

Bracing for the Worst but Still Expecting the Best

Using the State Accountability Measures to a
Campus' Advantage

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Presentation Overview:

● Background

● Use of Accountability Measures

- Reporting (getting it down on paper)
- Access to Results
- Incite Dialogue
- Change Current Business Practices
- Conduct further Institutional Studies/Investigations

● Moving Forward

- At West Chester University
- At State System of Higher Education (SSHE)

● Resources

Bracing for the Worst but Still Expecting the Best Background:

- WCU:
 - Public 4-yr Masters I
 - 10,500 undergraduates/2,300 graduate students
 - 563 FT faculty/200 PT faculty
 - 600 administrators/staff
 - 8 unions on campus
 - 288 acres
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- ...not very nimble

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Background-continued:

- SSHE Accountability Measures:
 - 17 measures (handout)
 - 38 sub-measures
 - Targets vs. Benchmarks
 - Compared to other 13 State Schools or “National Peer Set”
 - Time of comparison is different based on Target rubric or Benchmark Rubric
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- ...not very flexible
 - ...not very useful with two sets of comparisons /different results

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Use of Accountability Measures:

- ...REPORTING (getting it down on paper)
 - Disaggregated WCU results by department when data was available and not ALREADY done
 - Retention/Graduation Rates
 - Retention/Graduation Rates-by Ethnicity
 - Diversity of Entering Class
 - PA CC Transfers
 - “SSHE Terminal Degree”
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- Not Available by department or program:
 - Total Employee Compensation/Total Expenditures
 - Faculty Productivity (aggregated by CIP)
 - Private Support

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Use of Accountability Measures-continued:

● ...ACCESS TO RESULTS:

- Set up binders for each College/School
- Information from binders on web (access!!)

● ...INCITE DIALOGUE:

- Set up discussions with each Dean to understand interpret the data
- Conduct chairperson workshops on Accountability Measures
- Discussion point at Marketing/Enrollment Management Meetings

● ...CHANGE ^{Current} BUSINESS PRACTICES

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Use of Accountability Measures-continued:

- ...CHANGE BUSINESS PRACTICE (cont.)
Focus of CCAR Report (faculty productivity) from:
 - Departmental Reporting/Accountability
 - Institutional Accountability

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Use of Accountability Measures-continued:

● ...CHANGE BUSINESS PRACTICE (cont.)

Re-examine Academic Year Model

- Student Credit Hours/Faculty Credit Hours
- Average Section Size
- Allowances for AWA/Sections/Withdrawals
- Recognition for departments that increase all of the above
- Change collection process of those who don't self report ethnicity (student/faculty/staff)

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Use of Accountability Measures-continued:

● ...CHANGE BUSINESS PRACTICE (cont.)

Enrollment Management Model INVOKED

- Change how new freshmen “targets” are construed
- Involve more departments in “target” discussions
- Enrollment Management: 4 committees:
 - Projections
 - Program Mix
 - Retention Committee
 - Marketing

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Use of Accountability Measures-continued:

● ...CONDUCT FURTHER INSTITUTIONAL STUDIES/INVESTIGATIONS

● Use of IPEDS Peer Analysis Systems: 3rd comparison: All Master I schools

- Minority/Female Faculty Ratios
- Graduation Ratios for Graduates
- NACUBO Instructional Cost Benchmarking

● Further Investigation of freshmen Success

- First Semester AND First Year Retention
- First Semester AND First Year GPA
- First Semester AND First Year Credits Earned

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Moving Forward:

At WEST CHESTER UNIVERSITY

- 3rd comparison is a ... but it has started the “benchmarking process” in some key areas
- Say the Enrollment Management Phrase
- Reaffirm Strategic Plan (Plan for Excellence)
- Don't assume campus constituents understand/know Accountability Measures
- Don't need buy in that Accountability Measures are wonderful, only improvement on key areas
- Currently, no focus on priority; must change

Bracing for the Worst but Still Expecting the Best Moving Forward:

SSHE

- Push for better methodology
- Insist on measures that relate to program quality (accreditation measure)
- Campaign for better visibility (web site/bulletin board)
- Get appointed to SSHE committees
- Check results; won't change history but changed last year's calculations

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Resources:

- <http://www.sshechan.edu/Strategic%20Plan/index.htm>
- http://www.sytecpa.org/./EIS/System_Research/
- www.orp.wcupa.edu

Bracing for the Worst but Still Expecting the Best Questions: