

Agency Management Report

KPMs For Reporting Year 2010

Finalize Date: 11/8/2011

Agency: STUDENT ASSISTANCE COMMISSION, OREGON

	Green = Target to -5%	Yellow = Target -6% to -15%	Red = Target > -15%	Pending	Exception Can not calculate status (zero entered for either Actual or Target)
Summary Stats:	50.00%	8.33%	25.00%	8.33%	8.33%

Detailed Report:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
2 - Time to complete a degree program review.	4.90	4.00	Red	2011	ODA is scheduled to move to the Higher Education Coordinating Commission. There is also a proposal to merge ODA and the Private Career Schools oversight body. If these moves take place, ODA must retain at least 2 full-time staff dedicated to regulation of Oregon degree-granting schools. One additional staff is needed for the increased workload of online applications from out-of-state institutions, and possibly more if career schools workload is added to our area of responsibility.
3 - Ratio of administrative dollars to private and public Scholarship dollars awarded to students.	18.38	18.00	Green	2011	This KPM measures the efficiency with which OSAC processes and awards scholarships. The scholarship program has grown substantially over the past 20 years and OSAC has continually implemented process improvements to minimize the administrative expense associated with the program. The decline in the current-year ratio suggests that OSAC's administration of scholarships has increased its cost effectiveness and is in line to a typical community foundation.

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5 a - Percentage of new program proposals requiring ODA involvement – New program application denial rate.	2.00	2.00	Green	2011	Establishing a goal for this KPM is not desirable, as ODA has no control over the quality of applications and cannot work toward a higher or lower denial rate. <i>All</i> applications require ODA involvement, so, if that is the goal, it is consistently met. The ODA review process already incorporates and encourages dialogue and support of applicant schools on how to meet various standards. Denial is quite rare and occurs only when the applicant does not meet standards. Measuring denials as an indicator of ODA involvement in the review process is not a relevant exercise, as there is no benefit to achieving a 2% rate if that means we would need to approve substandard programs in order to succeed in meeting the KPM. Better indicators of ODA involvement would be measuring contacts with schools, site visits, and ongoing monitoring and evaluation of ODA's review process to ensure that we are accurately assessing whether schools meet standards for compliance, and providing an appropriate level of support.

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5 b - Total program applications processed by ODA.	117	43	Green	2011	<p>This goal does not accurately measure ODA's performance, since we review all applications that come to us but have no control over either the quantity or quality of those applications and it is not appropriate or desirable to limit the number of program reviews to a specific count established based on past numbers of applications received. While the only realistic way to estimate the number of reviews is to use the current number of degree programs as a baseline, this becomes irrelevant as soon as a few schools decide to add more programs, a new campus is added in Oregon, another school new to Oregon submits an application, or any of these decide to reduce the number of programs offered.</p> <p>Past targets were based on the number of known programs, and assumed that institutions will keep these programs and continue to apply for approval on a two-year cycle. The target does not account for new schools or new programs at existing schools, nor does it allow for program closures and school closures that may be market-driven or otherwise out of ODA's control. ODA's staffing model and work planning should account for the comprehensive management of current programs, degree validations, adverse impact processes, and related tasks and projects. However, to a certain degree, our program review numbers and workflow are based on external factors, since we only review what is submitted. A certain degree of flexibility should be built in to our staffing model to provide for situations such as the one encountered in 2011, when a significant unanticipated increase in the workload and in fee revenue would normally be expected to result in the addition of temporary staff to accomplish the workload. Without this kind of inherent flexibility to add/reduce staff in response to workload needs, ODA cannot be expected to meet goals established based on previous numbers.</p>

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					<p>Independent decisions by schools will always have an impact on our ability to meet this goal. All of our KPMs have been negatively affected by the staffing shortage experienced for the past few years.</p> <p>The complexity and scope of ODA's work continues to increase and to require adjustments to staffing, rules, processes, and performance measures.</p>
8 - Persistence rates over 4 years for students at 4-year institutions who are eligible and awarded an OOG.	73.72	73.00	Green	2011	<p>The program underwent two major expansions in recent years: the 2006-07 expansion to serve part-time students and the 2008-09 Shared Responsibility Model redesign. While these expansions have a positive impact on retention it is offset with the increased number of applicants and the rising tuition of the recent 3 years. For 2009-11, the funding appropriation was decreased. For 2011-13 the funding appropriation has been slightly increased; however, increases in FAFSA filers and enrollment have also increased. The true effect of the Oregon Opportunity Grant on persistence rates may not be known until Oregon has a steady economy and increased and consistent funding occurs for the OOG.</p>
9 - Completion rates (graduated within 6 years) for students at 4-year institutions who are eligible and awarded an OOG.	55.37	44.00	Green	2011	<p>Because of increasing applications, reduced funding, and increasing tuition, it is difficult to find a correlation on completion rate by receiving just one year of the Oregon Opportunity Grant. As mentioned earlier, many factors impact a student's ability to complete their degree. A stronger performance measure would be to measure <u>access</u> to postsecondary education instead of graduation as a result of an Oregon Opportunity Grant award .</p>

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10 - Completion rates (graduated within 3 years) for students at community colleges who are eligible and awarded an OOG.	11.94	15.00	Red	2011	Because of increasing applications, reduced funding, and increasing tuition, it is difficult to find a correlation on completion rate by receiving just one year of the Oregon Opportunity Grant. As mentioned earlier, many factors impact a student's ability to complete their degree. A stronger performance measure would be to measure <u>access</u> to postsecondary education instead of graduation as a result of an Oregon Opportunity Grant award.
12 - Percentage of students of color served by OSAC programs (i.e., disaggregate measures to track race/ethnicity of beneficiaries of OSAC program services).	23.59	0	Exception	2011	OSAC remains committed to improving access and increasing affordability for all Oregonians.
14 - Percent of total best practices met by the Board of Commissioners.	90.00	100.00	Yellow	2011	OSAC deliberately set a very ambitious target for this measure in an effort to ensure that the Commission is as effective as possible. This target will be reevaluated so that we drive high performance and at the same time set the agency up for success. The performance of the governance body is an important indicator to the health of the agency.

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15 - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	93.55	90.00	Green	2011	Since 2009, a consistent survey methodology has been applied and therefore strengthened the data going forward. Although a clear upward trend may not be apparent, the goal of reaching 90% customer satisfaction is still reasonable and, within most categories, was exceeded for 2011. On average, 93.55% of the client and constituent groups rate their overall customer satisfaction experience as "Good" or "Excellent." OSAC will continue to pursue a more equitable distribution of the survey and attempt to engage more respondents in order to achieve stronger results. OSAC believes in the value of this KPM and finds it reflects the good work of our staff.
16 - Remaining financial need after known grant assistance	63.90	64.50	Pending	2011	An increased OOG appropriation that keeps pace with the increasing applications and increasing tuition is what needs to be done to improve this performance. Another option is to increase the individual award amount which would reduce the number of students receiving the OOG but allow the individual student award to keep pace with the remaining need.
17 - Impact of Opportunity Grants on enrollment of eligible students.	7.90	30.00	Red	2011	Until the downward trend in Oregon's economy is reversed, it is impossible to determine the true effects of the program. To improve performance, significant dollars need to be appropriated to the Oregon Opportunity Grant.

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.