

# **BEST LAID PLANS: BEING NIMBLE ENOUGH TO ADJUST WITHIN AN EVER- CHANGING LANDSCAPE**

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# We Had a Plan

We had *lots* of plans!

- ▣ Strategic Focus Areas
- ▣ Academic Plan
- ▣ Strategic Enrollment Management Plan
- ▣ Facilities Master Plan
- ▣ Financial Planning Model

# Supporting HLC Criteria

Core Component 5.C.:

4. “The institution plans on the basis of a sound understanding of its current capacity.

Institutional plans anticipate the possible impact of fluctuations in the institution’s sources of revenue, such as enrollment, the economy, and state support.”

5. “Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.”

# Plans –Integrated and Aligned

- ▣ Illinois Board of Higher Education,  
“Public Agenda”
- ▣ College Mission
- ▣ College KPIs

# Supporting HLC Criteria

Core Component 5.C.

The institution engages in systematic and integrated planning.

# Plans—Collaboration and Communication

- ▣ Collaborative processes — E.g.:
  - Academic Planning Team
  - SEM Team
  - (Facilities) Visioning Teams
  - “Bottom Up” budgeting
- Connections among plans communicated widely

# Supporting HLC Criteria

5.B. The institution's governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

5.C.3 The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.

# Academic Plan Supports

## IBHE's Agenda

RVC Academic Goals	IBHE's Public Agenda
1. Increase access to post-secondary education and training	Increase educational attainment Ensure college affordability
2. Ensure a quality learning environment that provides opportunities to succeed in reaching academic goals	Increase the number of quality postsecondary credentials
3. Utilize technology to advance and support teaching and learning	Increase educational attainment Ensure college affordability Increase the number of quality credentials
4. Engage in continuous review and improvement	Increase the number of quality postsecondary credentials
5. Develop programs that respond to community and regional needs	Increase the number of quality postsecondary credentials Integrate assets
6. Provide cultural enrichment to the	



# Academic Plan Supports RVC's Mission

RVC Academic Goals	RVC's Mission Statement
1. Increase access to post-secondary education and training	Provide quality, accessible, lifelong learning
2. Ensure a quality learning environment that provides opportunities to succeed in reaching academic goals	Providing quality accessible, lifelong learning
3. Utilize technology to advance and support teaching and learning	Providing quality, accessible, lifelong learning; provide support for technological advancement
4. Engage in continuous review and improvement	Serve as educational leader
5. Develop programs that respond to community and regional needs	Provide quality, accessible, lifelong learning; provide support for technological advancement
6. Provide cultural enrichment to the community	Provide cultural enrichment

# Supporting HLC Criteria

- ▣ 1.A. 3 The institution's planning and budgeting priorities align with and support the mission.

# Academic Plan Supports

## RVC's KPIs

RVC Academic Goals	RVC's Key Performance Indicators
1. Increase access to post-secondary education and training	Educational attainment, access, success Affordability
2. Ensure a quality learning environment that provides opportunities to succeed in reaching academic goals	Educational attainment, access, success Educational quality Addressing regional needs
3. Utilize technology to advance and support teaching and learning	Educational attainment, access, success Educational quality
4. Engage in continuous review and improvement	Accountability
5. Develop programs that respond to community and regional needs	Educational attainment, access, success Addressing regional needs

# **GOAL ONE: THE COLLEGE WILL INCREASE ACCESS TO POST-SECONDARY EDUCATION AND TRAINING**

**Initiative: Enhance and improve students' access to higher education and career training through alternative and varied delivery methods and locations.**

Strategy: The College will develop course schedules and offer courses at times and locations that serve identified student needs.

<b>ACTION STEPS:</b>	<b>TIME FOR COMPLETION:</b> <i>Italics=Complete</i>	<b>RESPONSIBLE PARTIES:</b>
I. Develop a 2-year credit schedule to be offered at the Stenstrom Center for Career Education (SCCE) with all course offerings needed to complete an Associate's Degree	<i>Fall 2010</i>	CAO, AVP, Associate Deans & Faculty
II. Develop a new course scheduling matrix that reduces students' transportation costs....	<i>Implementation in Fall 2010</i>	CAO Council and Academic Chairs

I.

- Stenstrom promoted as a degree site for Summer/Fall 2010.
- Science labs opened at SCCE in January 2010.
- Parking lot expansion at SCCE.
- New faculty and adjunct offices, and additional student development staff located at SCCE.

II.

- New course matrix, designed to reduce students' travel time and costs to campus, implemented 2011 schedule.

# KPI Framework

Category Focus of Report	IBHE Public Agenda Goals	Increase educational attainment
	RVC KPI Categories	Educational Attainment, Access, and Success
Basis for selection, analysis and interpretation of data	Operational Definition	<p>1) Raise success of students at each stage of the P-20 education pipeline</p> <p>2) Eliminate achievement gaps</p>
Informs decision making aligned to strategic frameworks	RVC Strategic Focus Areas (2010-2012)	<p>I. Implement the Comprehensive Academic Plan</p> <p>III. Demonstrate enrollment growth through the implementation of the Strategic Enrollment Management Plan</p> <p>V. Implement next phases of the College's Strategic Staff Development Plan</p>
Key Performance Indicators	KPI to Report (Institutional Research)	<p>Persistence and Retention Rates</p> <p>Graduation Rate</p>

# Supporting HLC Criteria

- ▣ 5.D. 1.The institution develops and documents evidence of performance in its operations.
- ▣ 5. D. 2.The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

# Best Laid Plans, But...

Surprises!

- ▣ AIC funded
- ▣ ICCB Student Success grant
- ▣ Economic downturn —  
declining EAV
- ▣ New Trustees



# Life Happens

Brainstorm/ discuss/ consider

- ▣ **Changes** in the national higher education landscape,
- ▣ **Changes** affecting your organization at the state or regional level,
- ▣ **Changes** within your organization **that impede or support planning**



# Communicating, Integrating Changes

2011 Academic Planning Team considered:

- New Factors — Natl
    - Common Core Standards — K-12
    - HLC — New Criteria; Changes to Accreditation Process; RVC's Self-Study (peer review visit 2013-2014)
  - New Factors — Illinois
    - Performance Based Funding
  - New Factors — RVC
    - FMP--AIC and plans to remodel CLI & CLII
- ...and many more in each category

# Change?

Two “contemporary institutions survive intact from the Middle Ages” (R. Skinner)

- ▣ the Catholic church
- ▣ universities



# Planning, Change, and Trust

All are tested in environments “noted for

- ▣ custom, ritual, and tradition;
- ▣ substantial but typically aging infrastructure;
- ▣ ...general skepticism toward large-scale institutional change.” (Skinner)

# Change, Trust, Institutional Climate

The Perfect Storm:

 Negotiations

 Economy/  
Health Care Costs

 New “Players”

# “Hope Is Not a Strategy”

- ▣ How has your organization responded (or not) to adapt to significant change?
- ▣ What strategies have proven effective in moving forward with institutional plans and what lessons have you learned on your campuses?

# Common Responses

- ▣ What works?
- ▣ What doesn't?

# RVC's Responses

- ▣ Communicate, communicate, communicate
  - Includes *listening*
- ▣ “Love the one you’re with”
  - Move forward with willing partners
  - Track progress; small “wins” (Academic Plan update)
- ▣ Adjust timelines
- ▣ Draw attention to new/exciting opportunities
  - E.g. STEM dual credit partnership –High schools, NIU, Rockford College

# Some Guiding Principles

- ▣ Respect all employees, even those acting without civility
- ▣ Remain consistent in personal value structure
- ▣ Adopt the “unnatural behavior of always leading by the pull of inspiring values” (O’Toole)
- ▣ Understand employees’, students’ need for information—especially as environment becomes more unpredictable
- ▣ Look forward, move on, push through