

Of Mission and Measures

April 22, 2005

UNLV Planning Council

Report of Task Force on Performance Indicators



Task Force Charge, Part Two

- Identify essential set of indicators
- Test measures
- Develop implementation plan



What *is* essential?

- Audience



What *is* essential?

- Program/Unit Assessment
 - Internal audience
 - Performance Indicators
 - External audience
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Conclusion #1

Goals and performance indicators should speak to what our external constituencies care about.

What Do Our Constituents Want to Know?

- Is UNLV meeting its mission?
- Is UNLV delivering what it claims?



What Do Our Constituents Want to Know?

Mission → **Goals** → **Indicators** and **Measures**



- Goals address the HOW, but not the WHY
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What Do Our Constituents Want to Know?

Mission → **Goals** → **Indicators** and **Measures**



- Goals focused on internal operations and climate
 - Responsive administrative infrastructure
 - Respect for diversity and free expression
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Our Mission

- Teaching and Learning
 - Research, Scholarship, Creative Activity
 - Service to the Profession and Community
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What We Do

- Teaching
 - Research
 - Service
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How We Do It

- Create and Sustain a Student-Centered Learning Environment
 - Hire, Reward, Motivate Superior Faculty, Professional Staff and Classified Staff
 - Become a Nationally Recognized Research Institution
 - Grow Selectively, Serve the Region, Achieve Distinction
 - Foster a Campus Environment that Respects Diversity and Free Expression
 - Service-Oriented, Responsive, Accountable Administration
 - Communicate & Collaborate More Effectively
 - Strong, Responsive, Flexible Information Technology Infrastructure
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Conclusion #2

Our current goals should be revised to address the interests of an external constituency.

A Framework

- Frame goals within our mandates of teaching, research and service;
 - Weave the values as freedom of expression, diversity open communication, an accountable administration in the accomplishment of each mandate.
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Conclusion #3

Our current goals should be reframed under a three-tiered mission to reconnect institutional actions with our institutional purpose.

Recommendations

- Performance indicators should be tailored to the concerns of our external constituents;
 - Our current goals need refocused to effectively address an external constituency;
 - Refocusing or reframing the goals and values would make it easier for campus units to link their plans and performance to our central missions.
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Relevance

- Performance indicators and measures must be tied to an well-defined planning and assessment effort that functions at all levels of the institution.



Just the Beginning

“The development of performance indicators cannot be seen as having a specific end-point. Rather, it should be viewed as an ongoing process of successive approximations, with increasing levels of sophistication and relevance. The process itself is far more meaningful than the product.” (Borden and Williams, 2002)
