



TRANSFORMATION UPDATE

April 9, 2015

WHY ARE WE CHANGING?



1. The need to increase student access, success and completion
2. The need to leverage our size and resources
3. The need for a clear vision
4. The need to eliminate inefficiencies
5. The need to align priorities across the system
6. The need to create opportunities

EXPECTED OUTCOMES



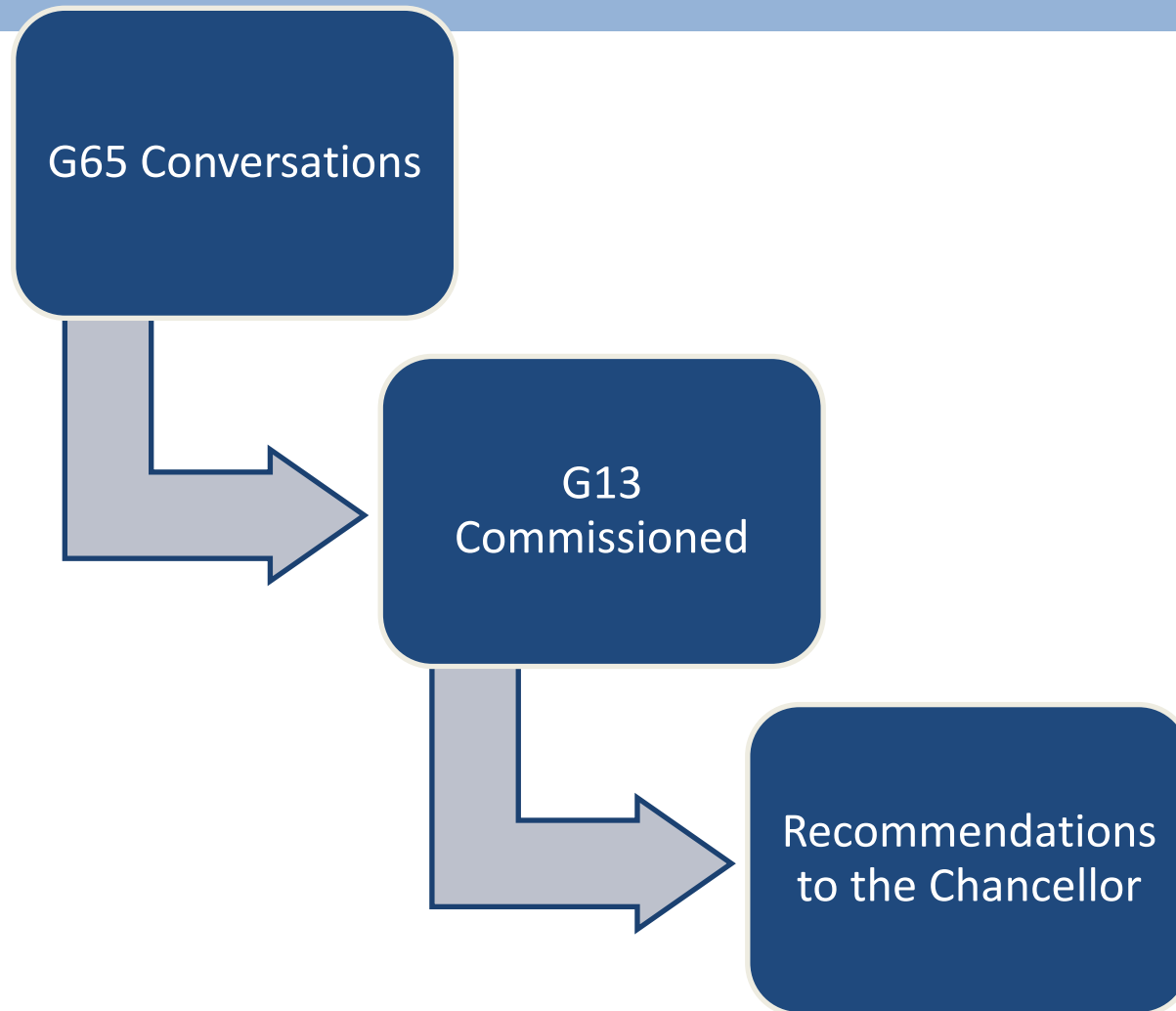
TOMORROW

1. A higher rate of student success
2. A more efficient System
3. A more interconnected System of colleges
4. A more responsive System
5. A more aligned System
6. A more innovative System



THE PROCESS

THE PROCESS THUS FAR





ORGANIZATIONAL REDESIGN

Traditional Organizational Structures

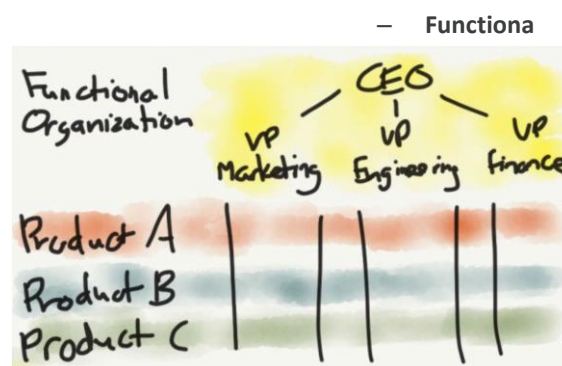
Because knowledge is in part a “public good” – something that can be reused in different contexts without its value declining – it can be deployed in multiple markets without its value being jeopardized.

The market for know-how is riddled with transactional difficulties, so that reuse inside the firm, where transfer can be monitored by management is likely to proceed with relative efficiency.

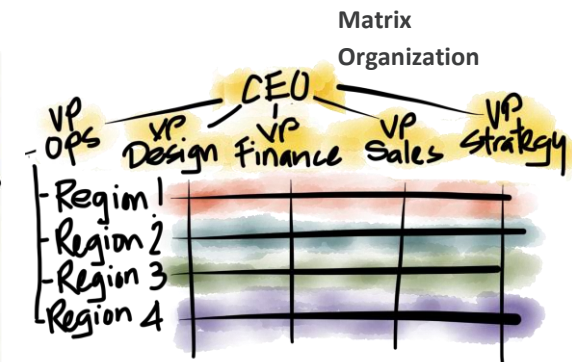
(Teece, 2000).



- Semi-autonomous units
- Clustered along geographic or product lines
- Facilitates expansion within cluster
- Local empowerment
- Decentralized decisions
- Easily measured accountability



- Centrally located & shared expertise
- Clustered along product expertise
- Facilitates uniformity in production
- Economical scaling of production
- Local focus on sales mix
- Centralized decisions



- Loose coupling of Divisional & Functional structures
- Equal link between vertical and horizontal organization structures
- Intentional lines of coordination and communication
- Two dimensional lines of authority

From Theory to Practice Transformation

*Organizational Lifecycle
& Transformation*

Transformation Process

*RASIC Mapping &
Conceptual Groups*

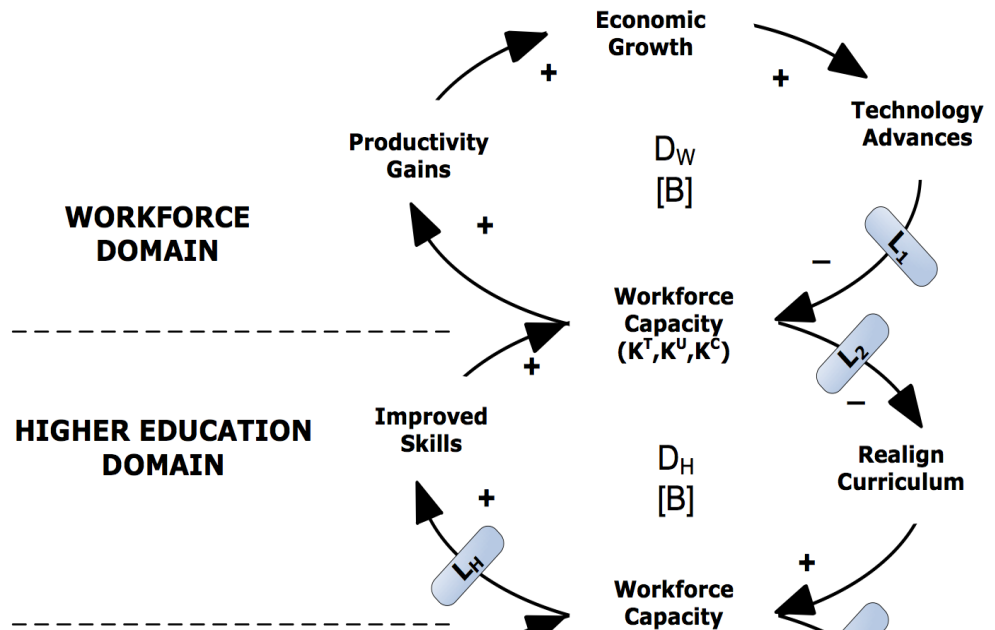
*Organizational
Framework*

Lifecycle of Organizations

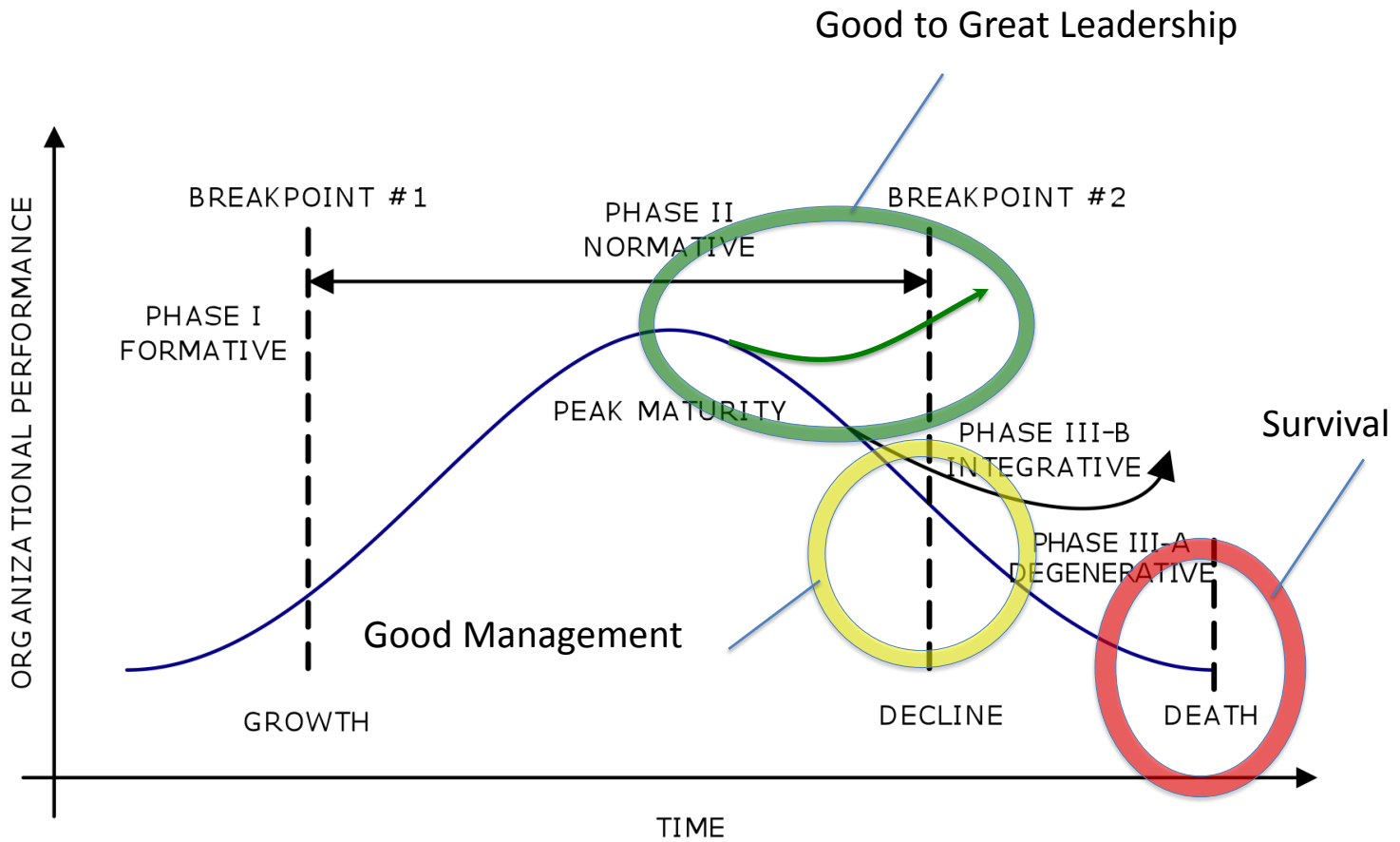
Large complex organizations, such as education domains, are affected by social and political forces that impede effective decision-making processes.

In the degenerative phase, institutions become closed and changes in operating routines are limited to existing inventories of solutions. "Features of organizations are specified a priori rather than emerging" in response to environmental feedback.

(Maldonado, 2008).



Lifecycle of Organizations



Transformation of Organizational Structures



Large-scale organizational change stretches management skills and knowledge to the limit and beyond.

In place of the command-and-control style of hierarchy there is a growing emphasis on the value of team working for continued relevance.

(Partington, 1996).

Transformation Management

Organizations typically morph into new structures in an organic, evolutionary manner. Over time, organizations adapt to their environment through feedback and continuous improvement.

Organizations that do not follow this evolutionary path are unlikely to remain healthy.

Unlike a typical project with a beginning and an end, in organizational change is an on going process. So long as the environment in which the firm exists is evolving, its structure should be adjusting to remain relevant. The external environment drives an organization's mission, strategy, and culture.

To be persistent, organizational change must be carefully planned and well executed. This transformation process is not linear. When a change process is launched, it disturbs the system and reactions occur simultaneously and not in a linear, phased way. A method of dealing with this uncertainty is to use the three-step process of "unfreeze-change-refreeze" (UCR).(9)

Process Management

The UCR process provides discrete waypoints in managing organizational change. It allows people to find the "fit" with the organizational structure. However, the process is actually a series of overlapping stages. The literature describes the UCR process as:

1. Unfreeze: demonstrate a need for change by demonstrating a threatening, radical change in the organization's environment.
2. Change: restructure so that organizational members see the differences in operations.
3. Refreeze: integrate the change into members' comfort-zones.

Following the above cycle provides a phase-gated approach to organizational change and significantly increases the likelihood of its persistence.

ORGANIZATIONAL UNITS: FOCUSED ON STUDENT SUCCESS



INSTRUCTION

STUDENT
SERVICES

FINANCE &
ADMINISTRATION

SUSTAINABILITY

LEGAL &
COMPLIANCE

COMMUNICATION

ORGANIZATIONAL SHIFT



CURRENT

- Diffused focus on instructional delivery
- Operational culture
- Broad approach to marketing & outreach
- Limited alignment with industry demands
- Organization designed to focus on delivery

FUTURE

- Laser-focused leadership for Centers of Excellence
- Innovative culture
- Strategic approach to marketing and outreach
- Align instructional programs with industry demands
- Organization designed to focus on student success and completion



NEW LEADERSHIP DESIGN

CHANCELLOR'S CABINET



Focus on the strategic development of the System to ensure:

- A culture of student success and completion
- The fiscal health of the institution
- The academic integrity of the institution
- A quality student experience
- A system that is sustainable
- A quality brand for the institution

CHANCELLOR'S EXECUTIVE COUNCIL



Focus on coordinating efforts across the System to provide seamless service and support to HCC's teaching/learning mission in areas such as:

- hiring and evaluation;
- curriculum and new program development;
- student access, retention, and learning outcomes;
- enrollment management;
- information technology; and
- campus safety

PRESIDENTS



Serve as the local administrative leader under the leadership of the VC of Student Services to:

- Execute the strategic plan at the college level
- Provide executive college leadership that focuses on:
 - A quality student experience
 - The operation, promotion, and growth of the COEs
 - A success and completion culture
- Strengthen and deepen external partnerships to support the COEs
- Develop sustainable resources to support the COEs

Serve as instructional leaders providing strategic leadership for the System in assigned instructional areas through effective:

- Leadership of faculty and staff in assigned instructional area
- Management of instructional resources to support student success
- Instructional development of courses and programs
- Administrative oversight of budgets, personnel and program scheduling



CENTERS OF EXCELLENCE (COE)

COE DIRECTORS



Serve as instructional leaders providing strategic leadership for the System in assigned COEs through effective:

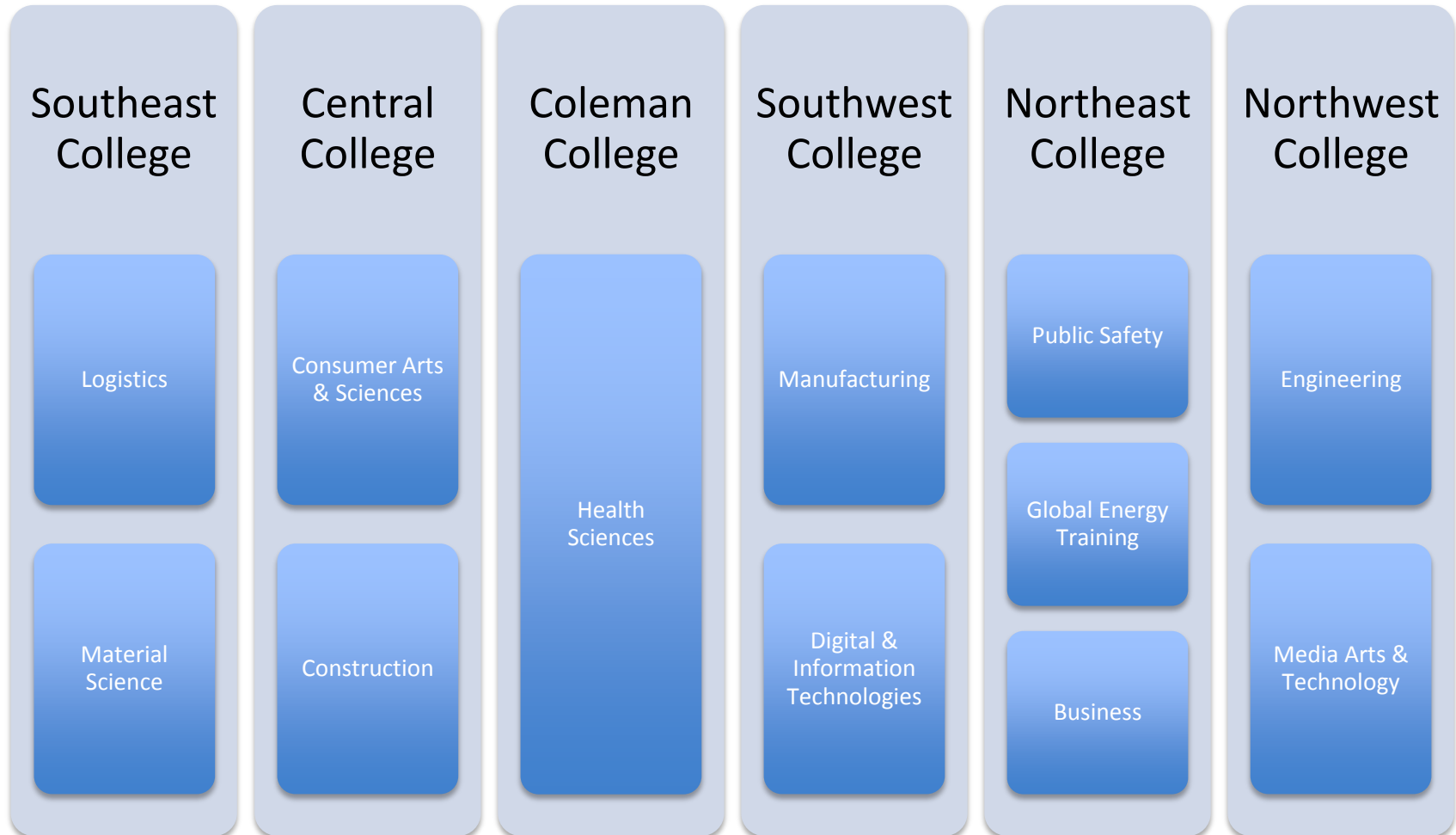
- Leadership of faculty and staff for assigned COE
- Management of COE
- Instructional development of courses and programs for COE
- Administrative oversight of budgets, personnel and program scheduling for COE

PRIORITIZING CENTERS OF EXCELLENCE



- Expert faculty in the system
- Facilities in the system
- Equipment in the system
- Industry corridor near the instructional site
- Ready to implement in fall 2015
- Contact hours in the program during fiscal year 2014

CENTERS OF EXCELLENCE, FALL 2015 IMPLEMENTATION



CENTERS OF EXCELLENCE, FUTURE IMPLEMENTATION



Southeast
College

Maritime

Central
College

Aviation

Northeast
College

Transportation

Southwest
College

Robotics

To
Come

High Demand
Areas

THE OUTCOME



OUTCOME

- **Increase student success**
- **Increase our capacity to serve** the community with technical and academic programs
- **Increase** our facility **utilization rates**
- **Decrease the cost of the delivery** of instruction and support services
- **Increase productivity** of human capital
- **Increase accountability** at all levels of the organization
- **Increase external funding** opportunities through industry, grants, and other non-traditional sources
- **Increase consistency and quality of student experience**



FISCAL IMPLICATIONS

TRANSFORMATION FISCAL IMPLICATIONS



- The net budget implications of the institutional transformation is zero.
- Savings generated from improved operational efficiency are projected to be used for items such as:
 - Developing and sustaining COEs
 - Covering rising costs
 - Offsetting decreased funding streams



IMPLEMENTATION

IMPLEMENTATION PROCESS

