

Transforming the University

**Final Report of the
Metrics and Measurements Task Force**

Submitted on behalf of the Task Force by:

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Chair of the Task Force**

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I. EXECUTIVE SUMMARY

Mission

To identify the right metrics and establish processes to best support and analyze the University's progress toward its goal to become one of the top three public research universities in the world within the next decade.

Deliverables

1. Recommendations on how to answer the question "How will we know when we have become one of the top three public research universities in the world?"
2. Identification of the metrics, measurements, and monitoring processes to assess progress of the entire strategic positioning effort.
3. Recommendations for appropriate key performance indicators and reporting mechanisms to support the compact process and ensure unit planning is aligned with strategic positioning.
4. Advisement and counsel to the University's designee to the Minnesota Office of Higher Education's accountability project and Minnesota Office of Higher Education's Data Advisory Task Force.
5. Alignment of the University's Accountability Report with strategic positioning goals and metrics.
6. Recommendations on how to best deliver the University's needed metrics, measurements, and reporting work.

Working Group

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Susan Grotevant, Director, Information Management Systems
Richard Howard, Director, Office of Institutional Research
Lincoln Kallsen, Director of Financial Research, Office of Budget and Finance
Scott Martens, Director, Office of Service and Continuous Improvement
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John Ziegenhagen, Director, University Accountability
Staff to Task Force: Christina Frazier

Steering Committee

Steve Cawley, Chief Information Officer
Gail Dubrow, Vice Provost and Dean, Graduate School
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Eric Ling, Undergraduate Student, Institute of Technology

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Terry Roe, Professor of Applied Economics, Faculty Consultative Committee Member
Craig Swan, Vice Provost, Undergraduate Education
Linda Thrane, Vice President, University Relations
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II. INTRODUCTION

The Metrics and Measurements Task Force was charged to identify appropriate measures to assess the University's performance and its progress toward achieving the aspirational goal of becoming one of the top public research universities in the world within the decade. This report presents results addressing the six specific elements of the task force's charge.

The task force charge asks for metrics at several levels—identifying ways to measure progress at the operational level, and in collegiate units, coordinate campuses, and administrative units, as well as University-wide performance measures. A theme throughout this work is to align what we measure, wherever we measure it, with progress toward the University's aspirational goal. Our work will lead to many activities being measured, monitored, and evaluated at a variety of levels. This is the real key to achieving the University's goal. But only a relatively short list of measures can be reasonably used to make the University-wide assessment. These latter measures must be chosen selectively from among many competitors.

Several criteria are useful in identifying effective measures. Ideal measures should:

- Reflect the University's aspirational goal
- Provide meaningful policy direction for improvement
- Be free of manipulation
- Be easily understandable and credible
- Contain benchmarks against which progress can be measured
- Be reliable and valid
- Be able to be constructed and updated regularly at reasonable cost¹

¹ We are indebted to the National Center for Higher Education Management Systems (NCHEMS), which cited most of these principles in its work with the Minnesota Office of Higher Education to develop performance measures for a higher education accountability system for Minnesota.