



The Monfort College of Business— Management by Fact: Developing and Implementing a System of Performance Excellence

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Session Objectives

- Review processes for selecting key performance indicators (KPIs)
- Identify examples of key performance indicators
- Illustrate the impact of key performance indicators on organizational improvement
- Identify methodologies for measuring key performance indicators
- Describe the technology environment to support information and knowledge management
- Identify the methods for storing and sharing organizational knowledge



MCB's KPI Journey

- Key Theme: Focus, focus, focus
 - 2,000 students → 1,200 students
 - Ph.D., MBA, UG → UG only
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- Goal: Efficient *and* Effective
 - Decision: "Data ? Information"
 - 100s of indicators → 20 KPIs/40 SPLs

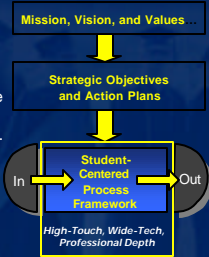
Enabled:

- Data became actionable (not just interesting)
- Management-by-fact
- Development of a results orientation



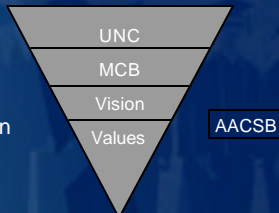
Key Performance Indicators (KPIs) are Mission-driven

- **Mission** 100% focused on excellence in undergraduate business education.
- **Vision** to build a reputation for excellence in Colorado and beyond for preparing future business leaders and professionals.
- **Values** held within an overall framework focused on the pursuit of excellence; a philosophy of continuous improvement guides employee behavior.



Alignment of Key Performance Indicators (KPIs)

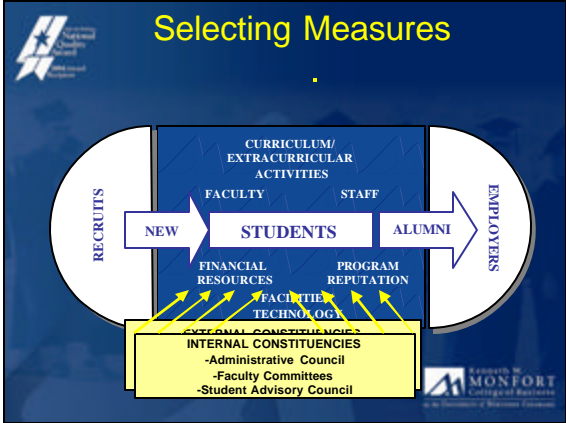
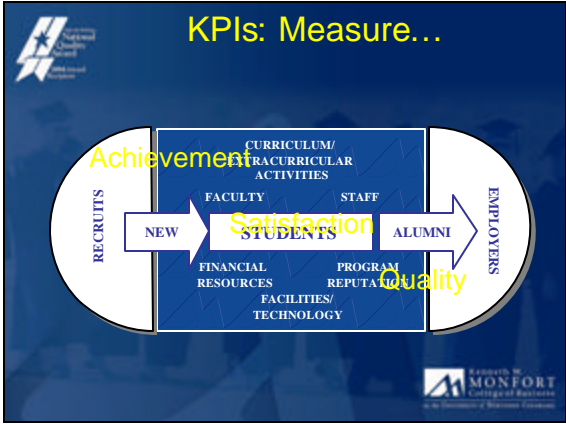
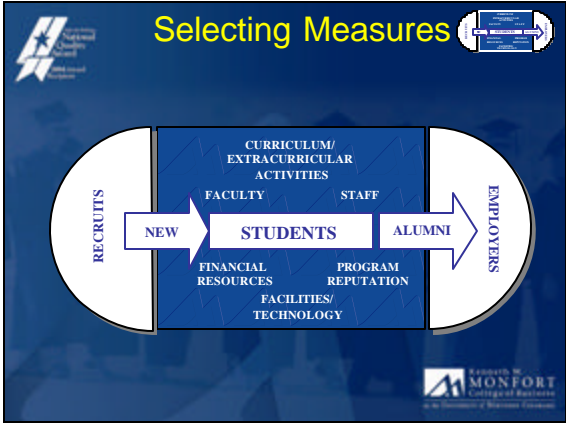
- University Mission
- MCB Mission
- MCB Vision
- MCB Values
- AACSB Accreditation Requirements



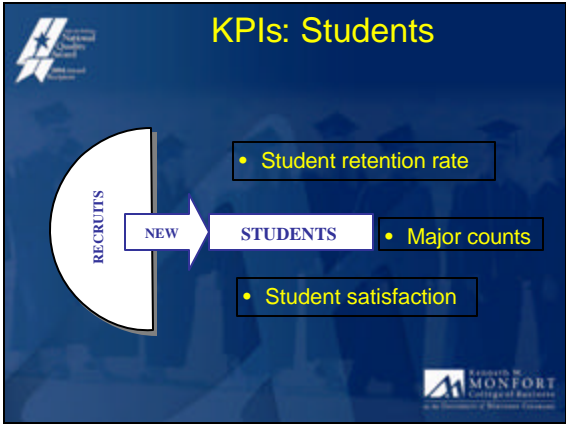
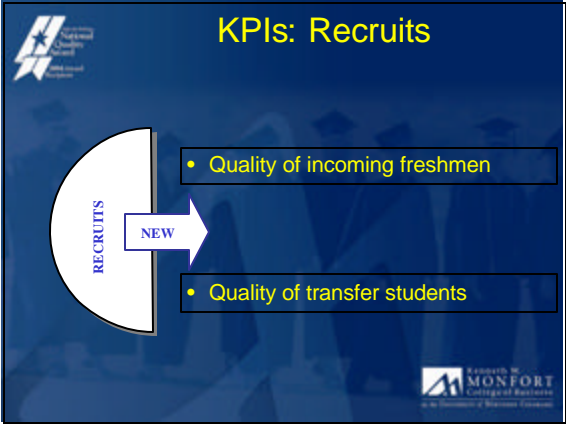
Benchmark Consistently and Against the Best

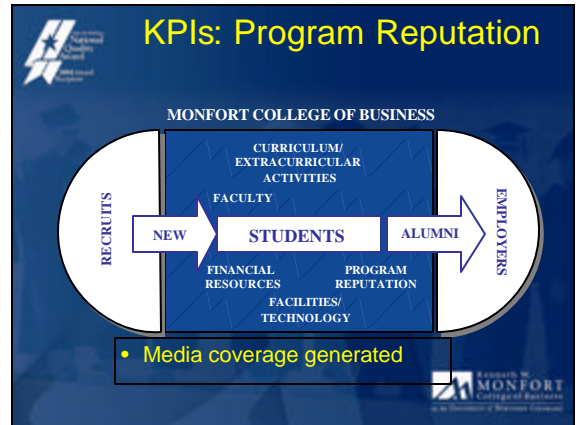
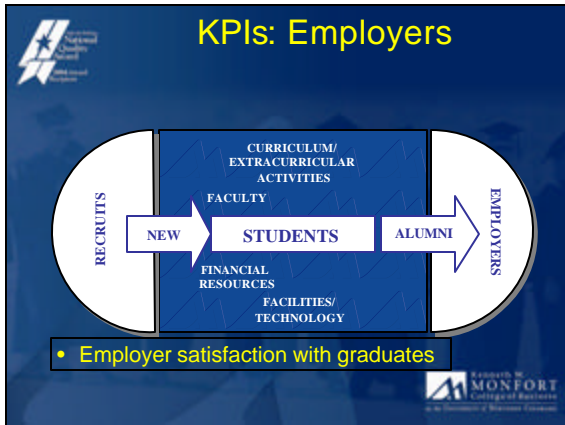
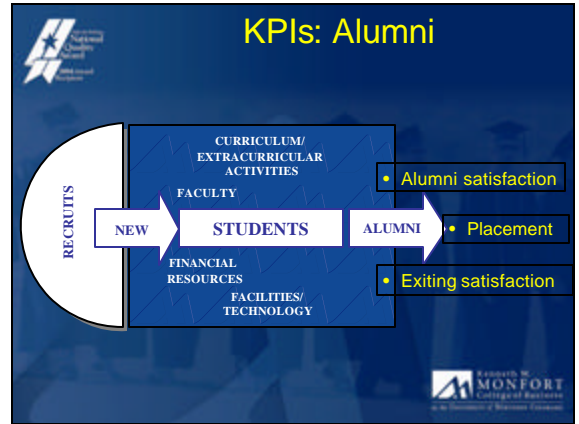
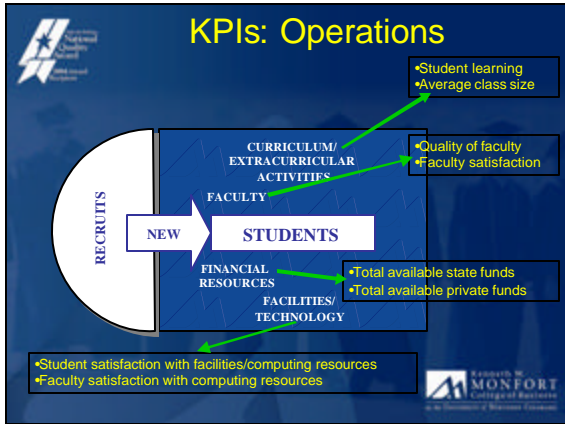
- MCB is 3rd out of 384 schools in "consistency of participation" for Educational Benchmarking (EBI) studies since 1996
- The power of benchmarking (EBI Internal Study)
 - Correlation between **continuous participation** and **continuous improvement** for institutions participating four consecutive years in Management Education Assessments
 - Research indicates statistically significant improvement—ALL factors





KPI Strategic Categories

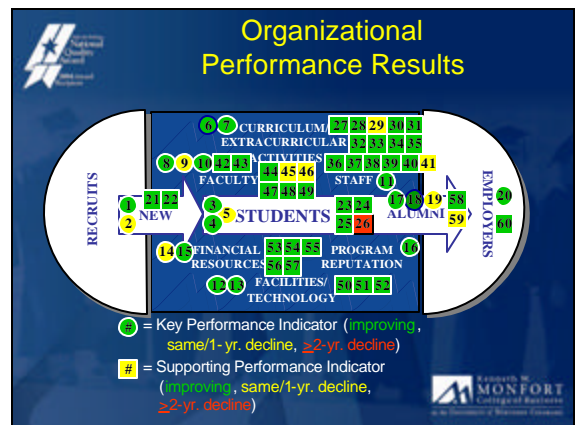


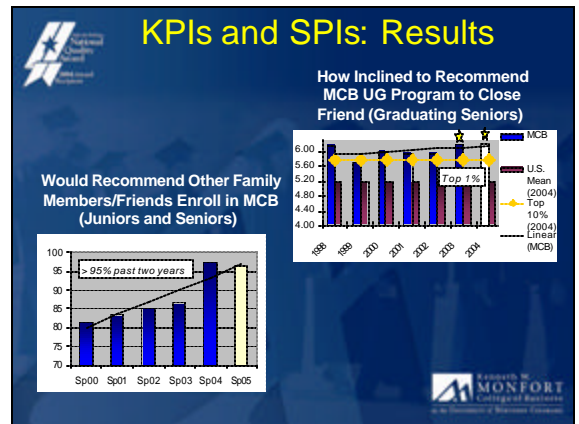
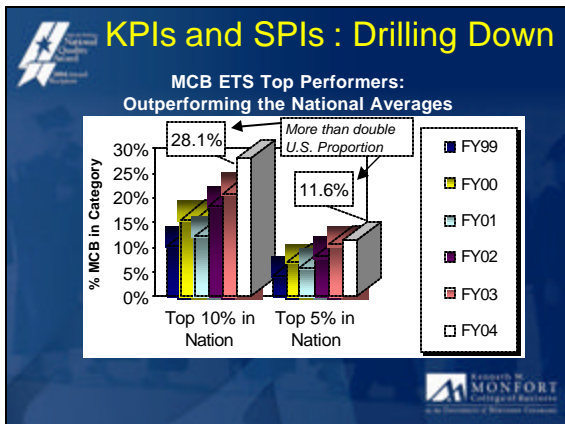
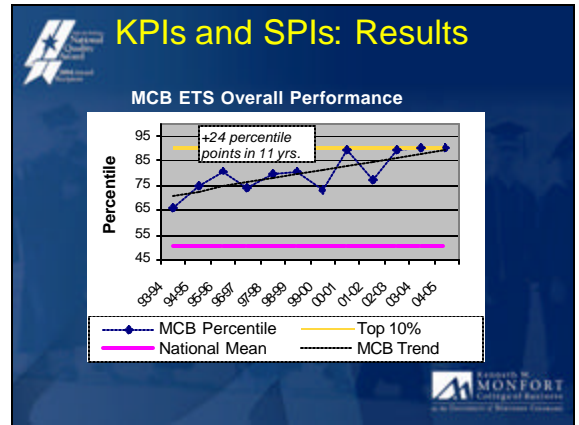
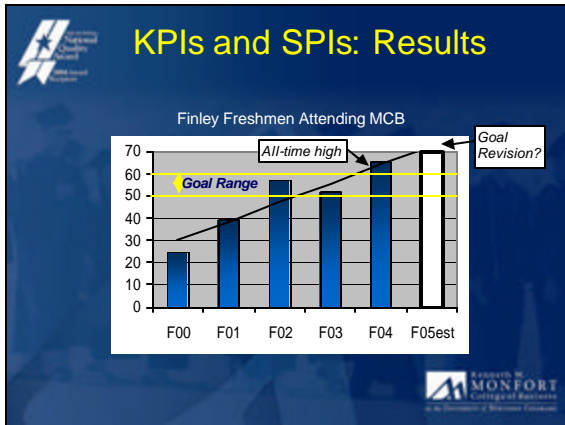
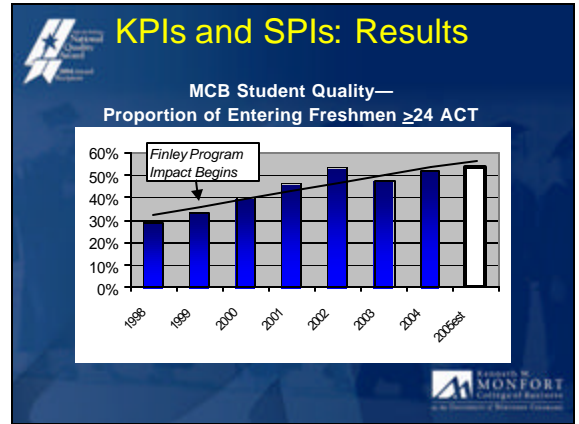
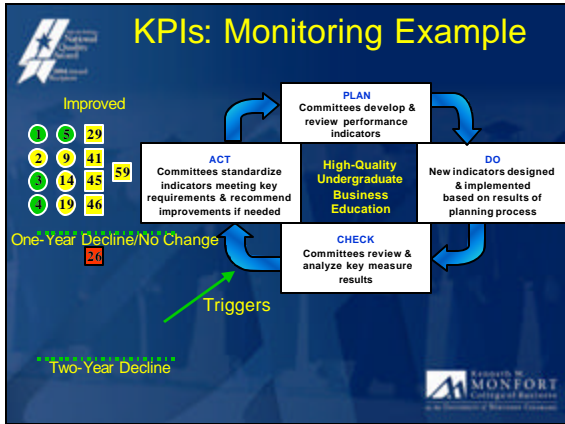


KPI/SPI Tracking System

Sample of 60-item KPI/SPI set (Gain Loss Steady)

Area	KPI	Defined	Comp.	Meas.	1 Yr. Goal	5 Yr. Goal	Tactics
Recruits	Fresh. Quality	Avg. ACT (F03)	23.5	23.6 (F04)	23.7	24.0	XXX...
Students	Jr./Sr. Satisf.	%freem to fruds. (S04)	97.2%	96.2% (S05)	>95%	>95%	XXX...
Curriculum	ETS Scores	Student learning (04-05)	90% %ile	90% %ile (04-05)	95% %ile	95% %ile	XXX...
Faculty	Faculty Satisf.	EBI, Item 82	5.7-90% %ile U.S.	5.6 (04)	5.9	6.1	XXX...
Grads/Alums	Exiting Student Satisf.	EBI, Factor 16	5.4 (90% %ile U.S.)	5.9 (04) 4 th in U.S.	>6.0	>6.0	XXX...
Fin. Resources	State Budget	\$ avail., state line	\$4.2 mill. (04-05)	\$4.4 mill. (05-06)	\$4.5 mill.	\$4.8 mill.	XXX...

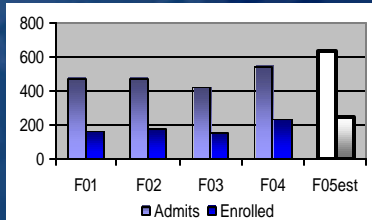






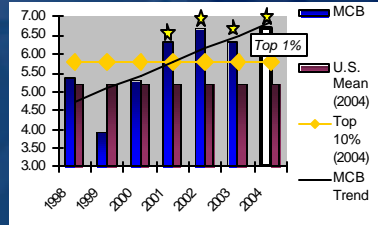
KPIs and SPIs: Results

MCB Freshman Admits and Enrollees



KPIs and SPIs : Results

EBI Faculty Satisfaction—
Computer Support (Hardware and Software)



Measurement of KPIs

- Conducted on a regular basis
 - Trend analysis
 - Benchmark comparisons
 - Correlation analysis
 - Root-cause analysis
- Ongoing review of data and data sources to find best possible measures
 - AACSB accreditation process
 - Review by key stakeholders
 - Comparative analysis
 - Reliance on well-accepted industry tools



Measurement Tools

- Educational Benchmarking Institute (EBI)
 - EBI Student Satisfaction Survey
 - EBI Faculty Satisfaction Survey
 - EBI Alumni Survey
 - EBI Administrative Survey
- Educational Testing Service (ETS)
 - Business Major Field Test
- SEDONA™
- WEBSTER



Sources of Data

- MCB Advising Office
- UNC Career Services
- UNC Admissions Office
- UNC Institutional Research
- UNC Budget Office
- UNC Foundation



Listen and Learn



UNC Campus



MCB Systems

- External
 - SEDONA™
- Internal
 - Staff/Faculty Intranet
 - MCBHOME: Individual Data Stores
 - MCBSHARE: Shared Data Stores
 - MCBCOMMON: KPI, Committee, Monthly Reports
 - Faculty/Student Intranet
 - Course: support documents
 - Temp: student on-line storage
 - NTapps: installers, configuration files
 - Web site
 - Backend
 - SEDONA™ Integration
 - WEBSTER/MYUNC
 - Unified Messaging (e-mail/voice)





SEDONA™

Faculty/Staff

- Evaluations
- Committee notes
- Conference summaries
- Research/Publications
- Web site integration
- Process review schedule
- Methods for process review



Technology Committee

- Composition
 - Department Representative
 - Director of Technology
 - Student Representative
- Responsibilities (Instructional and Research)
 - Planning
 - Funding
 - Policy
 - Services
 - Support
 - Technology KPIs



Technology Committee Planning

- Collaborative
- Driven by needs
- Funding
 - Monfort
 - Hensel Phelps
 - State Farm
 - Business program fee



Services

- 45+ business-specific applications in computer labs
- Finance Trading Room
 - Bloomberg, e-Signal
- Decision Support Center
 - GroupSystems
- Technology-integrated classrooms
 - SMART Technologies: Symposium
- Wired/wireless
 - Information: anytime, anywhere
 - Preserve architecture



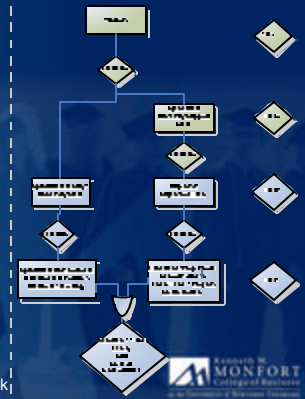
Services

- Monfort Technology Center
 - Multimedia lab
 - Practice rooms
- Classroom response system
 - E-Instruction
- GIS
 - ESRI ArcGIS
 - MS MapPoint
- Webster, MYUNC, XDB
 - Single point of authentication
- Advanced networking lab
 - Linux, honey pots, Windows servers



Support

- Two Pronged Approach
 - Outsourced to university
 - Infrastructure
 - Help Desk
 - e-mail
 - Network
 - Productivity applications
 - MCB
 - Business-specific applications/operations
- Security
 - Multi-layered
 - Desktop, server, network



Quality Assurance



- Integrity
- Timeliness
- Reliability
- Security
- Accuracy
- Confidentiality
- Cost/Benefit Analysis
- Flexibility
- Relevancy
- Simplicity

Scheduled periodic downloads, real-time query, report processing & generation (ETS, EBI), 100MB switched LAN, University fiber link WAN; real-time access to individual & aggregate student/ faculty records through network & web connectivity on & off campus (DNA)

Multiple levels of user authentication, virus protection, firewall, redundancy in storage and server units, decoupled student systems from faculty & administrative systems, data encryption.



Continuous review of data element value, KPIs derived from data elements, AACSB comparative data.

Single point of authentication, Web-user interface.

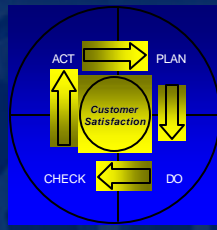


Quality Drives the Bottom Line: Other MCB Results

- Enrollments:** Freshman applications for 2005 are +20 percent over 2004; current increase is +50 percent over 2003.
- External Donations:** Donor gift support for 2004-05 was over double the financial gifts total for 2003-04; results for current fiscal year are well ahead of 2004-05 with a full quarter remaining.
- Faculty:** Quality hires already in place for each of the three faculty positions being replaced through retirements.
- External Relations:** College produced 50 media placements in 2004-05, compared to only 10 such placements in 2003-04; current results exceeded 100 placements for 2004-05 totals, with 05-06 off to a good start as well.

Key Lesson: Close the Loop

- Academicians are great at collecting data!
 - If you are not going to use it, don't collect it...
- Our 20 KPI (and 40 SPI) system of performance measures are
 - Tied to mission
 - Aligned with process framework
 - Include tactics specified for each

A Continued Commitment to Performance Excellence



