

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**Using Baldrige Discipline to  
Build a Culture of Continuous  
Improvement**

 **2008 AIR Forum  
Seattle, Washington**

Fonda Vera,  
Dean, Planning and Research  
for Institutional Effectiveness

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 **Overview**

- The Baldrige Journey
- Measurement System Development
- Monthly Report Card
- End of Year Report
- Lessons to Share

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
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 **The Baldrige Journey**

- Continuous Improvement Timeline
- A-D-L-I
- Agility and Innovation
- The Wise Socratic Teacher

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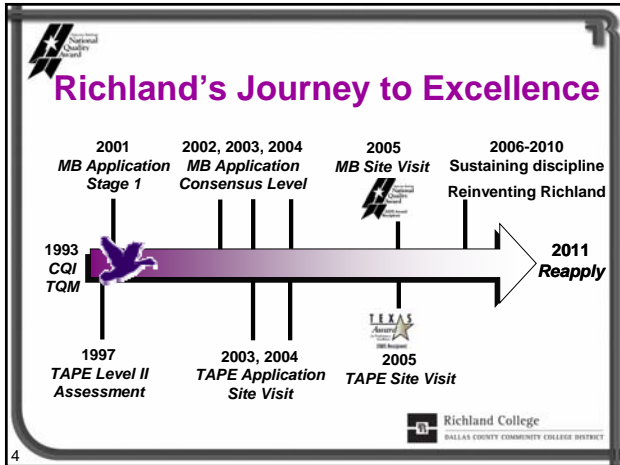
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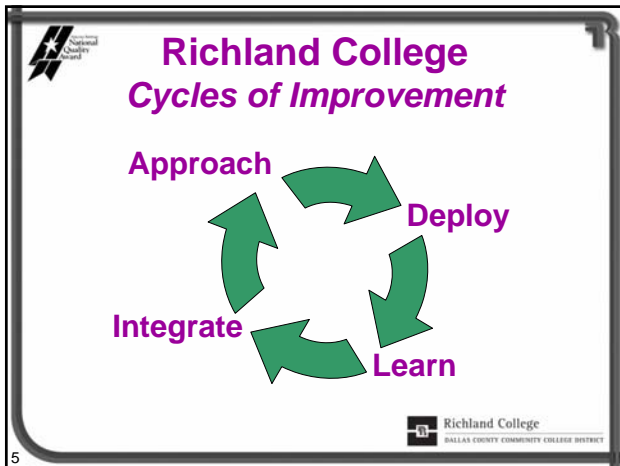
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**Changing Ahead of the Curve**

*“Many institutions wait too long to attempt transformations, doing so only when the signs of trouble have become obvious...”*

*High performers by contrast, change before they must, knowing that the best way to transform is from a position of strength.”*

Source: Breene, Tim, Shill, Walter E., & Nunes, Paul F. (2007). *Transformation: Changing Ahead of the Curve*. Retrieved June 29, 2007 from [http://www.accenture.com/Global/Research\\_and\\_Insights/Outlook/By\\_Issue/Y2007/ChangingAheadCurve.htm](http://www.accenture.com/Global/Research_and_Insights/Outlook/By_Issue/Y2007/ChangingAheadCurve.htm)

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 **Baldrige - The Wise Socratic Teacher**

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 **Developing a Robust Measurement System**

- Strategic Planning Priority Goals
- Key Performance Indicators
- Measures and Targets
- Institutional vs. Departmental Measures
- Review, Revise, and Refine

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 **Richland's Four Strategic Planning Priority Goals**

- Identify and Meet Community Educational Needs (20%)
- Enable All Students to Succeed (35%)
- Enable All Employees to Succeed (20%)
- Ensure Institutional Effectiveness (25%)

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## Identify and Meet Community Educational Needs

- Initiate Proactive Community Relationship Building (5%)
- Conduct Open, Regular Communication with Community Stakeholders (10%)
- Increase Enrollment in Service Area Underserved Populations (15%)
- Provide Business and Industry Work Force Training (20%)
- Respond to Community Educational Needs (50%)

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## Enable All Students to Succeed

- Monitor and Improve Student Success (40%)
- Monitor and Improve Success for Historically Under-served Student Groups (40%)
- Provide Proactive Student Services to Address Student Learning Needs (20%)

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## Enable All Employees to Succeed

- Promote Excellence in Job Performance (15%)
- Provide Excellence in Job Satisfaction (10%)
- Provide Comprehensive Professional Development for All Employee Groups (25%)
- Proactively manage turnover and diversity (25%)
- Provide a safe and healthy working environment (25%)

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**Ensure Institutional Effectiveness**

- Remain Fiscally Responsible and Sound (35%)
- Meet and Exceed Internal and External Standards and Requirements (35%)
- Improve Operational Productivity (30%)

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**Measures and Targets**

- Rationale for Measures
- Strategic vs. Operational
- Target Setting Methodology
- Cycles of Improvement
- Review, Revise, and Refine

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**Goals, KPIs, Measures, Targets**

Strategic Plan

Strategic Planning Priority Goal #1: **Use**

1.1.1 Measure: Contact hours from dual credit and concurrent classes (35%)

Definition: Contact hours generated each semester by high school students enrolled in concurrent and dual credit courses.  
Source of Data: COLLBASE  
Frequency of Collection: Monthly  
Goal: > 400,000  
Rationale: ThunderTeam increased the target to reflect strategic initiatives.

Trend Data

Year	Actual	Target
2003-2005	45,344	45,500
2005-2004	72,200	49,500
2004-2005	81,520	65,500
2005-2006	142,208	100,500
2006-2007	290,284	230,500

Data Source

1.1.1.1 GET LIBY FLY 2006A DUALCR - Induplicated Students for specified term  
SELECT STUDENTS WITH RELATIVE RESTRCTIONS=COSEC  
FIRST PERSONS PT STUDENT ACAD CRED  
SELECT STUDENT ACAD CRED WITH STC TRM=2006A AND STC ACAD LEVEL=CF AND  
STC SECTION NO LINE 9 - AND XSTC D04 CENSUS DATE STATUS=1 2  
SUM (STUDENT ACAD CRED WTC D04 CONTACT HOURS)

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**Goals, KPIs, Measures, Targets**

Strategic Planning Priority Goals, Organizational Objectives/KPIs, Measures, and Targets

2007 - 2012  
Richland College

Strategic Planning Priority Goal #1: Identify and Meet Community Educational Needs

	2007-2008 Target	2009-2010 Target	2010-2011 Target
<b>1.1.1 Contact hours from dual credit and tech-prep</b>			
<b>2007-2008 Target Range</b>	<b>90% - 100%</b>		
<b>2009-2010 Target Range</b>		<b>90% - 100%</b>	
<b>2010-2011 Target Range</b>			<b>90% - 100%</b>
	<b>360,000 - 400,000</b>	<b>405,000 - 450,000</b>	<b>495,000 - 550,000</b>

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**Goals, KPIs, Measures, Targets**

Strategic Planning Priority Goals, Organizational Objectives/KPIs, Measures, and Targets

2007 - 2012  
Richland College

Strategic Planning Priority Goal #1: Identify and Meet Community Educational Needs

	2007-2008 Target	2009-2010 Target	2010-2011 Target
<b>1.5.1 # of on-line contact hours</b>			
<b>2007-2008 Target Range</b>	<b>90% - 100%</b>		
<b>2009-2010 Target Range</b>		<b>90% - 100%</b>	
<b>2010-2011 Target Range</b>			<b>90% - 100%</b>
	<b>832,000 - 925,000</b>	<b>1,080,000 - 1,200,000</b>	<b>1,260,000 - 1,400,000</b>

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**Goals, KPIs, Measures, Targets**

Strategic Planning Priority Goals, Organizational Objectives/KPIs, Measures, and Targets

2007 - 2012  
Richland College

Strategic Planning Priority Goal #1: Identify and Meet Community Educational Needs

	2007-2008 Target	2009-2010 Target	2010-2011 Target
<b>2.1.14 # of students completing core curriculum</b>			
<b>2007-2008 Target Range</b>	<b>90% - 100%</b>		
<b>2009-2010 Target Range</b>		<b>90% - 100%</b>	
<b>2010-2011 Target Range</b>			<b>90% - 100%</b>
	<b>675 - 750</b>	<b>720 - 800</b>	<b>765 - 850</b>

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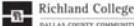
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 **Formalizing the Informal**

- Organizational Action Plans (OAP)
- Departmental Action Plans (DAP)
- Process Improvement/Implementation Plans (PIIP)
- Benchmarking Improvement Plans

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 **Richland College**  
**Organizational Actions**  
2007-2012

**Strategic Planning Priority #1: Identify and Meet Community Educational Needs**

**Organizational Action #1:** Through resource allocation and engagement of key college departments, Richland College will increase reimbursable contact hours in the following priority areas.


*Actions for 2007-2008*

- OA1.1 Dual credit enrollment of RCHS students (KPI 1.1)
- OA1.2 Dual credit (non-RCHS) enrollment of service area and home school populations (KPI 1.1)
- OA1.3 Reimbursable continuing education and corporate training offerings (KPI 1.4)
- OA1.4 Core curriculum enrollment (KPI 1.5)
- OA1.5 College credit enrollment (KPI 1.4, 1.5)
- OA1.6 Tech-occ. programs with strong or emerging job demand (KPI 1.4)

**Organizational Action #2:** Through strategic resource allocation and engagement of key college departments, Richland College will increase market share in the following priority areas.

*Actions for 2007-2008*

- OA2.1 High school graduates within 1 year of graduation (KPI 1.2)
- OA2.2 On-line, distance education (KPI 1.5)
- OA2.3 THECB Closing the Gaps for historically underserved student populations (African-American and Hispanic/Latino) (KPI 1.3)

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 **Richland College**  
**DEPARTMENTAL ACTION PLANS FOR 2007 - 2008**

**PLEASE NOTE: Input information in the grey highlighted areas. Boxes expand as you type.**

Departmental Action (800 Office will assign it)

Write Action Plan Here:

KPI Number/Objective:

Organizational Action Number:

Example: 1.2.2A Leadership will engage appropriate college departments in activities to increase enrollment.

Budget Implication:  Yes  No  Estimated Cost:

Submitted by - Department:   
Supervisor or Dean:

**MD-YEAR REPORT**

Date:   
Update:


**END OF YEAR EVALUATION:**

Date:   
Update:

**Completion Status:**  
Complete:  Carry Forward:  Cancelled:

Complete: The action you proposed is accomplished or implemented. Even if you have encountered a one-year ongoing impediment, the process is still complete.  
Carry Forward: The action is not accomplished or implemented the action in the time allowed and will continue your efforts in 2008.  
Cancelled: Events beyond your control prevented your accomplishing the action (Example: funds were unavailable or you determined that the proposed action was unnecessary (please include explanation)).

For approval only: Required for submission: Departmental Action electronically to I/P For approval only: Required for submission: Departmental Action electronically to I/P

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### Assessing Student Learning Outcomes (SLOs)

**Institutional Learning Outcomes**  
Richland Graduate SLOs

**Perspectives/Capstone**  
Core Curriculum Completion SLOs

**Intellectual Competencies**  
Core Disciplinary SLOs

**Instructional Discipline Programs**  
Program or Departmental SLOs

**Exemplary Educational Objectives**  
Course Level SLOs

**Student and College Services**  
Departmental SLOs

Satisfies SACS, THECB, DCCCD curriculum requirements, and our own intrinsic motivation for improving student success.

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## Monthly Report Card

- The “Thunion” - Thunder Onion
- How it Works
- Raw Data Sheet
- Layer 3
- Layer 2
- The Dashboard

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## How It Works

$(\text{Performance} / \text{Target}) \times 10$	Weighted KPI Measure Score	+	Weighted KPI Measure Score	=	Weighted KPI Score	+	Weighted SPP Score	=	Weighted SPP Score	+	Weighted SPP Score	=	Overall College Score
	Weighted KPI Measure Score	+	Weighted KPI Measure Score	=	Weighted KPI Score	+	Weighted SPP Score	=	Weighted SPP Score	+	Weighted SPP Score	=	Overall College Score
	Weighted KPI Measure Score	+	Weighted KPI Measure Score	=	Weighted KPI Score	+	Weighted SPP Score	=	Weighted SPP Score	+	Weighted SPP Score	=	Overall College Score

Scores of: 91 Measures      16 KPIs      4 SPPs      1 Overall

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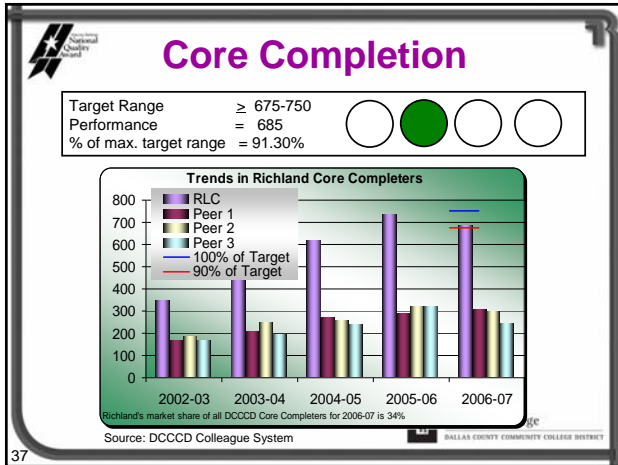
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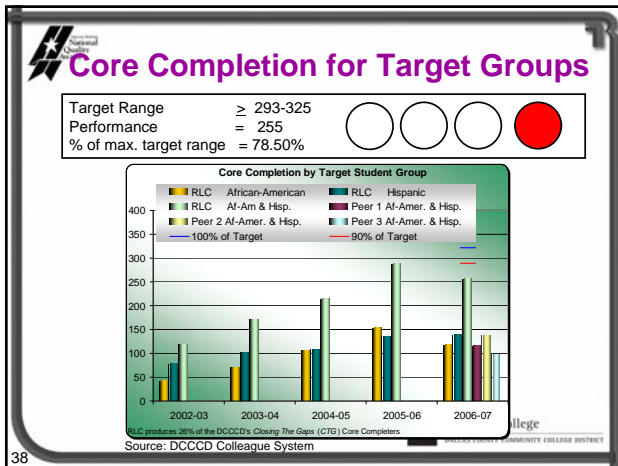
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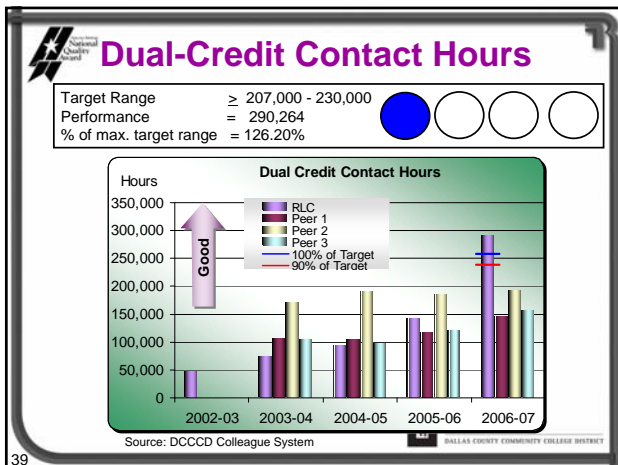
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## Strategies for Increasing Dual Credit Market Share

- RCHS Established
- Increased Dual Credit staff
- Targeted Outreach to:
  - service area high schools
  - home schooled students

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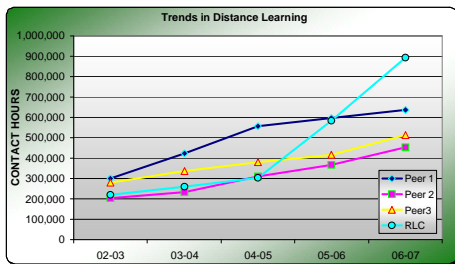
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## Distance Learning Contact Hour Trends



Source: DCCCD Colleague System

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## Strategies for Increasing Distance Learning Market Share

- Schedule Analysis & Efficiency
- Faculty Professional Development
- In-house Course Development
- High Student/Faculty Engagement
- Online Tutoring
- Quality Assurance

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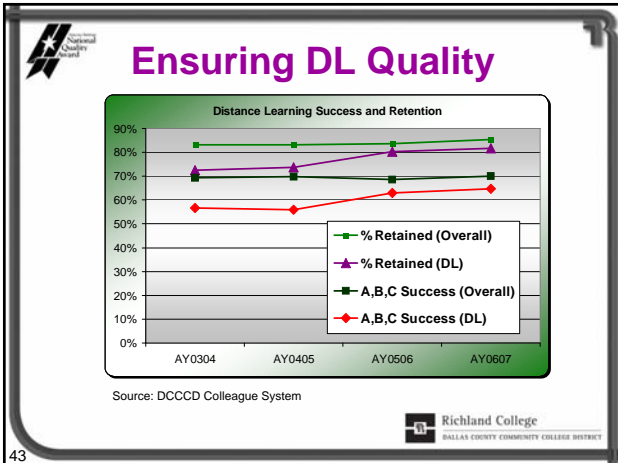
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- Lessons to Share**
- Start Where You Are
  - Keep it Simple - Draw Pictures
  - Communicate Continuously
  - Integrate with the Whole
  - Deploy to Build a Culture of Performance Excellence
  - Continuously Evaluate and Improve
- Richland College  
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**Richland College**

**Using Baldrige Discipline to Build a Culture of Continuous Improvement**

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