Advancing a Performance-Based Culture Through Strategic Planning

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Tulsa Community College

Outline

- Institutional overview

- Context for 2016-2020 Strategic Plan

- Strategic planning process

  – Development of the plan

  – Implementation and ongoing review

- Conclusions and next steps

Institutional Overview

- Four campuses in Tulsa, with multiple off-campus locations

- Annual headcount (2014-15): 26,112

- Credentials awarded (2014-15): 2,560

- Three-year graduation rate: 14%

- Developmental placement rate: 69%

- Student-to-Advisor Ratio: 1,044 to 1

Context for Strategic Plan

- August 2014: President Leigh Goodson appoints a Strategic Planning Steering Committee

  – Charged with establishing priorities for next 3-5 years, informed by national, regional, and institutional data

  – Focus on advancing a culture grounded in accountability, performance, and continuous improvement

Performance-Based Culture

- Strategic planning process was designed to:
  - Be inclusive and transparent
  - Be informed by and base improvements on data
  - Clarify expectations and roles to ensure accountability
  - Provide project and change management support to maximize performance
  - Include ongoing review and evaluation of strategy progress and success in improving KPIs

Strategic Planning Process

- Steering Committee developed Strategic Plan from September 2014 – April 2015
  - Environmental scan (September 2014)
  - Data collection (October 2014 – January 2015)
    - Initial surveys and focus groups of students, employees, and community members
    - Town hall meetings on each campus
    - Prioritization survey for employees
    - Ongoing input and feedback from Cabinet and Board of Regents

TOP 10 BROAD THEMES BY GROUP

Student	%	Employee	%	Community	%
Student Support *	26%	Student Support *	15%	Workforce Development	14%
Academic Offerings *	11%	Organizational Structure & Development	10%	Student Support *	12%
Faculty	10%	Academic Offerings *	8%	Academic Offerings *	10%
Classroom Experience *	7%	Employee Development & Compensation	7%	Community Engagement	7%
Affordability	6%	Faculty	6%	Transfer	7%
Student Life	5%	Classroom Experience *	6%	Affordability	5%
Communication	4%	Workforce Development	5%	Classroom Experience *	5%
Employee Accountability	3%	Community Engagement	4%	High School Relations	5%
Transfer	3%	Financial Sustainability	3%	Mission	4%
Employee Development & Compensation	3%	Continuous Improvement	3%	Marketing	4%

* Denotes themes listed in all three participant categories

TOP 10 SUB-THEMES BY GROUP

Student	%	Employee	%	Community	%
Maintain quality faculty	4%	Increase efforts to promote persistence and completion	3%	Prioritize gainful employment and job readiness for graduates	5%
Improve customer service among front-line staff	3%	Be more strategic in academic offerings (class scheduling, programs offered, etc.)	2%	Develop the workforce for local businesses and organizations	4%
Ensure affordable tuition	3%	Provide more individualized and personal support for students	2%	Ensure programs prepare students for a career	3%
Provide more individualized and personal support for students	3%	Analyze job needs to ensure effectiveness of our organizational structure	2%	Provide affordable education for all students	3%
Ensure students' needs are being met	2%	Develop the workforce for local businesses and organizations	2%	Ensure ongoing analysis of workforce needs and trends	3%
Promote the use of innovative and effective teaching methods	2%	Ensure students' needs are being met	2%	Build more relationships with community organizations	2%
Offer more flexibility in scheduling	2%	Increase communication among TCC employees	2%	Expand articulation agreements with universities	2%
Plan more campus activities for students	2%	Offer education and events that benefits the local community	1%	Increase communication with high schools	2%
Offer more online classes	2%	Prioritize gainful employment and job readiness for graduates	1%	Offer education and events that benefits the local community	2%
Ensure front-line staff are adequately trained and knowledgeable	2%	Ensure ongoing analysis of workforce needs and trends	1%	Increase efforts to promote persistence and completion	2%

Strategic Planning Process

- Steering Committee developed the Strategic Plan from September 2014 – April 2015

  - Data analysis, synthesis, and writing (January – March 2015)

  - Draft of Strategic Plan posted for public review and comment (March 2015)

  - Board of Regents approved final plan (April 2015)

    - Seven goals consisting of 41 strategies

    - Suggested Key Performance Indicators for goals

Implementation and Review

- President appointed Cabinet Leaders for each goal (May 2015)

  – Oversee implementation of the strategies and identify KPIs for goals (29 KPIs across 7 goals)

- Strategy Managers selected to implement strategies (June 2015)

- Implementation workshop (August 2015)

- Quarterly strategy updates and Cabinet review

- Annual progress report on entire Strategic Plan

Sample KPIs

TULSA COMMUNITY COLLEGE

2016-2020 Strategic Plan
Key Performance Indicators Scorecard

Indicator	Key Performance Indicator	Baseline	Target	Target Data Available	G1: Academic Quality	G2: Student-Centered Service	G3: Performance-Based Culture	G4: Employee Development	G5: Resources	G6: Community Partnerships	G7: Marketing
1	Annual Degrees and Certificates Awarded	2,560	2,631	Summer 2016	X	X	X			X	
2	Fall-to-Fall Retention Rate (Full-Time)	57%	60%	Spring 2017	X	X	X				
3	Three-Year Graduation Rate (Full-Time)	14%	20%	Fall 2018	X	X	X				
4	Three-Year Graduation Rate for Underrepresented Minority Students (Full-Time)	11%	20%	Fall 2018	X	X	X				
5	Three-Year Success Rate (University Transfer and/or Graduation; Full-Time)	28%	40%	Spring 2019	X	X	X			X	
6	Overall Licensure and Certification Pass Rate	89%	90%	Summer 2016	X		X				
7	Percentage of Enrolled Students Seen in Advising	75%	80%	Summer 2016		X					
8	Student-to-Advisor Ratio	1,044 to 1	800 to 1	Fall 2016		X			X		

Sample Quarterly Status Report

Tulsa Community College
2016-2020 Strategic Plan Implementation Plan (FY16 Q2)

MISSION: Tulsa Community College betters its community through the intellectual achievement, creative energy, and responsible citizenship of its students, faculty, and staff by their engagement in teaching, learning, and service opportunities that transform and enrich lives. Tulsa Community College commits to innovative, flexible, and affordable public higher education that responds to a dynamic global environment.

VISION: TCC will excel as an inclusive, engaged center of life-long learning that transforms the world by empowering learners intellectually, culturally, economically, and socially.

CORE VALUES: Integrity, Quality, Student Success, Excellence, Stewardship, Innovation, Diversity

Strategy	Strategy Manager(s)	Status	Notes/Results
Goal 1: Ensure Quality Instruction and Academic Support (Greg Stone and Cindy Hess)			
1a: Recruit and hire additional full-time faculty members dedicated to student success	Greg Stone	Planning and Development	Due to the Academic Affairs reorganization, state budget cuts, and continued enrollment trends, this strategy will be deferred until FY2017. Replacement positions due to attrition of full-time faculty will be prioritized and filled based on student enrollment needs. Human Resources will provide search committee training on inclusion and diversity as replacement positions are filled.
1b: Institute a college-wide process for hiring part-time faculty members	Jocelyn Whitney and Mike Limas	In Progress/ On Schedule	Weave verify will be used to address college-wide credentials. Human Resources currently is reviewing adjunct faculty credentials.
1c: Implement an institutional process for evaluating faculty, including ongoing classroom observations and reviews of credentials	Angela Sivadon and Cindy Shanks	In Progress/ On Schedule	The draft appraisal process is waiting final approval.

Conclusions and Next Steps

- Strategic planning process designed to promote, evaluate, and ensure high performance

  - Ultimate goal is to ensure performance-based decision making and actions permeate the institutional culture

  - Review and revision of employee appraisal process, committee structure, and institutional work processes

Conclusions and Next Steps

- Participation in AACC's Pathways Project will promote a performance-based culture

  - Ongoing Pathways Institutes, including institutional homework and review of KPIs

  - Several Strategic Plan strategies will be implemented as part of Pathways

    - Strategy progress and performance will be reviewed monthly to adjust quickly, as needed

  - Effect of guided pathways will be evaluated based on several KPIs

Conclusions and Next Steps

- Ultimately, advancing a performance-based culture at TCC will result in a better educated citizenry for our region...

Questions?

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http://www.tulsacc.edu/about-tcc/tcc-strategic-plan