

# 2010-11 Presidential Performance Objectives

GREEN = New Goal  
 ORANGE = Goal Not Met

Compensation				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE 1:</b> Strategic and Comprehensive Human Resources Plan	Continue commitment to moving faculty salaries to the next quartile	Complete move to the next quartile	<b>Starting Point:</b> Quartile 3 [8th out of 11 peer institutions] <b>1st Year Goal:</b> Improve ranking within Quartile 3 <b>3rd Year Goal:</b> Continue to move faculty salaries up	<b>3rd Year Progress:</b> Data for 2010-11 will be available late April. Data for 2009-10, which shows University is in Quartile 3 [8th out of 11 peer institutions] reflects 0% raise pool. Data for 2010-11 will reflect 1% raise pool plus faculty merit raise pool.
	Through the establishment of strategic compensation philosophies develop appropriate alignment of classified and administrative salaries with market	Establish strategic compensation philosophies for administrative and classified pay plans including complete review of plans for legal compliance	<b>Starting Point:</b> Current compensation plans are not modern in design and features and lack cohesive university pay plan philosophies <b>1st Year Goal:</b> Established Compensation Office; engaged consultant to design new administrative and classified staff pay plans; evaluated purchase of compensation analysis software <b>3rd Year Goal:</b> Implement the "Career Banding" compensation system for administrators	<b>3rd Year Progress:</b> Comprehensive plan in progress to implement administrative compensation plan including career bands, market pricing, competency profiles, career development progressions, and performance management process and tools. Extensive training/education programs developed for both compensation and performance management processes. The administrative compensation plan is estimated to be fully implemented by the end of calendar year 2012.

Undergraduate and Graduate Curriculum				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE 2:</b> Retention, Engagement, Graduation of Undergraduates	Expand availability of learning communities	a) To improve the retention rate of first-year Athens students, increase freshman participation in learning communities by six (6) percentage points each year for the next five years	<b>Starting Point:</b> 49% of freshman class <b>1st Year Goal:</b> 55% of freshman class <b>3rd Year Goal:</b> 67% of freshman class	<b>3rd Year Progress:</b> 68% of freshman class
<b>OBJECTIVE 3:</b> Invest in targeted undergraduate programs	Through Undergraduate Centers of Excellence Review, Task Force on the Future of Regional Campuses, and the Strategic Enrollment Management Plan (see, Objective 10) identify undergraduate programs for future investment	a) Conduct Undergraduate Centers of Excellence Review	<b>Starting Point:</b> Design Undergraduate Centers of Excellence Review during 2008 Spring Quarter <b>1st Year Goal:</b> Review completed <b>3rd Year Goal:</b> Schools and Departments complete semesters curriculum work; Process of curriculum transformation completed by Fall 2010	<b>3rd Year Progress:</b> Semester courses and programs have been completed by departments and schools and approved by colleges and the University Curriculum Council.

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Enrollment Management				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE 5:</b> Increase strategic investment in targeted graduate and professional programs	Finish Graduate and Professional Centers of Excellence Review by January 2009	Use findings of Graduate and Professional Centers of Excellence Review to determine ongoing and additional support for programmatic and interdisciplinary academic programs and enrollment targets	<b>Starting Point:</b> Graduate and Professional Centers of Excellence Review being conducted <b>1st Year Goal:</b> Review completed <b>3rd Year Goal:</b> Begin investing in top graduate programs	<b>3rd Year Progress:</b> Seed funding was invested in a STEM pilot proposal to increase the number of graduate students in select STEM fields in the College of Arts & Sciences, including programs highly ranked in the Center of Excellence review. In addition, funding was allocated to colleges to strategically recruit talented graduate students.
<b>OBJECTIVE 2:</b> Retention, Engagement, Graduation of Undergraduates	Set retention/graduation targets and monitor progress	a) Stabilize and then increase freshmen and sophomore retention rate by one (1) percentage point each year for next five years	<b>Starting Point:</b> 78% <b>1st Year Goal:</b> 79% <b>3rd Year Goal:</b> 81%	<b>3rd Year Progress:</b> Retention rate from Fall 2009 to Fall 2010: 81%
		c) Maintain position as one of the top three public institutions in the state in six- year graduation rate	<b>Starting Point:</b> Top three standing for six-year graduation rate <b>1st Year Goal:</b> Maintained top three standing for six-year graduation rate <b>3rd Year Goal:</b> Maintain top three standing for six-year graduation rate	<b>3rd Year Progress:</b> Maintained top three standing for 6-year graduation rate in the state (2003 cohort after 6 years).
<b>OBJECTIVE 10:</b> Create and implement a strategic enrollment management plan that promotes fiscal stability and improvements in quality, access, and affordability/efficiency	Improve the quality of first-time enrollees	a) Increase ACT composite mean scores of incoming freshman class by one-tenth (.1) of a point each year for next five years	<b>Starting Point:</b> 23.6 ACT <b>1st Year Goal:</b> 23.7 ACT <b>3rd Year Goal:</b> 23.9 ACT	<b>3rd Year Progress:</b> 24.0 ACT
		b) Increase academic quality of students by decreasing the acceptance rate of admitted students in incoming freshman class by one-half (.5) of a percentage point each year for the next five years	<b>Starting Point:</b> 82% acceptance rate <b>1st Year Goal:</b> 81.5% acceptance rate <b>3rd Year Goal:</b> 79.5% acceptance rate	<b>3rd Year Progress:</b> 85.1%

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Enrollment Management Continued				
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		d) Regional Outcome: Offer "Excellence Scholarships" to improve access for students.	<b>Starting Point:</b> Establish "Excellence Scholarships" <b>1st Year Goal:</b> Award "Excellence Scholarships" and determine impact <b>3rd Year Goal:</b> Continue "Excellence Scholarships" awarding	<b>3rd Year Progress:</b> Between 2008-10 awarding of Regional Campus "Excellence Scholarships" increased by 28.29% -- enrollments during that period increased by 22.43%; between 2009-10 awarding of Regional Campus "Excellence Scholarships" increased by 16.27% -- enrollments during that period increased by 5.18%
	Improve access, affordability, and efficiency	c) Increase multicultural diversity; international diversity, and out-of state students of incoming freshman by two (2) percentage points each year for next five years	<b>Starting Point:</b> 1st year multicultural = 10% of freshman class; 1st year international = 2% of freshman class; 1st year out-of-state = 11% of freshman class; 1st year Appalachian = 13% of freshman class <b>1st Year Goal:</b> 1st year multicultural = 12% of freshman class; 1st year international = 4% of freshman class; 1st year out-of-state = 13% of freshman class ; 1st year Appalachian = 15% of freshman class <b>3rd Year Goal:</b> 1st year multicultural = 16% of freshman class; 1st year international = 8% of freshman class; 1st year out-of-state = 17% of freshman class ; 1st year Appalachian = 19% of freshman class	<b>3rd Year Progress:</b> 1st year multicultural = 10% of freshman class; 1st year international = 2% of freshman class; 1st year out-of-state = 11% of freshman class; 1st year Appalachian = 17% of freshman class
		g) Increase international graduate students in entering class by one (1) percentage point each year for the next five years	<b>Starting Point:</b> 24% of new graduate students <b>1st Year Goal:</b> 25% of new graduate students <b>3rd Year Goal:</b> 27% of new graduate students	<b>3rd Year Progress:</b> 19% of new graduate students
		h) Increase transfer students by two (2) percentage points each year for the next five years	<b>Starting Point:</b> 2% of enrollment <b>1st Year Goal:</b> 4% of enrollment <b>3rd Year Goal:</b> 8% of enrollment	<b>3rd Year Progress:</b> 2% of enrollment
	Improve access, affordability, and efficiency (continued)	Maintain affordability and competitiveness of Regional Campuses	<b>Starting Point:</b> Ensure Regional Campuses tuition is competitive with in-state peers <b>1st Year Goal:</b> Maintain affordability and competitiveness of Regional Campuses <b>3rd Year Goal:</b> Keep tuition on Regional Campuses at or below median of in-state peers	<b>3rd Year Progress:</b> Ohio University Regional Campuses have the third lowest tuition of the eight regional campus systems in the state; Regional Campuses did not increase tuition in 2010-11 and remain below the median for in-state peers.

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Enrollment Management Continued				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<p><b>OBJECTIVE 12:</b> Clearly communicate our distinctive identity as an institution to all stakeholders, and, using strategic communications and external relation practices to effectively position the university</p>	<p>Undertake an academic marketing campaign a.k.a. “branding and positioning”</p>	<p>a) Advance and build awareness of Ohio University’s academic excellence and build the University’s brand to prospective students, parents, guidance counselors, alumni, and other influencers</p>	<p><b>Starting Point:</b> Develop and implement academic marketing campaign</p> <p><b>1st Year Goal:</b> Conducted post-campaign assessment of media buy to gauge campaign’s reach; surveyed prospective students and parents visiting campus and High School Guidance Counselor Advisory Board about the campaign</p> <p><b>3rd Year Goal:</b> Continue assessment of academic marketing campaign</p>	<p><b>3rd Year Progress:</b> Conducted Brand perception study in fall 2010 with prospective students in three markets - Cincinnati, Columbus, and Cleveland to assess the equity of the Ohio University brand compared with major competitors (OSU, UC, Miami, and Kent) through the eyes of the target audience. Findings: OHIO is neither well known nor well differentiated in the most populated markets in the state of Ohio and there is a positive correlation between the university’s brand equity and its success rate in acquiring students from a particular area. Competitive brand research revealed that all of OHIO’s competitors are active in developing their brands and marketing to high school prospects with some advertising in five or six markets in the state of Ohio alone. To date, the Fall media campaign has generated nearly 10,000 leads of prospective students to the Promise admissions microsite. Formed a Marketing Advisory Council at the beginning of 2011 to function as an advisory body to help develop a consistent and unified marketing effort throughout the university.</p>

Graduate Education, Research and Creative Activity				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<p><b>OBJECTIVE 7:</b> Strengthen research and creative activity in targeted areas</p>	<p>Improve research competitiveness</p>	<p>Grow our federally financed research spending one (1) percentage point each year for the next five years</p>	<p><b>Starting Point:</b> 48% of federally financed research spending</p> <p><b>1st Year Goal:</b> 49% of federally financed research spending</p> <p><b>3rd Year Goal:</b> 51% of federally financed research spending</p>	<p><b>3rd Year Progress:</b> 36.6% of federally financed research spending. Federally financed research and development expenditures is up almost \$2M from last year and about \$200K from the year before. The percentage is smaller because the denominator of total R&amp;D expenditures for FY2010 is larger.</p>

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Capital Campaign				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE 13:</b> Increase annual philanthropic support from \$15M to \$30M and develop a major comprehensive campaign	Working with academic leaders establish fundraising goals and criteria for development professionals	Increase annual gifts and commitments	<b>Starting Point:</b> \$14.4M in gifts and commitments <b>1st Year Goal:</b> \$20M in gifts and commitments <b>3rd Year Goal:</b> \$25.5M in gifts and commitments	<b>3rd Year Progress:</b> \$20.242M (as of 3/31/2011)
	Define operational plan for the implementation of a comprehensive campaign	Determine staffing, funding, goal, and timeline	<b>Progress Indicator:</b> In 2009 conduct interviews with top prospects to determine interest and propensity for participation (particularly at the \$100,000+ level); conduct internal interviews with university leadership to determine funding priorities; determine overall campaign dollar goal and other campaign objectives based on established university and unit priorities; determine staffing based on campaign goals; set timeline  <b>3rd Year Goal:</b> Complete quiet phase of the campaign	<b>3rd Year Progress:</b> On target to complete quiet phase of campaign; current campaign fundraising total: \$233.4M

Financial Strength				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE 17:</b> Establish a stronger financial, legal, and compliance infrastructure	Improve the balance sheet and overall financial strength of the university [The outcomes that follow use a series of financial ratios established in Ohio Senate Bill 6 as standard indicators of financial health for institutions of higher education. SB6 scores for each financial ratio run from 0 to 5.]	a) Move our Primary Reserve Ratio to an SB6 score of 4.0 or greater. The primary reserve score provides a snapshot of the financial strength and flexibility of the University by showing how long the institution can function using its expendable reserves without relying on additional assets from operations. A Primary Reserve Ratio of .250 to .490 translates to an SB6 Score of 4.0.	<b>Starting Point:</b> .239 Primary Reserve Ratio <b>1st Year Goal:</b> .250 Primary Reserve Ratio <b>3rd Year Goal:</b> Maintain .250 Primary Reserve Ratio	<b>3rd Year Progress:</b> .277 Primary Reserve Ratio, which translates to an SB6 Score of 4.0

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Financial Strength Continued				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
		d) Move our SB6 Composite Score to at least the average of Ohio public universities. The current average SB6 Composite Score for universities is 3.87	<b>Starting Point:</b> 3.2 SB6 Composite Score <b>1st Year Goal:</b> 3.7 SB6 Composite Score <b>3rd Year Goal:</b> Maintain statewide average Composite Score or better	<b>3rd Year Progress:</b> FY2010 statewide SB6 average = 3.93; Ohio University's SB6 average = 3.9
	Improve the financial controls and risk management environments	a) Internal audit findings are promptly addressed	<b>Starting Point:</b> Findings addressed at widely variable times or appear as repeat findings in next audit <b>1st Year Goal:</b> Findings formally addressed within one year of initial audit report <b>3rd Year Goal:</b> Address findings promptly	<b>3rd Year Progress:</b> Findings addressed as promptly as possible as existing resources will allow, but always within one year of the Internal Audit report.
		b) Develop a robust, sustainable university control climate	<b>Starting Point:</b> Control climate survey developed and administrated <b>1st Year Goal:</b> A strategic implementation plan developed for improving the control climate in conjunction with university stakeholders <b>3rd Year Goal:</b> Support a robust, sustainable university control climate	<b>3rd Year Progress:</b> The implementation of Concur and Sciquest (BobcatBuy) afford the University improved controls over procurement and payables. Changes in organizational structure will address future control and contract management issues.

Intercollegiate Athletics				
Core Objectives	Strategies	Outcomes	Performance Measures	Progress to Date
<b>OBJECTIVE:</b> Improve the transparency and accountability for Intercollegiate Athletics without increasing financial burden on students	Grow Intercollegiate Athletics endowment	Seek gifts to grow Intercollegiate Athletics' endowment	<b>Starting Point:</b> Identify annual and cumulative structural deficit <b>1st Year Goal:</b> Began work to resolve annual structural deficit <b>3rd Year Goal:</b> Seek endowed funds restricted to Intercollegiate Athletics thereby increasing division's reliance on private funds and decreasing its reliance on general fee funds	<b>3rd Year Progress:</b> For the period 7/1/2010 through 3/31/2011, ICA has raised \$10.63M, which includes the gift from the Walter Foundation. Without the Walter gift, ICA raised \$629K against its 2010-11 goal of \$750K (83.8% to-date).