

Institutional Effectiveness Measures Framework Recommendation

Committee of the Whole Meeting
October 10, 2011



Harper College

Go Forward[®]

Recap of Planning Workshop

- Presented proposed target frameworks
 - Peer Comparison
 - Sets targets based upon a comparison with peer colleges
 - Targeted Performance Improvement
 - Sets targets against our current year while taking into consideration Harper trends, peer trends and other national data
- Applied frameworks to sample IEMs
- Discussed pros and cons



Peer Comparison

Advantages of peer comparison:	Disadvantages of peer comparison:
<ul style="list-style-type: none">• Benchmarking against peers provides a context (reality check)• Historical trends• “Herd model”• “Go learn” about our peers	<ul style="list-style-type: none">• Lack of peers• Demographics / not similar entities• Local economic effect• “Best of bad lot”



Targeted Performance Improvement

Advantages of targeted performance:	Disadvantages of targeted performance:
<ul style="list-style-type: none">• Room for continuous improvement• Peer comparison may not be enough• Targets don't change quickly• More relevancy than peer alone• Builds on peer and additional data	<ul style="list-style-type: none">• Setting targets close to threshold



Framework Recommendation

- Developed recommendation based on:
 - Review of comments from Planning Workshop
 - Review of common/best practices for setting targets
 - Benchmarking
 - Historical data
- The recommended framework is
Targeted Performance Improvement



Process Timeline

- All campus constituents surveyed – Late October/November
- Survey results shared with Board of Trustees and Executive Council for input – December
- Create recommendation and solicit feedback – January/February
- Presentation to College Assembly for approval - March
- Initial recommended targets to the Board of Trustees – April
- Follow-up presentations to Board of Trustees – as needed
- Board of Trustees approve IEM targets



Questions???



Using a Framework to Select Targets

- A “target framework” defines the process for establishing performance targets which helps ensure consistency and relevancy.
- When using a defined framework, stakeholders understand the process for setting targets and the direct role they play in that process.
- An effective framework is:
 - Easily understood
 - Results in challenging, yet achievable targets
 - Applicable to all 24 IEMs



Peer Comparison Framework

- This framework sets Harper's target based upon a comparison with peer colleges.
- Framework categories:
 - Leading the peer group.
 - Top 25% of peer group.
 - At the peer average.
 - Remain in the same position in relation to peers.



Targeted Performance Improvement Framework

- This framework aims to set Harper's target against our current year (2010 in most cases) while taking into consideration Harper trends, peer trends and other national data. Targets are long-term and achieved over a specified period of time.
- Framework categories:
 - Increase/decrease by $x\%$ over a specified period of time.
 - 0-1% increase/decrease
 - 1.1-2% increase/decrease
 - 2.1-3% increase/decrease
 - 3.1-4% increase/decrease
 - 4.1-5% increase/decrease

