COMMUNITY COLLEGE
OF RHODE ISLAND

Strategic Planning Update

February 8, 2010

CCRI Mission

*"The Community College of Rhode Island is the state's only public comprehensive associate degree-granting institution. We provide **affordable, open access to higher education** at locations throughout the state. Our primary mission is to offer students the opportunity to acquire the knowledge and skills necessary for intellectual, professional, and personal growth through an array of academic, career and lifelong learning programs. We meet the wide-ranging educational needs of our diverse student population, building on our rich tradition for excellence in teaching and our dedication to student success. We set high academic standards, champion diversity, respond to community needs, and **contribute to our state's economic development and the region's workforce."***
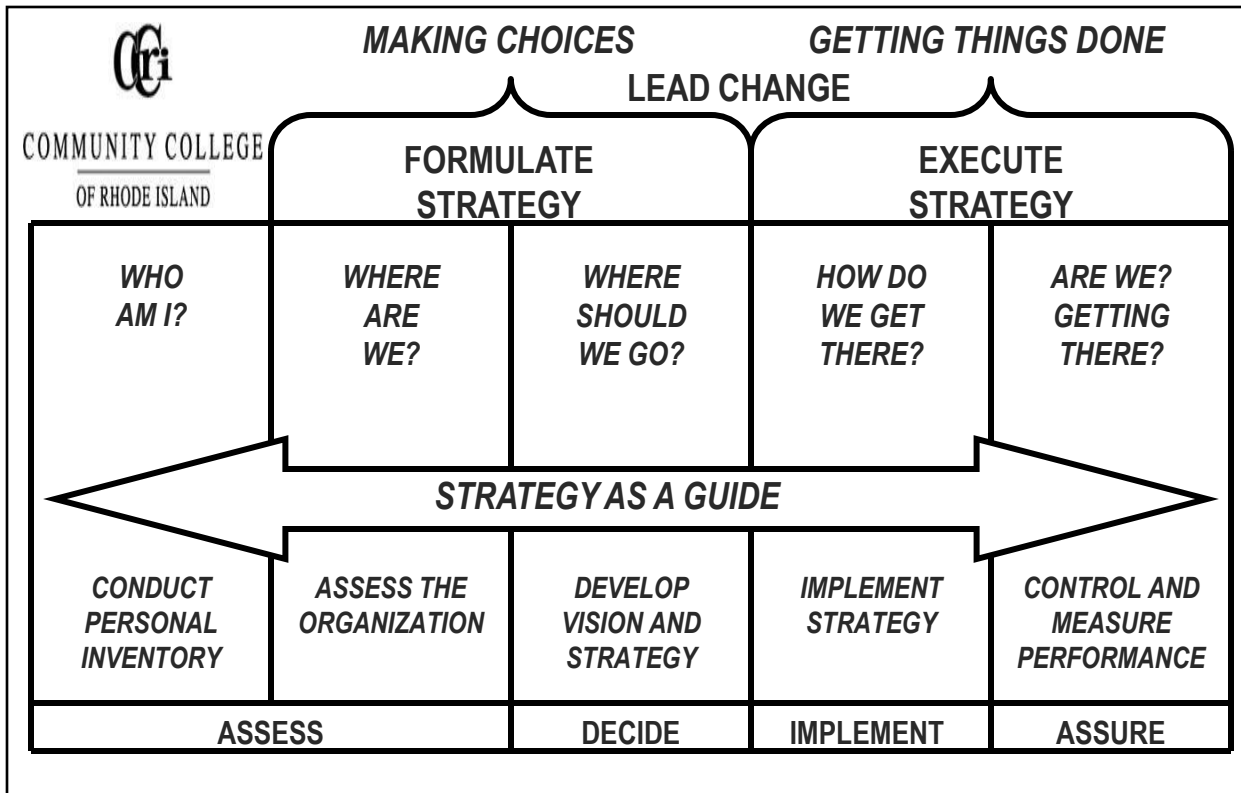
Link to Strategic Plan

- Strategic Planning - Office of the President – CCRI
  - http://www.ccri.edu/stratplan/

Implementing a Strategic Plan
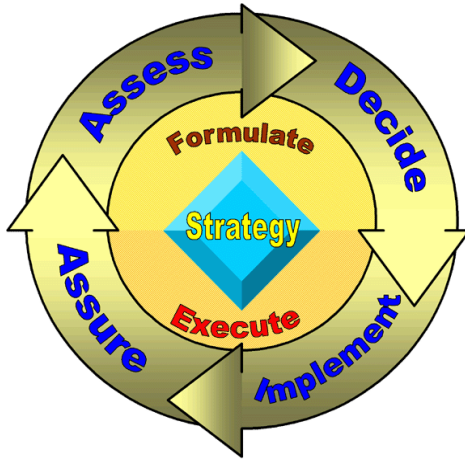
- •Strategy should guide and align actions, with effects and risk in mind;
- •The ability to think critically is an imperative; and
- •Strategy is just an outline until it is resourced.
- •Periodic public checks against the plan for accountability

COMMUNITY COLLEGE OF RHODE ISLAND

	MAKING CHOICES		*GETTING THINGS DONE*	
		LEAD CHANGE		
	FORMULATE STRATEGY		**EXECUTE STRATEGY**	
WHO AM I?	*WHERE ARE WE?*	*WHERE SHOULD WE GO?*	*HOW DO WE GET THERE?*	*ARE WE? GETTING THERE?*
		STRATEGY AS A GUIDE		
CONDUCT PERSONAL INVENTORY	*ASSESS THE ORGANIZATION*	*DEVELOP VISION AND STRATEGY*	*IMPLEMENT STRATEGY*	*CONTROL AND MEASURE PERFORMANCE*
ASSESS		**DECIDE**	**IMPLEMENT**	**ASSURE**

Guiding Principles
- • Challenge all assumptions
- • Be relentlessly skeptical
- • Stay focused on the main thing
- • Find ways to create value
- • Identify and use effective metrics

Changing Lives!

Agenda

- Where we were
- Where we are
- **Where we need to go**
- **How do we get there?**

Our Focus Today

Intro to our Strategic Plan

To advance our mission to better serve our internal and external stakeholders, four key questions were raised and committees were asked to evaluate and respond to each of the questions:

- What students will we teach?
- What will our students learn?
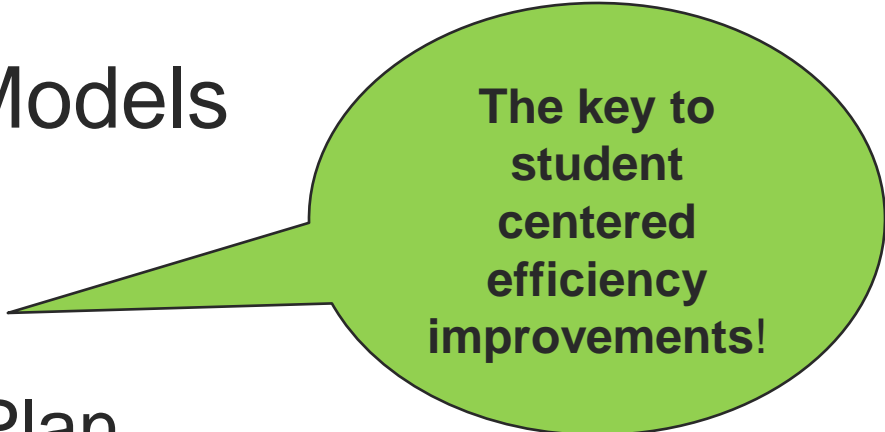- What resources will we need?
- How will we measure success?

Within the framework of these questions, the committees formulated a plan detailing action items, performance indicators and responsibilities. The strategic goals that were created from the initial charges include the following:

- Position the college for the fiscal, political and demographic shifts of the 21st century
- Strengthen the culture of academic excellence and inquiry to prepare students for transfer, employment and career advancement
- Maximize organizational efficiency and resource utilization
- Develop measurement standards and performance indicators to assess the institutional effectiveness of the college

Where We Need To Go

1. Better Planning Models
   - Master Plan
   - Master Schedule
   - Budget/Finance Plan
   - Succession Plan

The key to student centered efficiency improvements!

Where We Need To Go

2. Outside Partnerships
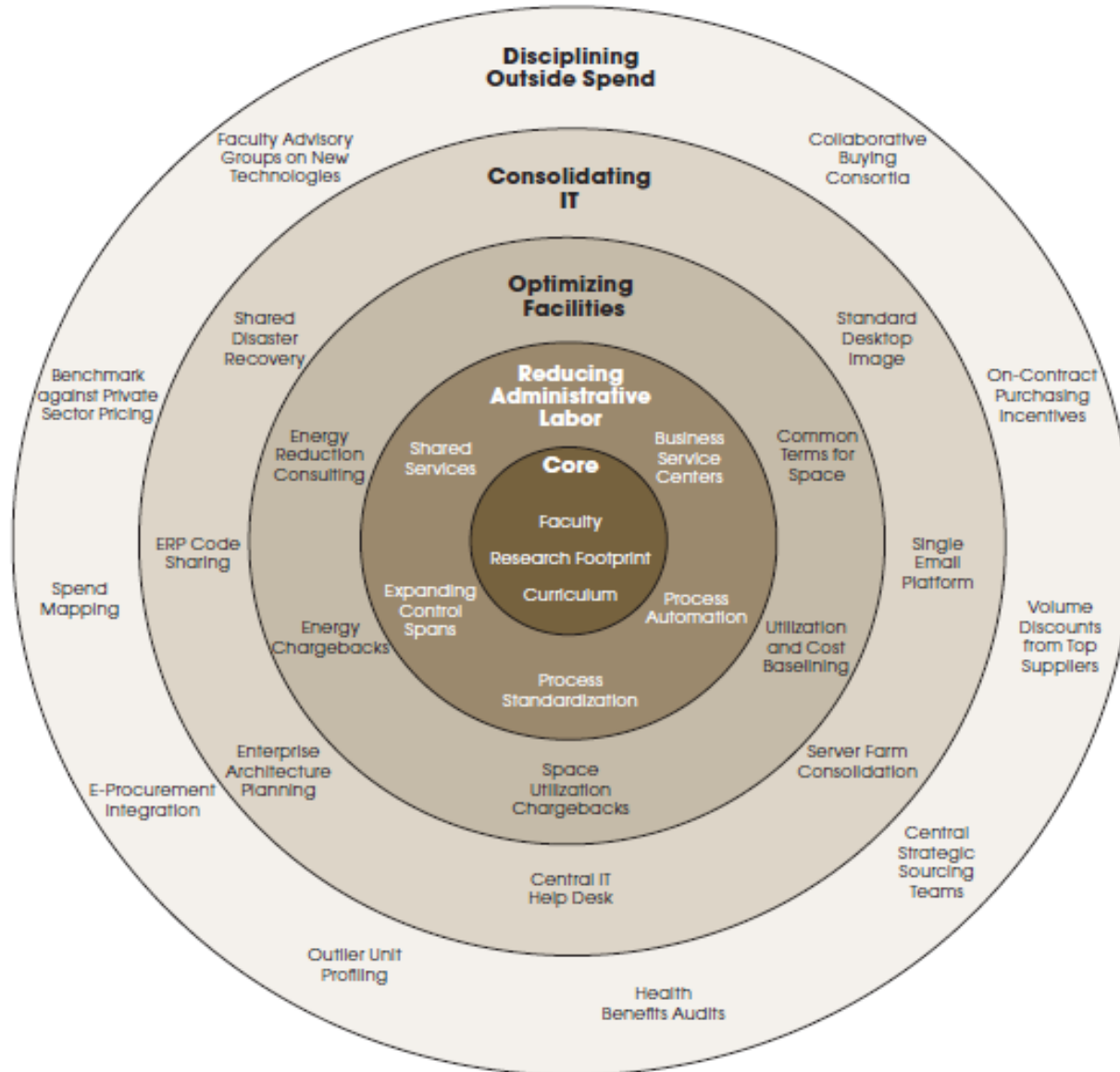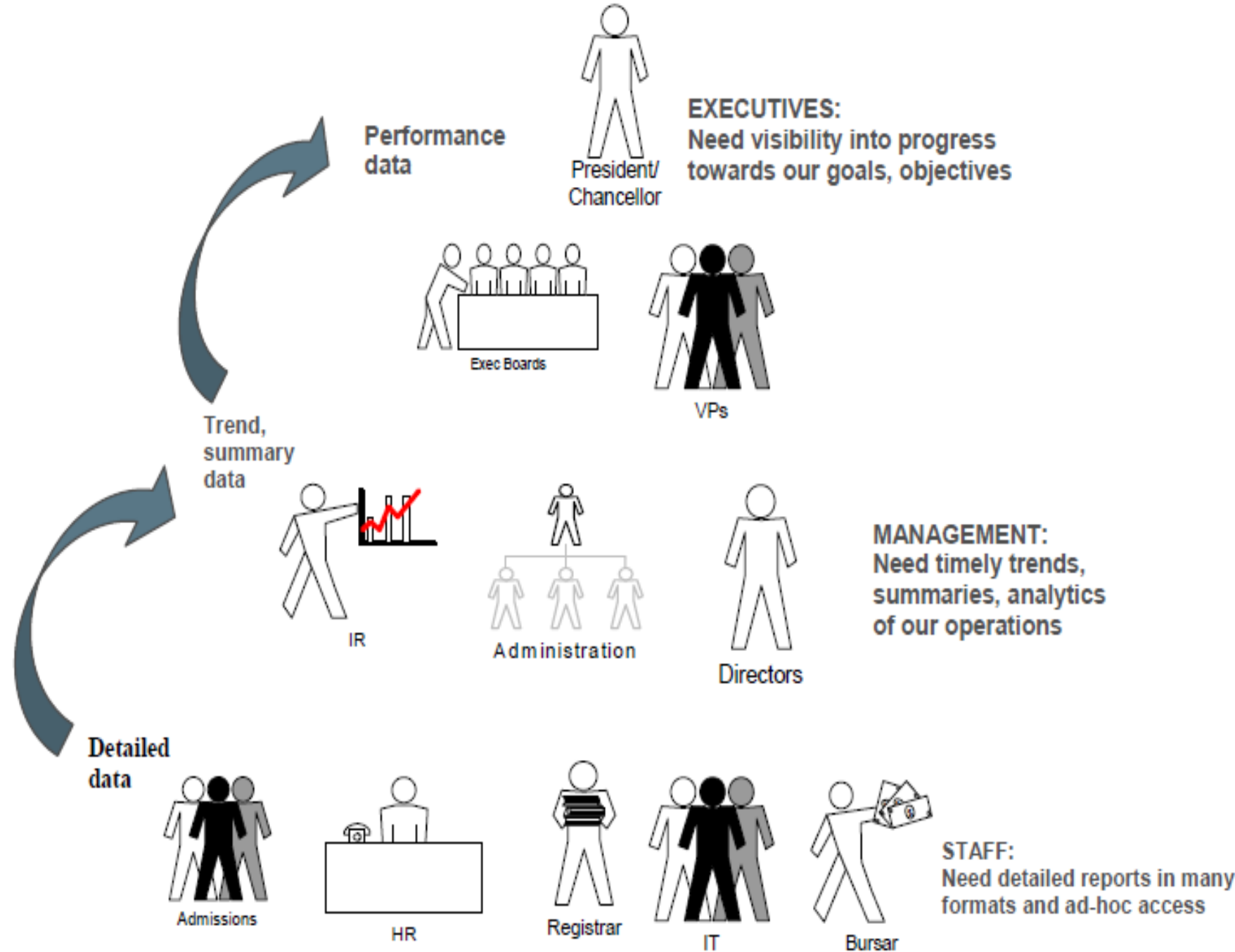   - Grants
   - Research
   - Fundraising
   - Entreprenurship

Where We Need To Go

3. Workforce Development
   - 21st Century Workforce
   - Stimulus/ARRA
   - GWB
   - Obama vision
   - Separate entity?

Playbook for Managing Through the Recovery

Cutting Everything Possible from the Periphery to Protect the Core

Disciplining Outside Spend

Consolidating IT

Optimizing Facilities

Reducing Administrative Labor

Core

Faculty

Research Footprint

Curriculum

Faculty Advisory Groups on New Technologies

Collaborative Buying Consortia

Shared Disaster Recovery

Standard Desktop Image

Benchmark against Private Sector Pricing

On-Contract Purchasing Incentives

Energy Reduction Consulting

Shared Services

Business Service Centers

Common Terms for Space

ERP Code Sharing

Single Email Platform

Spend Mapping

Expanding Control Spans

Process Automation

Volume Discounts from Top Suppliers

Energy Chargebacks

Utilization and Cost Baselining

Process Standardization

Enterprise Architecture Planning

Server Farm Consolidation

E-Procurement Integration

Space Utilization Chargebacks

Central Strategic Sourcing Teams

Central IT Help Desk

Outlier Unit Profiling

Health Benefits Audits

Source: Education Advisory Board

Performance data

EXECUTIVES:
Need visibility into progress towards our goals, objectives

President/Chancellor

Exec Boards

VPs

Trend, summary data

MANAGEMENT:
Need timely trends, summaries, analytics of our operations

IR

Administration

Directors

Detailed data

STAFF:
Need detailed reports in many formats and ad-hoc access

Admissions

HR

Registrar

IT

Bursar

Position the college for the fiscal, political, economic and demographic shifts of the 21st century

- Better use of quantitative information
- Enrollment decline is inevitable
  - We need to be ready

Strengthen the culture of academic excellence and inquiry to prepare students for transfer, employment and career advancement

- Foundations of Excellence

Maximize organizational efficiency and resource utilization

- Focus on data
- Course cancellation process
- R25/S25
- Banner
- Dashboards

Develop measurement standards and performance indicators to assess the institutional effectiveness of the college

- In our strategic plan
- ODS/EDW and Argos will allow us better access to our data
- Banner Faculty Load

What can be improved in my office/domain/job?

- Where are you spending time?
- How can we cut out inefficiencies?
- What technologies can help?
- What best practices are we using?
- Who is wasting your time?

Questions?