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# **CHALLENGE 2010 DEBRIEF SESSION**

# Loras College

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## LORAS COLLEGE™

- Nestled atop the scenic bluffs of the Mississippi River in Dubuque, Iowa
- Private, non-profit, four-year, Catholic, baccalaureate, primarily residential, liberal arts
- Founded in 1839, by Archbishop Matthias Loras, Loras is the 2<sup>nd</sup> oldest college west of the Mississippi River
- 2010-11 enrollment of 1569; 229 full-time staff; 122 full-time faculty; and 21 adjunct faculty



- Ranked #11 out of 319 liberal arts colleges in the Midwest for academic quality and in the top 5 for graduation rates by ***US News and World Report***
- Ranked #13 in the country among baccalaureate colleges & universities for students committed to service by ***Washington Monthly***
- Listed with Distinction on both the 2009 and 2010 President's Higher Education Community Service Honor Roll

*be* **more.** *be* LORAS.



# Institutional Profile



The Organizational Development Division of Loras College is responsible for:

- Strategic and Organizational Planning
- Auxiliary Revenue Development
- Human and Organizational Development
- Community and Media Relations
- Marketing
- Information Technology
- The Publication Center
- The College Bookstore



# **PROJECT DESCRIPTION/SUMMARY**



# Project Summary



## Original Purpose:

Develop a Performance Improvement pilot program within Human Resources.

## Evolved Purpose:

The development of an institution-wide, Performance Management System.

- Lack of clear and consistent processes in HOD
- Inconsistent performance appraisal
- Lack of Institution-wide alignment with Vision and Strategic Plan
- Inability to fully implement 2010-2013 Strategic Plan



To achieve the strategic plan by:

- Aligning and leveraging all elements of the institution
- Instituting a process for managing the performance of team and individuals
- Connecting performance assessment with objective-setting
- Instituting individual professional development planning

- The catalyst for expanded scope
- Performance Management mirrors the fundamental Baldrige/EHE framework:
  1. Establish Goals
  2. Monitor the extent to which goals are being met
  3. Use the resulting information to plan and execute improvements

- Performance Management Process:
  - designed and approved
- Administrative Team:
  - Revised vision
  - Developed 2011-2014 strategy
  - Set objectives for 2011-12
- 6 of 7 Divisions committed to 2011-12 Strategic Planning (in progress)
- New Performance Assessment and Individual Development Planning processes are in use



# Status/Future Plans



- Complete all strategic plans and objective-setting
- Align Division and Department plans
- Gather feedback on process, especially Performance Assessment and Individual Development Planning
- Review and revise process and documentation



# PROJECT ANALYSIS

- Very difficult to get Academic institution to see themselves as managers
- Difficult for disparate Divisions & Departments to own the overall success of the institution
- Respect the democratic and participative nature of higher education governance
- Not “managers”, but “leaders”

For someone with a primarily corporate background:

- Better understanding of accreditation criteria and relationship to Baldrige
- Helped create an “on-ramp” for the introduction of processes traditionally seen as “too corporate & foreign”
- Future ability to align with EHE criteria for planning

- Expanded scope from single department to entire institution
- Helped assess “degree of difficulty” & potential pockets of resistance
- Changed approach from flawed individual design & implementation to effective Task Force approach





# Possible Next Steps



- Expand to include Academic Affairs
- Institutionalize process and calendar
- Integrate with Zero-based budgeting
- Continuously monitor progress toward plan
- Develop metrics and scorecard.