



# RETREAT OVERVIEW

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## *Directions and Priorities*

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# BROAD STRATEGIC TARGETS

*Intentional Design/Targeted Outcomes • Continuous Improvement • Shaping a Robust Future*

## ROLE OF TODAY'S RETREAT

- ▶ Bring hard work of the past year into unified focus and vision; Advance implementation planning
  - ▶ Evaluate institutional opportunity assessments – *Portfolio Reports*
  - ▶ Identify resource reallocation opportunities
  - ▶ Track progress → Measure gains/raising goals → Assess annual improvement scorecards
  - ▶ Leverage data, analytics' derived intelligence and benchmarking to foster highly informed investment decisions (people, programs, new initiatives) for the future benefit of MU, its people and state/region
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# BRIEF BACKGROUND

## PERSPECTIVE

- Forecasted dramatic downturn in public funding support over the next decade → 90% less state support relative to FY2013, or a decrease of \$50M
  - Underlying Issues
    - Flawed, unsustainable business model
    - Unreliable revenue sources
    - Non-essential expenditures of unknown magnitude
    - Non-specific performance targets/performance benchmarking
    - Dormant and growing metadata resources
    - Barriers to real-time institutional intelligence distillation
    - Comfortable complacency
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# LONG-RANGE STRATEGIC PLANNING

## KEY CONSIDERATIONS

- Adjust to privatization of MU – Pioneer “pseudo” PHE model
  - Establish KPIs/*analytics tools*/multifaceted progress dashboards
  - Development of diversified revenue sources and substitutes
  - Rethink university mission/vision/retool university operations
  - Reform/modernize university budgetary assumptions and financial modeling
  - Migrate to greater variable costs and lessen reliance on fixed recurring costs
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# PROGRESS PERSPECTIVE

## The Academic Resource Benchmarking Initiative

Streamlining Data Transparency, Prioritizing Opportunities, Documenting Results

### Data Engineering

*“Behind the Scenes” Work EAB Does to Provide Actionable Data*



#### Data Extraction

- EAB Engineer extracts data from member systems



#### Data Standardization

- EAB Business Analyst aligns unit-level metrics to standardized definitions



#### National Academic Benchmarking Database

- Standardized department-level performance metrics across 100+ institutions

### Opportunity Identification

*Prioritizing High-Impact Change Initiatives*



#### Institution Opportunity Assessment

- College-level analyses of key enrollment, capacity, outcomes, and cost metrics benchmarked internally and with external peers



#### Annual Improvement Scorecards

##### By Department



English



Biology



History



Psychology

##### By Performance Category



Under-filled Sections



DFWs



Release Time



Course Proliferation

### Continuous Improvement Support

*Measuring Gains, Raising Goals*



#### Campus Onsites

- EAB staff present data insights and facilitate interpretation for academic and business leaders



#### Annual Summits

- EAB shares cohort-wide data insights and change management lesson



#### Best Practices

- EAB Consultant introduces best practices to close identified gaps, serves as point of contact for all data and service questions

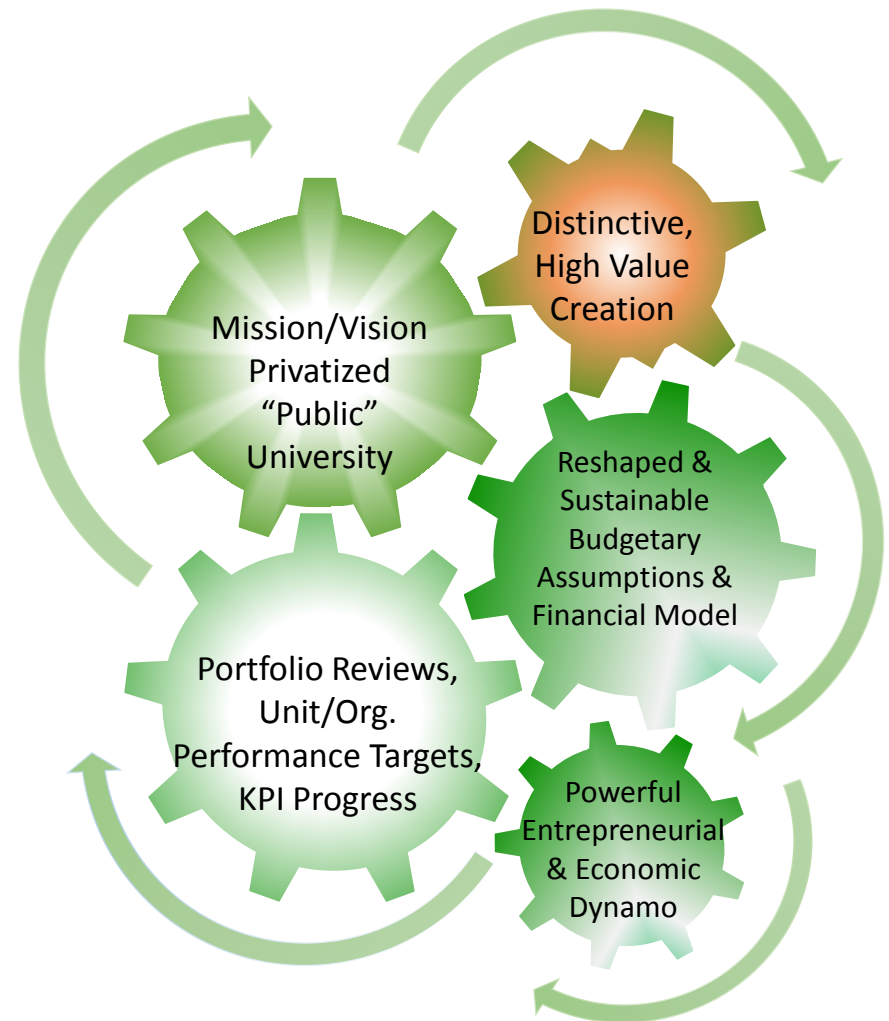


#### Dedicated Advisor

- EAB Consultant on call to contextualize data, provide networking opportunities with best practitioners, and help drive improvement

# OPERATIONAL CHALLENGE

... Redesigning and  
Rebuilding An Airplane  
While in Flight



QUESTIONS?