



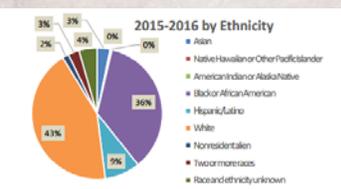
NOLA's Tri-centennial, Delgado's Centennial Analyzing our 2021 Strategic Goals

Tying Assessment to Delgado's Strategic Planning process
to Build a Culture of Continuous Quality Improvement



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Delgado demographics



Ethnicity	Percentage
White	43%
Hispanic/Latino	36%
Black or African American	13%
Asian	2%
Native Hawaiian or Other Pacific Islander	2%
American Indian or Alaska Native	4%
Two or more races	0%
Resident alien	0%
Resident ethnicity unknown	0%

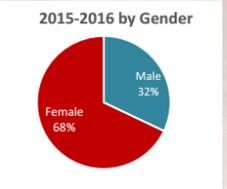
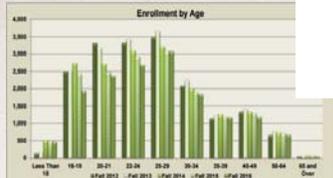


Category	Count
Enroll	36,357 (2015-16)
Non-Enroll	5,793
Adult	3,400



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Delgado demographics



Gender	Percentage
Female	68%
Male	32%



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We plan to discuss:

- Process for soliciting feedback and determining institutional strategic plan
- Process of developing strategic goals
- Determining baseline data and key performance indicators
- Questions

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Process for soliciting feedback and determining institutional strategic plan

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How can Delgado Community College close the skills gap?

"Employers Aren't Just Whining – the Skills Gap is Real"
Harvard Business Review

"The biggest issue facing business in Louisiana is its workforce — a workforce lacking, both by the numbers and in quality."
Stephen Waguespack, LABI

The Skills Gap

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How can Delgado Community College close the skills gap?

96 % of college and university chief academic officers said they are extremely or somewhat confident in their institution's ability to prepare students for success in the workforce

- just 11 % of business leaders strongly agree today's college graduates have the skills and competencies that their business needs.

John M. Eger, "Business and Education Executives Just Don't See Eye to Eye",
Huffington Post, 04/12/2014

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Our overarching goal

- Revisit mission, vision and core values.
- Use as a framework:
 - LA2020 goals and the Strategic Sustainability and Growth Plan
 - Louisiana Board of Regents Master Plan for Higher Education - Educate, Elevate, Innovate.
- Meet with internal and external stakeholders

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Louisiana 2020

Goals for 2020

- **DOUBLE** Graduates to 40,000 Annually
- **DOUBLE** the Annual Savings of our Graduates to \$1.5 Billion
- **QUADRUPLE** Student Transfers to four-year Universities to 30,000 Annually
- **DOUBLE** the Number of Students Served to 20,000 Annually
- **QUADRUPLE** Partnerships with Business and Industry to 1,000 Annually
- **DOUBLE** Foundation Assets to \$200 Million

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The New Reality for Higher Education

The Louisiana Board of Regents adopted its Master Plan for Higher Education designed to raise the educational attainment of its adult citizens in order to be competitive in the 21st century global economy at its December 2015 meeting.

How do we meet the needs of an ever-changing workforce?

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As we move through the process:

- Critical that we solicit feedback from internal and external stakeholders
- Internal and external stakeholders who are invested will help to ensure success
- LA2020 are targets that we reach based on Delgado's Strategic Goals
- All 85 of the Unit Assessment Plans support Delgado's Strategic Goals

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The planning process

Determine membership of the Strategic Planning Team

Determine roles and responsibilities of the Strategic Planning Team

Determine internal and external stakeholder groups

Review focus group questions

Define a process for reviewing mission, vision and core values

Develop a Timeline

Conduct internal and external stakeholder presentations and focus groups

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Timeline

March – June
 Meet with Stakeholders in Strategic Planning Focus Groups to solicit feedback:
 Students, faculty and staff
 Advisory committees
 Delgado Foundation, Donors, Alumni
 Greater New Orleans Community, GNO, JEDCO, Chambers, Urban League
 University partners
 Dual enrollment partners

June – July
 Categorize feedback into common themes

August Complete final 2017-2021 Centennial Strategic Plan
 Plan approved by College Council
 Determine baseline line data and key performance indicators
 Production of final documents (marketing)
 Distribution of new Strategic Goals and Objectives

Sept – Nov
 Thank Stakeholders and share new 2017-2021 Centennial Strategic Plan
 Each of our 85 Units develops strategies to support Delgado's Strategic Goals

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Process for soliciting feedback and determining institutional strategic plan

- What positions, on your campus, should be included on the Strategic Planning Team?
- Who are the internal and external stakeholder groups in your region?
- What kind of focus group questions would you ask?

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- What do you see as the key strengths of Delgado Community College?
- What is the most important thing Delgado can do for the New Orleans community?
- What do you see as Delgado's greatest opportunities for improvement?
- How would you measure the success of Delgado Community College?
- What are the critical issues that Delgado will face over the next three – five years?
- What do you see as the key priorities the College should establish in its strategic plan?
- Is there anything else you would like to share with us?
- Our online survey is available at [Centennial 2021 survey](#)



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Process of developing strategic goals

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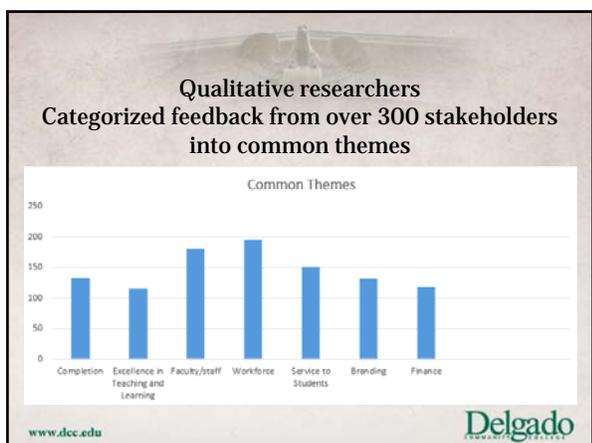


Qualitative researchers

Categorized feedback into common themes

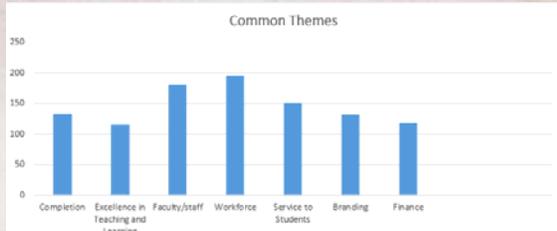
Focus Group Feedback

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Qualitative researchers

Categorized feedback from over 300 stakeholders into common themes



Theme	Frequency
Completion	130
Excellence in Teaching and Learning	115
Faculty/staff	180
Workforce	195
Service to Students	150
Branding	130
Finance	115

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Word Clouds

What is the most important thing Delgado can do for the New Orleans community?

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Delgado's Future Success

Key Priorities

- Workforce Development/Technical
- Business Partnerships/Intramural/OT
- Retention/Completion/Student Success
- Career Placement & Alumni Relationships
- Continuous Curriculum Enhancements
- Internal Alignment, Integration, Connecting Services/Support, Eliminate Duplication
- Alternative Funding Sources
- Visibility

Workforce Development Savvy
(Industry/Business Alignment & Apprenticeships)

Internal Efficiency
(Student Focused & "Well-Oiled Machine")

Funding
(Alternative Sources)

Strengths

- Quality - Faculty/Staff/ Academics
- Affordability & Accessibility
- Flexible Schedules & Online
- Community Locations
- Workforce Needs & Business Alignment
- Diversity - multiple races
- "Sleeping Giant"
- "Gateway to Better Life"

Critical Issues 3-5 Yrs.

- Funding/Budget
- Continual Alignment Programs (WFO Needs)
- Changing 15 to 16 / Alternative
- Attracting 4 Year "Star" Students
- Retention (Student Fin. Service & Success)
- Counseling (Beyond Academics)
- Internships
- Entrepreneurial Faculty
- Rich Advances (Keeping Up)
- Communicating "Branding Delgado"
- Principals

Delgado "504"

- Disengaged youth
- Workforce Development
- Industry Specific/ Trades
- Apprenticeships/OT
- Scholarships
- Options - "Ignorant Bias"

Opportunities for Improvement

- Student Experience (Customer Service)
- WFO Alignment to Dual Employment
- Employer Alignment & Engagement
- Internship Opportunities (Faculty Staff)
- Marketing Branding (Delgado Value)
- Recruiting/ Encouraging Faculty & Students
- Community Outreach ("Big Events")
- Workforce Development/ Technical
- Targeting in a "Threat" Students

*...keep fighting for more resources and working closer with corporate people... ensure courses reflect current and future needs...

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Common Themes

<p>Cost of College of Completion - Preserve Student Success and Retention</p> <p>8,413</p>	<p>Reduce the Distance to Year One and Learning</p> <p>3,292</p>	<p>Optimize Programs - Increase Enrollment - Increase the Culture of Collaboration Among All Members of the Delgado Family</p> <p>267</p>	<p>Workforce Development - Increase the Working Force for Technical and Workforce Development</p> <p>36,357</p>
<p>Access to Workforce - Increase Completion</p> <p>8,413</p>	<p>Workforce Development - Increase Enrollment - Increase the Culture of Collaboration Among All Members of the Delgado Family</p> <p>267</p>	<p>Workforce Development - Increase the Working Force for Technical and Workforce Development</p> <p>36,357</p>	<p>Workforce Development - Increase the Working Force for Technical and Workforce Development</p> <p>36,357</p>
<p>Graduates enrolling</p> <p>8,413</p>	<p>Students</p> <p>3,292</p>	<p>Partnerships with Business</p> <p>267</p>	<p>Partnerships with Business</p> <p>36,357</p>
<p>Foundation Assets</p> <p>\$19,968,175</p>			

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Strategic Goals Developed

STRATEGIC GOAL I: Student Success
Create a Culture of Completion
Embrace Excellence in Teaching and Learning
Ensure Student Success

STRATEGIC GOAL II: Community Engagement
Develop the Emerging Workforce
Create a Unified Vision

STRATEGIC GOAL III: Organizational Effectiveness
Embrace Cultural Transformation
Ensure Transparency, Efficiency, and Accountability
Ensure a Sustainable College

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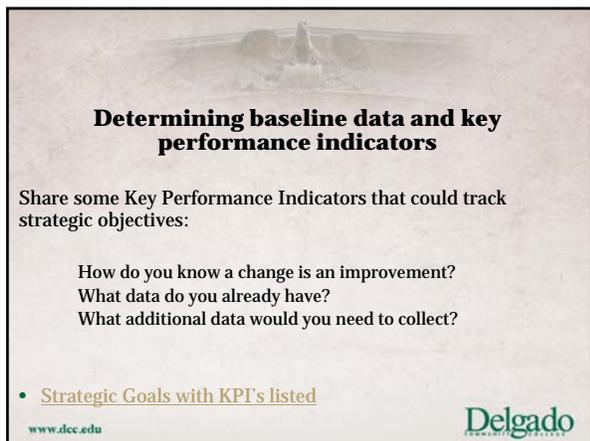
Strategic Goals and objectives developed

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Process of developing strategic goals

- How would you go about collecting and categorizing feedback into common themes?

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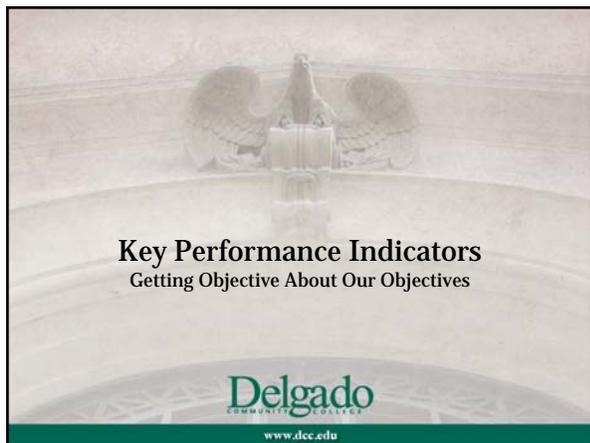
Determining baseline data and key performance indicators

Share some Key Performance Indicators that could track strategic objectives:

How do you know a change is an improvement?
What data do you already have?
What additional data would you need to collect?

- [Strategic Goals with KPI's listed](#)

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Key Performance Indicators

Getting Objective About Our Objectives

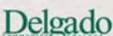
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Measuring the Unmeasurable

Goal I-A: Create a culture of completion
↓
Objective I-A.1: Reduce barriers to student access to lifelong learning
↓
Key Performance Indicator: Retention Within Developmental Education Sequences

- A **Key Performance Indicator (KPI)** is simply a number whose changes will tell us something about whether we're meeting our goals.

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- ### Examples
- Objective: “Design and implement a systematic approach to grants development and management”
 - KPI: Incoming Grant Funds
 - Objective: “Ensure that all members of the College community provide effective, quality services to our students”
 - KPI: Retention Rate
 - Objective: “Expand advising resources to improve student access, persistence, and completion”
 - KPI: Students Visiting Advisor (%)
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- ### Obstacles and Limitations
- What if the objective is too qualitative?
 - III-A.4 “Promote a culture of collaboration”
 - What if the objective is broader than the available data?
 - I-B.6 “Expand professional development opportunities” vs. convocation workshop attendance
 - What if the objective is narrower than the available data?
 - II-A.5 “Expand capacity in programs that lead to high-demand occupations” vs. graduate earnings
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Gathering Data

- Our strategic plan guides every department of our college.
- **Therefore, our KPIs span every department of our college.**

Institutional Research

Registrar ↔ Academic Departments

Financial Aid ↔ Information Technology

Human Resources ↔ Library

Advising Division ↔ Accounting

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Measuring Improvement

- **Baseline data: magnitude vs. direction**

Courtesy of Keston Fulcher, James Madison University

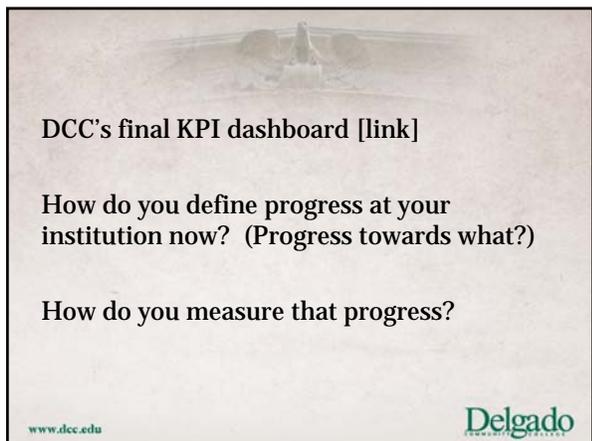
- **Consistent measurement practices: comparing apples to apples**

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Placeholder Slide

- This slide will illustrate the process of presenting our KPIs to our internal stakeholders (the Chancellor, the Executive Council, and the Planning & Assessment Committee) for feedback and final approval.

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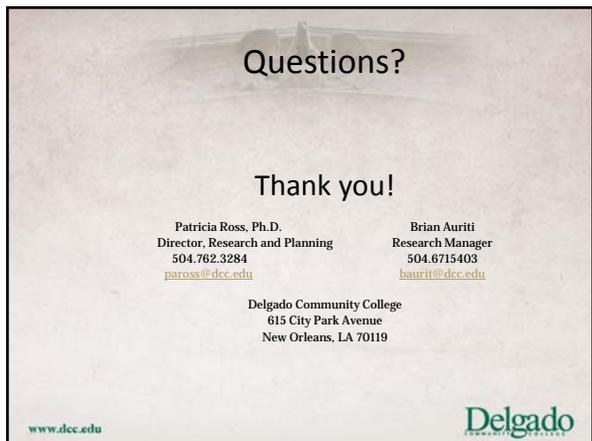


DCC's final KPI dashboard [link]

How do you define progress at your institution now? (Progress towards what?)

How do you measure that progress?

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Questions?

Thank you!

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