

# Institutional Effectiveness Measures

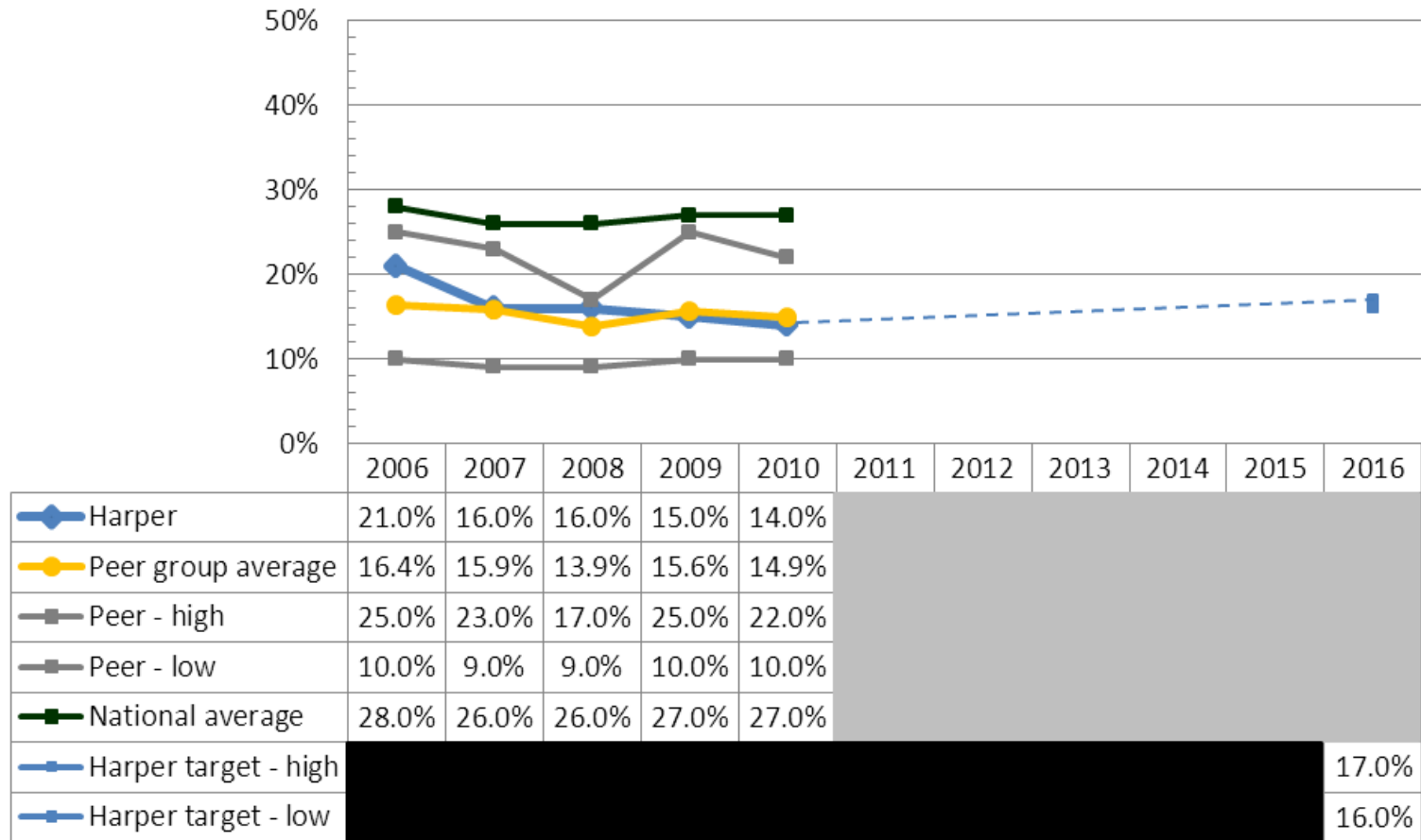
Committee of the Whole  
Wednesday, February 8, 2012

# Process

- Targeted Performance Improvement Framework developed
  - Expected – If we continue on our current path, this target represents the expected outcome.
  - Improvement – A challenging, yet attainable target that can be achieved through increased effort.
  - Stretch – A target achieved only if the measure is prioritized and institutional focus is placed on dramatic improvement.
- Review of data by Accountability Team
- Input groups identified
  - 26 groups
- Input sessions conducted
  - 20 sessions
  - Over 115 people provided input
- IEM priorities survey
  - Over 600 employees responded
- Initial recommendation developed

# Graduation Rate

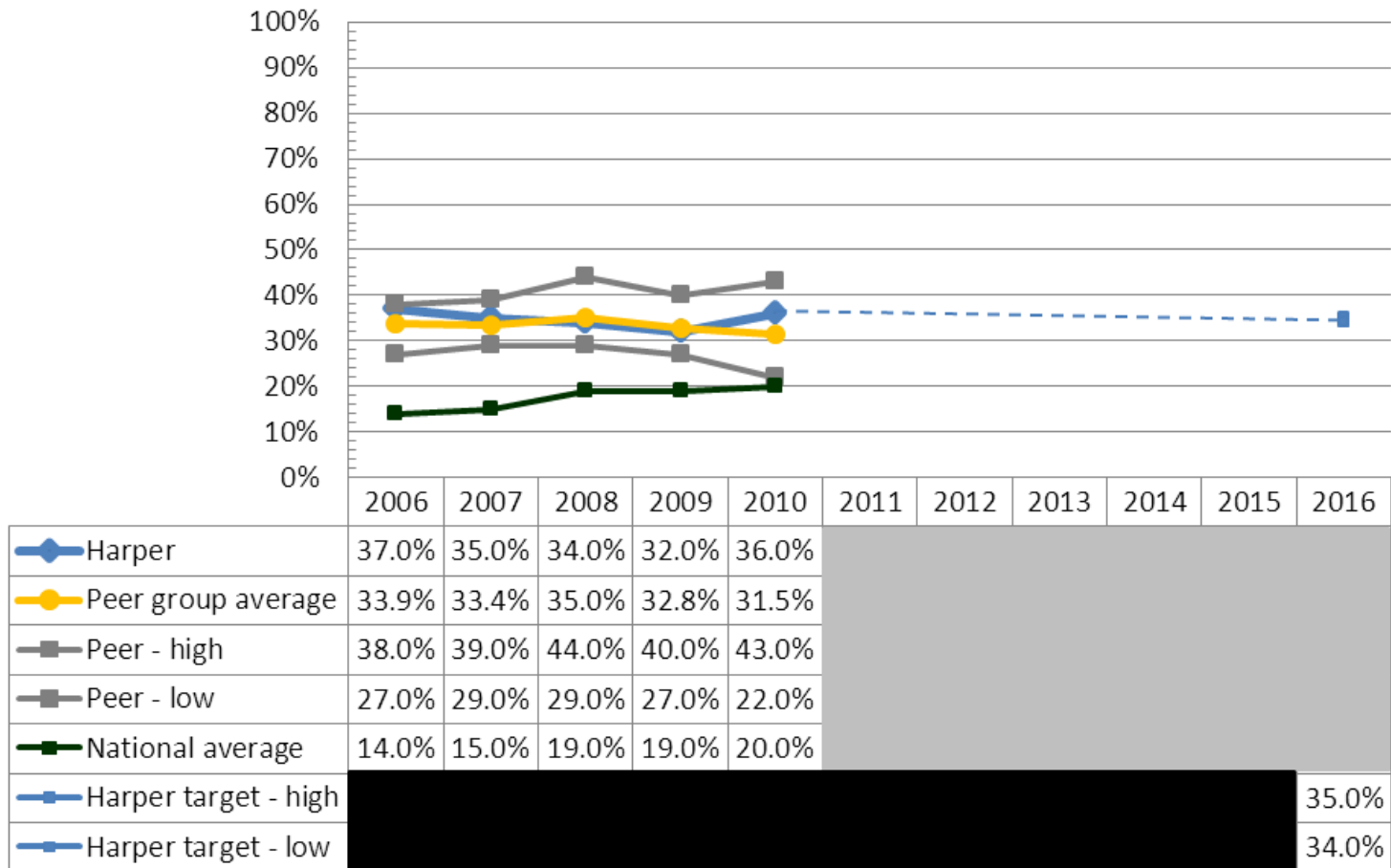
**Full definition:** Percent of full-time, first-time, degree/certificate-seeking students who completed a degree or certificate within three years of initial enrollment.



Harper five year average = 16.4% Harper five year median = 16.0%

# Transfer Out Rate

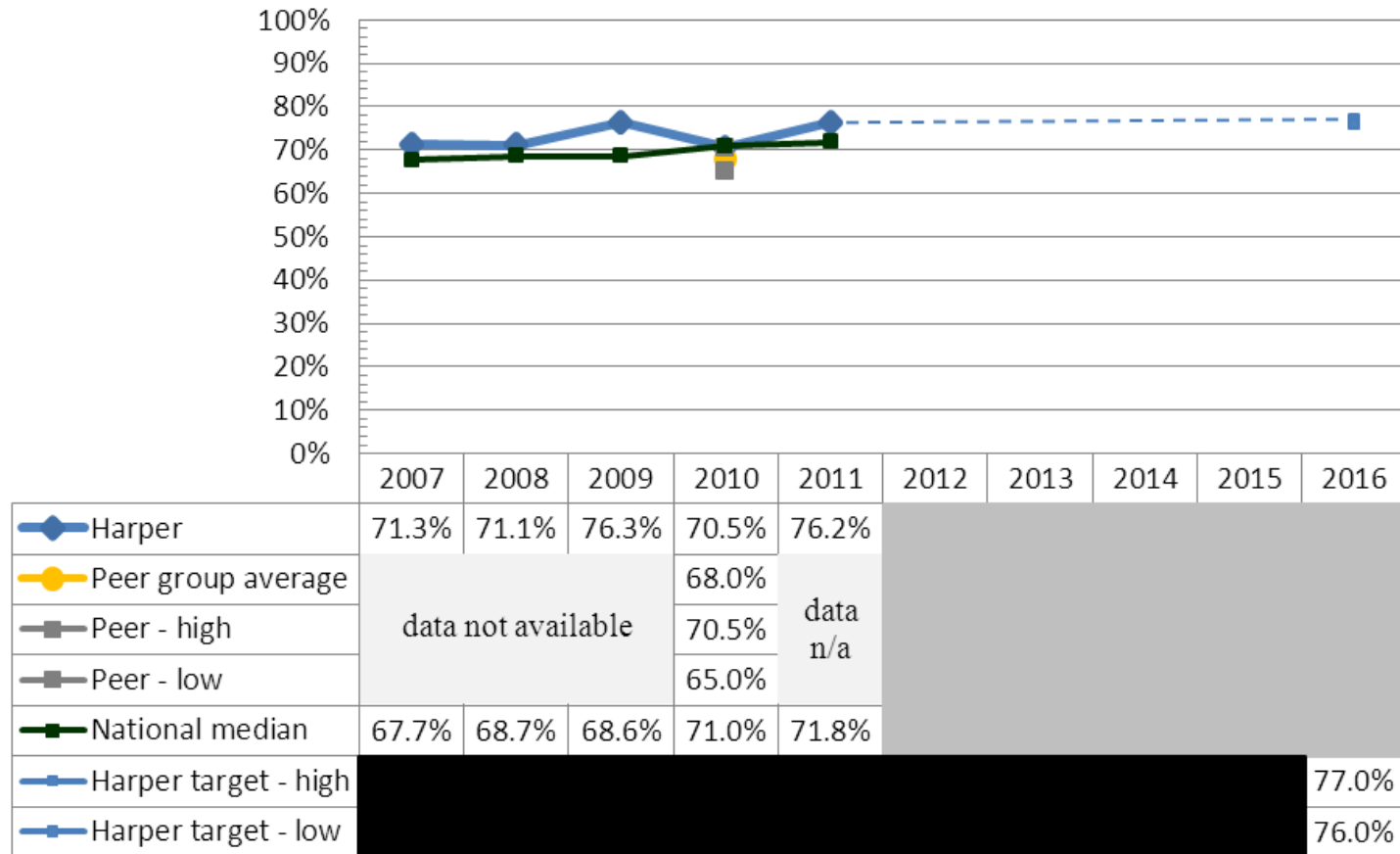
**Full definition:** Percent of first-time, full-time, degree/certificate-seeking students who are enrolled at another institution within three years of initial enrollment.



Harper five year average = 34.8% Harper five year median = 35.0%

# Persistence Rate: Fall to Spring

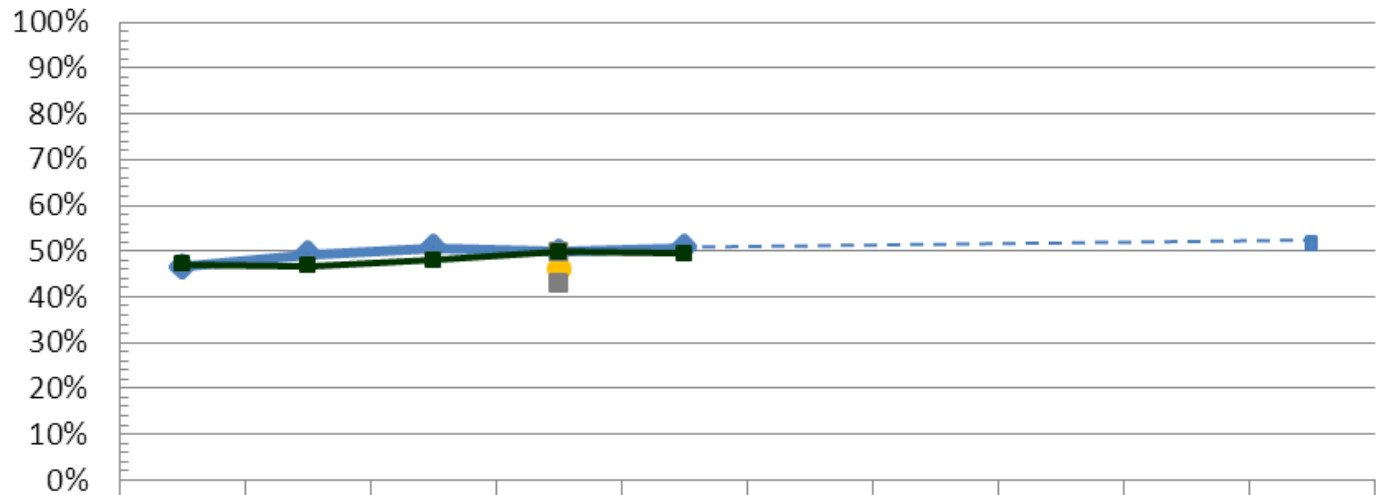
**Full definition:** Percent of fall entering cohort of full and part-time students who re-enroll spring of the same fiscal year.









Harper five year average = 73.1% Harper five year median = 71.3%

# Persistence Rate: Fall of Year One to Fall of Year Two

**Full definition:** Percent of fall entering cohort of full-time and part-time students who re-enroll the following fall.

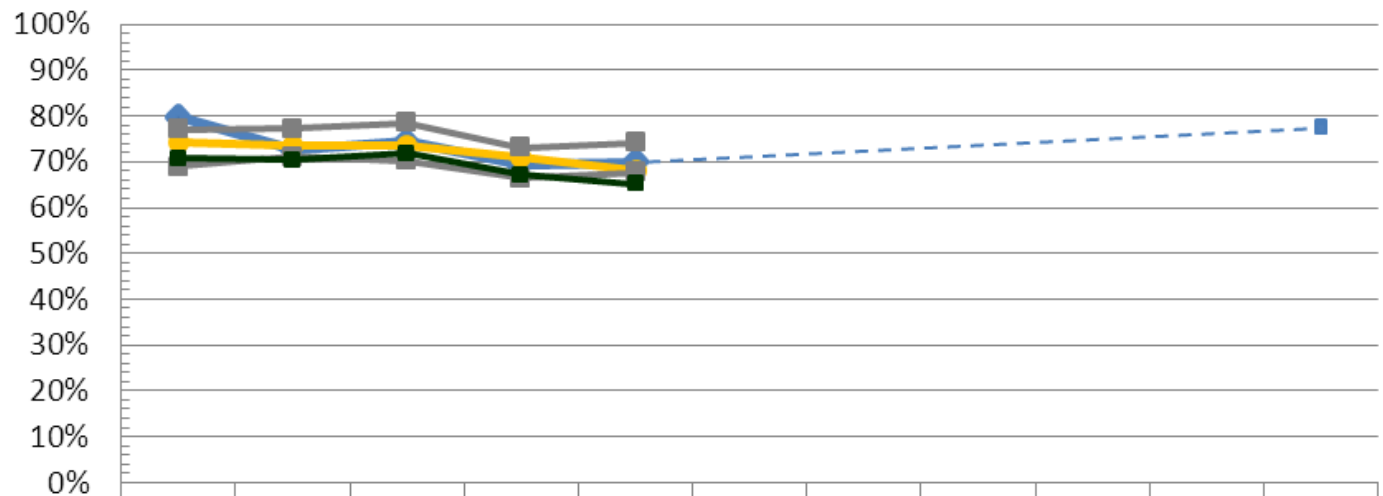


0%	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
 Harper	46.6%	49.2%	50.7%	49.9%	50.8%					
 Peer group average	data not available			46.0%	data n/a					
 Peer - high				49.9%						
 Peer - low				43.0%						
 National median	47.0%	46.8%	48.0%	49.7%	49.5%					
 Harper target - high										52.0%
 Harper target - low										51.0%

Harper five year average = 49.4% Harper five year median = 49.9%

# Student Advancement Rate

**Full definition:** Percent of first-time, full-time, degree/certificate-seeking students who initially enrolled fall semester and who by spring three years later graduated, transferred or continued to enroll at Harper.

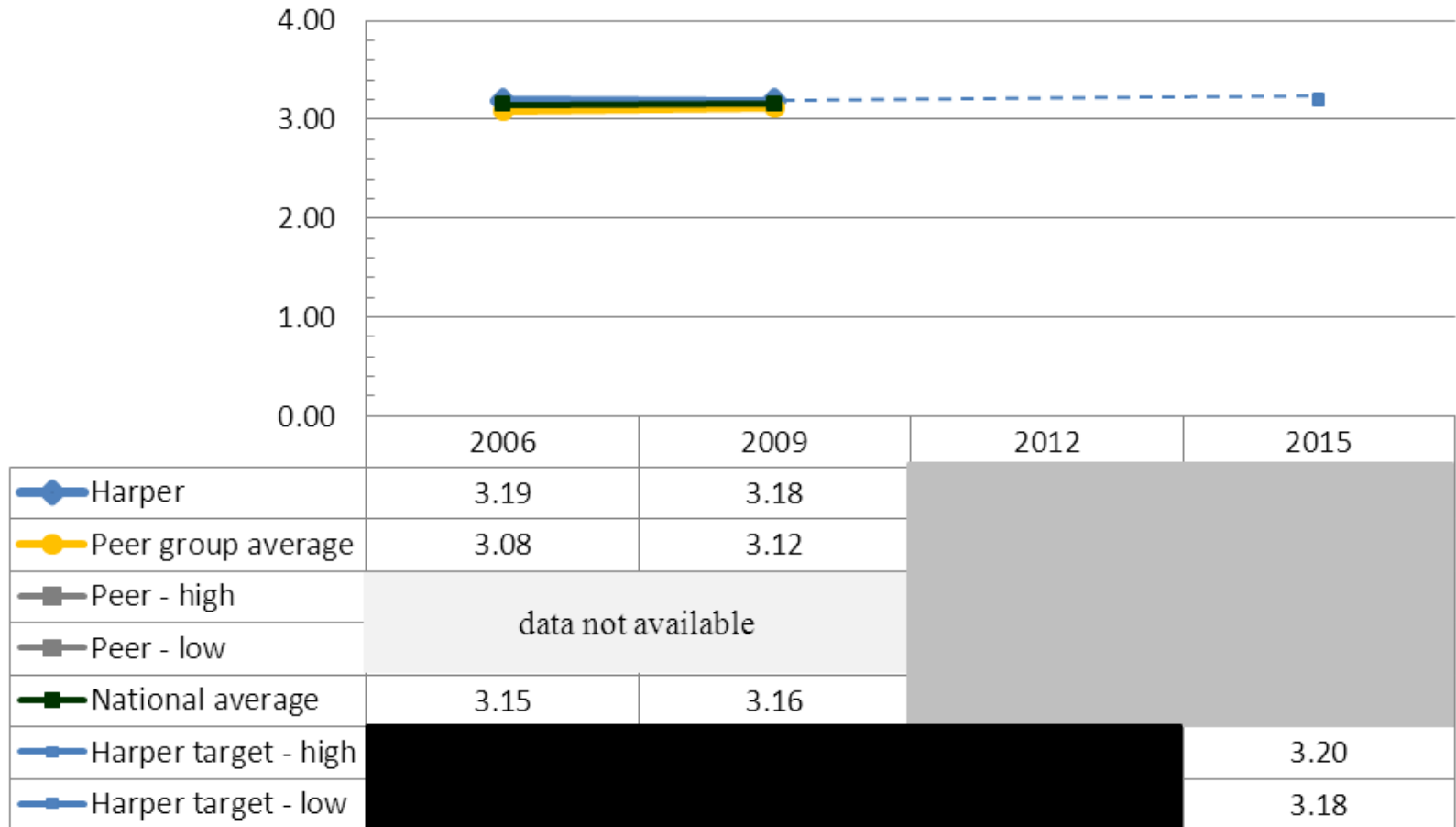


	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Harper	79.8%	72.8%	74.4%	69.3%	69.9%						
Peer group average	74.4%	73.4%	73.7%	71.0%	68.3%						
Peer - high	77.0%	77.3%	78.5%	73.1%	74.1%						
Peer - low	68.9%	71.1%	70.2%	66.4%	67.6%						
Statewide average	70.8%	70.3%	71.8%	67.2%	65.2%						
Harper target - high											78.0%
Harper target - low											77.0%

Harper five year average = 73.2% Harper five year median = 72.8%

# Student Satisfaction

**Full definition:** Survey item #27: How would you evaluate your entire educational experience at this college? (1 = poor, 2 = fair, 3 = good, 4 = excellent)



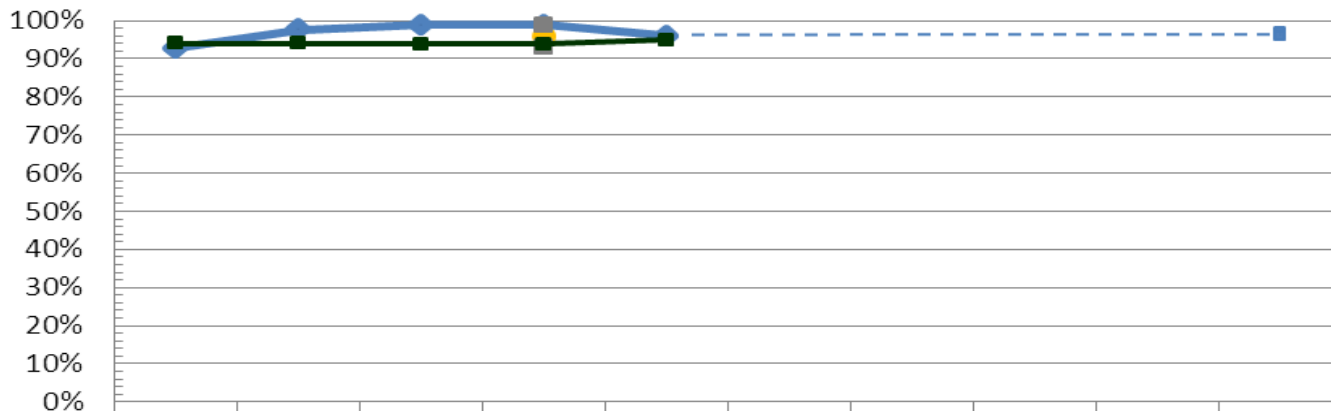
Harper two year average = 3.19










# Graduate Achievement of Objective

**Full definition:** Combined affirmative responses to items on the Transfer and Career Graduate Surveys.

- Transfer Graduate Survey: To what extent were you successful in achieving your educational objectives?
- Career Graduate Survey: Overall, how satisfied are you that your program provided you with the skills required for your job?

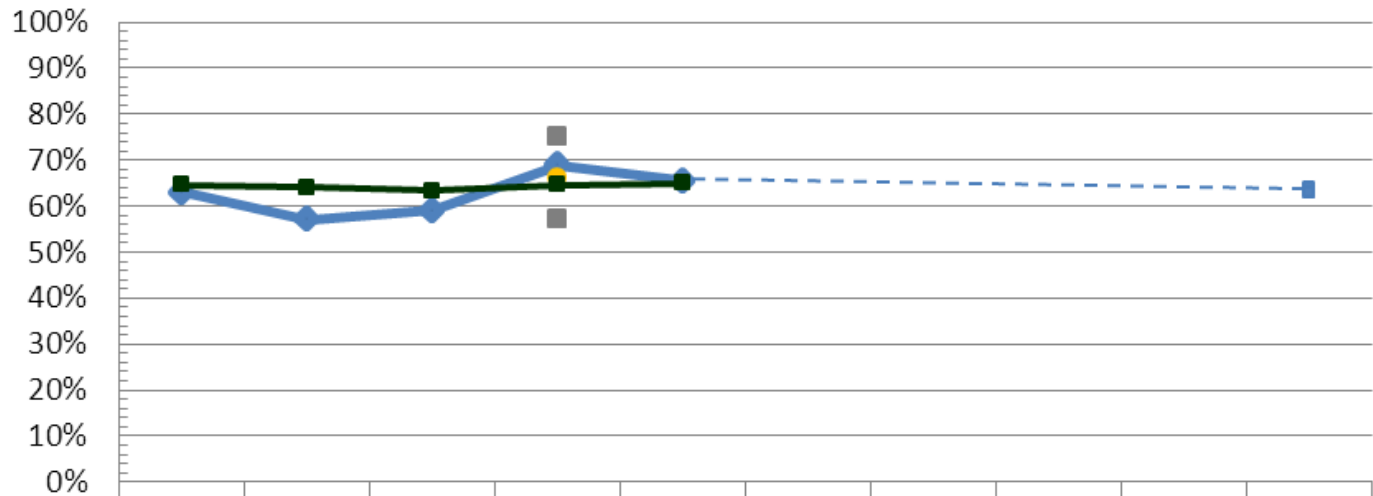


0%	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
 Harper	92.7%	97.7%	98.8%	98.8%	96.0%					
 Peer group average	data not available			96.0%	data n/a					
 Peer - high				98.8%						
 Peer - low				93.0%						
 National median	94.0%	94.0%	93.8%	93.8%	95.0%					
 Harper target - high										97.0%
 Harper target - low										96.0%

Harper five year average = 96.8% Harper five year median = 97.7%

# Developmental Writing Success Rate

**Full definition:** Students who were enrolled in developmental English (including ENG100) in first fall term and earned a grade of C or higher.

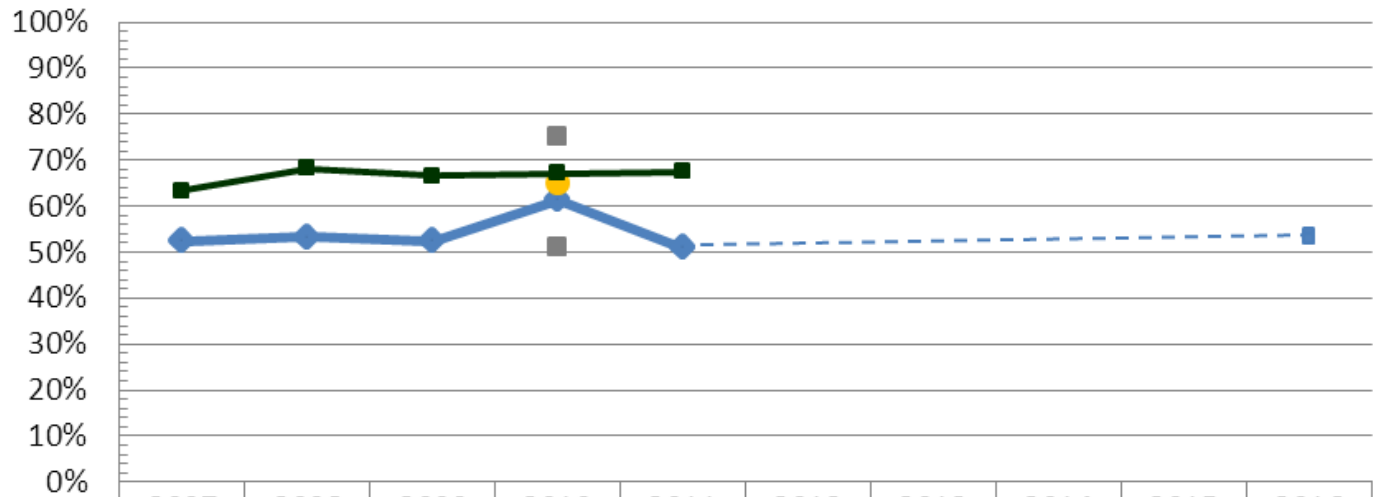









	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Harper	63.0%	57.0%	59.0%	68.9%	65.5%					
Peer group average	data not available			66.0%	data n/a					
Peer - high				75.0%						
Peer - low				57.0%						
National median	64.6%	64.0%	63.4%	64.6%	64.9%					
Harper target - high										64.0%
Harper target - low										63.0%

Harper five year average = 62.7% Harper five year median = 63.0%

# Developmental Reading Success Rate

**Full definition:** Students who were enrolled in developmental reading in first fall term and earned a grade of C or higher.

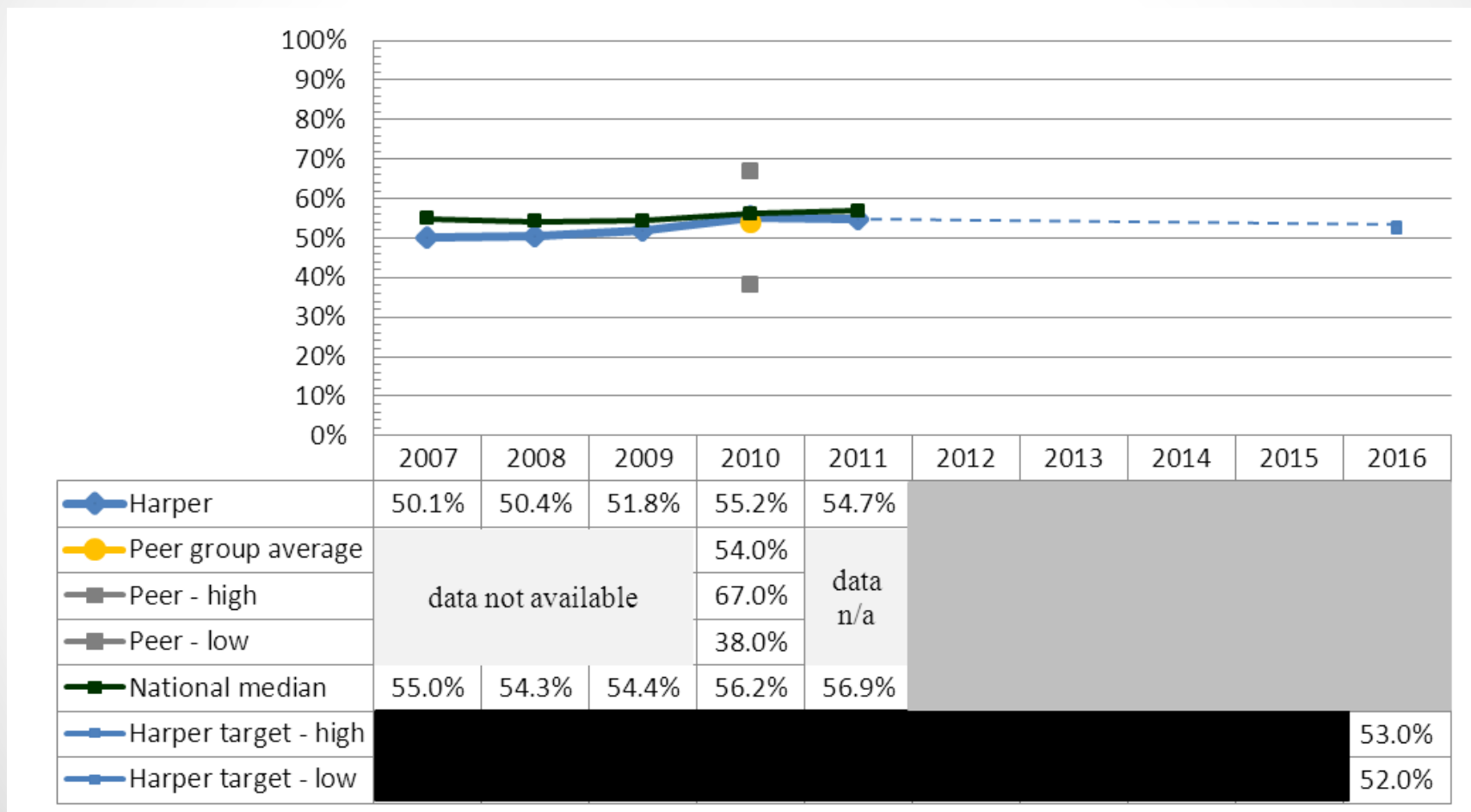


 Harper	52.4%	53.3%	52.4%	61.3%	51.0%					
 Peer group average	data not available			65.0%	data n/a					
 Peer - high				75.0%						
 Peer - low				51.0%						
 National median	63.4%	68.2%	66.6%	67.2%	67.6%					
 Harper target - high						54.0%				
 Harper target - low						53.0%				

Harper five year average = 54.1% Harper five year median = 52.4%

# Developmental Math Success Rate

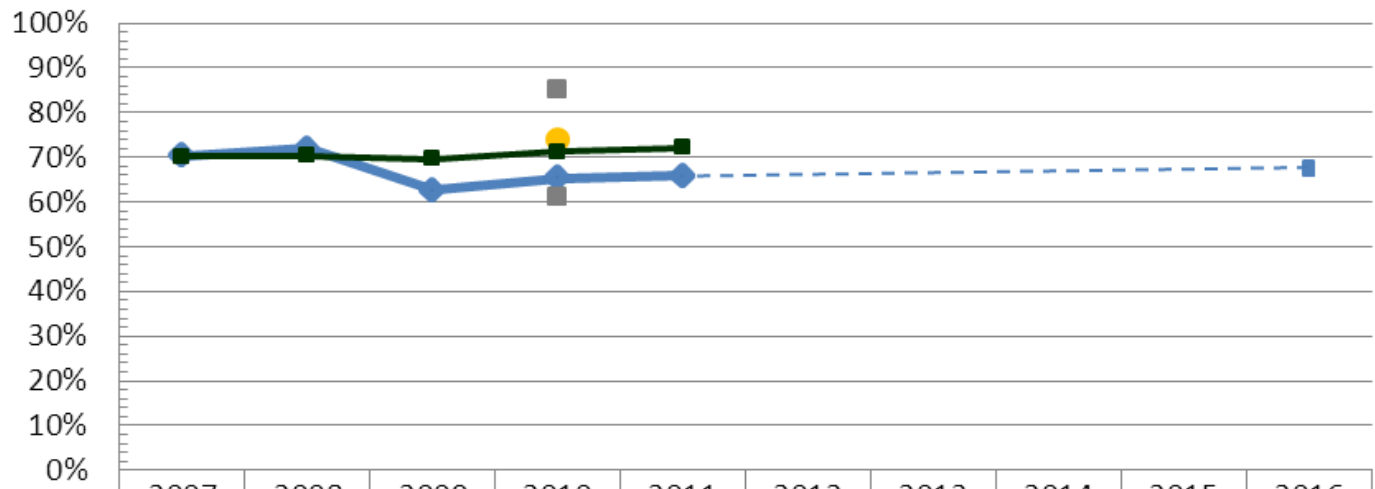
**Full definition:** Students who were enrolled in developmental math in first fall term and earned a grade of C or higher.










Harper five year average = 52.4% Harper five year median = 51.8%

# Success Rate of Developmental Students in ENG101

**Full definition:** Students who successfully completed developmental reading and/or English and subsequently successfully completed first college-level English course within one year.

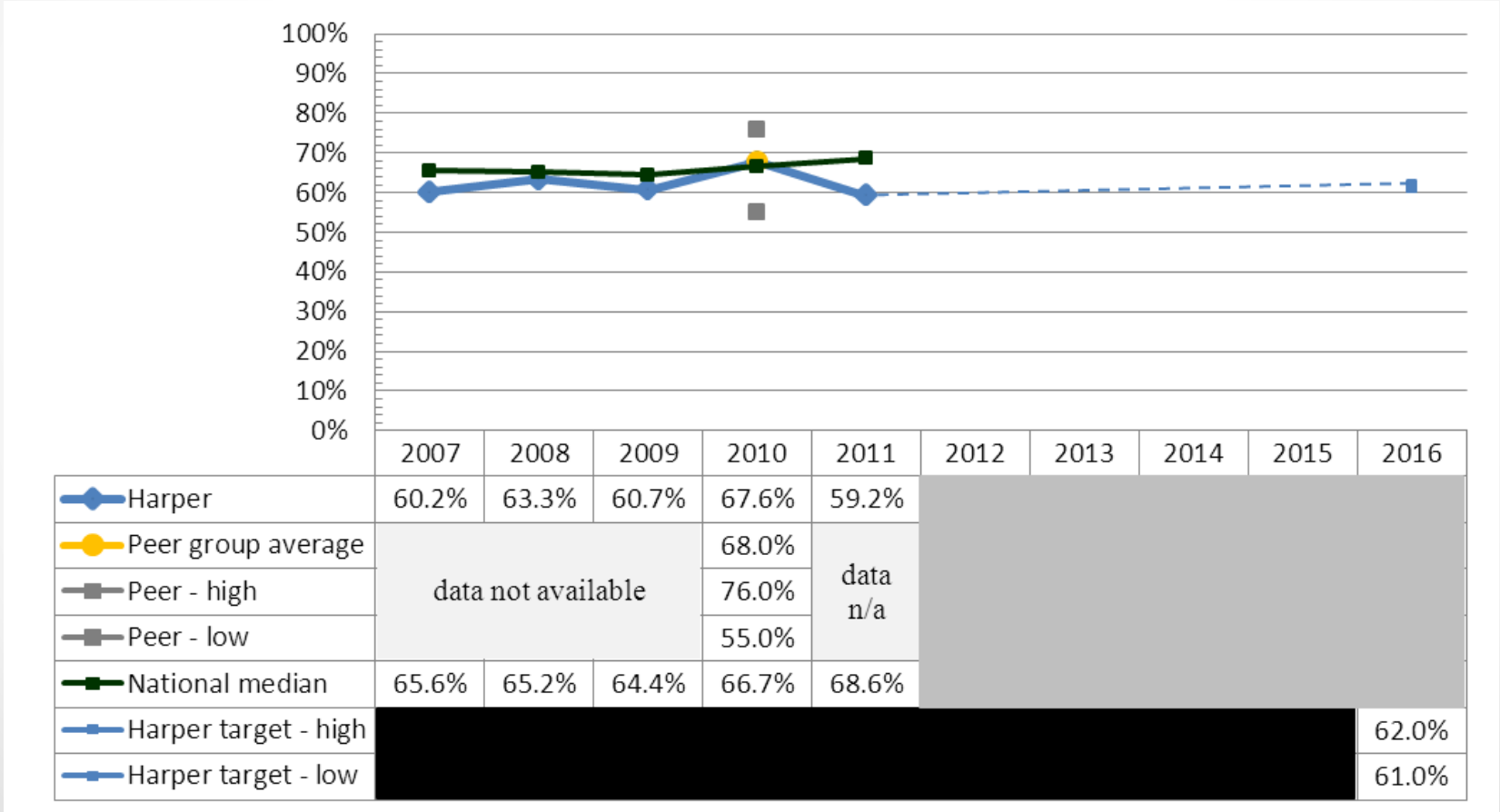


 Harper	70.3%	72.0%	62.6%	65.3%	65.9%	
 Peer group average	data not available			74.0%	data n/a	
 Peer - high				85.0%		
 Peer - low				61.0%		
 National median	70.2%	70.4%	69.6%	71.2%	72.2%	
 Harper target - high						68.0%
 Harper target - low						67.0%

Harper five year average = 67.2% Harper five year median = 65.9%

# Success Rate of Developmental Students in College-Level Math

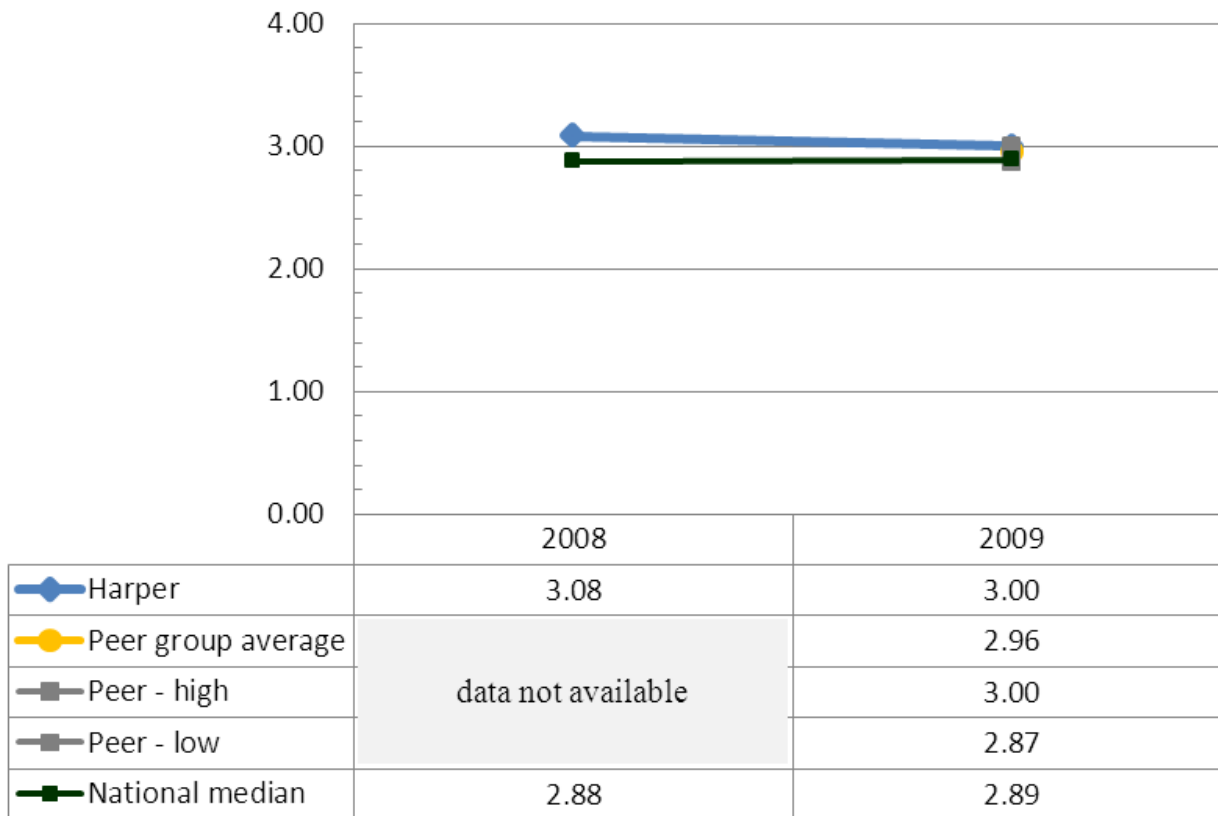
Full definition: Students who successfully completed developmental math and subsequently successfully completed first college-level math course within one year.



Harper five year average = 62.2% Harper five year median = 60.7%

# Transfer Cumulative Grade Point Average (GPA)

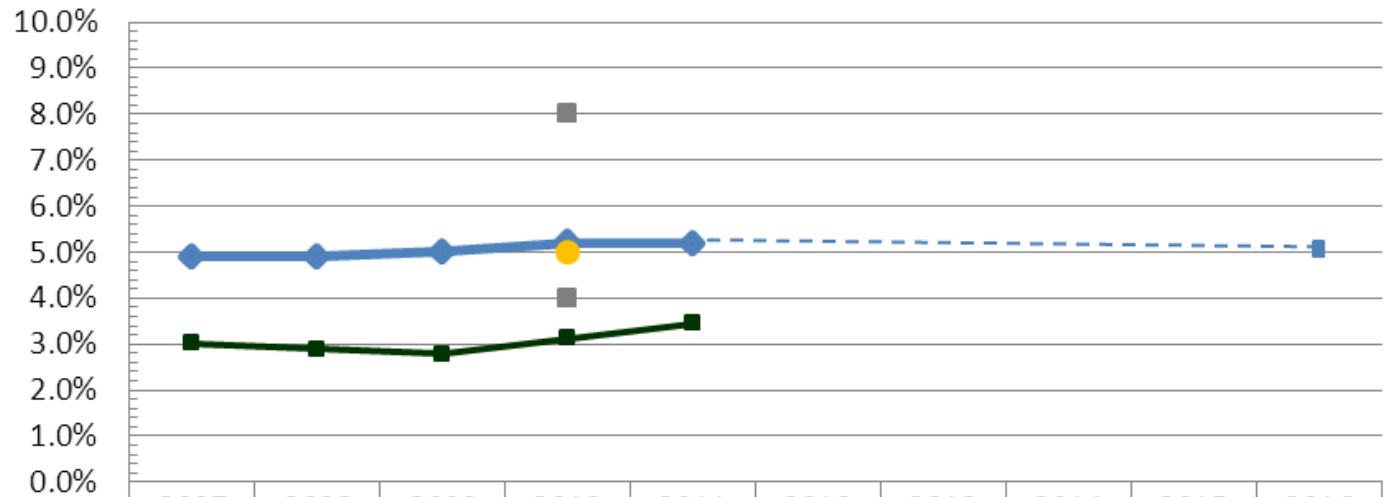
**Full definition:** Cumulative grade point average at end of first year after transferring.










Harper two year average = 3.04

# Market Penetration: Credit Students

**Full definition:** Unduplicated credit headcount enrollment in academic year divided by population of district.



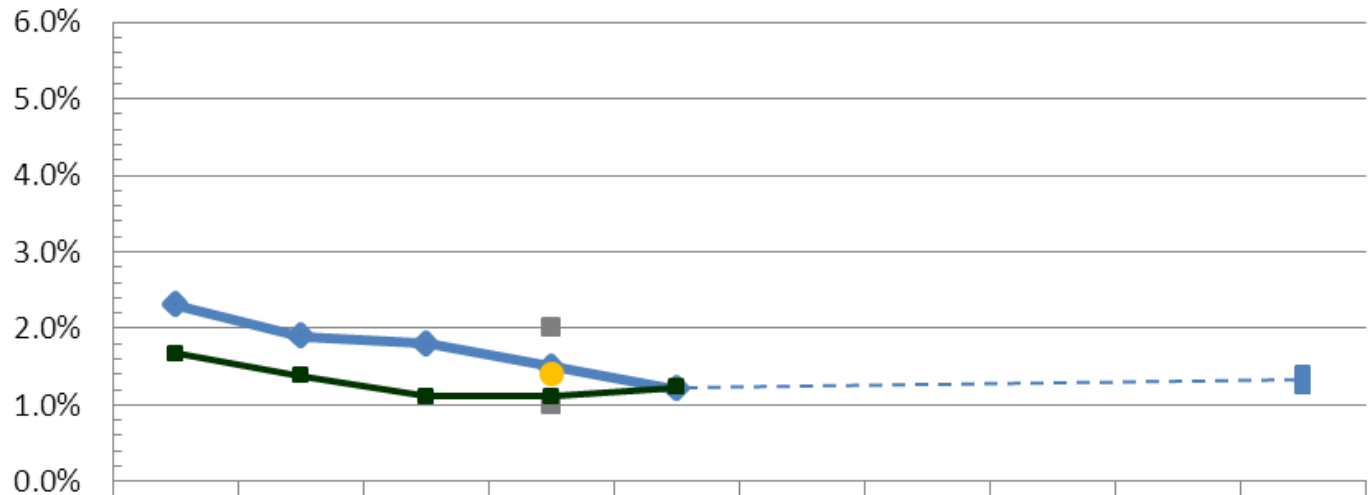
0.0%	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016				
 Harper	4.9%	4.9%	5.0%	5.2%	5.2%									
 Peer group average	data not available			5.0%	data n/a									
 Peer - high				8.0%										
 Peer - low				4.0%										
 National median	3.0%	2.9%	2.8%	3.1%	3.5%									
 Harper target - high														
 Harper target - low														
									5.1%					
									5.0%					

Harper five year average = 5.0% Harper five year median = 5.0%



# Market Penetration: Non-Credit Students

**Full definition:** Unduplicated non-credit headcount enrollment in academic year divided by population of district.

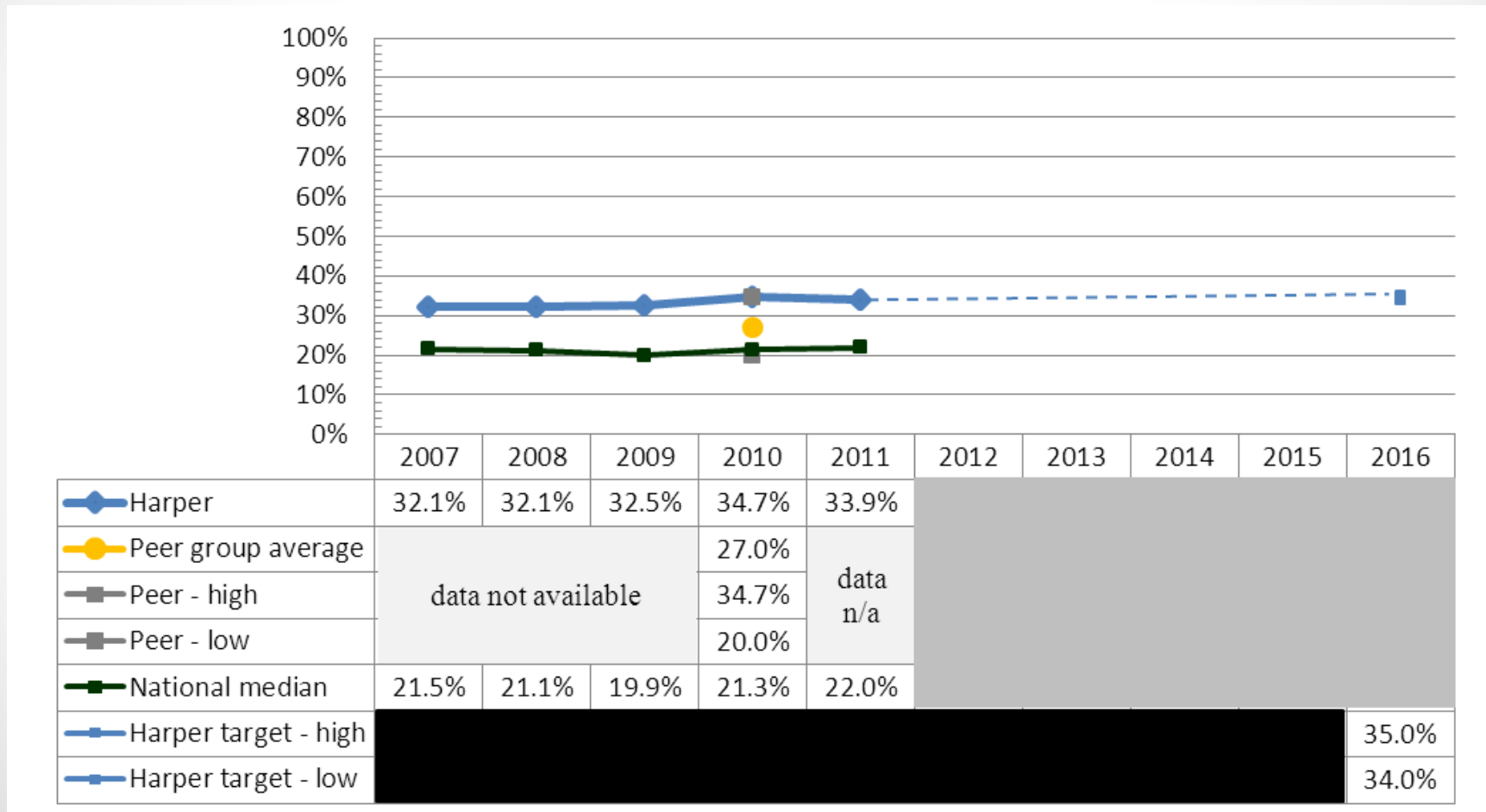


Harper	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Peer group average				1.4%						
Peer - high				2.0%						
Peer - low				1.0%						
National median	1.7%	1.4%	1.1%	1.1%	1.2%					
Harper target - high										1.4%
Harper target - low										1.2%

Harper five year average = 1.7% Harper five year median = 1.8%

# Market Penetration: Percentage Share of Public High School Graduates

**Full definition:** Percent of total June high school graduates who enrolled at Harper in the fall semester of the same year as high school graduation.

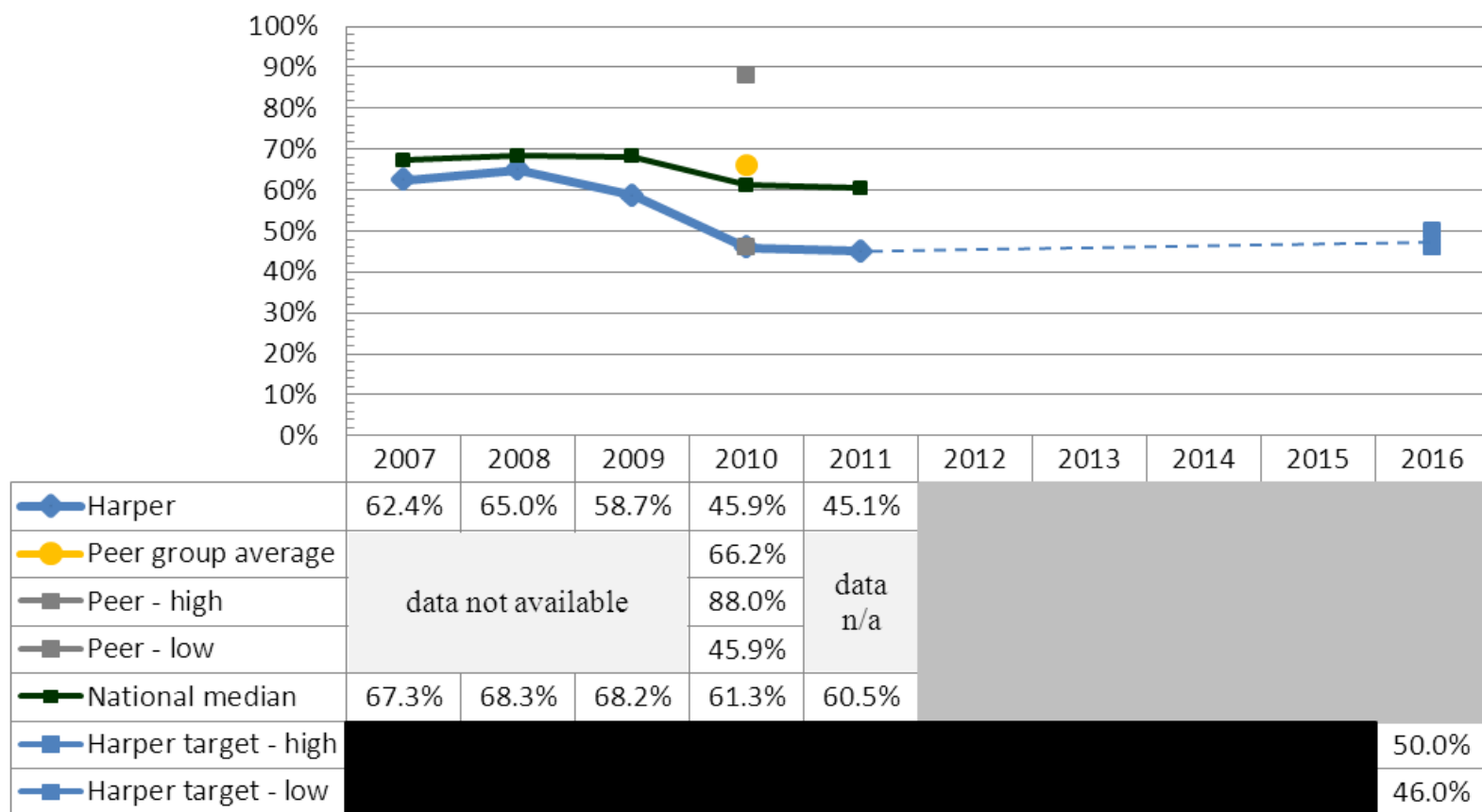


Harper five year average = 33.1% Harper five year median = 32.5%

## Employment in Field Related to Harper Program of Study (Career Graduates)

**Full definition:** Graduate survey item “How closely is your present job related to your former community college program?” (Related, Not related).

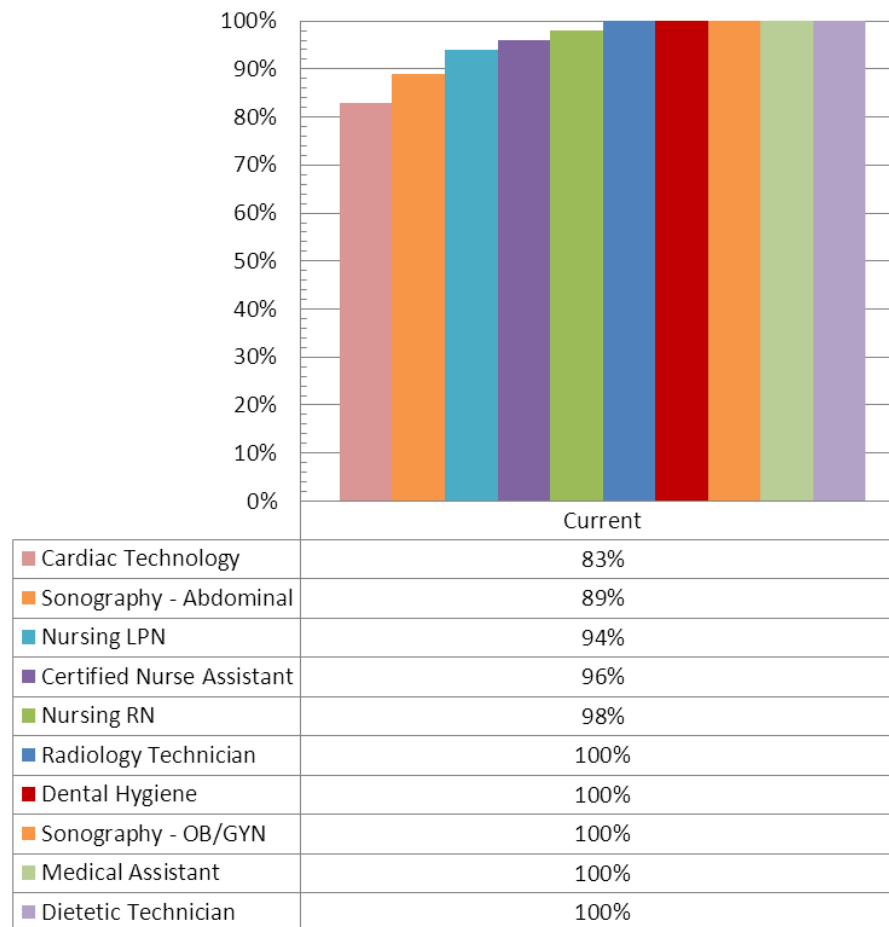
Percentage calculated on number of students responding “related” to this item, divided by the total number of students completing the survey.



Harper five year average = 55.4% Harper five year median = 58.7%

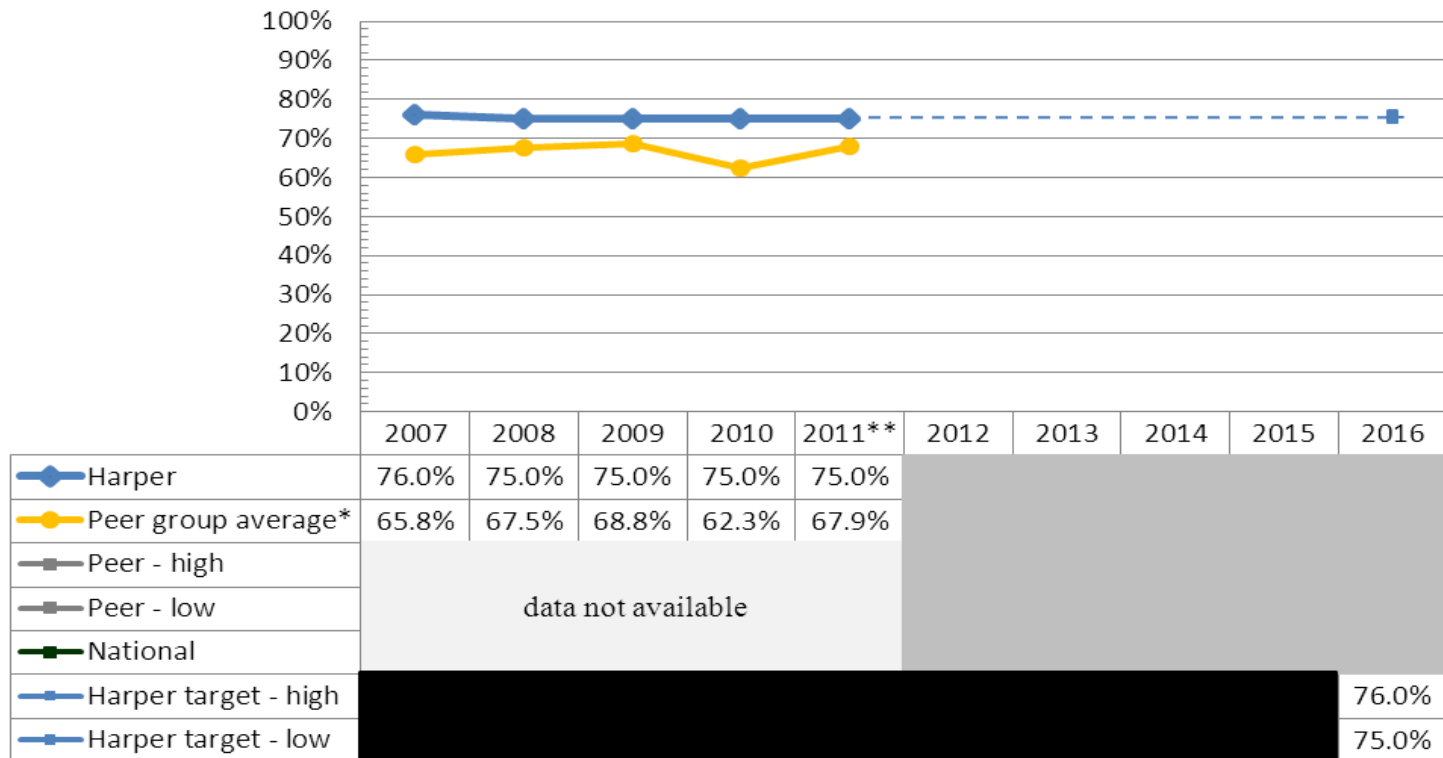
# Licensure/Certification Pass Rate

**Full definition:** Percentage of Harper graduates from each discipline passing certification or licensing exams.



# Net Asset Value Index

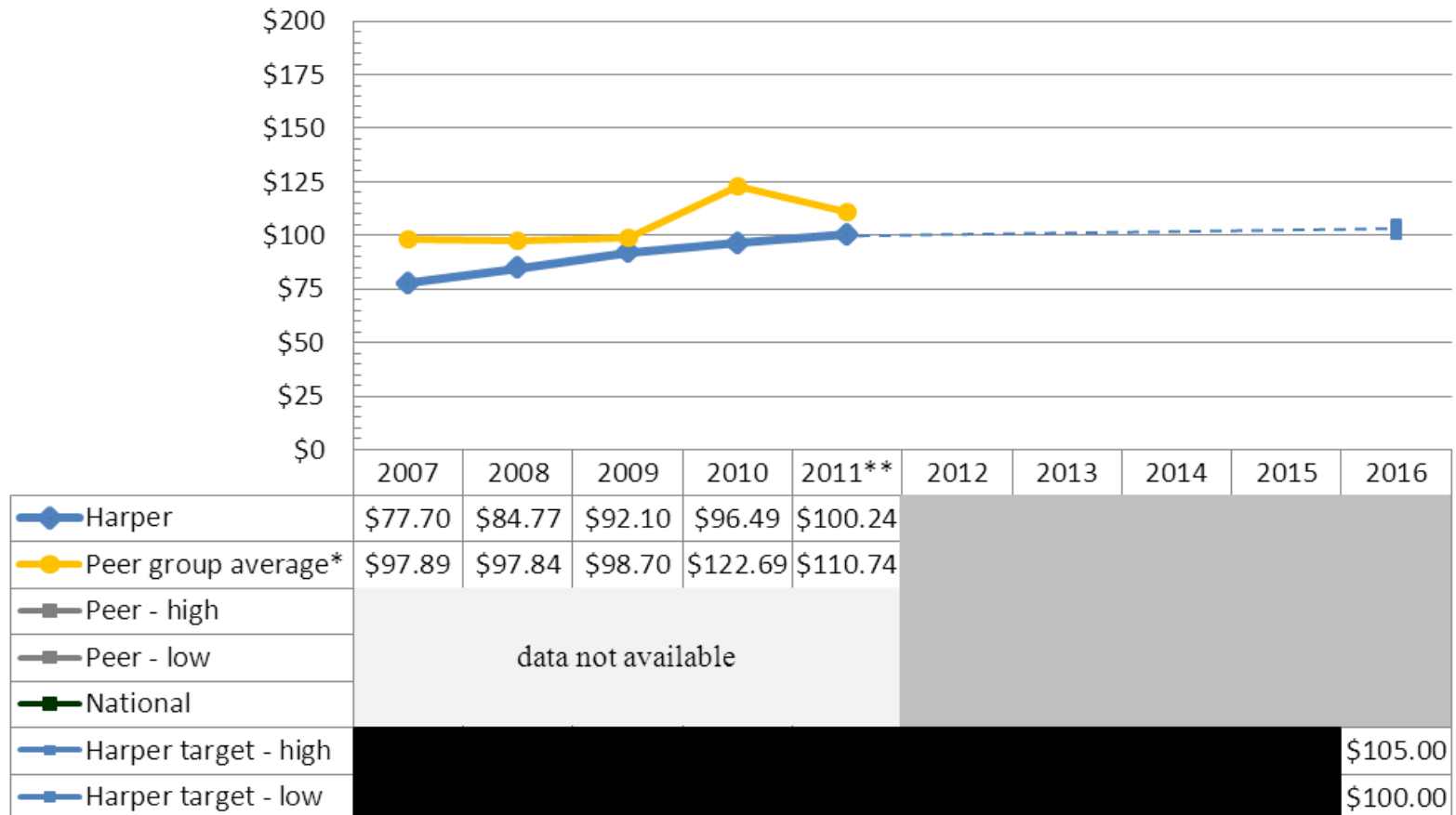
**Full definition:** Net asset value index is an annual statistic that represents the condition of the campus. Net asset value is expressed as a percentage and is calculated by subtracting the asset reinvestment backlog from the replacement value and dividing it by the replacement value. A net asset value of 100% is a building with no reinvestment backlog.



Harper five year average = 75.2% Harper five year median = 75.0%

# Total Asset Reinvestment Backlog

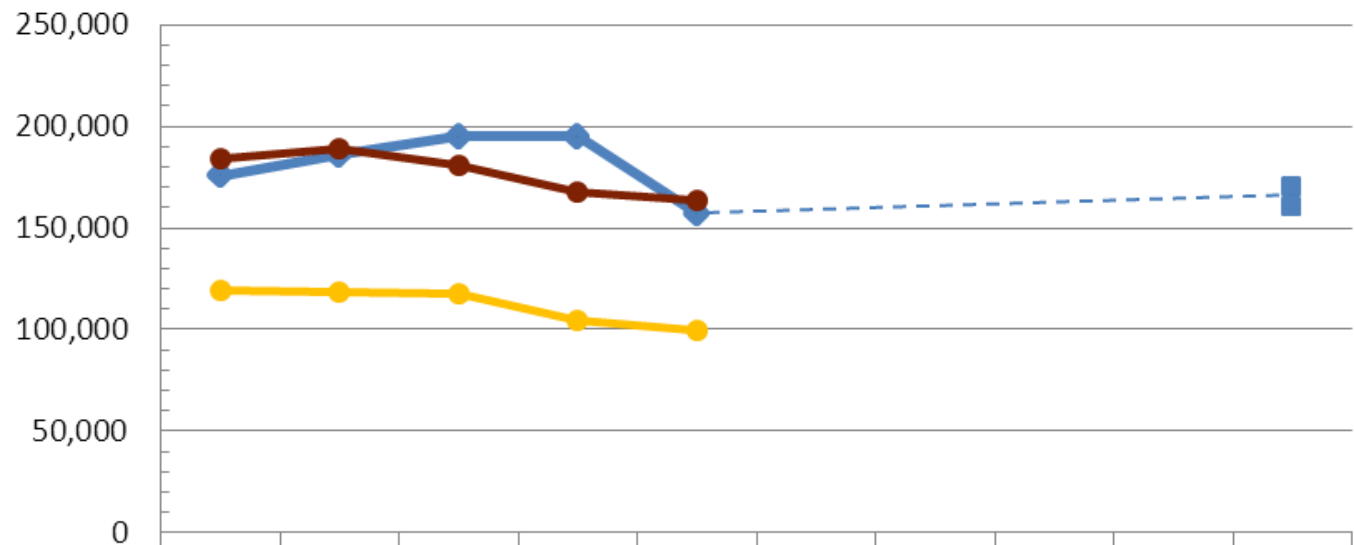
**Full definition:** Total asset reinvestment backlog is expressed in dollars per gross square foot (GSF); the reinvestment backlog is segmented into envelope/mechanical, space/program and infrastructure.



Harper five year average = \$90.26 Harper five year median = \$92.10

# Energy Consumption

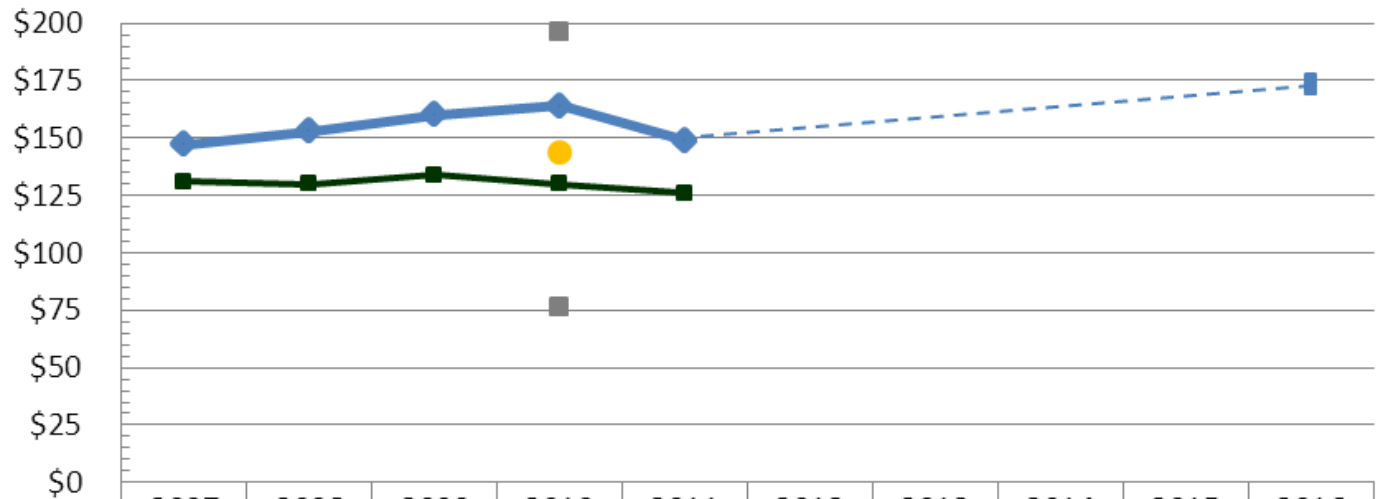
**Full definition:** Energy consumption is the energy consumed by fuel per gross square foot (GSF) of campus space.



Harper five year average = 181,643 Harper five year median = 186,098

# Cost Per Credit Hour

**Full definition:** Cost per credit hour is the total direct credit instructional expenditures divided by total number credit hours.



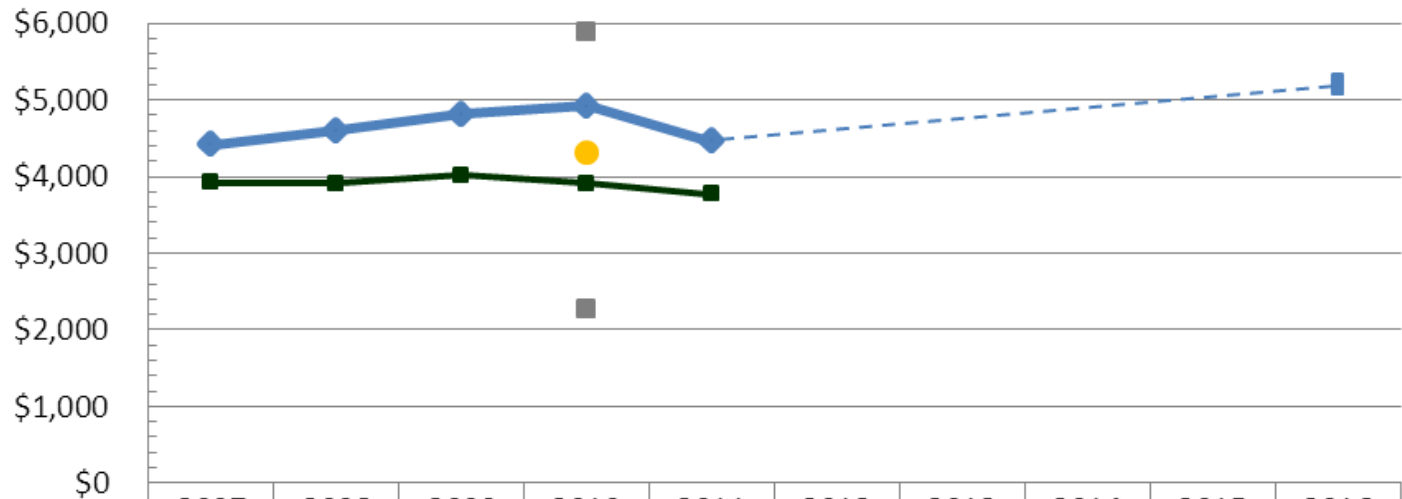
Harper	\$147	\$153	\$160	\$164	\$149					
Peer group average	data not available			\$144	data n/a					
Peer - high				\$196						
Peer - low				\$76						
National median	\$131	\$130	\$134	\$130	\$126					
Harper target - high										\$175
Harper target - low										\$171

Harper five year average = \$155 Harper five year median = \$153



# Cost Per Full-Time Equivalent (FTE) Student

**Full definition:** Cost per FTE is the total direct credit instructional expenditures divided by student FTE.

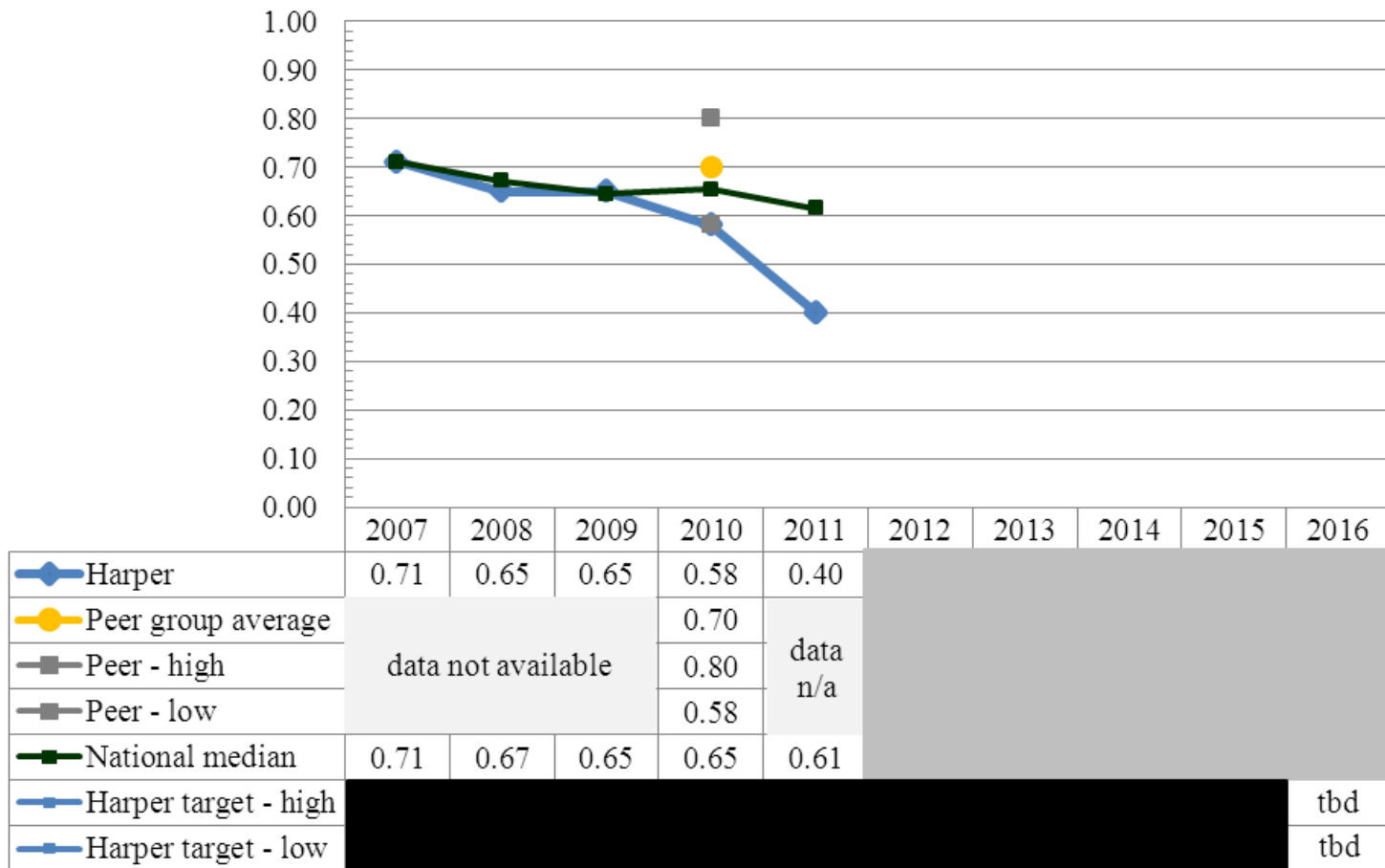


	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Harper	\$4,412	\$4,603	\$4,809	\$4,923	\$4,458					
Peer group average	data not available			\$4,305	data n/a					
Peer - high				\$5,880						
Peer - low				\$2,270						
National median	\$3,923	\$3,904	\$4,019	\$3,914	\$3,766					
Harper target - high										\$5,250
Harper target - low										\$5,130

Harper five year average = \$4,641 Harper five year median = \$4,603

# Employee Diversity

**Full definition:** Percentage of Harper minority employees divided by the percentage of district minority population.



Harper five year average = 0.60 Harper five year median = 0.65

# Moving Forward

- IEMs serve to focus the institutions attention
- Adjustments to measures are possible with the development of national standards and the growing accountability movement
- Some measures will be monitored while others require focused improvement
- Harper College is a leader in this process

# Next steps

- Campus-wide feedback on initial recommendation (February 2012)
- Recommendation reviewed and endorsed by governance
- Recommendation reviewed and endorsed by President
- Recommendation forwarded to the Board of Trustees for consideration

# Questions?