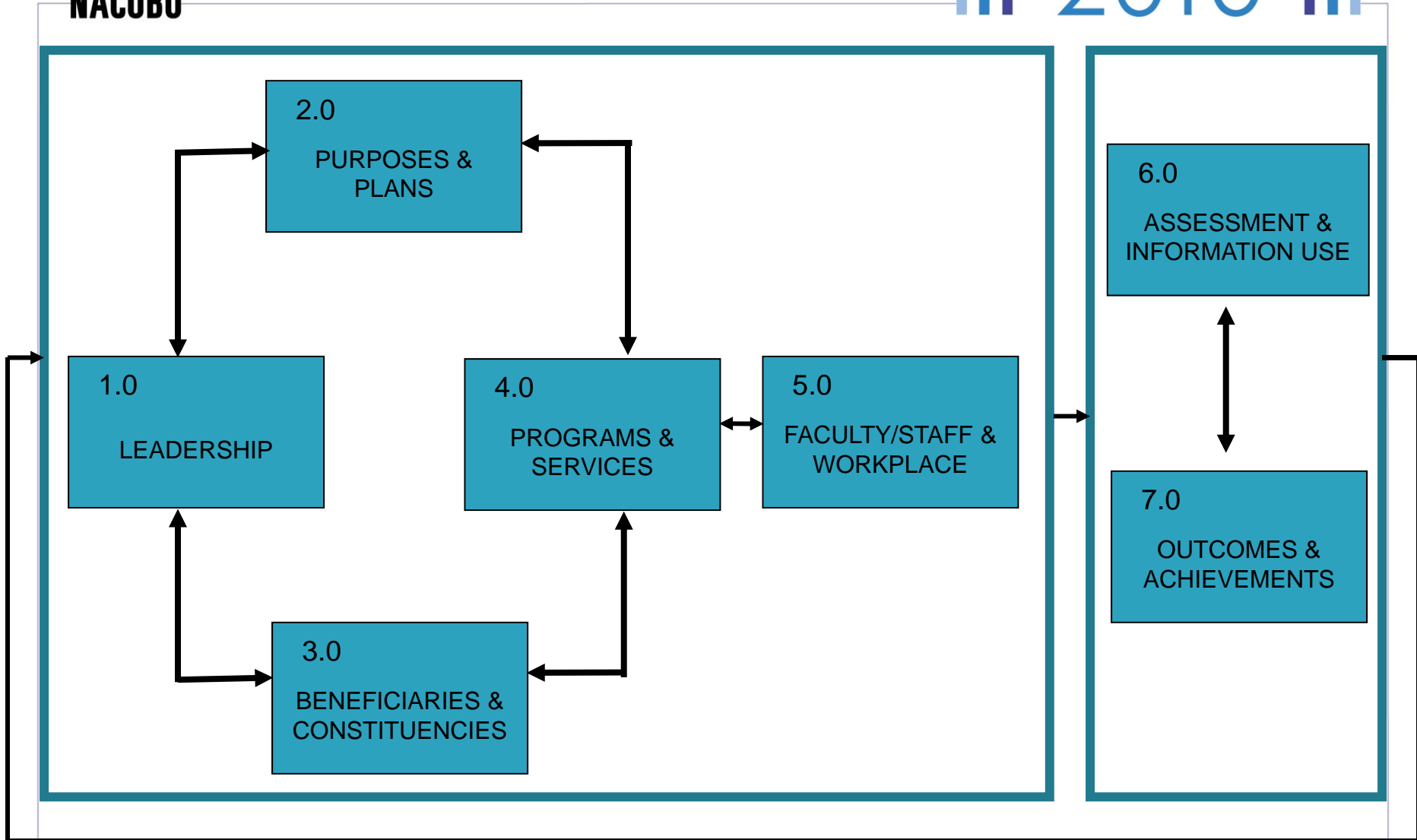
Department Profile



- 65+ employees
- 14 divisions within
- All employees needed to participate
- Volumes of information to share and reflect upon individually and as a group

- Middle States review scheduled for two years from project inception
- Infrastructure, mission and service goals were not completely aligned with like institutions
- Senior leaders with vision and high standards

- Review and understand all aspects of the environment in which we operate
- Formulate plans to improve services on a continual basis
- Develop model which could be replicated throughout campus in other departments for self-assessment



- An online collaborative environment was used to facilitate the process
- Weekly face to face meetings held with management to review progress
- Each of the seven EHE categories were reviewed by departments
- Presentations given monthly by management to report out on planning and progress.

- Knowledgeable facilitators are required to develop structure, lead discussions, maintain enthusiasm, and maintain alignment with executive level goals
- Unit leaders (managers) need to be engaged in leading their staff through assessment of their departments.
- Unit leaders must be accountable to the project and each other in terms of outcomes

- Deep dive into each department's mission, planning, services, and input as well as reporting out to customers. Review (assessment) and plan development spanned 12 – 14 months. Project sometimes took hiatus during peak academic times.
- Each department now has an improvement plan which they are using as a roadmap to improve services to colleagues and beneficiaries.
- A model has been created that will be used in the near future to assist Finance and Physical Plant in their assessment efforts.

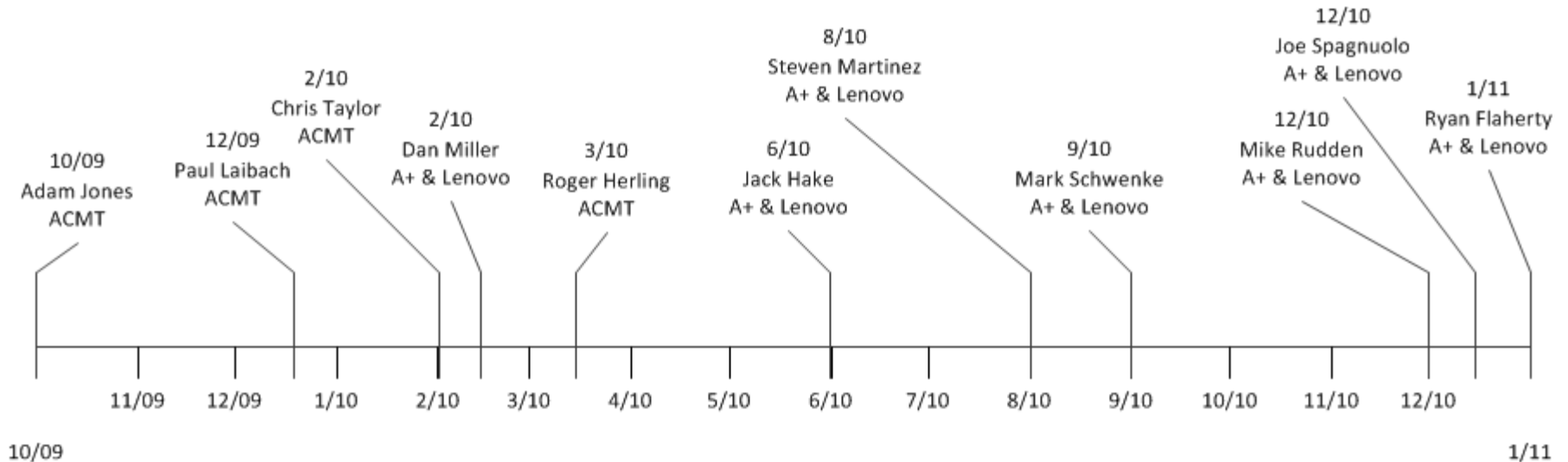
Desktop Computing:

Project: Increase # of HW certified technicians

- **Measuring Project Effectiveness**

- # of staff/students w/ certs
- # of HW repairs done
- \$ amount of reimbursement
 - **FY 09-10 was > \$30k from Lenovo alone**
- Turnaround time for repairs

Project: Increase # of HW certified technicians



Post Office: Trackpad Project

Automate the Package Process

Bar-code scanning of packages

Electronic storage of:

Receiving dates

Delivery times

Delivery signature

E-mail notification to students

Planned completion: March 2011

Track-pad Project

Improvement Results

- E-mail service improved student package delivery times by 25%
- Operational cost saving of 35%
- Received student satisfaction rating of 94.6

Telecommunications:

- Automate Automatic Call Distribution Report creation and emailing to recipients

ACD Report Creation

Regular Method

2 Minutes 30 seconds

ACD Report Creation

Automated Method

16 seconds
89.3% more efficient



Status/Future Plans



- Cull information into electronic portfolio for Middle States review
- Implementation of current Improvement plans
- Planning for annual review (continuous improvement)



PROJECT ANALYSIS

- Create timeline – remain flexible – sometimes information isn't understood the first time.
- Encourage feedback and accept it when it comes
- Engage the entire department in the work
- Always keep in mind the end goal which is strategic and operational planning
- Be consistent in your delivery
- Identifying indicators and appropriate measures for an IT environment – particularly challenging.
- Create accountability. We used scheduled progress presentations at the end of each category and quarterly after implementation plans began.



- Regardless of the location we requested artifacts be placed, they showed up everywhere.
- Organic nature of Wiki created a mess for executive level viewing. Wiki needed to be gardened and folders needed to be restructured.
- This meant re-linking all of the Wiki documents.
- Took a student two weeks to complete this work.
- People changed the Wiki titles and obliterated their sites
- People copied other's Wiki titles in an effort to 'be like them'. No matter what text they placed behind this, users were simply redirected to someone else's pages.
- People copied other's answers and claimed the idea as their own.
- The schedule tool is not very 'rich'. A little clunky to use.



- Information compiled in one location
- Developing Middle States review packet – very simple process
- Artifacts are available for review
- Gave all participants access to the same information, thereby allowing everyone to engage in this process
- Management can easily see where their department stands in relation to work accomplished by other departments
- Executive Level can check in at any time to view progress and comment directly in the tool
- Those who miss meetings can catch up by reviewing presentations stored in tool
- Schedule, messaging, announcement communication tools are used to alert everyone of upcoming events and changes.



Baldrige/EHE Model



- Provided us with a structured guideline
- Assisted us in asking ourselves the right questions
- Allowed us to take a much deeper look than we might ordinarily engage in
- Focused on developing improvement plans that align with mission of the department and the College
- Focused on obtaining and using customer feedback in designing improvement plans

- The material helped us to focus on key elements in each category
- The weekly discussions enabled us to reach a common understanding of what and how to conduct assessment

- A forum for those going through the process would benefit institutions
- Examples of an end product would be helpful for some categories – for example Category 6 – Assessment & Information Use