

Measurable Outcomes: Strategies for Incorporating Accountability

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Agenda

- Metro State
- MetroLeads
- Why incorporate measurable outcomes?
- Common goals in EM
- Overarching principles
- Planning stage - incorporating measurable outcomes
- Targeted strategies – 12 step checklist
- Measurement tools/strategies
- Case studies – Metro State, Allstate Insurance Co.
- Tips from the field – Purdue Univ. & Minnesota State
- Future trends



Metro State – Where success begins with you!

- Large urban state college
- Enrollment – 21,700 in SP 09
- 53 majors, 82 minors and individualized degree program
- Only undergraduate programs
- Three graduate programs recently approved (Social Work, Accounting and Education)

MetroLeads

- Leadership forum at Metro State
- Third class
- Make-up (President and VPs, administrators, faculty and staff)
- Purpose and goals
- Measurable outcomes one of the day-long sessions



Why bother?



- Enhances accountability
- Garneres financial support
- Encourages buy-in for new projects/changes
- Combats criticism (internal and external)
- Moves you closer to your goals/institution's goals
- Contributes to the long term health of the organization
- Identifies progress or decline over time
- Strengthens the division's flexibility in a changing environment (internal and external)

Common Goals in Enrollment Management



- Recruit – restrict/grow applicant pool; improve quality of student body
- Enroll – move from accepted to enrolled students
- Retain – satisfactory academic progress through graduation
- Provide quality, consistent service – needed throughout
- Utilize technology/data management – implementation of new tools, data mining, analysis, reporting
- Facilitate change management – new policies, leadership, etc..
- Demonstrate measurable ROI from resources expended

Overarching Principles

1. Clarify what you are trying to assess
 - Start broad then narrow it down
 - Ex. the effectiveness of recruitment strategies; etc. how many apps from each school?
2. The outcome must be measurable
 - Place outcome in framework you can measure
 - Ex. increase # of enrollments; reduced timeline to complete application process, etc.
3. The outcome must measure something useful and meaningful

Planning Stage - Incorporating Measurable Outcomes



1. Why assess?
 - achieve target goals; solve problem; become more user-centered; align with institutional goals; understand the impact of our work; etc. These can fuel your measurable outcomes.
2. Who is the assessment for?
 - intended audience – students, faculty, staff
3. How will it be used?
 - improvement, decision making, marketing strategy, etc.

Planning Stage - Incorporating Measurable Outcomes cont'd

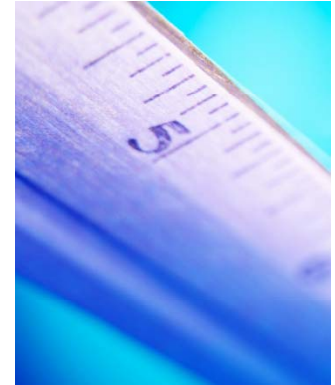
4. To whom will the assessment's results be given?
 - (internal, VPs, external – drives format, plan design)
5. When and how often are follow up assessments needed?
 - Incorporate continuous improvement
6. What decisions can you make?
 - autonomy; buy-in needed; higher level

Targeted strategies – 12 step checklist

- Examine the goal, function, strategy
- Identify likely outcomes
- Make sure they are feasible
- Identify information/data you need to collect
- Decide how and when you will collect it
- Determine whether you have the expertise
- Decide how you will use your findings
- Collaborate with colleagues
- Acquire institutional support
- Incorporate short term and long term view
- Incorporate tracking mechanism
- Document – write it, present it, include how you measure it, and prepare to adjust it

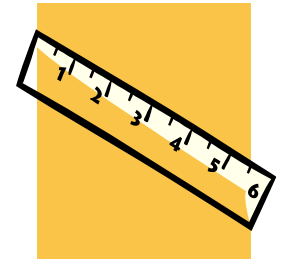


Measurement Tools/Tips



- Statistical analyses of available data
 - Quantitative: objective goals
 - Qualitative: subjective goals (employee morale; etc.)
- Conduct original research – analyze available data in new ways, disseminate surveys/questionnaires, conduct interviews, etc.
- Tips:
 - Utilize campus resources – IR, IT, SL
 - Borrow tools/strategies for measurement from external fields
 - Does not have to be expensive or complex

Measurement cont'd



- Reminder: in order to be measurable, goals should be stated in a SMART manner that allows for clear and understandable measurement:
 - Specific – clear statement of what is to be achieved
 - Measurable – clear, objective/subjective measurement
 - Attainable – can you really achieve the goal?
 - Realistic – are you willing and able to work toward the goal?
 - Timely – specify a timeframe in which the goal is to be achieved

(Saar & Safirstein, 2009)

Case Study – Metro State

- Why assess?
 - Problem – inefficient application process; not user-centered; lengthy timeline; lost documents
- Who is it for?
 - Admissions; institution
- How will it be used?
 - Improve service; improve turnaround time; increase applications
- To whom will it be given?
 - Directors, VPs

Metro State cont'd

- When and how often are follow up assessments needed?
 - Daily basis as problems arise
- What decisions could we make?
 - High level of autonomy, cooperation of various departments, institutional support
 - Design of the system, measurable outcomes desired
- Measurable Outcomes – projected efficiencies realized and exceeded; user-centered process; decreased timeline; immediate electronic storage of documents

Case Study – Allstate Insurance Company

- Why assess?
 - Verify that they were on target with service goals; understand how they compare to competitors; identify problems; understand what progress was being made against goals
- Who is it for?
 - Internal use
- How will it be used?
 - Possible service improvement; competitive positioning; resolve problems; achieve goals



Allstate cont'd

- To whom will it be given?
 - Internal use
- When and how often are follow up assessments needed?
 - Continuous assessment/improvement model
- What decisions could they make?
 - Team collaborated to make decisions
- Measurable outcomes
 - Service improvement; problem resolution, etc.



Purdue University's take...

- Tips for team members:
 - Contribute significantly to planning and implementation functions
 - Define roles and responsibilities
 - Make sure there is a clear distinction between goals, outcomes, indicators, target and accomplishment
 - Goal – what you hope to achieve/accomplish
 - Outcome – a benefit to users of a service (ability to apply electronically)
 - Indicator – observable and measurable behavior
 - Target – threshold of success (85% of students will...)
 - Accomplishments– how your results compare to targets

Minnesota State Univ's take...

- Tips:
 - Transition from goals to outcomes (goals broad; outcomes narrow and specific)
 - Translate outcomes into a language of measurable, observable behaviors (students will be able to complete application within 20 minutes, etc.)
 - Utilize benchmark data (NSSE, AACRAO, etc.)
 - Develop a matrix of goals, strategies and outcomes
 - Incorporate a timeline for assessment of each outcome

Future Trends: Voluntary System of Accountability (VSA)

Designed to provide consistent, comparable and transparent information on public universities and colleges.

College Portrait: includes consumer information, student experiences and perceptions, and student learning outcomes.



Questions??

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