

#Altraining

STRENGTHENING YOUR INSTITUTIONAL VALUE PROPOSITION

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LEARNING OUTCOME

After participating...

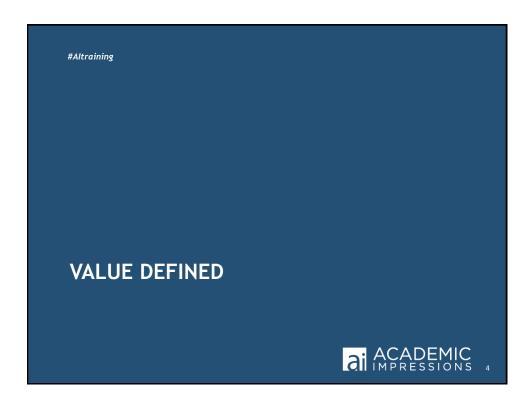
...you will be able to collect internal outcomes data more effectively to strengthen your institution's value messaging.

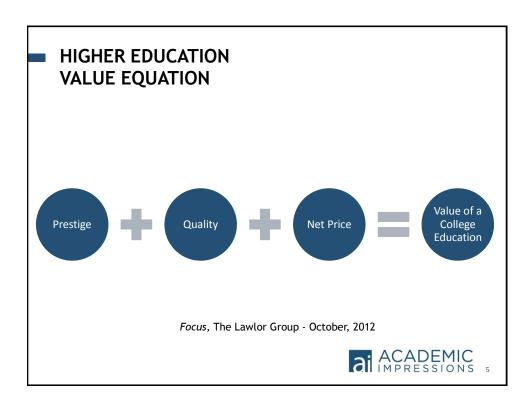


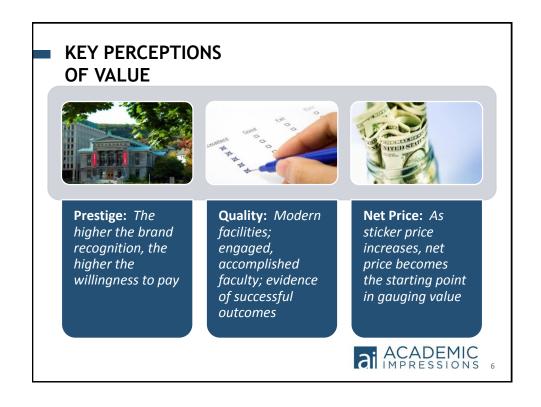
AGENDA

- · Value defined
- · Data-gathering
- Applying value and data to message
- Value messages in action
- Answer your questions









PUBLIC POLICY MAKERS



- Access
- Affordability
- Outcomes



VALUE DURING AND AFTER: ARE YOU FOCUSED ON THESE?

Student experience:

- Individualized integrated learning design
 - Knowledge gains
 - Skill and disposition development
 - Opportunities to Apply
 - Learning in Context
- Networking Connections

Results after graduation:

- Immediate Success
 - Grad school acceptance
 - First job acquisition
 - Fit and Salary
- Lifelong Success
 - Long-term Return on Investment
 - Quality of public and private life



SKILLS IN DEMAND BY EMPLOYERS



- Ability to work in teams
- An understanding of science and technology
- The ability to write and speak well
- The ability to think clearly about complex problems
- The ability to analyze a problem and develop a workable solution

- A global context
- Ability to be creative and innovate in solving problems
- Ability to apply knowledge and skills in a new setting
- Understanding of numbers and stats
- · Ethics and integrity

Source: Hart, P (2007)

"How should colleges prepare students to succeed in today's global economy"



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ESSENTIAL LEARNING OUTCOMES FOR EMPLOYERS

- 95% say grads need skills that enable them to contribute to innovation in the workplace
- 93% say that a capacity to think critically, communicate clearly and solve complex problems is more important than an employee's college major

-Updated from 2013 AAC&U Survey



ESSENTIAL LEARNING OUTCOMES FOR EMPLOYERS, CONT.

- 80% want employees to have a broad base of knowledge across multiple disciplines, though field-specific skills are also important
- Over 75% say teamwork, problem solving skills and applied knowledge in "real-world" settings are critical
- All expect employees to demonstrate a sense of personal and social responsibility, locally and globally

-Updated from 2013 AAC&U Survey



AUDIENCE MATTERS

INSIDE HIGHER ED SURVEY (BY GALLUP) SPRING '13

- List Price vs. Net Price message is not getting through: 2/3 of parents surveyed would restrict college choice based on list price.
- Needy families must be convinced of affordability
- Non-needy students/families must be convinced they are paying for substance, outcomes, and alumni networks that matter
- 41% of parents say the main purpose of college is to get a good job, yet 47% believe there are avenues to employment other than college
- All families need to better understand costs and how aid (including merit scholarships) works



AUDIENCE UNDERSTOOD

EACH AUDIENCE HAS DIFFERENT VALUES AND EXPECTATIONS.

- Understand values of each audience
- Ask and listen (research)
- · Position the institution's value and worth
- Find the intersection of the audience's values with your value
- Let your storytelling be guided by the intersection of values and value



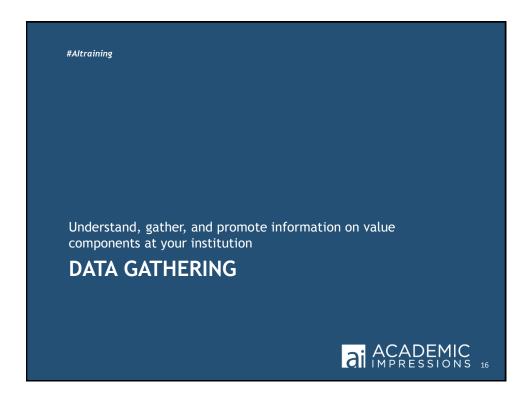


CHAT

What components of value might we be missing?







UNDERSTANDING DATA POINTS

- To ensure the effectiveness of value messaging, we have to remember that conveying value occurs on two dimensions simultaneously
 - Prospective students/parents already believe they know what value looks like
 - Prospective employers/grad schools already believe they know what value looks like
- So we are positioned best when we have evidence to show that we are meeting both perceptions of value simultaneously



UNDERSTANDING DATA POINTS



- Post-Graduate Success
 - Immediately after graduation
 - (first job, grad school, etc.)
 - Long after college
 - (long-term ROI, quality of public and private life)
- Student Experience
 - Individualized and integrated learning design
 - (knowledge, skills, dispositions, application, learning in context)
 - Networking Connections





GATHERING DATA POINTS

AUGUSTANA'S SENIOR SURVEY

3 questions to determine directly seniors' feelings about the value of the experience:

- 1. What is the likelihood of choosing to come to Augustana again? (fulfillment, loyalty)
- How certain are you that your post-graduate plans are a good fit? (intrinsic satisfaction about choices)
- Do you already have a full-time job or grad school offer? (assurance, security, outside confirmation)



UNDERSTANDING DATA POINTS

What aspects of the student experience might affect the response to those questions?

- Participation in what activities?
 - Curricular or co-curricular
- Encountering what experiences?
 - Formal or informal
- Can we convey the reason why so many students respond positively to these statements?
- Can we provide data to our institutions that could help us actually get better at what we do?



UNDERSTANDING DATA POINTS Survey of prospective students about their ideal college... **Very important + **Essential** Availability of internships Variety of extracurricular activities Undergraduate research opportunities Events and other programming on campus International study opportunities Opportunity to participate in athletic teams High profile intercollegiate athletics 29% 21

GATHERING DATA POINTS



AUGUSTANA'S SENIOR SURVEY

What would the questions that capture these data points look like?

- They ask about participation in important educational activities
- They ask about frequency of experiences
- They ask about depth of experiences
- They ask about reaching important achievement markers



SAMPLE QUESTIONS ABOUT DATA POINTS

QUESTIONS IN AUGUSTANA'S SENIOR SURVEY ABOUT PARTICIPATION

- Part of graduation prep process
- Did you participate in:
 - an internship program?
 - an undergraduate research project?
 - a study abroad program?
 - a student club or organization (select all that apply)?
 - a community service or volunteer project?



SAMPLE QUESTIONS ABOUT DATA POINTS

QUESTIONS IN AUGUSTANA'S SENIOR SURVEY ABOUT FREQUENCY OF EXPERIENCES

- · Part of graduation prep process
- How often did your major adviser ask you about your career goals and aspirations?
- How frequently did your faculty ask you to examine the strengths and weaknesses of your own views on a topic or issue?
- How often did you receive feedback on your inclass presentation style that helped you improve your oral communication skills?



SAMPLE QUESTIONS ABOUT DATA POINTS

QUESTIONS IN AUGUSTANA'S FRESHMAN SURVEY ABOUT DEPTH OF EXPERIENCES

- Part of advising / registration process
- My day-to-day experiences in my residence hall helped me feel like I fit in at Augustana.
- My professors were interested in helping students grow in more than just academic areas.
- How often did you receive feedback on your inclass presentation style that helped you improve your oral communication skills?



SAMPLE QUESTIONS ABOUT DATA POINTS

QUESTIONS IN ANOTHER AUGUSTANA SURVEY ABOUT IMPORTANT ACHIEVEMENT MARKERS

- My adviser helped me choose a set of out-of-class experiences that will help me make the most of my college career.
- I am certain that my choice of major(s) is a good fit for who I am right now and where I want my life to go.
- When did you actively begin to create your resume or portfolio in preparation to apply for your first job or graduate school?
- Do you already have a job or a graduate school place?



GATHERING DATA POINTS

Your institution likely participates in at least one national survey that collects data about participation and experiences:

- National Survey of Student Engagement (NSSE)
- Your First College Year (YFCY)
- Community College Survey of Student Engagement (CCSSE)
- College Student Experience Questionnaire (CSEQ)
- College Senior Survey (CSS)



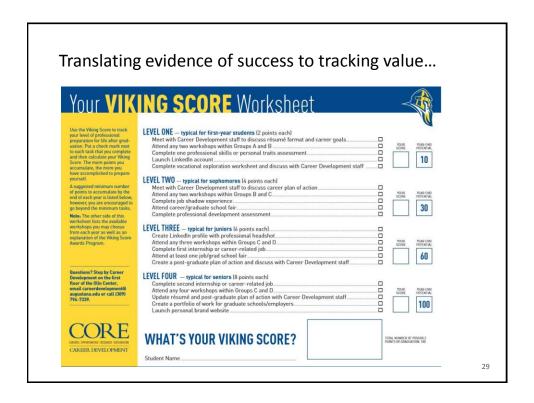
UNDERSTANDING DATA POINTS

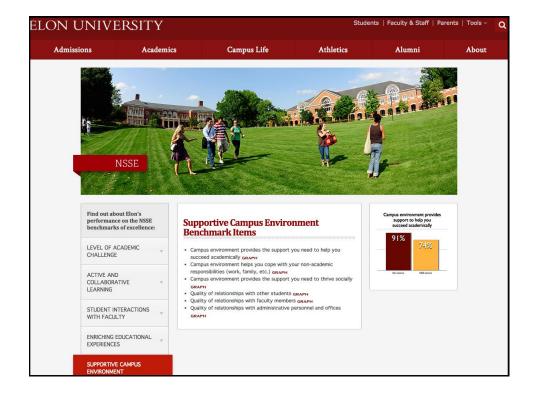


A potential advantage to using data gathered through a national survey instrument is that you will have comparable data to convey value.

You can also build similarly phrased questions into your own surveys and then compare to national findings on your own.







GATHERING DATA POINTS



Often, individual institution's seek value component data points that aren't captured by national survey instruments.

- It is not difficult nor expensive to gather local data specific to your institution's mission and values
- Offices of Institutional Research and Assessment are the critical partner in these efforts



GATHERING DATA POINTS



Based on the components of value outlined above, what campus offices might be key partners for gathering the right data?

- Career Services
- · Advancement Office
- Experiential Learning
- Advising Offices
- Others on your campus ???



GATHERING DATA POINTS

AUGUSTANA'S SENIOR SURVEY COLLECTS INFORMATION ON VALUE COMPONENTS:

- Knowledge gain experiences
- Skill and disposition development experiences
- · Opportunities for application
- Learning in context
- · Intentionality of integrated learning design
- Early job placement
- · Graduate school placement



GATHERING DATA POINTS

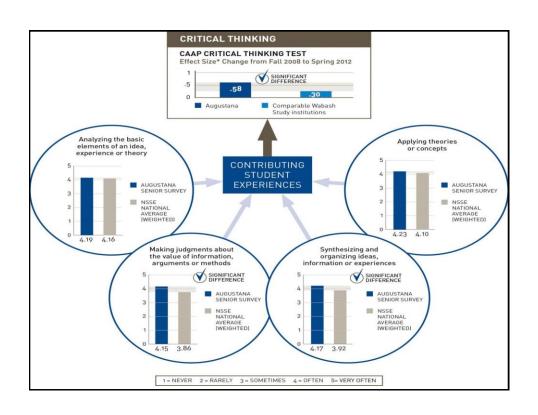
WHAT ABOUT LEARNING OUTCOMES DATA?

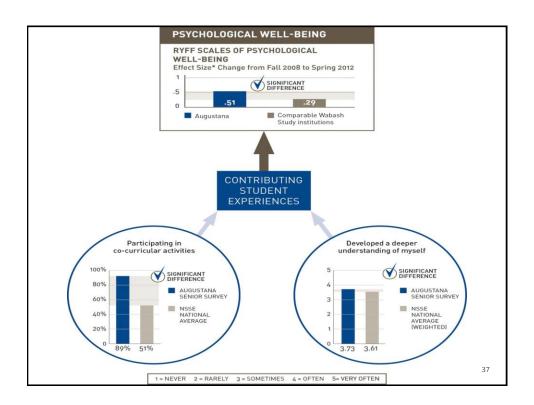
- Single questions for self-reported gains
- Multi-question instrument for standardized measurement (e.g., Collegiate Learning Assessment)
- Less easily comparable between institutions
- Vulnerable to over-complication
- Harder for prospective parents and students to interpret



PROMOTE DATA POINTS THAT CONVEY VALUE AND VALUES.

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GATHERING DATA POINTS



WHAT ABOUT POST-GRADUATE RESULTS DATA?

- First job and grad school placement
 - Local Recent Graduate Survey
 - LinkedIn
 - HEDS First Destination Survey
- Lifelong ROI; Quality of Public & Private life
 - Custom Alumni Surveys
 - Alternative data collection methods





WHAT HAPPENS AFTER GRADUATION/COMPLETION MATTERS.

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RESULTS AFTER GRADUATION

- Preparing leaders: Between two-thirds and 80% of public and private college grads say they learned to be a leader (Hardwick-Day, 2011)
- High-quality experience: The same proportion said this was important to getting them into grad school or finding first job (Hardwick-Day, 2011)
- Higher salaries: Pay Scale and other resources focused on alumni salaries http://www.payscale.com/best-colleges and http://www.businessweek.com/articles/2012-04-09/college-roi-what-we-found



RESULTS AFTER GRADUATION

- **Lifetime earnings:** On average, college grads make 80% more than high school grads (Newsweek, 9-9-12)
- Better employment:
 - Unemployment rate of college grads is 4.5% v 8.1% nationally; for recent grads 6.8% vs 24% for recent high school grads (Center on Education and the Workforce, Georgetown U, 2012)
 - Underemployment for recent college grads is 8.4% vs 17.3% for recent high school grads (Center on Education and the Workforce, Georgetown U, 2012)



CAUTION WHEN REPORTING "PLACEMENT RATES"

Chronicle of Higher Education (December 17, 2013) reports:

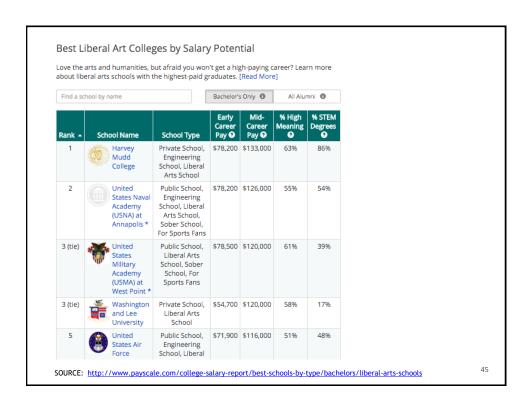
- Kean State College released its placement survey of the class of 2012 showing that 94% reported being employed or engaged in further education
- Syracuse University reported that 84% of the class of 2012 was working or attending graduate school
- But different definitions are used making it impossible to compare: Kean counts graduates who have found full or part-time employment, a paid or unpaid internship or who are a full or part-time student in grad school. SU counts only full time employment and full time grad school

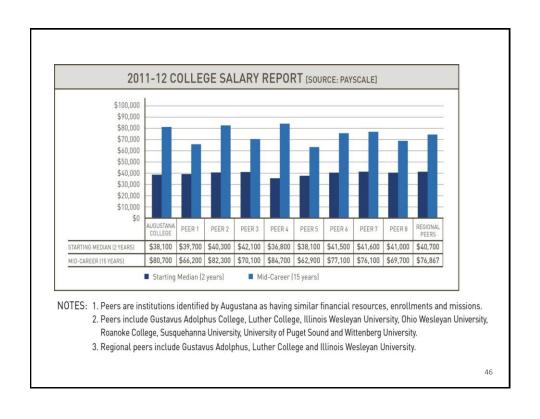


EXTERNAL SOURCES OF VALUED OUTCOMES

EXAMPLES







Colleges Producing the Most Satisfied - and the Most Successful - Alumni

Top Satisfaction
QUALITY OF TEACHING
1. UCLA

2. Penn State University 3. Kenyon College More

Top Outcomes STARTING SALARIES 1. University of Pennsylvania 2. Stanford 3. Harvard

Top Satisfaction
OVERALL COLLEGE EXPERIENCE

University of Michigan
 University of the Pacific
 University of Iowa

Top Satisfaction
STUDENT DIVERSITY

1. Harvard
2. Oregon State

2. Oregon State
3. American University

More

Top Satisfaction SOCIAL ENVIRONMENT

Syracuse University
 University of Virginia
 Colgate College

Top Satisfaction
CONTACT WITH FACULTY
1. Denison University

2. Mt. Holyoke 3. Smith College More

Source: http://collegestraighttalk.org/AlumSatisfactionOverview.html

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RESOURCE

FRAMEWORK

Ten questions to guide value communication





FRAMEWORK

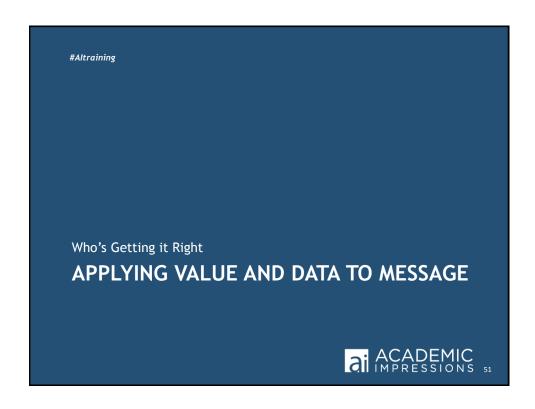
The Worth Claim

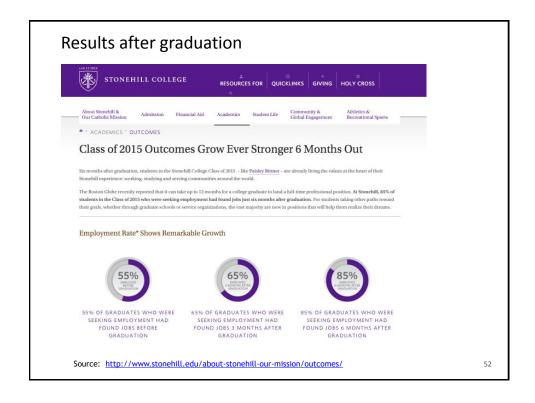




STORYTELLING AND GETTING YOUR MESSAGE OUT







ST. OLAF COLLEGE

Investing in a St. Olaf Education

St. Olaf College has made a very public commitment to becoming the best in the country among liberal arts colleges at helping students discern their vocation — what they are called to do — and then translating that calling into an actual career that will lead to financial independence, professional achievement, and personal fulfillment.

In achieving those results, St. Olaf intentionally cultivates the habits of mind and heart that enable students to embrace the challenges of a changing world. Change is the one constancy in the world of today's college graduates. They will likely change jobs and even careers several times during their lifetime, as knowledge and technology continue to expand at an accelerating pace. The breadth of knowledge and experience that a St. Olaf education offers prepares students to be critical thinkers and lifelong learners who are able to adapt and prosper in a complex future.

While higher education and society at large have yet to agree upon what measures provide the best evidence for the accomplishment of such expectations, there are certain things we do know about the return on investment in a St. Olar education

Financial Independence

- St. Olaf graduates are in high demand among employers within the State of Minnesota and across the nation. Surveys of recent alumni one year after their graduation demonstrate the broad range of success our graduates experience.
- Student indebtedness, while not to be dismissed as an important financial challenge facing many new graduates, is manageable for most alumni, as demonstrated by St. Olaf's low loan default rate.

Professional Accomplishment

- St. Olaf students are well prepared for post-graduate study, often embarking on career trajectories that position them well
 for future professional success.
- Graduates of the college exercise leadership roles in all walks of life.

Source: http://wp.stolaf.edu/outcomes/

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RETURN ON INVESTMENT SURVEY



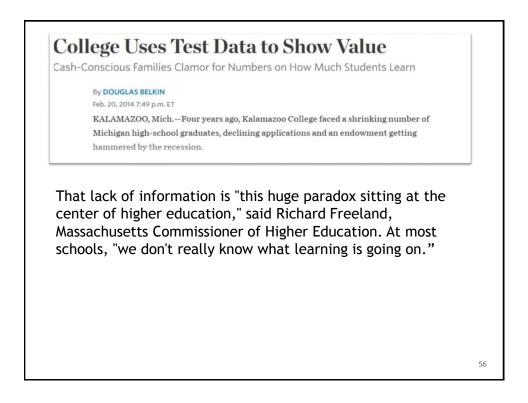
ST. OLAF COLLEGE

http://stolaf.edu/apps/recentgradsurvey/



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College Uses Test Data to Show Value

Cash-Conscious Families Clamor for Numbers on How Much Students Learn

By DOUGLAS BELKIN

Feb. 20, 2014 7:49 p.m. ET

KALAMAZOO, Mich.—Four years ago, Kalamazoo College faced a shrinking number of Michigan high-school graduates, declining applications and an endowment getting hammered by the recession.

Now, as prospective students and their cash-strapped families eye schools with greater skepticism since the recession, a handful of schools like Kalamazoo, St. Olaf College in Minnesota and Sarah Lawrence College in New York are moving to open that black box. They are betting that a whiff of fresh air will give them a competitive advantage—and woo back parents and employers whose faith in the value of a college degree has been rattled.

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KALAMAZOO, Mich.—Four years ago, Kalamazoo College faced a shrinking number of Michigan high-school graduates, declining applications and an endowment getting hammered by the recession.

- In 2005, along with 29 other schools, Kalamzoo took part in a longitudinal study that gave freshmen a test to measure their problem solving, reasoning and critical thinking. The same test (Collegiate Learning Assessment) was administered to them as seniors. The amount students improved over time was at or above the 95th percentile in each category.
- When high-school seniors come for a campus visit, they attend a 15-minute Power Point presentation showing that the effect that Kalamazoo has on students is huge.

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KALAMAZOO, Mich.—Four years ago, Kalamazoo College faced a shrinking number of Michigan high-school graduates, declining applications and an endowment getting hammered by the recession.

- When John Chipman, the father of a high-school senior recently accepted to Kalamazoo, learned of the school's performance this week, he was impressed, but he wished he had data from other schools. "We've visited eight or 10 schools so far," he said. "Would it be nice to have some data to look at to be able to compare how well these schools are really teaching? It would be a huge help."
- https://reason.kzoo.edu/eqa/eeq/

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Evidence of Educational Quality

In this section we provide evidence of educational quality at Kalamazoo College garnered from surveys, indirect measures of student learning, and datasets that reveal characteristics of our students and alumni

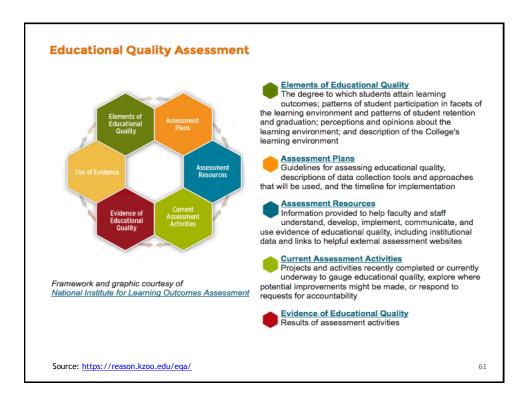
The transformative power of a Kalamazoo College education is reflected in a variety of indicators. Senior scores on the "Level of Academic Challenge" and "Enriching Educational Experiences" benchmarks of the National Survey of Student Engagement (NSSE) are consistently well above those of our Carnegie peers. In successive administrations of the Collegiate Learning Assessment (CLA), a direct measure of skills in written communication, problem solving, and analytical reasoning, Kalamazoo seniors have performed "above expected" relative to their SAT scores, and the degree of change in CLA scores from the first to the fourth year places Kalamazoo College in the 99th percentile among colleges and universities nationally that have participated in the CLA. Kalamazoo College also ranks 14th among the nation's four-year liberal arts colleges for the percentage of gaduates who go on to earn doctoral degrees, and is the only Michigan college or university among the top 25 institutions nationally.

Links to current evidence are as follows:

- 1. To what degree do our students attain intended learning outcomes?
 - 2011 Breadth Poster
 - · 2012 Breadth Analysis
 - · 2012 HLC Presentation on Breadth at Kalamazoo College
 - 2012 Focus Groups on Breadth (password protected for internal use only)
 - · Results from the Collegiate Learning Assessment (CLA)
 - . 2012 CIRP-CSS, NSSE & the CLA (password protected for internal use only)
 - · Baccalaureate Origins of Doctorate Degrees
 - 2005 K-Plan Outcomes Study
- 2. What are patterns of student retention and graduation?

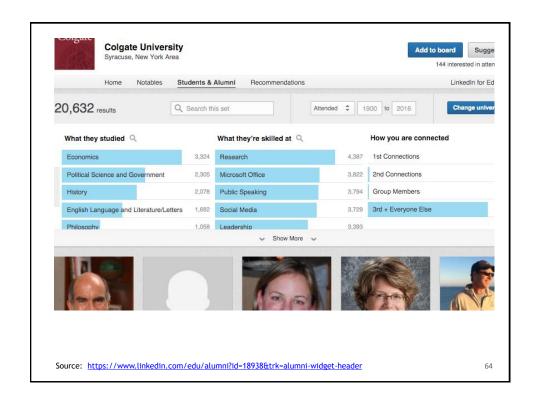
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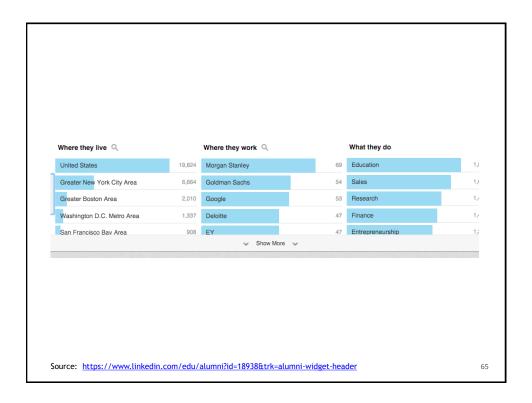
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UNIVERSITY OF TEXAS UNVEILS A NEW TOOL

CHRONICLE OF HIGHER EDUCATION, JAN. 16, 2014

- www.utsystem.edu/seekut/
- Online database where you can compare salaries, student loan debts and job prospects for people in hundreds of majors and occupations
- Contains data on 68,000 alumni who graduated from 2007-2011 and remained in Texas
- For example, the average English major earned \$36,519 the first year out and \$48,059 after five years, with an average debt of \$20,187
- The average petroleum engineering grad was making \$105,713 in the first year and \$150,537 after 5 years







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KEY TAKEAWAYS & CLOSING THOUGHTS



IMPORTANCE OF COST V. PRICE



- No one pays the full cost
- Valuable experiences cost more
 - Low student to faculty ratio
 - Adding new in demand programs
 - Technology
 - Resources
 - Energy, insurance, maintenance, etc.

Higher education demands: Hi-tech and High-touch.



YOUR "COMPONENTS OF VALUE" DATA ARE A STORY



- You can lay out evidence of what your students do in college
- You can lay out evidence about why they do what they do
- You can show the connection between the "what and why" and their success after college
 - "high tech" is integration
 - "high touch" is individualization



YOUR "COMPONENTS OF VALUE" DATA ARE A STORY

- Partner with IR and other campus offices so that your data collections aligns with how student experience your college
- Use existing instruments or build your own
- No need to spend big \$\$\$
- Bring data points to life with real stories (instead of hanging everything on stories alone)
- During-college experience must tie to post-college success



CLOSING THOUGHTS



- Distinguishing characteristics that separate one institution from another.
- Distinctive value characteristics increase the market position of the institution and its strength
- Focus your worth claim on the audience and elements that matter most.



QUESTIONS





SUMMARY: NEXT STEPS

- Value is relative—get used to it
- Gather the right data about the right experiences
- Communicating your value is critical
- · Matching messenger with audience is critical
- · Select strategic method of communicating value
- · Value first; then affordability





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