

Steps to Develop Lag and Lead Indicators

Follow the steps below to help implement Lag and Lead Indicators into your department. These Key Performance Indicators will help give you direction to determine the best way to spend your time.

Start with the Lag Indicators

1. Determine the most important outcomes for your department. When creating these, keep the following aspects in mind.
 - a. What are the most important outcomes your department can influence? Your department may not be the sole department influencing these, but your department should play a role.
 - b. How do you influence the college's most important outcomes? Generally, these revolve around enrollment, student success, and fiscal responsibility.
 - c. These are numbers you usually only see once a semester or once a year. In addition, you should be able to track these #s over a long period of time to see trends based on the work you do.
2. Gather input from your supervisor and team before finalizing.

Work with Your Team on the Lead Indicators

1. After determining your lag indicators, brainstorm with your team different activities the team completes that can be lead indicators. Consider activities your team can influence and track on a regular basis. You should not need Institutional Research to track Lead Indicators, but it may involve your team manually tracking activities. You should not evaluate the ideas at this stage.

2. Assess and refine lead measures. Evaluate the different ideas to determine what actions make the biggest impact. Refine the lead goals to be SMART goals (specific, measurable, achievable, relevant, and time bound (SMART).
3. Track and manage the lead measures. To ensure your team is working on the lead indicators, create a regular cadence of accountability (once a week or every other week). Team members should share what they accomplished the previous time period and what they commit to accomplishing in the future. These should be quick and people should stick to results and commitments. Usually, the more someone talks, the less they did.

Example of Enrollment Services Lag Indicators Chart

Lag Indicators	Goal	23-24	22-23	21-22
New Fall FT Enrollment				
New Fall PT Enrollment				
Fall to Spring Retention FT				
Fall to Spring Retention PT				
Amount of Pell Grants Awarded				
Evaluation of Advising Appointments				
Team Employee Engagement				