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

Delgado demographics

Delgado demographics
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

Process for soliciting feedback and determining institutional strategic plan

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
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.

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
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?

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

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
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

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?

- 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](#)
Process of developing strategic goals

Qualitative researchers

Categorized feedback into common themes

Focus Group Feedback

Qualitative researchers

Categorized feedback from over 300 stakeholders into common themes
What is the most important thing Delgado can do for the New Orleans community?

Common Themes
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

• Strategic Goals and objectives developed

Process of developing strategic goals
• How would you go about collecting and categorizing feedback into common themes?
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

Key Performance Indicators
Getting Objective About Our Objectives

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

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

www.dxc.edu
Designing Our KPIs

Strategic Planning Expert

Data Experts
- Institutional Research manager
- OIT data custodian
- OIT financial aid expert

“How can we measure improvement?”

Repeat

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 (%)

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
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

Measuring Improvement

- Baseline data: magnitude vs. direction
- Consistent measurement practices: comparing apples to apples

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.
DCC’s final KPI dashboard [link]

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

How do you measure that progress?

Questions?

Thank you!

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