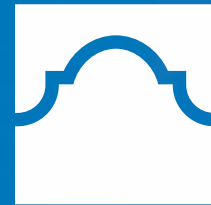


Analytics, Assessment, Award: Our Successful Baldrige Journey

Dr. Tom Cleary

Vice Chancellor of Planning,
Performance and Information
Systems



ALAMO
COLLEGES
DISTRICT



Malcolm Baldrige
National Quality Award

2018 Award Recipient

Achieving the Dream | LEADER COLLEGE

Agenda

- What is Baldrige
- Business Model for Higher Education
- Strategy Map
- Student Success Metrics
- Integrated Performance Excellence – Tools and Events
- Performance Review Structure
- 4DX / Wildly Important Goal (WIG)
- Results
- What's Next



Background and Overview

- Baldrige Performance Excellence Program
Established by Congress in 1987 for
Manufacturing, Service, and Small
Business Sectors
 - Strengthen U.S. economy
 - Enhance U.S. competitiveness
 - Identify Role Models for others to learn from
- Education and Health Care Sectors Added
in 1999
- Not for Profit Sector Added in 2007

Baldrige Program Purposes

- Improve organizational performance practices, capabilities and results
- Facilitate communication and sharing of information on best practices among education and with all other types of organizations
- Serve as a working tool for understanding and managing performance and for guiding organizational planning and opportunities for learning

Baldrige Core Values

- Systems perspective
- Visionary leadership
- Student-centered excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results





From Baldrige Performance Excellence Program. 2015. *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

Baldrige Framework

1. Leadership
2. Strategic Planning
3. Customers
4. Measurement & Analysis
5. Workforce
6. Operations
- 7. Results**

Baldrige Framework

1. Leadership	12%
2. Strategic Planning	8.5%
3. Customers	8.5%
4. Measurement & Analysis	9.0%
5. Workforce	8.5%
6. Operations	8.5%
7. Results	45.0%

Organizational Maturity

Systems Perspective

1. Processes
2. Results
3. Alignment / Integration



STUDENTS FIRST



STUDENT SUCCESS

Organizational Chart

Students

All employees of the Alamo Colleges

SPC

SAC

PAC

NVC

NLC

DSO





Strategic Goals = Student Success

1. Access
2. Success / Completion
3. Pathways to Success
4. Performance Excellence
5. Organizational Communication

Business Model

THE ALAMO WAY



Student
Success



Principle-Centered
Leadership



Performance
Excellence

Board Policy B.9.1



STUDENT SUCCESS PERFORMANCE MEASURES

- ✓ Graduates
- ✓ Graduation Rates
- ✓ Transfer Rates
- ✓ Retention Rates
- ✓ Course Completion Rates
- ✓ Productive Grade Rates
- ✓ Persistence Rates
- ✓ Employment Rates
- ✓ Licensure Pass Rates
- ✓ Success Rates In Developmental Education

Board Policy F.6.1 Student Success



Strategic Planning

A photograph of three men in a meeting. The man on the left is wearing a red, white, and blue checkered shirt and has his hand to his chin, looking thoughtful. The man in the center is wearing a grey suit jacket, a light blue striped shirt, and a yellow tie with small dots, looking towards the right. The man on the right is wearing a grey suit jacket and glasses, looking towards the center. The background is blurred, showing other people in a meeting room.

STRATEGIC PLANNING QUESTIONS

1. Who are we?
2. What do we want to be in the future?
3. How are we going to get there?

Planning is about
prioritizing.



The College cannot
be all things to all
people.

PLANNING

IS ABOUT PRIORITIZING

MISSION



STRATEGY



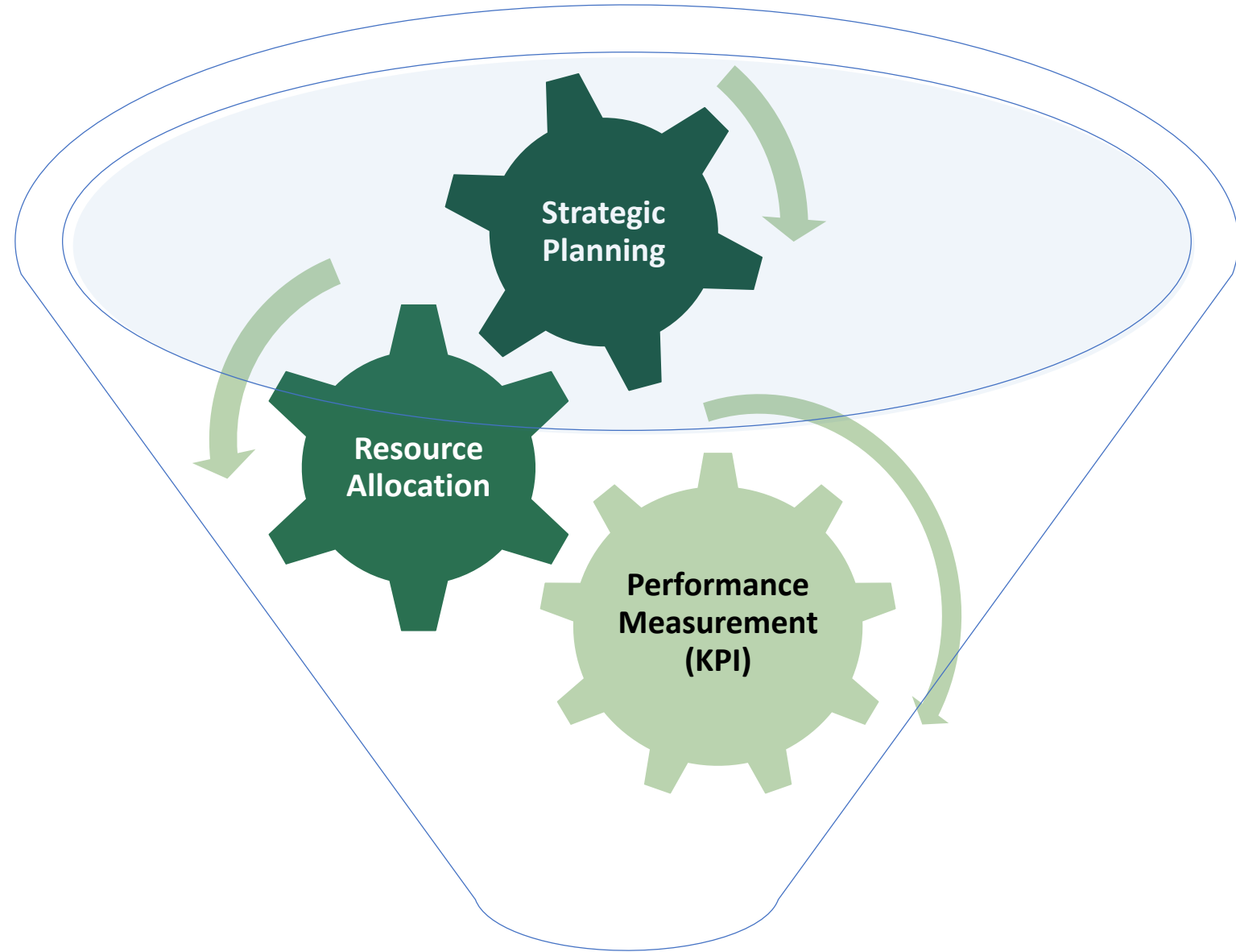
INVESTMENT



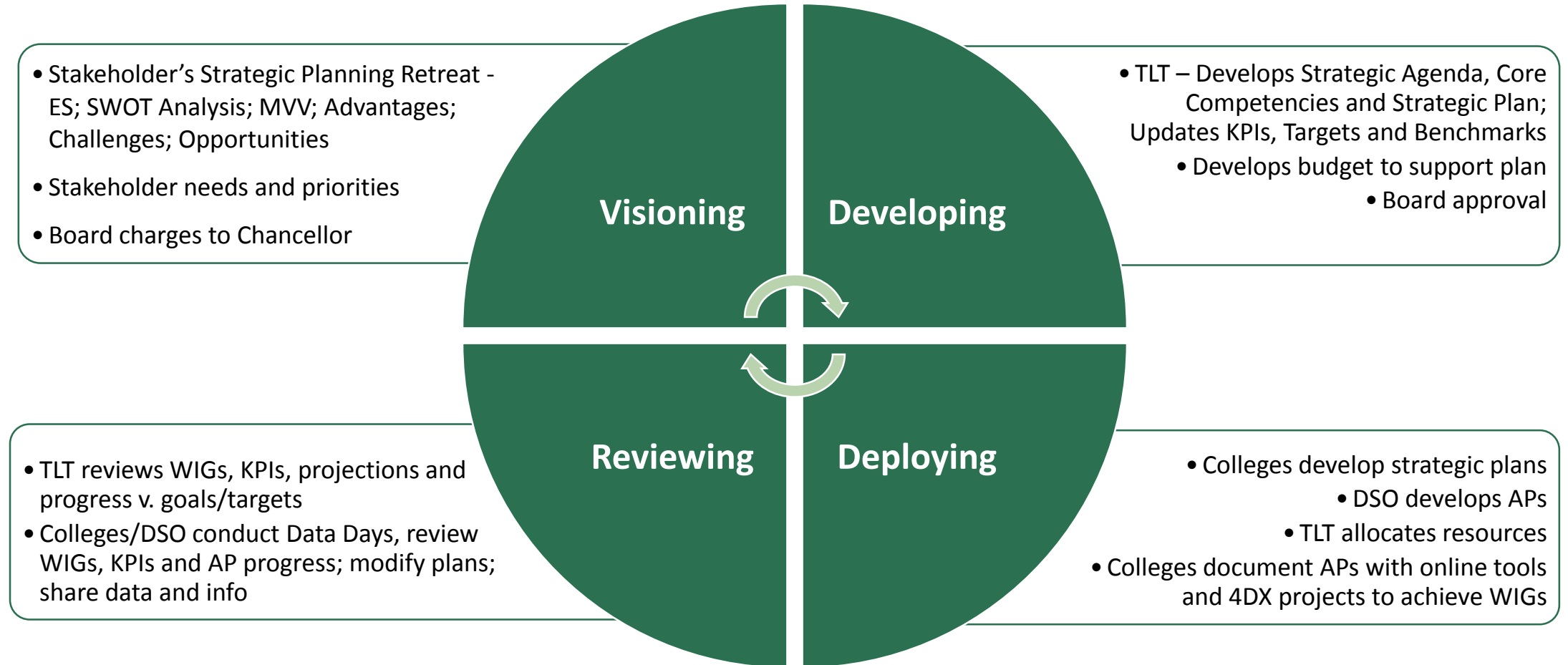
INCOME



Integrated Strategic Planning



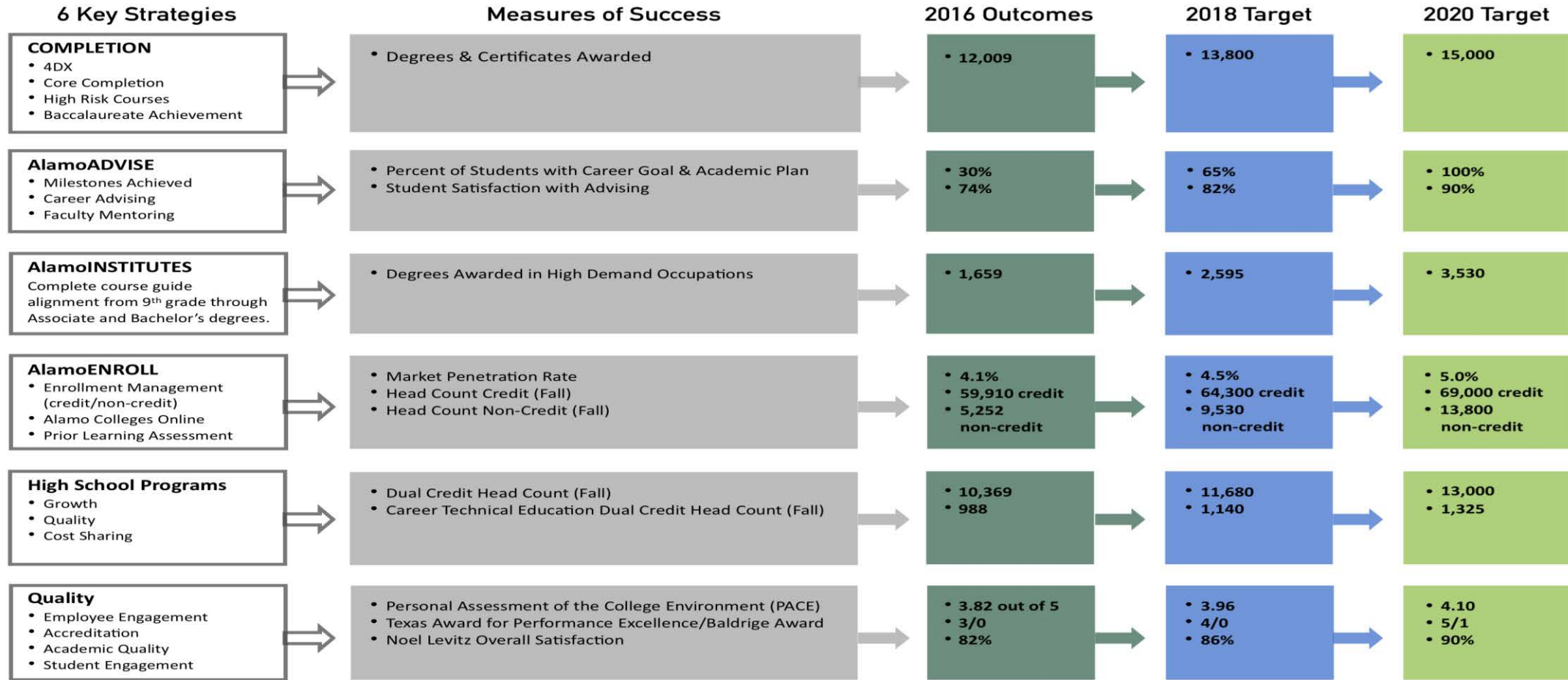
Strategic Planning: Alamo Colleges District Process



The hard part of
strategic planning
efforts is the
implementation.



Strategy Map: Alamo Colleges District



Key Customers:

- Students
- Employers
- Universities
- Secondary Education



Strategic Alignment Across The Alamo Colleges District

Putting It Together: Integrated Performance Excellence

Alamo Way Policy

- Student Success
- Principle-Centered Leadership
- Performance Excellence



Putting It Together: Integrated Performance Excellence

Alamo Way Policy

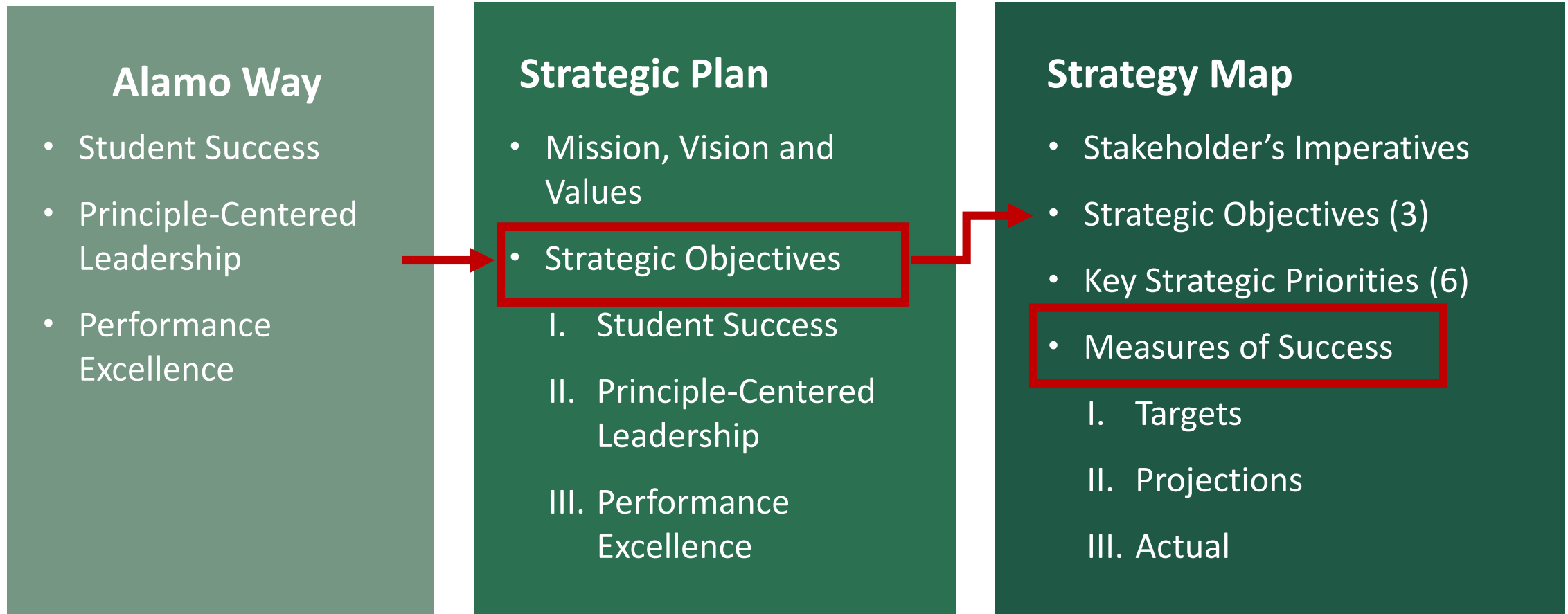
- Student Success
- Principle-Centered Leadership
- Performance Excellence

Strategic Plan

- Mission, Vision and Values
- Strategic Objectives
 - I. Student Success
 - II. Principle-Centered Leadership
 - III. Performance Excellence



Putting It Together: Integrated Performance Excellence



A smiling woman with blonde hair, wearing glasses and a red top, is the central focus of the image. She is looking slightly to the right and has her hands clasped in front of her. The background shows other people at a professional event, including a woman in a pink blazer and a man in a purple shirt. A blue overlay on the left contains text.

PERFORMANCE EXCELLENCE

TOOLS

- Focus PDCA
- 4DX
- Dashboards
- Surveys

EVENTS

- Data Days
- 4DX Summits
- PVC/Board Reports

Performance Review Structures

Alamo Colleges District Structure

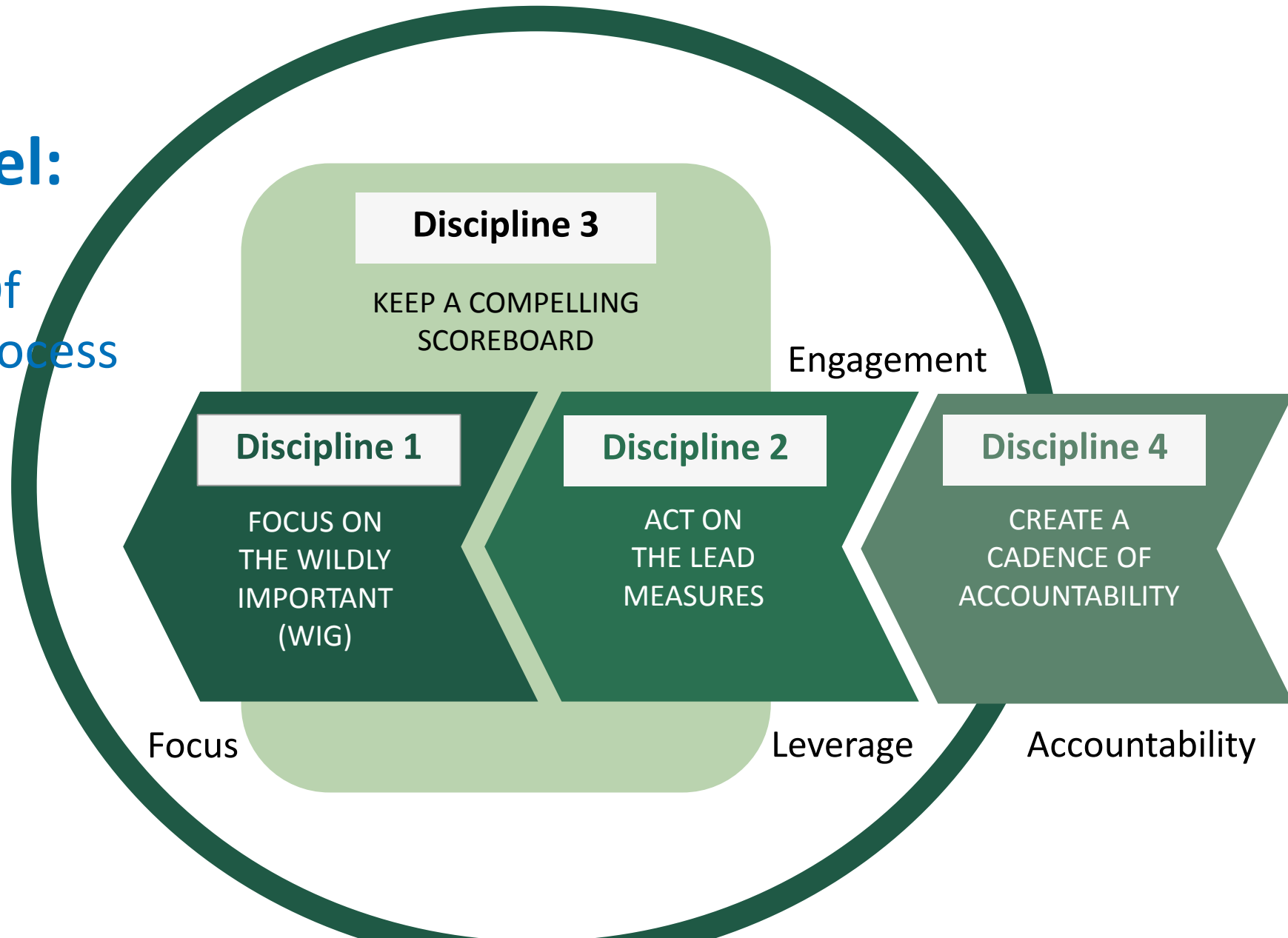
Team	Review Areas/Actions	Frequency
Board	CPU KPI performance; modify KPIs; set targets	Annually
ACD & College Leadership	Data Days – Action Plans & KPIs	Semi-Annually
PVC	WIG and CPU KPIs and comparisons; SP progress; updates on MVV; budget matters; financial performance	Weekly
VC/VP	Action plan progress; updates on KPIs; coordination and issue resolution	Monthly
College Leadership Teams	WIG, CPU, KPI performance; KPIs and comparisons as data changes occur; SP progress; budget development and status; financial performance; staff initiatives, proposals and actions	Weekly
Budget Teams	Review, evaluate, prioritize, and allocate financial resources	Annual
Program Review Teams	Program Review Process and Outcomes	Annual

Palo Alto College Structure

Team	Review Areas	Frequency
PVC	Updates on KPIs and comparisons as data changes occur; MVV; Strategic Direction	Weekly
VP Team	CPP, KPIs and comparisons as data changes occur; MVV; Strategic Direction	Weekly
E-Team	CPP, LPIs and comparisons as data changes occur; budget development and status; staff initiatives, proposals and actions	Weekly
CLT	Budget status; CPP; KPIs, comparisons; PTP academic initiatives, proposals and actions	Bi-Weekly
PRC	Program Review Process	Annual
RAC	Review, evaluate, prioritize, and allocate financial resources	Annual



4DX Model: The Four Disciplines Of Execution Process



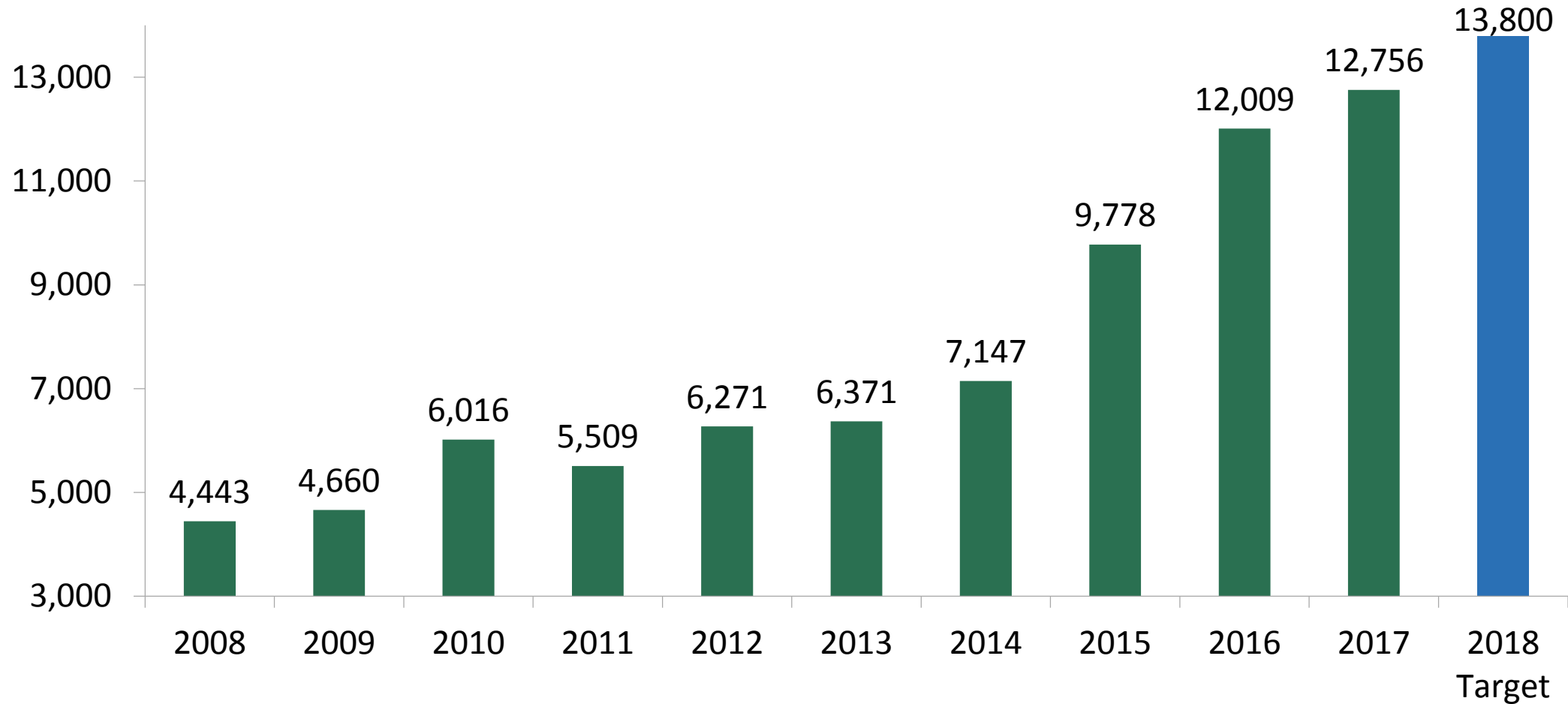
RESULTS



ALAMO
COLLEGES
DISTRICT



Degrees & Certificates Awarded (WIG)



Graduates As Percentage Of FTE Enrollment

Alamo	41.6%
San Jacinto	40.6%
South Texas	38.4%
El Paso	30.9%
Dallas	29.3%
Tarrant	27.3%
Houston	22.5%
Lone Star	21.2%
Collin	20.3%
Austin	19.8%
Very Large Community Colleges Avg.	28.4%



THEN and NOW

Taking a big step forward in student success



2005 - 2006

2017 - 2018

% Increase

Enrollment by College of Attendance: Fall Term

50,166

60,692

21%

Degrees and Certificates Conferred

3,707

12,756

244%

Fall to Fall Retention Rate

60%

70.1%

17%

3-Year Graduation Rate

6%

24.7%

325.9%

4-Year Graduation Rate

9%

25.6%

197.7%

Productive Grade Rate Course

67%

80.2%

19.5%

Completion Rate Total Expense

80%

92.3%

15.5%

Operating Budget Bond Rating:

\$208,717,222

\$354,086,098

69.6%

S&P / Moody's

AA / Aa2

AAA / AAA



Foundation Total Assets

\$5,202,174

\$26,628,222

411.9%

Strategic Planning Lessons Learned

Why Planning Fails	How The Alamo Colleges District Addressed
Lack of participation	Inclusive process- staff, faculty, students and community
Lack of communication	Alignment from Policy to Planning to Performance Review
Poor strategy development	Strategy Map
Failure to hold people accountable	Performance Review structure
Lack of resources	Aligned with budget requests and prioritization



Top 10 Strategies for Baldrige Success

- 1. Leadership Support**
- 2. Students-First Focus**
- 3. Integrated planning and strategic alignment at all levels**
- 4. Partnership development and community outreach**
- 5. Intelligent Risk Taking**
- 6. Fanatical about Data**
- 7. Culture of workforce collaboration and engagement**
- 8. Culture of Innovation**
- 9. Focus on Results**
- 10. Organizational Profile and Alignment to Baldrige Categories**

The Laws of Work

There are three types of
people.....

The Laws of Work

The last person that quit
or was fired will be held
responsible for everything
that goes wrong.

The Laws of Work

If at first you don't
succeed.....

The Laws of Work



THANK YOU



ALAMO
COLLEGES
DISTRICT

