Pathway to Success: A Data-Driven Approach to Strategic Planning

Dr. Deborah Posner, Associate Vice President
Office of Institutional Planning and Effectiveness
Broward College | Fort Lauderdale, FL
ATD Five Principles

1. Committed Leadership
2. Use of Evidence to Improve Programs and Services
3. Broad Engagement
4. Systemic Institutional Improvement
5. Equity
## Aspen Institute Criteria and Award Process

<table>
<thead>
<tr>
<th>Round</th>
<th>Criteria</th>
<th>Number of Selected Institutions</th>
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</table>
| 1     | - Performance  
- Family Income  
- Change over Time  
- Equity: Rates for Minorities | 1000                            |
| 2     | - Learning Outcomes  
- Equitable Outcome  
- Completion Outcomes  
- Labor Market Outcomes | 150                             |
| 3     | - Labor Market Outcomes  
- Learning Outcomes Assessment  
- Four Year Transfer & Completion Outcomes | 10                              |
| 4     | - Learning Outcomes  
- Equitable Outcome  
- Completion Outcomes  
- Labor Market Outcomes | 1                               |
Habit 1: Be Proactive
Habit 2: Begin with the end in mind
Habit 3: Put first things first
87% of employees surveyed said they were not held accountable for regular progress on the organization’s goals.

81% had no clear idea what they should be doing to achieve the goal.
- **Discipline 1:** Focus on the Wildly Important
- **Discipline 2:** Act on the Lead Measures
- **Discipline 3:** Create a Compelling Scoreboard
- **Discipline 4:** Create a Cadence of Accountability
STAY FOCUSED – THE CONFLICTING FORCES...

The Whirlwind
or The Day Job

URGENT

Goals
New Activities

IMPORTANT
Each battle must help in winning the war

WIG (From X to Y by WHEN) - War

Battle

Battle

Battle

Battle

Battle

Battle
MAN ON THE MOON

NAVIGATION

PROPULSION

LIFE-SUPPORT

WAR

BATTLES

FranklinCovey
1. Report on Last Week’s Commitments
2. Review and Update Scoreboard
3. Make Commitments For Next Week

WIG MEETING
Report on Last Week’s Commitments

Review and Update Scoreboard

Make Commitments For Next Week

WEEKLY MEETING

LAG MEASURE

LEAD MEASURE

9
10
11
12
13

SCOREBOARD
2016-2017 Strategic Planning Process
# 2015-16 Performance Funding Model

Total Score: 22.23  
Performance Funding Category: Silver

<table>
<thead>
<tr>
<th>Measure</th>
<th>Prior Year 3 (%)</th>
<th>Prior Year 2 (%)</th>
<th>Prior Year 1 (%)</th>
<th>Current Year (%)</th>
<th>3 Prior Year College Average (%)</th>
<th>3 Prior Year State Average (%)</th>
<th>Improvement Score</th>
<th>Excellence Score</th>
<th>Highest Points (x2)</th>
<th>Weighted Points</th>
<th>System Points Average</th>
<th>System Points Standard Deviation</th>
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<tbody>
<tr>
<td>Retention</td>
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<td>93.59</td>
<td>93.83</td>
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<table>
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<th>Measure</th>
<th>Prior Year Graduate Wage ($)</th>
<th>Prior Year DEO Entry Wage ($)</th>
<th>Prior Year Wage Difference (%)</th>
<th>Current Year Graduate Wage ($)</th>
<th>Current Year DEO Entry Wage ($)</th>
<th>Current Year Wage Difference (%)</th>
<th>Improvement Score</th>
<th>Excellence Score</th>
<th>Highest Points (x2)</th>
<th>Weighted Points</th>
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**Category Thresholds**  
The number of colleges in each category are indicated in the ( ).

- **Purple (2)**:  
  - 15.17 -2 Standard Deviations
- **Bronze (3)**:  
  - 19.52 -1 Standard Deviation
- **Silver (20)**:  
  - Average = 23.87  
  - Standard Deviation = 4.35
- **Gold (3)**:  
  - 28.22 +1 Standard Deviation
PATHWAY TO SUCCESS

STRATEGIC PLAN GOALS, 2016-2017

1. **GOAL 1: COMPLETION**
   - Exceed the three-year average number of awards earned and postsecondary transfers in the 2017 state reporting year by 2%, from 22,770 to **23,227**

2. **GOAL 2: RETENTION**
   - Exceed the three-year average number of continuing students in the 2017 state reporting year by 2%, from 30,244 to **30,849**

3. **GOAL 3: ENROLLMENT**
   - Achieve full-time equivalent (FTE) student enrollment in the 2017 state reporting year of at least **30,000**.
GOAL 1

Exceed the three-year average number of awards earned and postsecondary transfers in the 2017 state reporting year by 2%, from 22,770 to 23,227.

STRATEGY 1

Expand student engagement in workplace learning by: (1) using a college-wide approach to filling internships offered in the programs; (2) creating matches with employers and students for full-time and part-time employment while students are currently enrolled or after graduation by December 30, 2016.

- Academic Affairs
- Faculty
- Finance
- Information Technology
- Office of Advancement
- Student Affairs

STRATEGY 2

Plan and execute an American Dream Summit to engage the internal and external community by March 30, 2017.

- Academic Affairs
- Career and Technical Education
- Marketing
- Office of Advancement
- Student Affairs
2016-17 Strategic Plan Dashboard

Dashboard
Strategic Goals
Data Refreshed: 09/06/2016

Goal 1: Completion
Exceed the three-year average number of awards earned and postsecondary transfers in the 2017 state reporting year by 2%, from 22,770 to 23,227.

Goal 2: Retention
Exceed the three-year average number of continuing students in the 2017 state reporting year by 2%, from 30,244 to 30,849.

Goal 3: Enrollment
Achieve full-time equivalent (FTE) student enrollment in the 2017 state reporting year of at least 30,000.

BROWARD COLLEGE
www.broward.edu
# 2016-17 Strategic Plan Dashboard

## Dashboard

<table>
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<th>Variance</th>
<th>% of Time Lapsed</th>
<th>Average % of Tasks Completed</th>
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**Key**

- **Green Circle**: Variance of (-25%) or higher
- **Yellow Circle**: Variance of (-50%) to (-26%) or (-100%) to (-51%)

**NOTE**: Variance is the difference between Average % of Tasks Completed and % of Time Lapsed. See the Field Definitions tab for additional details.

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STAT: Strategic Tracking and Accountability Tool

Goal 2 Strategy 8
Strategy Lead: Tom Olliff

Complete 90% of the approved capital projects on or ahead of schedule and at or under budget.

* Dr. Albert Smith  * Dr. David Shulman  * Dr. George Stallard  * Dr. Linda Howdyshell  * Jayson Iroff  * John Thornton

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<th>% Complete</th>
<th>ADC</th>
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<th>Contact</th>
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<th>End Date</th>
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<th>3rd QTR</th>
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<td>5 Provide BOT with mid year report</td>
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Entry fields: % Complete, Task, Contact, Start Date, End Date
Calculated fields: ADC, ADR, D

The chart above indicates the % Complete, ADC (Green), and ADR (Red).
Social and Behavioral Science and Human Services Pathway

Lead: Roy Pocknee

SBSHS Dashboard

**Strategic Goal: Completion**

Create program maps for transfer majors in the pathway where no maps currently exist

**LEAD MEASURES:**
1) Track the progress of the program map creation process

**LAG MEASURES:**
1) Create 8 maps by May 2017

**Program Map Creation Process**

Goal 1 Lead Measure

**Strategic Goal: Retention**

Students in SBSHS courses will be part in or be exposed to an engagement activity

**LEAD MEASURES:**
1) Track student participation in engagement activities

**LAG MEASURES:**
1) Reach 60% of sections each major term

**Goal 2 Lead Measure**

Student Participation in Engagement Activities

0 20 40 60 80 100

08/12 08/29 09/19 09/26 10/03 10/10 10/17 10/24 11/07 11/14 11/21 11/28 12/05 12/12
2016-17 Weekly Lead Measure Dashboard Example

Workforce Education and Economic Development
Lead: Mildred Coyne and Renee Law

WE&ED Dashboard

**Strategic Goal: Completion**
Increase the number of students placed in internships from 600 to 700 by June 30, 2017

**LEAD MEASURES:**
1) Track student participation in engagement activities

**LAG MEASURES:**
1) 700 students placed in internships by 6/30/17

**Goal 1 Lead Measures**
- Blue line: Student Engagement Activities

**Strategic Goal: Completion**
Increase the number of awards earned in the fall from 1465 to 1495 by Jan 31, 2017

**LEAD MEASURES:**
1) Track the number of potential term grad and 75% complete CTE students that are case managed

**LAG MEASURES:**
1) 1495 awards earned by 1/31/17

**Goal 2 Lead Measures**
- Blue line: Students Case Managed
## Pathways@BC Master Scorecard: 19 Essential Practices

<table>
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<tr>
<th>Essential Practice</th>
<th>Pathway Status</th>
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<tr>
<td><strong>I. MAPPING PATHWAYS TO STUDENT END GOALS</strong></td>
<td></td>
</tr>
<tr>
<td>a. Program is well designed to guide and prepare</td>
<td></td>
</tr>
<tr>
<td>b. Detailed employment information on website</td>
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</tr>
<tr>
<td>c. Programs are clearly mapped out and on website</td>
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<tr>
<td><strong>II. HELPING STUDENTS ENTER A PATHWAY</strong></td>
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</tr>
<tr>
<td>a. Every new student is helped to explore and choose</td>
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<td>b. Special supports provided for program gateway courses</td>
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<td>c. Required math courses are aligned with field of study</td>
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<tr>
<td>d. Intensive support provided for underprepared students</td>
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<tr>
<td>e. The college works with high schools and other feeders</td>
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<tr>
<td><strong>III. KEEPING STUDENTS ON THE PATH</strong></td>
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<tr>
<td>a. Advisors monitor program and progress of every student</td>
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</tr>
<tr>
<td>b. Students can easily see progress and what is needed</td>
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<tr>
<td>c. Advisors and at-risk students are alerted and supported</td>
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<tr>
<td>d. Assistance and redirects for limited-access programs</td>
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<tr>
<td>e. Convenient and efficient course scheduling</td>
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<tr>
<td><strong>IV. ENSURING THAT STUDENTS ARE LEARNING</strong></td>
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<tr>
<td>a. Learning outcomes clearly defined each program</td>
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<tr>
<td>b. Learning outcomes aligned for success</td>
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<tr>
<td>c. Faculty assess whether students master outcomes</td>
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<tr>
<td>d. Faculty use the results to improve the effectiveness</td>
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<tr>
<td>e. Tracking of individual learning outcomes; accessible data</td>
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<tr>
<td>f. Use of CCSSE, SENSE, etc for professional development</td>
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**Key**
- **Green**: Aligned
- **Orange**: In Progress
- **Red**: Not Aligned
- **Black**: Not Applicable
2015-2016 Performance Highlights

- Academic Success Centers
- Sweet 16 Course Success Rates
- Developmental/Gateway English
- Seahawk Support
- Professional Development
- Foundation Scholarships
- Community Partnerships
Institutional Effectiveness

ADMINISTRATION
- Office of the President and Office of Advancement
- Legal Department, Public Policy and Government Affairs
- Financial Operations
- Human Resources and Equity
- Operations
- Information Technology
- Institutional Planning and Effectiveness
- Public Affairs and Marketing

ACADEMIC AND STUDENT AFFAIRS
- North Campus
- Central Campus
- South Campus
- Online Campus/Willis Holcombe Center
- Bachelor Programs
- Career and Technical Education, Continuing Education, and Workforce Development
- District Academic Affairs
- Division of Student Affairs
- Institutional Research
DEGREE PROGRAMS
- Arts, Humanities, Communication, and Design
- Business
- Accounting
- Office Management
- Paralegal Studies
- Digital Media
- Marketing
- Hospitality Management
- Early Childhood Education
- Exceptional Student Education
- Middle Grades Education
- Secondary Education
- Dental
- Emergency Medical Services
- Medical Technology
- Radiography/Radiation Therapy
- Nuclear Medicine
- Physical Therapy Assistant
- Medical Assisting
- Vision Care
- Massage Therapy
- Respiratory Care
- Pharmacy Technician
- Nursing
- RN to BSN
- Institute for Public Safety
- Automotive Technology
- Marine Engineering
- Aviation
- Aircraft Mechanics
- Building Construction
- Industrial Management Technology
- Supply Chain Management
- Computer Networking
- Computer Programming
- Environmental Science Technology
- Information Technology
- Social Behavioral Sciences and Human Services
Institutional Effectiveness Outcomes

Mapping to Strategic Goals

Goal 1 - Completion
- Administration
- Academic and Student Affairs
- Degree Programs

Goal 2 - Retention
- Administration
- Academic and Student Affairs
- Degree Programs

Goal 3 - Enrollment
- Administration
- Academic and Student Affairs
- Degree Programs
### 2016-17 Pay for Performance Plan

<table>
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<th>PAY ADJUSTMENT</th>
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<td>1.51 – 2.0% increase</td>
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<td>Goal 2 = 1%</td>
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<td>Goal 3 = .5%</td>
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**NOTE**: Maximum potential performance pay increase of **2.5%** for all non-bargaining unit employees.
President’s Annual Performance Evaluation

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<th>Non-Strategic Plan Raw Score</th>
<th>Total Combined Score</th>
<th>Strategic Plan Rating (60%)</th>
<th>Non-Strategic Strategic Plan (40%)</th>
<th>Overall Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Member 1</td>
<td>285</td>
<td>780</td>
<td>1065</td>
<td>95%</td>
<td>98%</td>
<td>96%</td>
</tr>
<tr>
<td>Board Member 2</td>
<td>285</td>
<td>800</td>
<td>1085</td>
<td>95%</td>
<td>100%</td>
<td>97%</td>
</tr>
<tr>
<td>Board Member 3</td>
<td>240</td>
<td>767</td>
<td>1007</td>
<td>80%</td>
<td>96%</td>
<td>86%</td>
</tr>
<tr>
<td>Board Member 4</td>
<td>300</td>
<td>790</td>
<td>1090</td>
<td>100%</td>
<td>99%</td>
<td>100%</td>
</tr>
<tr>
<td>Board Member 5</td>
<td>250</td>
<td>790</td>
<td>1040</td>
<td>83%</td>
<td>99%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>91%</strong></td>
<td></td>
<td><strong>94%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Bar chart showing strategic and non-strategic plan ratings for each board member.
Unit-Level Planning and Assessment

**MISSION**
- Why does your unit, program, office, or course exist?
- What is the primary function and who is being served?
- To which Broward College Strategic Goals does your area align?

**GOALS**
- 2 Departmental Goals (in areas which you have control/influence to change)
- 4 Individual Goals (Operational, Developmental, Strategic, Customer Service)
  - **Operational:** How can you add or improve on your main role?
  - **Developmental:** What training or conference do you plan to attend?
  - **Strategic:** How can you support one or more Strategic Goal(s)?
  - **Customer Service:** How do you demonstrate superior customer service?
- Begin with an action verb (i.e., To create, increase, support, maintain, ...)
- Must be Specific, Measurable, Achievable, Relevant, Time-stated (SMART)

**MEASURES**
- 1-2 Lead and Lag Measures per Departmental Goal
  - **Lead:** What key activities will drive you toward your goal? (reported weekly)
  - **Lag:** What final evidence will indicate that the outcome was achieved?
- **Description** with supporting details for every goal to be accomplished –
  - **Target:** Include Acceptable (75-85%) vs. Ideal (100%)
  - **Timeline:** Include due dates and any milestones
  - **Key/Responsible Personnel:** Include full names, not just titles
SMART Goal Examples

DEPARTMENTAL GOALS

Departmental Goal 1: To increase research request form utilization by 5% college-wide.
Lead Measure: Review and revise fields of existing form to more effectively capture required data.
Lead Measure: Increase college-wide awareness of benefits of form usage.
Lag Measure: 90% of research requests are received via the research request form by 6/30/15.

Departmental Goal 2: To increase course completion rate by 5% for FTIC students in 2016.
Lead Measure: Launch new podcasting program for new student orientations.
Lead Measure: At least 20 students per week (N=275) are served by the ASC and Tutoring Labs.
Lead Measure: Early alert system expanded so that faculty can provide faster referrals for interventions.
Lag Measure: At least 75% of FTIC students complete their courses successfully by 12/17/15.

INDIVIDUAL GOALS

Operational Goal: Create documentation on training for new SAS Enterprise Guide users in the Student Area.
Description: Work with the IR and IA teams to provide guidance, training, and access to new SAS users.

Developmental Goal: Attend a SAS Visual Analytics training session.
Description: Attend a SAS Visual Analytics training session to learn skills that will allow me to offer better data visualization and analytics in a cloud-based platform.

Strategic Goal: Facilitate two Open House events at local high schools (Goal 3 – Enrollment).
Description: To promote BC to prospective students, provide an overview of Career Pathways and the Admissions process.

Customer Service Goal: Acknowledge all emails received within one business day.
Description: Respond to emails upon receipt and inform recipients when I will be able to provide information or service requested.
Timeline: Planning, Budget, IE, HR, Program Review

January
Compile data using Summer, Fall, and early Spring terms; Prelim IE Findings

February
Develop Strategic Plan draft and Budget Proposal

March
Present Strategic Plan Draft and Budget to BOT

May-June
Final IE Findings & Assessment Plans; Final Budget & Strategic Plan to BOT

July-Sept
Program Reviews Completed; HR Appraisals; IE Actions
SACSCOC Alignment

Five-Year Strategic Plan (2012-2017)

2014

Ten-Year SACSCOC Reaffirmation Site Visit

Five-Year Strategic Plan (2017-2022)

2019

Fifth-Year SACSCOC Interim Report

Five-Year Strategic Plan (2022-2027)

2024

Ten-Year SACSCOC Reaffirmation Site Visit
2016-17 Pay for Performance Plan $

- **State**: Performance Funding Model Metrics
- **College**: Strategic Plan Success Measures
- **Unit**: Institutional Effectiveness Outcomes
- **Individual**: Goals and Performance Appraisals
Institutional Planning and Effectiveness

The mission of the Office of Institutional Planning and Effectiveness is to provide meaningful drivers for college-wide continuous improvement.

**Strategic Planning**

- Strategic Plan 2016-2017
- Strategic Plan 2015-2016
- Strategic Plan 2014-2015
- Strategic Plan 2012-2017 (5 Year Plan)

**STAT**

Strategic Tracking and Accountability Tool

**IMPORTANT:** Open this tool using Internet Explorer to ensure edit mode can be enabled. Please also refer to the STAT Quick Reference Guide as needed.

**Newsletters**

- August 2016
- July 2016
- June 2016
- May 2016
- April 2016
- March 2016
- February 2016
- January 2016
- December 2015
- November 2015
- October 2015

View our Strategic Plan video featuring interviews of faculty, staff, and students highlighting our many successes college-wide over the past year along with a look ahead towards our new targets.

**Continuous Improvement Cycle**

**IE Assessment Plans**

- 2015-2019 IE Assessment Plans
  - *Upcoming Deadline: 09/16/2016*

- Register for TaskStream Training
  - (Title Keyword: "TaskStream")

- Login to TaskStream to complete
  - YOUR 2016-2017 Assessment Plans

**Services**

- FAST Team Facilitation
- Focus Group Facilitation
- Goal Writing Workshops
- Lean Six Sigma White Belt Workshops
- Learning Outcomes Assessment Workshops
- Planning Retreats
- Process Improvement Consultations
- Project Management Training and Support
Institutional Planning and Effectiveness Cycle

1. **State**  
   (Performance Metrics)

2. **Institutional**  
   (BC Strategic Plan & Goals)

3. **Unit/Program**  
   (IE Plans & Outcomes)

4. **Individual**  
   (Goals & Appraisals)

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**Mission**

**Plan**

**Budget**

**Act**

**Assess**

**Analyze**

**Report**