I.   <u>Function Purpose and Its Relation to LCCC Mission</u>

A. DEFINITION

    1. Function: A function is an institutional action or activity that is designed to achieve a specific purpose.

    2. Function Purpose: A function purpose is a reason for which a function exists often responding to stakeholder needs. This is "Why" the function exists.

B. QUALITY STANDARDS
    1. Provides a brief explanation of the function's purpose.
    2. Describes how the function aligns with the LCCC mission.
        a. How the function transforms students' lives though inspired learning; and/or
        b. How the function aligns with academic preparation, transfer preparation, workforce development or community development; and/or
        c. The purpose should reflect how the area contributes to stakeholder experiences at the institution.

C. EXAMPLE
    1. The purpose of the help desk operations function is to provide support for students and employees in their technology needs. This aligns with the LCCC mission by facilitating learning, engagement, and productivity through our technology offerings. Technology is used throughout our operations and engages all areas of the mission including our students, our peer institutions, our workforce and community as they interact with and use LCCC technology resources.

II.   <u>Stakeholders and Descriptions of Function Interactions with Them</u>

A. DEFINITION
    1. Stakeholders: Stakeholders are those persons, or groups, who have a vested interest and/or are dependent on the success of a function.

B. QUALITY STANDARDS
    1. Provides a list of the function's stakeholders (e.g., students, employees, federal/state agencies, or others).
    2. Describes how the function relates to, serves or supports all of its stakeholder groups.
    3. Explains how the function plans to collect feedback information from its stakeholders.

4. Indicates whether or not the function affiliates with or is a member of any professional associations or accrediting bodies. Membership is not required, however any official or unofficial identification with a professional association should be mentioned as it relates to using any standards of operations or best practices as a measurement of performance. Write "no associations," if no affiliation or membership exists for the function.

C. EXAMPLE

1. Stakeholder groups include prospective students, credit/non-credit students, full-time and part-time students, alumni, employees (administrators, professional staff, classified staff, faculty and adjuncts), retirees, volunteers, foundation board, board of trustees, and community/conference visitors to our campuses, who need time-sensitive assistance with necessary (sometimes critical) technology functions. Feedback is collected from stakeholders through randomly administered surveys and any voluntary commentary received. No professional association memberships are held and the function does not subscribe to any professional standards from any associations.

III.   Upload Documents for Context (Including sections I. and II.)

IV.   Reviewer Feedback

V.   Program Response

I. **<u>Operational Outcomes</u>**

    A. DEFINITION

        1. Operational Outcome: An intended result or consequence of function performance that supports the function's purpose. It is SMART--specific, measurable, attainable, results-oriented, and time-bound. The outcome statement is typically composed of both the performance activity and expected level of performance.

            a. It matches the operational character of the function whereby the normal way of doing business is A) achieving some regular level of performance, (e.g., accounting function meets generally accepted accounting principles GAAP) or B) working towards continuous improvement (e.g., admissions function meets institutional expectations of increased enrollment each year).

            b. Example A: The accounting function <u>accurately records</u> financial transactions according to GAAP and receive no unfavorable findings in the institution's annual audit for the next fiscal year. Another example might come from a service function with the following intended result: <u>Provide</u> high quality analysis results to requestors as evidenced by "very good" to "excellent" ratings from 90% of the requestors served during the next academic year.

            c. Example B: Admissions function <u>will increase</u> its yield or first-term enrollment rate 5 percent as averaged over three years with a starting baseline three-year average measure of 47.2 percent.

    B. QUALITY STANDARDS

        1. Aligns its outcome with its purpose.

        2. Ensures that its outcome responds or serves its primary stakeholders' needs.

        3. Uses active, clear and unambiguous language that persons external to the function can understand.

        4. Combines an intended result of function action along with a level of expected performance as described in the definition.

        5. Function uses active verbs that require concise function action, such as develop, establish, sustain, support, provide, maintain, evaluate, strengthen, facilitate, train, complete, research, administer, process, prepare, promote, educate, ensure, create, comply, classify, record, operate, inspect, and conduct. For functions that normally operate on a continuous improvement way of doing business, the following active verbs may serve as examples: strengthen, increase, decrease, expand, enlarge, raise, advance, broaden, or others.

6. When possible, describe the quality characteristics of an outcome to make measurement more meaningful, e.g., define characteristics of effective customer service: 1. accessible, 2. timely, 3. accurate, 4. friendly, 5. responsive in results, and others.

C. EXAMPLE

1. To complete 85% of requests for all (computer and audio/visual, learning management system support, Public Relations, network, telecom, administrative computing system) technology assistance within five calendar days for all stakeholders.

II. **Function Processes: Inputs, Actions, and Outputs of an Operation to Attain an Outcome**

A. DEFINITION
1. Process: A process is a series of actions or steps taken in order to achieve a particular outcome. This is "How" an outcome is obtained. When a function's assessment plan reveals a weakness or a problem, it is usually this section that needs research and adjusting.
2. Process map: A process map is an analytical tool for determining how a process works, from start to finish, with the aim of identifying and implementing solutions to improve the efficiency or effectiveness of that process.

B. QUALITY STANDARDS
1. Describes the complete series of steps or actions the function uses to carry out the intent of an outcome.
2. Includes a time line for each step or action/ activity.
3. Lists or explains the resources (staff, time, funds, space, etc.) for each step.
4. Identifies who or what offices are responsible to carry out specific steps or actions.
5. Describes the location(s) or general space where the process steps are carried out.
6. Uploads a process map.

C. EXAMPLE
1. Once a help desk request is received, a ticket can be generated within minutes. However, the length of time used to address the issue depends on the queue of the responding party, the priority of the issue and complexity or length of the issue (for instance some semester long requests for Blue Jeans meetings will remain as an open ticket until the last meeting is complete). The front desk area of the student computer center serves as the

primary location for student proctors working with the help desk and other associated staff are located throughout the IT suite of offices. Requests to the help desk may require assistance remotely or on location anywhere on any of the campuses.

2.
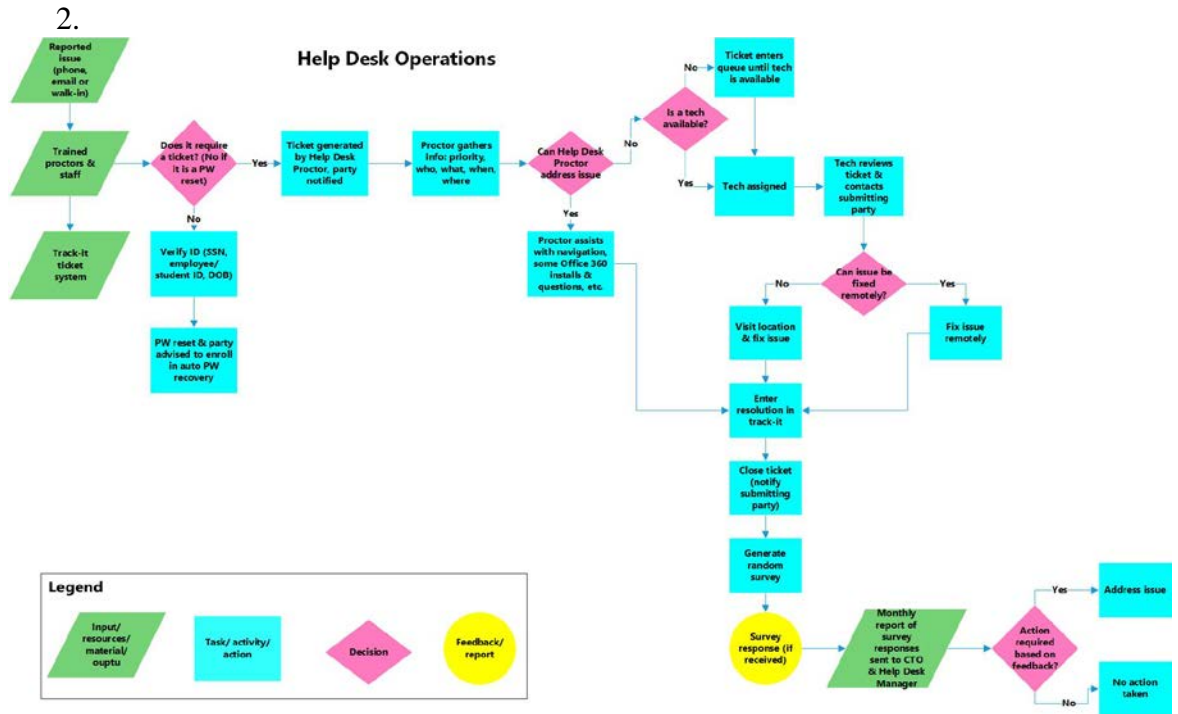
III. Measurement Design (methods and instruments, data capture mechanisms, collection schedule)

A. DEFINITION
1. Measurement Design: Measurement design is the method(s) and instrument(s) used to determine performance on an outcome.
2. Direct measurement: Direct measurement uses specific instruments and methods to examine the <u>actual performance</u> of a function. It provides stronger evidence because the results correlate directly with the outcome.
   a. Direct Measurement Example: Count the number of flyers sent to prospective students. (To fit the outcome "increase number of prospective students sent flyers.")
   b. Instrument and Method Examples: Work orders tracking, item count, costs, caseloads, enrollment tracking, audits, attendance, and benchmarking are examples of direct measurement.
3. Indirect Measurement: Indirect measurement uses specific instruments and methods to examine the <u>perceived performance</u> of a function. Indirect measurement supports direct measurement but provides less reliable evidence.

      a. Indirect Measurement Example: Calculate the percentage of satisfactory ratings on advising service surveys (To fit the outcome "provide satisfactory student advising.")

      b. Instrument and Method Examples: Student surveys, alumni surveys, and focus groups are examples of indirect measurement.

B. QUALITY STANDARDS

1. Describes the annual time line the function uses to schedule the assessment work of tasks, e.g., updating the plan, organizing stakeholders' meetings, gathering performance data, writing summary reports, responding to peer-review comments on assessment planning, and doing research on problems.

2. Indicates how performance reports are developed and shared with stakeholders.

3. Describes the measurement design the function uses to verify performance on an outcome. Description includes the measurement methods and instruments used, e.g., survey, workflow study, focus group, tracking work order results, the number of products produced, and others.

4. Explains how these measurement methods/ instruments can reveal the strengths and weaknesses of a function's performance.

5. When possible, the function should use direct measurement (i.e., tracking the number of work orders successfully completed) rather than only indirect measurement (i.e., client user surveys).

6. Measurement instruments and methods provide performance feedback on quality characteristics for the outcome. For customer service, this might include: 1. accessible, 2. timely, 3. accurate, 4. friendly, 5. responsive in results, and others.

7. Uploads include the measurement instruments used such as surveys or lists of tracking information, etc.

C. EXAMPLE

1. Using the ITS help-desk ticket system, compare the percent of completed requests within five calendar days to the total submitted requests each year and develop three year time-period average. This direct measurement will identify whether requests are completed within the allotted time. The function will collect this information on an ongoing basis and review it each year during the scheduled time for assessment. Plans to share information with stakeholders and complete the rest of the assessment work are still developing.

IV.   Uploaded Documents for Planning (Including sections I. through III.)

I. Evaluation: Data Display & Analysis with Summary of What the Function Learned

A. DEFINITION
1. Evidence: Evidence (data display) is information from the measurements that after analysis reveal the level of performance met in reaching identified outcomes. Evidence influences operational changes that can be communicated to stakeholders. Evidence reveals how the function is adding value for the stakeholders by meeting its outcomes.
2. Data Analysis: Data Analysis and Summary involves application of analytical skills to describe, illustrate, condense, summarize, and evaluate data for producing a report of function findings. Meaning is given to the data gathered with the intent of discovering useful information, suggesting conclusions, supporting decision-making and identifying improvement options.

B. QUALITY STANDARDS
1. Provides a summary of findings from the performance data collected using the plan's measurement design. Arranges or illustrates the data in an easy-to-understand format such as lists, tables or graphs. The use of historical data is encouraged, if available.
2. Provides separate sets of data findings for each measurement (e.g., for effective customer service: a. accessible, b. timely, c. accurate, d. friendly, and e. responsive) and measurement instrument used (e.g., a. Excel tracking/monitoring exercise, b. client survey, and c. external compliance safety review such as insurance audit).
3. Summarizes the meaning of the findings, offering a brief analysis and evaluation of the results, commenting on what the function staff members believe the results mean for the function including what strengths and weaknesses were discovered and how the findings will be used to strengthen future performance.

C. EXAMPLE
1. The function realized an 83.04% average completion rate within five calendar days over the last three years. Annual percentage completed per each of the previous three fiscal years (total # of completed tickets): 2013-2014 – 80.51% (4074) 2014-2015 – 82.76% (4537) 2015-2016 – 85.85% (5469).

Fiscal Year	Total # of Tickets	Closed within 5 Days	% Complete within 5 Days
2013-2014	4074	3280	80.51%
2014-2015	4537	3755	82.76%
2015-2016	5469	4695	**85.85%**

Three-year Avg (2013-2016)	83.04%

2. The data show an increasing trend for completion rates over the last three years, which may be due in part to help desk personnel training, professional development and a focus by the function on closing tickets in a timely manner.
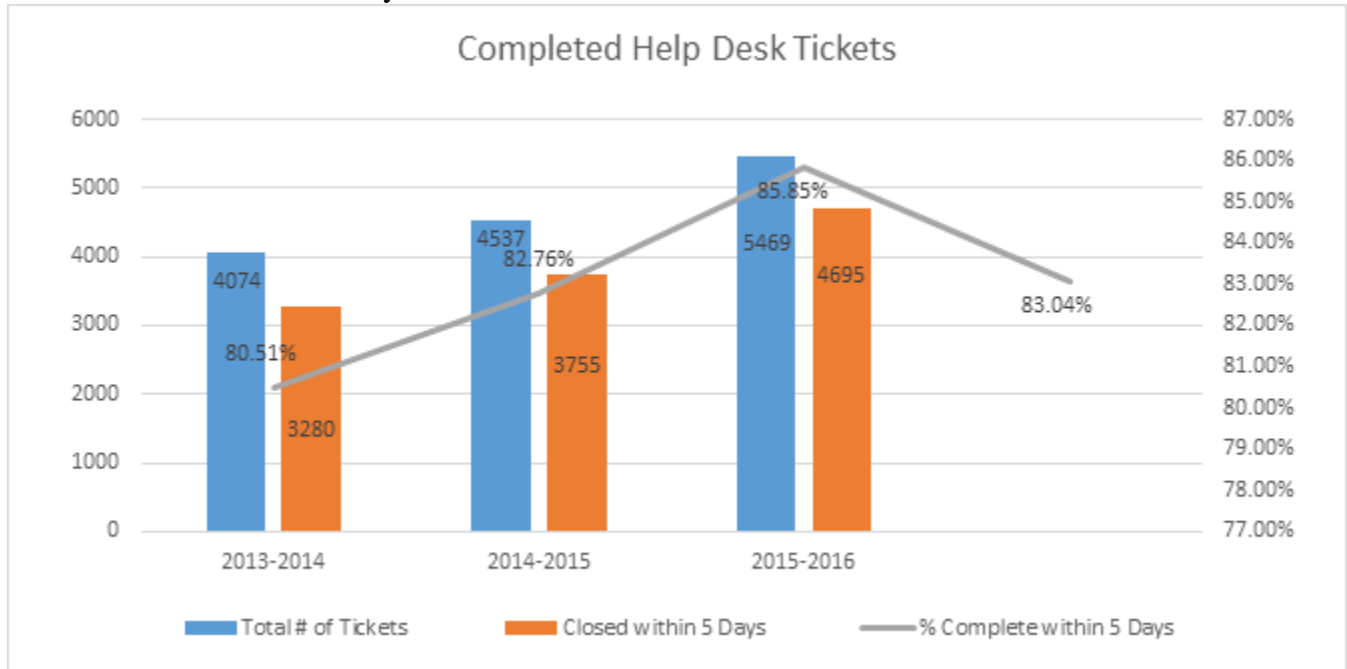
3. The evidence here could be influenced by a variety of factors including elongated requests that span weeks (such as Blue Jeans requests), the availability of resources and the complexity of requests received. Further analysis and a better reporting system would be needed to determine the source of the delays and the completion times categorized by type of request.

II. **Options for Process Changes/Improvements (options feed into action plan)**

    A. DEFINITION

        1. Improvement: Any change (aimed at performance) revealed by the function's assessment planning that the function implements and feeds back into the plan to test its effectiveness. Improvements can include adjustments to a function's process or include changes to the Function Assessment Plan such as measurement methods, data gathering, plan administration and others.

        2. Improvement Action Plan: An Improvement Action Plan is the plan initiated to address a problem/ weakness or desired change that the function's data analysis revealed.

    B. QUALITY STANDARDS

1. Describes how the data verified the effective performance on the outcome and why the function did not identify improvements for this cycle.

    OR

2. Describes what easy-to-implement change or improvement the function embedded into its assessment plan and/or processes and adjusts next year's plan to reflect those changes.

    AND/OR.

3. 3. Identifies a significant problem(s) or a desired change(s) that will require further research, added funding, training, or significant staff time to develop a solution. The function also indicates why it believes there is a significant problem or a desired change and describes a plan of action to address it, if developed.

C. EXAMPLE

1. During the data analysis for this outcome, it was made apparent that the current ITS help-desk ticket system is cumbersome. The system makes data extraction laborious and requires significant manipulation of the data for meaningful analysis.

2. One planned process improvement for this function and goal is to replace the current system. An Improvement Action Plan is in place to acquire a new system with better controls for the ticket administration and data analysis. This action plan has generated an RFP for a new system and the anticipated implementation is Spring 2018.

III.   **Uploaded Documents for Evaluation and Improvements (Including sections I. and II.)**

IV.   **Reviewer Feedback**

V.   **Program Response**