

# Operating Our Schools in a Changing Landscape

***Five Things Campus Leaders Should Do to Successfully Operate Their Institutions in Today's Career Education Environment***

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# Our Learning Objectives

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- ❑ Identify and assess five important things every executive should do to effectively align operations in a changing and competitive environment
- ❑ Realize the codependency among vision, operations and compliance
- ❑ Apply specific strategies for blending the departmental lines and exercising proactive leadership to prepare our institutional teams for a challenging and rewarding future

# The Five Item List

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1. **Build a Performance-Based / Outcomes Driven Institution**
2. **Foster a Culture of Compliance**
3. **Add a Research-Based Component**
4. **Facilitate Community Outreach**
5. **Exercise Proactive Leadership**

# 1. Build a Performance-Based / Outcomes Driven Institution

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- ❑ **Characteristics of an Organization with a Performance Culture**
- ❑ **The Performance Formula**
  - **Employees**
  - **Organizations**
- ❑ **A Simple but Effective Outcomes Model**

# The Performance Formula

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**? x ? = EMPLOYEE PERFORMANCE**



# The Performance Formula

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? x ? =

**AN ORGANIZATION WITH  
PERFORMANCE ORIENTED  
EMPLOYEES**



# An Outcomes Model

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**ARTICULATE > COMMUNICATE > DEMONSTRATE >  
INTEGRATE > CELEBRATE = MOTIVATE**



# The Changing Face of Institutional Effectiveness

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## The Traditional Components:

- ❑ **Retention / Completion Rates**
- ❑ **Placement Rates**
- ❑ **Level of Graduate Satisfaction**
- ❑ **Level of Employer Satisfaction**
- ❑ **Student Learning Outcomes**
- ❑ **Financial Aid / Loan Default Rates**

# Current Trends

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- ❑ **More emphasis on processes and controls**
- ❑ **Greater emphasis on program accountability**
- ❑ **Substantive punitive actions for perceived non-compliance**
- ❑ **More industry-wide collaboration**
- ❑ **Employee Standards and Training (including more resources pledged to faculty and staff development)**

## 2. Foster a Culture of Compliance

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- ❑ **Conservatism**
- ❑ **Truthfulness**
- ❑ **Transparency**
- ❑ **Full Disclosure**

# Rising Above the Standards

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- ❑ **Compliance as a performance improvement tool**
- ❑ **Benchmarks v Targets**

### 3. Add a Researched Base Component

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- ❑ **The Important Link Between Research and Skill-Based Training**
- ❑ **Research as a Support Tool (ROI Example)**

## 4. Facilitate Community Outreach

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- ❑ **The Power of Perception and Image**
- ❑ **Expanding Employer Partnerships Beyond Graduate Placement**
- ❑ **Going a Step Further: Building Community Relations as a Viable Institution of Service**

## 5. Exercise Proactive Leadership

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- ❑ **Four Tips for Effective Institutional Leadership**
- ❑ **Empowering Employees at All Organizational Levels**
- ❑ **Senior Level Accountability**

# Tips For Effective Organizational Leadership

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- 1. Be a Resource and a Coach**
- 2. Empower v Manage**
- 3. Don't Just Train – Educate**
- 4. Value Industry Experience**

# Empowering Your Employees

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- ❑ **CLARIFY EXPECTATIONS, ROLES AND RESPONSIBILITIES REGARDLESS OF POSITION**
- ❑ **IDENTIFY RESOURCES AND PROCEDURES**
- ❑ **GIVE CONSTRUCTIVE FEEDBACK In CONCERT WITH ORGANIZATIONAL MISSION AND CORE VALUES**
- ❑ **FOCUS ON ACCOUNTABLE OUTCOMES, NOT PERSONALITIES**

# Empowering Your Employees

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- ❑ **FOSTER TEAMWORK BY SUPPORTING TEAM DECISIONS, BUILDING TRUST, EXPANDING ROLES, MAINTAINING ACCOUNTABILITY AND UTILIZING DIVERSITY**
- ❑ **DELEGATE AS OPPOSED TO DUMP**
- ❑ **COMMUNICATE MORE OFTEN THAN YOU THINK YOU SHOULD**

# Summary Points

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- **Tying It All Together!!!**