Beginnings of a Learning Organization

Driving change through collaboration, productive inquiry, and information sharing

Michael Rothlisberger
<table>
<thead>
<tr>
<th><strong>What is holding us back?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>What is helpful?</td>
</tr>
<tr>
<td>Sea of data</td>
</tr>
<tr>
<td>In what ways? With what information? With what resources?</td>
</tr>
<tr>
<td>“Go Chair better”</td>
</tr>
<tr>
<td>Values of institution <strong>and</strong> units <strong>and</strong> individuals</td>
</tr>
<tr>
<td>What is important? Why?</td>
</tr>
<tr>
<td>Not convincing, but collaborating</td>
</tr>
<tr>
<td>Ownership vs. obedience</td>
</tr>
<tr>
<td>Supporting</td>
</tr>
<tr>
<td>How?</td>
</tr>
<tr>
<td>Common language and focus</td>
</tr>
<tr>
<td>All on the same page</td>
</tr>
</tbody>
</table>
SSU’s Learning Organization Pathway

Adapted from: Marsick & Watkins (2003)
Now
Next
Future

SSU’s Learning Organization Pathway

Adapted from: Marsick & Watkins (2003)
Systems for Sharing

- Does not need to be high-tech
- Clear, common language
- Focused on goals
- Continually refined by learning of organization

Inquiry and Dialogue

- We aren’t pushing a prescription
- Create mechanisms for discussion, sharing, and refinement of shared information
- Provoke more questions
- Get to what we don’t know, but need to

Collaboration

- Get people involved – we aren’t convincing a solution, but working together to find one
- Different in every context – encourage working together and in sub-groups
- Consensus is secondary to active involvement
Larger Project

- Assembled through collaboration
- Dashboard is output, not solution; frames other activities
- Commonly understood metrics
- Everyone using the same measures
- Provides focus on targets
- Assembled through collaboration
- Dashboard is output, not solution; frames other activities
- Commonly understood metrics
- Everyone using the same measures
- Provides focus on targets
Simple but pertinent information

- Frequently updated
- Everyone on the same page
- Provides information that can inform behavior
- Enough detail for action, enough overview for understanding
- May have had access to the information before, but now it is succinct, relevant, timely and in one place

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<th>Seats Available</th>
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Presented around a theme of focus that is context specific

- Addresses focus at hand
  - But conversation must also consider things outside of the measures
- Used as a tool to frame discussion
- Avoid “complete representativeness”

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<th>#Course Credit Hours</th>
<th># Seats</th>
<th>#Student Credit Hours</th>
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</table>
Regular communication, support, and check-ins
Dashboards, Data and Dollars:
A Process for Strategic Resource Alignment

Sametria R. McFall, PhD, MPA
Assistant Vice President
Academic Affairs

SSU is a unit of the University System of Georgia
Threats to Historically Black Colleges and Universities

- Enrollment and the Value Proposition
- Rising Costs
- Greater Options
- Government Mandated Policy Changes
- Differently Prepared Students/First Generation Students
- Larger Institutions
- Infrastructure
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

Threats to Strategic Processes

- Too Much Data/Information
- Ineffective Communication
- Self Preservation Mindset
- Common Goals Different Strategies
- Fatigue
Established in 1890
The oldest public historically black college or university in the state of Georgia
The oldest institution of higher learning in the city of Savannah
Developed to educate Black citizens during a time of pervasive discrimination
Increasingly diverse
Tripled in building/space acquisition since its inception
Upward trajectory through 2016
Recent decline in enrollment
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

Enrollment by Term

- 2000: 2199
- 2001: 2328
- 2002: 2566
- 2003: 2779
- 2004: 3123
- 2005: 3280
- 2006: 3365
- 2007: 3462
- 2008: 3832
- 2009: 4061
- 2010: 4552
- 2011: 4582
- 2012: 4772
- 2013: 4915
- 2014: 4800
- 2015: 4955
- 2016: 4192
- 2017: 3850
- 2018: 3488

Linear (Enrolled)
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

Why Focus on Data?

- Fiscal Climate
- Alignment of Resources to Institutional Priorities
- Focus on Student Success
- SACSCOC Reaffirmation & Accreditation
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

The Process...

- Working Group
- Dean and Department Chair Buy-in
- Traditional Metrics
- Common Metrics
The Process...

- Number of Declared Majors
- Number of FT and PT faculty per Department
- Student to FT Faculty Ratios
- Faculty Qualifications
  - Rank, Tenure Status, Terminal Degree, etc.
- Faculty Productivity
  - Number of Courses per Faculty & Semester Credit Hours Generated
- Number of Degrees Conferred
- DFW Rates
- Retention/Progression of Majors
- Number of Under-Enrolled Courses
- Number of Credit Hours Required for Degree Program
- Waitlist for Courses
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

The Process...

• **Number of Declared Majors**
  • Number of FT and PT faculty per Department
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  • Number of Credit Hours Required for Degree Program
  • Waitlist for Courses
# Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

## The Process...

*All figures are per FT Faculty per semester*

<table>
<thead>
<tr>
<th>CLASS</th>
<th># Sections</th>
<th>Course Credit Hours</th>
<th>Seats</th>
<th>Student Credit Hours</th>
<th>Average Class Size</th>
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<tbody>
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<td>Political Science and Public Affairs</td>
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<td>11.37</td>
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<td>16.63</td>
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<td>Fine Arts, Humanities and Wellness</td>
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<td>11.31</td>
<td>70.25</td>
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<td>16.83</td>
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<tr>
<td>Journalism and Mass Communications</td>
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<td>11.44</td>
<td>76.83</td>
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<tr>
<td>Social and Behavioral Sciences</td>
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<td>12.52</td>
<td>124.00</td>
<td>363.48</td>
<td>29.04</td>
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<tr>
<td>CLASS Total</td>
<td>4.11</td>
<td>11.51</td>
<td>79.34</td>
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</table>

<table>
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<th>COBA</th>
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<table>
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<th>Seats</th>
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<tbody>
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<tr>
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| Grand Total | 3.99 | 11.16 | 84.53 | 240.23 | 21.53 |

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**WARNING!** To use this slicer, you must refresh the pivot table after each selection (under the data tab)
The Process...

Additional Metrics

- Research/Contracts and Grants
- Course Releases
- DFWI Rates
- Waitlists
- Qualitative Measures
  - Number of Declared Majors
  - Student to FT Faculty Ratios
  - Faculty Productivity
    - Number of Courses per Faculty & Semester Credit Hours Generated
  - Retention/Progression of Majors
The Process...

Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

Departments/College Review

Provost

Dean Recommendations

College Dialogue

Alignment Worksheet

Resource Allocation

The Process...
Dashboards, Data and Dollars: A Process for Strategic Resource Alignment

Outcomes...

Common Process

Transformation

Improve the Decision making Process

Increased Engagement

Improve Student Retention

Promote Effective Programs

