

Richland College  
Teaching, Learning, Community Building

## Getting Started: A Primer for Designing Your Institutional Measurement System

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## Presentation Objectives

Participants will understand

- The power of Discipline and Productive Paranoia in institutional measurement.
- The importance of an organization's mission, vision, and values driving the measurement system.
- The basic steps for building an institutional dashboard.
- How to use the institutional dashboard and measurements to drive continuous improvement.

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## Reflection

- What do you *think you know* about institutional measurement systems?

Or

- What would you *like to know/what puzzles you* about institutional measurement?

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## 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

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## Discipline

Why is it important to have discipline?

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## Productive Paranoia

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

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## Productive Paranoia

How is it possible to maintain discipline and systematic use of productive paranoia without inducing paralysis?

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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

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## The Richland College Thunion

- How it works and why it is sustainable
- Senior leadership's critical role
- Baldrige influence
  - Focus, Framework, Discipline
  - Approach, Deploy, Learn, Integrate

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## Building the Thunion

- Four strategic planning priority goals that encompass everything we do
- Twelve key performance indicators reflecting organizational health
- Sixty-two measures tracked against targets

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## Ask Yourself These Questions

- Why are you measuring that?
- What does that tell you?
- You have measures and data, now what?

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## Four Steps for Building or Refining Your Institutional Dashboard

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## 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**

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## 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**

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## 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 measurable doesn't make it important.**

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### 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**

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### Using an Institutional Dashboard

- Align your measurement system with your budget cycle or other drivers of performance
- Conduct regular progress reviews
- Be accountable for performance without excuse
- All green lights are as much a cause for concern as all red lights
- Be disciplined and stick with it for a full year

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### Using an Institutional Dashboard

- Analyze results, take action, make improvements annually to the process
- Conduct an end of year analysis of results for use in planning for the coming year
- Share the results and analysis broadly and discuss
- Play to a standard, not a score

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## 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 revising measures and targets
- Look for emerging trends
- Identify potential blind spots
- Did a significant shift occur for which you had no measure?

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## Reflection

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

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## A Thought On Meaningful Measurement

Excerpted from Robert F. Kennedy's speech on March 18, 1968 at the University of Kansas where he discusses the GNP as a key indicator of economic wealth and well being.

*"...the gross national product does not allow for the health of our children, the quality of their education or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials.*

*It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country, it measures everything in short except that which makes life worthwhile."*

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