

Core Requirement 2.5

The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission.

Impact Statement

The formation of the merged Baton Rouge Community College (BRCC) involved unifying its institutional effectiveness planning strategies with the approaches that had been in operation at the former Capital Area Technical College (CATC). Both colleges had adopted strategic plans that were aligned with the “*opportunities for student access and success*,” and the “*quality assurance and accountability*” strategic goals established by the Louisiana Community and Technical College System Board of Supervisors (LCTCS, [Figure 3.2.2.6](#)) and the Board of Regents (BoR, [Figure 2.5.1](#)). CATC was vested in strategic planning and reporting processes in compliance with the accreditation standards of the Council on Occupational Education (COE). Following the merger, institutional effectiveness has been systematically and strategically aligned with the mission, values, and goals of BRCC in accordance with the standards and requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Rationale

The merger has involved incorporating CATC’s institutional effectiveness approaches with the on-going, integrated, institution-wide, research-based planning and evaluation processes in operation at BRCC. BRCC’s institutional effectiveness approaches are in keeping with the charge from Louisiana’s Governor to the LCTCS Board of Supervisors ([Figure 3.2.4.1](#)) that stipulated for

The establishment of continuous evaluation of the effectiveness of the system and the campus CEO and/or programs offered by the campuses.

The Board will not micro-manage the institutions assigned to it. It will ensure the establishment and continuous evaluation of the effectiveness of its CEOs and programs.

The LCTCS Board of Supervisors requires its member institutions to develop strategic plans and conduct annual evaluations of programs and services that lead to institutional renewal and improvement in accordance with its five-year strategic plan ([Figure 3.2.2.6](#)), which is, in turn, aligned with the BoR’s five-year strategic plan ([Figure 2.5.1](#)). Additional legislation passed by the State in 2010 requires public higher education institutions to show improvements based on a set of performance objectives mandated by the Granting Resources and Autonomy for Diplomas Act (GRAD Act, [Figure 3.2.2.7](#)). Most recently, in fall 2014, the LCTCS Board of Supervisors unanimously approved an aggressive six-year plan to “*build a better Louisiana by significantly boosting the skills and earnings power of its citizens*”. This plan, known as *Our Louisiana 2020: Building the Workforce of Tomorrow*, requires its institutions to develop strategic plans that enable them to contribute to six system-wide goals ([Figure 2.5.2](#)).

The College’s mission, vision, and values are the foundation for institutional effectiveness at BRCC. The passage of Senate Concurrent Resolution No. 17 ([Figure 1.1.2](#)), calling for the

merger, prompted the Chancellor to launch a campus-wide strategic planning effort that began with a retreat in summer 2012. The retreat focused on a review of environmental, contractual, and internal feasibility studies that emphasized the potential impact of the merger on the economic and workforce development needs in the Baton Rouge region ([Figures 1.1.3](#) and [1.1.5](#)). Following the retreat the Chancellor formed ten cross-campus functional teams and charged them with identifying concerns, needs, and issues that required resolution for the merger to succeed and for the College to move forward in the continuance of its mission, vision, and values.

The ten functional teams were comprised of faculty, staff, and students to ensure campus-wide involvement in the planning. The areas represented by the functional teams included: 1) Academics, 2) Career & Technical Programs, 3) Enrollment/Student Support Services, 4) Finance and Facilities, 5) Workforce Development, 6) Institutional Research and Planning, 7) Technology, 8) Community and Media Relations, 9) the Faculty Senate, and 10) the Student Government Association (SGA). The functional teams were led by senior members from BRCC and CATC to provide them an initial opportunity to partner as co-chairs; and, involved faculty, staff, and students from both campuses working together to develop, adopt, modify, and transform existing policies, processes, and procedures into a new cohesive organizational structure.

BRCC's responsiveness to the passage of the Senate Resolution was in keeping with the culture of institutional effectiveness that it had established. The work culminated in an integrated systemic strategic planning matrix built around seven thematic goals ([Figure 1.1.4](#)). The overarching relationship between the thematic goals and the College's mission, vision, and values are featured in [Figure 1.1.4](#) and described in [Figure 2.4.2](#).

All divisional units of the College, instructional, administrative, and operational, are asked to develop annual planning goals and initiatives and identify how they will have a positive impact on the seven thematic goals ([Figure 1.1.4](#)). For each unit goal, the divisional leaders develop measurable performance indicators, implementation strategies and timelines, and identify their resource needs. Each fall, new and continuing initiatives are reviewed, evaluated, and prioritized by the Executive Team. Those that merit continued funding are submitted to the Chancellor and Chief Financial Officer for final approval for the subsequent fiscal year.

The planning and budgeting cycle is aligned with an annual performance cycle that requires divisional leaders to monitor the progress of active programs and initiatives. At the end of each fiscal year, divisional leaders are asked to evaluate and report on the effectiveness and costs of their performance initiatives, show how their anticipated achievements compare to their actual achievements, and show how the outcomes will be used to improve the functioning of the unit and the College.

The functional relationship between BRCC's strategic planning and its annual planning, budgeting, implementation, and evaluation cycles is illustrated in [Figure 2.5.3](#). The goals, strategies, progress and outcomes for new and continuing initiatives are documented on Institutional Effectiveness Forms ([Figure 2.5.4](#)). These forms provide unit leaders with prompts to help guide their planning and assessment processes. [Figure 2.5.5](#) presents the documented summaries of the institutional effectiveness efforts that have been implemented since the inception of the merger. The contextual analyses of the planning, evaluation and implementation efforts provided in this body of work demonstrates the institution's commitment to continual quality improvement and effectiveness in achieving its mission, values, and goals.

Institutional effectiveness efforts at BRCC are facilitated and coordinated by the Vice Chancellor for Planning, Assessment, and Accountability and the offices that report to her, which includes the Office of Institutional Research. The Vice Chancellor and her staff work with all divisional units to support their annual planning processes and provide them with the evidence they need to evaluate the effectiveness of their strategic initiatives.

Strategic Planning in Response to *Our Louisiana 2020*

In fall 2014 BRCC initiated a new cycle of strategic planning in response to the launch of *Our Louisiana 2020: Building the Workforce of Tomorrow* by the LCTCS Board of Supervisors. *Our Louisiana 2020* is a six year strategic plan that LCTCS developed following four months of active engagement with the state's business and industrial leaders, economic and workforce development experts, K-12 and higher education partners, students, and community and technical college leadership. These explorative dialogues focused on the challenges and opportunities that are being created for the state's citizenry by the economic expansion that is being forecast as companies that intend to relocate or grow their operations spend billions of dollars in the state. The estimated number of skilled employees that these companies intend to hire is projected to be in the tens of thousands. *Our Louisiana 2020* is LCTCS's articulated promise to the people of the state to build and expand educational pathways that will ensure that Louisiana residents have the skills needed to participate fully in the growing economy. This bold plan is anchored around six critical goals that set the agenda for the work of its member institutions over the next six years. An overview of the plan and its six goals are presented in [Figure 2.5.6](#).

In keeping with its established practices of institutional effectiveness, BRCC has been agile in its response to these six challenging goals that the Board of Supervisors has publicly endorsed. The Executive Team has developed a revised strategic planning matrix ([Figure 2.5.7](#)) for the college to use as a guide as it develops goals and plans new strategic initiatives that will contribute to the embodiment of the six goals. Additionally, the Chancellor has created a College Council comprised of representatives from across all divisional units. This Council met for a brainstorming session on November 19, 2014 and identified several innovative strategies that have the potential for leading the College towards its ultimate goal of increasing access and facilitating the retention of students from the region. The strategies that were identified and which will be further explored are summarized in [Figure 2.5.8](#).

The Chancellor and her Executive Team worked throughout the fall 2014 semester to set targets for BRCC's contributions to the six performance measures defined by LCTCS in its *Our Louisiana 2020* strategic plan. BRCC's projected contributions to the achievement of the six goals in FY 2015 and the strategies that will move it towards these accomplishments are summarized in [Figure 2.5.9](#).

Supporting Evidence

- [Figure 3.2.2.6](#) LCTCS Strategic Plan 2015-2019
- [Figure 2.5.1](#) BoR Revised Strategic Plan FY2114-15 through FY2018-19
- [Figure 3.2.4.1](#) Governor's Charge to the LCTCS Board
- [Figure 3.2.2.6](#) Louisiana GRAD Act
- [Figure 2.5.1](#) LCTCS Our Louisiana 2020
- [Figure 3.2.2.7](#) GRAD Act, ACT 418
- [Figure 2.5.2](#) Our Louisiana 2020

Figure 1.1.2	Senate Concurrent Resolution No 17
Figure 1.1.3	Future Words Analysis
Figure 1.1.4	BRCC Strategic Planning Matrix
Figure 1.1.5	The Georgetown University Center on Ed and Workforce
Figure 2.4.2	BRCC Strategic Plan 2013-2017
Figure 2.5.3	BRCC Strategic Planning and Budgeting Cycles
Figure 2.5.4	BRCC Institutional Effectiveness Form
Figure 2.5.5	BRCC Annual Institutional Effectiveness Initiatives and Outcomes
Figure 2.5.6	Our Louisiana 2020: Building the Workforce of Tomorrow
Figure 2.5.7	BRCC Matrix for Our Louisiana 2020 Goal Development
Figure 2.5.8	College Council Innovative Strategies
Figure 2.5.9	BRCC Our Louisiana 2020 FY2015 Projections