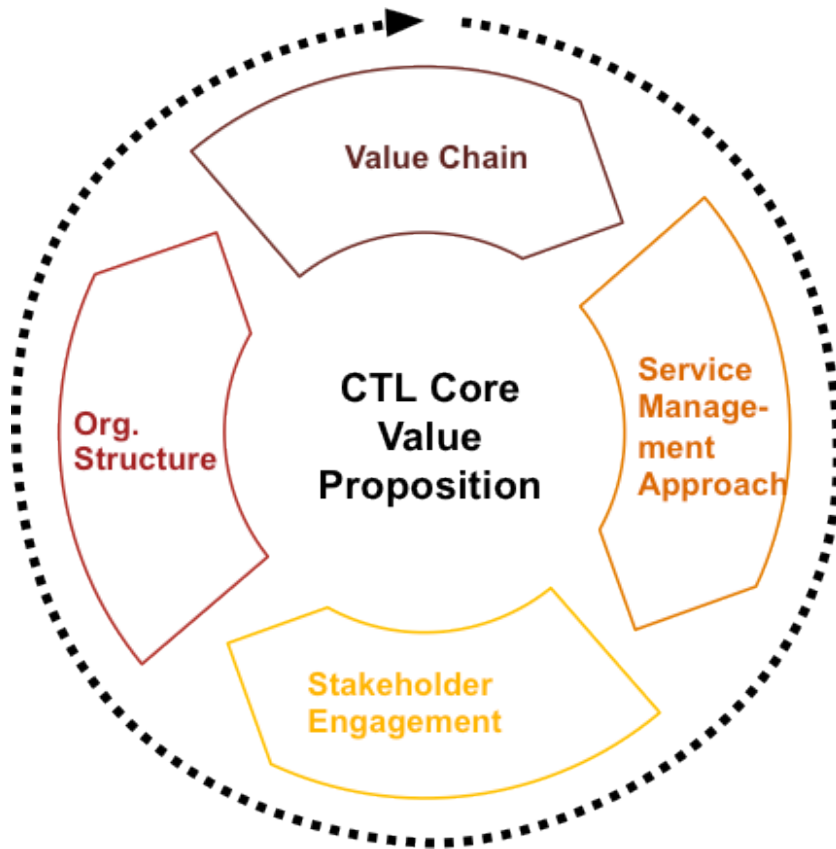


# *Mohawk College: Future Ready Academic Quality and Processes – Centre for Teaching and Learning*

CTL Briefing  
August 13<sup>th</sup>, 2013

# Strategic Questions



1. What is the optimal operational model for CTL in light of our strategic priorities, Academic and operating environment?
2. What are the key changes to CTL that would generate the greatest value to the College? And why?
3. What is the best way for the College to realize and generate the benefits identified?

# Best Practice & Stakeholders

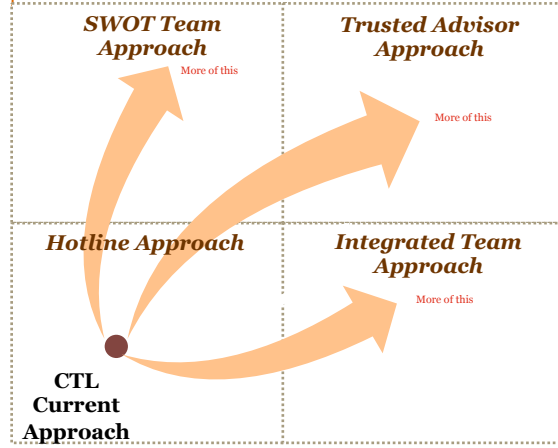


## What works well

- Really strong people
- Solid technical expertise
- One-on-One help is highly valued

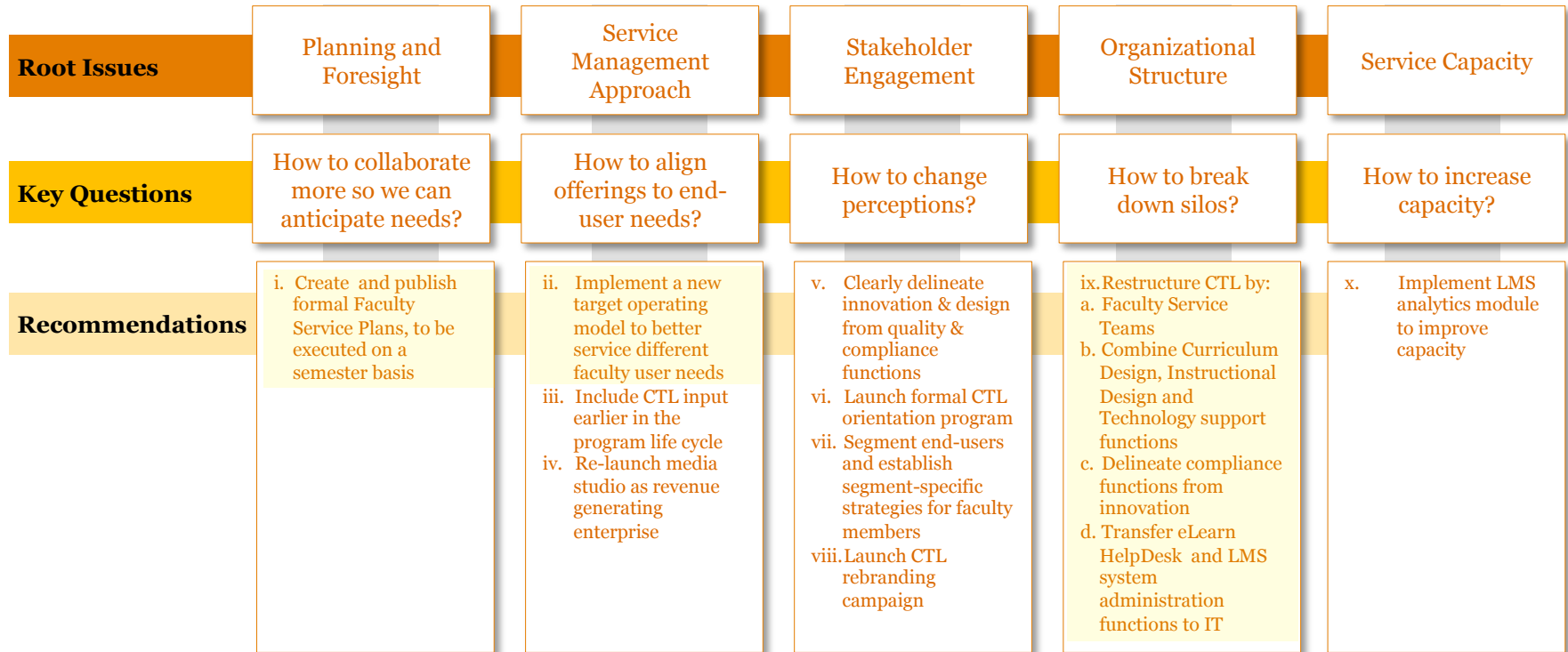
## “Hot Button” Issues

- They are not credible enough with pedagogy
- They are not “one of us”
- We can’t find them when we need them
- We don’t know how to reach them
- We don’t know what they do
- They do good work but there are not enough of them to make a difference



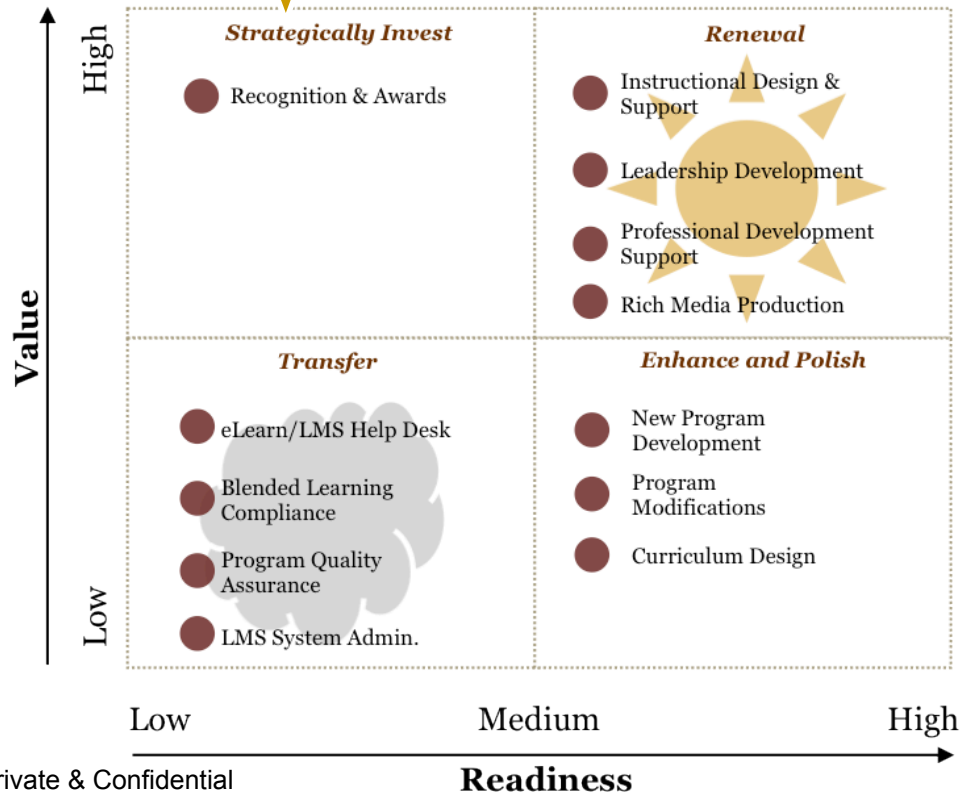
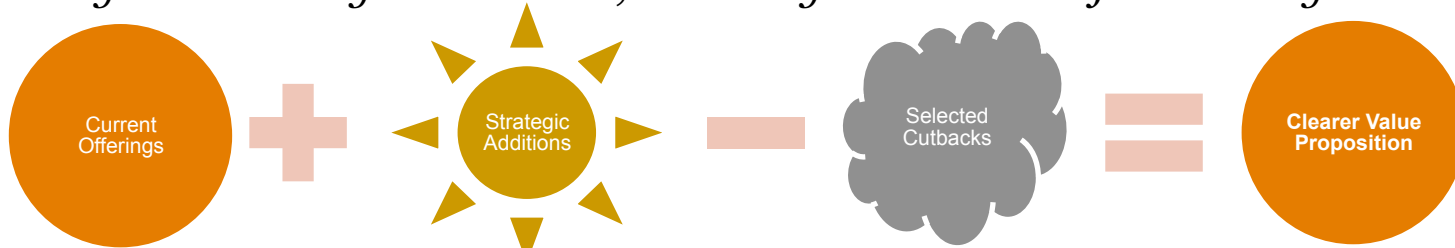
# Root Cause Analysis - How do we get there?

Senior team will work with CTL, Library, Academic Operations, IT, HR and other stakeholders to set the stage for change with a phased implementation



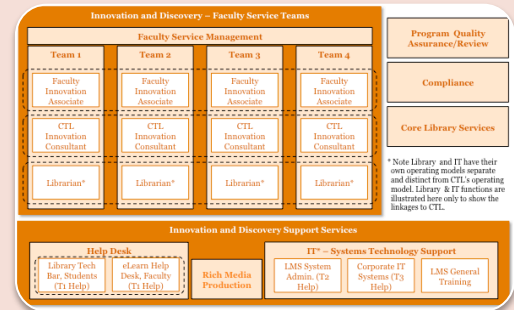
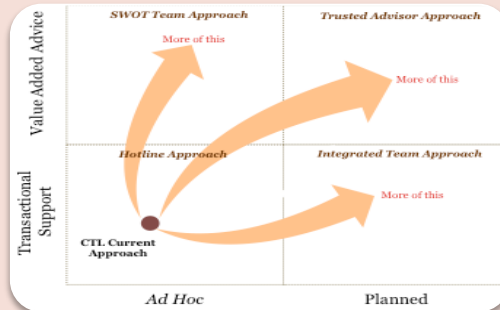
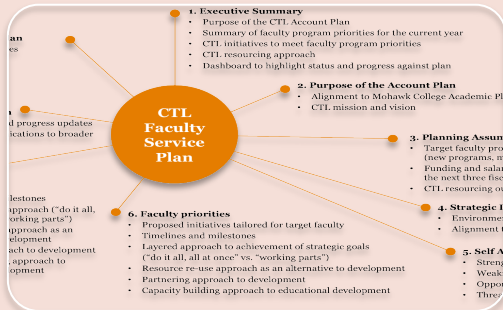
# Vision for the Center for Teaching and Learning?

*“A centre of excellence focused on promoting the adoption of leading practices and creating value through innovation, discovery and research for teaching and learning”*



# High Priorities

What are the top 3 priorities for the CTL?



## Priority #1

Create and publish formal Faculty Service Plans, to be executed on a semester/annual basis

## Priority #2

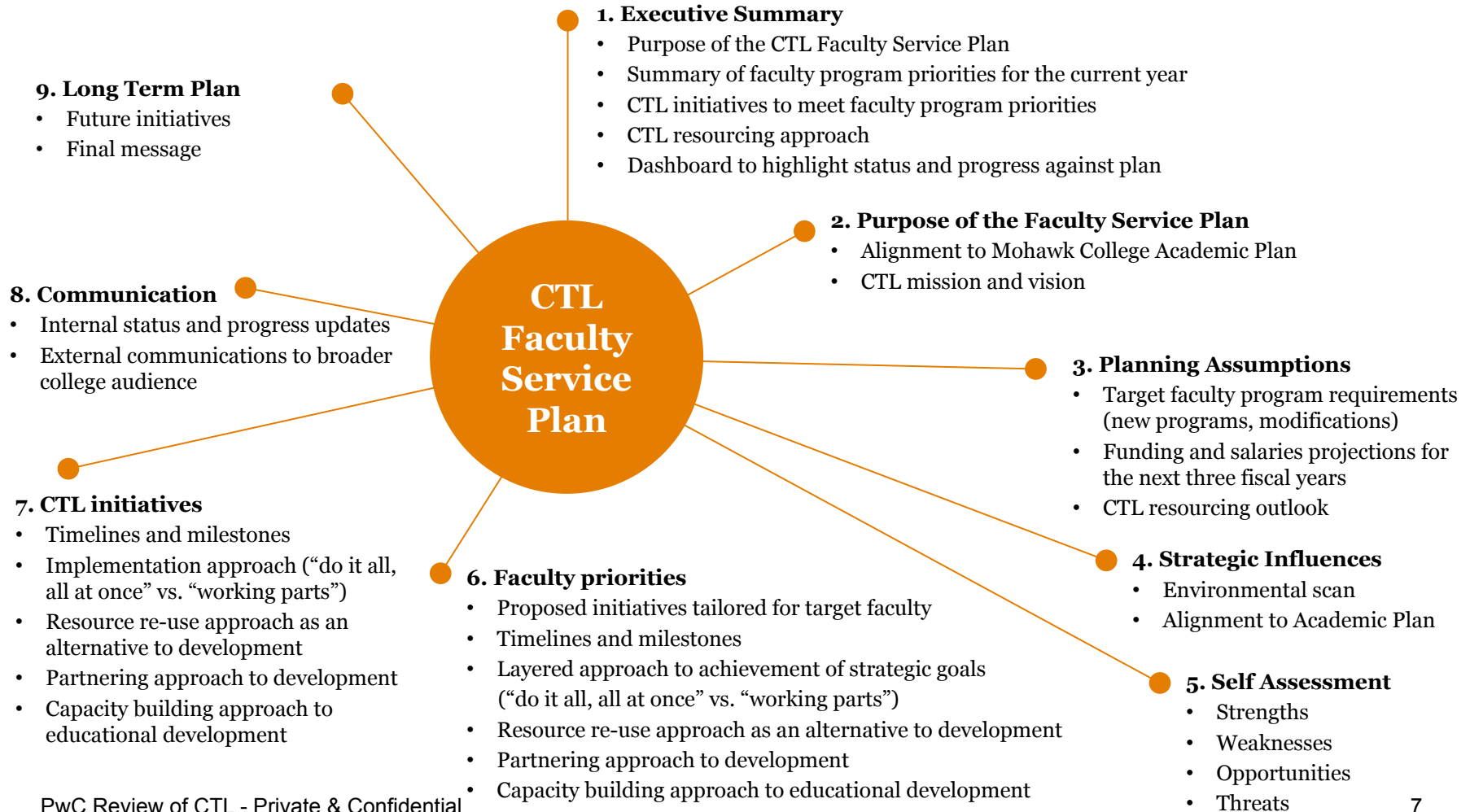
Implement a new target operating model to better service different faculty user needs

## Priority #3

Restructure the Innovation and Discovery Function at Mohawk College

# RECOMMENDATION – Service Plans

*The CTL Faculty Service Plan should first and foremost be aligned with the college's Academic plan, and include 9 elements*

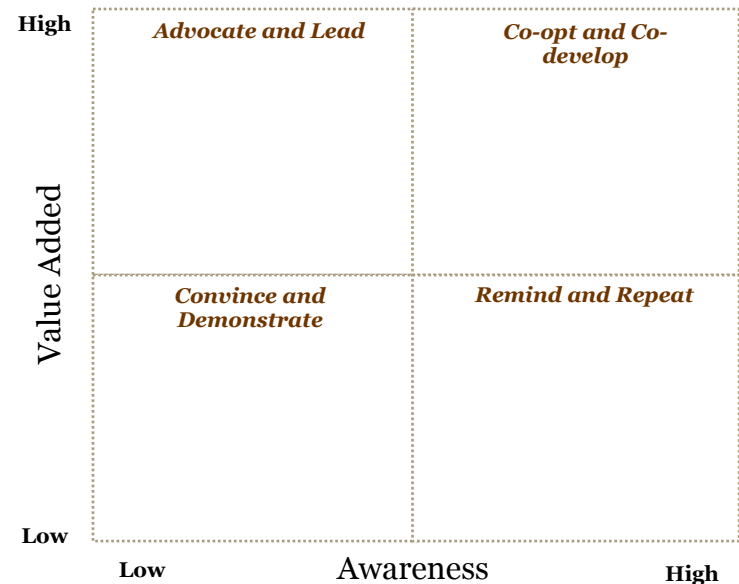


# How can stakeholders be approached differently?

*The CTL's current mentality to stakeholder engagement is to "build it and they will come" – a more tailored approach could help build stronger relationships*

## Observations

- There is no formal approach to segmenting end-users and understanding how they perceive CTL's service offerings
- The general approach is to build a service, and then expect that the user population will find out about the service, understand how the service will help, and hence value the service
- While this approach may work well for certain services that are traditionally associated with the CTL (i.e. technology help), for other areas this approach will fail to meet expectations
- The CTL could analyze how different end user segments perceive the value added by each service, and map that against the general awareness of that product
- For example, the value of technology assistance may be relatively high for new faculty compared to veterans; similarly, temporary faculty may have different perceived value for program review services
- By understanding end user needs better, the CTL has an opportunity to build significantly stronger relationships with faculty



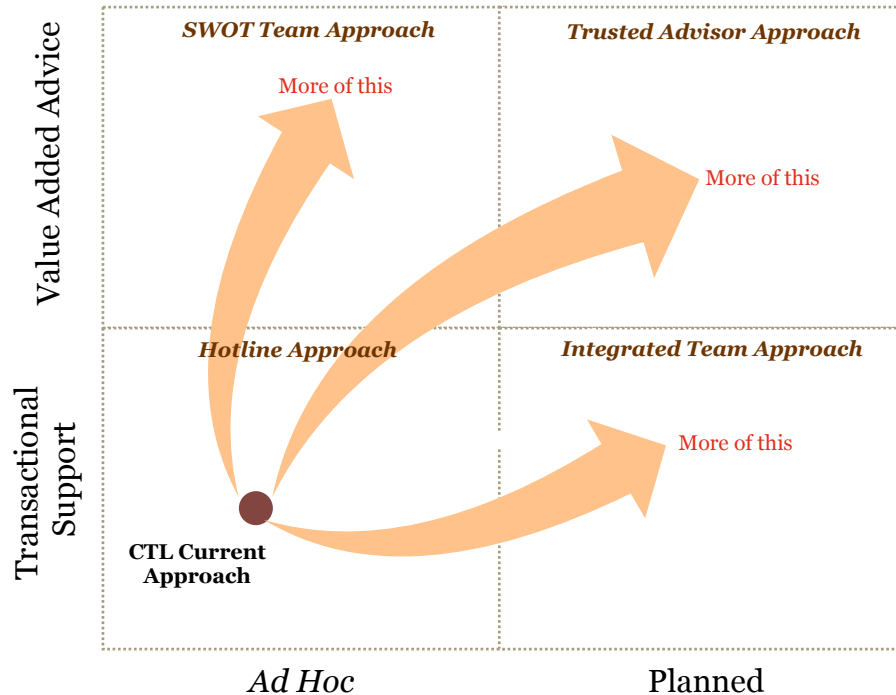


# RECOMMENDATION - CTL Service

The current service management approach may be described as “one size fits all” – ad hoc and transactional

## What needs to change? The CTL’s approach to servicing end-users

The CTL needs to take a more strategic approach and customize its service management approach around the needs of end-users. In particular, three additional approaches need to be considered: the SWOT team, the Trusted Advisor and the Integrated Team.



## What are the options?

### SWOT Team

Suitable when deep technical expertise is required on an *ad hoc* basis

Candidates: Rich media production

Operationalize by: Subject Matter Experts with a personal “brand” of technical expertise

### Trusted Advisor

The preferred approach for providing high value-added advice on a planned basis

Candidates: training sessions, 1-on-1 sessions, workshops

Operationalize by: Dedicated Faculty Service Teams working collaboratively with faculty leadership to plan and execute a semester/annual faculty service plan

### Hotline Approach

Best for *ad hoc* and transactional “one-off” requests

Candidates: eLearn troubleshooting, telephone/email/walk-ins

Operationalize by: single-contact, one-stop-shop for the entire college

### Integrated Team

Optimal for day-to-day operational support on a planned basis

Candidates: proposals, pilot projects, professional development

Operationalize by: embedding resources into end-user departments, such as a through a secondment or embedded team.

# RECOMMENDATION – Operating Model

*Establish a new target operating model*

