



Performance Measurement Toolkit Goal Appendix

EXAMPLES OF GOALS AND OBJECTIVES IN USE IN HIGHER EDUCATION

TEACHING & LEARNING

The University will provide a distinctive, student-centered undergraduate learning experience which will be highly competitive as the result of its intellectual coherence, rigor and engagement of students with faculty in the process of inquiry and discovery.

To position the classroom as the most important place on campus, so that the highest value is given to creative, scholarly teaching and active student learning.

Strengthen academic excellence through student and faculty engagement in a community of learners and scholars

To provide a superior education which develops students' abilities to think critically and creatively, solve problems, adhere to ethical principles, value diversity, and communicate effectively.

Elevate the educational attainment levels of all citizens.

Graduates who are broadly-educated, life-long learners.

Educated Citizenry. Develop an educated citizenry prepared to meet the challenges of the twenty-first century.

Academic programs that are intellectually challenging, current, and dynamic.

Achieve and sustain a preeminent statewide array of postsecondary educational institutions that are recognized for their distinctiveness and their excellence nationally and internationally

The University will keep student learning as the paramount focus of its programs and services.

Provide relevant, high quality education and personalized instruction that is responsive to the needs of the University's various constituencies, while upholding the institution's academic standards.

The university will continue to offer and develop programs and services with the student as its ultimate focus

The University will foster a "student centered" approach to learning in the classroom and to university management and operations.

The university will serve primarily full-time residential students, but will increase programs that fulfill non-degree and competency certification requirements as a complement to the traditional academic programs and the bachelors degree

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Enhance our students' education through initiatives that sharpen their critical thought, broaden their intellectual horizons, and deepen their knowledge.

High levels of support early in the student's academic career that enhance success and increase retention.

Student mastery of their disciplines that prepares them to flourish in a global environment.

To strive for excellence and improve quality learning for students which ensures knowledge and competency in their chosen discipline and emphasizes strong communication skills, analytical thinking, use of technology, and interpersonal skills.

To provide an up-to-date and innovative environment for students, faculty, employees and the public.

Better communicate expectations for student academic achievement through admissions publications and orientation experiences prior to matriculation.

Develop additional opportunities to increase the exposure of the entire campus community to world-class lecturers, teachers and other intellectuals.

Maintain excellence in instruction, research, and public service.

To achieve recognition for superior accomplishments in teaching and learning.

Curriculum

Establish new majors in the curriculum including e-commerce, health informatics, biotechnology, and digital communications.

The university will strategically select innovative and new academic programs for development and implementation.

To offer academic programs characterized by high quality, serious attention to outcomes, recognition of the interdisciplinary nature of knowledge, commitment to life-long learning and preparing an educated citizenry, and responsiveness to regional needs.

Establish cross-curricular centers of excellence including teacher preparation, assessment, and information technology.

Strengthen instructional programs, evaluate and assess their effectiveness, and use the results to improve quality.

Recognize and reinforce excellence among faculty and students

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The University will provide an array of student development programs to address the student's physical, emotional, spiritual, and social development, and will promote leadership skills and exposure to service opportunities.

A new emphasis on global studies

Teaching is the central mission of higher education. To that end, our faculties should be among the best in the United States, and their compensation should be competitive with those of comparable institutions throughout the nation. Outstanding faculties should be developed, recruited, and retained by our institutions, rewarded for excellence, and provided sufficient resources to perform their academic functions.

Develop and implement competency standards in the core curriculum.

The University faculty will develop new curricula that are driven by student needs and tested by feedback from students, employers, professional associations and alumni.

Undergraduate Education

The University will continue to serve its traditional base of students, but will develop innovative educational programs and services in the [city] area to meet the needs of nontraditional students.

To create an undergraduate experience that enables students to fulfill their intellectual, social and career objectives.

The university will complement its residually-based academic programs with distance education offerings for select audiences

The university's core curriculum will provide a strong foundation in the liberal arts and will establish optimum competencies in written and oral communications, critical thinking, and information technologies as basic graduation requirements

The university will offer a wide variety of quality liberal arts and professional programs

Enhance the quality of the learning experience at all levels specifically emphasizing the university's historical commitment to the preparation of the undergraduate student,

More fully integrate undergraduate and graduate education as well as teaching and research.

An emphasis on excellence in undergraduate education

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Graduate Education

Infuse new energy into graduate programs, particularly at the doctoral level.

Strengthen and develop the role of graduate education

To achieve premier graduate and professional programs in a significant number of areas.

The university will offer graduate programs of distinction

While our principal focus will remain on the undergraduate experience, a small cadre of nationally distinctive graduate programs will enhance the reputation of the university and attract faculty and students of the highest caliber.

REPUTATION

The university will serve our state and the region, but through its people, programs and accomplishments, will be recognized on a national basis

Public awareness of the University's accomplishments that recognizes the contributions of faculty, staff, students, and alumni.

Establishing a national reputation will improve our ability to attract and retain the finest faculty, and will enable our students to compete for the best jobs and for admission to the best graduate programs.

Quality Programs. Provide high quality programs that respond to the changing needs of the state and to the expectations for higher education to strive for nationally recognized achievements consistent with institutional missions.

To reinforce a positive image through the achievements of students, faculty, and staff; the appearance of the buildings and grounds; and contacts with the public.

Expand and strengthen the internationally recognized marine programs and broaden opportunities for marine related study, research, and public service throughout the university community,

Achieve and sustain a preeminent statewide array of postsecondary educational institutions that are recognized for their distinctiveness and their excellence nationally and internationally

Communicate the success of the University to the world.

Enhance the reputation of the University for learning, discovery, and engagement.

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The University will provide distinguished graduate and professional programs which reflect the distinctive strengths of its faculty, and which are competitive regionally, nationally and internationally for students of exceptional academic ability.

ENVIRONMENT/FACILITIES/TECHNOLOGY

To preserve a caring and collegial environment.

Provide an intellectual and social climate conducive to the fullest development of students.

An environment that enables students to attain their full academic potential.

An increased emphasis on enriching the University experience for all students

To provide the opportunity for all students to have a full, meaningful, and well-rounded university life.

Effective teaching, research and public service can be achieved only in an environment free of censorship and restrictions. The autonomy and integrity of our institutions of higher education should always be assured.

To provide an up-to-date and innovative environment for students, faculty, employees and the public.

To organize an efficient and effective campus where every member of the University community participates in the accomplishment of the University mission and goals.

The University will respond to the rising expectations that its infrastructure (e.g. classrooms, laboratories, technological resources, offices, housing, recreational space) will be constructed, maintained and improved.

An intellectually challenging and stimulating environment accelerates learning, communicates our values to students and faculty, promotes excellence and helps to maintain a strong sense of community.

The university will provide a challenging and supportive environment with a heightened sense of intellectual stimulation

The university's campus will be attractive, safe and friendly

Provide equipment, information resources, appropriate and adequate facilities, and other support for quality teaching and research to enhance student learning including increasing the instructional use of technology.

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Technology

Use technology to enhance the delivery of higher education programs.

The University will upgrade and maintain its faculty/ staff/student use and access to technology.

Provide a state-of-the-art computer facility capable of supporting instruction, research, and public service programs.

The university will provide technologies and laboratories that are widely accessible to the entire campus community

To position the University as a model in the utilization of technology.

Other Facilities

To improve and expand University facilities required to support continued, enhanced education, quality and diversity, with a comprehensive vision that reflects the needs of all the University's academic units and constituencies.

Provide new and renovated facilities to meet the needs of the university's programs and constituencies.

Provide the necessary physical facilities and resources for the attainment of the university's goals.

Substantially strengthen our library and information technology resources in support of excellence in teaching and research.

Provide a library of the highest quality capable of supporting instruction, research, and public service programs.

A current technological and physical infrastructure that effectively supports academic programs, support services, and outreach activities.

A strengthened infrastructure for learning

STUDENTS

Maintain high academic and professional standards for faculty, students, staff.

Admit and retain qualified and motivated students.

The University faculty will design and implement effective student assessment methodologies to document mastery of skills and competencies in its undergraduate and graduate programs.

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A national admissions strategy

The university will continue to focus on the total development of the student

To serve a qualified, diverse student population and facilitate timely graduation.

High quality students, effectively recruited and retained through graduation.

Admission to the university will remain selective with the ratio between applications and enrolled students reaching 6:1

Admit transfer students from other degree-granting institutions and from junior or community colleges in accordance with applicable standards.

Provide early admission programs to gifted high school students who meet the necessary entrance requirements.

Strengthen the recruitment, retention, graduation, and placement of students and, as part of that goal, reduce the student-faculty ratio.

To recruit, retain, and graduate students who have the opportunity to succeed with the support of an educational community of committed and caring faculty and staff..

The university will challenge students to achieve beyond their expectations

The University will establish and stabilize enrollment at a level comparable to this nation's mid-sized public research universities, with a student body reflective of the rich diversity required for a quality education, and with an academic profile comparable to the most selective of this nation's public research universities.

FACULTY & STAFF

Administrative, student, and academic support services that are current, dynamic, effective, and in alignment with the institutional mission.

Secure and retain a highly qualified and dedicated faculty and support staff.

The University's faculty and staff will be exemplars in their fields.

Establish faculty chairs and professorships in specific programs to attract and retain national scholars.

Develop and enhance programs to recognize academic achievement by students and faculty presentations and scholarly publications.

Emphasize creating more opportunities for students to participate with faculty in research.

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We value the talents and contributions of our employees and want to assist in their professional development. The quality of the learning and service environment is determined primarily by the knowledge and skills of our faculty and staff, thus any efforts to enhance the quality of the collegiate experience must be grounded in the continued development of our employees.

Teaching is the central mission of higher education. To that end, our faculties should be among the best in the United States, and their compensation should be competitive with those of comparable institutions throughout the nation. Outstanding faculties should be developed, recruited, and retained by our institutions, rewarded for excellence, and provided sufficient resources to perform their academic functions.

A comprehensive program of human resource development

Create an institution-wide plan for training and professional development.

Initiate processes to ensure that all university faculty and staff create and update annually a comprehensive professional development plan.

Provide funding for the recruitment and retention of highly qualified faculty, in order to significantly improve representation by race, ethnicity, and gender.

Provide faculty development opportunities to strengthen instructional skills

Raise the base level of compensation for faculty and staff to be more competitive with peer institutions, and reward especially outstanding faculty and staff achievements.

To recruit and retain diverse, well-qualified, and student-centered faculty and staff.

The university's faculty will integrate scholarship, service, and teaching to enhance student learning

The university's strength is in its people and thus, we will invest in both professional development and instructional innovation and excellence

A skilled, talented, and diverse administrative and support staff who are active contributors to the institutional mission, their profession, and the community.

The University will work to retain an excellent faculty and staff by providing competitive compensation, expanding professional development opportunities and building incentives for improved services.

RESEARCH & SCHOLARSHIP

Maintain excellence in instruction, research, and public service.

