Of Mission and Measures

July 28, 2008

Presidential Action Planning Session
Overview

- Getting started
- Basic terminology
- Why measure?
- Linking priorities to measures
- Defining and developing measures
- Examples of measures
- And the data
- Questions
A Context for Measurement

MY PHILOSOPHY IS: MEASURE TWICE...

THEN CUT TWICE, THEN UH...

GIVE THE TAPE MEASURE A BAD PERFORMANCE REVIEW?

HEE HEE!

OOH.
Planning Implementation Teams

- Identify essential set of priorities
- Develop implementation plans
- Select measures of progress
- Identify national benchmarks
Getting Started…

- Audience
Getting Started…

- Program/Unit Measures
  - Internal audience
- Performance Measures
  - Internal and external audiences
Performance Measures

How we measure whether we are having the impact that we intend.
Basic Terminology

Benchmarks

Performance measures that allow you to compare your performance to that of other institutions.
For Example…

- Performance Measure
  - Student retention rates

- Benchmark
  - Student retention rates at peer institutions
Types of Measures

- **Input Measures**
  - Percent of Lower Division SCH taught by full-time faculty

- **Output Measures**
  - First year retention rate

- **Quality Measure**
  - Student satisfaction with instructional experience
Why Measure?

- How does our work support the institution’s strategic priorities?
- Are we addressing our priorities?
- Are our strategies working?
- Can we see progress over time?
Why Measure?

- Helps align organization around priorities
- Helps translate statements of value into strategies and actions
- Helps focus institutional and departmental resources and efforts
Why Measure?

Values → Priorities → Outcomes → Measures

- Helps translate statements of value into strategies and actions
Linking Priorities to Measures

- Priority
- Program or Strategy
- Desired Outcome
- Measures
Linking Priorities to Measures

- Helpful to be consistent in the language we use to link measures to priorities.
## Linking Priorities to Measures

<table>
<thead>
<tr>
<th>Institutional Priority</th>
<th>Program/Strategy</th>
<th>Objective/Outcome</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve Student Success</td>
<td>First-year and academic success center</td>
<td>Undergraduate satisfaction with educational experience</td>
<td>Retention and graduation rates</td>
</tr>
<tr>
<td></td>
<td>First year learning</td>
<td></td>
<td>First year GPA</td>
</tr>
<tr>
<td></td>
<td>communities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Linking Priorities to Measures

<table>
<thead>
<tr>
<th>Institutional Priority</th>
<th>Program/Strategy</th>
<th>Objective/Outcome</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build nationally recognized and ranked research programs</td>
<td>Offer expert workshops and seminars that improve the quality of proposals</td>
<td>Secure more competitive grants vs. federal earmarks</td>
<td>% of expenditures in sponsored programs from competitive grants</td>
</tr>
</tbody>
</table>
Developing the Measures

- The strategies, services, and outcomes that you choose to measure should be:
  - Important and meaningful to audience
  - Important to the institution
Developing the Measures

- Start with measures that can be tracked over time
- When possible, select measures that have benchmarks
- Prioritize them
- Refine as needed
Criteria for Selecting Measures

- Be amenable to change and positive intervention
- Be easily understood
- Demonstrate efficiency, effectiveness, and fiscal soundness
- Have data integrity, validity
- Be collectable without great difficulty
- Have benchmark data where appropriate
Keep in Mind…

- Fewer measures will communicate the institution’s focus and priorities more readily.
- Limiting yourself to one measure will also limit your understanding of impact to that measure.
Establishing Targets

- Local trends
- Internal assessments
- National benchmarks; best practice
- Employee knowledge
And the Data…

- Dictionary with:
  - Associated benchmark
  - Definition of measure
  - Source of the measure (report or system)
  - Person collecting data
  - Statement of quality
Institutional Data Experts

- Come to agreement on specific definitions
- Coordinate data collection, authentication, storage and dissemination
Institutional Data Experts

- Serve as a coordinating body
- Unify data expertise
- Provide consistent and accurate data
- Respond to information requests
And That’s Not All…

- Examples of performance measures
- Examples of benchmarks
Questions?