

Using Creative Problem Solving for Community College Strategic Planning

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Kristen Schunk Moreland
Vice President Change Management & Strategic Initiatives

Dr. Stacy Valentin Atkinson
Vice Chancellor of Academic Affairs, Richmond Campus





Background on Ivy Tech and how we got here...

Ivy Tech Community College (2015)



- Enrollment peaked during Great Recession
- Full employment resulted in enrollment reductions
- Employers are desperate for middle skills employees
- Indianapolis is 2nd fastest growing IT city
- Healthcare needs outpace graduates in almost all programs
- General Assembly unhappy with Ivy Tech
- Organizational structure outdated and top-down



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Structure or Strategy?



- Contemporary literature suggests “structure should follow strategy”
- 30 day Listening Tour demonstrated mismatch and demoralizing impacts of current structure:
 - Outdated regions
 - Campus Presidents with few direct reports
 - Lack of autonomy at campus level
 - Lack of focus on basics: recruiting, retention, and completions
 - New statute requiring the hire of a “Chief Workforce Officer”
- We began with structure knowing strategy development would be a longer process



Organizational Restructure Project



- “From within” approach
- Representation from all 14 regions
 - Representing all levels of organization: faculty, staff, and leadership
- “Voice of the Customer”: listening from within
- External research on best practices
- Use of accreditors feedback (Higher Learning Commission)
- Put team under “confidentiality agreement” during solution development to protect team and employee fearmongering
- Accepted virtually all recommendations



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Organizational Restructure Project



Previous Structure	Restructure
14 Regions	19 Campuses
Distributed Leadership	Local Leadership
Campus Presidents	Chancellors
Shared Vice Chancellors	Campus-Based Vice Chancellors
Campus based back-end services	Hubs for back-end services



Thoughts from our President...



- Strategy helps a large organization “row together”
- Greatest plan in the world is no good if not owned by those who will implement it
- Must be informed by the internal (organizational scan) and external (best practices, industry research and trends)
- Consultants can support, but should not do the “thinking” for the organization

Ivy Tech Strategic Planning Process



- Scan of community college best practices and trends
- 120 Listening Sessions with faculty and staff guided by SWOT analysis
- 250 external stakeholders engaged
- 6 months gathering input
- 3 months developing first cut using Simplex
- First draft (“wet cement”) shared with 1,500 faculty
- Socialization of the draft plan across all campuses
- Adopted unanimously by State Board of Trustees in December
- Faculty supported the plan by over 70%



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IVY TECH
COMMUNITY COLLEGE



Let's talk about Creative Problem Solving for strategic planning...

Simplex Process



Implementing

*SOLUTION
IMPLEMENTATION*

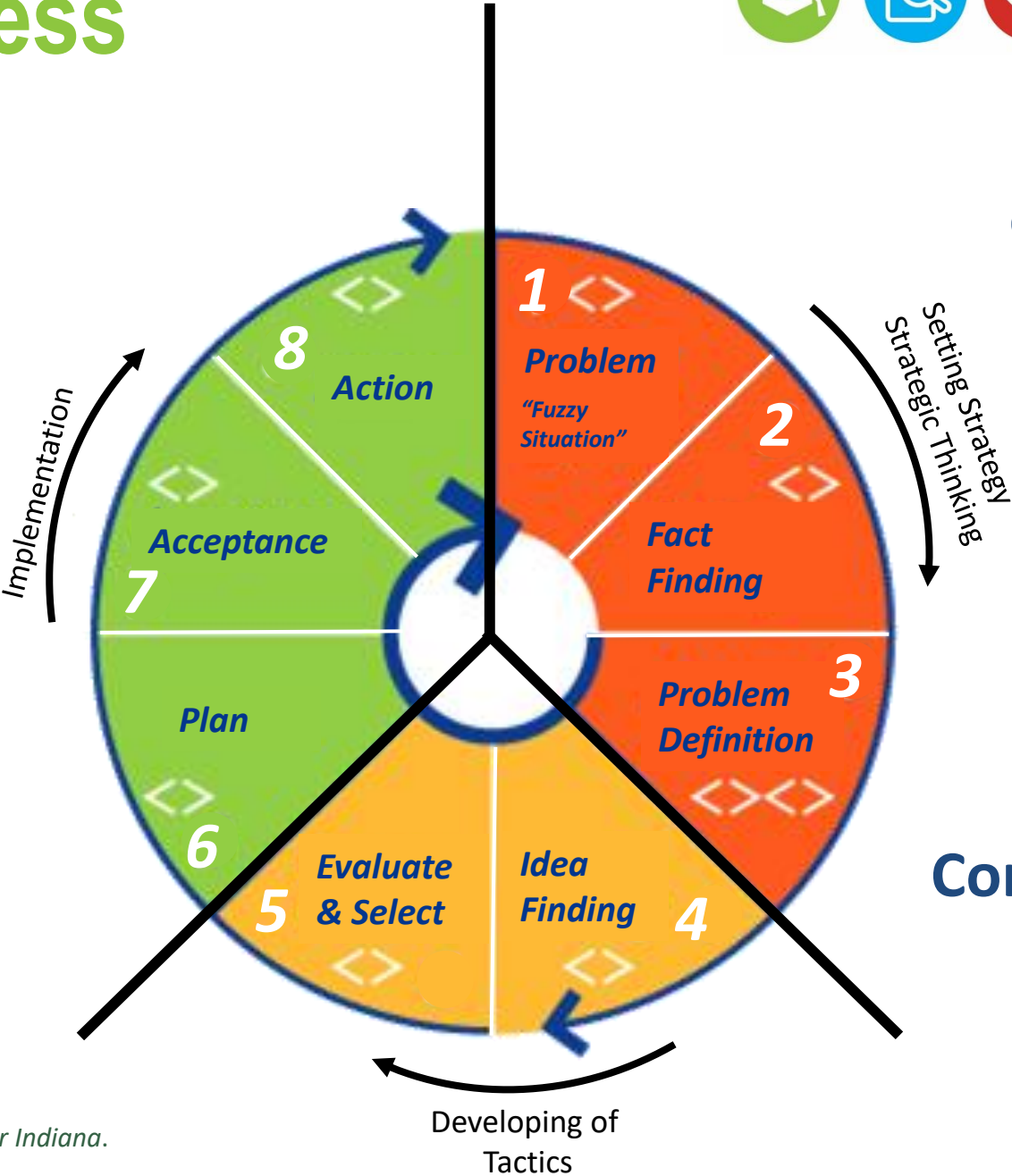
Generating

*PROBLEM
FORMULATION*

Conceptualizing

*SOLUTION
FORMULATION*

Optimizing



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Strategic Plan - Simplex



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Mapping – HMW?

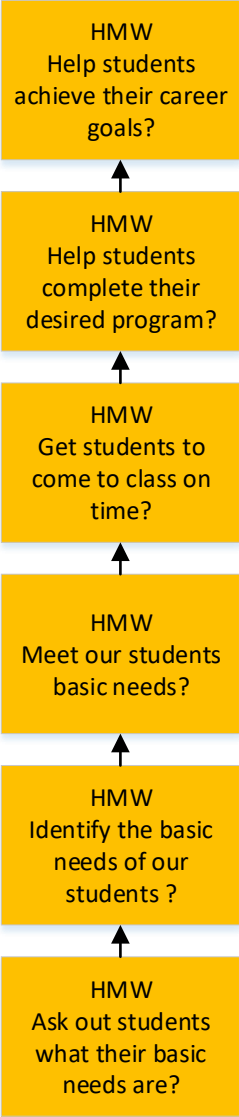
Which is the mission?

Which is the goal?

Which is the tactic?



WHY?



WHAT'S
STOPPING US?



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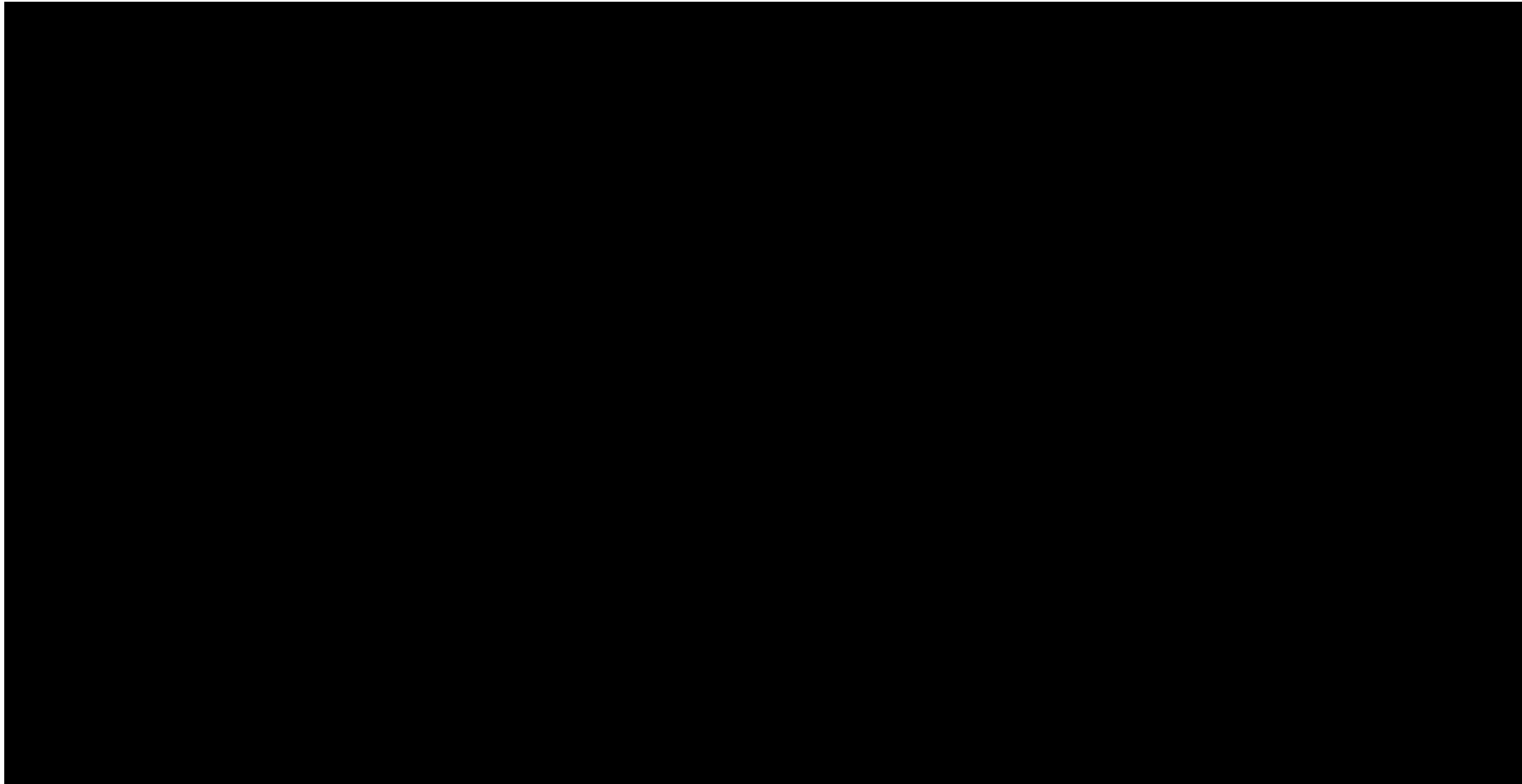
Why?/What's Stopping? Analysis



- 3 Steps in the analysis
 - Step 1: Ask “Why? / or What’s stopping?”
 - Step 2: Answer in a complete simple statement
 - Step 3: Transform the answer into a challenge statement
- Objective for today: raise awareness of the “mapping” skill



Demonstration



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Interactive Portion

- Let's state more challenge facts related to your institutions
- Any volunteers?
- If this was your institution what would you do?



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Ivy Tech's Process Using Mapping



- More than 2,000 faculty, staff, students, and stakeholders engaged in strategic planning sessions between December 2016 and May 2017
- The Executive Council, President's Advisory Board, and cross-functional leadership teams used "How Might We's" to refine the goals and develop strategies and tactics
- Ivy Tech leadership and cross-functional teams then reviewed all feedback and made edits or clarifications to the plan, as needed
- Draft goals and strategies were vetted on all campuses
- Plan was finalized



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Ivy Tech's Strategic Plan



Strategic Planning Session
Last Updated: July 18, 2017

Goal 1 - Student Success Goal Mapping Draft Notes

CONFIDENTIAL

Vision:
Ivy Tech Community College will celebrate our students earning 50,000 high-demand certificates, certifications, and degrees aligned w/ the needs of our workforce each year. We are the state's lead partner in ensuring 60% of Indiana's workforce has high-quality, post-secondary credentials by 2025.

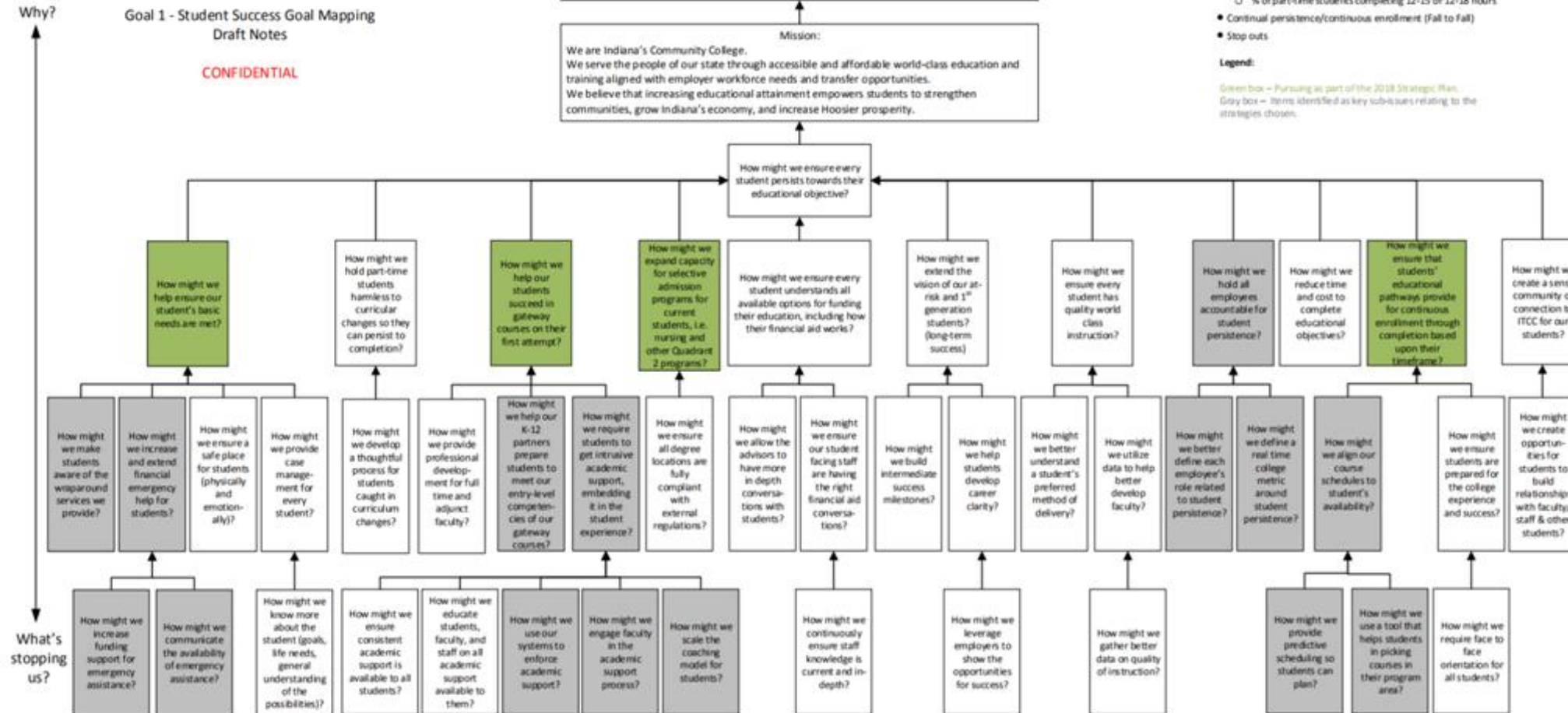
Mission:
We are Indiana's Community College.
We serve the people of our state through accessible and affordable world-class education and training aligned with employer workforce needs and transfer opportunities.
We believe that increasing educational attainment empowers students to strengthen communities, grow Indiana's economy, and increase Hoosier prosperity.

Metrics:

- Passing gateway courses on first attempt (List out each course individually)
- Completion metrics
 - % of full-time students completing 24-30 credits
 - % of part-time students completing 12-15 or 12-18 hours
- Continual persistence/continuous enrollment (Fall to Fall)
- Stop outs

Legend:

Green box - Pursuing as part of the 2018 Strategic Plan.
Gray box - Items identified as key sub-issues relating to the strategies chosen.



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The launch and what's next....

The Launch

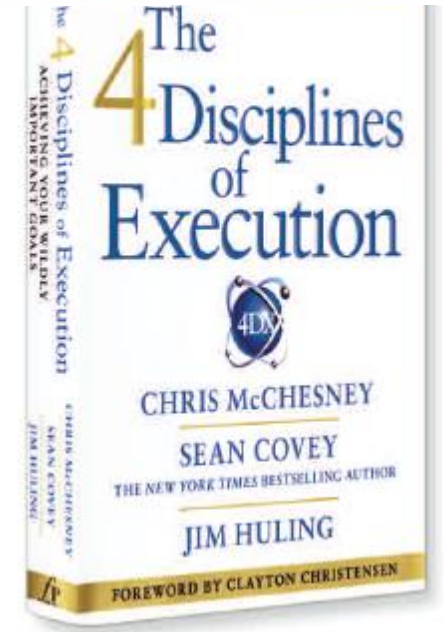


- 80 Goal Sponsors and Strategy Leads met at the Indianapolis Motor Speedway “racetrack” to start the race
- Presented the final strategic plan to all stakeholders:
 - Legislature, Governor, Commission for Higher Education, Department of Workforce Development
 - Regional Boards
 - Industry Associations
 - Chancellors will role out to their key stakeholders: community leaders, schools leaders, and industry leaders

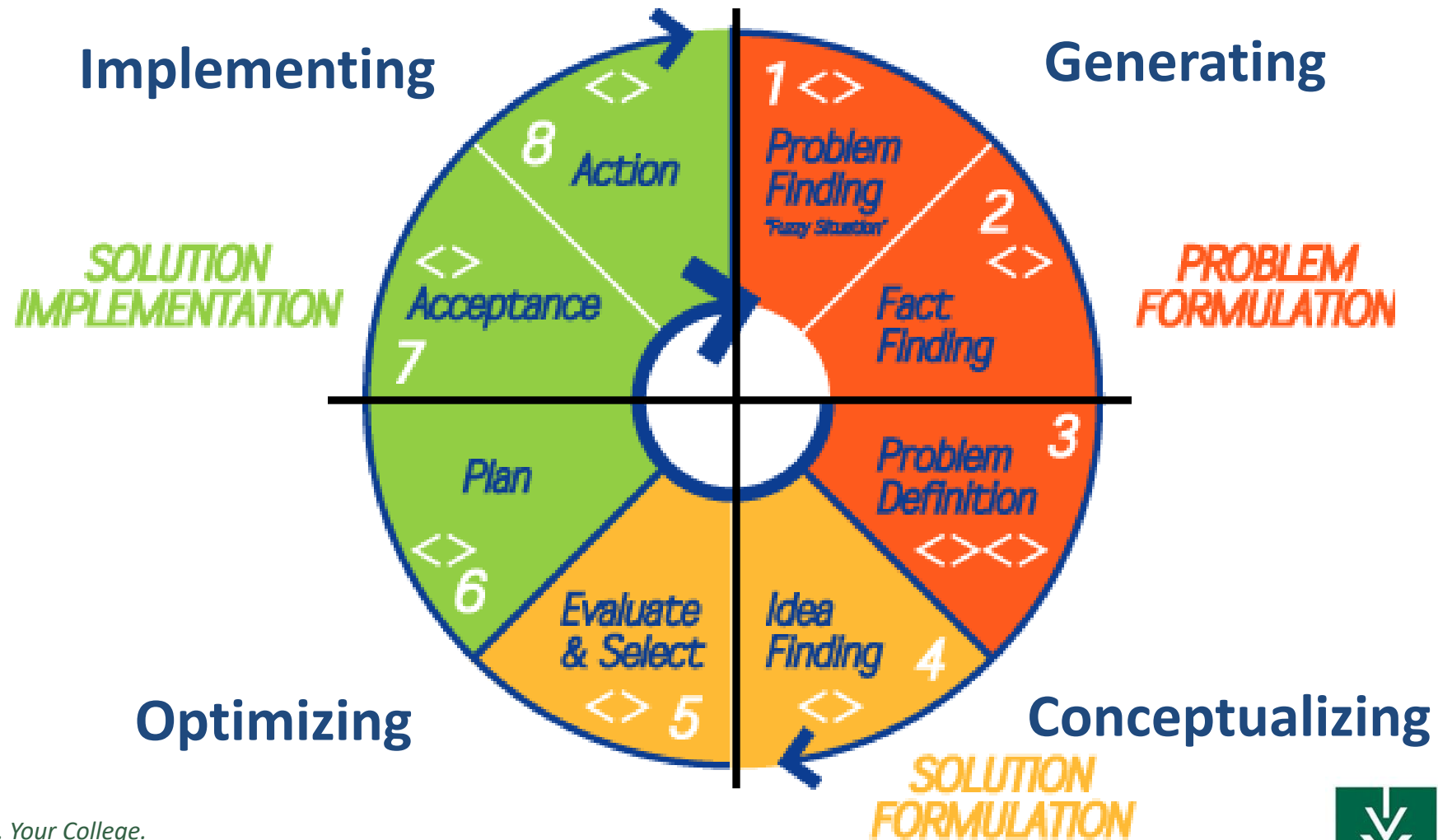
Implementation



- 4DX: (WIGs, lag and lead metrics, dashboards, and cadence)
- Strategic Leadership Rotation (SLR)
 - SLR's will conduct monthly meetings with Goal and Strategy leads
- Need to link metrics to performance reviews and bonus structure
- Quarterly updates to Executive Committee and State Board of Trustees
- Annual update of the Strategic Plan: assess progress, refine strategies and tactics



Simplex Process



Wrap-Up



- What is the value of this to your institution or higher ed overall?
- What are some takeaways?

Additional Information



- Contact Stacy and Kristen
 - kmoreland2@ivytech.edu or 317-921-4858
 - satkinson17@ivytech.edu or 765-966-2656 ext. 1176
- More information on Simplex
 - Basadur Applied Creativity
 - www.Basadur.com
 - Email: support@basadur.com
 - Phone: 1-888-88SOLVE



