ABTech

INSTRUCTIONAL SERVICES DIVISION
TRANSITION PLAN

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Vice President, Instructional Services

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A.

Introduction

The objective of this document is to provide a transition plan on which the Office of Instructional Services will operate in light of the recent change in leadership. The report is prepared for the A-B Tech Board of Trustees and presented by Dr. Sam Dosumu, the Vice President of Instructional Services.

<u>Information Collection</u>

The information in this plan was gathered through a comprehensive effort from each of the academic deans and associate deans, from meetings and consultations with staff and faculty in their respective areas, including representatives on the Faculty Association (FA). The information was collected from January 7th through January 31st. The Vice President of Instructional Services held an initial meeting with the 7 deans to discuss the scope of the transition report, as requested by the board of trustees. Following the meeting, the deans met with their respective staff and faculty. The VP was invited to the meetings to answer any difficult questions, and clarify the scope of the report. It was emphasized to all deans that their reports were to reflect contributions from within the units - everyone must have an opportunity to provide input. The detail of each academic unit's transition plan is attached to this report.

The units are headed by the following academic deans: Ned Fowler (Allied Health and Public Service); Kenet Adamson (Arts and Sciences); Phil Leftwich (Business and Hospitality Education); Vernon Daugherty (Engineering and Applied Technology); Tom Dechant (Learning Resources); Sheila Tillman (Associate Dean, Hospitality Education) and Skye Myrick (Associate Dean, Public Service).

Executive Summary

The college is going through a transition period of change in leadership. The recent eighteen (18) months brought in a leadership style that is termed "corporate" and has made some staff and faculty uncomfortable with changes. The perception at the college is the 'idea-implement-buy in" model rather than 'idea-buy in-implement'; college personnel express a feeling of isolation and disconnect with new college initiatives. Pervasive across the college is the perception that every idea has to be implemented – a 'hurry up and do it' mindset. The recommendations in this section are a summary of the input from the academic divisions to a transition plan from the instructional services division. (Complete detail of each division's transition plan is available upon request). The recommendations apply to strategic and operational solutions.

RECOMMENDATION 1

Prepare the college for a culture change that will drive the next wave of institutional changes. Adopt Continuous Quality Improvement (CQI) – The Malcolm Baldrige concept.

> The college has been successful under a long standing leadership and style, which has made changing to another style a challenge. The mindset of **'that's just fine'** should be replaced with **'what can we do better?'** The college should get away from a **'that's how we've always done it'** mindset. <u>If we do what we've always done, we'll get what we've always got</u>! Every quality-oriented and customer-focused organization knows that there is always room for improvement. Conduct an institutional self-assessment using the Baldrige criteria to identify strengths and opportunities for improvement. The future leader should inspire change through new and improved models and bring staff and faculty along through buy-in. Solicit broad-based input on implementing new ideas. Introduce Baldrige to college processes, to improve process outcomes. Adopt a college-wide culture change - from '<u>Good to Great</u>'. Create the environment that supports the Learning-centered College.

RECOMMENDATION 2

Create an environment for new program development and the growth of distance learning.

> To create an environment in which distance learning can improve and meet the needs of the service area, the distance learning function should be moved back to the Instructional Services Division. The function should report directly to the VP, Instructional Services. This will provide the vision necessary to be successful and its activities can be closely monitored at the senior management level. The VP of Instructional Services will set guidelines for training, new program development and student orientation. This will result in increased enrollment as the college meets the needs of a large number of non-traditional students.
>
> Halt the development of new programs until spring 2010, to take stock of what programs are growing, and which ones are losing enrollment. Conduct a comprehensive program review using NCCCS guidelines, with the assistance of the Office of Research and Planning.

RECOMMENDATION 3

Focus attention on SACS Accreditation and related activities

> Assemble the SACS-QEP Committee and begin work on the 5th Year Report. Focus on preparing the 5th Year Report by working closely with Research and Planning, and the college's SACS Liaison; prepare for site visits, if necessary. Form an Assessment Committee and develop guidelines (and policy) for assessing learning outcomes. Form a standing SACS-QEP Committee to work with the SACS Liaison, and the Office of Research and Planning, and help prepare the college for the next SACS visit.

RECOMMENDATION 4

Standardize Instructional Design activities across the institution

> Convene a faculty taskforce to evaluate DT&L and make recommendations on an implementation roadmap to VP of Instructional Services. Consider the concept of Center for Teaching and Learning (CTL), as a teaching and learning resource center for full-time and part-time faculty. Create a one-stop resource center that can train faculty on instructional pedagogy and assist in training to use new technologies.

RECOMMENDATION 5

Review of instructional software purchases in light of current budget restraints.

In light of the current fiscal restraints, fiscal commitments made to purchase high dollar software should be reviewed. For instance, the college entered into an agreement with Cerner Corporation to purchase software used in the medical field for the purpose of training medical support curriculums for academic nursing schools, allied health schools or medical schools. This is a tool used in the medical field and our largest stakeholder, Mission Hospitals, is using it. The agreement should be reviewed by cabinet for further decision on purchase.

RECOMMENDATION 6

Set priority on long-range planning and institutional growth

The Cabinet should focus on team building in order to provide effective leadership to the institution. The Cabinet should revisit the 2007-2010 College Goals and Objectives document, and engage the college community in discussions and develop implementation plans. Cabinet should collaborate as a team to prioritize what's important over the next 12-18 months. The institution can grow if we figure out how to work together to get better.

RECOMMENDATION 7

Improve communication with faculty and students

The VP of Instructional Services will meet regularly with Faculty Association to improve communication between faculty and administration. Solicit input from faculty through FA and deans to ensure matters are addressed and resolutions shared with stakeholders. Cultivate a culture of broad-based input on key issues. Communicate new initiatives and ideas with faculty through committees and taskforces, and the Public Relations Office. Attend Student Government Association (SGA) meetings. Maintain communication with student leadership. Solicit input on matters of importance to students.

RECOMMENDATION 8

Address the issue of sustainability of Buncombe County Early College

Grant funding for BCEC runs out at the end of 2009-2010. The grant supports the salaries of three BCEC staff members and one A-B Tech staff member. Early College is a Buncombe County Schools (BCS) funded item and based on its success, it should continue. A-B Tech Board should urgently address this issue with the BCS Board of Education before funding runs out so that staff members gain confidence that their jobs will not be lost.

RECOMMENDATION 9

Improve the Information Technology infrastructure.

> The college is in need of a <u>well-staffed information technology</u> (IT) department, along with a comprehensive IT vision, one that is broad-based and growth-oriented. Faculty and staff need effective IT support. Current staff of the IT department is stretched to the limit, which in turn hinders new development and the need to stay current. Staffing should be increased in the IT department. In order to bring the current technology knowhow and support to the level appropriate for a college of AB Tech's size, consult with industry outsourcing experts for plans on how to bring technology up to date. Adequate funding is needed to improve state-of-technology at the college.

RECOMMENDATION 10

Move the printing of future academic catalogs and course schedules to electronic format.

> The high cost of printing paper versions of academic catalogs and course schedules can be eliminated. Mailing of course schedules is not cost effective, as the market has become more tech savvy. These documents have short shelf lives before updates are needed causing the college to produce documents that are incorrect as soon as they are printed. A fully searchable online catalog should be developed starting with the 2009-2010 edition. Hire a Web Designer/Developer to work with Instructional Services staff to design new online catalog. Integrate catalog and schedule information, thus providing comprehensive information to students. Rework the schedule and catalog production schedule to enable fast response to students' needs.

RECOMMENDATION 11

Reevaluate the instructional staffing positions that went unfilled.

Instructional units have experienced loss of faculty due to resignations and retirements. Some of those positions were replaced with adjunct instructors. Areas such as Psychology can be better served with full-time instructors. The Cabinet should determine the priority of programs to staff with full-time instructors. Full-time instructors can be instrumental in program growth, program review and advising of students for transfer.

Conclusions

A perception of going back to 'the way it was' is pervasive across the college. Such thinking will set the college back more than a few years. Returning to doing things 'the way we used to do it' is a recipe for chaos. In the last eighteen (18) months, new staff and faculty have been hired and are not part of the 'old culture'; fifty-seven other (sister) colleges in the NCCCS family are taking efforts to reinvent themselves to be efficient and progressive; the current economic situation calls for the college as a whole to collectively work together to move A-B Tech forward.

The information technology infrastructure and management places the college back in the late nineties. An ambitious technology vision is an essential variable for any institution of higher learning that hopes to be successful now and beyond.

Expanding and improving the college's distance learning is a must. The college will lose more in revenue if it continues to manage distance learning the way it does now.

SACS accreditation is important to the college. Any negative reviews from SACS will adversely impact the college; this creates an unnecessary diversion. The college needs to have a dedicated committee working on accreditation activities on a regular basis.

Faculty can greatly benefit from quality instructional design support and resources. The Design Teaching and Learning concept is a positive direction; however, it must be in the Instructional Services Division if it is to earn faculty buy-in that it needs to be successful.