

Lessons learned

- ▶ Mission focused
- ▶ Be clear about the language of strategic planning
 - No standard use of planning terminology
 - Goals, performance goals, objectives, actions, strategies, tactics, metrics, indicators, targets, measures, etc.
 - Importance of defined terminology
- ▶ You can't do or measure everything
 - Prioritize

Lessons learned

- ▶ Importance of knowing the level of attainment of the performance goal
 - Difference between what you are trying to achieve and what you “do”
- ▶ Build in accountability
 - Everybody’s job is nobody’s job
 - Need a “champion” or “owner” (performance goals)
- ▶ Communicate
 - Develop meaningful, accessible support processes
 - Goals, objectives, targets on line for review and progress monitoring



Input

Recruit highly qualified students, faculty,
and staff

Quality

Provide an excellent learning environment

Climate

Encourage the realization and recognition of the
full potential of all campus community members

Outcomes

Instill in our graduates skills appropriate to their
professions and life-long learning

Resources

Provide resource management &
development that supports the academic
mission

Goal 1: Recruit and Retain Highly Qualified Students, Faculty and Staff

Metric		Current Level	Goal	Data Source	Collection Agent	Timeline
1.1 Enroll highly qualified students.						
1.1.1	Meet 100% of all enrolled students' demonstrated financial need for four years.	75%	100%	Banner	FinAid	Spring
1.1.2	A maximum of 20% of this aid should be self help (loans, work-study, etc).	25%	≤ 20%	Banner	FinAid	Spring
1.1.3	Increase to 20% the enrollment yield among students defined as "Category I" by the Admissions and Financial Aid Offices.	<10%	20%	Banner	Admissions	Fall Census
1.2 Hire highly qualified faculty and staff.						
1.2.1	100% of tenured and tenure-track faculty should hold an earned doctorate degree.	99%	100%	Fall Faculty Snapshot	IRPA	Fall Census
1.2.2	75% of the engineering faculty at the associate or full professor rank have experience in an industrial environment.		75%	Academic Affairs Records	Dean of Faculty	Fall Census
1.3 Retain enrolled students.						
1.3.1	Maintain an attrition rate of less than 5% for students from their first to second year.	5.8%	<5%	CDS*	IRPA	Fall Census
1.3.2	Maintain an attrition rate of less than 20% for students from enrollment to graduation.	22.1%	<20%	CDS	IRPA	Fall Census
1.4 Retain faculty and staff.						
1.4.1	Maintain an annual attrition rate of less than 5% for tenured and tenure-track faculty and full-time staff (excluding retirees).		<5%	Banner	HR	Fall Census
	*CDS=Common Data Sets					

Recruit and Retain Highly Qualified Students, Faculty and Staff

Enroll Highly Qualified Students

- Meet Demonstrated Financial Need
- Limit Self-Help Aid
- Increase Category 1 Enrollment Yield

Hire Highly Qualified Faculty and Staff

- Faculty PhD. Percentage
- Faculty Industry Experience

Retain Enrolled Students

- Student Retention Rate (Y1-Y2)
- Student Graduation Rate (6-Year)

Retain Faculty and Staff

- Faculty/Staff Attrition Rate

Develop an Excellent Learning Environment

Promote Faculty/Student Interaction

- Faculty Available Outside of Class
- Faculty to Student Ratio

Emphasize Excellence in Teaching

- Overall Quality of Preparation
- Teaching Workshop/Seminars

Provide Facilities and Necessary Resources

- Adequate, Modern, State-of-Art Equipment

Promote Different Perspectives through Diversity

- Student Body Mix
- Faculty Staff Mix
- Student Conversations w/ Diverse Population

Foster the Personal and Intellectual Growth of the Campus Community Members

Foster Personal Development-Campus Members

- Faculty/Staff Physical Fitness
- Student Participation in Athletic Activities
- Student Co-Curricular Activities
- Provide Students Appropriate Services

Support Continuing Education/Prof. Development

- Faculty Professional Development Participation
- Staff Prof. Development/Continuing Ed Participation
- Students Apply Education Outside of Classroom

Encourage/Recognize Contributions to Campus

- Recognition/Appreciation of Faculty and Staff
- Student Input on Decisions

Provide Resources to Support the Institute's Academic Mission

Allocate Resources Consistent-Academic Mission

- Instruction and Academic Support Expenditures
- Instruction Expenditures
- Teaching FTE vs. Total Personnel
- Student Services Expenditures
- Institutional Support Expenditures
- Operations/Maintenance Expenditures

Generate Net Revenue from Auxiliary Enterprises

- Generate Net Revenue from Auxiliary Enterprises to support the Institute's operating expenditures.

Increase Endowment per Student over Inflation

- Sufficient Endowment per Student

Enroll highly qualified students

Meet Financial Need



Value: %
Target: 100%

[Details](#)

Self-Help Aid



Value: %
Target: <20%

[Details](#)

Category 1 Enrollment Yield



Value: 0.8%
Target: 20.0%

[Details](#)

Hire highly qualified faculty and staff

Faculty PhD's



Value: 99%
Target: 100%

[Details](#)

Faculty Industry Experience



Value: 68%
Target: 75%

[Details](#)

Retain enrolled students

Retention Rate (Y1-Y2)



Value: 91.2%
Target: 95.0%

[Details](#)

Graduation Rate (6-year)



Value: 79.7%
Target: 80.0%

[Details](#)

Retain faculty and staff

Attrition Rate



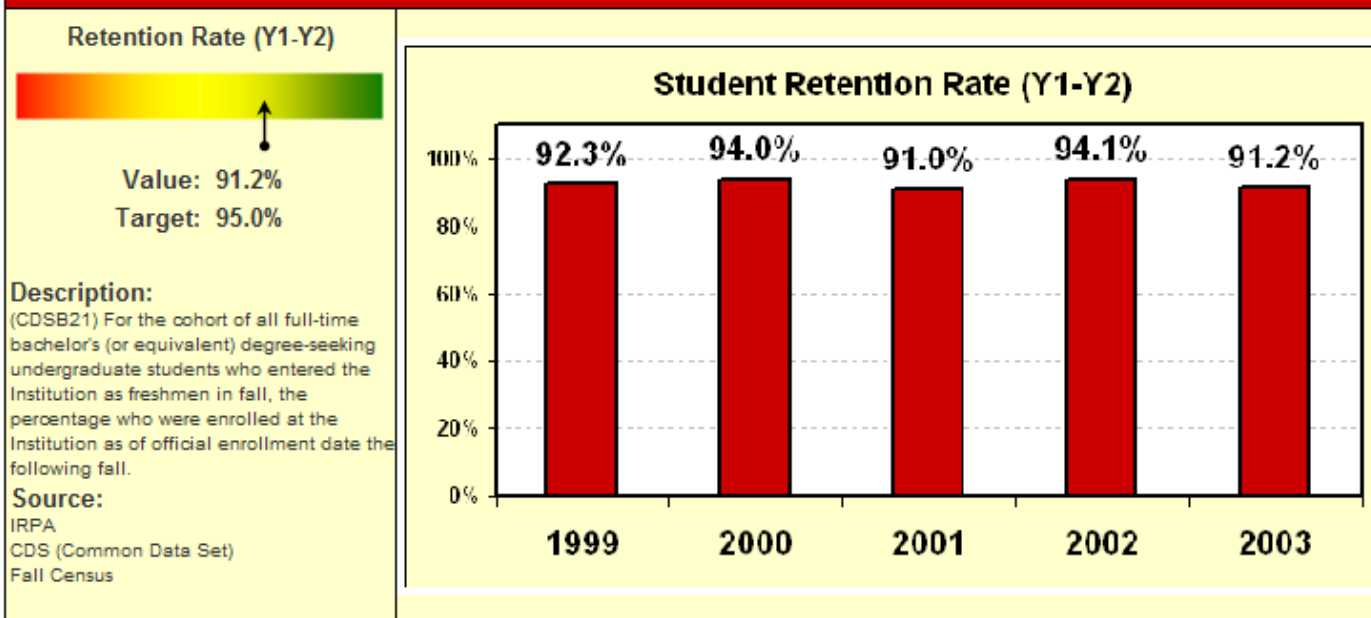
Value: 5.9%
Target: <5.0%

[Details](#)

IRPC GOALS/METRICS/DASHBOARD INDICATORS

Recruit and Retain Highly Qualified Students, Faculty and Staff Retain Enrolled Students

Maintain retention rate of 95% for students from their first to second year



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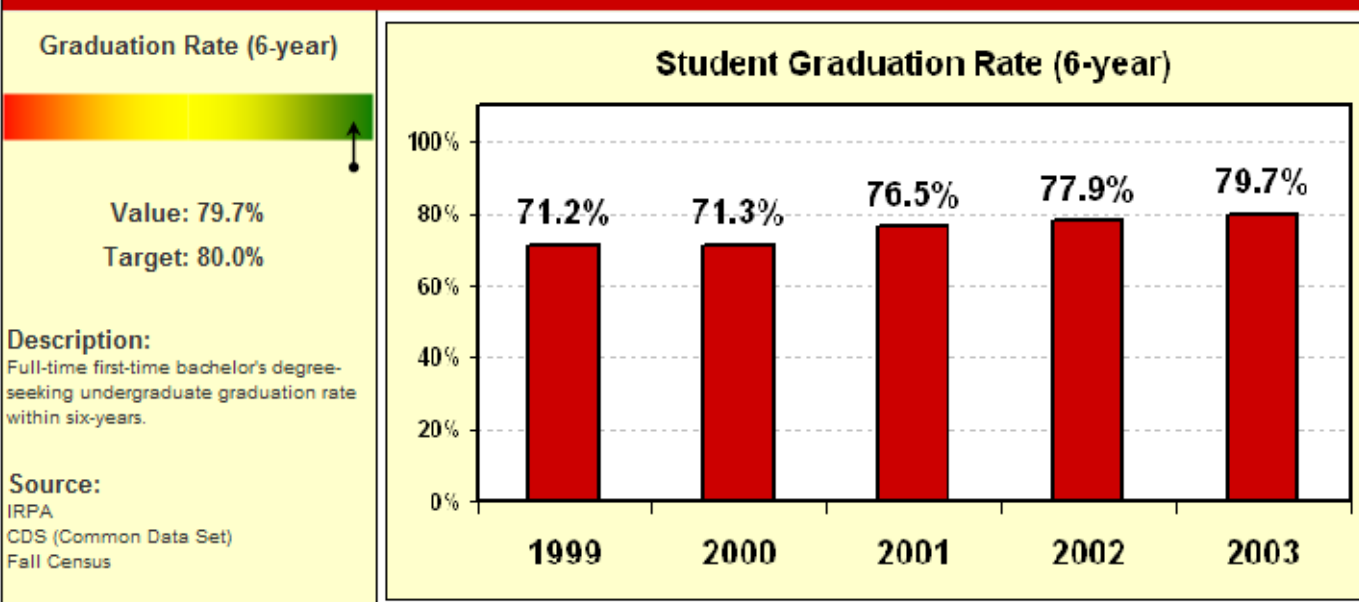
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IRPC GOALS/METRICS/DASHBOARD INDICATORS

Recruit and Retain Highly Qualified Students, Faculty and Staff Retain Enrolled Students

Maintain a 6-year graduation rate of 80%.



[Main Page](#) | [Goal 1](#) | [Goal 2](#) | [Goal 3](#) | [Goal 5](#)

Goal 2: Develop an Excellent Learning Environment

Metric	Current Level	Goal	Data Source	Collection Agent	Timeline
2.1 Promote opportunities for interaction between faculty and students both in and out of the classroom.					

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