

NCCI Best Practice Collection

Updated March 31, 2010

A Template for Best Practice Sharing

Best practice title	Preserving Facility-Related Institutional Memory
Best practice description (under 100 words)	Buildings are a fundamental resource for all universities and understanding this resource is essential to make informed decisions to support long-term strategic facility planning. We have learned from experience that relevant information may exist but not be readily available. As a result, the University of Virginia developed the Building Documentation Repository (BDR) project which is a continual improvement project involving multiple units within a university: specifically, preserving institutional memory by centralizing historic and essential information related to university buildings in easy to use searchable database.
Institution	University of Virginia
Contact: name and email	Judy Maretta, Director Space and Real Estate Management jam&qt@virginia.edu
Web link to learn more (if available)	
3-4 Key words for searching	Buildings, Information Repository, Decision-making

A Template for Best Practice Sharing

Best practice title	A Shared Service Model for Administrative Practices
Best practice description (under 100 words)	Rutgers successfully created organizational change in times of limited financial resources by consolidating its police, fire, emergency medical, environmental health and safety, emergency management and transportation functions and multiple business entities into one integrated department with a centralized administrative function. The change process began by changing the culture; rather than defining issues/incidents as “public safety problems” they had to be seen as “university problems” impacting the campus community. A centralized Business & Administrative Services unit was created by combining administrative functions of the units, allowing Public Safety to eliminate redundancies and standardize processes, resulting in improved facilities and upgraded technology.
Institution	Rutgers University Center for Organizational Development and Leadership
Contact: name and email	Jay Kohl jkohl@aps.rutgers.edu
Web link to learn more (if available)	
3-4 Key words for searching	Administration, change, culture, centralization

A Template for Best Practice Sharing

Best practice title	Bridges to Health – A Continuous Process Improvement Collaboration of the UC Berkeley, UCLA and UC Davis Departments of Recreational Sports
Best practice description (under 100 words)	<p>B2H began as a software development project aimed at establishing control of technology and its cost. It quickly transcended its origins and expanded its vision to include ongoing collaboration teams aimed at continuous process improvement and increased effectiveness in the following areas: Program and Facilities Management, Sales and Customer Relationship Management, Risk Management and Uniform Policy Compliance.</p> <p>Hosted at the UC Berkeley Data Center, the B2H application launched Online Class sales in December 2009. Point of Sales and Enhanced Administration Modules are scheduled for launch in September 2010.</p>
Institution	University of California
Contact: name and email	Will Clipson – wclipson@berkeley.edu
Web link to learn more (if available)	Not Available
3-4 Key words for searching	Collaboration, Strategic Planning, Technology,

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Best practice title	Program Affinity Diagram
Best practice description (under 100 words)	The FHSU Program Affinity Diagram is a template based document used by departments to succinctly organize and display specific attributes of a degree program. Currently, our Program Affinity Diagram organizes basic information of degree programs according to six pre-set categories: Characteristics of Graduates, Expected Learning Outcomes, Curriculum, Assessment Approach and Methods, Assessment Results, Curricular/Pedagogical Changes. The Program Affinity Diagram has become a valuable tool for displaying basic program information in a one-page document for easy reference for faculty and students.
Institution	Fort Hays State University
Contact: name and email	Larry Gould, Provost lgould@fhsu.edu Chris Crawford, Assistant Provost ccrawfor@fhsu.edu
Web link to learn more (if available)	www.fhsu.edu/aqip
3-4 Key words for searching	affinity diagram, academic program, assessment

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Contact: name and email	Larry Gould, Provost lgould@fhsu.edu Chris Crawford, Assistant Provost ccrawfor@fhsu.edu
Web link to learn more (if available)	www.fhsu.edu/aqip
3-4 Key words for searching	affinity diagram, academic program, assessment

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Best practice title	Academic Audit
Best practice description (under 100 words)	In FY2006 Fort Hays State University initiated a comprehensive academic audit designed to jointly force departments to review curriculum and assessment methods and to align curriculum and assessment between on-campus and online offerings. FHSU used the Academic Audit work done by William Massy as the basis for our efforts. Our application of the Academic Audit required all departments to review a minimum of one undergraduate degree program according to the following pre-set categories: Learning Objectives, Curriculum and Co-curriculum, Teaching and Learning Methods, Student Learning Assessment, Implementation of Quality Assurance. Departments were asked to review their program relative to peer programs and “best in class” programs. FHSU achieved program revisions (either in learning outcomes, curriculum, or assessment) from most departments, with some departments making substantive revisions crossing all categories. The revisions have been a significant basis for published research, both in the discipline and in the general higher education research community. FHSU plans to mandate another round of academic audit for all academic programs before the next official Kansas Board of Regents Program Review cycle.
Institution	Fort Hays State University
Contact: name and email	Larry Gould, Provost lgould@fhsu.edu Chris Crawford, Assistant Provost ccrawfor@fhsu.edu
Web link to learn more (if available)	www.fhsu.edu/aqip
3-4 Key words for searching	alignment, academic program, assessment, curriculum

A Template for Best Practice Sharing

Best practice title	Emergency People Locator System
Best practice description (under 100 words)	<p>UC Berkeley's People Locator is a web tool that facilitates communication among the university's many "citizens" following a disaster-event. These citizens include students, faculty, and staff, plus families and friends of all of these. It is essentially an electronic bulletin board on which messages of any nature can be posted, and which can be searched either by name or by email address. Its primary intent is to provide a venue for people to establish contact and pass messages in the period following a major disaster, when people may be scattered and other means of communication may not fill the need.</p> <p>The source code for this tool is available at no charge to other institutions of higher education.</p>
Institution	University of California, Berkeley
Contact: name and email	Ron Coley rcoley@berkeley.edu
Web link to learn more (if available)	https://peoplelocator.berkeley.edu/ http://oep.berkeley.edu/
3-4 Key words for searching	emergency, disaster, communication, displaced

A Template for Best Practice Sharing

Best practice title	Mission Continuity Planning and the UC Ready Tool.
Best practice description (under 100 words)	<p>In 2001 UC Berkeley determined to extend its disaster readiness efforts beyond the traditional focus on protecting life, health and property. It set itself a goal of becoming ready to continue its teaching, research and public service mission during and after any disaster event – or to resume quickly if forced to interrupt.</p> <p>Seeing that such readiness required the engagement of faculty & staff at the department level, UCB crafted a methodology for departmental continuity planning, plus an easy-to-use web tool called <i>Restarting Berkeley</i> for departments to use.</p> <p>Observing Berkeley’s results, the UC System adopted the program for its other 9 campuses, with Berkeley hosting the renamed <i>UC Ready</i> web tool on its own servers for all.</p> <p>In response to requests from across the country, Berkeley next donated the tool to the Kualu Foundation for a US & Canada release and partnered with 9 other universities to govern the tool’s future enhancements. Kualu has made the tool financially self-sustaining by offering it as a hosted service for an annual subscription fee, and contracting with Berkeley to do the hosting & support. The <i>Kualu Ready</i> tool was launched for use on April 1, 2010.</p>
Institution	University of California, Berkeley
Contact: name and email	Ron Coley rcoley@berkeley.edu
Web link to learn more (if available)	http://ocp.berkeley.edu/ http://kualu.org/ready
3-4 Key words for searching	continuity, disaster, readiness, preparedness

A Template for Best Practice Sharing

Best practice title	Apprenticeship Program to Develop and Retain Skilled Workforce
Best practice description (under 100 words)	Since 1982, UVA's Apprenticeship Program strives to recruit, train, and retain a workforce skilled in the following trades: HVAC, Plumbing, Electrical, Electronics, Carpentry, Masonry, Plastering. On average, 6-9 apprentices are hired each year to work alongside a licensed tradesperson, engaging in 4 years of on-the-job training. In addition, each apprentice completes a curriculum of 6-8 trade-related courses. Upon successful completion of their training requirements and graduation from the program, apprentices take their respective exam becoming a licensed journeyman. A majority of graduates make a career with the University, assisting to train each new class of apprentices.
Institution	University of Virginia
Contact: name and email	Rebecca Leinen, rrl8n@virginia.edu
Web link to learn more (if available)	http://fm.virginia.edu/hrt
3-4 Key words for searching	Training, Apprentice, Workforce, Facilities Management

A Template for Best Practice Sharing

Best practice title	CQI Team Database
Best practice description (under 100 words)	<p>Teams enter information on the team's objective, membership, approach, and results. Information can be entered when the team starts and updated as the team identifies and implements recommendations. The information is available both within and outside of Penn State via the Web. This information can be a reference for individuals considering or involved in a CQI initiative. It can also provide an indication of the size, scope, and activity of the University's improvement efforts.</p> <p>This database itself was an improvement on the hardcopy brochures about team activities we printed previously, increasing access to information, decreasing cost, and saving paper.</p>
Institution	Penn State University
Contact: name and email	<p>Barbara Sherlock</p> <p>bjs12@psu.edu</p>
Web link to learn more (if available)	http://www.psu.edu/president/pia/database/index.htm
3-4 Key words for searching	CQI team database tracking

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Best practice title	Self Service Vendor Invoice/Payment Status Lookup
Best practice description (under 100 words)	<p>Vendor Invoice/Payment Status Lookup allows vendors to check the status of their invoice payments through a web accessible application. Using the Taxpayer Identification Number, vendors can view invoice payments for the past 90 days. The status update includes the invoice date, number and amount, purchase order number, voucher number, invoice received date, and payment information.</p> <p>The goal was to reduce the volume of calls the University fields from vendors inquiring about payments. Vendors that properly submit invoices can verify payment timeliness, accuracy, and status in one place without contacting the University. Since implementation call volume has already been reduced by more than 50%.</p>
Institution	University of Virginia - Procurement Services
Contact: name and email	Terry Butler tbb@virginia.edu
Web link to learn more (if available)	https://www.procurement.virginia.edu/pagevendorinvlookup
3-4 Key words for searching	Accounts payable, vendors, procurement

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Best practice title	PolyDASHER
Best practice description (under 100 words)	A data-sharing consortium created to provide Polytechnic institutions with a set of metrics unique to polytechnics. PolyDASHER will provide comparative data to be used for benchmarking, strategic planning and accreditation purposes.
Institution	University of Wisconsin - Stout
Contact: name and email	Wendy Marson marsonw@uwstout.edu
Web link to learn more (if available)	http://www.polyDASHER.org
3-4 Key words for searching	Data-sharing, polytechnic, benchmarking

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Best practice title	Gold Arrows: A Tool for Setting Institutional Priorities
Best practice description (under 100 words)	Translating an inspiring and detailed strategic plan into specific action steps can be a challenge. At UW-Eau Claire we adapted a best practice used by a nearby hospital (Luther-Midelfort, a member of the Mayo Health System). Each year, the University Planning Committee reviews our strategic plan’s goals and progress on our key performance indicators to identify a list of 5-7 institutional priorities on which faculty and staff will focus their improvement efforts during the year. These are our “gold arrow priorities.” After vetting by University administration, the gold arrows are shared with campus and accountable individuals assigned to each arrow. Progress on each year’s arrows then informs priority setting for the coming year.
Institution	University of Wisconsin-Eau Claire
Contact: name and email	Mary Jane Brukardt
Web link to learn more (if available)	http://www.uwec.edu/chancellor/stratplan/
3-4 Key words for searching	Strategic planning, priorities

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Best practice title	PEEQ: Program to Evaluate and Enhance Quality, a comprehensive program and services review for academic and administrative units
Best practice description (under 100 words)	PEEQ is a one-time, comprehensive, campus-wide program evaluation process that engaged faculty and staff from academic and non-academic units. Each unit completed a self study focused on three core criteria: mission alignment, quality and cost effectiveness. Using a five-color rating scale, teams of internal peer evaluators reviewed unit self-study reports and provided feedback for improvement to chairs and directors. The Evaluation team also provided administrative leaders with a range of recommendations for enhancing quality, improving effectiveness and reducing costs. As a result of PEEQ, the Chancellor is implementing more than 50 action initiatives for change.
Institution	University of Wisconsin-Eau Claire
Contact: name and email	Mary Jane Brukardt brukarmj@uwe.edu
Web link to learn more (if available)	http://www.uwec.edu/acadaff/peeq/PEEQIndex.htm
3-4 Key words for searching	Program review, evaluation, quality improvement

A Template for Best Practice Sharing

Best practice title	A Quick-Start Model for Departmental Strategic Planning
Best practice description (under 100 words)	<p>Strategic planning has become critical for academic and administrative departments alike. The quick-start model uses a modular, workshop approach to assessment-based planning that allows an organization to follow a process tailored to its particular planning needs. Specifically...</p> <ul style="list-style-type: none"> • It focuses on particular planning elements that are most critical for a unit at the current time • Uses a pre-workshop survey to gather information and engage participants in thinking about the planning issues facing the unit • Uses an interactive workshop model that involves the entire department • Includes an environmental scan • Results in <u>clear</u> and <u>shared</u> sense of aspiration and direction • Establishes priority goals and initiatives for progress toward those aspirations • Mobilizes collective focus, energy, and commitment as a division • Makes sure the day ends up with actionable items, not just brainstorming
Institution	Rutgers, The State University of New Jersey
Contact: name and email	Brent Ruben ruben@odl.rutgers.edu
Web link to learn more (if available)	http://www.odl.rutgers.edu/planning.htm
3-4 Key words for searching	strategic planning, planning, goal setting, organizational effectiveness, leadership

A Template for Best Practice Sharing

Best practice title	A Model for Organizational Assessment
Best practice description (under 100 words)	Organizational self-assessment is a process which can be used to assess and identify strengths and opportunities for improvement. It is a tool to respond to growing internal and external pressure to be more effective and efficient. Rutgers ODL has developed a model, Excellence in Higher Education (EHE), which is based on the Baldrige Criteria for Performance Excellence, but customized to the language and culture of higher education. This model can be used at any level: institutions, schools, administrative and academic departments, and programs.
Institution	Rutgers University, Center for Organizational Development and Leadership
Contact: name and email	Brent D. Ruben ruben@odl.rutgers.edu
Web link to learn more (if available)	www.odl.rutgers.edu
3-4 Key words for searching	Assessment, Baldrige, Organizational effectiveness

Best Practice at the University of Virginia - Legislative Tracking System

Best practice title	State Governmental Relations (SGR) Legislative Tracking System
Best practice description (under 100 words)	The SGR Legislative Tracking System is an internally-developed, web-based application used to document the fiscal and administrative impact of and monitor the status of state legislation applicable to the University and Virginia public higher education. The online application utilizes a secure interface requiring a user name and password, and permits users to view information and perform functions based on their pre-defined user roles. The primary advantages of the system, which went live for the 2006 Session, includes streamlined processes, central repository of information, access to real-time data, ability to create reports on demand, and an archival of previous session data.
Institution	University of Virginia
Contact: name and email	Sarah Collie, slc6h@virginia.edu
Web link to learn more (if available)	NA
3-4 Key words for searching	Legislation, Online tracking, Government

A Template for Best Practice Sharing

Best practice title	Real Estate Working Group
Best practice description (under 100 words)	Monthly meeting where stake holders and interested parties are invited to review real estate issues that are of interest to the broader institutional community. Items that may be discussed include leases of note, update of real estate initiatives, on-going negotiations for easements, purchases or financing. The meeting presents an opportunity for discussion and comment. Folks that may be interested in attending include, Risk Management, General Counsel, Community Relations, and related Foundations that have interest in real estate. This meeting demonstrates a transparency and a willingness to include others, as well as an opportunity to receive broader input from others.
Institution	University of Virginia
Contact: name and email	Charlie Hurt, cwh4cm@virginia.edu
Web link to learn more (if available)	
3-4 Key words for searching	Real estate, leasing, easements

NCCI
A Template for Best Practice Sharing

Best practice title	Using Academic Quality Improvement Program (AQIP) for institutional accreditation and improvement
Best practice description (under 100 words)	UW-Stout has used the Academic Quality Improvement Program to maintain regional accreditation and improve institutional performance since 2002. The process includes strategy forums, selection and implementation of targeted AQIP Action Projects, development of an AQIP Systems Portfolio and site visits.
Institution	University of Wisconsin-Stout
Contact: name and email	Julie Furst-Bowe, furst-bowej@uwstout.edu
Web link to learn more (if available)	http://www3.uwstout.edu/aqip/
3-4 Key words for searching	Academic Quality Improvement Program

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Best practice title	MIT Venture Mentoring Service (VMS)
Best practice description (under 100 words)	The MIT Venture Mentoring Service (VMS) harnesses the knowledge and experience of volunteer alumni and other business leaders to help prospective entrepreneurs in the university community bring their ideas and inventions to market. Entrepreneurs receive practical education through a hands-on, team mentoring process that builds a trusted long-term relationship. Entrepreneurs are assured impartial and unbiased advice by a code of ethics to which all mentors must adhere. This experiential learning increases the innovation output of the institution through greater commercialization of ideas and university technologies.
Institution	Massachusetts Institute of Technology
Contact: name and email	Sherwin Greenblatt (sherwin@mit.edu)
Web link to learn more (if available)	http://web.mit.edu/vms
3-4 Key words for searching	entrepreneurship, mentoring, volunteer

A Template for Best Practice Sharing

Best practice title	MIT's Leader to Leader Initiative
Best practice description (under 100 words)	<p>MIT's goals for Leader to Leader are to:</p> <ul style="list-style-type: none"> • Insure the stewardship of MIT, its mission and values • Foster distributed world-class leadership throughout MIT • Cultivate leaders who seize change as opportunity to advance MIT's role in the world • Equip leaders to shape MIT's culture of development and inclusion <p>L2L develops skills aligned with the Institute's culture and strategy. A nationally recognized, award-winning 12-month program, it offers theory, tools, and hands-on experience. Working with MIT's senior leaders, executive coaches and Sloan faculty, L2L Fellows participate in workshops, multi-rater assessments, individual development plans, and strategic Institute projects.</p>
Institution	Massachusetts Institute of Technology
Contact: name and email	Margaret Ann Gray mag@mit.edu
Web link to learn more (if available)	http://web.mit.edu/hr/oed/l2l/
3-4 Key words for searching	Leadership development, talent management, succession planning

A Template for Best Practice Sharing

Best practice title	MIT Institute-wide Planning Task Force
Best practice description (under 100 words)	A task force, consisting of over 200 sub-teams of faculty, staff, and students were charged to focus on MIT's mission and future in four areas: academic planning, administrative planning, student life, and revenue enhancement. MIT developed an on-line system to gather input from anyone in the MIT community, including alums < http://ideabank.mit.edu/ >. In record time, the task force came forward with recommendations; prioritization and implementation are in process with the pace of change moving fast while still honoring MIT's culture.
Institution	Massachusetts Institute of Technology
Contact: name and email	Israel Ruiz < iruiz@mit.edu >
Web link to learn more (if available)	http://web.mit.edu/instituteplanning/tf-charge.html
3-4 Key words for searching	Planning, Data Gathering, Engagement, Results, Strategy

A Template for Best Practice Sharing

Best practice title	MIT's Training Delivery Guide
Best practice description (under 100 words)	This on-line tool is designed for those involved in the development of MIT's employee training programs, including content owners, course developers, sponsors and others. It is not a decision-tree, but rather a practical resource to assist in making training decisions. Features of the guide include a framework, design factors, key questions, a "full-scale matrix, and an "at-a-glance-matrix." In both 2008 and 2009, MIT's Training Alignment Team won Best Product from Training Media Review (in 2009 tying with an Adobe product).
Institution	Massachusetts Institute of Technology
Contact: name and email	Jeannette Gerzon <gerzon@mit.edu>
Web link to learn more (if available)	http://web.mit.edu/training/trainers/guide/index.html
3-4 Key words for searching	Training, course development, course delivery methods, instructional design

A Template for Best Practice Sharing

Best practice title	A Consistent Staff Performance Management Process
Best practice description (under 100 words)	<p>After significant data gathering from supervisors and staff, Cornell has developed and implemented one consistent Performance Management Process and associated tools for staff. Standardization results in more consistent performance management, use of assessment tools, rating scales, and development plans increasing the effectiveness of supervisors and employees and better aligning individual performance with college and university goals. It is expected this will facilitate staff movement from unit to unit, especially central to college and college to central.</p> <p>See an overview of the process and tools at: http://www.hr.cornell.edu/life/career/performance_management.html</p>
Institution	Cornell University
Contact: name and email	Kathy Burkgren, klb18@cornell.edu
Web link to learn more (if available)	http://www.hr.cornell.edu/life/career/performance_management.html
3-4 Key words for searching	Performance management, performance appraisal, assessment, evaluation

A Template for Best Practice Sharing

Best practice title	Publicizing Quality Initiatives and recognizing team efforts
Best practice description (under 100 words)	Since Penn State began its continuous improvement efforts in 1991, there have been over 900 teams formed at the university. Their efforts have made a significant impact on the quality of Penn State's academic and administrative processes. This web site features the efforts of COI teams and initiatives whose work has had a noteworthy impact on the university's processes.
Institution	Penn State University
Contact: name and email	Barbara Sherlock – bjs12@psu.edu
Web link to learn more (if available)	http://qualityspotlight.psu.edu/
3-4 Key words for searching	Best practices, team recognition, showcasing results

NCCI
A Template for Best Practice Sharing

Best practice title	Using the Malcolm Baldrige National Quality Program to improve institutional performance
Best practice description (under 100 words)	Using criteria in seven categories to improve student learning and institutional performance, including leadership; strategic planning; student/stakeholder focus; measurement, information and knowledge management; faculty/staff focus and process improvement.
Institution	University of Wisconsin-Stout
Contact: name and email	Julie Furst-Bowe, furst-bowej@uwstout.edu
Web link to learn more (if available)	www.uwstout.edu
3-4 Key words for searching	Baldrige in higher education

A Template for Best Practice Sharing

Best practice title	Chairs Chats
Best practice description (under 100 words)	Informal lunches for department chairs where they can discuss topics of shared interest. Chairs select the topics and a schedule is created. A simple registration system allows them to sign up online, and show up for a free lunch and discussion with peers. About 4-6 per semester. Las Vegas rule applies – what gets talked about in chats stays in chats. Provost sponsored.
Institution	UW-Madison
Contact: name and email	Maury Cotter or Steve Stern Mcotter@wisc.edu , sjstern@wisc.edu
Web link to learn more (if available)	http://www.ohrd.wisc.edu/home/HideATab/AcademicDepartmentsandCenters/tabid/71/Default.aspx http://www.ohrd.wisc.edu/OHRDCatalogPortal/Default.aspx?tabid=29&CourseGroupKey=10285
3-4 Key words for searching	Department chairs, academic, leadership development

A Template for Best Practice Sharing

Best practice title	Using Accreditation to Engage Stakeholders and Create a Strategic Plan
Best practice description (under 100 words)	UW-Madison has used their ten year accreditation process in 1989, 1999, and 2009 to engage the campus, alumni, and community creating the foundation for a vision and strategic planning. The 2009 approach included the use of technology to engage 6000 voices. The resulting plan is a “strategic framework” with horizontal and vertical execution approaches.
Institution	UW-Madison
Contact: name and email	Maury Cotter mcotter@wisc.edu
Web link to learn more (if available)	www.greatu.wisc.edu , www.chancellor.wisc.edu/strategicplan
3-4 Key words for searching	Accreditation, Strategic Planning, stakeholder input

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Best practice title	University of Wisconsin – Stout Applied Research Center (ARC)
Best practice description (under 100 words)	The ARC specializes in providing research assistance to higher education institutions. Services are provided in the areas of: Benchmarking Surveys, Evaluation Services, Data-Sharing, Online Training Modules, Greenhouse Gas Inventories, and Customized Applied Research services.
Institution	University of Wisconsin - Stout
Contact: name and email	Cori Beskow arc@uwstout.edu
Web link to learn more (if available)	http://www.uwstout.edu/ARC
3-4 Key words for searching	Applied research, benchmarking