Assessment & Strategic Planning Workshop

AUBURN
STUDENT AFFAIRS

July 10, 2019

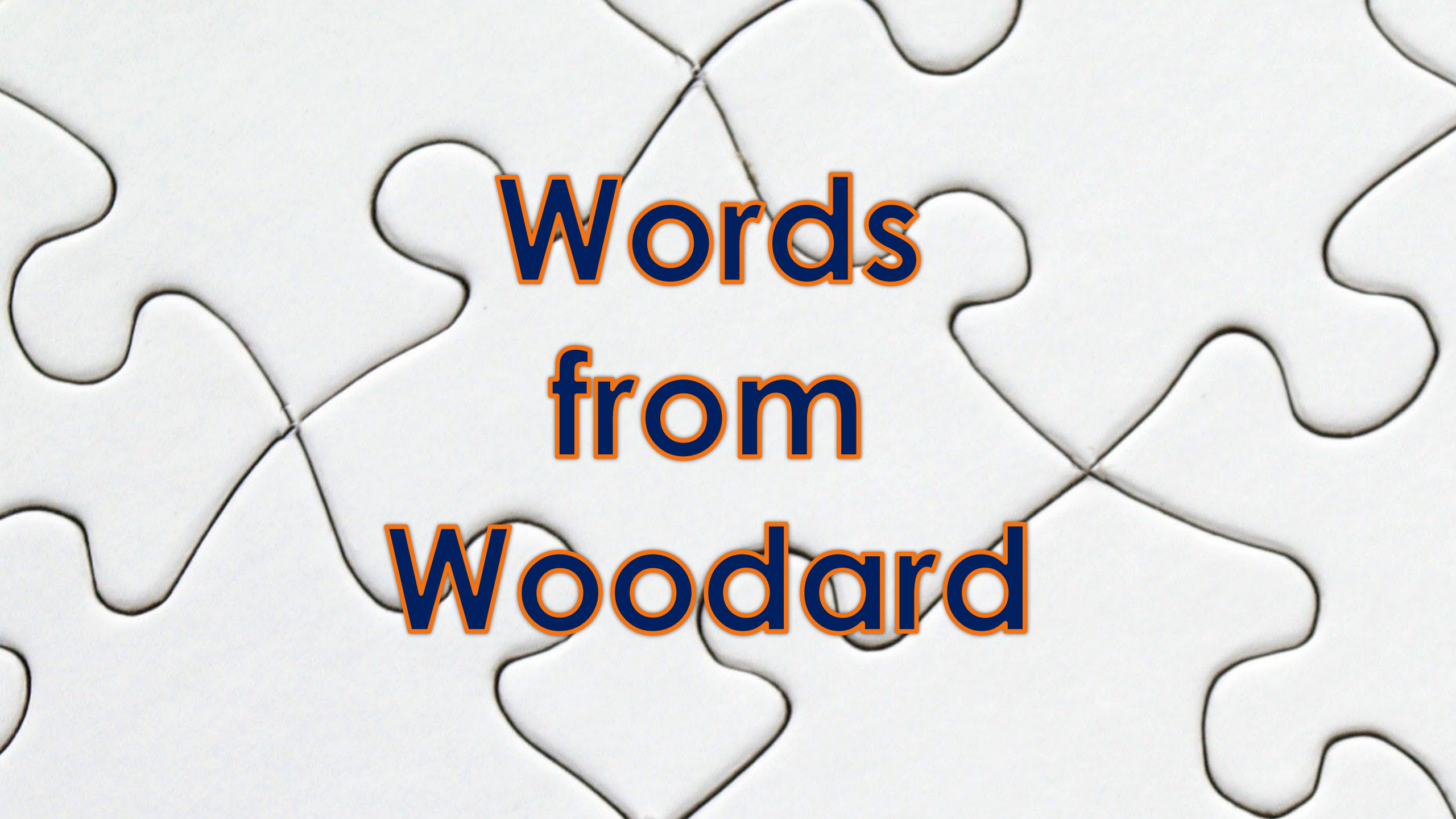*Please sit with others who work <u>outside</u> of your department.*

Introductions

Select a representative from your department to play SA Giant Jenga.

Today's Learning Outcomes

- As a result of attending the July Workshop, attendees will be able to:
  - Collect insight from Dr. Woodard about the state of SA and its future direction
  - Identify contextual planning elements such as values and processes
  - Recognize newly revealed pieces of the SA 2020-2025 Strategic Plan
  - Determine SA Goal and Objective language from identified themes
  - Indicate programs and measures for each identified Goal

Words from Woodard

AU Strategic Plan Goal Development & KPIs
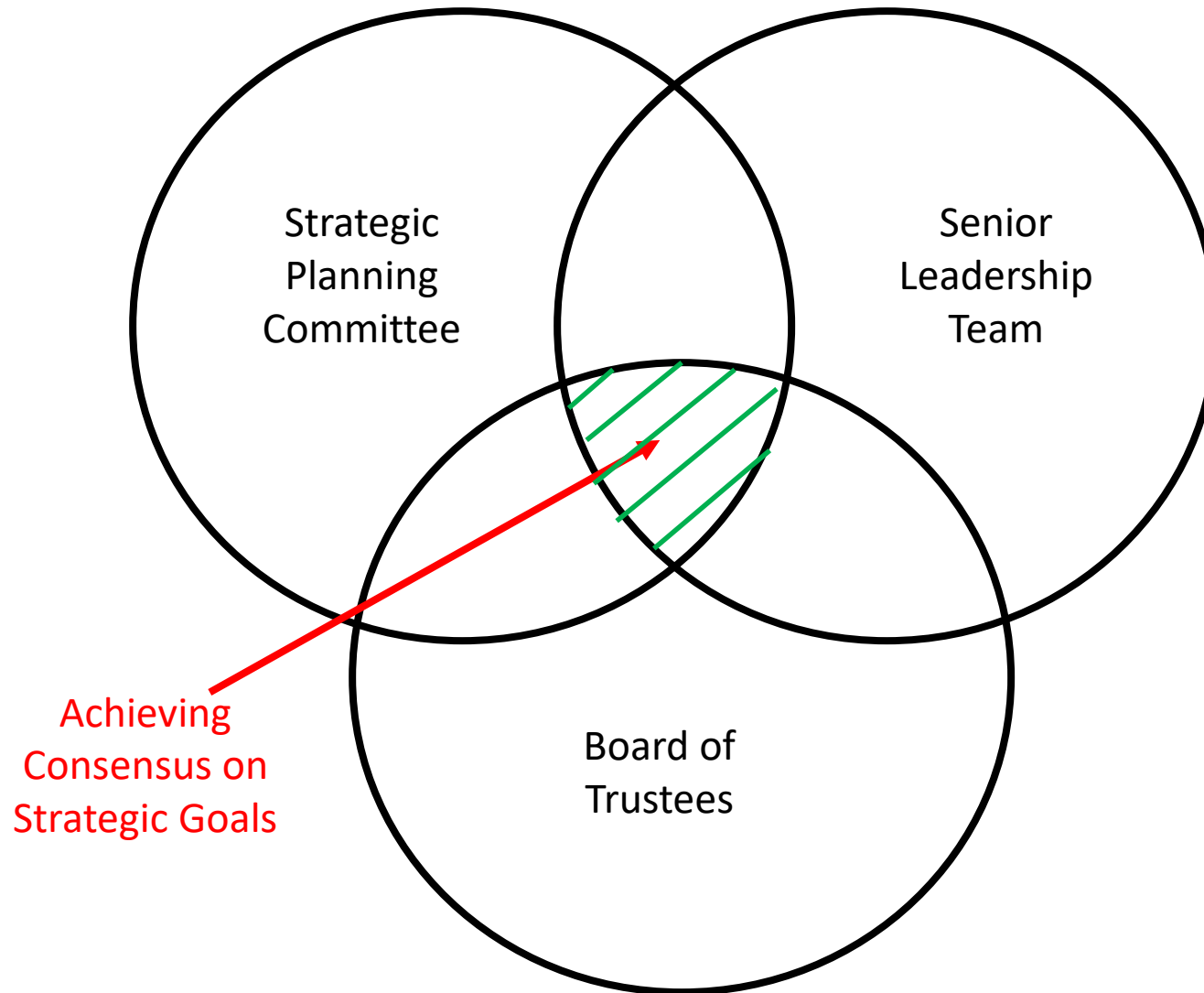
Tim Becker,
Probity Business
Group
July 10, 2019

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Strategic Goal Development Process

Key Performance Indicators

The strategic goals needed to satisfy 3 constituencies.

Strategic Planning Committee

Senior Leadership Team

Board of Trustees

Achieving Consensus on Strategic Goals

We followed a disciplined approach to develop prototypes sets of strategic goals.

<u>Goal Set Prototypes</u>

<u>Scenario Planning.</u> Scenario Planning is a disciplined approach that facilitates envisioning multiple visions of the future to develop organizational strategies.

- Session 1: Using forces provided, the team projected how those forces would operate to create a future scenario and the implications of those scenarios. Three scenarios were created in small break-out groups: Pessimistic, Realistic, Optimistic.
- Session 2: Based on the three scenarios created, <u>a set of strategic goals for each scenario was created</u>. For this session, we brought in additional faculty, students, and staff to participate in expanded break-out groups. For example, each break-out included a student representative.
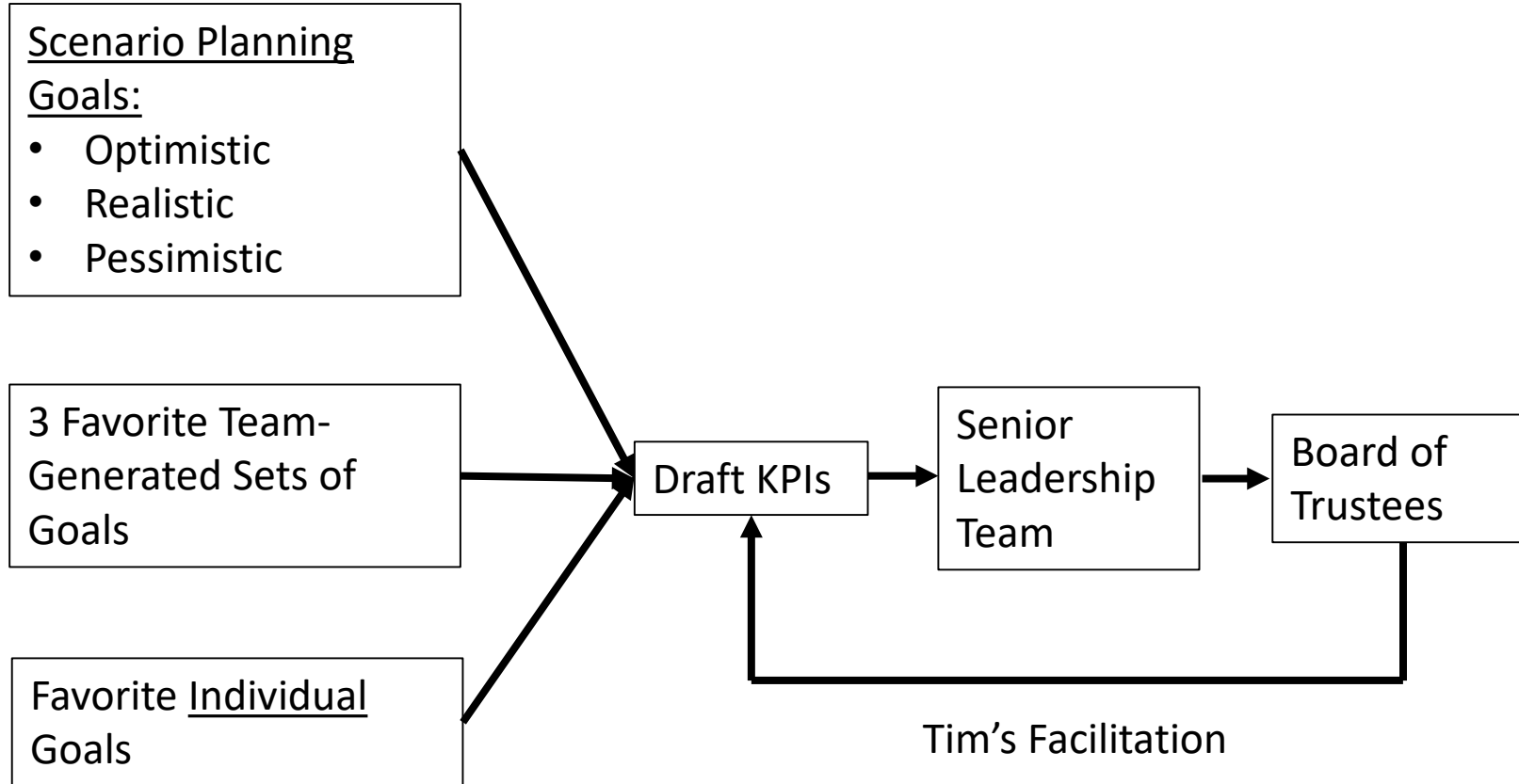
<u>SP Team Submissions and Collation.</u> Process of creating

1. *Individual Team Member Submissions.* Team members were provided guidance on how to create a set of strategic goals, which they submitted.
2. *Team Voting.* Team members were provided with the collated submissions and asked to:
   a. rank order their 3 favorite sets of goals
   b. Mix and match their favorite individual goals to create a new set of strategic goals.
   (Note: Team members could not vote for their own set of goals or individual goals.)
3. *Team-Preferred Sets of Goals.* The results of the team voting were collated with the following output:
   a. 3 most popular sets of goals
   b. 2 or 3 most popular individual goals for each goal category (e.g. research, student experience

> There was some trickery when team members were provided prototype goal sets. A few options did not come from team members . . .

The team went through 5 iterations of the strategic goals before they were finalized. This included 2 rounds of review by the SLT and BOT.

Scenario Planning Goals:
- Optimistic
- Realistic
- Pessimistic

3 Favorite Team-Generated Sets of Goals

Favorite Individual Goals

(This was primary input for subsequent team discussions. The other 2 inputs were used as references.)

Draft KPIs

Senior Leadership Team

Board of Trustees

Tim's Facilitation

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Strategic Goal Development Process

Key Performance Indicators

KPI Source Materials

The following sources were consulted in developing AU's KPIs:

- *2019-2024 Strategic Plan* to derive a starting set of metrics.
- *2014-2018 Strategic Plan* to evaluate metrics that might get pulled forward into the new strategic plan.
- *Situation Analysis.* The Strategic Planning Committee's Situation Analysis includes much quantitative analysis. Some of this analysis suggests possible metrics.
- *College of Business Metrics* were primarily useful in identifying potential faculty and staff metrics.
- *Strategic Plans and KPIs for other Universities* were consulted.
- *Secondary Research.* This included useful analyses of metrics across universities.
- *Selected Interviews with Staff and Faculty*. We consulted specialists in various areas to identify and refine the KPIs.

KPI Development Guidelines

The following design guidelines were followed in developing the KPIs:

- A maximum of 7 metrics per goal is desirable. A study of 66 universities' KPIs revealed that the average number of metrics is 29, with a range of 3 to 68 metrics. 7 metrics per goal implies a maximum of 42 total metrics.

- Some metrics are quasi-obligatory for various reasons. They are required to be reported to the Education Department or for accreditation. Some are commonly reported by other schools. Some are frequently used by ranking and rating organizations. The advantage of these metrics is that the definitions, data and computational methodologies already exist and are standardized. Their frequent and public reporting allows for easy and valid comparisons.

- There is a heavy emphasis on undergraduate metrics for a few reasons. First, such an emphasis is consistent with the metrics of other universities. Second, the intent is to keep the number of metrics manageable. Third, most students are undergraduates, so it makes sense to focus more on this segment.

- There is a strong bias toward metrics where data is readily available and a mechanism has already been established (or can easily be established) to gather the data and compute the metric. However, there may be a few instances where we use a proxy, have to develop a data gathering mechanism, or have to design a computational algorithm

KPI Development Guidelines (continued)

- KPIs should:
  - align with the strategic goals. (Note: Not every sub-goal will have a KPI and not every KPI will tie back to a sub-goal.)
  - be meaningful: enterprise-wide and internally consistent (i.e., congruous across metrics).
  - be impactful—i.e., substantively improve performance in important areas.
  - be (generally) quantitative, continuous (or highly granular) variables.
  - be valid—i.e., measure (or estimate accurately) what is asserted to be measured.
  - be tractable and measurable.
  - incent desired behaviors and anticipate/minimize harmful behaviors, particularly those resulting from metrics that might conflict with one another.

- The following types of metrics were avoided:
  - *Ranking metrics*, although some ranking criteria are included. It is assumed that if AU has a good strategic plan that is well-executed and supported by appropriate KPIs, AU should naturally rise in the rankings.
  - *Milestone metrics*, where % progress toward a milestone (e.g., construction of a building) is estimated and reported.
  - Relative KPIs (e.g., comparisons against a peer group). The one exception is faculty compensation. Although relative KPIs were avoided, comparisons to peer universities will sometimes used to set targets for KPIs.

Goal #1: Elevated Auburn Experience. *Inspire and prepare students for life and careers* through delivery of an excellent and supportive experience characterized by distinctive, innovative curricula and engaging student life programs.

KPI	Current	Baseline	2019 Target	2020 Target	2021 Target	2022 Target	2023 Target
6-year Graduation Rate (%)	78.1%						
First-year Retention Rate (%)	90.9%						
Student-to-Faculty Ratio	19:1						
First Destination Outcome:							
Pre-graduation placement (%)	53.2%						
Post-graduation (6 months) placement (%)	No Data						
High Impact Practice Participation: Graduates that have participated in ≥ 1 HIP (%)							
Internship	66.4%						
Cooperative experience	9.5%						
Undergraduate research	28.7%						
Study abroad	15.4%						
Student Satisfaction: Would go to AU again (%)	93.3%						

What's new:
- High Impact Practices
- Student Satisfaction
- Student-to-Faculty Ratio
- First Destination Outcome

What's removed:
- 4-year Graduation Rate
- ePortfolio – implemented
- Scholarship Funding

Notes:
1. KPIs deleted:
   a. Student Learning Outcomes
   b. Average Class Size
2. Modified:
   a. HIPP participation changed from graduates (%) that have participated in ≥ 1 HIPP to tracking participation in 4 HIPPs.
   b. Student satisfaction changed from Satisfied/Very Satisfied (%) to "Would go to AU again."

Goal #2: Transformative Research. *Elevate research and scholarly impact* to address society's critical issues and promote economic development in Alabama and beyond.

KPI
Total Research Expenditures ($)
Total Federal Grants Received ($)
Scholarship:
Total Journal Publications (#)
Total Citations (#)
Number of Doctoral Degrees Conferred
Revenue ($) from Patents and Licenses

What's new:
- Revenue from Patents and Licenses

What's removed:
- Total Academic Books Published
- Total Academic Awards Won by Current Faculty
- Dropped NSF modifier from Total Research Expenditures

Goal #3: Impactful Service. *Expand our land grant and service capabilities* to foster greater innovation and engagement that enhances the quality of life and economic development in Alabama and beyond.

KPI
AU economic contribution to the state of Alabama ($)
Number of students enrolled in 'engaged' courses
Sponsored funding for engaged activities ($)

What's new:
- EVERY METRIC

What's removed:
- Students participating in outreach and extension programs
- Outreach:
  - Total participants in non-credit instructional activities
  - Total participants in programs to improve workforce readiness
- 4-H:
  - Total 4-H participants
  - Total Hispanic participants – achieved targets

Goal #4: Exceptional and Engaged Faculty and Staff. *Invest in our outstanding people* to advance the university's mission through recruitment, development, support, recognition, rewards and retention.

KPI
Faculty and Staff Diversity: Underrepresented groups and gender (%)
Faculty Pay as a % of SREB Peer Group
Overall Faculty Job Satisfaction (COACHE survey)
Overall staff / A&P Job Satisfaction

What's new:
- Faculty and Staff Diversity
- Faculty Pay
- Staff/A&P Job Satisfaction

What's changed:
- Collapsed faculty satisfaction from 3 metrics (teaching, research, and service) into single metric.

Goal #5: Strategic Enrollment. *Achieve a robust and diverse enrollment of students* while enhancing access, affordability and academic quality.

KPI	Current
Total Enrollment:	30,440
Undergraduate	24,658
First Professional	1,106
Master's and Educational Specialist	2,925
PhD	1,781
Freshman Class Size	4,850
In-state Enrollment (%)	36.8%
Demographics:	
First-generation (%)	16.4%
Underrepresented Groups (% of total enrollment)	14.0%
Student Quality (first time freshmen):	
Mean ACT	27.6
Mean GPA	3.89
Pell-eligible Students (%)	16%
Selectivity (undergraduate):	
Number of Applicants	20,742
Acceptance Rate	75.4%
Yield	30.6%
Average Student Debt	$29,750

For the enrollment, what was added, deleted, and modified?

What's new:
- Enrollment goals
- Diversity:
  - First-generation
  - Underrepresented Groups
- Mean GPA
- Selectivity – all 3 metrics
- Average Student Debt

What's removed:
- Total Degrees Awarded
- % International Students – achieved goal
- Enrollment in fully online degree programs

What's changed:
- ACT score now will be tracked for all students and not just Alabama residents

Goal #6: Operational Excellence. *Implement operational efficiency and effectiveness measures* that continuously support a culture of high performance at all levels of the university.

KPI
Market Value of Endowment ($)
Annual Giving ($)
Alumni Giving Rate (%)
Primary Reserve Ratio (Expendable Resources/Operating Size)
Total Administrative Labor Spending as % of Total Operating Costs
Expenditures per Student (FTE)

What's new
- EVERY METRIC

What's removed
- Funds raised toward comprehensive campaign
- Increase in giving funds generated by students
- Reduction in energy use intensity (KBTU per square foot)
- NACDA Directors Cup Standings (metric measuring success of collegiate athletic programs)

Questions?

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AUBURN STUDENT AFFAIRS CORE VALUES

We are...

COMMITTED

to the care and service of our students.

HONEST

operating with integrity.

RESPECTFUL

of others and who they will become.

RESPONSIVE

in getting things done.

DEPENDABLE

through all challenges and successes.

PASSIONATE

about the student experience and the Auburn Family. War Eagle!

AUBURN UNIVERSITY
STUDENT AFFAIRS

Auburn Creed

I believe that this is a practical world and that I can count only on what I earn. Therefore, I believe in work, **hard work.**

I believe in **education**, which gives me the knowledge to work wisely and trains my mind and my hands to work skillfully.

I believe in **honesty and truthfulness**, without which I cannot win the respect and confidence of my fellow men.

I believe in a **sound mind, in a sound body and a spirit that is not afraid**, and in clean sports that develop these qualities.

I believe in **obedience to law** because it protects the rights of all.

I believe in the **human touch**, which cultivates sympathy with my fellow men and mutual helpfulness and brings happiness for all.

I believe in my **Country**, because it is a land of freedom and because it is my own home, and that I can best serve that country by "doing justly, loving mercy, and walking humbly with my God."
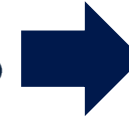
And because Auburn men and women believe in these things, **I believe in Auburn and love it.**

-George Petrie (1943)

STUDENT AFFAIRS

(Common Language)

Operationalized Strategic Plan

Mission

Vision

Pyramid (top to bottom):
- Vision
- Strategic Goals
- Sub-Goals
- Actions
- Tasks
- Supporting Plans

Foundational Themes[1]

Values[1]

Descriptions (Strategic Plan):

Mission: an organization's central purpose.

Vision: our aspiration for the organization 20 years (?) in the future.

Highest priorities whose accomplishment will best position the university to achieve its vision. Generally outlast duration of the strategic plan.

Descriptions (Operationalized Plan):

Intermediate goals that will require 2 to 5 years to accomplish and support achievement of the Strategic Goals.

Tied to a single sub-goal. Implementation will support achievement of the sub-goal. Require 2-5 years to accomplish. Similar to a To-Do list. Usually not sequential.

Tied to a single action. Implementation will support completion of the action. Often sequential and short-term (<2 years to accomplish). Key input to Work Plan.

- Performance Management—e.g., KPIs
- Change Management
- Risk Management

Note 1: Themes and values are optional.

5/30/19   4

Right panel

Vision
A vivid purpose statement of aspiration for the future derived from the organization's values and mission

Mission
A concise inspiring statement of purpose that defines the organization's prime functions

Values
Traits or characteristics considered intrinsic to or necessary for the optimal functioning of an institution or culture

Goals
Broad long-term aims for desired accomplishments

Objectives
Specific programs or processes implemented to achieve goals

Outcomes
Identifiable, measurable end results of a program

Action Steps
Incremental tasks necessary to achieve broader objectives

Student Affairs Strategic Planning Process
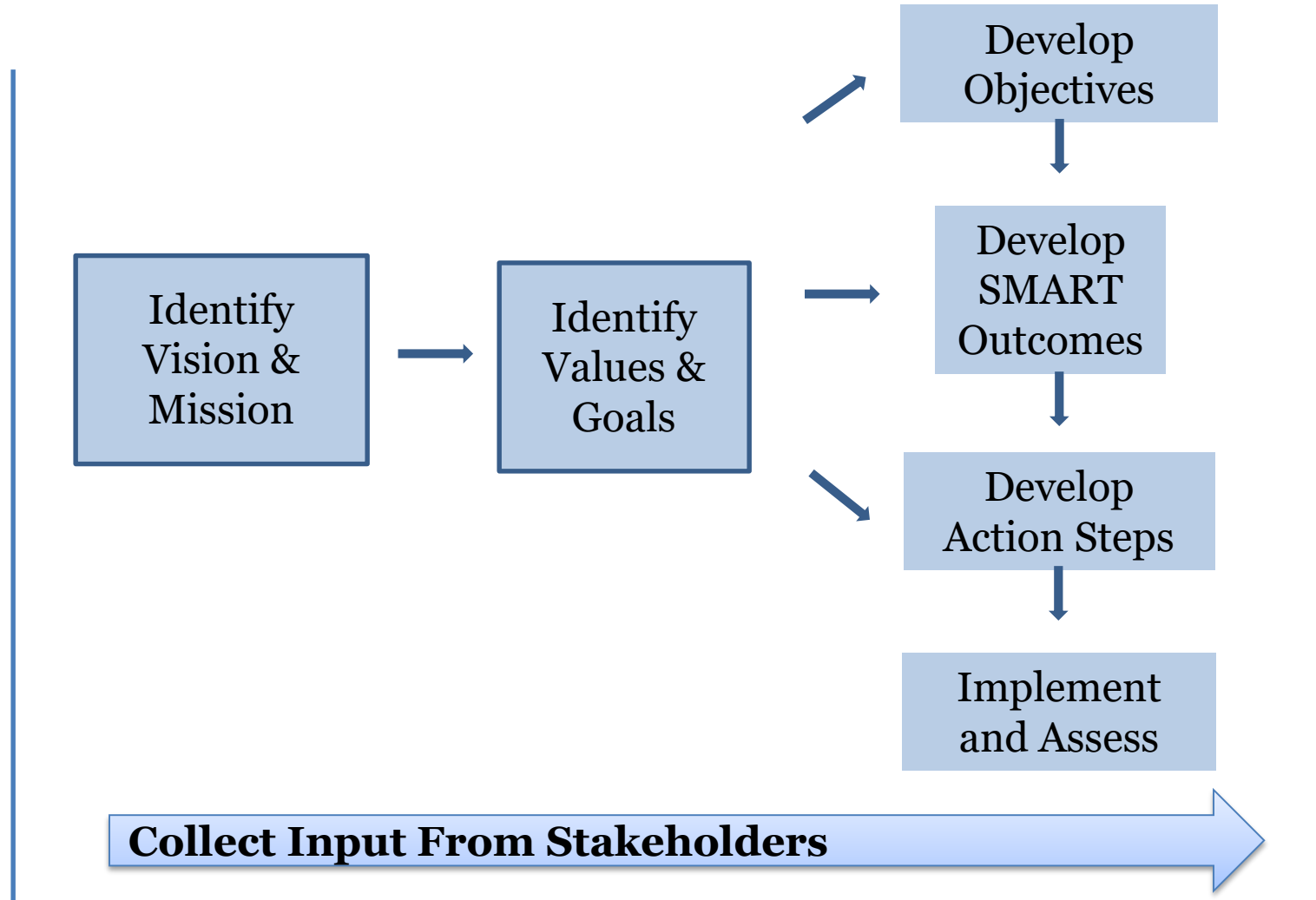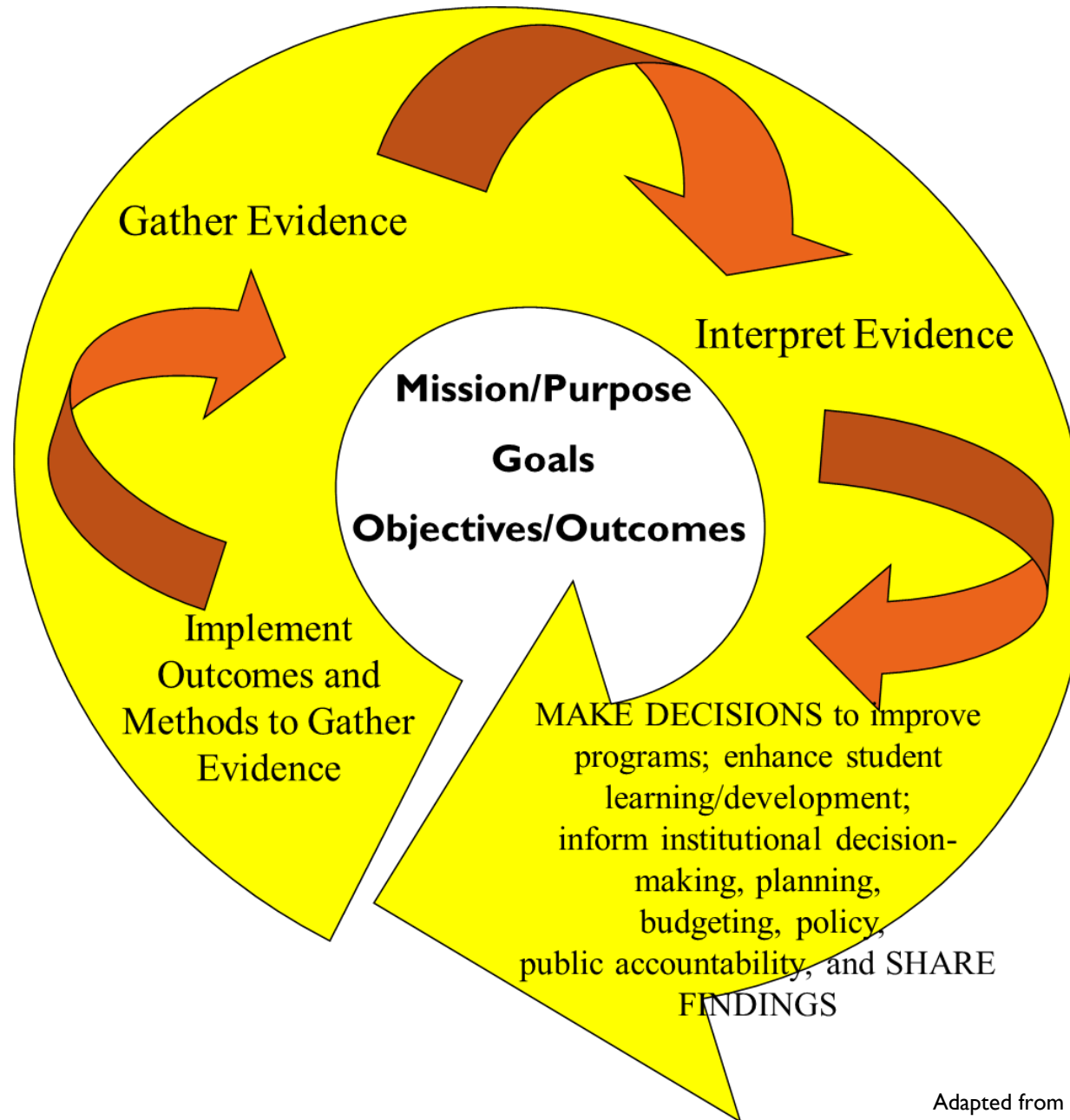
Develop Objectives

Develop SMART Outcomes

Develop Action Steps

Implement and Assess

Identify Vision & Mission

Identify Values & Goals

Collect Input From Stakeholders

Assessment Cycle

Gather Evidence

Interpret Evidence

Mission/Purpose

Goals

Objectives/Outcomes

Implement Outcomes and Methods to Gather Evidence

MAKE DECISIONS to improve programs; enhance student learning/development; inform institutional decision-making, planning, budgeting, policy, public accountability, and SHARE FINDINGS

Adapted from Peggy Maki, Ph.D. by Marilee J. Bresciani, Ph.D.

Mission Statement Reveal

SA
Goal
Statements
Exercise

Identifying our Goals

1. Write the 2013-2018 Goals from memory.

2. Identify AUSA's Goals.

3. Compare what you wrote and what you identified with the actual SA Goal statements.

Do you remember our Goals?

STUDENT AFFAIRS GOALS 2013-2018

- **Student Learning:** We will enhance learning through intentional co-curricular experiences and opportunities.

- **Student Engagement:** We will create meaningful opportunities for students to be actively engaged with the campus community.

- **Health, Wellness and Safety:** We will promote a healthy and safe campus community.

- **Professional Readiness:** We will prepare students for professional success.

SA 2013-2018 Strategic Plan Overview

Vision

The vision of "Student Success" for the Division of Student Affairs is to empower students to be well-rounded and productive members of society who positively impact the world.

Mission

The mission of the Division of Student Affairs is to cultivate a healthy and supportive campus environment that engages students, advances learning, encourages leadership, and prepares students for future success.

Goal 1: Student Learning:
The Division will enhance learning through intentional co-curricular experiences and opportunities.

Goal 2: Student Engagement
The Division will create meaningful opportunities for students to be actively engaged with the campus community.

Goal 3: Health, Wellness, & Safety:
The Division will promote a healthy and safe campus community.

Goal 4: Professional Readiness:
The Division will prepare students for professional success.

Objectives:

1.1 - Foster a culture of student academic success

1.2 - Prepare students to address society's most pressing challenges.

Objectives:

2.1 - Shape the campus environment to encourage and support student success.

2.2 - Create a supportive campus environment by responding to the needs of underrepresented students.

Objectives:

3.1 - Improve student health and wellness through prevention, education, and intervention initiatives.

3.2 - Emphasize the importance of personal safety.

Objectives:

4.1 - Utilize student involvement to develop professional skills or competencies.

Outcomes

Outcomes

Outcomes

Outcomes

Action Steps

Action Steps

Action Steps

Action Steps

6/16/2015

Solidifying Goals/Objectives

Goals/Objectives Part 1

WORK INDIVIDUALLY

- Review materials and example plans

- Develop your own list of the top 6-8 goal topic areas with supporting objectives

Goals/Objectives Part 2

WORK IN GROUPS OF 4

- Review materials and example plans

- Consolidate your individual lists to create a group list of no more than 8 goals with supporting objectives

Goals/Objectives Part 3

WORK IN GROUPS OF 8

- Review materials and example plans

- Consolidate your small group lists to create a new group list of no more than 8 goals with supporting objectives

Goals/Objectives Part 4

**WORK IN 4
LARGE GROUPS OF 16**

- Review materials and example plans

- Consolidate your groups of 8 lists to create one list for the larger group with no more than 8 goals and supporting objectives

Goals/Objectives Part 5

WORK IN YOUR TABLE GROUPS

- Enjoy lunch

- As each Goal chart floats to your table, work together to indicate additional objectives and document programs and metrics for each.

Questions?

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- *Thank you for your participation.*
- *Please complete an evaluation via email.*