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## Pine Technical and Community College Policy Alignment Project

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# Pine Technical and Community College Policy Alignment Project

A Project Capstone  
Submitted to the Faculty  
of the Department of Leadership Education  
College of Education  
of Winona State University

by  
Amy Kruse

In Partial Fulfillment of the Requirements  
for the Degree of  
Master of Science

4/28/2021



# Comprehensive Exam Project Presentation

Pine Technical and Community College Policy Alignment Project

Amy Kruse

Master's Program Leadership Education

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# Introduction

Stakeholder dissatisfaction with current policy and procedure structure.

- Historians believe that it is through the study of the past that we continually modify our understanding of it and so shift our relationship with it (Woolcock et al., 2011, p.19).

Needed a process that was consistent, clear and compliant.



# Purpose of the Study

The purpose of this project is to create an easily navigated campus policy and procedure process by aligning these documents with governing standards.

# Research Questions

The following questions guided this project:

**RQ1:** What are the most effective institutional policy structures for increasing understanding of expectations of campus stakeholders?

**RQ2:** How do campuses effectively communicate policy and procedures to maximize understanding?

**RQ3:** How do campuses directly align policy and procedures with governing standards?



# Research Methodology & Rationale

## **Qualitative:**

Collaboration with participants

Gather in-depth insights

Generate new ideas



# Project Stakeholders

## **Internal Stakeholders:**

Equity and Inclusion Committee (10 individuals)

MSCF Local President

PTCC President

President's Cabinet (7 individuals)

## **External Stakeholders:**

MinnState System Director for Policy and Procedures

# Research Question 1 Findings

**RQ1:** What are the most effective institutional policy structures for increasing understanding of expectations of campus stakeholders?

**Theme:** Active Participation and Utilization

**Data Collection Method:**

Interview and Qualitative Surveys

**Data Analysis Method:**

Thematic Analysis

"I think the routine use, training, and reference to policies that are used to drive business operations naturally create an effective understanding of expectations without seeming ingenuine, punitive or necessary for sake of compliance."

"Define the need for the policy, utilize policies when problem solving or addressing new situations, provide an open opportunity for input during the policy review/development process, develop a consistent process that everyone is knowledgeable of and maintain that consistency. Listen to stakeholders and acknowledge their input."

"(1.) Transparency of the process, (2.) adequate participation by the stakeholders asked to comply with policy, (3.) a review period to consider the proposed changes for employees and students, an ultimate decision maker when a consensus cannot be obtained."

# Research Question 2 Findings

**RQ2:** How do campuses effectively communicate policy and procedures to maximize understanding?

**Theme:** Incorporate well written policies into everyday administrative practices

**Data Collection Method:**

Interview and Qualitative Surveys

**Data Analysis Method:**

Thematic Analysis

"Incorporating policies into the everyday work is the best way to ensure true understanding of policy expectations and encourage positive interactions."

"Make sure it is clearly written and use common words that most can understand."

"Frequent reference to policy when applying administrative practices and problem solving."

"Well written policies, training when applicable, follow up communications that explain the changes or requirements, informative articles in newsletters, etc."

# Research Question 3 Findings

**RQ3:** How do campuses directly align policy and procedures with governing standards?

**Theme:** Subject Matter Expertise and Review

**Data Collection Method:**

Interview and Qualitative Surveys

**Data Analysis Method:**

Thematic Analysis

"Side by side comparison of the language in the documents by a person with good analytical skills, a strong grasp of the English language, and ideally is a subject matter expert on the topic. Also look at any feedback or complaints that are on point, they may highlight issues that need considered."

# Project Outcomes Linked to Research

Project Outcomes	Research
<p>1. In order to create an easily navigated policy and procedure process, it is important to have active participation and transparency of rule design.</p>	<ul style="list-style-type: none"> <li>• Survey responses to Research Question 1</li> <li>• Rules are one type of glue that binds public employees to their organizations. Through rule design and implementation, public organizations distribute resources, empower employees, communicate fairness and trust, and impart understanding (DeHart-Davis, 2009, p.909)</li> </ul>
<p>2. To maximize compliance and understanding, written requirements must be consistently applied in administrative practices.</p>	<ul style="list-style-type: none"> <li>• Survey responses to Research Question 2</li> <li>• The green tape theory argues that the probability of rule effectiveness depends on the combined presence of (1) written requirements, (2) with valid means-ends relationships, which (3) employ optimal control, (4) are consistently applied, and that have (5) purposes understood by stakeholders (DeHart-Davis, 2009, p.361).</li> </ul>
<p>3. Policy stakeholders must be analytical in policy and procedure review to ensure compliance with governing standards.</p>	<ul style="list-style-type: none"> <li>• Survey responses to Research Question 3</li> <li>• Green tape theory argues that rule effectiveness—the extent to which a rule achieves its intended purposes—depends on technical proficiency as well as stakeholder cooperation (DeHart-Davis, 2009, p. 901).</li> </ul>

# Project Implementation

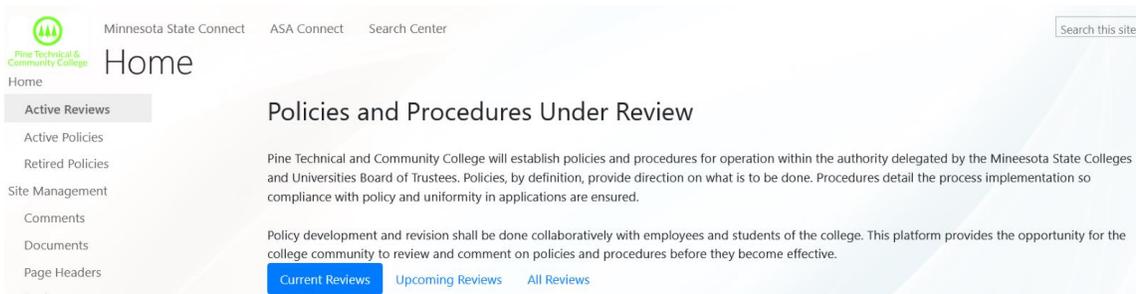
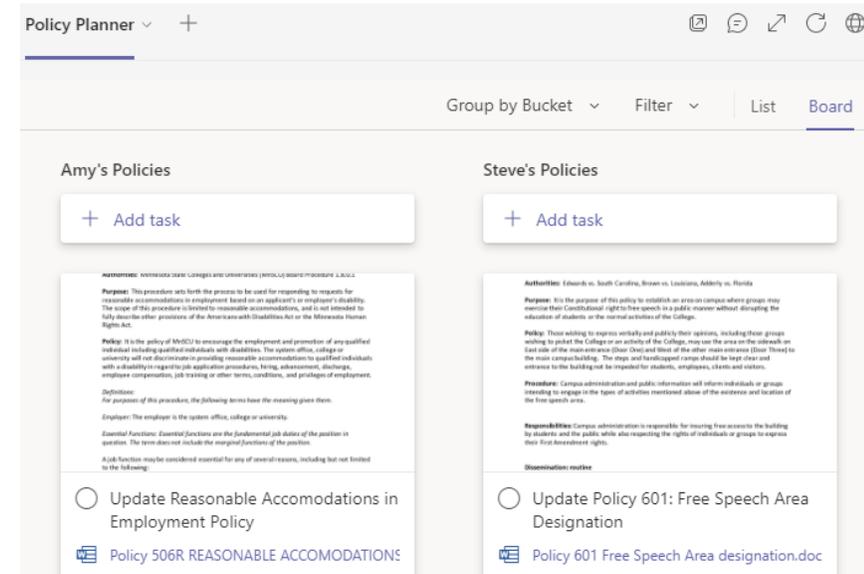
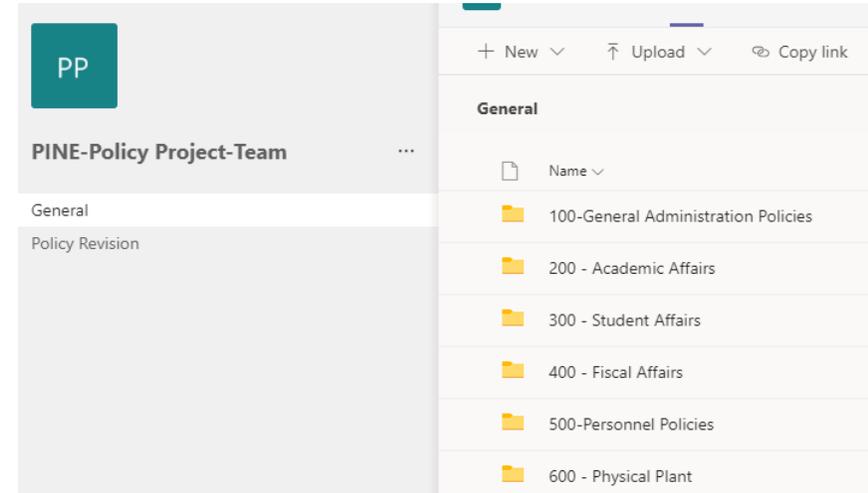
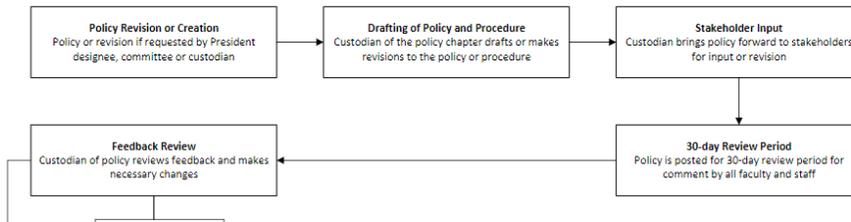
## Templates/Flow Chart

## Technology platforms and workflow



Pine Technical & Community College

PTCC Policy Flow Chart



# Leadership Implications

## Core Course

## Leadership Implications

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Systems Thinking

Everything is a system. Interdependent parts need to work together to create mutual understanding. Collective Intelligence.

Change Leadership

Understanding personal frames and leadership approaches/styles.

Communications

Communication is subjective. Share information in a variety of ways while incorporating feedback loops.

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