

The background of the image is a solid purple color. Overlaid on this are dark purple silhouettes of approximately 15-20 business professionals in various poses, suggesting a collaborative meeting or conference. The silhouettes are distributed across the frame, with some standing and others sitting. A white speech bubble with a tail pointing towards the bottom left is centered in the upper half of the image.

**BUILD** A BETTER BOARD

AGB CONSULTING



# MONITORING AND OVERSIGHT: WHAT IS GOOD INFORMATION?

Presented to the 2017 Texas Higher  
Education Leadership Conference

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With thanks to Commissioner Paredes  
and colleagues Kevin Reilly, Tom  
Meredith, and Terry MacTaggart

I have stolen ideas shamelessly from all of them for years.....

- What is our Purpose (why do we even exist?)
- What is our Mission (what do we intend to achieve?)
- What are we mandated to do?

# Institutional Success Depends on:

- Deploying Resources Effectively to Achieve Mission and Fulfill Purpose
- Resources include money, people (faculty, staff, students), location, reputation, facilities, program mix, etc.

# Consequential Boards

“Too much board time and attention goes to perfunctory review and routine report-outs at the expense of a strategic focus on cross-cutting issues and other topics that receive inadequate attention.”

# Consequential Boards

“Boards must work with institutional leadership to reexamine resource use and academic program costs to make better use of data for bench marking performance. Further, boards must develop sophisticated understandings of educational effectiveness and learning outcomes.”

# From: Consequential Boards: Adding Value Where It Matters Most

Report of the National Commission on College and  
University Board Governance, November, 2014.



# What Should You Know And Why?

(Adapted from:  
Monitoring and Oversight: What is Good Information?  
Thomas Meredith, Senior Fellow, AGB, 2013)

# What Outcomes Are You Trying To Achieve?

- What are your purpose and mission? (student access, transfer, economic driver for region, research, health care)
- What are the State's expectations of you?
- Based on those, what specific outcomes are trying to achieve?

# OUTCOMES...

- ☐ Student Access (total, regional, by group)
- ☐ Student Success (retention, transfer, completion, learning, employment)
- ☐ Research (publications, patents, funding)
- ☐ Medical Care
- ☐ Economic Development

Targets and balance based on mission and state needs

# As A Representative Of The People Of Texas, You Should...

- Strive to achieve outcomes
- Make sure resources are used effectively and efficiently to achieve outcomes
- Watch debt closely—of institution and of students

As A Representative  
Of The People Of  
Texas, You Should  
Make Sure...

- Academic programs are of high quality
- Institution addresses suggestions of regional and programmatic accrediting bodies.
- Students learn what they need and complete their education as soon as possible.

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# As A Representative Of The People Of Texas, You Should Make Sure...

- Students are safe and live in a healthy environment.
- The institution has a viable strategic plan and that it is being followed.
- The institution is making progress toward its share of the big goal of the “60x30tx” strategic plan: by 2030, at least 60% of Texans age 25-34 will have a degree or certificate.

# What Should You Know?

Data driven:

Good, useful data – accurate, consistent, relevant to outcomes being sought

- Builds trust
- Tool for your oversight and for management's effectiveness
- Quick response
- Trend lines and peer comparisons
- Stimulates good questions

But don't ignore the subjective!



# What Should You Know?

- ☐ About your market
- ☐ About your competitors
- ☐ About your peers
- ☐ About yourself

For each outcome area

# What Should You Know?: Cost And Performance

- Compared to peers, staffing ratio per 100 FTE students
- Compared to peers, net income from tuition and fees per 100 FTE students
- Peer comparison of salaries and benefits

# What Should You Know?: Finances

- Financial health- living within budget, categories for spending, spending and revenue trends and forecasts, debt load, reserves, plans, external threats and opportunities, etc.
- Significant findings on audit reports

# What Should You Know?:

- Activities that boost the economic development of the state and region
- Success of private fund raising
- Research success and reputation
- Medical outcomes

# What Should You Know?:

- What happens to your graduates
- Strategies and reasons for, and success of new initiatives
- Regional and professional accreditation findings

# What Should You Know?:

- Pass rates on national licensure exams
- Characteristics of incoming students
- Transfer rates and success of transfers
- Diversity of the student and recent graduate population and of the faculty and staff

# What Should You Know?:

- Graduation rates, retention rates
- Number and percentage of students in developmental education and the effectiveness of these programs
- Number and percentage receiving financial aid
- Debt load of graduates

# What Should You Know?:

- Average salaries after graduation vs debt load by institution and discipline
- Collaborations involving your institution or system
- Enrollment trends
- Success of on-line offerings (for students and for institution)
- Progress on “60x30tx”



# Know The Drivers Of Your Success: Why Will You Succeed?

- Demographics
- Industry Connections
- Faculty Research Strength
- Reputation
- Location
- Financial Resources
- Management Ability
- Staff Loyalty
- Even Football

# What Measures Should We Use?

- Tie to outcomes being sought
- Dashboard indicators
- Not too many
- Don't forget success drivers
- Add your input



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