

THE FSS: A VISION FOR THE FUTURE

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May 2019

WHAT IS THE PROBLEM?

- Are we facing any crises?
 - Very little money to do anything?
 - Less than satisfactory working conditions?
 - Customers often disregarded?
 - Colleagues, co-workers often disregarded/disrespected/unappreciated?
 - Processes that don't work well?
 - Standards/Policies that aren't applied?
 - Colleagues that are disengaged?

WHAT IS THE PROBLEM?

- Are we facing any crises?
 - Little or no accountability?
 - Lack of fairness and objectivity?
 - Lack of creativity, resourcefulness?
 - Public feels we not doing anything?
 - Lack of ownership for issues faced?
 - Lack of opportunities to contribute meaningfully?
 - Poor leadership?
 - Etc, etc. etc.

Journey towards FSS REACH Vision



August
2018

FSS Faculty Day, Dive In, I2P3, and New Strategic Direction

Incoming Dean; Ideas for Strategic direction shared including Institutional Research, Strategic Planning Process, Continuous Improvement and Revenue Generation.

FSS REACH conceptualized

Taking stock of the first semester's successes and challenges, inspiration for a renewed set of values and practices to elevate the FSS is ignited; while the Faculty's Leadership team is strengthened. Meeting held on Feb. 14, 2019 with ATS to obtain feedback on REACH.

R – realizing impact through research

E – Exceeding the expectations of our students

A – Actively advocating for inclusive, sustainable development

C – Committed to be caring professionals

H – Harnessing our skills through continuous improvement and empowerment

January
2019

April
2019

Gust of ideas, winds of change

Further thought has gone into how to implement the FSS REACH Vision – a unit for continuous improvement, strategic planning and institutional research; process and operational improvement plan; talent management plan; culture change plan; SSFO restructuring

October
2018

Work begins on Initiatives

Work begins to implement the Strategic Initiatives, and track progress, as the Mona Campus contemplates its revised approach for 2017-22. Progress made: Online programme development; Process mapping for student requests; Staff recognition project; Research Refresher Series; Public Square; Professionalism seminar etc.

WHAT HAVE WE DONE THUS FAR?

General

- Strategic initiatives decided (some implemented)
- IR-SP Unit designed
- RAG reporting framework implemented -
Monthly report on progress in implementation of Strategic Plan
- Operational Plan reporting template designed
- Faculty Office Restructuring commenced

WHAT HAVE WE DONE THUS FAR?

Staff Morale

- Space Audit completed, repairs continuing, bathroom project being planned
- ATS Staff Recognition Project designed
- Inaugural Seminar for Professional Standards planned
- Greater inclusion of WJC and CHTM
- Progress made towards standardization of service delivery across Main Campus, WJC and CHTM
- Increased transparency with respect to E&P – Lecturer rep on committee, documents circulated
- Response to Brereton Report and amendments thereto being prepared
- Monthly lunch for Standing Committee

WHAT HAVE WE DONE THUS FAR?

Student Experience

- Research Student Refresher Series implemented
- Undergraduate Academic Advising Programme designed
- Increased access for students with disabilities
- CAPP Pilot Project in progress
- Tracking System for Research Student Progress partially designed
- FSS Public Square launched
- Seminar for Student Financial Literacy conducted
- 60 Computers received – 46 for labs
- Expansion of number of staff trained in FSSF0 to support students' requests
- ASRS Process Work Flow completed

WHAT HAVE WE DONE THUS FAR?

Research and Advocacy

- IR Project on Factors Affecting Research Productivity designed and submitted to Ethics Committee
- Financial support given to colleagues for research projects
- Departments have held numerous public forums
- Colleagues continue to participate in public discourse

MOVING FORWARD: WHAT ELSE ARE WE GOING TO DO?

1. Strategic Planning
2. FSS R-E-A-C-H
3. FSS C-O-R-E
4. Operational Planning

FSS REACH – A PROPOSED 4-YEAR CHANGE VISION

■ What will the changed FSS look like?

R

- Realizing impact through research

E

- Exceeding the expectations of our students

A

- Actively advocating for inclusive, sustainable development

C

- Committed to being caring professionals

H

- Harnessing our skills through continuous improvement & empowerment

FSS REACH – A PROPOSED 4-YEAR CHANGE VISION

| FSS R-E-A-C-H: A Proposed 4-Year Change Vision | | | | | |
|--|---|---|--|--|---|
| Who/What do we <u>most value</u> ? (Overarching Principles) | We value our students | We value knowledge and value creation | We value ourselves and those we work with | We value our country and the region | We value efficiency, and adherence to policies and processes |
| How will we <u>live</u> these principles (a few examples)? | We will be professional and caring in our interactions with students | We will conduct relevant, quality research | We will ensure that our faculty operates as a transparent meritocracy | We will seek solutions to Caribbean problems, and educate Caribbean leaders | We will set and meet benchmarks for responsiveness and timely performance of duties |
| | We will ensure quality and relevant course, programme and co-curricular offerings | We will seek research grants and other sources of funding | We will hold ourselves and others accountable | We will champion and model the ethical, efficient, productive operations that we want to see in the public and private sectors | We will act according to policies and processes, irrespective of the personnel that happen to be around |
| | We will dedicate time to honing our teaching skills | We will hone our research skills and keep on the cutting edge | We will treat each other with the highest levels of respect and collegiality | We commit to activism and civic engagement for the advancement of the region | We will be ethical and impartial in our application of policies and processes |
| | We will ensure adequate and properly functioning learning facilities | We will widely disseminate the results of our research | We will engage in a process of continuous self-improvement | We will not operate in academic silos | We will be prudent in our expenditures and financial commitments, and commit to financial transparency |
| Who will we <u>be</u> in a changed FSS? | Professional; Respectful & Caring; Accountable & Resourceful; Motivated & Engaged; Innovative, Creative & Adaptable; Leaders, Facilitators & Ambassadors; Team-Players; Continuous Learners; Prudent & Ethical Resource Managers | | | | |
| Where will the change <u>begin</u> ? | I will change my behaviour and exhibit leadership in my sphere of influence | | | | |
| | I will model the behaviour that I want to see, I will not wait for others to change | | | | |
| How will we <u>know</u> that we have changed? | We will set specific objectives and performance targets | | | | |
| | We will monitor and evaluate our performance, and continuously refine our plans | | | | |

Moving the FSS Forward: Putting it all together

Strategic Plan

- . Improvement of physical facilities
- . Increased online offerings
- . Academic advising & remedial measures
- . Activities to improve students' life skills, etc.
- . Increased support to research
- . Increased emphasis on advocacy
- . Efficiency, process & service improvements
- . CAMP initiatives

FSS REACH - Change Vision

- . Voluntary 360 degree Assessments (Dean & HODs)
- . Mandatory annual appraisals (acad & admin)
- . Administrative leaders training programme
- . Succession planning & training programme (acad & admin)
- . Establishment of performance standards (with M&E)
- . Job rotation & sharing of best practices
- . Awards & recognition for ATS staff

Operational Plan

- . FSSFO restructuring
- . Student matters
- . Staffing matters
- . Facilities & equipment mgmt
- . Timetabling
- . Exam issues
- . Lectures & tutorials
- . Co-curricular activities
- . Events & ceremonies
- . Etc.

FSS CORE: Mission and Vision

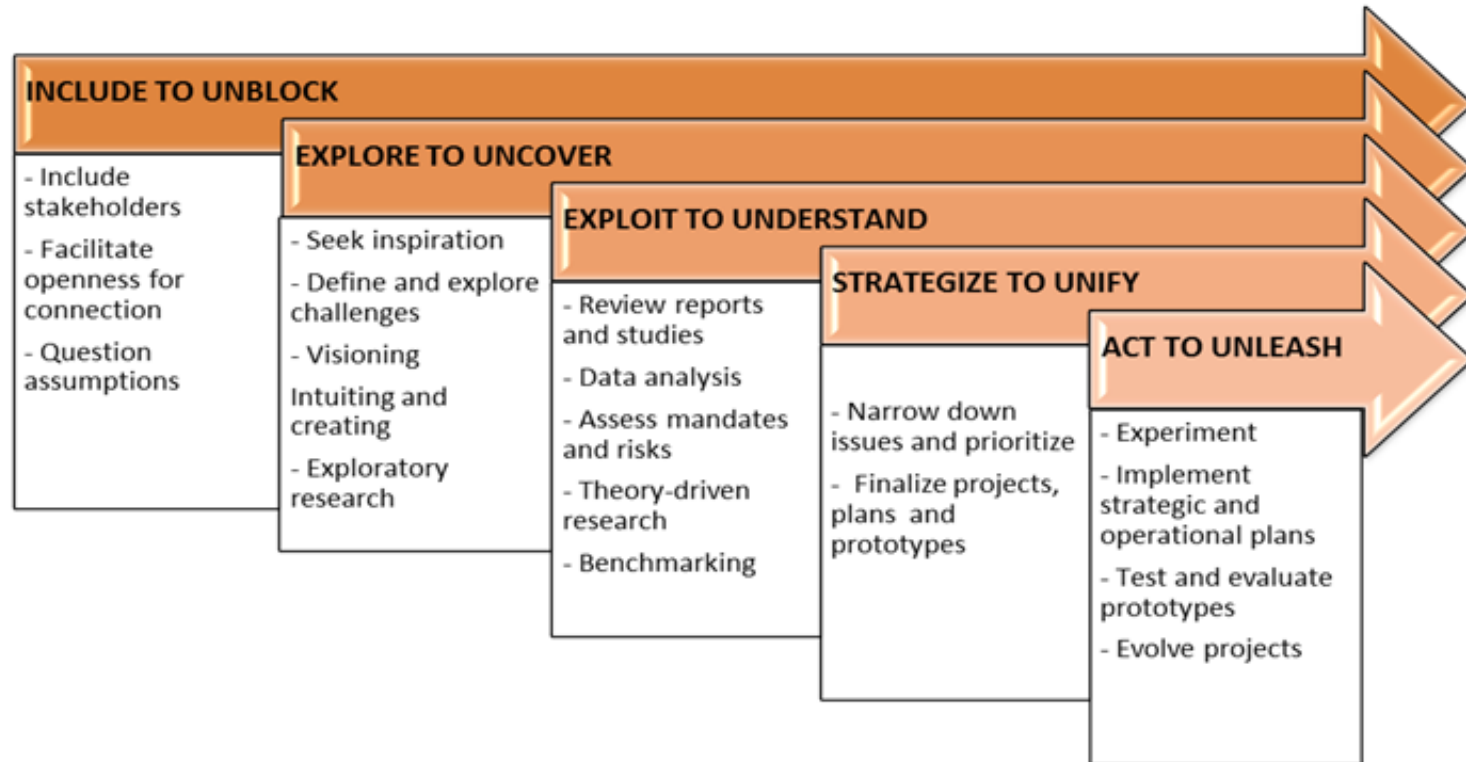
- A Faculty of Social Sciences Office for Continuous Improvement, Organizational Effectiveness and Institutional Research
- **Our Vision** is to transform the FSS into a congruently capable entity with a thriving culture of self-driven learning, collaborative inquiry and deep concern for humanity.
- **Our Mission** is to drive the organizational and institutional effectiveness of the FSS through research and design-driven continuous improvement. We aim to provide relevant information to the FSS in the service of human-centered decision making, problem-solving, strategic planning and operational performance management.

FSS CORE: Functions

- Continuous Improvement (O-CIM)
- Institutional Research (I-RES)
- Reporting And Dissemination (FSS-REP)
- Data Repository Development And Management (D-REP)



O-CIM Methodology



OPERATIONS AND GOVERNANCE

■ FSS CORE OFFICE

- *Associate Dean for Institutional Research and Strategic Planning*
- *Planning Officer*
- *Administrative Support*
- *Opportunities to get involved*

FSS CORE: OPERATIONS AND GOVERNANCE

■ COMMITTEES AND TEAMS

- *FSS STANDING COMMITTEE*
- *FSS CORE COMMITTEE*
- *FSS CORE OFFICE TEAM*

CHANGE IMPLEMENTATION PLANS

- Talent Management Plan
- FSS Core Implementation Plan
- FSS Reach Culture Change Plan
- Operational Improvement Plan
- Supported By Implementation Teams
- Timeframe: 4yrs Overall

Desired End State

- The agreed on values, principles and identities are part of our lived reality
- DISC operations are improved through development of core process maps, and workflow diagrams
- A systematic procedure exists to prepare monthly operational plan reports for HODs
- Faculty Board and Standing committee receive regular, standardized reports that allow better tracking of performance
- The redesigned SSFO is more efficient and effective

R

E

A

C

H

Desired End State

- DISC office managers use Agile methods more regularly and frequently to manage operations and projects
- Leadership capacity in the faculty is enhanced by leadership development and succession planning programmes, 360 degree leadership assessments, and more collaborative interactions
- All staff benefit from participating in annual appraisals, performance conversations and individualized professional development plans
- Institutional research is embedded into our decision making processes

R

E

A

C

H

A FEW MILESTONES

- FSS CORE established by June 2019
- Begin 5U workshops in July 2019
- Begin accepting IR proposals in July 2019
- Launch FSS REACH and Culture Competition, Faculty Day 2019

Questions/ Comments

Thank you for this opportunity.

Let us talk...

APPENDIX

THE FSS STRATEGIC PLAN: 2018/19 – 2019/20

Initiative:

Improve the Student Experience, Research, Advocacy and Staff Morale in the FSS

- Sub-Initiative #1: Improve the FSS student experience (Access, AC3)
- Objectives:
 - 1.1) Improve the physical facilities in the FSS to enhance course and programme delivery
 - 1.2) Improve responsiveness to FSS students' needs
 - 1.3) Improve FSS students' work readiness and life skills competencies

THE FSS STRATEGIC PLAN: 2018/19 – 2019/20

Sub-Initiative #2: Improve FSS staff morale (Agility, AG4)

Objectives:

- 2.1) Improve the physical working conditions in the FSS
- 2.2) Improve the psychosocial working conditions in the FSS
- 2.3) Design a planning and implementation process to guide continuous improvement and strategic planning within the FSS

THE FSS STRATEGIC PLAN: 2018/19 – 2019/20

Sub-Initiative #3: Increase support to FSS researchers and enhance advocacy in areas related to the Social Sciences (Access, AC4 and Alignment, AL1)

Objectives:

- 3.1) Provide support to FSS researchers in conducting and disseminating research, particularly in areas aligned with the Triple-A Strategy
- 3.2) Actively engage in public discourse on matters of national and regional importance to demonstrate the relevance of the FSS and to enhance its reputation as a premier producer of research
- 3.3) Provide case-specific guidance to the public and private sectors in areas related to the social sciences