

Culture of Excellence:

Standard #1

Together we are with you start to
finish



People Strategies Council

MHCC
2015/16

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The Culture of Excellence Standard #1

Culture of Excellence (CoE) Standard #1 sessions were held fall term, 2015. Eighteen sessions were held at the main Gresham campus and two sessions were held at the Maywood Park campus with a total participation of 299 individuals.

Challenges

Challenge #1 - how do we take the mountain of great ideas contained in 586 suggestions/solutions that our colleagues generated during the course of 22 Standard #1 workshops and faithfully translate them into actions that we can undertake? How do we reflect our colleagues' best thinking about how to develop tools, improve processes, best practices, and develop professional development opportunities that will help us all be more effective at meeting Standard #1 –

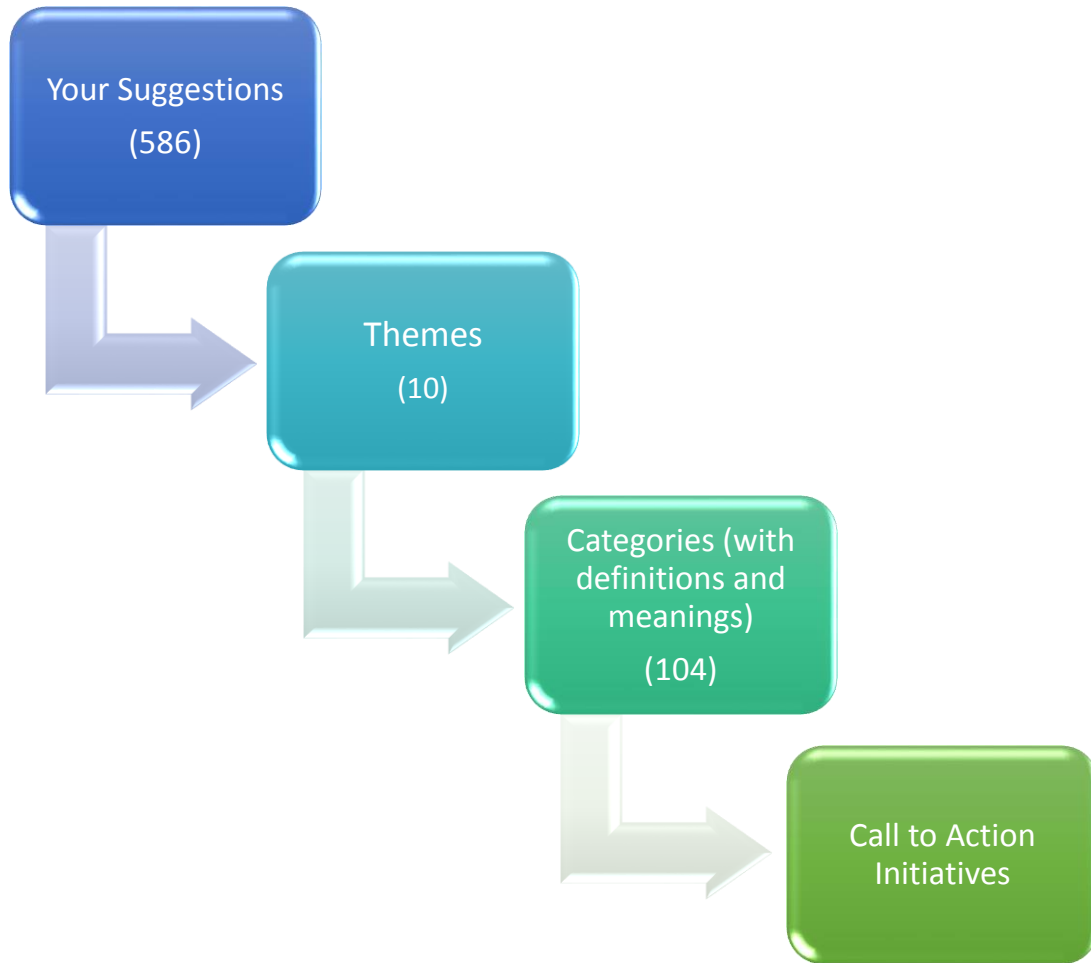
Together, we are with you from start to finish

Challenge #2 – How we do our work transparently so anyone who is interested can follow, and challenge, our thought processes.

Analysis Methodology

Simply put we followed a standard four-step qualitative data process in which we:

1. Reviewed all 586 suggestions to develop 10 THEMES (i.e. Process Improvement/Development).
2. Refined the 10 THEMES into their component CATEGORIES. We came up with 104 SPECIFIC CATEGORIES (i.e. Standard Operating Procedures).
3. Then divided each CATEGORY into DEFINITIONS AND MEANING which are groupings of possible activities (i.e. On-boarding)
4. Once we arrived at DEFINITIONS AND MEANING realized that we were in a position to recommend specific initiatives that we could include on our "CALL TO ACTION." We selected specific initiatives for the Call to Action page based on:
 - a. The frequency with which an initiative was mentioned,
 - b. Its chances for short-term or medium term success:
 - i. Using the Plan/Do/Study/Act process, and
 - ii. Not using significant financial investment



Executive Summary

The People Strategies Council (PSC) is committed to increasing employee engagement by increasing our collective autonomy, mastery, and purpose. During our 22 Standard #1 workshops “Together we are with you from start to finish” that were held primarily in the TLC during Fall Term 2015, we asked for your input concerning ways in which we can improve our ability to meet Standard #1.

You responded with a huge catalog of suggestions, 586 in all, that we spent the last two months organizing and analyzing in order to come up with an initial list of 19 suggested activities that we (i.e. everyone at MHCC) can undertake in 2016 - 17. We are calling this list our Call to Action. The catalog of suggested improvement illustrates that even though Culture of Excellence work will keep us busy for years to come, we have already seen, and we will continue to see improvements in the very short term.

You spoke and we listened. The suggested list of 19 activities is based upon how frequently people mentioned a specific course of action (during the 22 Culture of Excellence Standard #1 sessions or afterwards in feedback forms) and that were deemed to be the most impactful.

This list is not exclusive. If you, or a group of you, are interested in undertaking an improvement activity that is not listed below, let the People Strategies Council (PSC) know and we will support your activities to the extent that we can. For example, in response to requests from two groups, the PSC is already working on Continuous Improvement Processes with the Scholarship Award Improvement Process team and with the Behavioral Intervention and Threat Assessment (BITA) team.

If you want to get involved with any of these initiatives or are committed to a specific improvement activity not listed below:

1. Inform your supervisor (they have been instructed to arrange workloads to free you up to participate in these types of activities),
2. Send us an email at people.strategies@mhcc.edu and tell us which initiative (either suggested below or otherwise) you would like to be a part of, and
3. Once a large enough group coalesces around a proposed activity, PSC will convene the interested people to create a work group to make it happen.

For people who are interested in participating but who are concerned that they do not know how to engage in a continuous improvement activity, we’re designing Standard #3 (*Together, we are always looking for ways to do things better*) workshops for the Fall Term. In these workshops, you will learn about how to engage in continuous improvement activities (get used to hearing Plan/Do/Check/Act [PDCA] as we move forward).

Since we have a list of 586 suggestions for improvement, we will have plenty of practical examples to draw from during the workshops and afterwards as we put PDCA into practice.

A quick note about the suggested activities. We included three headers below each activity:

- “Possible Participants” indicates stakeholder groups that are already undertaking or would like to undertake this, or similar, activity. We also included groups whose purview would include the proposed activity. The participant list will expand when you volunteer to participate in a specific

activity. **In order for any initiative to be successful, the participants need to be the employees who work with this information or process on a daily basis.**

- “Champion” denotes the President’s Council member who will ensure that each improvement activity has the full support of MHCC’s senior management. Champions will not be expected to do the work but rather serve as a support person when the team needs assistance overcoming barriers within the organization.
- “Outcomes” indicates specific deliverables or improvement that will be generated as a result of the improvement activity.

Calls to Action

Theme 1: Process Improvement/Development

Create an approach based on literature and experience regarding process improvement systems, like Kaizen, that operationalizes a continuous process improvement framework for all areas of Mt Hood Community College. Create buy in amongst college departments and based on that buy-in, plan and schedule the process through which this system will be implemented.

Create MHCC's S.O.P. (Standard Operating Procedure) for S.O.P.s that include the equity lens, involve the end user, and incorporate feedback and continual improvement processes. Once work is done, offer professional development trainings on how to create an S.O.P.

- Possible participants – Employees with process improvement experience.
- Suggested Champion – Linda Vigesaa, Rick Doughty
- Outcomes –
 - Commonly accepted SOP (with attendant language, etc.) that will increase acceptance and effectiveness of continuous process improvement processes.
 - Cadre of trained MHCC employees who can lead or participate in Continuous Improvement Process (CIP) activities.
- Build a place online where all tools and S.O.P.s can be accessed by all MHCC employees.
 - Possible participants – Information Technology staff, People Strategies Council
 - Suggested Champion - Linda Vigesaa
 - Outcome – An easily-accessed place for interested parties to learn about and track Continuous Improvement Process initiatives.
- Map out a “spaghetti diagram¹” or walking map for students that illustrates all the physical places and steps in the process that a new student would need to go through and/or visit before their first day of classes. See if any processes can be improved and if any services could be moved closer together to improve the student experience.
 - Possible Participants – Associated Student Government members, candidates looking to enter MHCC, Student Development staff.
 - Suggested Champion – Waldon Hagan
 - Outcomes -
 - A deliverable that can be converted into a map that could guide incoming students from their first start to finish.
 - An initial process map that will be used to identify next steps (Future state process map, etc.).
- Revisit MHCC's On-boarding process
 - Possible participants - HR personnel (who have already started this work),
 - Suggested Champion – Gale Blessing
 - Outcome -

¹ A spaghetti diagram is a roughly scaled layout of a work area (e.g. MHCC's campus) that shows the path taken by a person (e.g. a first-time student), material, or information as moves through a process (e.g. progressing from “first contact” to “first day in class.”). The name “spaghetti” comes from the fact that real world paths are not straight lines so the final diagram is usually messy.

- A more robust and transparent On-boarding process that incorporates Culture of Excellence standards, leadership competencies, and MHCC’s commitment to diversity and equity.

Theme 2: Communication

- Host several student focus groups: How do students want to be contacted and communicated with? Ensure that all age groups are appropriately represented to ensure that data-driven decisions are made and that multiple modes of communication are considered.
 - Possible participants – Associated Student Government-selected students,
 - Suggested Champion – Bruce Battle
 - Outcome -
 - Actionable information concerning effectiveness of current communication strategies
- Put together a task force to tackle internal communications at MHCC.
 - Possible participants – Information Technology staff, association representatives
 - Suggested Champion – Christie Plinski, Bruce Battle
 - Outcome -
 - Action plan for improving internal communications at MHCC (including roles and responsibilities of management/supervisors, admin support staff, association representatives, etc.)
 - Training plan for roll out of communication strategy.
- “Easy button” (i.e. a page where all relevant information is collected concerning customer service) concept for the MHCC website with Frequently Asked Questions (FAQ) database, live chat function, email option and phone number with hours of operation:
 - Possible participants – Information Technology staff, Student Services personnel, external service providers
 - Suggested Champion – Waldon Hagan, Linda Vigesaa
 - Outcome -
 - “One-stop” access based on best practices such as consumer websites that have a “Help Desk” or “Contact Us” section. See Comcast or Amazon for examples.
 - Information campaign regarding use of “Easy” button.

Theme 3: Support & Advocacy

- Continue the newly formed “extended hours committee” to ensure that any changes to service hours are purposefully designed and incorporate student feedback.
 - Possible participants – Nikki Gillis, association representatives, Associated Student Government representatives
 - Suggested Champion – Christie Plinski, Waldon Hagan
 - Outcome -
 - Action plan for improving student access to classes, student services, food services, and other essential services.

Theme 4: Facilities/Technology

- Put together task force or committee to investigate the possibility of having an ongoing, continuous health center on campus and ensure that information for social services is available to students.
 - Possible participants – Janie Griffin, University of Western States rep, Wallace Medical Concern, ASG
 - Suggested Champion – Waldon Hagan
 - Outcome -
 - Feasibility study re: Health Center on campus.
- Develop a single sign-on for online services students use (e.g. MyMHCC, email, Blackboard, etc.)
 - Possible participants – Information Technology staff, Student Services representation, Associated Student Government
 - Suggested Champion – Linda Vigesaa
 - Outcome -
 - Increased candidate to student conversion rate.
 - Increased student satisfaction.

Theme 5: Training/Professional Development

- Put together some employee focus groups on what kinds of training and professional development MHCC employees would like to have available to them.
 - Possible participants – People Strategies Council, Business & Industry Workforce Training
 - Suggested Champion – Jarrod Hogue
 - Outcome -
 - Prioritized list of professional development courses in response to employees' felt needs.
- Create a training and implementation schedule for all department to utilize the Knowledge Silo Matrices (KSM) approach as a basis for their onboarding and training of new employees.
 - Possible participants – People Strategies Council
 - Suggested Champion – Rick Doughty, Gale Blessing
 - Outcome -
 - Work-unit level matrices that help managers identify their Direct Reports' job-based training needs.
 - Information from KSMs will help with resource-leveling, succession planning, and value-stream mapping.

Theme 6: Resource Allocation

- Put together task force that focuses on Customer Relationship Management² (CRM) to make recommendations on where more resources may need to be focused. Before buying any new technologies, generate “future state” process maps that will help determine vendor selection and will drive technology roll out.
 - Possible participants – IT staff, Student Services, Administrative Assistants

² CRM refers to practices, strategies and technologies (software) that organizations use to manage and analyze customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers.

- Suggested Champion – Linda Vigesaa, Waldon Hagan
- Outcome –
 - Feasibility study re: purchase of CRM.
 - If purchased, improved ability to provide integrated service and support for students.

Theme 7: Outreach/Community

- Continue the great work on developing a robust Alumni Association. (Thanks, Foundation!)
 - Possible participants – Foundation Board and staff, Associated Student Government, graduation committee
 - Suggested Champion – Al Sigala
 - Outcome –
 - Stronger relations with alumnae with all attendant benefits.

Theme 8: Equity & Inclusion

- Ensure that communications are available in more than one language (Spanish, Russian and Vietnamese are recommended for our district in addition to English).
 - Possible participants – Access Diversity & Equity Council, Associated Student Government, community groups
 - Suggested Champion – Waldon Hagan
 - Outcome –
 - Increased access for non-native speakers of English.
- Ask the TLC to lead focus groups for faculty with regard to best practices in culturally appropriate syllabi and course policies.
 - Possible participants – Teaching & Learning Center
 - Suggested Champion – Christie Plinski
 - Outcomes -
 - Best practice syllabi that can be diffused throughout college.
 - Roll out campaign to promote rationale for best practice.

Theme 9: Collaboration

- Pull together a group to identify the major processes that could be improved relatively quickly with maximum impact and would lead to some quick victories and morale boosting.
 - Possible participants – Admin Assistants working in areas that conduct “non-standard” work, leads from Business Office, Human Resources representative
 - Suggested Champions – Jarrod Hogue, Jennifer DeMent
 - Outcomes –
 - An explicit and standardized selection/prioritization process with decision-making criteria.
- A prioritized list of processes to be streamlined.

Theme 10: Leadership

- Ensure that leaders at MHCC are heavily involved in and invested in the call to action on Standard Operating Procedures and ensuring requested professional development occurs.
 - Possible participants – President’s Cabinet, People Strategies Council, Associated Student Government
 - Suggested Champion – Debbie Derr
 - Outcome -
 - The start of culture change at an operational level.

Overall Themes

We collected 586 unique responses during the Culture of Excellence Standard #1 Session exercises and activities. The data team categorized these responses into themes as follows:

	Themes	Hard Count	% of total responses
1	Process Improvement/ development	480	81.9
2	Communication	407	69.4
3	Support/ Advocacy	370	63.1
4	Facilities/ Technology	304	51.9
5	Training/ Professional Development	286	48.8
6	Resource allocation	219	37.4
7	Outreach/ Community	116	19.8
8	Equity and Inclusion	115	19.6
9	Collaboration between Instruction and Student Development	56	9.6
10	Leadership (e.g. better bargaining, less adversarial)	38	6.5

As analysis continued, these themes were then broken down further into specific categories. In the following sections you will find each theme with its specific categories. The categories are then defined and raw counts are provided along with specific examples of responses that fell under each category. Each response may fit under more than one category.

Theme 1 – Process Improvement/Development

Process Improvement/Development Categories (Total Responses – 480)

Category Number	Categories	Count	% of responses in broader theme
1.1	Standard Operating Procedures	202	42.1%
1.2	Tools (e.g. Org chart)	199	41.5%
1.3	Best Practices - Student Development & Success	172	35.8%
1.4	Administrative Services	155	32.3%
1.5	Roles and Responsibilities	148	30.8%
1.6	Best Practices - Instructional	98	20.4%
1.7	Pathways and Educational Planning	67	14.0%
1.8	Enrollment Management	54	11.3%
1.9	Onboarding (HR)	35	7.3%
1.10	Mentoring (HR)	25	5.2%
1.11	Other	156	32.5%

Definitions & Meanings - Process Improvement/Development

1		Category	Definition & Examples
1.1	Standard Operating Procedures	This category contains suggestions that either directly call for the creation of SOPs or responses that would benefit from creating SOPs once a new process has been created or streamlined. SOPs are step-by-step instructions of processes that promote efficiency (standardizations, replicability, stability, etc.) and make it easier for employees to implement routine operations. Examples: Basic course information always in same spot on the portal class page; Standardize payment of invoices - processes, timeline, flowchart, have training/SOP available on intranet.	
1.2	Tools (e.g. Org chart)	This category contains suggestions to create or find information sources and make them are readily accessible to employees that makes it easy to provide excellent service. Examples: the need for FAQs for standard processes, resource lists to help students in need, checklists (SOPs), and flowcharts, create an “I’m struggling button on the website’s front page; create and maintain a real-time employee directory; expand the existing resource list and put it online.	
1.3	Best Practices - Student Development & Success	This category contains suggestions to identify, analyze, and replicate approaches, program, policies that have a proven track record of increasing students’ ability to get from their “start to finish.” By and large, these suggestions are focused on all activities that happen “outside the classroom.” Examples: leverage best practices i.e. Transitions/Transiciones, AVID, VESL; (learn from) Cohort based (CL) experience; (make) HD career classes mandatory for Gen. Ed. Students; Bigger, more central Orientation Center. And it should be with the AATC.	
1.4	Administrative Services	This category contains suggestions to revise policies and to improve and automate procedures that are fundamental to the functioning of any large organization (e.g. payroll, HR, procurement, travel, etc.). Examples: Move away from manual processes so that my day to day work can be accomplished in a timely manner. Examples: timesheets, vacation accruals. SRF's, travel forms; (create) electronic paperwork process for basic contracts and general documents; pre-term up-stream & downstream meeting re: changes (f2f).	
1.5	Roles and Responsibilities	This category contains suggestion and reminders concerning this component of continuous improvement that reminds us to clearly define “who does what.” Examples: Add Financial Aid 'Lead & Compliance' person; (establish) single point of contact approach to services; Evening support for students & faculty; All departments need to have someone answer phones & all staff need phone etiquette.	
1.6	Best Practices - Instructional	This category contains suggestions for how to identify, analyze, and replicate approaches, program, policies that have a proven track record of increasing students’ ability to master academic subject matter. By and large, these suggestion are focused on all activities that happen “inside the classroom.” Examples: Syllabus = ground rules, self-advocacy, Resources; (Include a list of) Services on Syllabus; college student = transition to greater responsibility; instructor follow-up re: non-attendance.	
1.7	Pathways and Educational Planning	This category contains suggestions to incorporate the philosophy and practices of Pathways and Educational Planning which stress a more holistic approach to students’ education.	

1		Category	Definition & Examples
			Examples: (Asking potential students for) clearly articulated timelines: "18 months to job" vs. "transfer" - early required conversations; career - major connection & guidance; Ed. plans for all (students).
1.8	Enrollment Management		This category contains suggestions to concerning how to create effective policies and processes associated with attracting students to MHCC and subsequently helping students navigate from "first contact" with MHCC to their first day in class. This process includes a long series of tasks that are often time-sensitive and can be difficult to complete in a timely manner. Examples: Use of Customer Relationship Software; Mandatory orientation; Mandatory advising; Instant ID number when applying for admissions.
1.9	Onboarding (HR)		This category contains suggestions about the need to develop a formal process by which new employees acquire the skills and knowledge they need to be effective and engaged employee. Examples: Comprehensive onboarding - video orientations - social events for meet & greet; tool box training, values training; I wish more training was available for new employees. Lack of group training for common areas (how to use cx, Cognos, curriculum outlines, grading, etc.) Need new trainings for new employees with common needs. Willing to talk to my dean to see if we already have something available.
1.10	Mentoring (HR)		This category contains suggestions about the need to develop formal programs where experienced employees provide guidance and support for new-hires to help them become more effective and engaged with their work. Examples: (learn from) Social Science example of setting up mentoring; succession planning (what's a Dean?)
1.11	Other		This category primarily normative statements/pledges that employees made concerning how they will commit to the Culture of Excellence. Examples: I commit to learn more about my co-workers jobs so I can understand what they need from me better; Commit to learning new Degree Audit System so errors are caught earlier before graduation is imminent.

Theme 2 – Communication

Communication Categories (Total Responses – 403)

Category Number	Categories	Count	% of responses in broader theme
2.1	Student-Focused	174	43.2%
2.2	Technology	64	15.9%
2.3	Mentoring / Best practices	48	11.9%
2.4	Feedback Loops / Accountability / Onboarding	46	11.4%
2.5	Customer Service / Training	41	10.2%
2.6	Marketing	28	6.9%

Category Number	Categories	Count	% of responses in broader theme
2.7	Community/Business relations	24	6.0%
2.8	Internal Communication (Rationale/explain decisions/transparency)	24	6.0%
2.9	Other	35	8.7%

Definition & Meanings – Communication

Category Number	Category	Definitions & Example
2.1	Student-Focused	This category contains responses that have to do with how and/or ways we can improve how we communicate with students, with an emphasis on how we can help them be more informed and better prepared for the rigors of college. Examples: offer multiple ways to communicate with students such as via text message, email, postal mail; increasing personal interactions with staff and faculty; and offering sufficient support systems.
2.2	Technology	This category contains responses that relate to our use of technology in terms of communication. Examples: having a better staff directory online; providing Saints Email trainings; and keeping department info up to date on the MHCC website.
2.3	Mentoring / Best practices	This category contains responses that request formal mentoring programs and/or adopting best practices. Examples: sharing success strategies across departments and person to person; clarifying MHCC’s philosophy of student support; and catching people doing the right thing.
2.4	Feedback Loops / Accountability / Onboarding	This category contains responses related to holding ourselves and each other accountable. Examples: using formalized systems to create and maintain changes; support a continuous quality improvement culture; and ensuring stakeholders are involved in decision-making.
2.5	Customer Service / Training	This category contains responses related to improving customer service and providing trainings. Examples: creating standards for responding to phone calls and emails in a timely fashion; keeping employees informed to reduce the number of times a person may be transferred from department to department; and conflict resolution training for use during meetings.
2.6	Marketing	This category contains responses regarding how marketing can be used to better improve communication about and within MHCC. Examples: hiring more staff for the marketing department to allow for more creation of marketing materials; checking the effectiveness of our communication/marketing initiatives; making deadlines for students clearer and easier to find.
2.7	Community/Business relations	This category contains responses about communicating with our community and with businesses with which we want to foster relationships.

Category Number	Category	Definitions & Example
		Examples: outreach to businesses/employers who desire college credentials in hiring; and MHCC outreach to / communication with high schools.
2.8	Internal Communication (Rationale/explain decisions/transparency)	This category contains responses related to improving internal communications between MHCC employees and departments. Examples: consistent messaging on when employees change jobs/departments; information sharing; and transparency, especially with regard to decision-making.
2.9	Other	This category contains responses that were either not entirely clear, or did not really fit into the larger categories. Examples: reviewing our organizational structure; student timelines; and roles/responsibilities.

Theme 3 – Support & Advocacy

Support & Advocacy Categories (Total Responses – 366)

Category Number	Categories	Count	% of responses in broader theme
3.1	Info/Communication Support	63	17.2%
3.2	Resources/ Students	63	17.2%
3.3	Advising/CPCC/ Programs	60	16.4%
3.4	Tech/ Facilities Support	46	12.6%
3.5	Student	42	11.5%
3.6	Employee Support	35	9.6%
3.7	Attitudes	30	8.2%
3.8	Faculty Practices	29	7.9%
3.9	Manager Support/ HR	21	5.7%
3.10	Basic Needs	20	5.5%
3.11	CRM early alert	18	4.9%
3.12	Student - centered	17	4.6%
3.13	Extended Hours	14	3.8%
3.14	Foundation/ Alumni Association	12	3.2%
3.15	HS & Bridging	11	3.0%
3.16	Inclusion	8	2.2%
3.17	Resources/ Faculty	8	2.2%
3.18	Web/Portal	6	1.6%
3.19	Wayfinding	6	1.6%
3.20	Hand-offs	5	1.4%
3.21	Self-Advocacy	3	.8%
3.22	Emotional Support (for people who work with students)	2	.5%
3.23	Other	15	4.1%

Definition & Meanings – Support & Advocacy

Category Number	Category	Definition & Examples
3.1	Info/Communication Support	This category contains responses that have to do with how we disseminate information on services, support, events, etc. to students and to staff. It also includes the <i>types</i> of information we disseminate, and increasing focused communication. Examples: communicating with students in ways that work for them, providing more information on work study to students, create monthly newsletter to replace “all staffs”.
3.2	Resources/ Students	This category contains responses about the resources we provide students within the college and the resources we can connect students with outside the college. Examples: “life happens” training for students, increase enrollment in cohort based programs with wrap around services, better links to housing and food services, better training for faculty on how to link students to needed services.
3.3	Advising/CPCC/Programs	This category contains responses about the types and kinds of support programs we offer on our campus. Examples: Calls for mandatory advising, “auto” audits at specified times per year, including more financial literacy in advising, connecting major and general academic advising to career path advising, and mandatory orientations.
3.4	Tech/ Facilities Support	This category contains responses that address both technological and facilities suggestions, ideas, and needed improvements. Examples: Implementation of college wide Customer Relationship Management (CRM) software, early warning systems for students, centralizing the AATC, O.C., Testing, and CPCC centers for easier student access.
3.5	Student	This category contains responses that relate to needed student supports. Examples: Communication in multiple languages, increasing personal interactions with students, mandatory and free College Success Courses.
3.6	Employee Support	This category contains responses around general support for MHCC employees. Examples: Following the Social Science Departments example of mentoring for all employees, providing a yearly orientation to all employees to keep people updated on the many changes that can occur over the year, have a day one checklist of what each new employee needs so they can start on the first day rather than having to wait for access, keys, etc.
3.7	Attitudes	This category contains responses about the attitudes of employees generally at MHCC. Examples: we need to be proactive not reactive, we need to catch people doing the right thing, encourage participation on task forces.

Category Number	Category	Definition & Examples
3.8	Faculty Practices	This category contains responses around general faculty practices with students. Examples: Message more #talktoyourteacher, offer more hybrid courses, institute an early warning system, give students credit for meeting with teachers outside of class.
3.9	Manager Support/ HR	This category contains responses that have to do with Human Resources processes and support from management. Examples: Training for less adversarial bargaining, incorporate college wide social events, train and support managers through employee improvement plans, better/more training on required job skills.
3.10	Basic Needs	This category contains responses that have to do with meeting the basic needs of students so they can arrive to class ready to learn. Examples: increase food insecurity support on campus, work with Trimet to improve transportation, provide more and timely childcare services (before 8:15 and in the evening).
3.11	CRM/Early Alert	This category contains responses calling for CRM and early alert systems to be incorporated across all MHCC systems.
3.12	Student - centered	This category contains responses about building and improving processes that focus on the student perspective. Examples: We all need to learn more about the processes students go through in testing, financial aid, admissions etc., Students need to be brought to the table in all decision making, We need to ask students what they need, partitions need to be put up in main student services area – particularly if financial aid matters are to be discussed.
3.13	Extended Hours	This category contains responses that have to do with the expansion of the hours we provide service to students. Examples: Childcare – change hours to meet needs of students taking 8am classes; provide evening support in student services for students; more courses offered evenings/weekends.
3.14	Foundation/ Alumni Association	This category contains responses about services and connections provided for students after they stop taking classes here at MHCC. Examples: create an alumni association, provide Instructor contact info for post-MHCC support, Add Work Source center to info for alumni.
3.15	HS & Bridging	This category contains responses that have to do with working directly with our high schools and providing services/programs that “bridge” students between high school and college. Examples: Offer more dual credit, enlarge /build better transition programs, Outreach to high schools regarding “getting in” to Community College.
3.16	Inclusion	This category contains responses about building a culture of inclusion at MHCC. Examples: Making materials ADA accessible: we’re unsure of exactly what has to be done, timeline, where to get help, best practices; Communication in multiple languages consistent and

Category Number	Category	Definition & Examples
		across the board; make diverse staff more visible for the college and community.
3.17	Resources/Faculty	This category contains responses about resources faculty need. Examples: Connect new faculty with TLC, social media sites, e-mail groups, etc.; provide faculty with info they need, resource list, counseling, work source Oregon, barney's pantry, care form/at-risk student, 211.
3.18	Web/Portal	This category contains responses about our website and MyMHCC Portal. Examples: 'Start here' button concept, 'I'm struggling' link on MyMHCC, Basic course information always in the same spot on the portal class page: office hours, required text, exam details (a way to access w/o e-mailing the instructor).
3.19	Wayfinding	This category contains responses about making your way around our campuses. Examples: OC should be front and center! More signage, and near to testing, easy to find & maneuver in; Put map on resource page and have N be N; wayfinding to community events/south campus.
3.20	Hand-offs	This category contains responses about improving the transition between people and departments. Examples: 'Hot' handoff - clarity of language, clarity of expectation, consistent delivery of service; better handoffs- in person, on phone, make appointment.
3.21	Self-Advocacy	This category contains responses promoting self-advocacy in students and staff. Examples: Phone lines: Learn as much as I can so I can assist the caller w/o having to transfer to 'dead' ends; Be my own advocate and go find the information - even if it's not organized yet.
3.22	Emotional Support (for people who work with students)	This category contains responses about support for direct student workers/advocates. Examples: Recognize when we are becoming burned-out and do self-care when needed. Our attitude makes a difference. Support for employees for emotional aspects of working w/students.
3.23	Other	This category contains responses that were unclear or that did not fit into any other category. Examples: 1 credit 'morsel' classes; Advisory Boards are active to ensure relevance; succession planning (what's a Dean?).

Theme 4 – Facilities/Technology

Facilities/ Technology Categories (Total Responses 245)

Category Numbers	Categories	Count	% of responses in broader theme
4.1	Student Centered Process/Communication	60	24.5%
4.2	Website/ Portal	43	17.5%
4.3	Life Supports	29	11.8%
4.4	Campus events, wayfinding, consolidation	28	11.4%
4.5	Tech Process Improvements	21	8.6%
4.6	Training/ HR	21	8.6%
4.7	CRM & New Software	20	8.2%
4.8	Expanded Hours	14	5.7%
4.9	Email	11	4.5%
4.10	Instruction	11	4.5%
4.11	Facilities Improvements	5	2.0%
4.12	Online Courses	4	1.6%
4.13	Tracking/ Data	2	0.8%
4.14	ADA	1	0.4%
4.15	Other	25	10.2%

Definition & Meanings – Facilities/ Technology

Category Number	Category	Definitions & Examples
4.1	Student Centered Process/Communication	This category contains responses about the need to include students and student perspectives in all aspects of our college and communication. Examples: we need to ask students what they need, scheduling that meets student's needs (students that work), JIT (just in time) Flash Alert - revisit use of media.
4.2	Website/ Portal	This category contains responses that suggest changes to our website/MyMHCC portal. Examples: Keep portal/website up to date, Single Sign on for students (portal, blackboard, etc.), better directory.
4.3	Life Supports	This category contains responses about non-school related supports. Examples: "where to turn" make it user friendly, Health care nurse on campus, student services specialist position.
4.4	Campus events, wayfinding, consolidation	This category contains responses about the physical locations of events, services, and transportation. Examples: utilize all 3 campuses for services, consolidate (physically) student services, smoking policy - clear signage, Shuttle service? Bond proposal?
4.5	Tech Process Improvements	This category contains responses about improving our technological processes and resources. Examples: project needed class times, Portal doesn't allow change of grade status w/o going to Admissions, Portal doesn't allow change of grade status w/o going to Admissions.
4.6	Training/ HR	This category contains responses about trainings and HR processes. Examples: I wish more training was available for new employees. Lack of group training for common areas (how to use cx, Cognos, curriculum outlines, grading, etc.) Need new trainings for new employees with common needs. Review hiring process for deans - duties/qualifications/responsibilities.
4.7	CRM & New Software	This category contains responses about new software needed by the college. Examples: electronic web based paperwork! Timesheets! - More efficient timesheets. Consistent processing of paperwork; CRM software, System to track students.
4.8	Expanded Hours	This category contains responses about expanding the hours of services and classes we offer. Examples: longer hours/availability for support services, Evening support for students & faculty, targeted marketing for evening students.
4.9	Email	This category contains responses about Saint's email and email communication. Examples: Work to solve issues with MyMHCC passwords and Saints email, Streamline saints email issues - communicate that email not created until reg. for class, Exit-centered emails.

Category Number	Category	Definitions & Examples
4.10	Instruction	This category contains responses about the intersection of instruction and facilities/technology. Examples: track online usage, class times (filled/not filled) to see when classes are offered, MHCC should allow the teachers to print & distribute their syllabuses to the students. The students should not have to print out their own. It's a bad way to start off the class & quite frankly, seems cheap & lame.
4.11	Facilities Improvements	This category contains responses about requested improvements to buildings and grounds. Examples: Communicate with facilities council about the challenges. Invite facilities council, area dean, president & VP to an open house. Discuss adding panels to room 104.
4.12	Online Courses	This category contains responses about web based and hybrid courses. Examples: leverage on-line learning resources for student support, more hybrid on-line courses.
4.13	Tracking/ Data	This category contains responses about data usage at MHCC. Examples: track online usage, class times (filled/not filled) to see when classes are offered, Real-time data.
4.14	ADA	This category contain a response about ADA accessibility. Example: Making materials ADA accessible: unsure of exactly what has to be done, timeline, where to get help, best practices.
4.15	Other	This category contains responses that are unclear or do not match any other category. Examples: Make Student Referral form available, fillable, map on back; Do not have recordings to answer our phones. Human warm, friendly customer services; partitions in front desk area (if F.A. stuff is to be discussed there).

Theme 5 – Training/Professional Development

Training/ Professional Development Categories (Total Responses 252)

Category Number	Categories	Count	% of responses in broader theme
5.1	Training / Cross-training	66	26.2%
5.2	Attitude/Culture	64	25.4%
5.3	Processes	61	24.2%
5.4	Technology	41	16.2%
5.5	Access	33	13%
5.6	Mentoring / Best Practices	33	13%
5.7	Sensitization	2	0.1%

Definition & Meanings – Training / Professional Development

Category Numbers	Category	Definitions & Examples
5.1	Training / Cross-training	This category contains responses related to training and cross-training MHCC employees. Examples: developing tools to assist instructors and staff in increasing effective communication; ensuring that adequate training is provided when big changes happen in processes and/or technology; and ensuring that employees are cross-trained to ensure adequate knowledge and departmental coverage.
5.2	Attitude/Culture	This category contains responses about improving morale in the overall College culture, from both the student perspective <i>and</i> employee perspective. Examples: increasing personal interactions with students; working as a team to reduce barriers; develop strategies to become solution-focused rather than problem-focused; and developing both student and employee mentorship programs.
5.3	Processes	This category contains responses about improving processes and ensuring that instructions are clear and easily accessible. Examples: utilizing systems such as the Service Desk ticket system; teaching employees about the processes students must go through in order to get enrolled; and clearer HR processes/onboarding.
5.4	Technology	This category contains responses that cover a broad spectrum of training requests as related to technology. Examples: making it easier for students and prospective students to get questions answered through the website; developing a more robust,

Category Numbers	Category	Definitions & Examples
		interdepartmental, electronic student referral system; and the ability to submit electronic paperwork, such as timesheets.
5.5	Access	<p>This category contains responses that refer to making information more accessible to both employees and students.</p> <p>Examples: having an acronyms list to describe higher education jargon; communicating with students in ways that work for them/that they request; and ensuring we have materials translated properly in other languages.</p>
5.6	Mentoring / Best Practices	<p>This category contains responses that refer to mentorship and incorporating best practices into our daily work.</p> <p>Examples: taking customer feedback/surveys into account; providing solid onboarding and a formal mentoring program through HR; and ensuring that objectives/outcomes are well-defined and solution-focused.</p>
5.7	Sensitization	<p>This category contains responses that refer to the psychological aspect of working with students every day.</p> <p>Examples: providing support for staff who work with student's day in and day out; and educating employees on self-care.</p>

Theme 6 – Resource Allocation

Resource Allocation Categories

Category Numbers	Categories	Count	% of responses in theme
6.1	IT Investment - website and new software (IP)	79	36%
6.2	General Labor - Increase Best Practices	74	33.7%
6.3	Professional Development	57	26%
6.4	General Labor - new responsibilities for existing personnel	28	12.8%
6.5	Infrastructure - physical	26	11.9%
6.6	New Labor/Completed reallocated to new resp.	19	8.6%
6.7	Other	35	15.9%

Definition & Meanings – Resource Allocation

Category Numbers	Category	Definitions & Examples
6.1	IT Investment - website and new software (IP)	<p>This category includes suggestions that call for, or require new investments in improving current IT systems (website) or in procuring new software.</p> <p>Examples: (Purchase) Customer Relationship Management (CRM – to track students from start to finish); web-based 'self-service' based no process; web-based kiosks -skype based meetings; JIT Flash Alert - revisit use of media; track online usage, class times (filled/not filled) to see when classes are offered.</p>
6.2	General Labor - Increase Best Practices	<p>This category includes suggestions for ramping up best practices that will require a reallocation of human resources.</p> <p>Examples: support cohort programs w/wrap around supports; Expanding advising - specialized advising; open beyond 8-5 m/f (by appointment); career pathways approach.</p>
6.3	Professional Development	<p>This category includes suggestions that request various professional development topics. Some suggestions arise from a sense that professional development overall is lacking whereas some suggestions result from calls for the adoption of new practices or approaches.</p> <p>Examples: (Train employees in how to anticipate) Upstream & downstream implications (when implementing change); provide trainings regarding contracts & risk management; success' focused communication on social media; Conflict resolution in meetings;</p>

Category Numbers	Category	Definitions & Examples
		better handoffs between dept./division; Business Writing training - Cranberry? TLC? KISS
6.4	General Labor - new responsibilities for existing personnel	This category includes suggestions that would require reallocating human resources (often to align more effectively with school priorities). Examples: Mandatory bridge/orientation; auto audit each student after 3 years; Improved evening services; timely release of scheduling information (B4 Nov. 4).
6.5	Infrastructure - physical	This category includes suggestions that require changes to the college's physical infrastructure. Examples: Front Door for advising & or OC (i.e. relocate Advising and the OC so they become the college's front door); Information Center/Booth (resurrect); smoking policy - clear signage.
6.6	New Labor/Completed reallocated to new resp.	This category includes suggestions that, if implemented, might require hiring new employees. Examples: Add P/T outreach person for financial aid, only; Alumni Association; Health care nurse on campus; Shuttle service? Bond proposal.
6.7	Other	This category includes suggestions that are unique in their perspective or are normative statements/exhortations. Examples: Less acronyms; more funding; let it go; better informed employees.

Theme 7 – Outreach/Community

Outreach/Community Categories (Total Responses 110)

Category Number	Categories	Count	% of responses in theme
7.1	Alumni	26	23.6%
7.2	Business Collaboration	23	20.9%
7.3	Student Services	22	20.0%
7.4	Inclusion / Equity / Diversity	16	14.5%
7.5	Community Resources	11	10.0%
7.6	Relationship Building (internal)	9	8.1%
7.7	Relationship Building (external)	6	5.5%
7.8	Marketing & Communications	4	3.6%
7.9	Other	16	14.5%

Definition & Meanings – Outreach/Community

Category Numbers	Category	Definitions & Examples
7.1	Alumni	This category contains responses related to improving alumni relations. Examples: have an exit interview for students who complete their MHCC degree or stop attending; follow up with recent graduates; and catch students before they graduate to get them involved with the Alumni Association.
7.2	Business Collaboration	This category contains responses that describe ideas for how to get MHCC more involved with local businesses and business owners. Examples: work with TriMet to improve transportation in the MHCC neighborhood; consider getting local restaurants to have food carts on campus; improve the Small Business Development Center (SBDC).
7.3	Student Services	This category contains responses that refer to ways that Student Services will make MHCC more attractive to our community. Examples: putting student services (Testing, Orientation Center, Advising, Financial Aid, cashier desk) under one roof; and offering services outside regular business hours.
7.4	Inclusion / Equity / Diversity	This category contains responses that refer to MHCC becoming more inclusive with an eye on equity and diversity.

Category Numbers	Category	Definitions & Examples
		Examples: offering a shuttle service; make diverse staff more visible; and ensuring that classes required for CTE programs are not canceled without reviewing students' needs first.
7.5	Community Resources	This category contains responses that refer to community resources becoming more visible and available at the College or referrals from the College. Examples: having a health care center on campus; become a hub for hosting community events; provide links to community resources (such as 211) on the website.
7.6	Relationship Building (internal)	This category contains responses with regard to building internal relationships. Examples: events for employees that build community; trainings about wraparound services; and ensuring that advisory boards are active.
7.7	Relationship Building (external)	This category contains responses with regard to building external relationships with students and the community. Examples: having additional language options when someone calls the main MHCC switchboard; outreach to the high schools, particularly about financial aid; and keeping student-centered initiatives and focus around contract negotiations.
7.8	Marketing & Communications	This category contains responses focused on marketing and communications as they apply to the community at large and prospective students. Examples: having a live chat available on the website; continue wayfinding project with more signage; and translating information into other languages.
7.9	Other	This category contains responses that referred to a variety of outreach/community-related topics. Examples: case management; and connecting people with the right resources, such as Work Source.

Theme 8 – Equity and Inclusion

Equity and Inclusion Categories (Total Responses – 88)

Category Number	Categories	Count	% of responses in theme
8.1	Support - Academic	22	25.0%
8.2	Support - Life	17	15.5%
8.3	Expanded Languages/Communication	14	12.7%
8.4	Expanded Hours	7	6.4%
8.5	Instruction	7	6.4%
8.6	ADA	3	2.7%
8.7	Training/Prof Dev	3	2.7%
8.8	Welcoming Climate	3	2.7%
8.9	Hiring	2	2.3%
8.10	Other	17	19.3%

Definition & Meanings – Equity and Inclusion

Category Number	Category	Definitions & Examples
8.1	Support - Academic	This category contains responses around providing appropriate academic supports to students. Examples: Syllabus = ground rules, self-advocacy, resources; Mandatory bridge/orientation; Consistent messaging about expectations, resources, information - drop dates on syllabus/calendar.
8.2	Support - Life	This category contains responses around providing appropriate information on resources students need to succeed in college. Examples: support cohort programs w/wrap around supports; "life happens" training for students and faculty.
8.3	Expanded Languages/Communication	This category contains responses centered on the need for more inclusive practices in communication. Examples: Make sure that translations are accurate and give the same message as the originals; Communication in multiple languages consistent and across the board; add language choices when you call main #.
8.4	Expanded Hours	This category contains responses about expanding the hours of services and classes we offer.

Category Number	Category	Definitions & Examples
		Examples: scheduling that meets students' needs; more evening classes/service; OC, Bookstore, Student Services – open until 7pm (for those who work f/t & are night students) for the first two weeks of every term.
8.5	Instruction	This category contains responses that seek to improve practices around equity in the classroom. Examples: message more #talktoyourteacher; early messaging about resources and when to see advisers/professors; Faculty should be aware of sensitive culture.
8.6	ADA	This category contains responses around improving ADA accessibility on campus. Examples: Making materials ADA accessible: unsure of exactly what has to be done, timeline, where to get help, best practices; financial aid office needs to be accessible & customer service oriented welcoming & safe.
8.7	Training/Prof Dev	This category contains responses about training needed to build a more equitable campus. Examples: Learn more about the processes students go through in testing, financial aid, admissions; Professional development around poverty & community resources.
8.8	Welcoming Climate	This category contains responses around building a more welcoming climate. Examples: more access (unlocked doors) phone directions - in person; Increase personal interaction with students at all levels of their college experience.
8.9	Hiring	This category contains responses around hiring practices. Examples: Everyone goes through application/interview process; review hiring process for deans - duties/qualifications/responsibilities
8.10	Other	This category contains responses that are unclear or do not match other categories. Examples: Low Info. Student - how to increase? HD100 for free; "orientation" for employees to run through student processes yearly (as we change constantly).

Theme 9 – Collaboration

Collaboration Categories (Total responses – 57)

Category Number	Categories	Count	% of responses in theme
9.1	Professional Development required	35	61.4%
9.2	Additional Funding required	18	31.6%
9.3	Improve existing practices	16	28%
9.4	Ramp up existing Best Practices	13	22.8%
9.5	Develop new practices	10	17.5%
9.6	Other	18	31.6%

Definition & Meanings – Collaboration

Category Number	Category	Definitions & Examples
9.1	Professional Development required	This category contains suggestions that will require employees to receive professional development to ensure effective roll out. Examples: outreach to employers who desire college credentials in hiring; Instructors would need to commit to being proactive w/dropping within 2 days & email/calling waitlist-ers to add students quickly; Transfer, learn from CTE Best practices (internships, etc.)
9.2	Additional Funding required	This category contains suggestions that would require new investments to succeed. Examples: CRM software (purchase); (hire) graduate interns to increase student workers; "obligatory" advising step – intervention.
9.3	Improve existing practices	This category contains suggestions that focus on improving how (or increasing how much) we deliver existing services. Examples: site visits/campus tour; timely release of scheduling information (B4 Nov. 4); Collaboration bet. Fin. Aid & acad. Advisors (and other advisors) to simplify the MTA? Process
9.4	Ramp up existing Best Practices	This category contains suggestions that focus on ramping up best practices that have a proven track record of success. Examples: Orientation Center – ‘Get Started’; leveraging “ohlala” app problem solving; More training or mentoring for advising. I would like to advise a few students with someone looking over my advice.
9.5	Develop new practices	This category contains suggestions that have not been implemented but which appear to have merit. Examples: student success series recorded on YouTube; Internal, temporary pool of students for hire.

Category Number	Category	Definitions & Examples
9.6	Other	<p>This category contains suggestions that are primarily personal commitments or normative statements.</p> <p>Examples: Building community; whomever encounters the problem owns the problem; collaborate between departments to share resources and ideas in community.</p>

Theme 10 – Leadership

Leadership Categories

Category Number	Categories	Count	% of responses in theme
10.1	Professional Development required	19	50%
10.2	Develop new systems/approach	16	42.1%
10.3	Investments required	9	23.7%
10.4	Improve current performance	8	21%
10.5	Other	11	28.9%

Definition & Meanings – Leadership

Category Number	Category	Definitions & Examples
10.1	Professional Development required	This category contains suggestions that either directly call for professional development or would require professional development for employees in order to be successful. Examples: Stakeholders involved in decisions, at the table; review our organizational structure. Does our structure make sense? LEAN perspective re: email (use).
10.2	Develop new systems/approach	This category contains suggestions that call for innovative change to current leadership practices. Examples: revisit an old problem with new administrators who might not be aware of the problem and it frustrating history; connect resources to priorities (Zero-based budgeting?).
10.3	Investments required	This category contains suggestions that would require new investments to be implemented. Examples: mentors for all; creates systems for feedback to employees.
10.4	Improve current performance	This category contains suggestions that focus on improving, or focusing more clearly, on existing practices. Examples: Advisory Boards are active to ensure relevance (of CTE programs); access to fin. Aid/flow for students; website - more services available: Market timelines, student resources: student app, 211, housing, etc.
10.5	Other	This category contains suggestions that are personal commitments or are general exhortations. Examples: Embrace change; pay it forward often; student-centered negotiations.