

St. Philip's College
Institutional Effectiveness Retreat

Good to Great
Strategic Planning

March 4, 2019



ALAMO
COLLEGES

ST. PHILIP'S COLLEGE



The Nation's Only Historically Black College & Hispanic Serving Institution

Welcome





Celebrate SPC Accomplishments

- Employee Honors



2018-19 Institutional Accomplishments

With your table team, identify 3 major SPC accomplishments over the last year. Input in form on the laptop.

1.

2.

3.



Reaffirm Mission and Vision



Vision

SPC will be the best
in the nation in
Student Success
and Performance
Excellence



Mission

Empower our
diverse student
population through
education
achievement and
career readiness.



Values

Students First
Respect for All
Collaboration
Community
Engaged
Can Do Spirit
Data Informed

Mission

- St. Philip's College, founded in 1898, is a comprehensive public community college whose mission is to **empower our diverse student population through educational achievement and career readiness**. As a Historically Black College and Hispanic Serving Institution, St. Philip's College is a vital facet of the community, responding to the needs of a population rich in ethnic, cultural, and socio-economic diversity. St. Philip's College creates an environment fostering excellence in academic and technical achievement while expanding its commitment to opportunity and access.

The college fulfills its mission by offering:

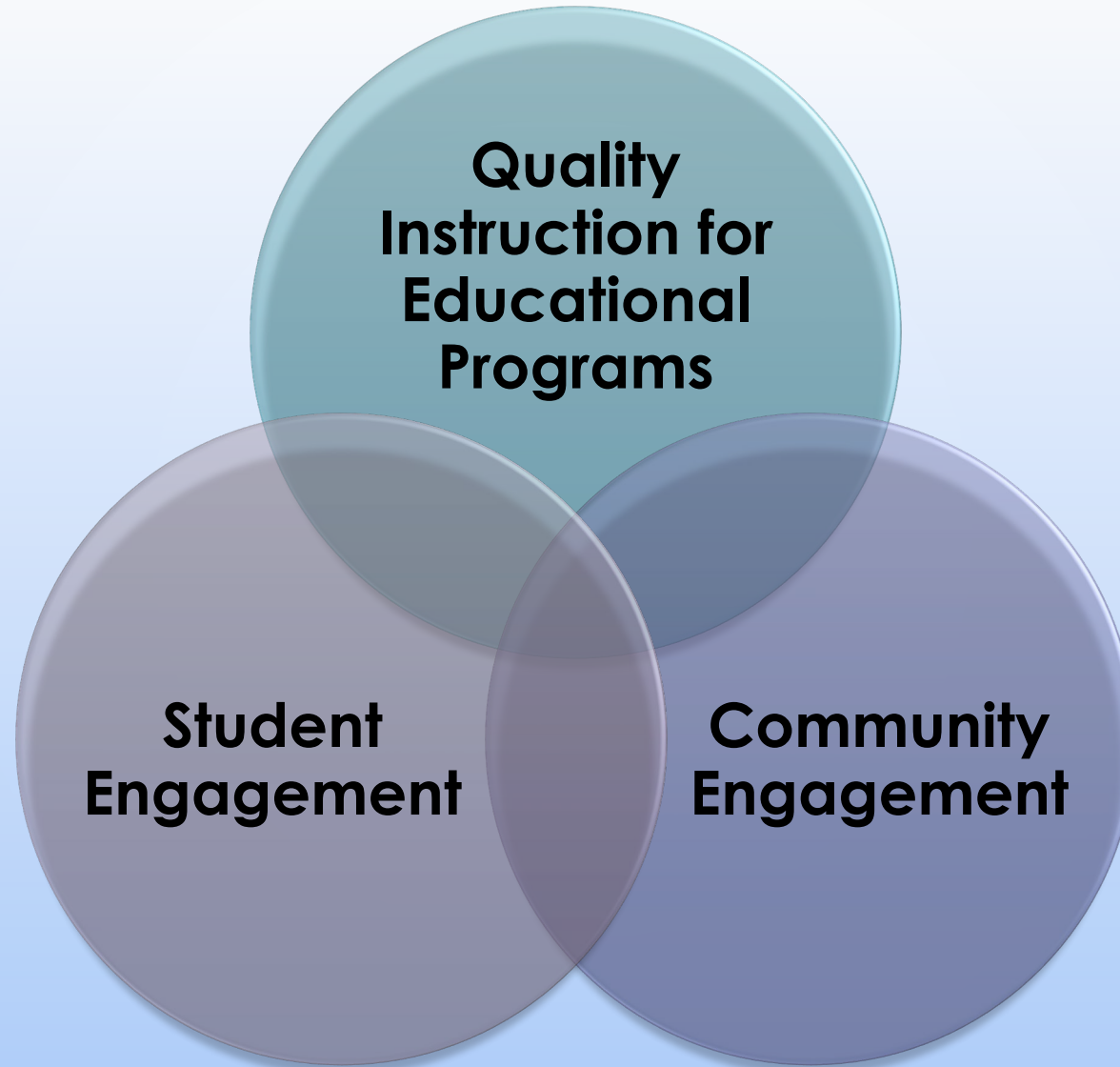
- General courses in arts and sciences leading to an associate degree.
- Transfer education for students desiring to attend senior institutions.
- Developmental courses that improve the basic skills of students whose academic foundations require strengthening.
- Applied Science and technical programs leading to an associate degree or certificate designed to prepare students for employment and/or to update crucial skills.
- Workforce and Career development training programs for business, industry and government.
- Continuing education programs for occupational and educational enrichment or certification.
- Counseling and guidance designed to assist students in achieving their educational and professional goals.
- Educational support services including library services, tutoring, open use computer labs and writing center.
- Services and appropriate accommodations for special populations, to include adult literacy and distance education.
- Quality social, cultural, and intellectual enrichment experiences for the community.
- Opportunities for participation in community service and economic development projects.



Mission, Vision, Values

- **Mission:** Empower our diverse student population through educational achievement and career readiness.
- **Vision:** St. Philip's College will be the best in the nation in Student Success and Performance Excellence.
- **Values:** Students First, Respect for All, Collaboration, Community Engaged, Can Do Spirit, Data Informed

Core Competencies





Rapid Innovation Model

Preparing for rapid innovation

Preparing for Rapid Innovation

Texas Award for Performance Excellence – Opportunity for Improvement (OFI)

6.1 SPC lacks a fact-based systematic process for determining actionable information related to rating risk and when to discontinue an innovation to enhance support of a higher priority opportunity. Stronger evaluation, integration, and prioritization of innovation feedback could assist SPC with targeted allocation of resources and more likelihood of a higher return on investment (ROI).

Preparing for Rapid Innovation

Radical Innovation Model (RIM)

SPC embraces a culture of innovation and intelligent risk taking through systematic utilization of OUAP, FOCUS PDCA and 4DX.

What is innovation?

Making meaningful change to improve programs, services, processes, or organizational effectiveness and create new value for stakeholders.

What is intelligent risk?

Opportunities for which the potential gain outweighs the potential harm or loss to your organization's future success if you do not explore them

Creating a Cycle for Rapid Innovation

How many phases of innovation are there?

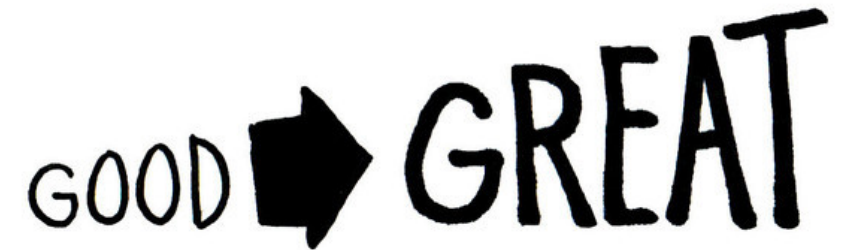
Three! Discovery, Incubation, and Acceleration

What are the three elements that drive our Rapid Innovation Model?

OUAP, FOCUS PDCA and 4DX

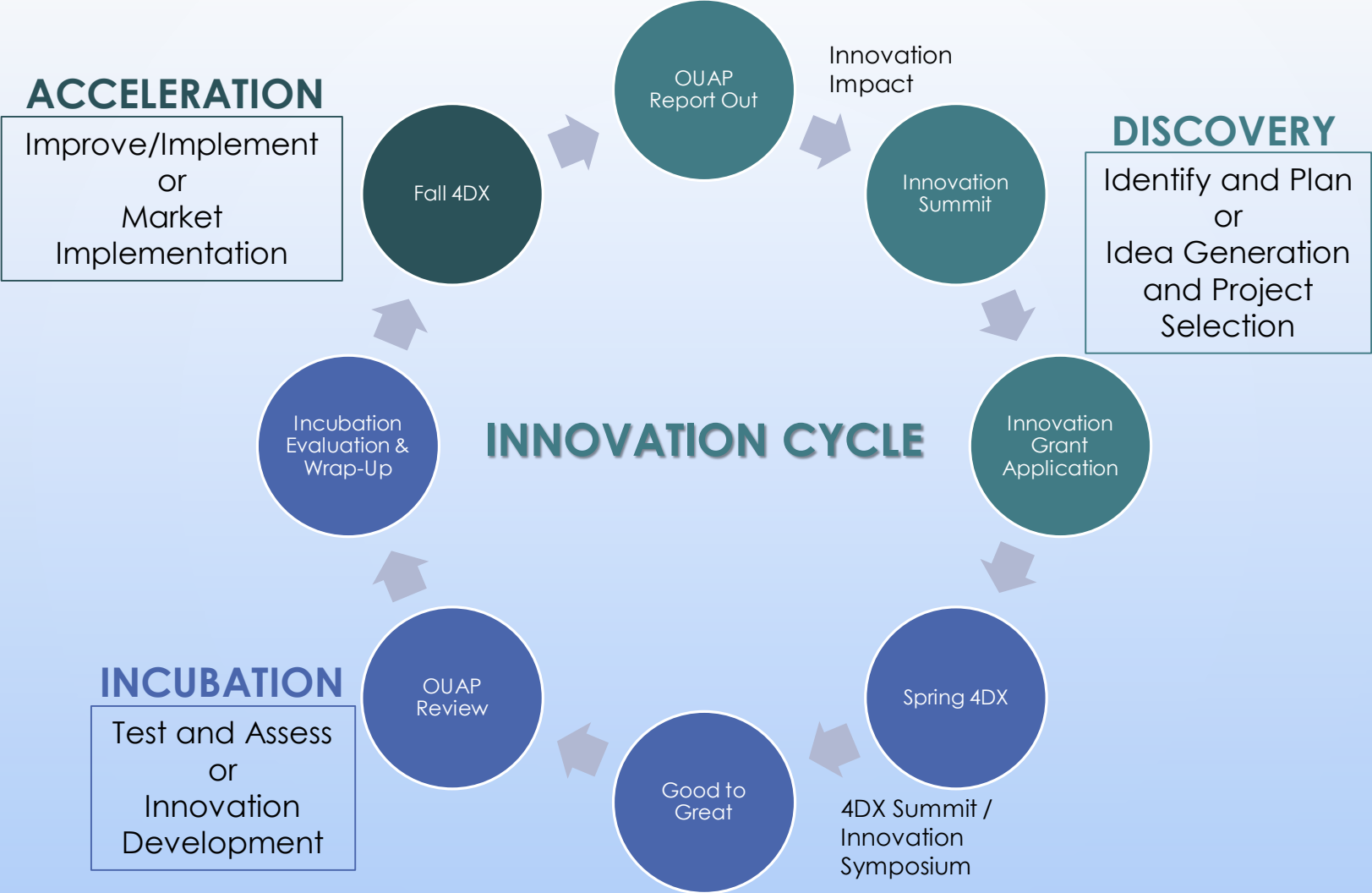
How does the three elements coincide with innovation?

Discovery is conceptualization, Incubation is experimentation, Acceleration is commercialization.



GOOD → GREAT

Model Implementation – Sept/Oct 2019





What is innovation?

Making meaningful change to improve programs, services, processes, or organizational effectiveness and create new value for stakeholders.

Creating Rapid Innovation - Exercise

Directions for Today's Exercise

- Review your current OUAP goals.
- Determine which OUAP based on need, urgency, and impact could benefit most for innovation.
- Using 4DX methodology (X to Y by When) draft a WIG for the OUAP goal you have identified.
- Be ready to share!

Next Steps for Rapid Innovation

February/March

Ensure departmental OUAP has been updated.

April/May

Educate our staff at the operational level regarding the Innovation cycle and timeline (including a discussion/activity regarding intelligent risk).

September/October

Begin the first phase of our Rapid Innovation Model!



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Coffee

Est. 2016



2018 TAPE Feedback OFIs

Category Updates



Malcolm Baldrige
National Quality Award

2018 Award Recipient



CATEGORY 1 (Leadership): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline	
<p>1.1 MVV are inconsistently deployed to some customer and stakeholder groups. (Lacking a formal process to communicate MVV to all stakeholders and customers.)</p>	Short Term	<p>Create a standard Agenda that includes the Mission, Vision, & Values. Discuss relevance to various topics. (During meetings initiate deliberate discussion that shows the correlation of the agenda items to the MVV's of SPC.)</p>	<p>Create July & August Implement August & September IN PROGRESS</p>	<p>Standing agenda item and piloting in Academic Deans and academic division meetings.</p>
<p>1.1 SPC lacks a systematic process to align action to strategic objectives, improve its performance, enabling innovation and intelligent risk-taking throughout the organization.</p>	Long Term	<p>Radical Innovation Model SPC embraces a culture of innovation and intelligent risk taking through systematic utilization of OUAP, FOCUS PDCA and 4DX.</p>	<p>Implement August for the new Academic Year ONGOING</p>	<p>Sustainability of the strategic objectives is driven by the PBA Cycle to align unit plans via OUAP (G2G, Annual Report Out and Mid-Year Review)</p>
<p>1.2 Senior leadership performance evaluation results lack alignment with results from the Performance Module System for Smart Goals. Strong leadership evaluation process that is data informed may ensure that the campus leadership is able to influence the direction of the college</p>	Short Term	<p>Orgametrics Survey Fall 2018 - Statistical results presented at the division and department meetings should be aligned to the strategic plan and action items to address improvement. Align evaluation process with the Performance Module System for SMART goals. Determine appropriate data to align and evaluate with, such as the BOT Chancellor's Charges.</p>	<p>Implement Spring 2019 COMPLETE / ONGOING</p>	<p>Orgametrics statistical data discussion at all levels. Alignment of SMART Goals.</p>

CATEGORY 2 (Strategy): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p>2.1 SPC fails to demonstrate clear evidence of organizational learning and systematic evaluation for determining future campus Strategic Objectives and department WIGs when Strategic Objectives are achieved, such as Reaffirmation.</p>	Short Term	<p>Fully develop organizational learning and systematic evaluation process as part of the Defining Stage of our Strategic Planning Process:</p> <ol style="list-style-type: none"> 1. Establish Strategic Plan Steering Committee (SPSC) 2. SPSC analyze OUAP Report-Out, ACD Retreat, Strategic Objectives (SO), College Priorities, SLOs, & Scorecard results. 3. Submit SO recommendation(s) to the President & cabinet for consideration. 4. Submit final SO recommendation(s) to G2G Retreat Committee for inclusion as part of environmental scan process. 	<p>IN PROGRESS</p> <p>Estimated Completion: Sep 2019</p>
<p>2.1 There is a lack of clear evidence of organizational learning and systematic evaluation for identifying strategic opportunities and deciding which intelligent risks to pursue through innovation.</p>	Long Term	<p>Categories 1,2, and 6 teams collaboration:</p> <ul style="list-style-type: none"> • Develop Innovation and Intelligent Risk-Taking Process (Deployment begins Spring 2019) 	<p>ONGOING</p> <p>See Innovation Project presentation</p>
<p>2.2 SPC fails to demonstrate clear evidence of organizational learning, tracking and refinement based on analysis and sharing of comparative/competitive data.</p>	Long Term	<p>Collaborate with IPRE office to research for availability of comparative/competitive data.</p> <ul style="list-style-type: none"> • Begin with College Scorecard KPIs • Expand/scale reporting capability as needed 	<p>ONGOING</p> <p>Estimated Completion: Mar 2019</p> <p>Key theme for ACD and SPC feedback</p>

CATEGORY 3 (Customers): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p>3.1 Approaches to listening to and collecting data for some customer segments are in early stages of evaluation and improvement. Examples of listening were anecdotal with limited/no systemic approaches for determining actionable information on customer requirements. Listening to the voice of these market segments may provide actionable information to strengthen SPC's competitive position within these segments and may lead to new opportunities that exceed customer expectations.</p>	<p>Long Term</p>	<p>Develop a Feed the Tiger survey. Partner with Public Relations to develop a Feed the Tiger video. Develop a Feed the Tiger presentation to include a video to explain Feed the Tiger. Present to the various divisions and student leaders about Feed the Tiger. Gain customer responses. Partner with Category 4 to ensure that all customer segments. Review the data to determine the market penetration of Feed the Tiger. Work with Public Relations and Instructional Technology to develop a marketing campaign for customer segments to express satisfaction and dissatisfaction.</p>	<p>Implement February and March</p> <p>ONGOING</p>
<p>3.1 SPC lacks a systematic approach to using student satisfaction, dissatisfaction, and engagement information to exceed student expectations. Satisfaction information is primarily used to identify areas of underperformance. Exceeding student expectations may help SPC further achieve its vision to be the best in the nation in student success and performance excellence and provide innovation opportunities that mitigate the effect of the national economic situation that continues to threaten funding.</p>	<p>Long Term</p>	<p>Develop a marketing campaign for customer segments to understand the value of providing their level of satisfaction with SPC. Ensure there is a database that will provide responses to SPC in regards to the customer segments level of satisfaction. Ensure the use of the innovation cycle to continue to capitalize on the customer segments level of satisfaction.</p>	<p>Create June & July</p> <p>Update senior leaders in September</p> <p>ONGOING</p>

CATEGORY 3 (Customers): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p>3.2 SPC lacks a systematic approach for identifying and meeting the needs of all market segments. Data for some market segments are in the early stages of evaluation and improvement. Being able to leverage information on market segments may help address the strategic challenges of college readiness of incoming students, quality and effectiveness with decreased funding, and online competition.</p>	<p>Short Term</p>	<p>Identify the data of each market segment on college readiness.</p> <p>Use the following resources to assist with data compilation for college readiness:</p> <ul style="list-style-type: none"> -Texas Education Agency -ACT -IPRE -IIC (Online) -College Connection Data -Refresher -HB2223 (Fall 2018 data) -Fresh X data 	<p>Create June & July</p> <p>Update senior leaders in September</p> <p>IN PROGRESS</p>

CATEGORY 4 (Measurement, Analysis..): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p><u>CAT 4.1 OFIs:</u></p> <ul style="list-style-type: none"> • limited in how information from WIGS, 4DX and process improvement is used for learning as an organization or for innovation • SPC lacks evidence of how performance reviews lead to systematic improvement and innovation consistently across the organization. • Refining the approaches to identify priorities for continuous improvement and innovation as a key management tool may enhance SPC's ability to address its strategic challenge on public expectation of high performance 	Long Term	<p>Categories 1,2, and 6 teams collaboration:</p> <p>Develop Innovation and Intelligent Risk-Taking Process (Deployment begins Spring 2019)</p>	<p>Develop February and June</p> <p>Implement – Aug 2019</p> <p>ONGOING</p>
<p><u>CAT 4.2 OFIs:</u></p> <p>The processes through which SPC blends and correlates data from different sources to build new knowledge are limited. For example, while Figure 4.2-2 lists several methods on how SPC interacts with data and information, evidence of a systematic approach deployed to all units for leveraging disparate data from multiple data sources to gain new insights was not evident. Developing processes for deepening inquiry into relationships of key metrics to build new knowledge may help SPC as it works to enhance its values on can-do spirit and being data-Informed.</p>		<p>TAPE Commitment will relate to the Voice of Customer with regard to getting feedback from our partners/vendors on how well SPC is working with them.</p> <ul style="list-style-type: none"> • Create survey • Administration Approval of survey content- SPC Administration - November 2018 • Incorporate Admin Feedback into survey – Distribute to Service Providers/Partners – • Collect and review survey data • Share with CAT 4 Committee • Determine OFIs • Develop Action Plan • Obtain approval for Action Plan 	<p>Implement March - May</p> <p>ONGOING</p>

CATEGORY 5 (Workforce): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline	
<p>5.1 SPC lacks a systematic process to determine if the college-wide capability and capacity needs of its workforce are fully deployed for unplanned events, workforce growth, and changes in organizational offerings.</p>	Short Term	<ul style="list-style-type: none"> • Cat 5 Team met with DSO HR (Linda Boyer-Owens) late fall 2018 • Each unit/department prior to their OUAP report complete a needs assessment of the units' capability and capacity. i.e. facilities, equipment, personnel, etc... • Collaborate with IPRE to add capability and capacity section in OUAP analysis area. 	<p>Fall 2019</p> <p>ONGOING</p>	
<p>5.2 SPC is in the early stages of a systematic approach to determining and assessing key drivers of workforce engagement outside of the PACE Survey.</p>	Short Term	<ul style="list-style-type: none"> • Orgametrics survey administered fall 2018 • All departments provided survey results spring 2019 	<p>Fall 2019</p> <p>ONGOING</p>	<p>See Orgametrics G2G Spring 2019 Presentation</p>

CATEGORY 6 (Operations): OFI Implementation Plan

Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p>6.1 SPC lacks a fact-based systematic process for determining actionable information related to rating risk and when to discontinue an innovation to enhance support of a higher priority opportunity. Stronger evaluation, integration and prioritization of innovation feedback could assist SPC with targeted allocation of resources and more likelihood of a higher ROI</p>	<p>Long Term</p>	<ul style="list-style-type: none"> • January 12, 2019 All-College Meeting - High-level rollout of the new innovation cycle. Outline the bridge between FOCUS PDCA, 4DX, and Innovation <ul style="list-style-type: none"> • Review the definitions for innovation and intelligent risk at PDW division meetings (single message). • March 2019 Good to Great Retreat - Dive deeper into conversation regarding SWOT, Environmental Scan, and Intelligent Risk taking and their role in driving Innovations. G2G activity will guide departmental leaders through an exercise to begin thinking of areas within their divisions/ departments where innovations can occur. <ul style="list-style-type: none"> • Emphasize the Baldrige definitions of innovation and intelligent risk in this setting. • April 2019 Division/Department Meetings - Educate our staff at the operational level regarding the Innovation cycle and timeline (including a discussion/activity regarding intelligent risk). • Sept/Oct 2019 – Host initial Innovation Summit 	<p>In progress</p>
<p>6.2 SPC is in the early stages of improvement on evaluation and improvement of safety. SPC lacks a systematic approach for addressing accident prevention, inspections and root-cause analysis. Having an integrated accident prevention plan can ensure SPCs commitment to the safety of their employees and students. Furthermore, this could help SPC move beyond a compliance orientation to a safety-first commitment.</p>	<p>Long Term</p>	<p>VP of College Services to hire a Coordinator of College Risk Management</p> <ul style="list-style-type: none"> • Engage the risk manager to develop a formal approach for accident prevention, inspection and root-cause analysis. 	<p>In progress</p>

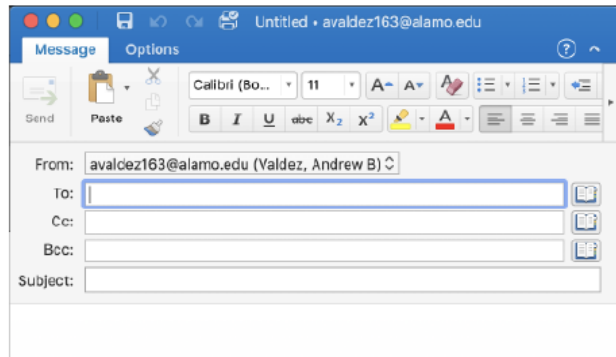
CATEGORY 7 (Results): OFI Implementation Plan


Opportunity for Improvement (OFI)	Priority: Short Term / Long Term	Action Items	Timeline
<p>7.2 SPC lacks satisfaction data for competitors beyond that of their sister colleges in the ACD. Having data on and measures for local competitors may provide insight into ways to better meet the Mission of empowering the diverse student population through personal educational growth for SPC's service area</p>	Long Term	<ul style="list-style-type: none"> • Data team will utilize IPEDS and National clearing House Data to ascertain industry high performers benchmarks • Seeking membership with the National Benchmarking Institute 	<p>Fall 2019</p> <p>In progress</p>
<p>7.5 SPC does not provide performance result comparisons to the industry high performers or consortium college performance results that may provide the organization with a score that can identify their position to state and national averages and to comparison group organizations with similar attributes. Comparisons to best in the nation would provide a clear picture of progress towards the colleges vision of being the best in the nation.</p>	Long Term	<ul style="list-style-type: none"> • Data team will utilize IPEDS and National clearing House Data to ascertain industry high performers benchmarks • Seeking membership with the National Benchmarking Institute 	<p>Fall 2019</p> <p>In progress</p>

Alamo Colleges District Compliance with Baldrige Trademark

EXAMPLE: EMAIL SIGNATURE

Alamo Colleges District + College Example



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ALAMO COLLEGES DISTRICT
San Antonio College



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DISTRICT



ALAMO COLLEGES DISTRICT
St. Philip's College

**TITLE OF AWESOME
PRESENTATION GOES HERE**
Presenter's Name



ALAMO
COLLEGES
DISTRICT





Raffle

Fundraiser



Baldrige Feedback Review





Baldrige Feedback Discussion

- Review assigned item OFI's and identify similar OFI's
- Discuss potential implications of the OFI's to our strategic plan, SWOT or Environmental Scan
- Table Report Outs

Understanding Strategic Enrollment

What is Strategic Enrollment Management?

Strategic enrollment management (SEM) is a key concept in the administration of higher education institutions today. SEM provides a unique framework for improving student and institutional outcomes by jointly enabling student access to and success in higher education, best business practices, and comprehensive institutional planning. (AACRAO)

What Strategic Enrollment is not?

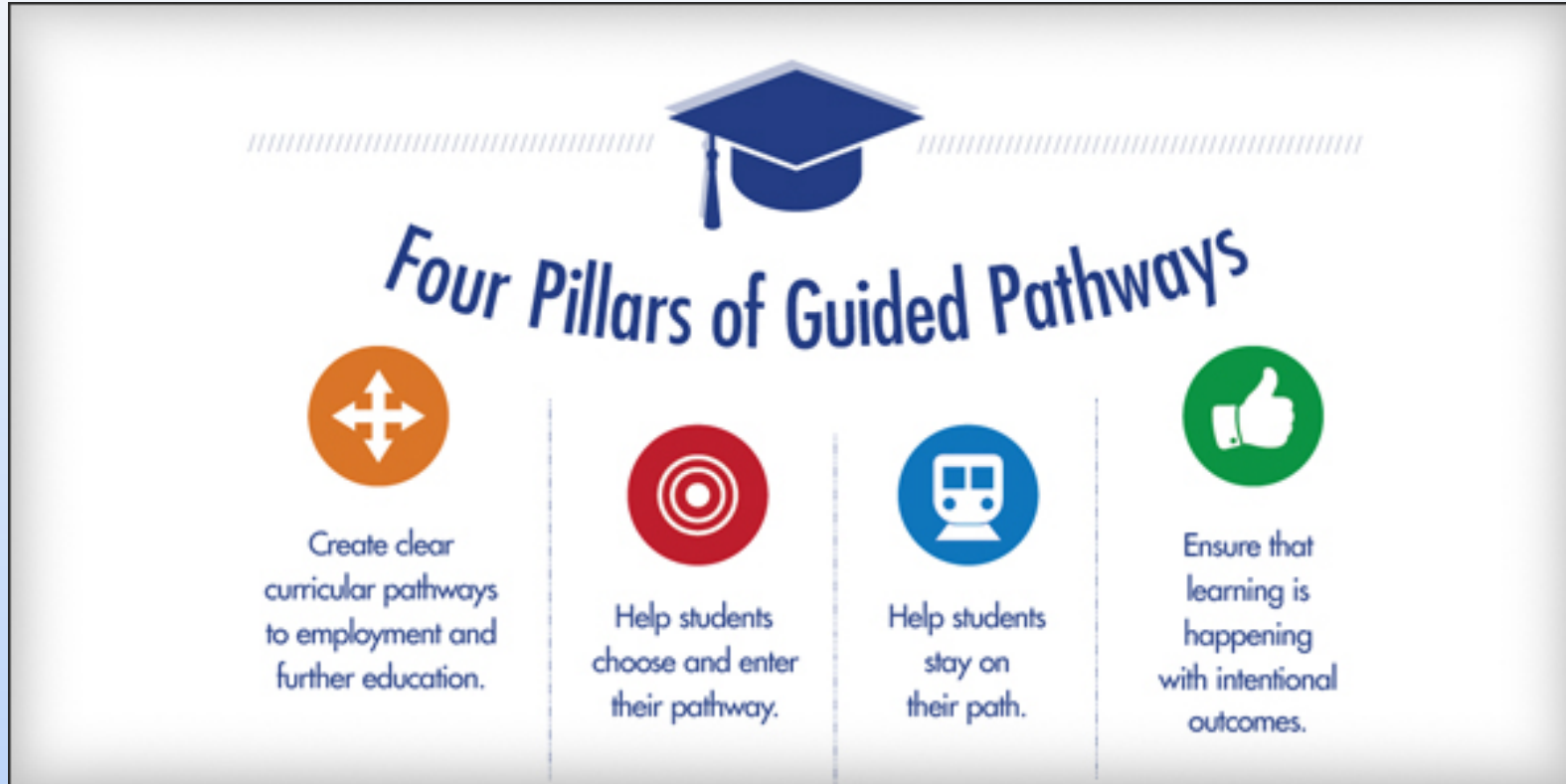
Simply waiting for students to arrive at the Welcome Center, asking students their major, and hoping they make it across the finish line.



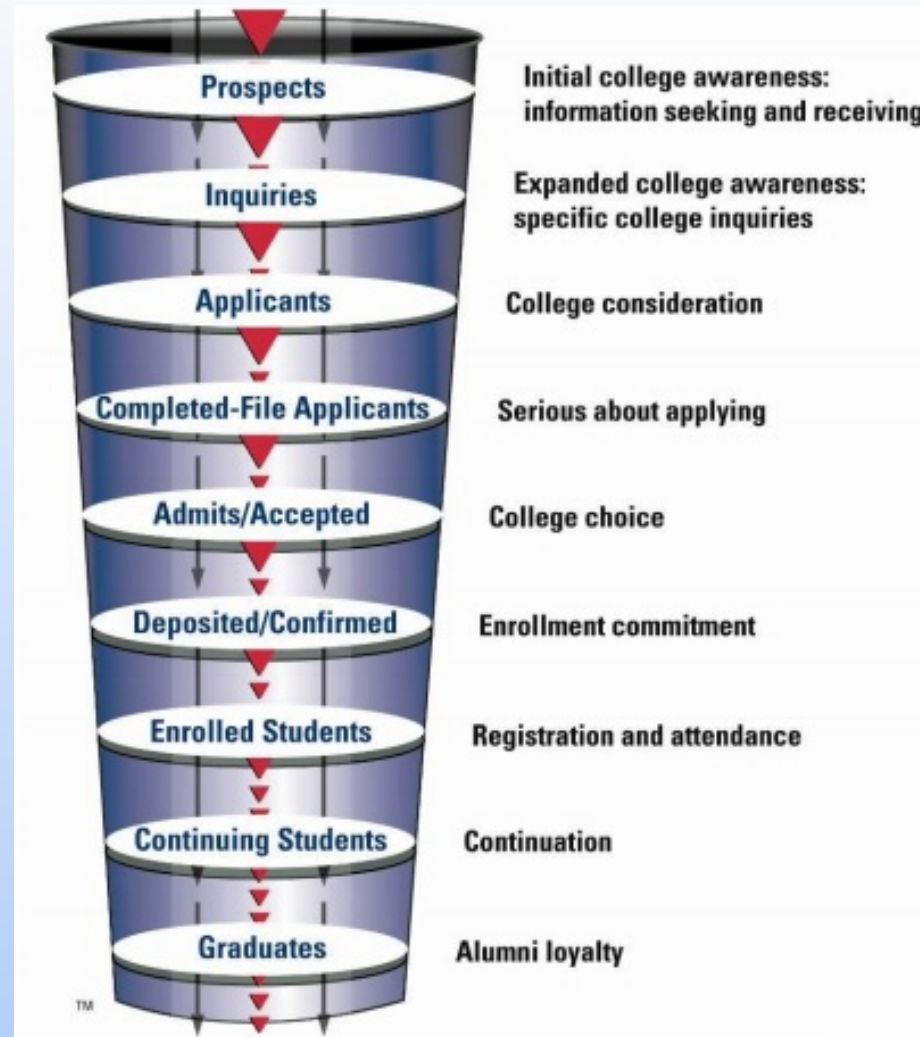
Strategic Enrollment

Strategic Enrollment Management and WIG Status

Strategic Enrollment – Guided Pathway Model



Understanding Strategic Enrollment



Credit: Noel Levitz

Strategic Enrollment – St. Philip's College

What are the strategic enrollment goals for SPC?

2018-2019

- 2018-2019 Completion WIG: 2,153 certificates and degrees awarded

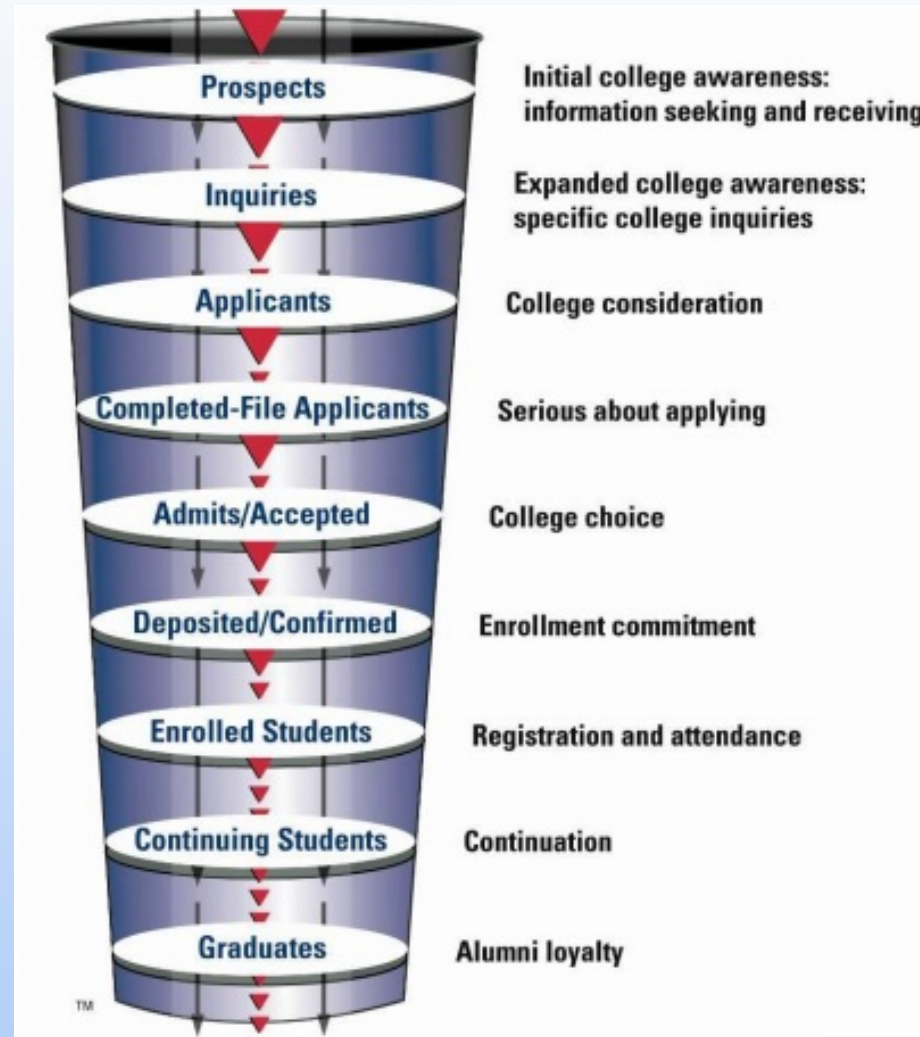
2019-2020

- 2% enrollment increase in fall 2019 (16 week) non-exempt students
- 2% increase in overall headcount

2020-2021

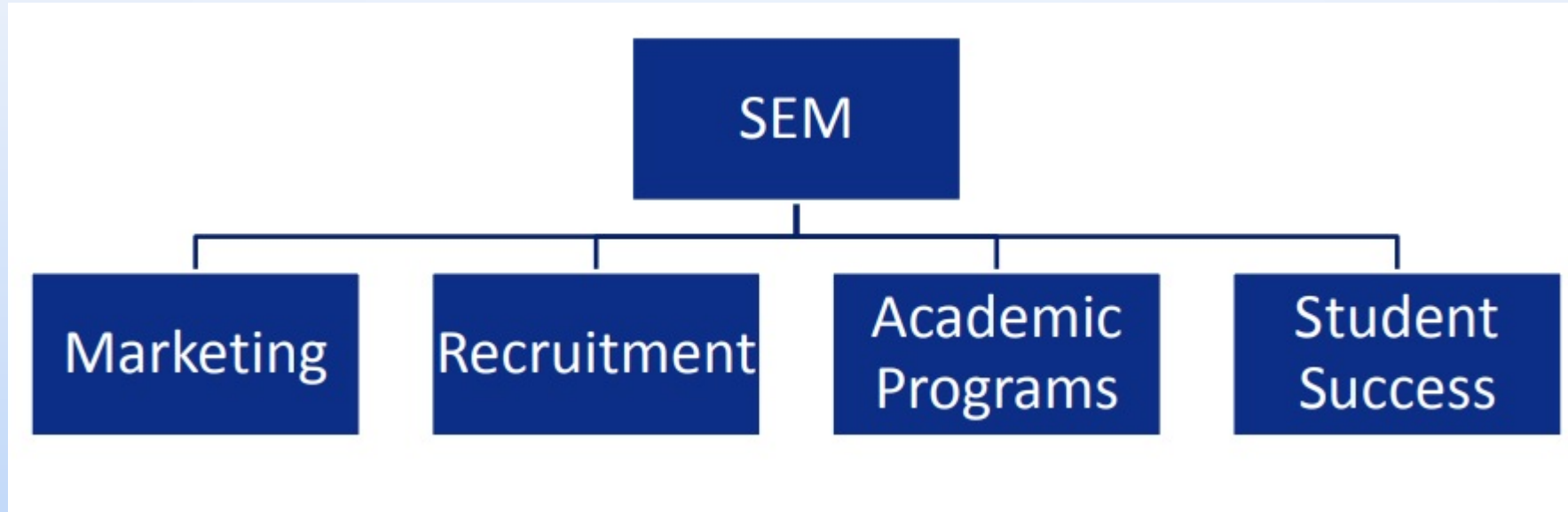
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Understanding Strategic Enrollment



Credit: Noel Levitz

Strategic Enrollment – St. Philip's College



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Strategic Enrollment – St. Philip's College

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Orgametrics Activity

Orgametrics Results Activity



Orgametrics® Data Review

Results - Scale Scores

Mission & Vision	● 65.1%
Accountability	● 59.2%
Teamwork	● 49.1%
Empowerment	● 47.2%
Development	● 44.4%
Leadership	● 41.8%
Communication	● 41.0%
Best Practices	● 39.9%
Creativity	● 32.8%
Orgametrics® Score	● 46.5%



> 65% = Aligned 64% - 35% = Semi-Aligned < 34% = Mis-Aligned



15

Coffee

Est. 2016



Facilities Update

- Presentations from
 - Page: Wellness Building and Bowden Building
 - Pfluger: Norris Technical Building



Raffle & Closing Remarks