Strategic Plan Design, Execution & Assessment to Meet Governing Board Priorities

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1. Learn how a single college district has developed, implemented, and measured progress on its first strategic plan.

2. Gain insight through the provision of concrete examples and handouts with useful information for your district/college.

3. Learn how to approach and engage in effective strategic planning through our direct experience in tackling challenges and reflecting on lessons.
PRESENTATION OUTLINE

STRATEGIC PLANNING AT HARTNELL COLLEGE PRE-2012
(BRIAN)

HARTNELL COMMUNITY COLLEGE DISTRICT & STUDENTS
(WILL)

DEVELOPMENT & DESIGN OF STRATEGIC PLAN
(PAT & WILL)

MULTI-YEAR TIMELINE: ACCREDITATION
& PLAN FOLLOW-THROUGH
(BRIAN)

EXECUTION & ASSESSMENT OF STRATEGIC PLAN—
YEARS ONE & TWO
(BRIAN)

STRATEGIC PLANNING
AT HARTNELL COLLEGE
PRE-2012
COMPREHENSIVE EDUCATIONAL MASTER PLAN (EMP) EXPIRED SPRING 2011/
MOSTLY SAT ON SHELF

NEW SUPERINTENDENT/PRESIDENT FOCUSED EFFORTS ON A MORE STREAMLINED APPROACH TO PLANNING
HARTNELL COMMUNITY COLLEGE DISTRICT & STUDENTS
California Community College District Boundaries

Legend

- Campus Locations
- Nondistrict Lands
- College Districts

GROWING LEADERS Opportunity, Engagement, Achievement. www.hartnell.edu
THE HARTNELL COMMUNITY COLLEGE
DISTRICT – STUDENT PROFILE

• 16,000 students annually (unduplicated headcount)
• In 2014-15, over 700 “Dreamer” students enrolled (291 enrolled in 2010-11)
• 56% first generation students (5th highest of 113 California community colleges)
• 85% receive financial aid
• 68% of students are Latino/Hispanic
• About 90% of all students take at least one remedial course in English or math
• About 12% of adults in District have a bachelor’s degree or higher
• 39% of adults over 25 years old do not have a high school diploma
DEVELOPMENT & DESIGN OF STRATEGIC PLAN
INITIATION OF STRATEGIC PLANNING PROCESS

- New president engaged Governing Board with strategic planning during first month on the job in 2012
- Governing Board members completed a SWOT analysis in preparation for facilitated workshop
- Facilitated workshop held July 25, 2012 to review results of SWOT analysis and to start identifying possible strategic priorities
- Continued discussion of strategic priorities at August 28, 2012 meeting
- Governing Board adopted strategic priorities at its October 1, 2012 meeting
1. Student Access
2. Student Success
3. Employee Diversity and Development
4. Effective Utilization of Resources
5. Innovation and Relevance for Programs and Services
6. Partnerships with Industry, Business, Agencies, and Education
October 2012: Board of Trustees approved Hartnell College’s six strategic priorities

January and February 2013: Six Strategic Planning Groups (SPGs) formed (one per strategic priority)

March and April 2013: SPGs produced goals, targeted outcomes, and key performance indicators (KPIs) for each strategic priority

April 2013: First draft of the Strategic Plan completed

April and May 2013: President’s Executive Cabinet reviewed and revised the Strategic Plan draft

June 2013: Strategic planning retreat held for further review and revision of the Strategic Plan, particularly the outcomes and KPIs

September 2013: Public comment period and final revision of the Strategic Plan

September 2013: Final draft of Strategic Plan submitted to the BOT for review and discussion

October 2013: BOT adopts Strategic Plan
11 GOALS:
• Key Level for Evaluating Overall Progress
• Each Initiative Included in Long Term Plans, Comprehensive Plans, and Annual Plans is Linked to One or More Strategic Plan Goals

36 OUTCOMES (in most recent version):
• Level for Evaluating Different Components of a Particular Goal

61 KEY PERFORMANCE INDICATORS (KPIs) (in most recent version):
• Level for Assessing Specific Measures
ADVISORY GROUP RESPONSIBILITIES
(meets 2 times per year)

1. Review information, data, and outcomes about and from the strategic plan.

2. Provide suggestions for improving the strategic plan.

3. Share information about the strategic plan with other community members.
MEMBERSHIP (and terms of service)

- Superintendent/President (chair, permanent)
- HCCD Board of Trustees Representatives (2, 2 year terms)
- Community Members, Stakeholders, Partners, Industry Representatives, Education Leaders, Elected Officials, City/County Leaders (5 year terms)
- VP of Academic Affairs (permanent)
- VP of Student Affairs (permanent)
- VP of Administrative Services (permanent)
- VP of Technology (permanent)
- Dean of Institutional Planning and Effectiveness (permanent)
- Executive Director of Advancement (permanent)
- 2 Faculty Representatives (5 year terms)
- 1 CSEA Representative (5 year term)
- 1 L-39 Representative (5 year term)
LESSONS LEARNED IN DEVELOPMENT & DESIGN

1. Review vision and mission statements as one of the first steps in strategic planning
2. Conduct internal and external scans as one of the first steps in strategic planning (raw material)
3. Don’t limit imagination and creativity, but work hard with participants to limit the number of outcomes and KPIs
4. Make sure that KPIs are vetted thoroughly during the process to ensure they are measurable
5. Develop reporting format and templates early in the process
MULTI-YEAR TIMELINE: ACCREDITATION & PLAN FOLLOW-THROUGH
MULTI-YEAR TIMELINE: ACCREDITATION & PLAN FOLLOW-THROUGH

Summer 2013:

Fall 2013:
Governing Board Approval of Strategic Plan (handout)
Revision of Mission Statement and Development of Vision & Values
Establishment of Inventory of Institutional Plans (handout; http://www.hartnell.edu/node/3454)

Spring 2014:
Design of Integrated Planning & Continuous Improvement Model (handout; http://www.hartnell.edu/integrated-planning-model)
Fine-tuning of Strategic Plan & First-Year Implementation
Initiation of Strategic Planning Advisory Group
MULTI-YEAR TIMELINE: ACCREDITATION & PLAN FOLLOW-THROUGH

Summer 2014:
College Moved to Warning Status by ACCJC subsequent to First Follow-Up Report

Fall 2014:
Presentation of First-Year Strategic Plan Implementation to Governing Board (handout)

Spring 2015:
Second-Year Implementation of Strategic Plan

Summer 2015:
Reaffirmation of Accreditation by ACCJC subsequent to Second Follow-Up Report

Spring 2016:
Presentation of Second-Year Strategic Plan Implementation to Governing Board
EXECUTION & ASSESSMENT OF PLAN

STRATEGIC PLAN IMPLEMENTATION

YEAR ONE
(2013-2014)
EXECUTION & ASSESSMENT OF PLAN

ASSIGNMENT OF LEADS TO 11 STRATEGIC GOALS:
VPAA – 1A, 2A, 5A
VPSA – 2B
AVPHR – 3A, 3B, 4A
VPAS – 4B, 4D
VPITR – 4C
ED ADV – 6A

ISSUES:
➔ Responsibility/What are the expectations?
➔ Team Work/Relationship between lead & teams
➔ Reporting/Leads have many other priorities
EXECUTION & ASSESSMENT OF PLAN


Key Challenges in Year One Reporting:

1. Several Weeks of Last-Minute Work on KPI Data
2. Reported on 2 of 6 Institutional Priorities representing 3 of 11 Strategic Goals
3. Lengthy Due to Detailed Outcome Templates
4. Directed to Streamline Reporting with Focus on Results
LESSONS LEARNED FROM YEAR ONE
MOVING INTO YEAR TWO

1. Several Weeks of Last-Minute Work on Metrics
   → Refine Certain Outcomes and Many KPIs for Year Two

2. Reported on 2 of 6 Institutional Priorities representing 3 of 11 Strategic Goals
   → Ensure Reporting on All 11 Goals in Year Two

3. Lengthy Due to Detailed Outcome Templates
   → Do Not Report Details on Outcomes in Year Two

4. Directed to Streamline Reporting with Focus on Results
   → Report through KPI Scorecards; Only Report on Relevant KPIs for the Year
STRATEGIC PLAN IMPLEMENTATION

YEAR TWO
(2014-2015)
EXECUTION & ASSESSMENT OF PLAN

SEVERAL MEETINGS OF DEAN OF IPE WITH S/P TO REVIEW, MODIFY & REFINE KPIs

SUBSEQUENT MEETINGS OF DEAN OF IPE AND S/P WITH EACH LEAD
VPAA
VPSA
AVPHR
VPAS
VPITR
ED ADV

TIMELINE OF ANNUAL REPORTING ACTIVITIES PUBLISHED AND REVIEWED WITH LEADS

TEMPLATES PROVIDED TO LEADS (GOOGLE DRIVE) FOR REPORTING ON PROGRESS ON GOALS AND KPIs
EXECUTION & ASSESSMENT OF PLAN

Reporting to Board on Year Two Results (2014-2015)
Results Being Finalized/Will Be Reported to Board in January 2016

(http://www.hartnell.edu/strategic-planning )

EXAMPLES OF GOAL PROGRESS REPORTS
GOAL 1A (http://www.hartnell.edu/node/3586 )
GOAL 2A (http://www.hartnell.edu/node/3587 )

EXAMPLES OF GOAL SCORECARDS
GOAL 2B (http://www.hartnell.edu/node/3276 )
GOAL 3B (http://www.hartnell.edu/node/3418 )
GOAL 4B (http://www.hartnell.edu/node/3420 )
GOAL 5A (http://www.hartnell.edu/node/3423 )
EXECUTION & ASSESSMENT OF PLAN

Key Challenges in Year Two Reporting:

1. Multiple Extensions of Deadlines and Requests for Goal Progress Reports
2. Several Weeks of Last-Minute Work on KPI Data (Same Challenge Repeated from Year Two)
3. Web Pages are Clunky and not Easily Modified; Maintaining Formatting Consistency is Difficult
4. Decision to Push Back Timing of Reporting to Board Due to Election of Governing Board Members
EXECUTION & ASSESSMENT OF PLAN

LESSONS LEARNED FROM YEAR TWO
MOVING INTO YEAR THREE

1. Multiple Extensions of Deadlines and Requests for Goal Progress Reports
   → Consider Establishing Oversight Group that Meets Periodically During Year Three

2. Several Weeks of Last-Minute Work on KPI Data
   → Be Prepared to Keep Refining as Results Emerge from Year to Year/Evolutionary Process

3. Web Pages are Clunky and not Easily Modified; Maintaining Formatting Consistency is Difficult
   → Hire a Full-Time Administrative Assistant for Greater Support

4. Decision to Push Back Timing of Report to Board Due to Election of Governing Board Members
   → Be Prepared to Update Metrics as a Higher Priority than Ensuring Continuity from One Year’s Reporting to the Next/Strategic Plan as Living Document
QUESTIONS & COMMENTS