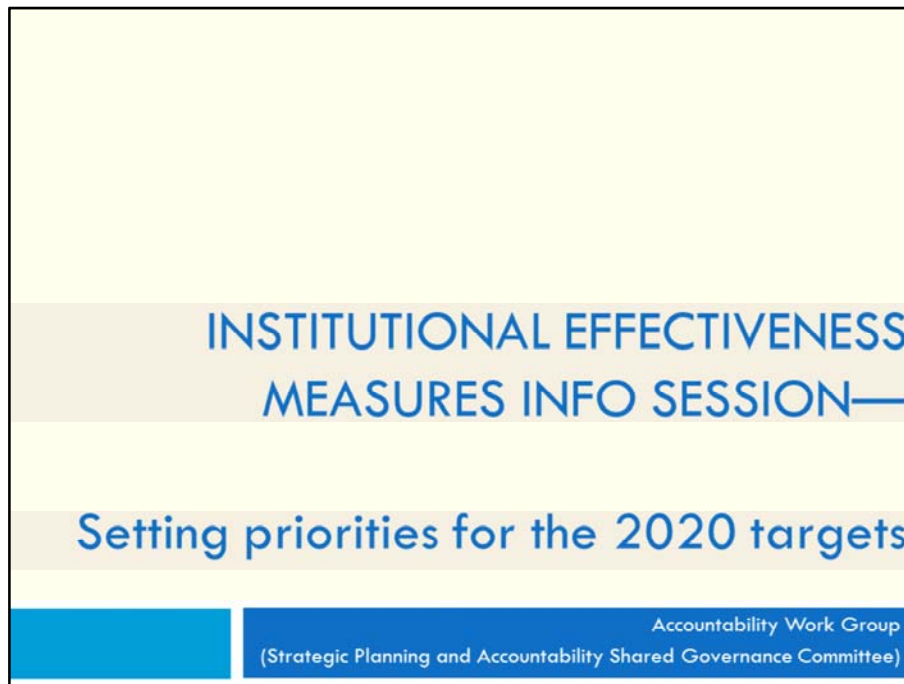




The Accountability Work Group of the Strategic Planning and Accountability Committee is gathering feedback on recommended targets for the College's Institutional Effectiveness Measures (IEMs). The team would like to solicit the input of the entire campus regarding the priority of the IEM Indicators. Your feedback will be used to develop a recommendation on targets for the IEM Indicators.

Overview

- What are Institutional Effectiveness Measures (IEMs) and what are Harper's IEMs?
- Why do we have IEM targets?
- Where should the College's focus be, between now and 2020?

What is Institutional Effectiveness?

- A commitment to continuous quality improvement.
- A measure of success as an educational institution.
- Information to document progress towards goals.



What is Institutional Effectiveness?

“... the heart of any definition of institutional effectiveness remains the ability of an institution to **match** its **performance** to the purposes established in its **mission** and **vision** statements and to the **needs** and **expectations** of its **stakeholders**.”

(Alfred, Shults & Seybert, 2007)

From Core Indicators of Effectiveness for Community Colleges

What do Institutional Effectiveness Measures (IEMs) do for the College?

Provide answers to recurring questions, such as:

- ☐ What are our intended outcomes?
- ☐ What does Harper College want to accomplish?
- ☐ How can we improve?



Harper's Institutional Effectiveness Measures

Two categories

□ Student Success

□ Institutional Success

([See handout](#))

The student success IEMs detail the academic achievement of Harper College students.

The institutional success IEMs detail the College's progress in non-academic areas.

The handout includes additional information about each of the IEMs as well as the Indicators included within each Measure. Institutional Effectiveness Measures can also be viewed on the Institutional Effectiveness Dashboard:

<http://goforward.harpercollege.edu/about/leadership/accountability/iem/index.php>

Harper's Institutional Effectiveness Measures

Student Success IEMs

- ☐ Developmental Education Success
- ☐ Success in Gateway Courses
- ☐ Advancement
- ☐ Student Persistence
- ☐ Annual Completions

Measure 1: Developmental Education Success Developmental education success measures the academic success of students in the developmental education courses: math and English.

Measure 2: Success in Gateway Courses Success in gateway courses measures the academic success of students in college-level courses.

Measure 3: Advancement Rate Advancement rate measures the academic achievements of students (Completion Rate, Transfer Rate, Still Enrolled)

Measure 4: Student Persistence Student persistence measures the percent of students who re-enroll at Harper College from semester to semester.

Measure 5: Annual Completions Annual completions measures credentials conferred in a given fiscal year as well as the number of students who earned credentials in a given fiscal year.

Harper's Institutional Effectiveness Measures

Institutional Success IEMs

- Employee Diversity
- High School Market Penetration
- Facilities
- Instructional Cost
- Information Technology

Measure 1: Employee Diversity Diversity measures both the hiring and separation rates of diverse employees.

Measure 2: High School Market Penetration High school market penetration measures the enrollment of our district high school students.

Measure 3: Facilities Facilities contains measures on expended monies for preventative maintenance and energy consumption.

Measure 4: Instructional Cost Instructional cost provides measures related to the total direct instructional expenditures at Harper College. Instructional costs include salaries, benefits, supplies, travel and equipment for all full- and part-time faculty and other instructional administration and support personnel.

Measure 5: Information Technology Information technology measures compare the College to EDUCAUSE Associate Institutions on the most commonly deployed higher education technologies.

Why do we have IEM targets?

Provide answers to recurring questions, such as:

- What are our intended outcomes?
 - ▣ Are they being achieved?
- What does Harper College want to accomplish?
 - ▣ What is our progress?
- How can we improve?
 - ▣ What evidence exists that we have improved?



Now that we know a bit more about Harper's IEMs, we'd like to share information about setting targets for the IEMs. Previously, we set targets for the IEMs with an end date of 2016. Therefore it's time to set new IEM targets, and this time we will be setting them with an end date of 2020.

The IEM targets are designed to help us further clarify the College's intentions in relation to the IEMs. Therefore, they help us define whether our intended outcomes are being achieved and what our progress is toward meeting those outcomes. The targets also help us provide evidence in relation to our IEMs by helping us show the extent to which we have made improvements over time.

What do Harper's target categories mean?

- **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.

At Harper we have identified three categories of targets for our IEMs: Expected, Improvement and Stretch.

Where should the College's focus be between now and 2020?

- Please complete the [survey](#) to let us know what IEMs you think should be prioritized between now and 2020.
- The Accountability Work Group will use this information to guide its work in determining Expected, Improvement and Stretch targets.

Currently, the Accountability Work Group is gathering feedback from stakeholders such as yourselves, so we can determine which 2020 IEM targets should fall into each of these categories.

We will send the survey link via email later today. It will also be posted in InsideHarper later this week.

Thank you!

☐ Questions?

☐ Contact: Institutional Effectiveness, x6086