BALL STATE UNIVERSITY

STRATEGIC PLAN
2012–2017
Education Redefined 2.0: Advancing Indiana

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B A L L S T A T E
U N I V E R S I T Y

EDUCATION REDEFINED®

Prepared by Ball State University's Strategic Planning
Task Force and approved by the Ball State University
Board of Trustees on December 14, 2012.

VISION

We seek to become recognized for providing bright and curious students a holistic learning experience that occurs both in and out of the classroom; for being relentlessly focused on learning outcomes; for embracing and solving today's greatest educational challenges; and for bringing fresh and pragmatic thinking to the problems facing communities, businesses, and governments in Indiana and beyond.

MISSION

As a public research university, we focus on students and high-quality, relevant educational outcomes. Disciplinary knowledge is integrated with application. We do this in a manner that fundamentally changes students, researchers, and our external partners, who look to the university for guidance. We transform information into knowledge, knowledge into judgment, and judgment into action that addresses complex problems.

VALUES

We are committed to the traditional values of the academy: freedom of inquiry, imparting knowledge, and advancing the frontiers of knowledge, all for the purpose of bettering society and individuals. As a creatively pragmatic institution, we seek to articulate our distinctive place in an increasingly diverse and interconnected world while holding these values dear.

External forces will continue to shape the role of higher education. We seek to lead rather than follow, with the following aspirations as our guide:

We challenge:
- the current educational paradigm
- our students to question assumptions and extend boundaries
- disciplinary constraints
- ourselves to be strategic with limited resources

We advance:
- critical thinking and creative problem solving
- scholarship and creative activity
- coherent, integrated student experiences
- innovative built spaces and campus infrastructure

We embrace:
- accountability, adaptability, and agility
- engagement with communities across Indiana
- diversity and inclusion
- a high-quality working and learning environment

STRATEGY

Ball State University will continue its efforts to differentiate itself from other public universities by enhancing the quality of the academic experiences offered to all students, by attracting students of even higher quality, by supporting strong faculty and academic programs, by enhancing a vibrant university community, and by providing a distinctive impact on the economic well-being of the state of Indiana.

GOALS/OBJECTIVES

Ball State will accomplish its strategy by focusing on four key goals and numerous objectives outlined on the following pages.

PERFORMANCE INDICATORS

Measurable targets for each of the strategic objectives and the university units responsible for achieving them have been identified and are listed by goal on pages 7–19.

Immersive.
GOAL 1

Provide distinctive, high-quality educational experiences.

Ball State will provide a distinctive educational experience, from undergraduate to graduate, traditional to online, where theory and knowledge are tested through practical application. Immersive learning opportunities bring talented and focused students together with engaged faculty to create unique, high-impact learning experiences.

OBJECTIVES

1. Continue to strengthen the academic profile of the student body.
2. Focus clearly on student success.
3. Place immersive learning at the center of a Ball State education.
4. Be strategic in our graduate and undergraduate offerings.
5. Foster student-faculty collaboration at the graduate and undergraduate levels.
6. Successfully implement a cohesive, holistic core curriculum at the undergraduate level.
7. Be a university that attracts a diverse student body, faculty, and staff.

Innovative.
GOAL 2

Become a recognized leader for educational and disciplinary innovation.

Ball State will become a recognized leader in innovative pedagogy and curricula, successfully synthesizing learning and scholarship. Our leadership will be evidenced though national rankings and recognitions.

OBJECTIVES

1. Increase the number and range of academic programs and faculty members that are nationally ranked and/or recognized. Place particular emphasis on innovating pedagogy and curricula, synthesizing learning with scholarship, and leveraging built environments, technology, and media.
2. Improve disciplinary scholarship and gain recognition for scholarship of teaching and learning.
3. Create innovative online and blended programs informed by research and scholarship.
4. Be recognized for scholarly activity of our faculty members, particularly in targeted areas of strength.
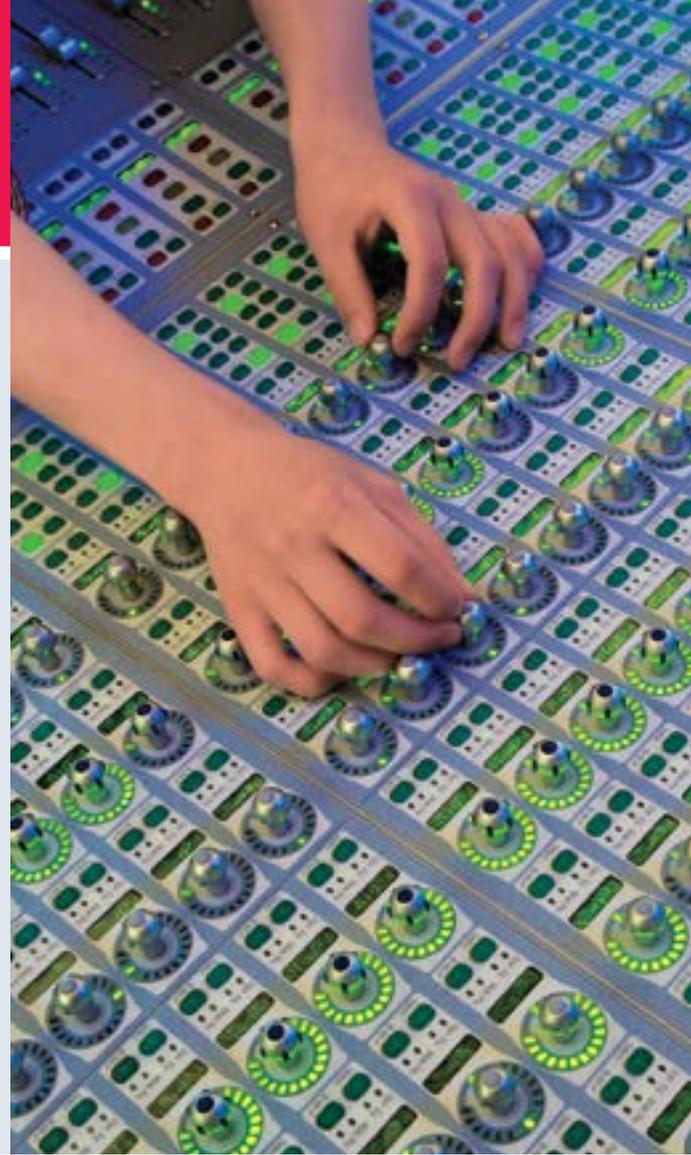
Vibrant.
GOAL 3

Invest in an increasingly vibrant and integrated university community.

Students will benefit from a collegiate experience that is a holistic learning opportunity, facilitated by faculty and staff in a high-quality work environment. Professors and students remain at the center of teaching and learning while technology and facilities as well as cocurricular activities (speakers, social and cultural offerings, civic engagement and outreach, fitness activities, and living-learning communities) are integrated into student learning goals. The university community will reflect the diverse and interconnected world in which we live.

OBJECTIVES

1. Ensure the Ball State educational and student life experience is distinctive, consistent, and integrated.
2. Foster an environment where the university and community seamlessly work together to achieve common aspirations and goals.
3. Continue to position the university as a steward of the environment by building on the university's expertise and success in sustainability.
4. Provide a high-quality work-life environment that encourages faculty, staff, and student achievement and positions the university to attract and retain talent on a national scale.

Engaged.
GOAL 4

Advance Indiana through student engagement and faculty expertise.

Ball State will continue to emphasize learning and scholarship that synthesize disciplinary knowledge with application to today's most complex challenges. Students and faculty will turn knowledge into judgment and judgment into action through projects and programs that benefit business, community, and government partners across the state.

OBJECTIVES

1. Ensure statewide engagement efforts are cohesive, well coordinated, and broadly recognized.
2. Connect academic programs with employers in the state to create more synergy between educational offerings and the needs of a knowledge-based economy.
3. Leverage university expertise to increase the competitiveness of Indiana's communities and businesses.
4. Be a leader in the advancement of education reform in Indiana.
5. Enhance commercialization with new opportunities and strategies.
6. Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse needs of the state of Indiana.

PERFORMANCE INDICATORS

Unless otherwise noted, the baseline year is 2011–12.

GOAL 1: Provide distinctive, high-quality educational experiences.

GOAL 1, OBJECTIVE 1: Continue to strengthen the academic profile of the student body.

Performance Indicator	Baseline	Target	Responsibility
1. Increase the percentage of entering freshmen who pursued the Indiana Academic Honors Diploma or its equivalent to 80 percent.	62.1%	80%	EMC
2. Increase the percentage of entering freshmen with advanced standing, including AP credit, International Baccalaureate credit, dual credit, and Ball State placement credit.	45.1%	60%	EMC
3. Increase the percentage of the freshman class eligible for the Honors College.	12%	18%	EMC
4. Increase the percentage of entering transfer students with GPAs of 3.0 or better.	44.4%	60%	EMC
5. Increase the number of master's programs that have enrolled students with an average undergraduate GPA of at least 3.30.	37	60	C, GS
6. Raise $100 million in philanthropic commitments by 2017.	n/a	$100 million	A
7. By 2017, raise $250,000 in new commitments for endowed and expendable athletic scholarships.	Prior 5-year average: $50,000/year	2013: $50,000 2014: $100,000 2015: $150,000 2016: $200,000 2017: $250,000	AD, A
8. Reach an undergraduate alumni giving rate of at least 15 percent by 2017.	11%	15%	A
9. Increase the number of experiential and service learning participants by 10 percent.	6,433	7,076	AA, SA

KEY TO RESPONSIBLE UNITS

A	Advancement	CERES	Center for Energy Research/ Education/Service	MC	Multicultural Center
AA	Academic Affairs			OID	Office of Institutional Diversity
AD	Athletic Department	D	Departments	P	Provost
AP	Associate Provost	EE	Extended Education	RCIP	Rinker Center for International Programs
BA	Business Affairs	EMC	Enrollment, Marketing, and Communications		
BBC	Building Better Communities			SA	Student Affairs
BSIC	Ball State Innovation Corporation	GS	Graduate School	SPO	Sponsored Programs Office
C	Colleges	IE	Institutional Effectiveness	TC	Teachers College
		IT	Information Technology		

GOAL 1, OBJECTIVE 2: Focus clearly on student success.

Performance Indicator	Baseline	Target	Responsibility
10. Increase the four-year graduation rate to 50 percent by 2017.	36.3%	50%	AA, SA, EMC
11. Increase the six-year graduation rate to 65 percent.	56.6%	65%	AA, SA, EMC
12. To ensure clear pathways for transfer students, increase by 50 percent the number of 2+2 articulation agreements with Ivy Tech Community College by 2014.	11	17	AA
13. Achieve and maintain a first-year retention rate of 80 percent.	78%	80%	AA, SA
14. Redesign courses with high drop/fail/withdraw (DFW) rates to promote student achievement.	n/a		AA
15. Increase to 25 the number of students per year winning national scholarships/awards (e.g., Goldwater, Fulbright, Truman, etc.).	18	25	P, AA
16. Each of our 19 athletic teams will consistently maintain a multiyear Academic Performance Rate (APR) at or above the National Collegiate Athletic Association (NCAA) cut score.	19 at or above NCAA cut score 18 at 20 points or more above NCAA cut score	19 at or above NCAA cut score	AD
17. Each student will have a four-year curricular map supported by technology alerts available by May 2013.	n/a		AA, IT
18. Fully implement the Luminus portal.	n/a		IT
19. 100 percent of faculty and students will use the campus LMS (Blackboard).	75%	100%	IT
20. All departments will establish and implement an appropriate assessment process that utilizes available technology to allow for efficient aggregate data collection and analysis.	7 departments	48 departments, including Intensive English Institute	IT, AA
21. Fully implement Blackboard Analytics and Blackboard Learn Analytics.	n/a		IT
22. Increase the number of students who make use of mobile alerts to 8,500.	4,200	8,500	IT
23. Increase the proportion of technical help calls assisted by computer-driven remote support to 60 percent.	5%	60%	IT

GOAL 1, OBJECTIVE 3: Place immersive learning at the center of a Ball State education.

Performance Indicator	Baseline	Target	Responsibility
24. By 2017, 10 articles will be published or papers presented at professional conferences reporting on immersive learning projects.	0	10	AA
25. Recognize immersive learning in promotion and tenure (P&T) and salary documents at the department and college levels by 2014.	n/a		AA
26. Provide every undergraduate student with an immersive learning opportunity by maintaining a minimum of 4,200 students annually in immersive learning projects.	4,177	4,200	AA
27. All undergraduate departments will offer at least one immersive learning opportunity each year.	37	45	AA
28. Update and revise the immersive learning website by 2013.	n/a		EMC
29. Establish four university-wide immersive learning awards to be given annually in January 2013.	n/a		P
30. Appoint eight college-based immersive learning Presidential Fellows to support faculty in 2012.	n/a		P

GOAL 1, OBJECTIVE 4: Be strategic in our graduate and undergraduate offerings.

Performance Indicator	Baseline	Target	Responsibility
31. Create a well-researched academic master plan by summer 2014 and invest in strategic academic offerings.	n/a		P
32. Increase science, technology, engineering, and math (STEM) and other high-impact degree offerings.	33		AA
33. Increase graduate student full-time equivalents (FTEs) by 20 percent.	2,519	3,023	C, GS
34. Administer an annual survey regarding the readiness of graduates to employers recruiting on campus.	n/a		C, IE, SA
35. By 2017, increase by 15 percent the number of employers engaged in on-campus recruiting activities.	305	351	C, IE, SA

GOAL 1, OBJECTIVE 5: Foster student-faculty collaboration at the graduate and undergraduate levels.

Performance Indicator	Baseline	Target	Responsibility
36. 50 percent of students will participate in research, internships, student teaching, or related professional experiential learning experiences each year (excluding immersive learning).	34.1%	50%	AA

GOAL 1, OBJECTIVE 6: Successfully implement a cohesive, holistic core curriculum at the undergraduate level.

Performance Indicator	Baseline	Target	Responsibility
37. Develop and implement an overall assessment of the core curriculum beyond the current course assessments.	n/a		AA
38. Complete the implementation of the core curriculum by fall 2013.	n/a		AA

GOAL 1, OBJECTIVE 7: Be a university that attracts a diverse student body, faculty, and staff.

Performance Indicator	Baseline	Target	Responsibility
39. Every five years, complete an audit of campus services aimed at welcoming a diverse student body, faculty, and staff and adjust as needed.	n/a		OID, MC
40. Increase the total number of enrolled at-risk students by 15 percent.	5,453	6,271	EMC
41. Increase the number of at-risk students who graduate by at least 20 percent annually.	881	1,057	AA, BA
42. Increase the number of McNair Scholars to 10.	5	10	OID, GS
43. Increase the number of international students to 1,000.	745	1,000	
44. Create/revise unit-level diversity plans with faculty, professional personnel, classified staff, and service personnel recruitment targets.	n/a		All Units
45. 17 percent of the entering freshman class will come from underrepresented populations.	13.8%	17%	EMC
46. 17 percent of entering freshman class domestic students will come from outside Indiana.	13.3%	17%	EMC
47. Increase the number of entering fall transfers by 50 percent.	684	1,026	EMC

GOAL 2: Become a recognized leader for educational and disciplinary innovation.

GOAL 2, OBJECTIVE 1: Increase the number and range of academic programs and faculty members that are nationally ranked and/or recognized. Place particular emphasis on innovative pedagogy and curricula, synthesizing learning with scholarship, and leveraging built environments, technology, and media.

Performance Indicator	Baseline	Target	Responsibility
48. 55 programs will be nationally ranked or recognized by 2017.	0	55	AA
49. Increase the number of faculty and professional personnel with national recognition (awards, leadership positions, and editorial board memberships).	2012–13		AA
50. Increase by 10 percent the number of student presentations at national/regional disciplinary conferences.	2012–13		AA

GOAL 2, OBJECTIVE 2: Improve disciplinary scholarship and gain recognition for scholarship of teaching and learning.

Performance Indicator	Baseline	Target	Responsibility
51. Increase by 15 percent the number of publications and peer-reviewed presentations in scholarship of teaching and learning.	2012–13		AA
52. Increase by 50 percent the external funding of scholarship of teaching and learning.	Fiscal year 2012: $2.3 million	Fiscal year 2017: $3.45 million	C, SPO

GOAL 2, OBJECTIVE 3: Create innovative online and blended programs informed by research and scholarship.

Performance Indicator	Baseline	Target	Responsibility
53. By 2017, increase fully online student full-time equivalents (FTEs) by 35 percent.	2,781.4 FTE	3,754.9 FTE	EE
54. Achieve 50 percent growth in dual-credit full-time equivalents (FTEs).	175 FTE	263 FTE	EE
55. Achieve 10 national rankings and recognitions of online efforts.	4	10	EE
56. By 2017, facilitate the introduction by colleges/departments of two new bachelor's degree programs and four graduate degree programs for completely online delivery.	n/a	2 bachelor's programs 4 graduate programs	C, EE
57. By 2017, increase on-campus student enrollment in blended courses to 25 percent.	0%	25%	C, EE
58. By 2017, 50 percent of on-campus students will have taken at least one online course by the time they graduate.	10%	50%	EE
59. Increase by 30 percent annually the number of unique digital learning assets (MediaSite).	150,000	556,940	IT
60. By 2017, increase by 40 percent the number of unique digital assets held by University Digital Libraries.	167,882	235,035	IT
61. Increase Hybrid Design Technologies (HDT)/Institute for Digital Intermedia Arts (IDIA) contracts annually.	$28,400	$200,000	IT
62. Increase the offering of custom-built, technology-mediated learning content to 50 unique courses.	10	50	IT, AA

GOAL 2, OBJECTIVE 4: Be recognized for scholarly activity of faculty members, particularly in targeted areas of strength.

Performance Indicator	Baseline	Target	Responsibility
63. Increase by 125 percent external funding for scholarly work.	Fiscal year 2012: $14.1 million	Fiscal year 2017: $32 million	C, SPO
64. Increase by 10 percent the number of refereed or juried achievements by faculty members (manuscripts, performances, exhibitions, presentations, books, etc.).	2012–13		C
65. Increase by 40 percent the number of contract and grant proposal submissions.	Fiscal year 2012: 505	Fiscal year 2017: 707	C, SPO
66. Increase the number of contract and grant proposal submissions totaling more than $25,000 by 25 percent.	Fiscal year 2012: 183	Fiscal year 2017: 229	C, SPO

GOAL 3: Invest in an increasingly vibrant and integrated university community.

GOAL 3, OBJECTIVE 1: Ensure the Ball State educational and student life experience is distinctive, consistent, and integrated.

Performance Indicator	Baseline	Target	Responsibility
67. Complete the renovations of two academic buildings and begin the renovation of another academic building by 2017.	n/a		BA
68. Complete the David Owsley Museum of Art expansion by 2013.	n/a		BA
69. 60 percent of students on campus will participate in cocurricular programs by 2017.	9,132	10,045	SA
70. Complete Phase 1 (50 percent of sorority housing) of the Greek Village by 2017.	n/a		BA, SA
71. Finish renovating two residence halls, complete the construction of one new residence hall, and start the construction of an additional residence hall by 2017.	n/a		BA, SA
72. Increase employee average participation in substantive wellness initiatives to 18 percent.	13.5%	18%	BA
73. Increase participation in diversity programs by 20 percent by 2017.	15,795 (SA)	18,954 (SA)	AA, SA
74. Increase participation in cultural programs by 20 percent by 2017.	202,113	242,536	SA, AA
75. Successfully complete a fundraising campaign in support of athletics.	n/a		A, AD
76. Athletic programs will average five team and/or individual NCAA appearances (or bowl games for football) per year.	4	5	AD
77. Increase athletic revenues generated by an average of 4 percent per year over five years. These revenue areas are Cardinal Varsity Club, licensing fees, ticket sales, corporate partnerships, philanthropy, and other.	$2.25 million	$2.7 million	AD
78. Maintain or improve our self-defined efficiency metric based on the university's relative positions compared to Indiana and national averages in the critical budget areas of health care costs, energy usage, and administrative staffing.	n/a		BA

GOAL 3, OBJECTIVE 2: Foster an environment where the university and community seamlessly work together to achieve common aspirations and goals.

Performance Indicator	Baseline	Target	Responsibility
79. Contribute $250,000 to the Muncie Vision 2016 plan by December 31, 2016.	n/a		BA
80. Track and communicate annually the financial and service impact of student volunteer programs on Muncie and Delaware County.	8,423 students 306,729 hours 82 agencies		BA, SA, AA
81. Contribute eight hours of community service per athlete per year with student-athletes and coaches.	8 hours	8 hours	AD

GOAL 3, OBJECTIVE 3: Continue to position the university as a steward of the environment by building on the university's expertise and success in sustainability.

Performance Indicator	Baseline	Target	Responsibility
82. Offer specific curricula in sustainability.	Minor in sustainability	Major, certificate, and concentration	CERES, AA
83. Secure funding and complete the geothermal project.	n/a		BA, A
84. Monitor and benchmark energy efficiency and implement initiatives to continue energy-efficient improvements and sustainability efforts.	n/a		BA
85. Increase faculty and student participation in the Indiana Green Campus Network.	5 faculty members 10 students 15 schools	25 faculty members 100 students 25 schools	CERES

GOAL 3, OBJECTIVE 4: Provide a high-quality work-life environment that encourages faculty, staff, and student achievement and positions the university to attract and retain talent on a national scale.

Performance Indicator	Baseline	Target	Responsibility
86. Develop and implement tools (e.g., surveys, focus groups, forums, etc.) for measuring job satisfaction considering elements such as workplace environment, salary and benefits, communication, etc.; establish a baseline and track improvement.	n/a		AA, BA
87. Conduct a diversity climate survey; establish a baseline and track improvement.	n/a		OID
88. Strengthen the smoke-free policy by 2013.	n/a		SA
89. Increase promotional salary increments to $4,000 for associate professors and $6,000 for full professors by July 1, 2015.	$2,500 for associate $3,700 for full	$4,000 for associate $6,000 for full	AA, BA
90. In conjunction with the Salary and Benefits Committee, analyze the faculty salary gap adjusting for discipline differences among Mid-American Conference (MAC) schools. After adjusting for the discipline mix, and to the extent possible with state funding, reduce the overall faculty salary gap to close to 5 percent by academic year 2016–17.	9.7%	5%	AA, BA
91. Provide up to $100,000 annually in new university matching funds (increasing the funds available to as much as $200,000) for professors and associate professors to use for travel associated with professional development and research opportunities.	$0		AA, BA
92. Develop and implement a plan to train all Enterprise Resource Planning (ERP) system end users, with initial training for all end users to be completed by 2013.	n/a		IT

GOAL 4: Advance Indiana through student engagement and faculty expertise.

GOAL 4, OBJECTIVE 1: Ensure statewide engagement efforts are cohesive, well coordinated, and broadly recognized.

Performance Indicator	Baseline	Target	Responsibility
93. By 2015, achieve the Carnegie Community Engagement classification.	n/a		BBC
94. By 2013, establish a statewide engagement plan.	n/a		BBC

GOAL 4, OBJECTIVE 2: Connect academic programs with employers in the state to create more synergy between educational offerings and the needs of a knowledge-based economy.

Performance Indicator	Baseline	Target	Responsibility
95. Every college and professional program will have an external advisory council.	n/a		C
96. Every department will conduct alumni surveys every five years and solicit employer input where appropriate to aid in curriculum development.	n/a		A, AA, BBC, SA, C, IE

GOAL 4, OBJECTIVE 3: Leverage university expertise to increase the competitiveness of Indiana's communities and businesses.

Performance Indicator	Baseline	Target	Responsibility
97. Increase by 10 percent annually the number of companies that are impacted by the university.	38 total 24 in Indiana	62 total 38 in Indiana	BBC
98. Increase by 10 percent annually the number of communities and increase to 70 the number of counties actively engaged with the university.	50 communities 50 counties	80 communities 70 counties	BBC, AA

GOAL 4, OBJECTIVE 4: Be a leader in the advancement of education reform in Indiana.

Performance Indicator	Baseline	Target	Responsibility
99. Improve charter school success as measured by the following:			TC
ISTEP+ pass rate	52%	85%	
NWEA scores by grade	Reading:		
	3 – 189.9	199.2	
	6 – 212.3	216.4	
	11 – 223.4	223.7	
	Mathematics:		
	3 – 192.1	203.1	
	6 – 219.6	225.6	
	11 – 236	238.3	
	Language:		
	3 – 191.1	200.3	
	6 – 212.3	216.2	
	11 – 222.1	223.3	
IREAD pass rate	73.30%	90%	
Graduation rate	69.30%	90%	
100. Every year, document best practices at Burris Laboratory School, the Indiana Academy, charter schools, and Partnership Network Schools and communicate results to K–12 public schools.	n/a		TC
101. Maintain and improve the top rankings of Burris Laboratory School and the Indiana Academy.	2		TC
102. Work with current and future K–12 educators to strengthen their ability to attract and prepare students for science, technology, engineering, and math (STEM) degrees and careers.	n/a		TC, C

GOAL 4, OBJECTIVE 5: Enhance commercialization with new opportunities and strategies.

Performance Indicator	Baseline	Target	Responsibility
103. Increase royalty revenue by 50 percent.	Fiscal year 2012: $270,400	Fiscal year 2017: $405,606	BSIC, BA
104. By 2017, reach an annual total of five start-up companies or executed license agreements that have a reasonable success of generating significant net revenue.	1	Fiscal year 2017: 5 start-ups and/or licenses (cumulative)	BSIC, BA
105. Increase the annual number of intellectual property (IP) disclosures to 20.	12	20	BSIC, AA, BA

GOAL 4, OBJECTIVE 6: Provide a strategic array of in-person, online, and hybrid educational offerings that meet the increasingly diverse needs of the state of Indiana.

Performance Indicator	Baseline	Target	Responsibility
106. Complete two 2+2 agreements with community colleges, offering the last two years of courses online.	0	2	AA, EE
107. Increase the total number of bachelor's and master's students graduating with a high-impact degree (as defined by the Indiana Commission for Higher Education) by 50 percent by July 31, 2017.	473	710	AA

IMPLEMENTATION APPROACH

The strategic plan was developed through extensive input from key constituencies, both inside and outside the university, and much iteration with the Strategic Planning Task Force. The plan articulates goals, objectives, performance indicators, and targets. The performance indicators and targets were developed collaboratively, with input from those within the university with both the responsibility and capacity for implementation.

A strategic plan can be only as good as its implementation. Our implementation approach will:

- clearly identify and articulate the initiatives that will enable the university to achieve its targets
- create a dynamic implementation plan that clearly defines roles, responsibilities, and rewards
- provide a transparent, participatory annual review process that enables adjustments of performance indicators and targets
- empower implementation at the appropriate unit level and establish accountability
- provide mechanisms for periodic communication and feedback.

GLOSSARY

Mission: The mission is the university's statement of purpose.

Vision: A vision is a description of the future state of the institution. It should be clear, concise, and easily tied to the mission.

Strategic Plan: A strategic plan identifies the manner in which the university achieves its desired future. The strategic plan evolves from a complex but organized process involving stakeholders (e.g., students, faculty, staff, alumni, community members, etc.) taking into account the institution's environment (fiscal, political, demographic, etc.) and aspirations.

Strategy: A strategy is the specific approach to achieving the vision. It should be focused and easily communicated.

Goal: A goal is an area of emphasis or a major element of the strategy. There are a limited number of goals (three to six) for a strategy.

Objective: An objective indicates a general desired result or a process intrinsic to achieving a desired result in support of a thematic element of the strategy. An objective should be specific enough so that progress toward that objective can be measured. There may be a number of desired objectives for each goal.

Performance Indicator: A performance indicator is a measurable parameter that relates to a specific objective.

Target: A target is the numerical goal associated with a specific performance indicator.

Implementation Plan: An implementation plan enables the achievement of the strategic plan. It identifies resource needs and sources, defines roles and responsibilities, provides ongoing review, and provides periodic feedback to the university community.

STRATEGIC PLANNING TASK FORCE

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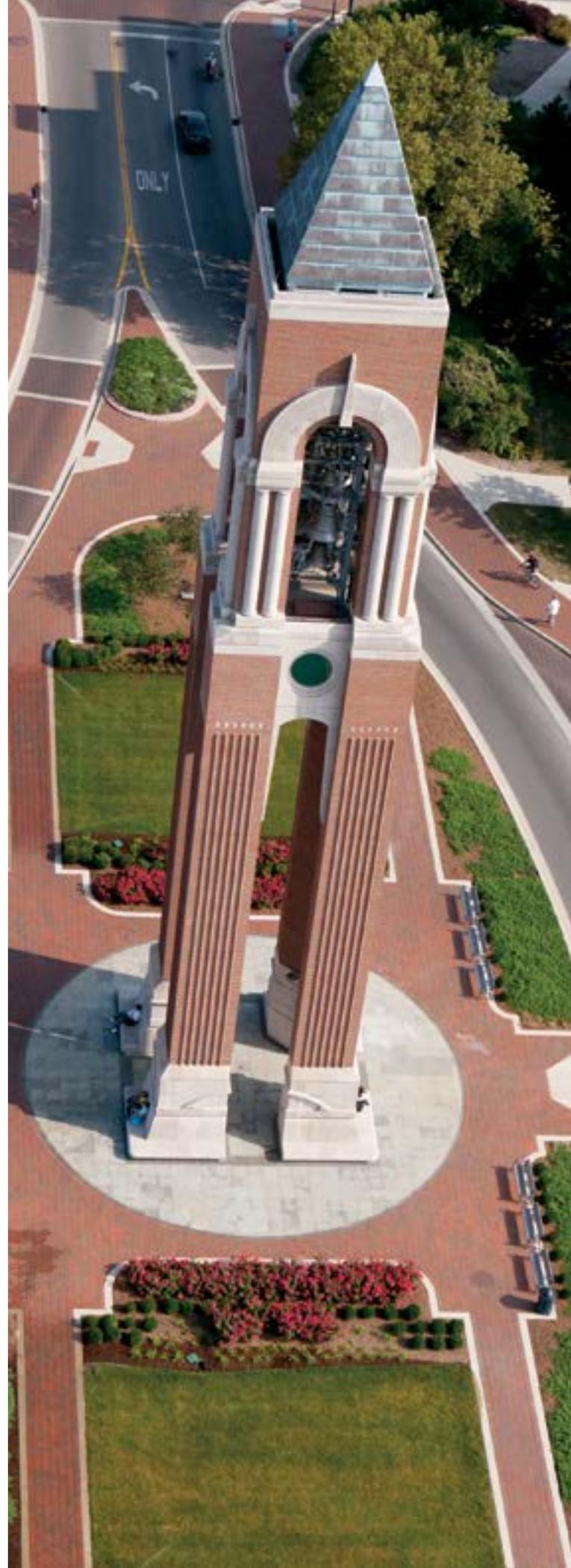
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