We'll get you there.

Leading Indicators in Higher Ed | Is What You're Measuring Complete?

October 20, 2022

Troy Hollings: Director, Data Analytics

Sam Bleyle: Senior, Data Analytics

Dave Jacobson: Principal, Higher Education

CPAs | CONSULTANTS | WEALTH ADVISORS

CLA (CliftonLarsonAllen LLP) is an independent network member of CLA Global. See CLAglobal.com/disclaimer. Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor.
©2022 CliftonLarsonAllen LLP

The information herein has been provided by CliftonLarsonAllen LLP for general information purposes only. The presentation and related materials, if any, do not implicate any client, advisory, fiduciary, or professional relationship between you and CliftonLarsonAllen LLP and neither CliftonLarsonAllen LLP nor any other person or entity is, in connection with the presentation and/or materials, engaged in rendering auditing, accounting, tax, legal, medical, investment, advisory, consulting, or any other professional service or advice. Neither the presentation nor the materials, if any, should be considered a substitute for your independent investigation and your sound technical business judgment. You or your entity, if applicable, should consult with a professional advisor familiar with your particular factual situation for advice or service concerning any specific matters.

CliftonLarsonAllen LLP is not licensed to practice law, nor does it practice law. The presentation and materials, if any, are for general guidance purposes and not a substitute for compliance obligations. The presentation and/or materials may not be applicable to, or suitable for, your specific circumstances or needs, and may require consultation with counsel, consultants, or advisors if any action is to be contemplated. You should contact your CliftonLarsonAllen LLP or other professional prior to taking any action based upon the information in the presentation or materials provided. CliftonLarsonAllen LLP assumes no obligation to inform you of any changes in laws or other factors that could affect the information contained herein.

©2022 CliftonLarsonAllen LLP

Introductions

Troy Hollings
Director,
Data Analytics

Sam Bleyle
Senior,
Data Analytics

Dave Jacobson
Principal,
Higher Education

©2022 CliftonLarsonAllen LLP

The Problem: Execution

- Which is harder?
  - Strategy?
  - Execution?
- Why?
- Any strategy must work in the real world.
- Higher Education
  - Execution, monitoring, accountability

©2022 CliftonLarsonAllen LLP

Discipline 1: Focus

- Focus on the Wildly Important
  - Less is more
  - Failure on these 1 or 2 goals make everything else irrelevant

Nasa in 1958	Nasa in 1961
“Expansion of human knowledge of phenomena in the atmosphere and space”	“Before the decade is out, we will land a man on the moon and return him to safety” –JFK
“The preservation of the USA as a leader in the aeronautical and space science and technology and in the application thereof to conduct peaceful activities within and outside the atmosphere	
6 other similar goals	

©2022 CliftonLarsonAllen LLP

Polling Question:

- Across Higher Education, many universities are trying to focus on too many goals at once
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

©2022 CliftonLarsonAllen LLP

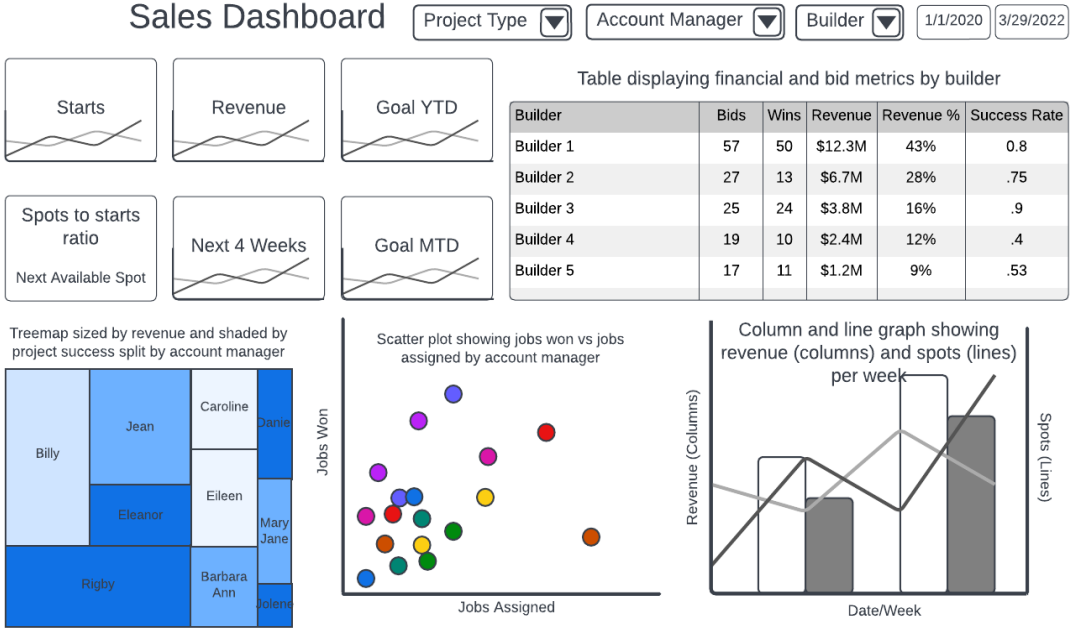
Discipline 2: Find the Leading Indicators

- 80/20 Principle
- Leading vs. Lagging Indicators
  - Lagging
    - enrollment, revenue, fundraising, student satisfaction
  - Leading
    - Predictive AND Influenceable
      - Rainfall vs. number of career fairs attended
- The Whirlwind is still real. These happen no matter what

©2022 CliftonLarsonAllen LLP

Discipline 3: Keep Score

- Power of Keeping Score
- Simple
- Both Leading and Lagging



*Each KPI will include a tooltip. A tooltip will include the historical 4 week trends of the KPI that is being hovered on.

©2022 CliftonLarsonAllen LLP

Polling Question:

- What is the biggest challenge to having a compelling scoreboard/dashboard?
  - None – My organization does a good job of visualizing and using information
  - We don’t have a strategy
  - We have a strategy but struggle to “operationalize” it
  - The data is hard to get – maybe multiple systems, inconsistent data, manual manipulation
  - Other (write in response)

©2022 CliftonLarsonAllen LLP

Discipline 4: Create a Cadence of Accountability

- What gets measured gets managed
- Regular cadence
- Iterative

©2022 CliftonLarsonAllen LLP

Polling Question:

- Most people at my organization know what it takes for them to be successful, have metrics/KPI's, and are managed using data
  - Strongly agree
  - Agree
  - Neutral
  - Disagree
  - Strongly disagree

©2022 CliftonLarsonAllen LLP

Higher Education Example

- Community College, multiple (8) campuses in the Midwest.
- Problem:
  - Inconsistent recruiting efforts by campus
    - Some campuses/recruiters doing well, some not, unclear why. Reasons given for lack of performance include:
      - The economy, Bad territory, Unclear roles and responsibilities, servant hearted people now find themselves in a “sales” role. Regulation against certain types of incentives
- Analysis:
  - Deep dive into all campuses and discovery with recruiting staff
  - Takeaways
    - Different types of campuses – what worked for one didn’t work for another
    - Unclear measures
    - No accountability – “If they don’t hit their goals what happens?”
    - Data in multiple systems – hard to collect
    - Multiple types of activities could lead to recruitment

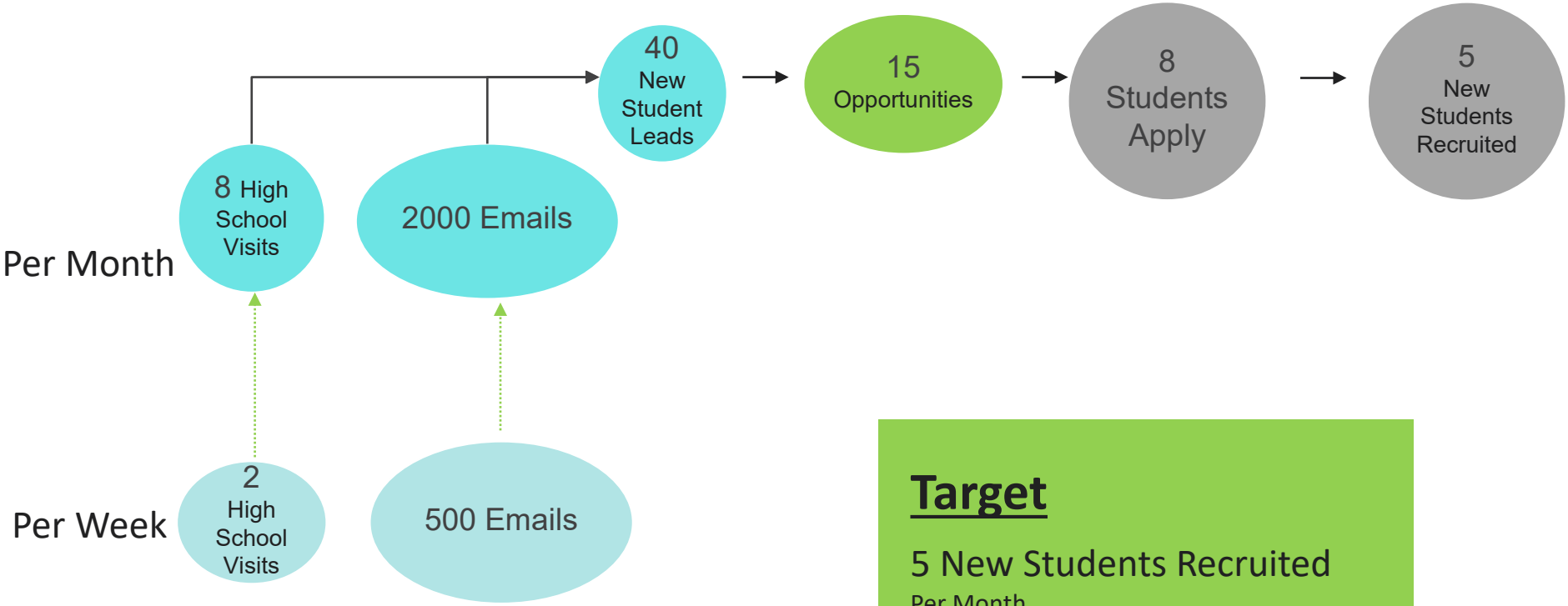
©2022 CliftonLarsonAllen LLP

Example Solution

- Cascaded at each campus, the recruiting leadership responsible for
  - Leading workshop to outline “scorecard”
  - Building Scorecard
  - Continued Accountability
    - Weekly 30 min meeting to review scorecard with team
    - Iteration and adjustment

©2022 CliftonLarsonAllen LLP

Leading Indicators Example



Target

5 New Students Recruited

Per Month

©2022 CliftonLarsonAllen LLP

CLA Digital Can Help

- Data Analytics Consulting
  - KPI definitions
  - Leading “Design Thinking” Sessions to discovery KPI’s
  - Change management throughout the process
  - Data Source Analysis and Mapping
- Dashboards and Reporting
- Ongoing Support/Assistance

©2022 CliftonLarsonAllen LLP

Let’s Connect

Troy Hollings
317-569-6123
troy.hollings@CLAconnect.com

Sam Bleyle
317-569-6142
samuel.bleyle@CLAconnect.com

Dave Jacobson
484-567-1721
david.jacobson@CLAconnect.com

©2022 CliftonLarsonAllen LLP