MANAGING
for
OUTCOMES

W A Y N E   S I G L E R ,   E d . D .
University of Minnesota–Twin Cities

Contents

Preface

The for-profit world has always been based in the Age of Outcomes—hit the bottom line or you can't stay in business very long. That's true for owners of one-person businesses and for managers of larger enterprises.

The Age of Outcomes is now rapidly moving to the higher education, nonprofit, and government sectors. The "bottom line" for these organizations may be somewhat different than for the for-profit sector. However, in its own way, the Age of Outcomes will be as demanding and inescapable for these organizations as it always has been in the world of for-profit enterprises.

To the skeptics who believe that the work of higher education is too special or unique to measure with "bottom line" metrics, I suggest that if the cost of an organization can be assessed, it had better develop and operate with a "bottom line" focus or someone outside the organization will do it for them.

In the Age of Outcomes, organizations whose managers consistently demonstrate that they have achieved the measurable outcomes that their stakeholders value and expect will thrive. Those that cannot do so will lose both resources and influence and wither away.

This book is not intended as an indictment of higher education managers. It is instead a plea for a change in the paradigm, and ultimately the culture, of many programs in higher education from one that is primarily process-oriented to one that is more outcome-focused. I believe that many higher education managers can read the music of process yet have difficulty hearing the tune of outcomes.