

# Standard 9 – Priority 2

## Objective

- Determine reasonable and effective data measurements
- Benchmark data validation
- Develop clear reports
- Resource allocation on basis of performance measures
- Communicate results

## Action

- Needs to be agreed upon, communicated & cooperatively utilized
- Peer & national data
- Data custodian, sources
- Where are we now vs where we want to be?
- How Where When?

GOAL: Provide exceptional education in a more efficient & effective manner by maximizing resources & reviewing the academic, student and financial policies & processes through resource deployment.

- Efficient allocation of resources based on institutional & enrollment goals rather than roll over incremental budget history
- Analyze expenditure & revenue factors across all departments to provide a baseline of information
- Where applicable and helpful, compare data to peer and national benchmarks
- Encourage and facilitate deans, directors and chairs to make decisions based on facts, consider alternatives and coordination, and identify opportunities for improved resource deployment and savings
- Communicate a more comprehensive and long term budget picture
- Assist departments in aligning their outcomes to the mission and goals of the college as a whole while providing quality and affordable education
- Maximize financial, physical and human resources
- Increase morale, accountability and pride – create opportunities for initiative
- Increase awareness of the impact of cross divisional decisions on input and output

## Steps needed to achieve objectives

- MUST be a collaborative and participatory process – Top Down!
- MUST have strong linkages to all college planning
- Need a formal approach for tracking & communicating progress
- Better align the budget calendar to the academic calendar
- Reduce silo effect on resource allocation; ensure academic committees for instance are tied to the budget process; better inform Institutional Advancement
- Work with deans, directors and chairs to establish meaningful data measurements taking into consideration primary programs vs departmental feeders
- Identify the locus of decision making. While planning must be participatory & transparent – not everyone will agree on the outcome.
- Align responsibility and accountability
- Analyze and communicate enrollment trends and impact on revenue – look at program demands – student wait list, graduates and environmental demands
- Use internal committee structures and service departments and work with IT and IR to deploy common data standards and reports - Data you can trust!
- Make key reports and performance measure outcomes routinely available

## Assessment

- **Multi Year Financial Plan – Key Components**

- Updates to College Wide Strategic Plan
- Force conversations about prioritization
- Where do specific grant or donor opportunities fit?
- Base Budget with key decision points
- Revenue Forecast
- Expenditure Forecast
- Capital and Master Facility Plan – deferred maintenance
- Gap vs Surplus Alternatives
- Tuition & Fee Planning
- Informed reactions for State Appropriation recommendations
- Fiscal scenarios based on history, projection and goals
- Use data to help define future targets
- Gain flexibility to respond to the unexpected – rising health care costs, energy, aging faculty and staff
- Graduate to dashboard and what if scenarios

SOURCE	PAGE	ACTION STATEMENT	PROGRESS INDICATOR	RESOURCE ISSUES
STRATEGIC PLAN 2009 - 2012	4	<b>ACTION ITEM 1.1</b>	Ability to Benefit Standard Has it been formalized? Is it in our enrollment policy? How do we measure against it?	# of Developmental Ed classes needed Space Utilization in Master Schedule
	Ensure proper student placement	% of matriculated students w/ high school transcripts/GED's	Sufficient successive course sequences	
	Monitor Dev Ed progress	Increased success rate in Dev Ed?		
	<b>ACTION ITEM 1.2</b> Establish criteria for high school standards	On-Site Accuplacer exams	Direct & indirect cost to college	
	6	<b>ACTION ITEM 2.1</b> Assess cost to institution of each program		
	9	<b>ACTION ITEM 3.1</b> Evaluate impact of distance learning models Align physical plant projects, IT & Telecomm w/ strategic initiatives	Implement Standardized metrics of CNet25 Evaluate load ratios Track deferred maintenance Establish optimum # of students/section Evaluate #/type/location of courses/sections	
	<b>ACTION ITEM 3.2</b> Ensure Staffing patterns consistent w/ student needs Develop transparent process for HR allocation	Faculty to staff ratios Faculty to Student Ratios??? Comparative Salary study Peer Review of salary and organizational structure Quality Benchmarks established		
	<b>CORE INDICATORS OF EFFECTIVENESS</b> Operating expenses & FTE student compared to peers Instructional expenses & FTE student compared to peers Student service expenses & FTE student compared to peers Cost per student credit hour and FTE compared to peers Faculty to staff rations compared to peers			

**BENCHMARK SOURCES**

IPEDS  
ASPIRATIONAL PEERS  
SHEEO  
DELTA PROJECT

Cost of Instruction  
Public FTE Enrollment & Educational Appropriations per FTE  
Total Expenditures by Grouped Categories  
Degrees & Completions per 100 FTE's  
Total Degrees, Completions & Spending per Outcome  
Enrollment vs Spending Comparison

GAO  
Nat'l Center for Education Statistics  
EDUCATION ADVISORY BOARD

**FOCUS OF MEASUREMENTS**

**BIG PICTURE - ALL COLLEGE MEASUREMENT VS PEERS AND NAT'L STATS**

Compensation & Staffing

**DEPARTMENT/PROGRAM MEASUREMENTS**

# of Graduates  
Instructional Cost per FTE/Credit Hour  
Full Time vs Adjunct Faculty  
Retention/Retakes/Success Rates

**DIVISIONAL BENCHMARKS**

Staffing per FTE Student  
# of Transactions , turnaround time  
Ex Purchasing: Cost per order, Cost per \$1,000 procurement  
HR: # of HR staff per benefitted employee  
IT: Tech cost per FTE student; processing cost per \$1,000 College Revenue  
A/P: Cost per Voucher, Cost per \$1,000 processed  
Facilities: Staffing per Square Footage

NEASC DATA MEASURES

SOURCE	ITEM	DATA ELEMENT/MEASUREMENT	TYPE	PROGRESS INDICATOR	RESOURCE ISSUES
Banner - semester to semester comparison	1	# of sections per campus # of sections-day vs evening Average class size	Program A		
	2	# of major programs & certificates		# of graduates historical enrollees waiting list # can be accommodated Student demand Environmental demand	
Revenue Generated		Net Margin ((revenue-costs)/revenue)	Per student cost	Trend data over 3 years	Cost Subsidy vs Tuition
Direct salaries & benefits		Per credit hour		Credit hours generated	Duplication of services/programs
Direct operating costs		Per FTE			Low demand but mission centric?
Allocated costs such as Acad support		Closeness in fit to college priorities/mission Consideration to programs that are support programs/feeders		targeted program recruitment	Interdisciplinary/collaboration issues resources allocated based on credit hrs?