Managing Through Uncertainty "Destination Success"

Paper Presentation

Faculty/Staff Conference, Spring '06

Southern University Shreveport

January 9, 2006

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Transforming Louisiana Postsecondary Education

- **Louisiana Vision 2020**
  - Education Learning Enterprise
  - Selective Admissions
  - Institutional Strategic Planning
  - HBCU Selective Admissions Transition

- **Performance Measurement**
  - Enrollment, Retention,& Graduation
  - Academic Program Accreditation
  - Teacher Quality
  - Technology
  - Economic Development Impact

Strategic Planning
"Linking Education to Economic Development"

- **Knowledge - Based Economy**
  - Education-Learning Enterprise
  - Core Missions Inclusive of Eco. Development
  - Enrollment, Retention & Graduation
  - Reduce Minority Achievement Gap
  - Workforce Preparation & Participation
  - Instructional Quality
  - Pedagogy Paradigms / Core Skills & SMET
  - Technology

Southern University at Shreveport
"A Framework for Success"

Environmental Context

- Afford Citizenry increased opportunities for Higher Learning.

- Ninety Seven Percent Enrollment Increase Since AY '00/01.

- Balance Traditional/Non-Traditional Student Population.

- Sensitive to Labor Market Trends.

- Open Admissions.

- Increasing Retention and Graduation Rates.

Retention & Completion Rates
"Opportunities for Improvement"

- First Time Full Time Retention Rate Average 58 percent.

- Three to Six Year Graduation Rate 5 Year Average 21 Percent.

- Highest Graduation Rates for State Public 2-Year Institutions.

- Socio Economic Factors such as Poverty, Family Demographics, Urban Area, Transfers and Developmental Education affect Degree Attainment Timeframes.

- Peer Group To Assess Similar Matriculation Processes And Identify Best Practices for Remediation.

Enrollment Headcount
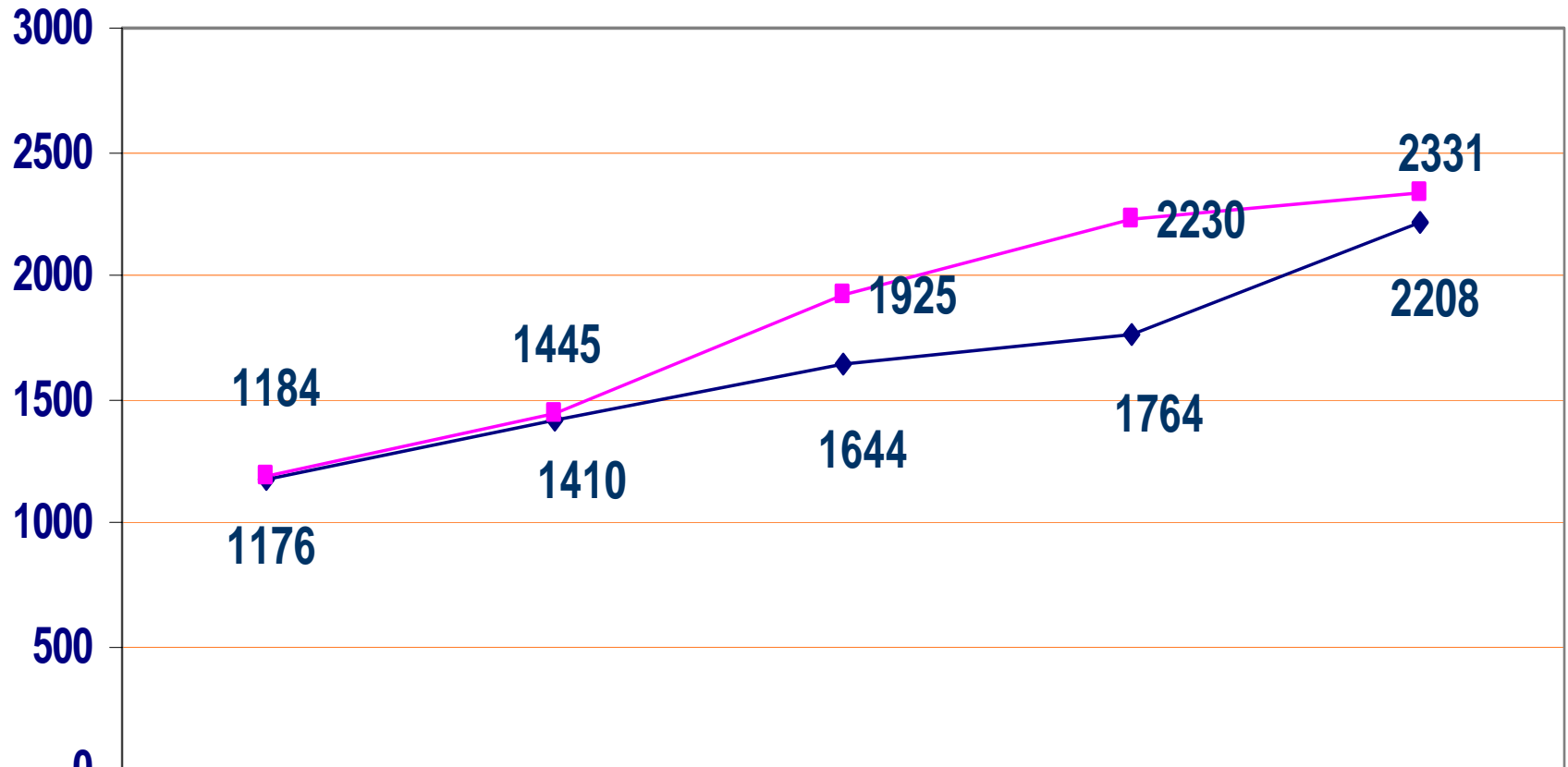
	2000/01	2001/02	2002/03	2003/04	2004/05
Basline	1176	1410	1644	1764	2208
Actual	1184	1445	1925	2230	2331

SUSLA Annual Strategic Benchmarks

Three/Six Year
FTF Cohort Graduation Rates
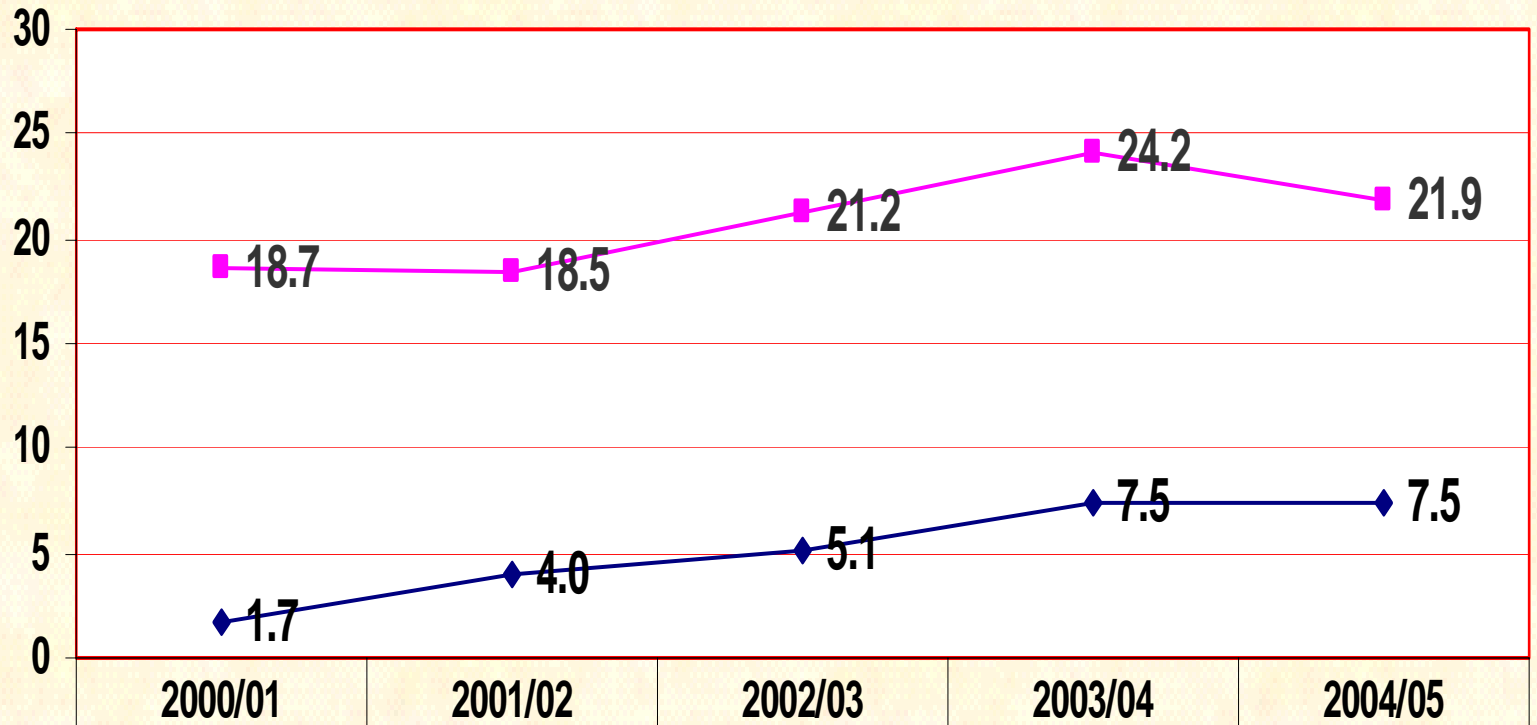
	2000/01	2001/02	2002/03	2003/04	2004/05
Baseline	1.7	4.0	5.1	7.5	7.5
Actual	18.7	18.5	21.2	24.2	21.9

SUSLA Annual Strategic Benchmarks

Three/Six Year FTF Cohort Comparisons

SUSLA	LSUE	NUNEZ	BPCC	DELGADO
20.91	19.06	16.18	10.64	6.42

Academic Years '00/01 Thru '04/05
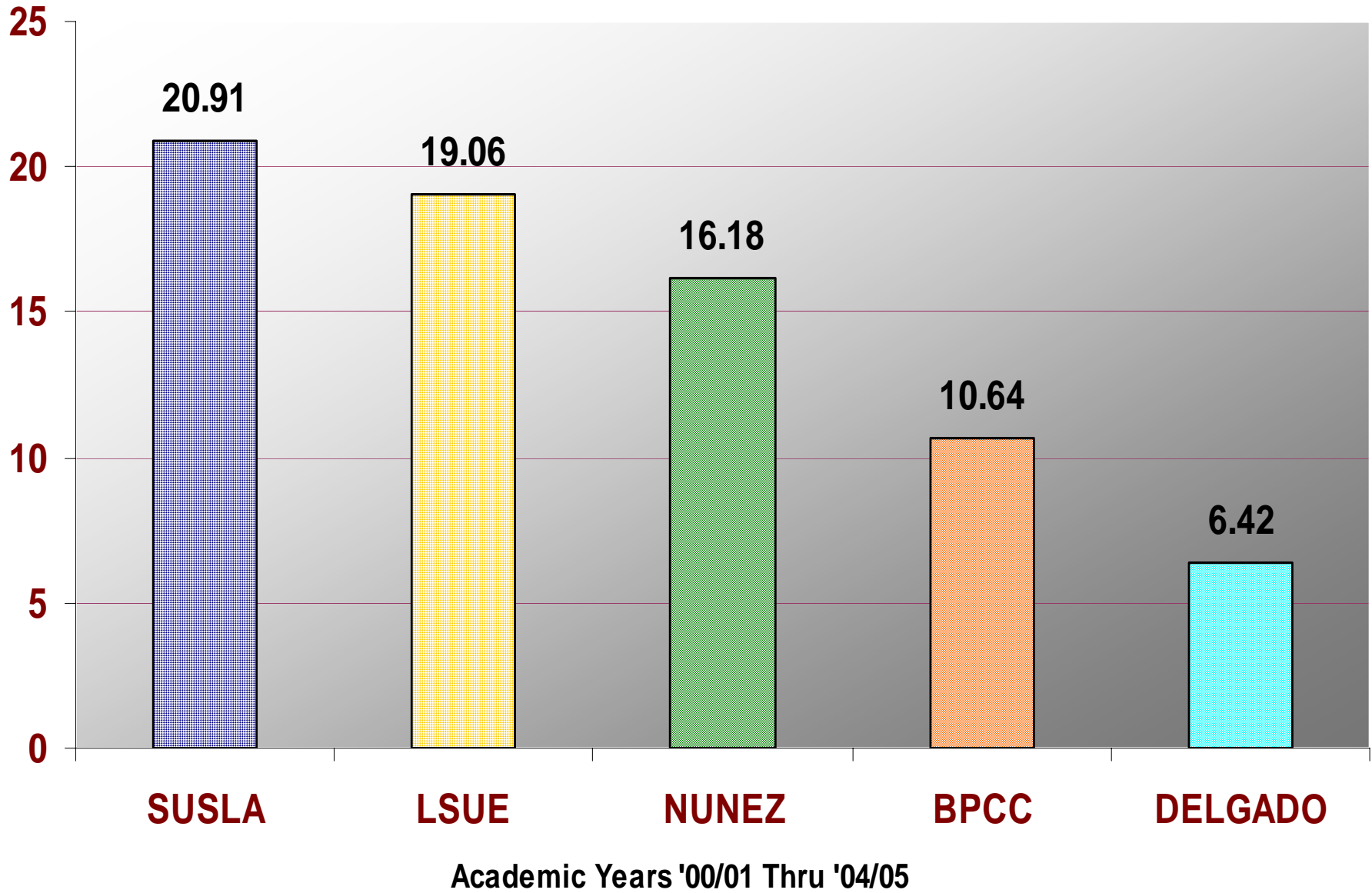
FTFTF Retention Rates
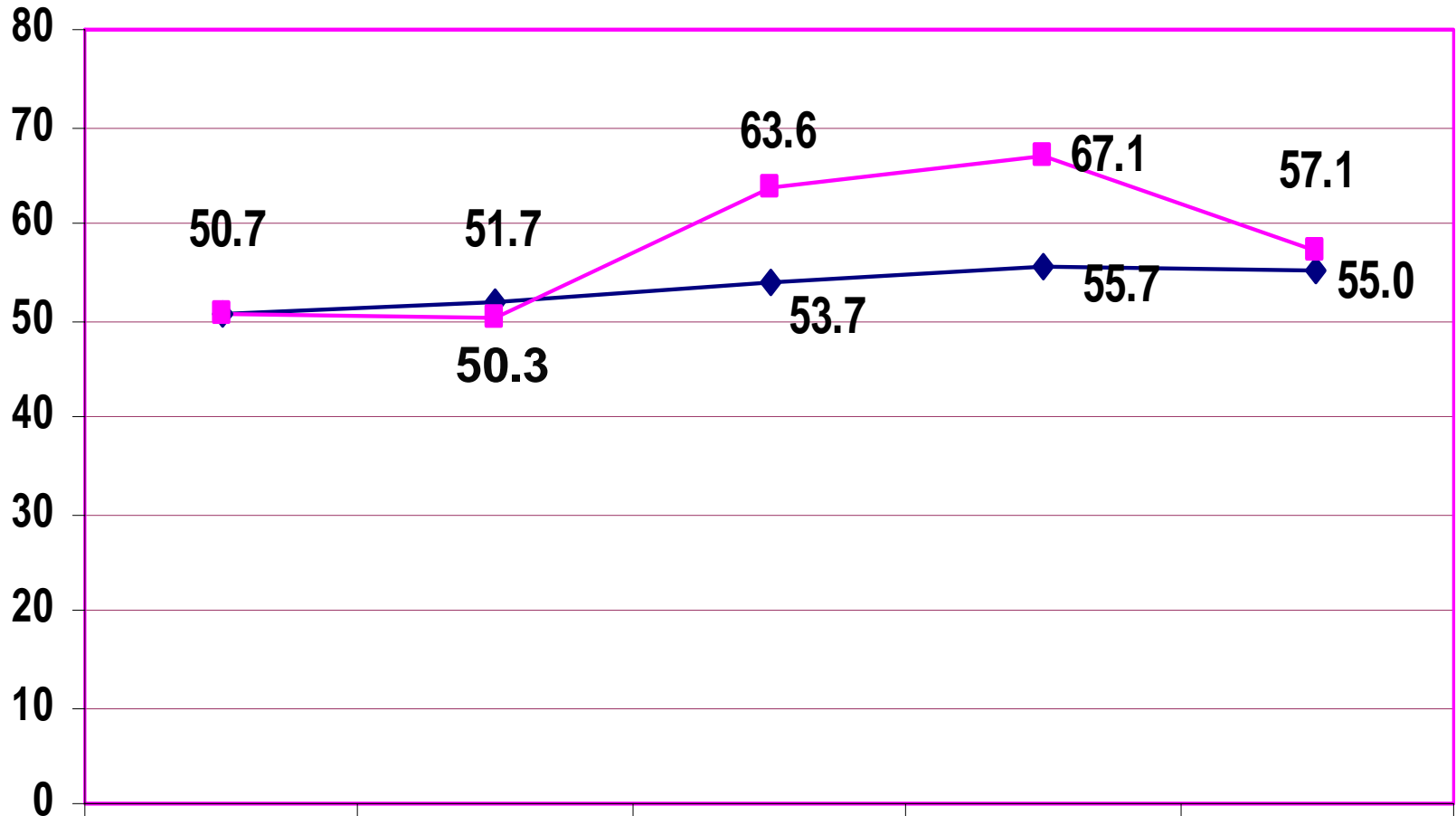
	00/01	01/02	02/03	03/04	04/05
◆— Baseline	50.7	51.7	53.7	55.7	55.0
■— Actual	50.7	50.3	63.6	67.1	57.1

SUSLA Annual Strategic Benchmarks

Percentage of Part Time Enrollment
SUSLA

Percentage

Academic Year	Percentage
2000/01	33.3
2001/02	21.9
2002/03	30.3
2003/04	35.5
2004/05	27.7
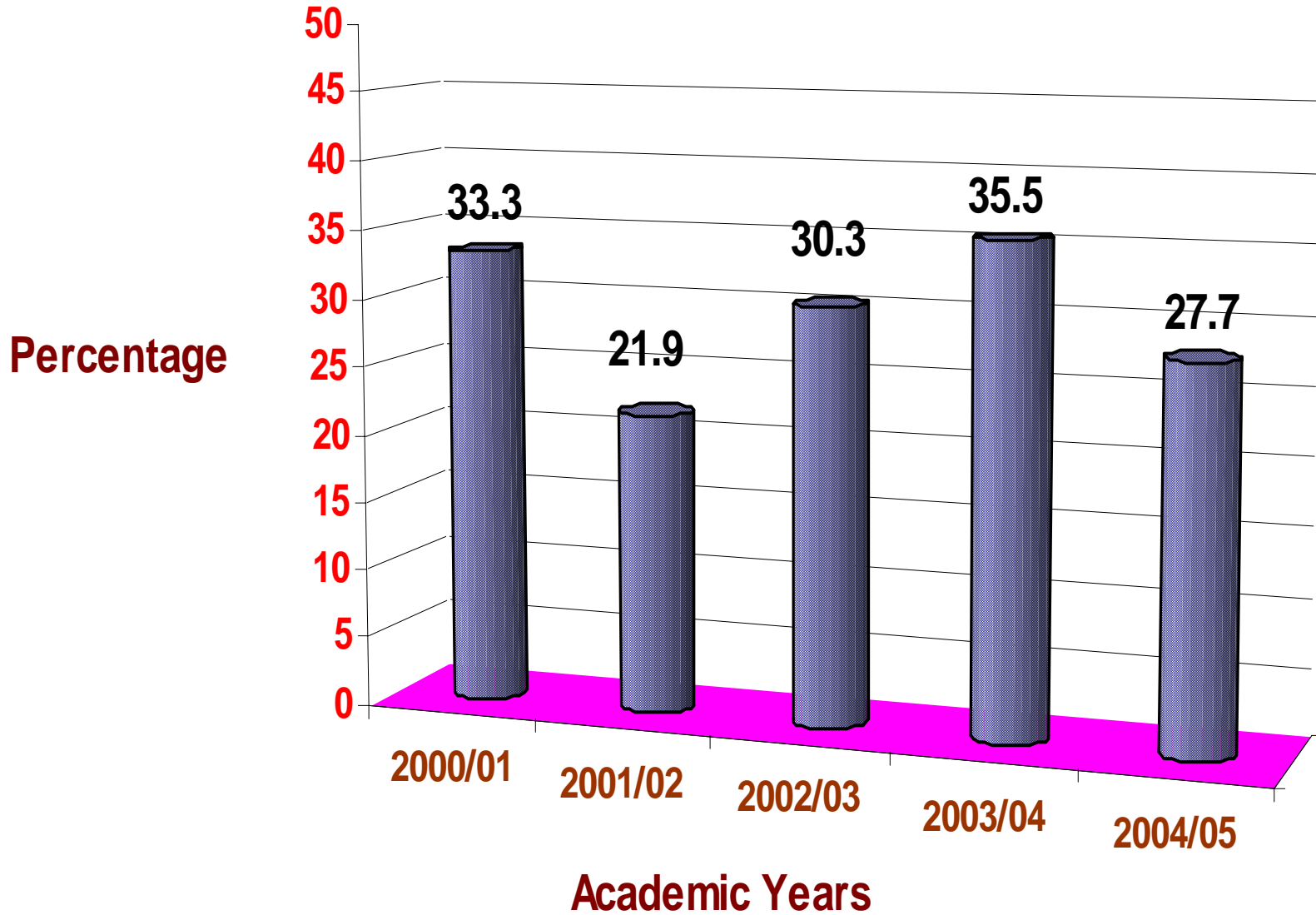
Academic Years

Part Time Enrollment Comparisons
Academic Years 2000/01 Thru 2004/05
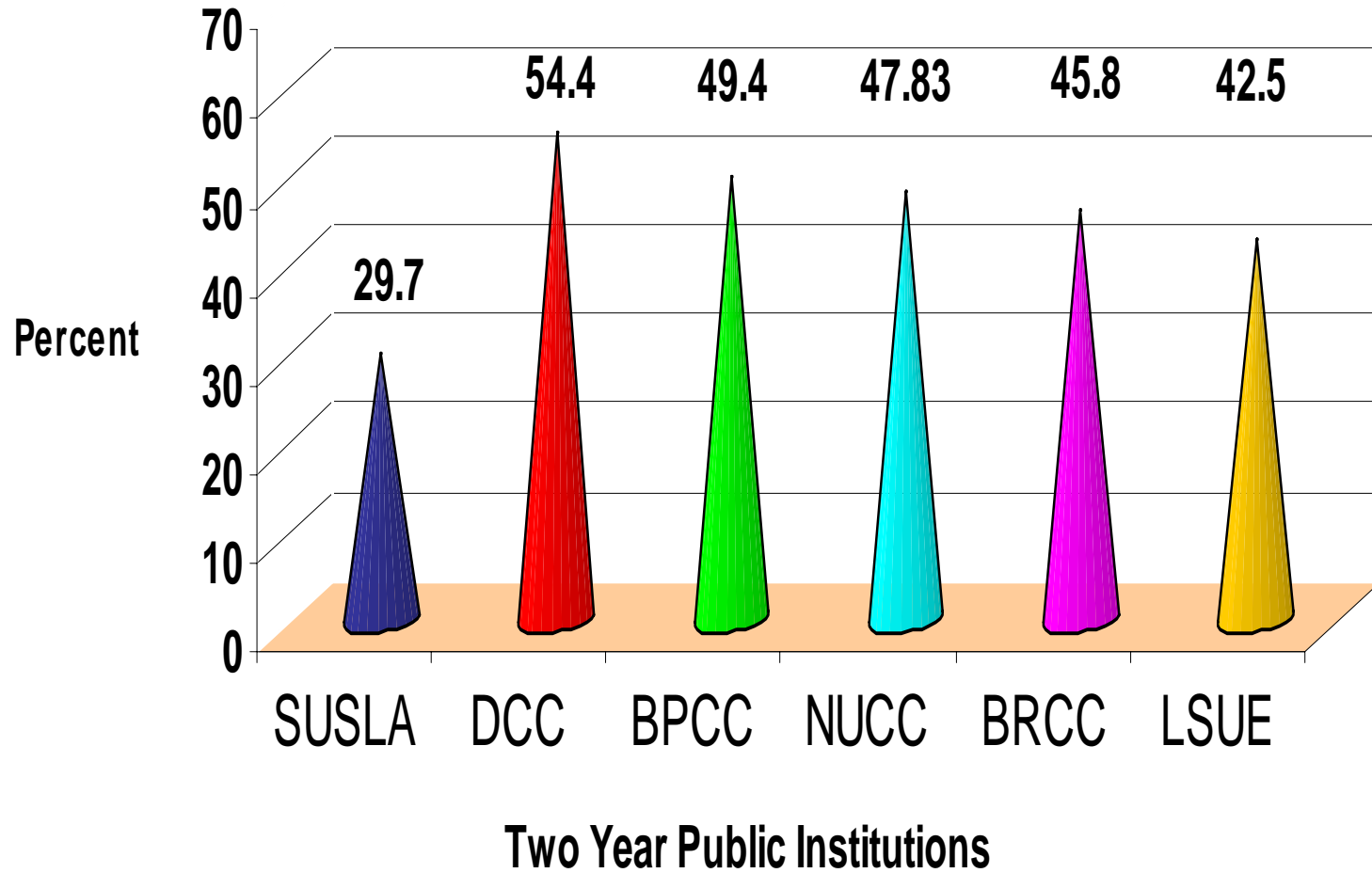
Redirecting Strategic Initiatives
"Emphasizing Desired Outcomes"

- Performance, Effectiveness & Accountability.

- Refocus Enrollment Management Projections (Diversity).

- Maintaining Full-Time/Part-Time Student Population Ratios.

- Enhancing Academic Relevance and Instructional Quality

- Increasing Retention & Graduation Rates.

- Measuring Post Matriculation Outcomes.

Defining Our Product
"A Learning Enterprise"

- **Institutional Effectiveness**
  - Link Unit Goal Attainment To Institutional Mission "
  - Establish Annual Performance Targets
  - "Bottoms Up Review" - All Operations
  - Conduit for Funding Stream Identification
  - PBBS in Conceptual Design Phase

- **Reporting Emphasis: Cost Maximization**
  - Goals: Access, Success, Accountability and Quality
    - Cost containment
    - Cost efficiency
    - Cost avoidance
    - Cost liability
    - Value Added

Affecting Organizational Change
"Establishing Accountability Levels"

- **Strategic Planning / Vision 2020:** Vibrant Balanced Economy With a Well-Educated Workforce & Improved Life Quality.

- **Institutional Operational Plans:** Establish Annual Performance Targets and Reporting Strategic Goal Attainment Activities.

- **Performance Based Budgeting:** Cost Maximization & Resource Utilization. Emphasis: Cost Avoidance, Cost Liabilities & Cost Effectiveness.

- **Academic Affairs/Deans:** Policy Selection Goal Achievement.

- **SACS/QEP(s):** Linking Academic Program Units Into the Strategic Planning & Reporting Process.

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Performance Based Budgeting
"Cost Indicators"

Outcomes Assessments and Strategic Planning

Program Enrollment, Graduation and Retention Rates

- Course Completion/Success Rates

- Instructional Workload Statistics

- Frequency of Course Offerings

- E Learning Courses/Technology

- Learning Outcomes

- Instruction & Research

- Faculty Professional Development

Evaluation/Reporting Continuum
"Entry to Exit" Assessments"

Core Data Systems
- Statewide Student Profile System /Explorer
- IPEDS
- Performance Based Budget Planning & Reporting

Enhanced University Assessment Capability
- Perception Based Surveys
- Knowledge, Skills & Abilities (Pedagogy)
- Development of Core Indicators/SEIS.

Outcome Assessment (Future Efforts)
- Quality of Academic Experience
- Post Matriculation Specialization
- Employment Earnings Evaluations

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Institutional Research
"Leading Organizational Change"

Strategic Planning/Institutional Effectiveness

· Predicated on Contingency Management Concepts

· D. P. Jones, 1982, (IR) Prospective Role:

Where is the organization at this moment?
Where is the organization going?
How can the organization best achieve desired ends?

How Do We Achieve Success
"The Next Phase"

- *Communication*

- *Cooperation*

- *Trust*

- *Mutual Respect*

"A Willingness to Change"