Meeting Minutes

Target Goal #4 Team Fifth Meeting
Tuesday, October 9, 2012, 8:00-10:00am

In attendance: Michael Kabbaz, David Creamer, Cathy McVey, Katie Wilson, Nick Miller, Peg Faimon, Joe Rode, Pat Haney
Absent: Moira Casey, Louise Morman

Developing Metrics Part 1:

Many of us were feeling that our approach to creating metrics was limiting and too narrow. We decided to take an approach where we would discuss Outcomes that could lead to Metrics:

What outcomes do we envision?

Outcome:
A holistic experience of learning -- linking classroom, co-curricular, online learning, global experiences, and experiential learning.
Metrics:
- Senior exit surveys that demonstrate how students connect ALL the learning throughout their Miami Experience.
- Percentage of experiential learning versus traditional learning.
- What is the level of student-driven inquiry?

Outcome:
Learning/engagement that is relevant, targeted, and customizable to the background, needs and wishes of individual students, as well as the changing needs of society.
Metrics:
- What is the level of engagement of various types (traditional, hybrid, online, using content from other institutions)?
- What is the match of all available resources with the needs of students?

Outcome:
Stakeholders (faculty, staff, students, alumni, corporations, non-profits, parents) are engaged both internally and externally.
Metrics:
- What are the percentages of strategic industry and non-profit partnerships?

Outcome:
Competence-based learning versus topic-based learning. Evolve from departments of disciplines to disciplines working together to grapple with big questions.
Metric:
- What is the level of collaboration across campus and how is it being accomplished?

Outcome:
Incentive systems that allow for failure, value a variety of contributions, and develop a culture of trust.
Metric:
- Measure the number and types of instructional roles. Non-tenured vs. tenured.
- Measure the level of entrepreneurial activity.
- Measure the percentage of institutional contributions: service, teaching, research.

Developing Metrics Part 2:

We also discussed coming up with Characteristics/Criteria of Effective Organizations as a way of organizing/creating metrics:
- Establish buy-in on all levels
- Efficient
- Interdisciplinary/Collaborative
- Responsiveness to External Forces
- Economic Impact
- Healthy Endowment
- Selective Academic Profile
- Quality of Faculty
- Profiles of Alumni
- Entrepreneurial Activity
- Financially Affordable
- Financially Viable

Possible Metrics for Efficiency:
- Number of Administrators per Students (level of administrative support)
- Average Cost of Instructional Hours
- Faculty/Student Ratio
- Cost per Student

Have these long standing problems been resolved?
- Under/Over Resourced Departments
- Advising
- Interdisciplinary
- Accountability of Individuals
- Retention
- Implementation of Online/Hybrid

Developing Metrics Part 3:

Objective 1: Design agile structures and mechanisms that actively engage stakeholders to inform holistic institutional responses to external forces and societal changes.
Possible metrics:
- Annual donations
- Student success in acceptance to relevant stakeholder organizations: Comparison to peer and aspirational schools with respect to grad school placement, employment success, and starting salaries (by major?).
- Survey stakeholders' satisfaction – employers, parents, alumni

Objective 2: Create adaptive and flexible incentive structures that recognize a range of individual and collective efforts that support an inclusive learning and discovery environment.
Possible metrics:
- Survey measuring perceived support and incentives for initiatives that support an inclusive learning and discovery environment.
- Scholarship by department
- Number of joint faculty/ student research/ scholarship projects
- Number of student research/ scholarship/ community outreach projects resulting in presentations or publication in recognized outlets

Objective 3: Shape flexible and accountable decision-making processes through fluid governance structures that dissolve academic and administrative impediments and increase collaboration and efficiency.

Possible metrics:

- Survey measuring perceived decision making efficiency
- Time to approve new programs/ majors
- Document current barriers to collaboration and interdisciplinarity, and measure the percentage increase of activity/quality over time.
- Interview individuals involved in interdisciplinarity and see if perceived improvements have been made over time.

Objective 4: Develop processes to identify and strategically prioritize university initiatives that focus on the mission and goals of the institution, while encouraging fiscal responsibility and fostering entrepreneurial activity.

Possible metrics:

- Survey measuring perceived support and incentives for entrepreneurial activities
- Instructional cost per credit hour
- Administrative cost per credit hour
- Measure initiatives against a balance of the university mission and RCM goals.

Objective 5: Redefine and expand the boundaries of the physical campuses, resulting in an unconstrained and high-quality educational experience that draws from the best practices of the diverse learning environments, whether place-based or virtual.

Possible metrics:

- Student perceptions of integration of classroom, extracurricular, virtual, and other learning venues
- Percentage of students participating in non-traditional learning activities
- Percentage of faculty teaching in non-traditional venues such as service learning, online class, and international programs
- Measure the percentage of increase of online activities after a five-year period.

Additional Notes:

- Environment for evolution – continuous improvement
- Measure willingness to change
- Measure perception for support of entrepreneurial, innovative, interdisciplinary
- Perception of prospective students about organization of divisions/names – does it make sense to them? Can they find things where they expect them to be?
- Perception of external stakeholders regarding our organization
- Optimize clustering into institutes/centers
- Work effectively with governance
- Mission-centric activity
- What is properly resourced? What is not?
- Coordination between Enrollment Management, Development, and Academics is key
- What about Accountability and Incentive Structures