

# Of Mission and Measures

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July 28, 2008

Presidential Action Planning Session



# Overview

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



# Planning Implementation Teams

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

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- Audience



# Getting Started...

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



# Basic Terminology

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## **Performance Measures**

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

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# Basic Terminology

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## **Benchmarks**

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

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# For Example...

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- Performance Measure
    - Student retention rates
  - Benchmark
    - Student retention rates at peer institutions
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# Types of Measures

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- 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
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# Why Measure?

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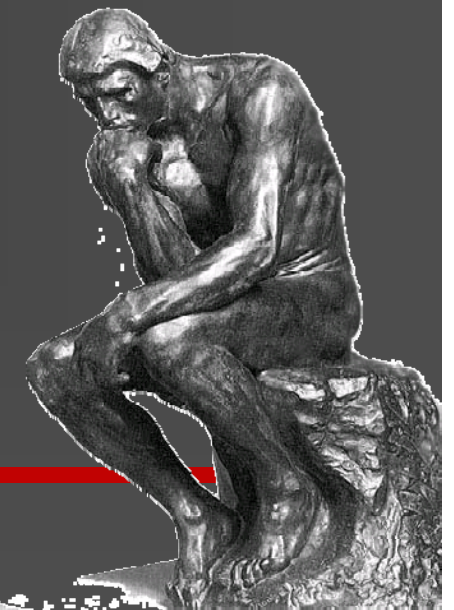
- How does our work support the institution's strategic priorities?
- Are we addressing our priorities?
- Are our strategies working?
- Can we see progress over time?



# Why Measure?

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



# Why Measure?

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Values → Priorities → Outcomes → Measures



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

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- Priority
- Program or Strategy
- Desired Outcome
- Measures



# Linking Priorities to Measures

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

<b>Institutional Priority</b>	▶	<b>Program/ Strategy</b>	▶	<b>Objective/ Outcome</b>	▶	<b>Measure</b>
Improve Student Success		First-year and academic success center  First year learning communities		Undergraduate satisfaction with educational experience		Retention and graduation rates  First year GPA



# Linking Priorities to Measures

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

# Developing the Measures

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

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

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- 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
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# Keep in Mind...

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- 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
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# Establishing Targets

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

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

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

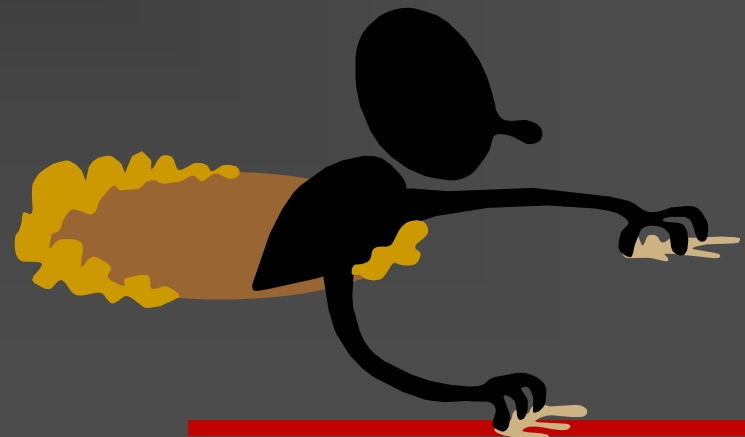
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- Serve as a coordinating body
  - Unify data expertise
  - Provide consistent and accurate data
  - Respond to information requests
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# And That's Not All...

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- Examples of performance measures
- Examples of benchmarks



# Questions?

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