

Site Visit Issue Worksheet

(Record only one issue per page)

Item Reference: 3.1-1

Not originally evaluated at consensus

Issue or process
addressed:

Understanding Student and Stakeholder requirements

Comment(s) affected:

- OFI 3.1a(1) unclear how applicant uses customer and stakeholder feedback to drive the introduction of innovative programs, offerings, or services.

STRATEGY:

Talk to Dean and members of the Dean's Council:

- Ask: Please give me an example of a new program or offering that was the product of customer or stakeholder feedback.

Walk-around question to faculty:

- Ask: How do you decide what new courses or programs to offer? How do you know it will meet students' requirements?

FINDINGS:

- Members of the Dean's council were able to describe several new program offerings but did not directly link them to feedback or input from students or stakeholders.
- Each faculty member demonstrated a real interest in offering programs that matched the requirements of the students. However, they did say that the ultimate decision on program offerings was in the hands of the Dean's council.

FINAL COMMENT(s):

The applicant gathers and uses information from multiple sources to understand student and stakeholder support requirements. However, it is not apparent how the applicant uses information gained to drive innovations in its programs, offerings, or services. Without a systematic process to ensure that innovation is built into its customer engagement system, the applicant may find it difficult to address its competition and the need for evolving programs, offerings, and services.

The site visit findings indicate that the processes and/or results investigated would have the following effect on scoring:

raise ____, no effect on ____, or lower X the consensus evaluation.

For **PROCESS Items**, the site visit interview can be used to determine at which stage of the A-D-L-I model the applicant has the greatest opportunity for improvement. This becomes the basis of an OFI comment in the final scorebook. For example: the issue is to clarify deployment of an approach. The applicant has evidence that the approach is deployed. Rather than stopping here, the examiner clarifies whether the applicant improves the approach through cycles of learning. If the answer is yes, then the examiner clarifies integration.

APPROACH (A) refers to the methods used by an organization to address the Criteria Item requirements in Categories 1-6. Approach includes the appropriateness of the methods to the Item requirements.

DEPLOYMENT (D) refers to the extent to which an approach is applied in addressing the requirements of a Criteria Item. Deployment is evaluated on the basis of the breadth and depth of the application of the approach to relevant work units throughout the organization.

LEARNING (L) refers to new knowledge or skills acquired through evaluation, study, experience, and innovation.

INTEGRATION (I) refers to the harmonization of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment* and is achieved when the individual components of a performance management system operate as a fully interconnected unit.

For **RESULTS Items**, the site visit interview can be used to determine at which stage of the Le-T-C-I model the applicant has the greatest opportunity for improvement. This becomes the basis of an OFI comment in the final scorebook. For example: the performance level is above goal. The issue is to clarify if performance trends are positive. The applicant has evidence that performance is improving. Rather than stopping here, the examiner clarifies whether appropriate comparisons are tracked and whether results are segmented by important requirements.

PERFORMANCE LEVELS (Le) refer to numerical information that places or positions an organization's results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals and appropriate comparisons.

TRENDS (T) refer to numerical information that shows the direction and rate of change for an organization's results. A minimum of three data points generally is needed to begin to ascertain a trend.

COMPARISONS (C) refer to how the applicant's results compare with the results of other organizations. Comparison can be made to the results of competitors, organizations providing similar products and services, industry averages, or best-in-class organizations. The maturity of the organization should help determine what comparisons are most relevant

INTEGRATION (I) refers to the extent to which results measures (often through segmentation) address important customer, product and service, market, process, and action-plan performance requirements identified in the Organizational Profile and in Process Items; include valid indicators of future performance; and are harmonized across processes and work units to support organization-wide goals.

* **Alignment** refers to the consistency of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. It requires the use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: organization, key process, and work unit.