

The Community College

Background:

You are a Department Head in the Community College. The college mission is to provide value for money services to the community. The college objectives are:

- significantly improve visitor and student experience
- improve the college's reputation with the community, local authority and regulators
- become a centre of excellence for specific learning topics
- become an employer of choice.

You have just found out that an anonymous benefactor has donated £1,000,000 to the college, which is particularly timely given the recent budget cuts!

There is a condition on the donation, the college must use the funds appropriately, providing a justification of their decisions on how to spend the money.

There are 8 options on the shortlist that you and your colleagues have suggested, each costs around £500,000.

The proposals:

1. A new computer system.
There are a range of systems in use in the college, from card systems to individual spreadsheets, it makes tracking student performance very difficult.
2. Landscaping the gardens and improving car parking.
There is a derelict site next to the college that could be used to provide much needed parking and gardens. In the past staff and evening students have complained about the dark walk to their cars and there are fears that all too soon there could be an incident of mugging or worse.
3. Improvements to the reception and main hall.
The whole college dates back to the '70s and is very run down. The reception and main hall are the first areas that prospective students and teaching staff, prospective employers and investors see.
4. Developing a new mission, objectives and strategy.
Given the current need to cut budgets whilst continuing to provide valuable front line services, the college currently lacks a clear way forward. Morale is low and staff are expecting redundancies.

5. Staff and student guidance and counseling services.
This service would help students to set goals and improve results as well as finding an appropriate career. The service would be extended to staff to improve morale as well as goal setting and achievement of targets.
6. Extending the range of subjects taught and examined.
Improving the range of subjects could attract more students, increasing college income.
7. New targeting and tracking system.
Aimed at taking a more pro-active approach to managing students to improve the college's position on the regulator's league table.
8. Better lighting around the campus.
Lighting is poor on and around the campus. Staff and evening students complain regularly about their walk back to their cars.

Your task:

You have a meeting with the other department heads on the next Virtual Managing Conflict Workshop, when you will be expected to make a group decision on how the money will be spent. You must individually prioritise the proposals ready for this discussion. Be prepared to justify your choices.

You will have 30 minutes with the other department heads after which you will be expected as a group to make a 2 minute presentation justifying your final decision.

| Ranking | Justification |
|---------|---------------|
| 1: | |
| 2: | |
| 3: | |
| 4: | |
| 5: | |
| 6: | |
| 7: | |
| 8: | |