Strategic Plan Metrics for Academic Affairs
2012-2013 – Team Leaders

Goal I: Enrich the educational experience				
Objective A: Enhance the quality of undergraduate academic programs				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
A.3 Expand honors programs to foster a culture of research and scholarship				Jeffrey Buller
Students completing honors programs	150	160	300	
A.4 Support the development of writing skills in students				Herbert Shapiro
Upper division WAC-certified or writing enhanced courses	69	74	94	
A.5 Increase use of social learning technologies				Monica Orozco
Faculty in faculty learning communities	50	60	100	
A.6 Expand the Science, Technology, Engineering, Mathematics (STEM) initiatives				Mohammad Ilyas
Percentage of bachelor's degrees in STEM	22% (estimate from BOG work plan)	24% (BOG work plan)	28%	
A.7 Develop programs related to the University's signature themes for teaching and research				Margaret Leinen
Emphases in signature theme areas within degree programs	N/A	Determine baseline	Increase by 10% over baseline	
A.8 Identify and expand programs that develop in students the talents and skills that promote economic development				Somnath Bhattacharya
Programs that develop skills to promote economic development	N/A	Determine baseline	Increase by 10% over baseline	

Strategic Plan Metrics for Academic Affairs
2012-2013 – Team Leaders

Goal I: Enrich the educational experience				
Objective B: Strengthen and expand graduate programs				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
B.1 Use external reviews to assess graduate programs every seven years				
Frequency of external assessments of graduate programs	N/A	Develop revised procedures for reviews	Implement revised procedures, assess and revise if needed	Janet Cramer
B.2 Improve the graduate degree completion rate in each discipline by providing adequate advising, financial assistance, course availability, and research support				
Graduation rates university-wide	N/A	Determine baseline	Increase by 15% over baseline	Barry Rosson
Number of graduate students on graduate assistantships (GTAs and GAs)	N/A	Determine baseline	Increase by 10% over baseline	
Number of graduate students funded by grants and contracts	N/A	Determine baseline	Increase by 100% over baseline	
B.3 Expand graduate program support in areas that strengthen the signature themes of the University				Margaret Leinen
Funding for graduate student support in signature themes	N/A	Determine baseline data	Increase by 25% over baseline	
B.4 Increase the number of terminal or doctoral degree conferrals to levels consistent with the requirements of a RU/VH research university				Barry Rosson
Number of research doctorates conferred in an academic year (excludes professional doctorates)	97 (from BOG Work Plan)	108 (from BOG Work Plan)	123	

Strategic Plan Metrics for Academic Affairs
2012-2013 – Team Leaders

Goal I: Enrich the educational experience				
Objective B: Strengthen and expand graduate programs (*continued*)				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
B.5 Enhance and nurture the reputation of the College of Medicine and related programs				David Bjorkman
LCME Accreditation	Preliminary accreditation	Obtain provisional accreditation	Full LCME accreditation	
B.6. Provide competitive stipends and benefits for graduate teaching and research assistants				Barry Rosson
Number of Ph.D. programs with competitive GTA stipends	N/A	Define peer group by degree program and define competitive stipends	50% of Ph.D. programs have competitive stipends	

Goal I: Enrich the educational experience				
Objective C: Invest in the faculty				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
C.1 Provide competitive faculty salaries and benefits				Diane Alperin
Average salaries and compensation of faculty	N/A	Define peers by degree program and faculty rank; define merits standards for salary increases	Competitive salaries for faculty who meet merit criteria	
C.2 Increase hiring of highly-qualified tenured and tenure-track faculty in areas that will advance the University's teaching and research profile, including the signature themes of the University				Brenda Claiborne
Number of tenured and tenure-track faculty hires in signature theme areas	N/A	5 faculty hired	25 faculty hired	
C.4 Develop a career track for non-tenure track faculty that includes regular evaluations and an opportunity for promotion				Diane Alperin
Development of review policies for non-tenure-track faculty	N/A	Finalize and review policies	Implement and complete regular evaluation and promotions	

Goal I: Enrich the educational experience				
Objective D: Support an organizational culture in which all units are dedicated to student success				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
D.1 Identify high risk undergraduate courses and develop strategies for improving student performance in these courses				
Number of courses with D/F/W rates over 25%	Average # of courses with D/F/W rates over 25%	Decrease number of D/F/W courses by 5%	Decrease number of D/F/W courses by 25%	Edward Pratt
D.2 Develop a seamless advising system to monitor undergraduate progress and contact students to promote retention and graduation				
Adopt a university-wide software system for advising	N/A	Select advising software package	Implement, assess and improve advising software as needed	Edward Pratt
D.3 Expand opportunities for experiential learning such as internships, service learning, study abroad, and co-curricular programs				
Percentage of students participating in internships for credit	N/A	Determine baseline	10% increase	Marlaine Smith
Number of students participating in study abroad programs	283	297	353	
D.4 Adopt course scheduling policies that promote timely graduation				
Review course offerings in degree programs to ensure timely progress to graduation	N/A	Review offerings in 25 degree programs	Review offerings in 100 degree programs	Janet Cramer

Goal I: Enrich the educational experience				
Objective D: Support an organizational culture in which all units are dedicated to student success (*continued*)				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
D.6 Strengthen the relationship between Student Affairs and academic programs				Edward Pratt
Number of students participating in learning communities	618 (2011-12)	649	772	Edward Pratt
D.8 Implement Quality Enhancement Plan (QEP) to promote undergraduate student scholarship, research, and creative activities				Jeffrey Buller
Number of undergraduate courses that are research / inquiry enhanced	N/A	Determine baseline	Increase by 20% over baseline	Jeffrey Buller
D.9 Increase support services and technologies that promote e-learning initiatives				Monica Orozco
Total number of faculty trained in faculty development programs for eLearning	108	300	1,000	Monica Orozco
D.10 Develop focused academic plans for all campuses based on student population, needs, and program delivery				
Focused academic plan developed for offering courses in Broward County	N/A	Plan developed	Plan implemented and revised as needed	Tony Abbate
Focused academic plan developed for Jupiter campus	N/A	Plan developed	Plan implemented and revised as needed	Eliah Watlington
Focused academic plan for additional course offerings at Harbor Branch	8 courses	Plan developed	Increase course offerings by 20% over baseline	Margaret Leinen

Goal II: Inspire research, scholarship, and creative activity				
Objective A: Increase scholarship and creativity				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
A.3 Place greater emphasis on scholarship, creative activity, and research in the tenure and promotion criteria for FAU faculty to align with those used in Very High Research Activity universities				Diane Alperin
Benchmark FAU's academic unit promotion /tenure criteria against aspirational peers in Very High Research Activity universities	N/A	Define peer group by department; establish new benchmarks where appropriate	Revised tenure and promotion benchmarks will be in place for faculty hired after 6/30/14	

Goal II: Inspire research, scholarship, and creative activity				
Objective B: Increase funded research				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
B.2 Hire additional faculty and leading scholars in areas where there is high potential for funding and in areas associated with research initiatives or signature themes				Brenda Claiborne
Number of faculty hired with funding in signature theme areas	N/A	5 faculty hired	25 faculty hired	

Goal II: Inspire research, scholarship, and creative activity				
Objective C: Enhance the regard and visibility of our research, scholarship and creativity				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
C.1 Encourage department chairs and deans to nominate faculty and their activities for external awards and other special recognitions				Valerie Bristor
Number of faculty nominated for external recognition	N/A	Determine baseline	Increase by 100% over baseline	

Goal II: Inspire research, scholarship, and creative activity				
Objective E: Involve students at all levels in research, scholarship and creative activity				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
E.1 Capitalize on the goal of improving the student experience at all levels by having students participate in scholarly and creativity and/or in funded research				Jeff Buller
Percentage of students that engage in research or creative activity as part of the QEP	N/A	Set parameters and determine baseline	Increase by 20% over baseline	
E.2 Increase number of University-wide competitive awards for undergraduate research				Jeff Buller
Number of university-wide competitive awards for undergraduate research	37	44	74	

Goal III: Increase FAU's Community Engagement				
Objective A: Enrich the educational and cultural experiences for students, faculty and the surrounding community				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
A.1 Create a dynamic University-wide community-University relationship that uses community experts as instructors and career mentor and FAU faculty, staff, and alumni as experts to help solve community problems				Tony Abbate
Number of faculty on community roundtables/symposia focusing on societal issues	N/A	Determine baseline	Increase by 20% over baseline	
A.2 Increase the number of cultural and athletic events that increase revenue, visibility, and impact				Heather Coltman
Attendance at FAU cultural and co-curricular cultural events (performances, exhibits, lectures, conferences, symposia, films, camps, etc.)	126,145	Examine programs, space, budget and schedule to determine possibilities for growth	Increase by 5% over baseline	
A.5 Increase commitment to supporting Lifelong Learning (LL)				
Percent of Lifelong Learning classes taught by FAU faculty and staff in Jupiter	45%	48%	52%	Eliah Watlington
Percent of Lifelong Learning classes taught by FAU faculty and staff in Boca Raton	50%	52%	57%	Herb Shapiro

Goal III: Increase FAU's Community Engagement				
Objective A: Enrich the educational and cultural experiences for students, faculty and the surrounding community (*continued*)				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
A.6 Increase support from Lifelong Learning				
Annual philanthropic contributions by Lifelong Learning at Boca Raton	$45,000	$50,000	$70,000	Herb Shapiro
Annual philanthropic contributions by Lifelong Learning at Jupiter	$35,000	$40,000	$60,000	Eliah Watlington
A.7 Determine a new business model for Lifelong Learning				
Develop new business model for Lifelong Learning on 1) Boca Raton campus and 2) Jupiter campus	N/A	Determine appropriate goals for new business models	New business models implemented	Herb Shapiro Eliah Watlington
A.8 Expand opportunities for experiential learning including internships/externships, service learning, and co-curricular programs				Marlaine Smith
Number of internships offered for credit	N/A	Determine baseline	Increase by 5 % over baseline	

Goal III: Increase FAU's community engagement				
Objective B: Increase the number of community partnerships				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
B.1 Highlight and emphasize the impact, value, and benefit that FAU's various centers have on the health, wellbeing, and life quality of the communities they serve				Marlaine Smith
Number of community members served by programs and events that benefit the well-being of the community	2,315	2,713	4,236	

Goal III: Increase FAU's community engagement				
Objective C: Focus on the unique opportunities of FAU's stewardship of place				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
C.1 Recognize and expand the presence and activities of centers and departments in support of identified signature themes				Margaret Leinen
Number of sponsored research awards to departments and centers in signature theme areas	N/A	Determine baseline	Increase by 50% over baseline	
C.2 Recognize and support the expertise of faculty, staff, and students and develop more interdisciplinary units of student that serve the community in areas identified as signature themes				Margaret Leinen
Number of interdisciplinary programs in signature theme areas that serve the community	N/A	Determine baseline	Increase by 20% over baseline	

Goal III: Increase FAU's community engagement				
Objective D: Focus resources on increasing FAU's support to the communities it serves				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
D.3 Conduct a periodic economic impact study				Rosalyn Carter
Assessment of FAU's economic impact	N/A	Complete assessment report	Revise assessment report as needed	
D.5 Recognize and reward faculty and staff participation in community engagement through awards, release-time, etc.				Tony Abbate
Number of university awards to faculty for community service	N/A	Determine baseline	Increase by 20% over baseline	

Goal IV: Leverage momentum toward achieving FAU's strategic goals by being good stewards of its human, technological, physical, financial resources				
Objective A: Create outstanding financial management practices and infrastructure to support FAU's core mission				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
A.5 Assess the possibility of a base-funded summer session in order to enhance credit hour productivity				Heather Coltman
Issue report on possibility of funding for summer courses incorporated into base budget	N/A	Determine parameters and develop report	If feasible, develop and implement plan	
Incentive plan for increasing summer enrollments	N/A	Determine parameters and	Implement plan and revise as	

		develop plan	needed	

Goal IV: Leverage momentum toward achieving FAU's strategic goals by being good stewards of its human, technological, physical, financial resources				

Objective C: Provide funding to attract and retain diverse highly productive faculty and staff				
Strategy/ Metric	**Baseline (2011-12)**	**1 year target (end of 2012-13)**	**5 year target (end of 2017-2018)**	**Team Leader**
C.2 Increase funding to hire faculty and staff to support institutional initiatives in strategic areas				Brenda Claiborne
Number of faculty hires in signature theme areas	N/A	5 faculty hired	25 faculty hired	
C.4 Develop effective mentoring programs to mentor faculty and staff				Diane Alperin
Number of mentorship programs for department faculty	N/A	Determine baseline	Increase by 20% over baseline	