Strategy Focused Organization (SFO)

Institutional Alignment and Evaluation through a Strategy Map and BSC

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Welcome

Who is SJVC?

Scale and site distribution as driver for cohesive system

Strategy Focused Organization

Strategy Map – Making it Ours

Scorecard – Clarity on Achievement

Strategic Initiatives

Individual Goal Alignment
Serving students for 42 years

Second generation, family owned

WASC – ACCJC accredited since 1995

Approximately 4,500 students and 900 employees

22 programs of study within the medical, technical, and business fields
Need for strategic system

Balanced Scorecard (BSC)
Balanced Scorecard (BSC)

Where did it come from?

1954 – Peter Drucker introduces the concept of “management by objectives”

1960s – Robert Anthony proposes a framework for planning and control, identifying three systems: strategic planning, management control and operational control

1980s – KPMG initiates a case study on what successful companies are measuring

1990s – Dr. Nolan Norton and Professor Robert Kaplan (Harvard Business School) distill findings and previous work into the beginnings of an integrated management system.

How long has it been in use?

Approximately 27 years

Who is using this system?

Keck Medical Center of USC
MAYO CLINIC
BMW Financial Services
UC San Diego
Pfizer
China Resources Microelectronics Limited
Korea Telecom
SIEMENS
Activity – Who is our Customer?

Brainstorm in groups

- Who is your customer(s) and why?
SJVC will be a recognized community leader in transforming lives, achieving exceptional graduation and placement rates for a growing and diverse student population.

Securing our vision by 12.2019 will see SJVC achieving:
- 70% graduation rate
- 75% graduate placement

Quality Education
- We will empower our people to excel at the strategic processes that deliver value to our students.

Student Success
- Achieve Academic Success
- Achieve Professional Success

Our Success
- Increase SJVC Presence
- Ensure Financial Stability

Employee Success
- Attract High Performing People
- Enhance Employee Capabilities
- Cultivate a High Performance Culture

Strategic Perspectives
- Needed to realize our vision
- Ensuring success and financial strength
- To excel at the strategic processes

Strategic Objectives
- Ensure financial strength needed to realize our vision
- Increase SJVC Presence
- Achieve Academic Success
- Achieve Professional Success
- Enroll Capable Applicants
- Achieve Course Success
- Ensure Career Readiness
- Attract High Performing People
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Quantified Vision Statement
Strategy
An integrated set of choices that positions an organization to achieve superior outcomes over the long run.

What are the two types of measures?
- Lead
- Lag

April 06, 2011 – May 05, 2012

- 4 CD / SMM
- 4 CAO Directors
- 5 Academic Affairs
- 2 ECM
- 2 BOG

04.06.11 CD/SM
05.11.11 ECM
06.06.11 Corp Directors
06.15.11 CD/SM & Corp Directors
07.11.11 Corp Directors
08.15.11 Corp Directors
08.24.11 CD/SM
10.18.11 BOG Vision Statement Approval
10.31.11 Academic Affairs
12.05.11 Academic Affairs
12.07.11 ECM
01.09.12 Academic Affairs
01.30.12 Academic Affairs
02.09.12 BOG Strategy Map Approval
02.27.12 Academic Affairs
05.05.12 CD/SM

*Primary customers: CD team and Regulatory
Fresno Campus Videos
Strategy Map Iterations

Arrange strategy maps in chronological order

Identify points that have stayed consistent

Identify what themes emerged
Balanced Scorecard (BSC)

**Our Success**
- Increase SIVC Presence
- Ensure Financial Stability

**Student Success**
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- Achieve Professional Success

**Quality Education**
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**Employee Success**
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SIVC will be a recognized community leader in transforming lives, achieving exceptional graduation and placement rates for a growing and diverse student population.

Securing our vision by 12.2019 will see SIVC achieving:
- 70% graduation rate
- 75% graduate placement

**Our Success**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Update</th>
<th>YTD</th>
<th>Target</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase SIVC Presence</td>
<td>Module</td>
<td>565</td>
<td>5,500</td>
<td>Detail</td>
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<tr>
<td>Revenue from New Sources</td>
<td>Quarter</td>
<td>96,771,104</td>
<td>4,500</td>
<td>Detail</td>
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<tr>
<td>Campus Achieving Margin</td>
<td>Month</td>
<td>43.8%</td>
<td>100%</td>
<td>Detail</td>
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**Student Success**

<table>
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<th>Update</th>
<th>YTD</th>
<th>Target</th>
<th>Detail</th>
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</thead>
<tbody>
<tr>
<td>Achieve Academic Success</td>
<td>Module</td>
<td>63%</td>
<td>65%</td>
<td>Detail</td>
</tr>
<tr>
<td>Licensure</td>
<td>Quarter</td>
<td>56%</td>
<td>56%</td>
<td>Detail</td>
</tr>
<tr>
<td>Achieve Professional Success</td>
<td>Placement</td>
<td>67%</td>
<td>75%</td>
<td>Detail</td>
</tr>
<tr>
<td>CDR Projection</td>
<td>Quarter</td>
<td>22.8%</td>
<td>19%</td>
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**Quality Education**

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<th>Target</th>
<th>Detail</th>
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</thead>
<tbody>
<tr>
<td>Increase Campus &amp; Program Offerings</td>
<td>Quarter</td>
<td>9</td>
<td>8</td>
<td>Detail</td>
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<tr>
<td>New Sources of Revenue</td>
<td>Quarter</td>
<td>16</td>
<td>4</td>
<td>Detail</td>
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<tr>
<td>Enroll Capable Applicants</td>
<td>Module</td>
<td>91%</td>
<td>98%</td>
<td>Detail</td>
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<tr>
<td>5-Week Success</td>
<td>Module</td>
<td>87%</td>
<td>88%</td>
<td>Detail</td>
</tr>
<tr>
<td>Achieve Course Success</td>
<td>Module</td>
<td>99%</td>
<td>85%</td>
<td>Detail</td>
</tr>
<tr>
<td>Course Pass Rate</td>
<td>Module</td>
<td>96%</td>
<td>96%</td>
<td>Detail</td>
</tr>
<tr>
<td>Learning Outcome Achievement</td>
<td>Module</td>
<td>88%</td>
<td>85%</td>
<td>Detail</td>
</tr>
<tr>
<td>Achieve Career Readiness</td>
<td>Module</td>
<td>87%</td>
<td>85%</td>
<td>Detail</td>
</tr>
<tr>
<td>Classroom Professionalism Score ≥ 3</td>
<td>Module</td>
<td>87%</td>
<td>85%</td>
<td>Detail</td>
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**Employee Success**

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<th>Update</th>
<th>YTD</th>
<th>Target</th>
<th>Detail</th>
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</thead>
<tbody>
<tr>
<td>Attract High Performing People</td>
<td>Month</td>
<td>83</td>
<td>85</td>
<td>Detail</td>
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<tr>
<td>90-Day Eval Score</td>
<td>Month</td>
<td>2.8</td>
<td>2.6</td>
<td>Detail</td>
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<tr>
<td>Enhance Employee Capabilities</td>
<td>Employee Learning Outcome Achievement</td>
<td></td>
<td>96%</td>
<td>Detail</td>
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<tr>
<td>Cultivate High Performance Culture</td>
<td>Employees Achieving Quarterly Goals</td>
<td>Quarter</td>
<td>86%</td>
<td>Detail</td>
</tr>
<tr>
<td>Retention of Employees Achieving Quarterly Goals</td>
<td>Month</td>
<td>100%</td>
<td>96%</td>
<td>Detail</td>
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</table>
Strategic Initiatives

- What are our performance gaps?
  - Identification and analysis

- How do we close the gaps?
  - Strategic Initiatives

- What is a *strategic* initiative?
  - Accountable at the institutional (SM) or campus level (CP)
  - Clearly defined start/stop dates with milestones
  - Clearly defined deliverables
  - Budget
  - Committed resource allocation
  - Significant positive impact on strategic measure

- Examples
Campus Group Activity

Using your campus Balanced Scorecard, complete the following:

- Identify which measures have gaps and magnitude
- Select measures that need strategic initiative to close the gap
- Develop strategic initiative to close noted gap
  - Define outcomes statement
  - Measurement
  - Timeline
Individual Goal Alignment

- Where do I see my work in the strategy map?

- How does my work support other employees or departments in an effort to achieve targets?

Goal: Achieve 85% LO achievement for COMP101, assessed by CMAs, during Q2 of 2019 by June 28, 2019.
Job Family Group Activity

Complete the following in your groups:

- Review the sample goals
- Confirm the strategic objective they align to
- Prepare to share examples
SJVC’s Strategy Map

Student outcome focused

Recognition from WASC

Junior and Senior

Applied for BSC Hall of Fame review
Q&A