Leveraging Discipline & Productive Paranoia to Create a Comprehensive Institutional Measurement System

2014 Quest for Excellence

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Richland College

Vision
Richland College will be the best place we can be to learn, teach, and build sustainable local and world community.

Mission
Teaching, Learning, Community Building

Core Values
Integrity; Mutual Trust; Wholeness; Fairness; Considerate, Meaningful Communications; Mindfulness; Cooperation; Diversity; Responsible Risk-Taking; Joy

Reflection

- What do you think you know about Institutional Measurement systems?
- What would you like to know/what puzzles you about Institutional Measurement?
Discipline

- Consistency of action
- Inner will to do what it takes to achieve a great outcome no matter how difficult
- An ability to resist following the herd

Productive Paranoia

- Latent fear of failure
- Hyper-vigilance in good times and in bad
- Extensive preparation
- Calm, clear-headed action

The Thunion

- How it works and why it is sustainable
- Senior leadership’s critical role
- Baldrige influence
  - Focus, Framework, Discipline
  - Approach, Deploy, Learn, Integrate
**The Thunion**
- Four strategic planning priority goals that encompass everything we do
- Thirteen key performance indicators reflecting organizational health
- Sixty-two measures tracked against targets

**Ask Yourself These Questions**
- Why are you measuring that?
- What does that tell you?
- You have measures and data, now what?

**Four Steps for Building or Refining Your Institutional Dashboard**
Step 1

Identify 3-5 goals that:
- Broadly encompass all of the key work at the institution
- Are lofty statements
- Are weighted for importance

Guideline: > 5 goals = more focus needed
< 3 goals = may be too broad

Step 2

For each goal, identify KPIs of progress that are:
- Key to institutional health
- Measureable
- 10-16 in total across all goals
- Weighted within each goal for importance

Guideline: >16 KPIs = overwhelming
<10 KPIs = not comprehensive

Step 3

For each KPI identify measures that:
- Yield actionable data
- Are reliable, dependable, and accessible
- Allow for comparisons for context
- Are weighted within each KPI

Guideline: Select measures as needed for decision-making but not more - just because it's measureable doesn't make it important.
Step 4
For each measure set targets that:
- Are achievable yet challenging
- Are based on trend data and comparisons
- Drive the institution to achieve incremental and sustainable improvement
Guideline: Set targets for 1, 3, and 5 years; review and update annually

Using an Institutional Dashboard
- Be disciplined and stick with it for a full year
- Be accountable for performance without excuse
- Conduct regular progress reviews

Using an Institutional Dashboard
- All green lights are as much a cause for concern as all red lights
- Analyze results, take action, make improvements annually to the process
- Align your measurement system with your budget cycle or other drivers of performance
- Play to a standard, not a score
Using an Institutional Dashboard

- Conduct an end of year analysis of results for use in planning for the coming year
- Share the results broadly and discuss
- Richland College End of Year Reports dating back to 2000.
  http://www.richlandcollege.edu/effectiveness/endofyear.php

Back to the Beginning Strategic Planning

- Close the loop - use trend data and analysis of performance to inform new planning cycle
- Involve key work groups in identifying measures and targets
- Look for emerging trends
- Identify potential blind spots
- Did a significant shift occur for which you had no measure?

Reflection

- What lessons learned might you apply toward your institution’s report card?