

Transparency

Transparency relates to two aspects of Northwest Arkansas Community College's operation:

- 1) institutional processes and
- 2) the information generated from those processes.

Institutional Processing and Information and a definition of Transparency

At Northwest Arkansas Community College, an institutional process is the term used to describe the performance of all tasks and activities from their charge through final approval. This includes all tasks and activities from academic, administrative, and support services areas. We define transparency of our institutional processes and the information generated from them as the degree of visibility by which internal and external stakeholders can see and inspect the processes and information.

Openness consists of the business processes of the college through which business is transacted, as well as corresponding information outcomes, such as financial reports, business strategies, policies, plans, procedures and assessments (Macroinnovation, 2003).

There are four dimensions to openness:

- 1) Transparency of College Processes
- 2) Inclusiveness in College Processes
- 3) Transparency of College Information
- 4) Inclusiveness in College Information

(See figure 1 below)

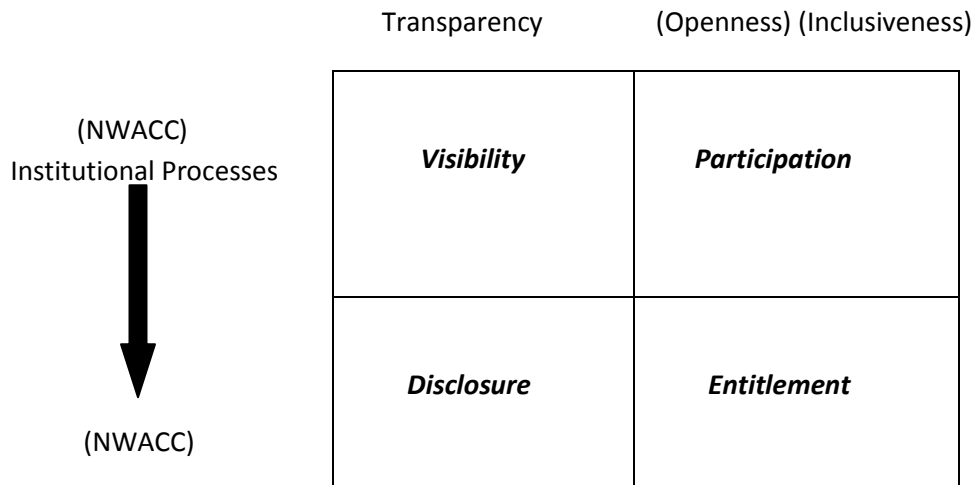
Inclusiveness is gauged by the ability of the internal and external stakeholders of Northwest Arkansas Community College to participate in and have an impact on the execution of processes. (Note) inclusion in the execution of the processes equates to ownership of the ends produced by the college's processes.

Measurement

The college's "Transparency" and Openness or "Inclusiveness" should be measured through the collection of subjective, opinion based information from its stakeholders. Measurement tools could include:

- A) Individual Interviews
- B) Group Discussions (conversation day) followed up with web-based survey
- C) Opinion Surveys-web based

(Figure 1-Framework)



Explanation of Figure 1 Framework

Transparency of College Processes:

Visibility of institutional processes as measured by how apparent and accessible they are to inspection and scrutiny from stakeholders.

Inclusiveness in College Processes:

The extent to which our processes are open to participation by its stakeholders in one way or another (example—the interview process for the Director of Institutional Effectiveness).

Transparency of College Information:

The degree of access stakeholders have to the college’s information and knowledge.

Inclusiveness in College Education and Business Information:

The degree to which entitlements to information are openly shared with the college’s stakeholders.

Measurement

The college’s “Transparency” and Openness or” “Inclusiveness” should be measured through the collection of subjective, opinion based information from its stakeholders. Measurement tools could include:

- D) Individual Interviews**
- E) Group Discussions (conversation day) followed up with web-based survey**
- F) Opinion Surveys-web based**