

# Cultivating a High Performance Organization with a Shared Vision for Student Success

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*In this era of increasing accountability for results, how can an institution transition to a high performance organization as it develops and executes a shared vision for student success?*

**Evolving story of how one institution - Hartnell College - is embarking on a purposeful direction that strategically harnesses collective efforts to ensure student success**



1. Hartnell's purposeful direction
2. Foundational features of a proactive approach to becoming a high performance organization
3. Reflect on your institution's progress toward enhancing organizational effectiveness



**Institutional accreditation as one key indicator of performance and progress**

**Past Accreditation Performance:  
Two cycles of probation**

**Current - Accreditation Visit Spring  
2019:  
Successful**



## Vision

*Hartnell College students will be prepared to contribute as leaders to the intellectual, social, cultural, and economic vitality of our communities and the world.*

## Top Values Statement

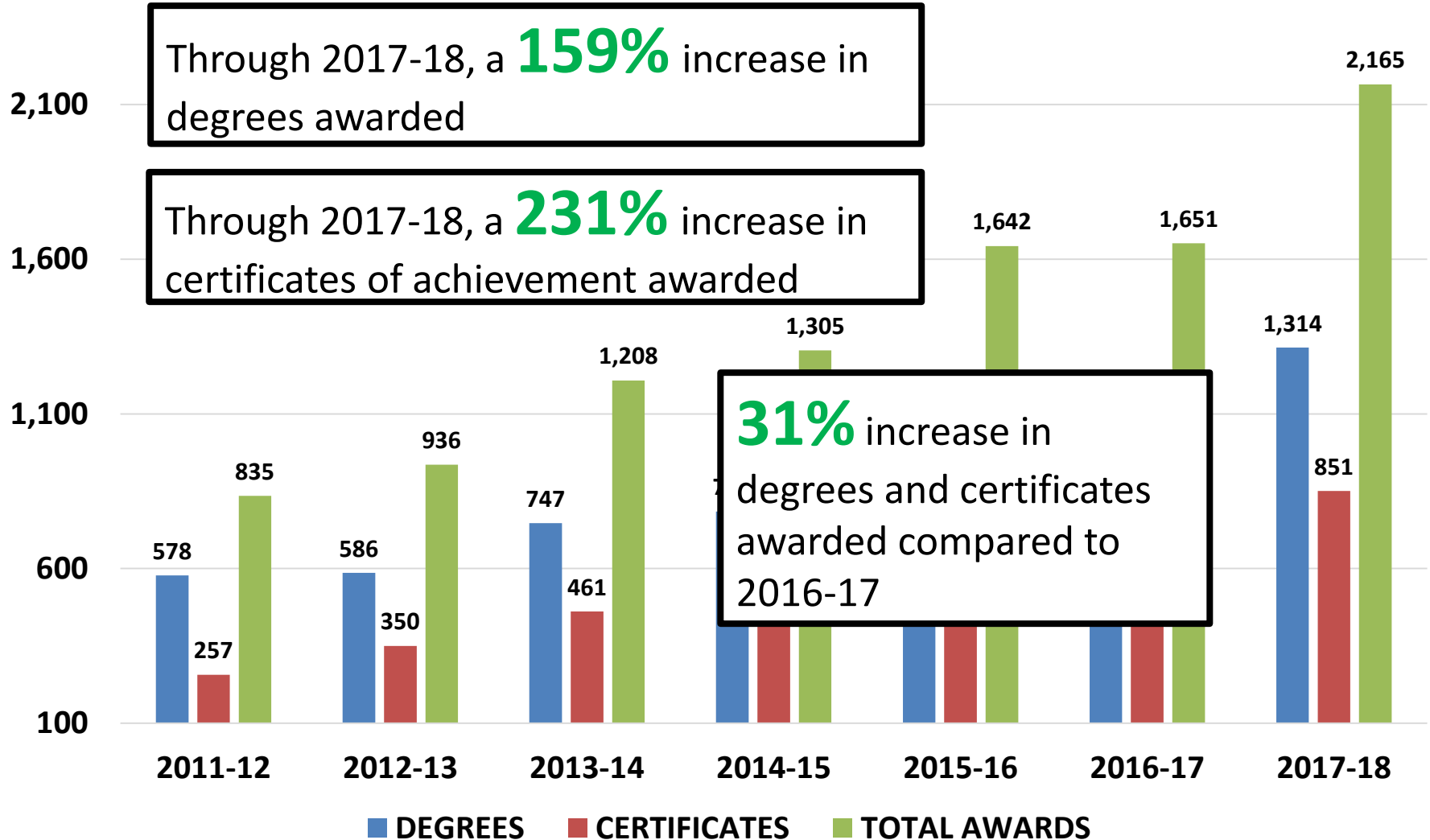
### *Students First*

We believe that the first question that should be asked when making decisions is:

*What impact will the decision have on student access, learning, development, achievement, leadership and success?*



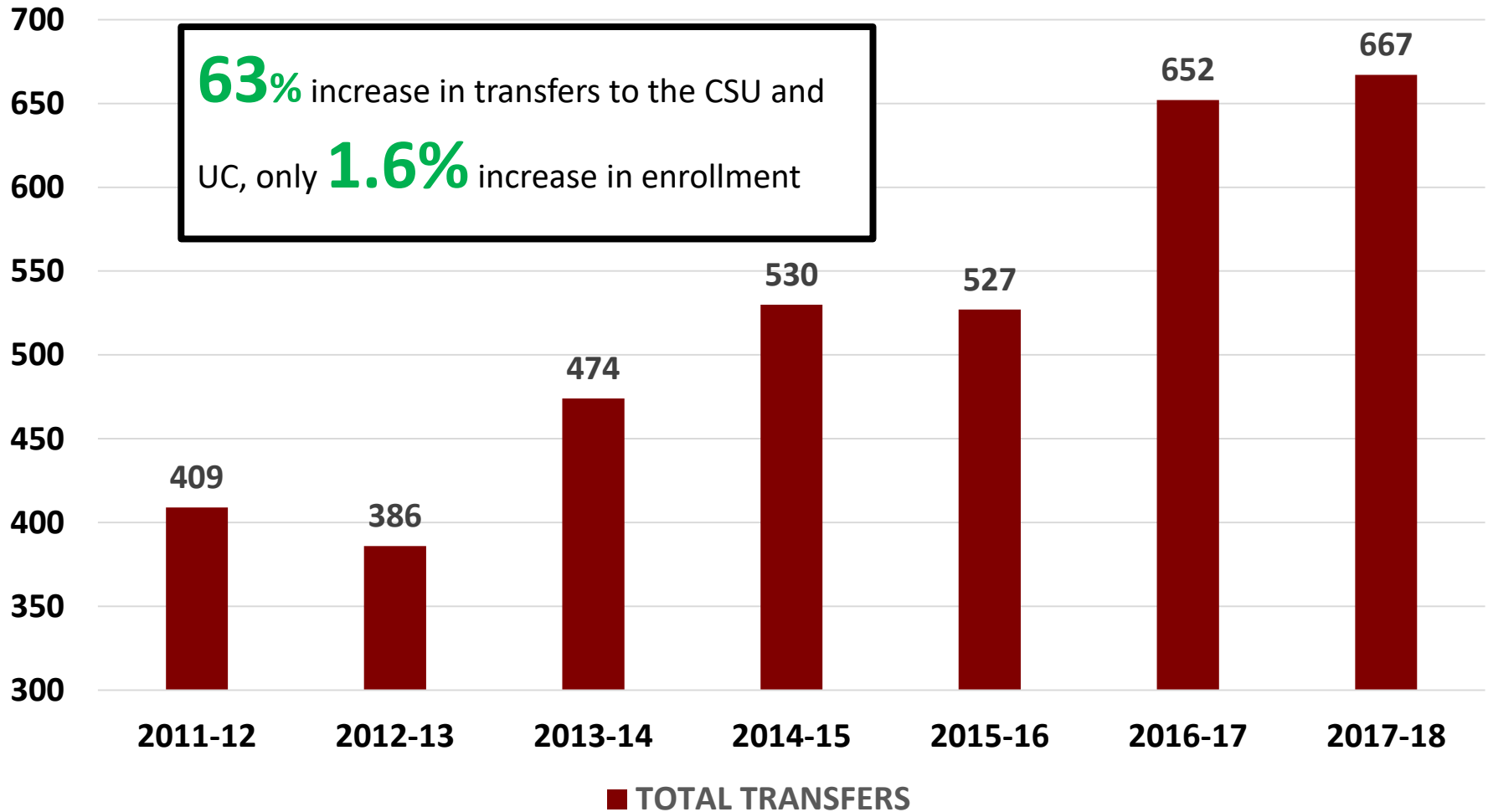
### DEGREES AND CERTIFICATES AWARDED





## STUDENT TRANSFERS TO CSU SYSTEM AND UC SYSTEM

**63%** increase in transfers to the CSU and UC, only **1.6%** increase in enrollment





**Future - Year 2020:**

**Centennial**

**And Beyond - H2.0 College Redesign**

**Strategic Plan 2019-2024 Goals Approved by  
Governing Board / Focus on Student Success:**

- ✓ **Markedly increase completion**
- ✓ **Markedly increase completion efficiency**
- ✓ **Markedly increase transfer**
- ✓ **Markedly improve career placement and  
increase employment opportunities**





## Strengths

- Faculty and staff commitment to helping students
- Growing reputation and public image in region and beyond
- Fiscally strong institution with increasing donations/grants and maintaining healthy reserves

## Weaknesses

- Substantial loss of students through the pipeline over several year period
- Lacking comprehensive approach to student transfer issues
- Lacking comprehensive approach to student employment issues/career placement
- Operating in silos

## Opportunities

- State funding formula for community colleges that encompasses student success
- Strong Workforce Program helps to strengthen Career and Technical Education (CTE) programs
- Large number of potential adult learners in service area

## Threats

- College education is a competing, not necessarily top priority in students' lives
- Increasing fixed personnel costs and ongoing costs of increased square footage



**List Key Goal(s)**

**List Greatest Strength, Weakness,  
Opportunity & Threat Relevant for  
Achieving Goal(s)**

**Three Minutes**

**Share with the Person Seated Next to  
You - Two Minutes per Person**



## Common set of features in business organizations

- here are some (Wikipedia, accessed 5/1/19):

- Ability to recognize the need to adapt to the surroundings that the organization operates in. Can quickly and efficiently change their operating structure and practices to meet needs.
- Focus on long term success while delivering on actionable short term goals.
- Flexible, customer focused, and able to work highly effectively in teams. The culture and management of these organizations support flatter hierarchies, teamwork, and diversity.
- Spend a lot of time on continuously improving core capabilities and invest in the workforce.



*They are the long-term drivers for  
institutional effectiveness and  
student success.*

# WHAT ARE HARTNELL COLLEGE'S FOUNDATIONAL FEATURES?



**HARTNELL COLLEGE**

1. Focusing on critical metrics
2. Bringing employees onto the same institutional page
3. Collaborating on and integrating across major initiatives
4. Engaging employees and encouraging institutional level dialogue
5. Providing leadership training and development

Progress on all features is essential to bringing about a high performance institution.



We will utilize a highly sophisticated and scientific scale for rating the extent to which each foundational feature is present in an organization:

1 = not at all

2 = a little

3 = partly

4 = mostly

5 = completely



What does the literature say?

*High performance organizations set lofty, but measurable and achievable goals for their organization in order to guide their vision.*

What score would I give Hartnell?

4 = mostly  
and moving up



Historically no:

- Previous strategic plan initially had over 100 KPIs
- We never reviewed certain data, e.g., time to degree and units earned per degree
- Although we have assisted students with transfer and career placement, we do not have overarching systems in place that are dedicated to structuring the student experience around transfer and employment





## Moving Forward, Yes:

- We have made huge gains in awards and student transfer
- Our CTE employment data look good overall
- Strategic Plan 2019-2024 has 11 core metrics associated with the four goals

### Goal 1 - Completion

Metrics: Certificates awarded, Degrees awarded, Graduation rate

### Goal 2 - Completion Efficiency

Metrics: Time to degree, Units earned per degree

### Goal 3 - Student Transfer to 4-Year Institutions

Metrics: Associate Degree for Transfer degrees awarded, Transfers to UC & CSU Systems, Transfers to other systems

### Goal 4 - Employment

Metrics: Employment rate, Earnings, CTE students employed in field of study



What does the literature say?

*The vision and strategy is made clear to employees at all levels. A common understanding of the organization's strategy and direction creates a strategic mind-set among employees that helps the organization achieve its goals.*

What score would I give Hartnell?

3 = partly  
and moving up



### Partly no:

- As a decentralized organization, we still operate in silos
- Structural impediments get in the way, such as limited time to interact in large group settings

### Partly yes:

- Strategic Plan 2019-2024 will help in moving employees onto the same page with a clear direction of improving student success



What does the literature say?

*High performance organizations value teamwork and collaboration as priorities in their organizational design. These organizations flatten organizational hierarchies and make it easier for cross-functional collaboration to occur. They do this by reducing barriers between functional units and getting rid of complex organizational bureaucracies.*

What score would I give Hartnell?

3 = partly  
and moving up



### Partly no:

- New initiatives continue to place burden on employees; collaboration cannot occur when time must be devoted to ongoing work, unless task re-prioritization is allowed
- Difficult to stop doing things in a decentralized environment even though the expense may be high

### Partly yes:

- College redesign/guided pathways work brings employees together to solve institutional problems; could result in a re-alignment of resources in ways that better serve students
- Strategies and action items proposed by college redesign teams form the basis for the college's first-ever collaborative operational plan
- Utilization of software to integrate, analyze, and report on institutional plans



### What does the literature say?

*The roles of managers in a high performance organization are reinvented. Traditional models for organizations would have leaders closely monitor or supervise their teams. Team leaders in HPOs are more concerned with long term strategic planning and direction.*

*Leaders trust in their employees to make the right decisions. They act as a coach by giving their team members support and keeping them focused on the project at hand. Members of self-directed work teams have been shown to have greater job satisfaction, more autonomy and idea input, and improved work variety.*

What score would I give Hartnell?

2 = a little

but moving up



## **Mostly no:**

- **Effective council and governance system overall, but the focus is on information and action items rather than institutional problem solving, which is better done in cross-functional teams and task groups**
- **Staff perceive that they get mixed signals with respect to their participation in the broader work of the College beyond their job**



### Ray of hope:

- Work group of College Planning Council developed a Plan for Engagement that includes 6 strategies:

1. Improve communication and communication flow
2. Boost participation in institutional dialogue about strategic priorities
3. Strengthen cooperative interactions
4. Increase responsiveness
5. Align activities with institutional goals & strategic priorities
6. Expand shared leadership

- This Plan was approved by the CPC and formed the basis for a request for technical assistance, that further resulted in an assigned Partnership Resource Team to visit the College in 2019-2020





What does the literature say?

*Leadership behavior that is consistent with the organization's vision involves setting clear expectations, promoting a sense of belonging, fostering employee involvement in decision making, and encouraging learning and development.*

*High performance organizations foster an organization of learning where they invest heavily in their workforce. They do this typically through leadership development and competency management. HPOs will develop a clear set of core competencies that they want the organization's employees to master. They will invest in keeping these competencies prominent through training and development.*

What score would I give Hartnell?

2 = a little

but moving up



**Mostly no:**

- Hartnell provides significant funding for professional development, but has not until recently provided leadership training and development

**Ray of hope:**

- Meetings for all administrators were held monthly for several years through 2017-18; these mostly included information items, announcements, and review of recent governing board actions.
- During 2018-19, a leadership institute for managers has been conducted with monthly sessions devoted to topical issues, frequently presented or facilitated by external speakers.
- For 2019-20, the leadership institute will be expanded to include faculty and staff along with administrators.



**Give your institution a score for each one of the foundational features. Feel free to add or substitute features that are particularly relevant for your institutional context moving forward**

**Two Minutes**

**Share with the Person Seated Next to You -  
Three Minutes per Person**



CA community colleges should seize the current window of opportunity to make strategic choices about how they will chart a path to the future.

Inherent in these choices are critical considerations concerning organizational structure and culture that will best serve the institution moving forward.

*Which foundational features will drive long-term institutional effectiveness?*

*How can you and your colleagues build these features into distinctive competencies, and leverage these competencies as a high performance organization to best serve your students and maximize their achievement?*



# QUESTIONS & COMMENTS