INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE
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Typical Process for Partnership Resource Team (PRT) Visits

(For distribution to client-institution participants in the initial PRT visit; revised August 15, 2016)

General Notes

- Typically, the institutional CEO initiates the PRT process with a Letter of Interest (LOI). In the LOI, she or he identifies specific Areas of Focus in which technical assistance would be helpful to the institution.
- Training is provided for all PRT members before they commence service.
- The Project Director and IEPI Program Specialist do the initial work with the institutional CEO, point persons, and PRT members on setting the dates for the first two visits and on other logistics. However, after these contacts in the early part of the process, in most cases the PRT Lead assumes primary responsibility for working with the point persons and CEO to finalize the meeting schedule and other arrangements.
- The main responsibilities of the PRT Lead include communicating as needed with the CEO.
- The PRT Lead has at least one substantial phone conversation or meeting with the CEO before each visit, in part to ensure mutual understanding of the purposes of and expectations for the visit. For example, it's important to clarify with the CEO that visit 1 is designed to gather information and to determine the scope of PRT assistance needed, not to provide immediate conclusions or recommendations for action.
- After each visit, both PRT members and the institutional participants are asked to evaluate the visit.

Preparation for Visit 1

- In their initial conversation, the CEO and the PRT Lead discuss the importance of informing the institutional community, and especially the participants in visit meetings, about the nature and purposes of the PRT visit, and about the information that participants will be asked to provide in those meetings. They also discuss ensuring sufficient functional and constituency representation in the meetings.
- The IEPI Project Director requests from the institution a somewhat more detailed (but still concise) treatment of the Areas of Focus, which the CEO will prepare in consultation with the Academic Senate President and other applicable leadership.
- The PRT reviews the following documentation, in addition to the Letter of Interest and the Areas of Focus treatment:
  - IEPI and accreditation status documentation
  - Any additional documentation regarded by the institution as crucial to understanding the Areas of Focus
  - Other documentation available on the institutional website, or provided by the institution at the team's request, that is directly related to the Areas of Focus
- The PRT reviews the draft list of individuals and groups the institution has suggested for interviews/meetings; requests any additional interviews or meetings that are needed to gain a fuller understanding of the institution's needs; and decides who on the PRT should meet with whom. Some interviews/meetings might work best with one PRT member; others might require two or more members, or even the whole team.
- The initial visit day typically starts at 8:00 or 8:30, and includes short breaks between meetings (to the extent that any formal committee meetings have such flexibility), a 45-to-60-minute lunch break, an afternoon wrap-up meeting for the team, and time for an oral *Summary of Initial Visit* to the CEO (and others at the CEO's discretion), all by the target finish time of 4:30 or 5:00. The PRT Lead works with the institutional point person to finalize the schedule for the day.

Visit 1: Gathering Information and Establishing Scope

- The PRT holds interviews and meetings with the individuals and groups as scheduled, and asks questions the team has identified for each interview or meeting, with follow-up questions as appropriate.
- The PRT analyzes the information gathered in the interviews and meetings.
- The PRT meets as a team to share preliminary observations about the institution's Areas of Focus, what the institution has already done or plans to do about them, and what additional IEPI resources, if any, would help the institution make progress.
- If the date for the second visit has not already been set, the PRT Lead works with the CEO, point persons, and PRT members to identify it. The second visit should take place as soon after the first visit as schedules permit, consistent with development and timely delivery of the List of Primary Successes and Menu of Options as described below. An interval of four to five weeks is ideal.
- Based on the team's discussion, the PRT prepares and presents a brief oral *Summary of Initial Visit*.

Follow-Up to Visit 1

- If the CEO has requested a written *Summary of Initial Visit*, the PRT prepares and submits it within two weeks of the visit, if at all possible. This document summarizes what the PRT heard during the visit: ideas discussed with institutional personnel, along with

activities that the institution has already undertaken to address its Areas of Focus, if any. It does not contain findings, conclusions, suggestions, recommendations, or prescriptions.
- The PRT Lead forwards any request for additional documentation to the institutional point persons.

Preparation for Visit 2
- Preferably before the initial visit, the CEO designates a specific group to draft the Innovation and Effectiveness Plan (the I&EP Group) with the guidance of the PRT during the second visit. The group may be ad hoc or existing, and if necessary, the CEO may designate two or even three groups, each of which is to draft one or more sections of the Plan.
- Based on the documentation review, interviews, meetings, and further discussions, the PRT creates a *List of Primary Successes and Menu of Options* (MOO) for institutional consideration in developing its Innovation and Effectiveness Plan. The MOO consists primarily of ideas for improvement and/or best practices in each Area of Focus. At least a week before the second visit, the PRT Lead sends this document to the CEO and point persons for distribution to the I&EP Group.

Visit 2: Helping the Institution Develop Its Innovation and Effectiveness Plan
- If requested, the PRT meets with the CEO (and others as he or she wishes) at the beginning of the visit, the end, or both.
- The PRT meets with the I&EP Group, discusses the MOO, introduces the Innovation and Effectiveness Plan template to be used, and assists the I&EP Group as they draft the Innovation and Effectiveness Plan over the course of the visit, providing constructive, colleague-to-colleague advice, commentary, and feedback as needed.
    - The components of the Plan should at some point be integrated into the institution's existing planning processes and products, but the template is an important transitional repository for objectives, associated planning elements, and, assuming the institution wishes to request a Seed Grant to expedite implementation of the Plan, the Request for IEPI Resources, which is required to obtain that grant (see below).
    - If the I&EP Group does not finish an approved draft Plan during the visit (which is likely), the PRT Lead makes arrangements for its chair or the CEO to email the draft in Word to the PRT Lead and Project Director for feedback as soon as it is complete.

Follow-Up to Visit 2
- The PRT and Project Director provide constructive and timely written feedback on the draft of the Innovation and Effectiveness Plan. The Project Director forwards the final version of the feedback to the CEO. The CEO then incorporates the feedback as he or she sees fit, and emails the final Plan to the Project Director, with a copy to the Lead for distribution to the PRT.
- Upon receipt of the final Plan, assuming that it includes a request for IEPI resources to expedite implementation of the Plan, the Project Director forwards to the CEO the application and agreement forms for a Seed Grant. Ordinarily, the time elapsed from receipt of the signed hard-copy application and agreement to issuing the check is no more than 30 days.

Preparation for Visit 3 and Any Subsequent Visits
- Immediately after completion of the final Innovation and Effectiveness Plan, the PRT Lead works with the CEO and point persons to identify the date for the third visit, which ordinarily takes place two to three primary-term months later, as schedules permit.
- About a month before the visit, the Project Director asks the substantive point person to provide a status report on implementation of the Innovation and Effectiveness Plan, and distributes it to the PRT.
- The PRT reads the final version of the institution's Innovation and Effectiveness Plan, along with the latest status report and any other documentation supplied by the institution, and assesses overall progress on the Plan.

Visit 3 and Any Subsequent Visits: Following Up
- The PRT meets with the CEO (and others that he or she might wish to include) to discuss her or his perspective on progress to date, and then shares any positive comments or questions that the initial discussion has not already covered.
- The PRT meets with the I&EP Group or its successor(s) to discuss their perspective on progress to date; shares any positive comments or questions that the initial discussion has not already covered; provides constructive advice, commentary, and feedback, including ideas or suggestions to improve implementation of the Plan, as needed; and discusses whether an additional visit would be helpful to the institution.
- Upon request, the PRT meets once more with the CEO to answer any questions and provide an oral summary of ideas or suggestions to improve implementation of the Plan.

Wrap-Up and Evaluation
- The PRT prepares a brief (up to two pages) written PRT process wrap-up document summarizing the institution's progress to date, along with any suggestions to improve implementation of the Plan.
- The Project Director asks the CEO to provide a description of any PRT-related improvements in institutional structures or processes that have proven especially successful, for possible posting in the Professional Learning Network (http://prolearningnetwork.cccco.edu/) or sharing in other venues.

IEPI Contacts
Matthew C. Lee, Ph.D., IEPI Project Director: matthew@mcleeconsulting.com
Catherine Johnson, IEPI Program Specialist II: catherine.johnson@canyons.edu