Boldly Ascending: Unit Effectiveness Planning as Continuous Learning

April 17, 2023
FPQs

- Remind me again, why are we doing our planning in this way?
- Why KPIs?
- How do I generate unit outcomes that are more strategic than operational?
- What is a task?
- What is the difference between a measure and a target?
CONTINUOUS LEARNING

Mission
Vision
Values

Boldly Ascending

• 3 Goals
• 13 Objectives

Unit Effectiveness Plans

• Unit Purpose
• Unit Outcomes
• Tasks
• Measures
• Targets
• Findings
• Use of Results

Key Performance Indicators
Why are we doing our planning this way?

• Away from Isolation and toward Integration
  • If everyone is moving forward together, then success takes care of itself. - Henry Ford

• Information Sharing
  • Innovation comes only from readily and seamlessly sharing information rather than hoarding it.” - Tom Peters

• Efficiency
  • Many hands make light work. - John Heywood

• Community Building
  • The nice thing about teamwork is that you always have others on your side. - Margaret Carty
Rewind: Defining Terms

✓ Unit Purpose: Why does the unit exist?
✓ Outcome: What is the unit seeking to achieve?
✓ Task: How will the unit achieve the outcome?
✓ Measure: What source of evidence will support the unit’s work?
✓ Targets: How might the unit know if the outcome is achieved or advancing?
✓ Findings: Was the unit effective?
✓ Use of Results: What did the unit learn?
Key Performance Indicators

- Keep People Informed
- Keep People Involved
- Keep People Interested
- Keep People Inspired
Why KPIs?

Most Unit Effectiveness Plans will help indirectly advance one or more of our KPIs.

No College-wide KPI can be achieved by any one unit.
## College-wide KPIs

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Academic Excellence &amp; Student Success</th>
<th>Inclusive Community</th>
<th>Agile Stewardship</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Graduation Rate</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>RCNJ Fact Book</td>
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<tr>
<td>- 4-year</td>
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<td>2 Retention Rate</td>
<td>X</td>
<td>X</td>
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<td>RCNJ Fact Book</td>
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<td>- 1st to 2nd Year</td>
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<td>- 2nd to 3rd Year</td>
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<td>3 Enrollment</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>RCNJ Fact Book</td>
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<tr>
<td>- Undergraduate Headcount</td>
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<td>- Graduate Credit Hours</td>
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<tr>
<td>4 RCNJ Community Diversity in Relation to NJ Population</td>
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<td>X</td>
<td>X</td>
<td>IPEDS</td>
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<tr>
<td>- UG &amp; GR Students</td>
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<td>- Faculty</td>
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<tr>
<td>- Non-faculty</td>
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<tr>
<td>5 Supportive Campus</td>
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<td>X</td>
<td></td>
<td>National Survey of Student Engagement</td>
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<tr>
<td>6 Average Alumni Giving Rate</td>
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<td>X</td>
<td>X</td>
<td>US News</td>
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<td>7 Employee Satisfaction</td>
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<td>X</td>
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<td>Great Colleges to Work For</td>
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<tr>
<td>8 Peer Assessment Score</td>
<td>X</td>
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<td>X</td>
<td>US News</td>
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<tr>
<td>9 Revenue Diversification</td>
<td>X</td>
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<td>RCNJ Financial Statements</td>
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<td>10 Course Structure</td>
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<td>X</td>
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<td>Faculty Survey of Student Engagement</td>
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<td>11 Energy Usage Intensity</td>
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<td>To be announced</td>
</tr>
<tr>
<td>12 Strength of WiFi Coverage Across Academic, Administrative, and Residential Interior Spaces</td>
<td>X</td>
<td></td>
<td></td>
<td>To be announced</td>
</tr>
</tbody>
</table>
How do I generate unit outcomes that are more strategic than operational?

**BA Goal 3: Agile Stewardship**

**BA Objectives:**
- 3a Institutional distinction
- 3c Fiscal sustainability
- 3d Organizational agility

**Unit Outcome**: The Office of the President will develop a plan to assess the value of institutional memberships.

**Unit Outcome**: Value-added institutional relationships with national membership organizations.

**OUTCOMES**

What is the unit seeking to achieve?

- Strategic (aligned to one or more objectives in *Boldly Ascending*)
- Measurable
- Connect to Tasks
BA Goal 3: Agile Stewardship

BA Objectives:
3a Institutional distinction
3c Fiscal sustainability
3d Organizational agility

Unit Outcome: Value-added institutional relationships with national membership organizations.

Tasks:
1. Audit of Institutional Memberships
2. Determine Membership Alignment
3. Cost Benefit Analyses of Memberships
Measures
What source of evidence will support the unit’s work?

- Sources of data that are:
  - Reliable
  - Accessible
  - Direct & Indirect (where possible)
  - Up to 3
  - Connects to Outcome

BA Goal 3: Agile Stewardship

BA Objectives:
3a Institutional distinction
3c Fiscal sustainability
3d Organizational agility

Unit Outcome: Value-added institutional relationships with national membership organizations.

Tasks:
1. Audit of Institutional Memberships
2. Benchmark YoY Expenses/Engagement
3. Cost Benefit Analyses of Memberships

Measures: Adaptive Insights YoY Institutional Membership Report; Annual Member Liaison Reports (item A5)
BA Goal 3: Agile Stewardship

BA Objectives:
3a Institutional distinction
3c Fiscal sustainability
3d Organizational agility

Unit Outcome: Value-added institutional relationships with national membership organizations.

Tasks: 1. Audit of Institutional Memberships
2. Benchmark YoY Expenses/Engagement
3. Cost Benefit Analyses of Memberships

Measures: Adaptive Insights YoY Institutional Membership Report; Annual Member Liaison Reports (item A5)

Targets: Year over Year expense reduction in membership fees (direct); 60% of Annual Liaison Reports will report increased engagement with membership association for AY25 (indirect).

What is the difference between measures and targets?

SMART:
- Specific
- Measurable
- Attainable but Aggressive
- Direct & Indirect where possible
- Results-Oriented
- Time bound

Connects to Outcome and Measure

Targets

How might the unit know if the outcome is achieved or advancing?
How do I generate unit outcomes that are more strategic than operational?

**BA Goal 1: Academic Excellence & Student Success**

**BA Objectives:**
1b Increase high-impact practices

**Unit Outcome:** The School of Engineering will increase undergraduate research opportunities.

**Unit Outcome:** The majority of School of Engineering alumni are skilled in introductory research practices.

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**Outcome**

**What is the Unit seeking to achieve?**

- Strategic (align to one or more objectives in *Boldly Ascending*)
- Measurable
- Connect to Tasks
What is a task?

BA Goal 1: Academic Excellence & Student Success

BA Objectives:
1b Increase high-impact practices

Unit Outcome: School of Engineering alumni are skilled in fundamental research practices.

Tasks:
1. Assess UG Research Opportunities by Program
2. Increase/Establish UG Research Opportunities where needed
3. Evaluate related student learning outcomes (SLOs)
What is the difference between measures and targets?

**BA Goal 1: Academic Excellence & Student Success**

**BA Objective: 1b Increase high-impact practices**

Unit Outcome: School of Engineering alumni are skilled in fundamental research practices.

**Tasks:**
1. Assess UG Research Opportunities by Program;
2. Increase/Establish UG Research Opportunities where needed
3. Evaluate related SLOs

**Measures:** NSSE (Srs. 11e); SE Dashboard (Ratio of Students to UG Research Opps.); SLOs Major Report

What source of evidence will support the unit’s work?

- Sources of data that are:
  - Reliable
  - Accessible
  - Direct & Indirect (where possible)
- Up to 3
- Connects to Outcome
What is the difference between measures and targets?

**BA Goal 1: Academic Excellence & Student Success**

**BA Objective: 1b Increase high-impact practices**

**Unit Outcome:** School of Engineering alumni are skilled in fundamental research practices.

**Tasks:**
1. Assess UG Research Opportunities by Program;
2. Increase/Establish UG Research Opportunities where needed
3. Evaluate related SLOs

**Measures:** NSSE (Srs. 11e); SE Dashboard (Ratio of Students to UG Research Opps.); Student Learning Outcomes Major Report

**Targets:**
- The % of seniors reporting that they have not yet decided to work with a faculty member on a research project will decrease YoY (NSSE Srs. 11e); The ratio of FT SE UG students to UG Research Opps will improve YoY (SE Dashboard); The SLO - Utilize the process of scientific inquiry to design experiments, gather and interpret data- will be part of 50% of SE’s majors by AY 25-26

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**Targets**

**How might the unit know if the outcome is achieved or advancing?**

- **SMART:**
  - Specific
  - Measurable
  - Attainable but Aggressive
  - Direct & Indirect where possible
  - Results-Oriented
  - Time bound

- Connects to Outcome and Measure
Mission ~ Vision ~ Values

Boldly Ascending: Strategic Plan 2023-29

BA Goals
BA Objectives
Unit Outcome
Task
Measure
Target
Finding
Use of Results

Unit Effectiveness Planning as Continuous Learning
Small Group Activity

• Participants are invited to indicate their interest in workshopping:
  • Outcomes and Tasks
  • Measures and Targets

• Participants then to move into small groups based on their interest.

• Potential prompts for Outcomes and Tasks:
  • What is the unit seeking to achieve?
  • How will the unit achieve the outcome?

• Potential prompts for Measures and Targets:
  • What source of evidence will support the unit’s work?
  • How might the unit know if the outcome is achieved or advancing?

Unit Effectiveness Hours: Padovano Commons
April 28 2PM; May 4 11:30 AM; May 23 9AM
Additional Resources

• Administrative Assessment Committee
  • https://www.ramapo.edu/assessment-committee/

• College Wide Academic Assessment Committee
  • https://www.ramapo.edu/assessment/committee/

• General Education Curriculum Committee
  • https://www.ramapo.edu/fa/gecco/

• Strategic Planning at Ramapo
  • https://www.ramapo.edu/president/stratplan/

• Institutional Research
  • https://www.ramapo.edu/ir/