Rio's Road Less Traveled

October 28 - 29, 2021

Welcome Message from Rio Salado President Kate Smith

Dear Colleagues,

During the next two days, I invite you to reflect on the legacy Rio Salado College has created over the past 43 years. We have actualized a very unique mission in providing education to the underserved by being a national leader in online education and delivering high-quality learning opportunities by specializing in partnerships and strengthening our communities. And, today, we are distinctively positioned to continue leading educational efforts as the landscape of the academy radically evolves. I ask that you use these next two days as an opportunity to strengthen your understanding of Rio's journey, the paths we've blazed as pioneers in distance education, and how we align to the Higher Learning Commission criteria of quality. Using departmental goals to drive our strategic goals, we will define our roadmap for continuous improvement.

As we embark on this HLC and 4DX expedition together, put on your "Gaiters," remember not to be a "Glonk," and grab your "GORP," because together, we are about to boldly journey into uncharted territory!

Kate Smith
President

Event Schedule

Thursday, Oct. 28, 2021

Welcome Session	9 - 9:30 a.m.
Break	9:30 - 9:35 a.m.
HLC Criterion 1 and 2 Session	9:35 - 10:20 a.m.
Break	10:20 - 10:25 a.m.
HLC Criterion 3 and 4 Session	10:25 - 11:10 a.m.
Break	11:10 - 11:15 a.m.
HLC Criterion 5 Session	11:15 - 11:40 a.m.
Break	11:40 - 11:45 a.m.
Closing Session	11:45 a.m. - Noon

Friday, Oct. 29, 2021

Welcome Session	9 - 9:30 a.m.
Connecting Frameworks 4DX, HLC, & PDCA	9:30 - 10:45 a.m.
Break	10:45 - 10:50 a.m.
4DX Divisional Breakout Activity 1: Team Reflection Share Out Activity 2: Brainstorming WIGs Goal #1 Activity 3: Brainstorming Leads	10:50 a.m. - Noon

Facilitators and Learning Objectives

Thursday, Oct. 28, 2021

Session	Facilitators	Learning Objectives

HLC Criterion 1 and 2 Session	Dr. Greg Pereira, Vice President of Student Affairs
	
	Mitra Mehraban, Faculty Co-Chair, Counseling
	
	Dr. Tamara Cochran, Dean of Community Development
	
	Dr. Janine Adkins, Faculty Chair, History, Humanities, and Design
	
	Gina Pinch, Faculty Chair, Business Management
	
	Tafari Osayande, Associate Dean of Conduct and Community Standards
		Criterion 1
		1. Locate Rio Salado's mission on the web.
		2. Relate your work to Rio Salado's mission.
		3. State how through your work your team, department, or division
		   a. contributes to operationalizing Rio's mission,
		   b. demonstrates a commitment to the public good,
		   c. provides opportunities for civic engagement in a diverse, multicultural society and globally connected world.
		4. Create a connection to how you support the three HLC Criterion 1 core components.
		
		Criterion 2
		1. Reflect on how ethics, transparency, and accountability are the responsibility of each employee.
		2. Identify how the governing board makes decisions that impact the college.
		3. Recognize the importance of academic freedom and freedom of expression.

Session	Facilitators	Learning Objectives
HLC Criterion 3 and 4 Session	Dr. Shelley Dennis, Faculty Chair, Health Sciences and Sustainability Michael Medlock, Associate Dean of Instructional Design and Technology Julie Cober, Faculty Chair, Communication Dr. Angela Felix, Faculty Chair, Languages Sarah Stohr, Faculty Co-Chair, Library Services Dr. Ramona Cox, Dean of Student Affairs, Enrollment, and Recruitment	**Criterion 3** 1. Brainstorm key terms/phrases and/or strengths regarding Rio's excellence related to Rio's courses and programs; how Rio's courses, certificates, and degrees offerings align with Rio Mission, Vision, and Values; Rio's faculty and staff; and student support and resources for effective teaching and learning. 2. Identify key terms from the HLC argument that show excellence in teaching and learning at Rio. 3. Recite HLC3: Quality and Excellence in Teaching & Learning: It's Who We Are; It's What We Do! **Criterion 4** 1. Demonstrate an understanding of HLC Criterion 2. Describe how PDCA cycles lead to improvement at Rio Salado College. 3. Apply what you learned about PDCA cycles to your work.
HLC Criterion 5	Dr. Rick Vaughn, Faculty Chair, STEM Initiatives Maria Bellino, Associate Vice President, Employee Services Michelle Gates, Vice President of Administrative Services	**Criterion 5** 1. Participants will be able to describe each of the three components of criterion five and give examples of evidence from the report from each component. 2. Participants will be able to give examples of human, physical, financial, and IT resources and processes. 3. Participants will be able to relate their work with 4DX and strategic planning processes to the mission of the College.

Friday, Oct. 29, 2021

Session	Facilitators	Learning Objectives
Connecting Frameworks 4DX, HLC, and PDCA	Kate Smith, President Janelle Elias, Interim Vice President of Strategy and Advancement Christin Franco, Training and Development Consultant Zach Lewis, Associate Dean of Institutional Research Karen Docherty, Faculty Co-Chair, Library Sciences Aaron Coe, Quality Assurance Program Manager	1. Ensure all employees understand the college-wide commitment to the 4DX operating system through 2023 to achieve our strategic goals. 2. Present formal awards and recognition to 4DX teams. 3. Demonstrate the need and benefit of focusing in on completion lead metrics by department/team. 4. Ensure all employees can identify how the Four Disciplines of Execution work together. 5. Ensure all employees understand the college-wide commitment to the 4DX operating system through 2023 to achieve our strategic goals. 6. Feature Rio 4DX success stories and best practices within our departments. 7. Demonstrate how real 4DX WIGs at Rio align with HLC criteria. 8. Present formal awards and recognition to 4DX teams.
4DX Divisional Breakout	Division leaders	Demonstrate the need and benefit of focusing in on completion lead metrics by department/team. Provide departments with planning time to update 4DX goals on shorter timelines (semester, AY, FY, etc.)

Other contributors:

Tristan Marble, Faculty Chair, Social Sciences
Rick Kemp, Interim Vice President of Academic Affairs
Dr. Karol Schmidt, Dean of Institutional Effectiveness and Innovation
Dr. Jennifer Adcock-Shantz, Faculty Chair, English
David O'Shea, Vice President of Technology and Infrastructure
Shawn Korman, Faculty Chair, Physical Sciences

Team Rio is forging ahead! Ready to tackle all obstacles that may be in our path!

Mission + Integrity = Success

HLC Criterion 1 and 2 - Mission and Integrity

Criterion 1: Mission

1.A. We articulate and operationalize it widely.
1.B. We commit to the public good above all else.
1.C. We foster a climate of respect among everyone.

Criterion 2: Integrity

2.A. We establish and follow fair and ethical policies and procedures.
2.B. We present ourselves clearly and completely to others.
2.C. The governing board works in the best interest of our institution.
2.D. We commit to academic freedom and the freedom of expression.
2.E. We responsibly acquire, discover, and apply knowledge.

Activity Log

Criterion 1: Mission: Warp Speed Wrap-Up
How does your work contribute to Rio's Mission?

_____
_____
_____
_____
_____
_____
_____
_____

Criterion 2: Integrity: Groovy Wrap-Up
How does your work contribute to Rio's Mission?

_____
_____
_____
_____
_____
_____
_____
_____

Scavenger Hunt Reports

Your creation: _____

_____

A benefit to others: _____

_____

Inclusion or respect: _____

_____

Transparency: _____

_____

Academic freedom or freedom in general: _____

_____

Ethical conduct: _____

_____

Notes

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Mission + Integrity

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Y O L R A Z B V J R I C G B H P A R T N E R S H I P S P O W
N M B G A K U V V N K W N Y M I S T G F D Q Q S K F U T B B
T K J L C Q D T S X T H T S B K Q D A K B F P M Q D F H F F
Q F R G C H R X H A M F R U R O Y N I W D D U J D F U V T R
Y F B J O P S X Y A K D Y S N M F D X V M B M J B K Y P H M
F Q L Q U Z A J S E Z M J M E E W V W B E G K U I R F U G J
J B P G N A L S T W T R A N S P A R E N T R J H L Q Q E S F
T L E J T V M K U T E A M W O R K P H T T P S S H A M O T G
U W B B A Z U E W R E Q U I T Y C O Y R C Z C E B F O C P G
S K E L B E K Y F R U Y A K P D B D L R G X B H R F V I F E
H K K A I Y B Y T N W E C C E U S I E Q I I Q F S C W V U L
P T H D L P H S U R Z T D A A U B E A C S S R J C F L I D L
D M K S I O F E R D Q A J B Z D K L L U I D P I M G C C X Z
X Y E B T Y I N C L U S I V E Y E P I Z S S K N J F Z S J Q
M W X L Y E E K A V I B U R N N M M P C S Y I C R V O V Q U
U U O L W U S U C C E S S P I I B S I C S Y C O D V W B G M
C K K U S L D I W R Y V S G X M G C U C P E G C N J F Z P L
O O G C I T U N B E F M C F K D N R Y P S C R Q L S N G B F
M M L C Y A T X A E G N S K H E Q Y G G P J U V R W A D N R
M E A K U Q F X C A H A K U M J Z B D X I O V L I P Y B R T
U I E O M E O N T X M N D S A A Q F F K Y M R O T C X O L H
N C S S M H N H D X O U L S U N I I F W L Q V T K U E H W X
I Y C S J W W B I Z M U N T E T H I C A L H X Y I I R T L I
T G G W I L S V V Z S F R F J F R V H I O F H N R V D E I Y
Y V Z P A O V P P L G H R E S P O N S I B I L I T Y E B T S
S V F L M B N R J Z R P E R E S P E C T X A V T U K T B L S
C Z R B Y F R E E D O M F B L P A P Y O G B T K S T K U U K
V E H I D S Q B I C X R I A S H M K T S C D B Z J N X H X W
G M B F F D P C L A E D M Q X Z V N B Z D T K C K P B V Y R
A X H D M O D U M K T F B X F N F Q E A K Q O K C S H F T Y
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Accountability
Transparent
Inclusive
Teamwork
Diverse

Responsibility
Supportive
Decisions
Respect
Success

Public Service
Academics
Culture
Ethical
Equity

Partnerships
Community
Mission
Freedom
Civics

INTRODUCTION

Criterion 3 gets at the heart of Rio's main purpose: provide quality teaching and learning. You will see (and already know!) that Rio:
- a) offers appropriate programs and courses
- b) offers courses, certificates, and degrees that align with our mission while leading to mastering inquiry
- c) hires, trains, and supports outstanding faculty and staff; and
- d) provides appropriate resources and support for effective teaching.

Quality & Excellence in Teaching and Learning It's Who We Are; It's What We Do!

3.A. **The rigor of the institution's academic offerings is appropriate to higher education.**

Rio maintains a program and course bank that is up to date and appropriate for _____ level by participating in district-wide curriculum mapping teams. Rio has participated in extensive _____ in the last few years--over 200 programs! _____ provide a clear road for students to achieve their academic goals.

Strengths at Rio related to **3.A.**

_____

_____

_____

_____

_____

3.B. The institution offers programs that engage students in collecting, analyzing and communicating information; in mastering modes of intellectual inquiry or creative work; and in developing skills adaptable to changing environments.

All Rio Salado courses, certificates, and degree offerings align with our _____, _____, and _____. Here at Rio, we understand the relationship between our mission and the diverse society we serve and work to strengthen our commitment to _____ and _____ through programs and activities for students, employees, and community members. We stay focused on student success and helping our students achieve their personal, educational, and career goals while mastering modes of _____ inquiry. To uphold our commitment to equity and inclusion, the college focuses on four key practices of engagement: _____, _____, _____, and _____, which are fundamental to the work of the college and creating safe and honest dialogue and action.

Strengths at Rio related to **3.B.**

_____
_____
_____
_____
_____
_____

3.C. The institution has the faculty and staff needed for effective, high quality programs and student services.

Rio Salado College hires outstanding _____ who are instructional leaders and remain current in their field and participate in professional organizations. Rio also hires the amazing _____ needed for high quality _____ and student _____ regardless of location or type of services our students need. We support their professional development, and we _____ them regularly to assure they offer quality _____ _____.

Strengths at Rio related to **3.C.**

_____
_____
_____
_____
_____
_____

3.D. The institution provides support for student learning and resources for effective teaching.

Rio Salado College provides outstanding _____ for student learning and excellent _____ for _____ teaching, _____ online and in-person! From Admissions and Registration to Financial Aid and NSO101 to Disability Services and Counseling to the Honors Program we provide support for student college wide! We provide services for Veterans, incarcerated, and high school students! Rio also provides academic support services such as tutoring, testing, library, and a robust helpdesk to assist with academic and technical questions. All of these are designed to support our _____ student population regardless of _____ or course _____ We provide the technology and academic support resources that students need to meet their goals!

Strengths at Rio related to **3.D.**

_____
_____
_____
_____
_____
_____

**Quality and Excellence in Teaching & Learning:
It's Who We Are; It's What We Do!**

HLC Criterion 4 - Teaching and Learning: Evaluation & Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Core Components:

**4A:** The institution ensures the quality of its educational offerings.

4B: The institution engages in ongoing assessment of student learning as part of its commitment to the educational outcomes of its students.

4C: The institution pursues educational improvement through goals and strategies that improve retention, persistence and completion rates in its degree and certificate programs.

PDCA Cycles

RELENTLESS IMPROVEMENT
is the focus of the Rio Salado College

PDCA CYCLE
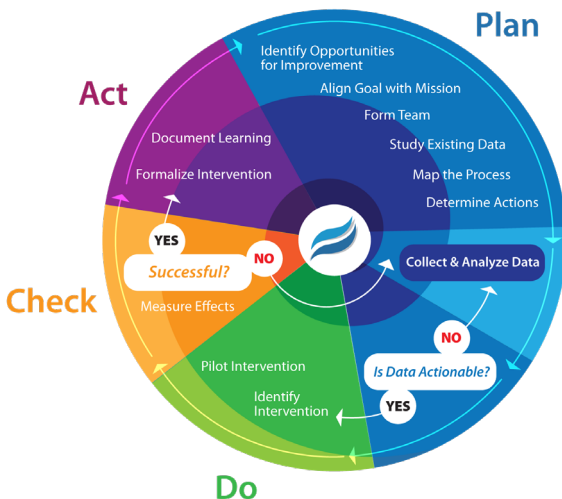
In thinking about the work you do at Rio, what is one area where you could start your own PDCA cycle? Use this space to provide details of how you might proceed

Plan: _____
_____
_____

Do: _____
_____
_____

Check: _____
_____
_____

Act: _____
_____
_____

HLC Criterion Four
JUMBLE

Unscramble these six jumbled words, one letter per square.
Hint: these words all appear within the text of Criterion Four.

What does Splash ride on the road to success?

ENTSSESASM

ERMOPNIMETV

QAYITUL

EOUDAATLINC

TSSERINPECE

PELOTCIMON

Next, unscramble the letters within the circled boxes to fill in the answer below. The image on the right provides a clue.

Notes

HLC Criterion 5 - Institutional Effectiveness, Resources, and Planning

After this session, you should be able to:
· Describe each of the three components of criterion five and give examples of evidence from the report from each
· Give examples of human, physical, financial, and IT resources and processes
· Explain how planning involves internal and external constituents to prepare for the future

As the session progresses, you will hear some examples of evidence for each core component. Please color the pirate ship below and decorate as you see fit. In addition, please fill in the spaces provided with examples of evidence from the presentation.
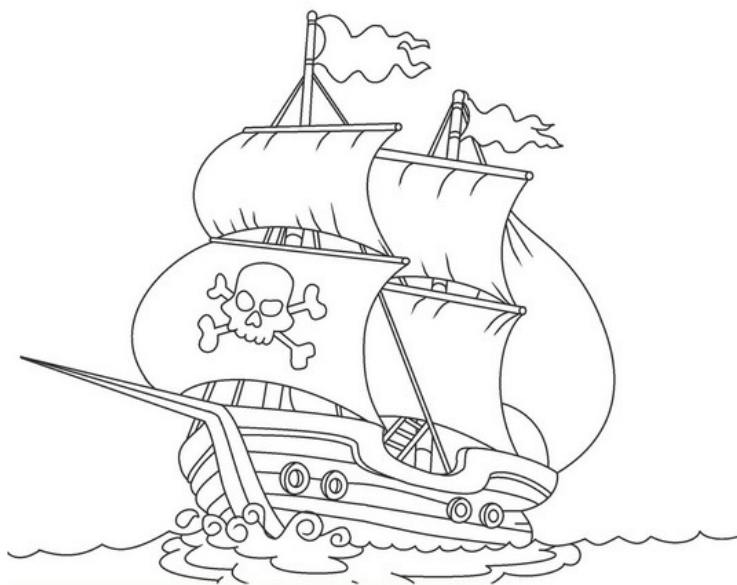
Component 5A:
Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

Examples of Evidence from the report

1. _____
2. _____
3. _____

Reflective Question: How do I collaborate with other departments?

_____
_____
_____

Component 5B:

The institution's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future.

Examples of Evidence from the report

1. _____
2. _____
3. _____

Reflective Question: How can I be an effective steward of the public resources which are entrusted to the College?

_____
_____
_____

Component 5C:

The institution engages in systematic and integrated planning and improvement.

Examples of Evidence from the report

1. _____
2. _____
3. _____

Reflective Question: How am I involved in the strategic planning for the College?

_____
_____
_____

4DX is a process to reach your goals in a better way

What - Discipline 1

First you need to determine what you want to achieve. This lag measure is your Really Important Outcome (RIO) or Wildly Important Goals (WIG).

How - Discipline 2

Once you know what you want, you need to determine how to reach that goal. Your lead measures are the steps you take to reach your goal. Lead measures are predictive and influenceable: if you take action toward these steps, you are more likely to achieve your RIO/WIG and move the scoreboard closer to where you want to be.

Show - Discipline 3

The scoreboard clearly shows you how close you are to reaching your RIO/WIG. It gamifies the process, enabling you to see the starting line, the finish line, and how close you are to winning or reaching your RIO/WIG.

Share - Discipline 4

Each week, your team meets to see how each person's individual efforts moved the scoreboard in the direction that you want. You will review last week's commitments, see how everyone's efforts made a difference to the scoreboard, and create new commitments for the next week.

4DX provides a pathway for teams to work through PDCA Cycles at Rio Salado College!

Discipline 1 – What	Planning Stage of PDCA	
Discipline 2 – How		
Discipline 3 – Show	Ongoing Doing, Checking, and Acting stage of PDCA	
Discipline 4 – Account		

Rio Salado College Strategic Goals and WIGs

To operationalize our Strategic Goals at Rio Salado College, teams have identified goals in alignment with the three strategic goals. Here are some real WIGs from teams at Rio supporting each of the three goals:

Goal 1 - Increase student goal attainment (completion) 23% by 2023 with innovative and world-class experiences

To increase student participation from 1016 to 1320 by December 2021.
– Academic Support & Honors

Go from 0 to 2 critical curriculum processes mapped for communication milestones by June 30, 2021. – Curriculum

Increase college-wide awareness of DRS' role in student success from 46% to 57.8% by 8/2023. – Disability Resources and Services

Increase EPP student completion from 275 to 297 by June 30, 2022!
– Educator Preparation Programs

Increase the percentage of overall course completion in credit based (non-specialized) courses by 7% from December 2020 to October 2021.
– Faculty/FIT

Goal 2 - Offer 23 new micro-credentials by 2023

To increase the number of industry-aligned micro certifications from 0 to 4 by April 2023 – IRE-Correspondence

To increase the number of Micro-Certs from 16 to 23 by 2/3/23 – Workforce Committee

Goal 3 - Foster a culture of diversity, equity, inclusion, and belonging

Increase the average accessibility score of CourseArc pages in active courses from 91.21% to 95% by the Summer 1 2022 term.
– Instructional Helpdesk and Science Lab

Increase the acquisition of books written by authors who identify as Black, Indigenous, or as a person of color (BIPOC) in the Rio Salado Library's print collections from roughly 10% to 25% by August 2021. – Library

Increase usage of college provided educational resources for tech staff from 3 to 9 by October 2021. – Public Service

Our goal is to quantify our intention to impact our diverse constituents' colleagues while creating an inclusive environment by increasing from 60% to 80% of satisfaction with our response time. We will do this by tracking our response time until August 31, 2021. – President's Office Support Staff

Rio Salado College 4DX WIG Matching

There are many teams contributing to the success of the College in driving our 4DX goals. Using the teams in the box, match each team to their WIG and note which Strategic Goal they align with

| WIG	Team/Department	Strategic Goal 1, 2, 3
Increase Title I dual enrollment unduplicated headcount from 1080 in 2019 to 1200 in 2021, 1320 in 2022, and 1440 in 2023 (Increase Title I dual enrollment unduplicated headcount by 10 student enrollments per Title I school per year).		
Increase student goal attainment (completion) for assigned students (completion) 23% by 2023 by providing innovative proactive outreach and experiences by Field of Interest.		
WIG #1: Increase Local Leads from 1351 to 2851 by Feb 28, 2021 WIG #2: Increase National Leads from 1272 to 2272 by February 28, 2021		
Increase the number of English language learners who attain an educational proficiency level that supports success in college and career pursuits from 33% to 56% (a 23% increase) by June 2023.		
Implement "Rio Fresh" concept including 5 virtual culinary workshops and corresponding meal kits by June 30, 2021.		
Increase user satisfaction on effective and comprehensive data reporting and analytic solutions from 83% to 99% by August 2023.		
Lower the average processing time from the initial remote TABE test request to student completion from 19 days to 8 days (58%) by May 30, 2021.		

To increase the number of Micro-Certs from 16 to 23 by 2/3/23		
Increase availability of live virtual Financial Aid Advising from 0 to 5 days over the course of 6 months.		
To increase awareness of counseling and career services through four main areas: Web Presence, Web Features, Web Traffic, and Outreach		
Detail grants lifecycle, develop internal documentation and materials, and creates a department website to increase engagement and involvement among college employees.		
Transitioning from the use of four disparate communications systems to three by July 1, 2021.		
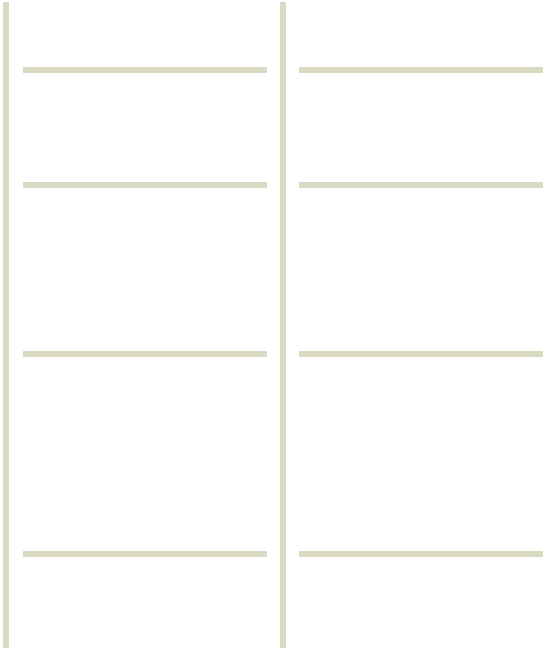
Academic Advising, Café, Counseling, Community Development – ELAA, Dual Enrollment, Financial Aid Office, Grants, Institutional Advancement, Institutional Research, Testing, Workforce Committee, Information Services

Rio Salado College WIGs and the HLC Criterion

The HLC Criterion is more encompassing than our focused goals; however, those focused 4DX goals are all excellent examples of ways we are working to meet the HLC Criterion. NOTE: Most WIGs align to more than one HLC Criterion. We have aligned WIGs to the most relevant criteria for demonstration purposes.

Criterion 1: Mission – The institution's mission is clear and articulated publicly; it guides the institution's operations

Implement "Rio Fresh" concept including 5 virtual culinary workshops and corresponding meal kits by June 30, 2021.
– Café

Increase military affiliated FTSE from 950 to 1021 (7.5%) by December 31, 2021.
– Military and Veterans

Criterion 2: Integrity: Ethical and Responsible Conduct – The institution acts with integrity; its conduct is ethical and responsible

Improve manual tuition discount processing time from three weeks turnaround to a one week turnaround until end of August 2021.
– Student Business Services

Increase educational resources from community standards on academic integrity from 0 to 8 by the end of the 2021/2022 academic year.
– Conduct and Community Standards

Criterion 3: Teaching and Learning: Quality Resources and Support – The institution provided quality education, wherever and however its offerings are delivered.

Increase the average accessibility score of CourseArc pages in active courses from 91.21% to 95% by the Summer 1 2022 term.
– Instructional Helpdesk and Science Lab

Increase the acquisition of books written by authors who identify as Black, Indigenous, or as a person of color (BIPOC) in the Rio Salado Library's print collections from roughly 10% to 25% by August 2021. – Library

Criterion 4: Teaching and Learning: Evaluation and Improvement – The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Increase the average accessibility score of CourseArc pages in active courses from 91.21% to 95% by the Summer 1 2022 term.
– Instructional Helpdesk and Science Lab

Proactively improve customer resolution from 3 days or more to 2 days or less 95% of the time by December 2021.
– Instructional Helpdesk and Science Lab

Criterion 5: Institutional Effectiveness, Resources, and Planning – The institution provided quality education, wherever and however its offerings are delivered.

To increase the number of Micro-Certs from 16 to 23 by 2/3/23
– Workforce Committee

Increase user satisfaction on effective and comprehensive data reporting and analytic solutions from 83% to 99% by August 2023.
– Institutional Research

FUN WITH 4DX
Find the word in the puzzle.
Words can go in any direction. Words can share letters as they cross over each other.

Attainment   Belonging   Completion   Diversity   Equity   Execution   Goals
Inclusion   Innovative   Lags   Lead   Measure   Plan   Strategic   Students   WIGs

```
W  T  C  K  G  T  D  D  P  G  K  C  B  E  V
K  C  R  D  G  N  O  I  I  S  G  I  W  Q  S
O  O  N  N  G  E  I  E  V  P  R  T  B  U  A
I  M  O  O  I  M  F  G  L  E  L  D  L  I  H
E  P  A  I  F  N  T  S  N  H  R  A  X  T  P
L  L  J  T  N  I  T  M  T  O  F  S  N  Y  E
S  E  Z  U  R  A  W  E  W  N  L  J  I  Q  A
F  T  D  C  K  T  L  A  D  Z  E  E  X  T  M
F  I  W  E  W  T  A  S  Z  Y  D  D  B  U  Y
D  O  Q  X  T  A  L  U  J  X  W  S  U  W  B
D  N  P  E  B  O  N  R  L  O  A  T  Y  T  F
L  E  A  D  X  Q  Y  E  M  A  E  K  E  H  S
I  N  N  O  V  A  T  I  V  E  G  B  E  Q  G
N  O  I  S  U  L  C  N  I  V  K  S  I  T  C
S  T  R  A  T  E  G  I  C  G  K  J  X  B  O
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Activity 1: Rio Salado College 4DX Team Reflection Form

Teams should complete this form during a team huddle prior to the 10/29/21 event and be prepared to share their completed form with their division.

Teams should share out one at a time to the larger division the highlights of their completed reflection form.

Division:	Team and Departments:
Coach:	Team Lead:
Date Started:	Date Finished:

Strategic Goal Alignment	Goal 1	Goal 2	Goal 3
WIG			
Lead Measure 1			
Lead Measure 2 (if nec.)			
Lead Measure 3 (if nec.)			

WIG Status	WIG Complete and met	WIG complete but not met	WIG still in Progress	Unknown
What is the team accomplishing or has the team accomplished with the WIG?				
What have been the key factors in the team's progress or lack thereof?				
What, if anything, will happen next with the WIG focus?				
What Lessons were learned from this process for year two of 4DX?				
Were any Best Practices identified? If Yes, please describe.				
Do you have any addi-tional thoughts or feed-back on the 4DX process or the WIG?				

Activity 2A: Rio Salado College Strategic Goal 1 - 4DX Team Planning Form Form

Following the sharing out of team WIGs, divisions will work on brainstorming WIGs related to StrategicGoal #1

Coaches and team leads should walk the division through the steps on this page to begin thinking about how to frame a new, future WIG focused on Strategic Goal #1 Student Goals Attaintment (Completion).

Step 1 – Create an expansive list of possible ways to influence Goal #1 Student Goal Attainment (Completion)

- Focus on WHAT you would like to accomplish, not on HOW
- Avoid filtering ideas; let it all out without criticism
- Be creative and imagine different possibilities
- Some of these ideas can become future RIOs/WIGs

Step 2 – Organize the list of possible goals

- Group items into like-minded categories
- Filter out items that are not strong enough on their own
- Highlight goals that will have the greatest overall impact
- Highlight goals that your team is excited about
- Remember to try and leverage team strengths
- Consider weaknesses and obstacles you may have to overcome

Step 3 – Test your New WIG

- Q: Is there a clear finish line?
- Q: Does this align to the vision/mission/values/strategic goal #1?
- Q: Can it be measured easily without having to invent a whole system?
- Q: Is this a realistic and achievable goal?
- Q: Does your team have more than 80% ownership over the area?
- Q: Is this a team game or only a leader's game?

#	Rio/WIG	Finish Line	Alignment	Measurement	Achievable	Ownership	Team Game
1		Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
2		Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No

Activity 2B: Rio Salado College Strategic Goal 1 WIG Evaluation Rubric

Teams should use this rubric to consider the goals and activities associated with their WIG as it relates to Goal 1, increasing student goal attainment. Do NOT start this exercise until you have completed Activity 2A above.

Test	Full Pass Criteria	Partial Pass Criteria	Not Passing Criteria
Alignment to Goal 1	· Identified WIG clearly aligns to Strategic Goal 1 · Identified WIG can make a viable and valuable contribution to tudent goal attainment · Identified WIG focuses on most significant way the team can influence student goal attainment	· Identified WIG aligns to Strategic Goal 1 · Identified WIG can contribute to student goal attainment · Identified WIG focuses team on student goal attainment	· Identified WIG does not align to Strategic Goal 1 · Identified WIG would not contribute to student goal attainment
Measur-ability	· Clear from X to Y by when statement · Team already has baseline measurement · Measurement includes percentages and raw numbers	· Clear from X to Y by when statement · Team does NOT have baseline measurement OR · Measurable goal stated, but not in from X to Y by When format · Team already has base-line measurement	· Goal stated but there is no measurement · There is a measurement but no goal · Neither a goal nor measurement
Ownership	· Individuals and team have at least 80% direct ownership over the identified WIG	· Individuals and team have majority ownership over the identified WIG	· Individuals and team do not directly own the identified WIG
Perfor-mance	· The actions necessary to drive the WIG will be performed directly by the individual contributors within the team	· The actions necessary to drive the WIG will be performed by both the individual contributors and the supervisors within the team	· The actions necessary to drive the WIG will be performed primarily by the supervisors
Status	· Pass as is	· Pass with changes	· Changes required

Activity 3A: Rio Salado College – 4DX Team Lead Planning Form

Based on the best WIG(s) identified through the WIG rubric and evaluation, coaches and team leads should walk their team through the steps on this page to begin thinking about how to drive the WIG(s) identified and increase student goal attainment.

Step 1 – Brainstorm and create an expansive list of potential Lead measures

- Stay focused on actions that directly impact the WIG
- Avoid spiraling into a general discussion
- Be creative and imagine different possibilities
- Focus on the WIG

Tip for Step 1 – Ask meaningful questions
- Q: What actions can you take that will change or influence the RIO/WIG?
- Q: What have we never done before that we could do to make an impact?
- Q: What team strengths can you leverage to help you achieve the RIO/WIG?
- Q: What weaknesses or barriers can we identify that will keep us from achieving success?
- Q: How do we overcome or avoid those weaknesses or barriers?

Step 2 – Organize and categorize the list

- Group ideas into like-minded categories
  - For example, some ideas involve:
    - Changing processes
    - Redirecting advertising messages
    - Improving customer service quality
- Identify common themes
- Common themes may help you identify stronger focus areas

Tip for Step 2 – Narrow and test or Test and narrow
Depending on the quantity of lead measures brainstormed, you can either narrow your lead measures down first or test your lead measures first. Whatever works best for you and your team.

Step 3 – Test your Ideas

- Q: Is it predictive of where the lead measure will move?
- Q: Can you measure the success of the action?
- Q: Will this action influence the lead measure?
- Q: Is this an ongoing process or a one and done action?
- Q: Is this a team game instead of simply being a leader's game?
- Q: Is this action worth doing and measuring?

Lead Measure	Predictive	Measurable	Influenceable	Ongoing process	Team Game	Worth doing/ measuring
1	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
2	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No

Activity 3B: Rio Salado College Lead Measure Evaluation Rubric

After completing Activity 2C; teams should use this rubric to consider the lead measures they are identifying to drive the team WIG.

Division:				Team:		

WIG and Lead Measures	Lead Measure 1: Lead Measure 2: Lead Measure 3:					
Lead Measure	**Predictive**	**Measurable**	**Influence-able**	**Ongoing**	**Team**	**Format**
Lead Measure Goes Here	Lead measure is a clear, direct indi-cator of WIG success. The lead measure is a clear small out-come or leveraged behavior.	Lead meas-ure is clearly measurable. Who per-forms the activity for whom is clear? Team has a clear plan for measuring.	Team has the author-ity to carry out lead measure	Lead measure is a repeated activity, not one and done	The lead measure requires the entire team to contribute The required work is realistic for the employees in the team	Lead Measure is written in appropriate format: From X to Y OR as Consistent performance measure
Lead Measure 1:	Yes/No Yes/No	Yes/No Yes/No Yes/No	Yes/No	Repeated or Once only	Yes/No Yes/No	Yes/No
Lead Measure 2:	Yes/No Yes/No	Yes/No Yes/No Yes/No	Yes/No	Repeated or Once only	Yes/No Yes/No	Yes/No
Lead Measure 3:	Yes/No Yes/No	Yes/No Yes/No Yes/No	Yes/No	Repeated or Once only	Yes/No Yes/No	Yes/No

If the answer to any of the criteria is no or once only, we strongly consider revision and/or reconsideration of the given lead measure.

FUN WITH 4DX
Solve the anagrams to reveal the letters for the final message

Solve the anagrams in the top part of the puzzle. Use the circled letters from the words in the top part to complete the final word or phrase at the bottom. Each circled letter is used just once.

OBAITICNLTCUAY

DNCECEA

USEEALRADME

ALMSGEAERU

OEBACSDROR

GISW

GOSAL

BONUS ACTIVITY: Rio Salado College – 4DX Division Report Out Form

Each division should appoint someone to take notes during the breakout session. That individual should work to answer the questions below. NOTE: Compiled answers should be submitted to this online form for each division.

Division:

What were the most important accomplishments in the Division through the 4DX work?	
What were the most relevant WIGs identified during the breakout session?	
What factors were most important in the success or lack thereof for teams in the division?	

What activities were identified in the breakout session that the team can do to impact student completion?	
What will (or should) be done differently at the divisional level with 4DX as we move forward?	
What Lessons were learned from this process for you two of 4DX?	
What practices were identified during the 4DX work that others should be aware of?	
Do you have any additional thoughts or feedback on the 4DX process or the WIG?	
Would the division or any team in the division like time with a Franklin Covey 4DX Consultant and/or the Rio Coaches?	

Rio Salado College – 4DX Closing Thoughts

Thank you for collaborating with the 4DX team and 4DX movement during this college-wide retreat and over the last year. We hope that this time together reflecting, celebrating, and planning around 4DX has helped everyone further understand the value and contribution each person brings to the College, Our ability to meet our three Strategic Goals and fulfill our HLC obligations is a collective effort that succeeds through the hard work of all of the individuals involved. Thank you for your continued dedication and we look forward to the next year with 4DX as we work to drive the college forward.

Best,

Aaron Coe & Christin Franco

4DX Head Coaches

Your 4DX Team

Utilize the 4DX website in the Rio Salado Employee Portal - located under "Resources" - to help you fill in the boxes below. Suggested webpages are listed.

Discipline 1

1 Our team members are:

Our team leader is:

2 Our team will be focusing on this Rio Home Strategic Goal:

Strategic Goal 1:
Increase student goal attainment (completion) 23% by 2023 with innovative and world-class experiences

Strategic Goal 2:
Increase the number of industry-aligned micro-credentials

Strategic Goal 3:
Foster a culture of diversity, equity, inclusion, and belonging

Your Lag Measure, AKA
The What:

3 Our team will be focusing on this Really Important Outcome/Wildly Important Goal in the [X to Y by WHEN] format:

X	Y	When

Fully Formatted

Discipline 2

Your Lag Measure, AKA
The How:

4

Lead Measure 1:

Lead Measure 2:

Lead Measure 3:

Lead Measure 4:

5 **Discipline 3:** Creating Your Scoreboard

Rio/WIG

Lead Measures

Farewell

Colleagues,

Thank you for your engagement throughout this "trek". I hope that by attending these virtual forums, we all have a better understanding of the path ahead and a reignited sense of purpose as we deepen our commitment to taking the necessary steps in our collective journey. Every team member's contributions matter and will bring our college successfully through our accreditation visit, and your specific offerings will help the college to manifest our strategic goals as we move into this new era of: Empowering Learners Everywhere Through Innovative Education.

While we may be at the Zero-Mile-Mark, together we will reach our Walk-Up! Thank you for attending the professional development days!

Kate Smith

Kate Smith
President

RIO SALADO COLLEGE
A **MARICOPA** COMMUNITY COLLEGE

@RioSalado