

**Gallaudet University Strategic Plan 2007-2011
Tentative Benchmarks and Targets**

SP #	Indicator	Measure or Document	Benchmark	2006 / 2007	Target: End of AY0809
1	Maintain and strengthen Gallaudet's unique position as a place in which higher education, research, and scholarly pursuits of all kinds are conducted in an inclusive environment where the ASL/English bilingual communication abilities and potential of deaf students are fully realized.				
1.1	<i>Raise levels of fluency and literacy in English and ASL that will permit direct communication in academic settings.</i>				
	ASL UG student learning outcomes assessments (% Undergraduates receiving B or above in GSR 103 during First Year)	PeopleSoft	None	37% ^f	50% ^d
	English UG student learning outcomes assessments	Pilot Test Spring 08	None	TBD	TBD
	# graduate students who satisfy their program's ASL requirements (% passing at benchmark date)	ASPLI Database	To be compiled Summer 08	TBD	TBD
	# of graduate students who satisfy their program's English requirements (% passing at benchmark date)	None			
	Faculty ASL assessments (Distribution of Faculty ASL proficiency)	May BOT Report			
	<i>Percent of All Faculty rated Advanced or Above</i>		69% ^{1b}	67%	70% ^h
	<i>Percent of Tenured Faculty rated Intermediate or Below</i>		1.8% ^b	1.8%	1.3% ^h
	Staff ASL assessments	None			
1.2	<i>Build community consensus on the meaning and implementation of bilingual education at Gallaudet.</i>				
	Descriptions of bilingual education incorporated into marketing materials				
	Campus Climate Survey: Bilingualism subscale	Campus Climate Survey	None	2.86 out of 5	3 out of 5
	Documented use of access strategies utilized at Gallaudet for ASL/English support in classrooms				

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2	Provide rigorous academic programs and effective co-curriculum and services that support recruitment, retention, graduation, life-long learning, and attract talented and diverse students and prepare them for a global economy.				
2.1	<i>Enroll, retain, and graduate a diverse and talented student population.</i>				
	Undergraduate & graduate enrollment (GPRA)				
	GPRA indicator for total undergraduate enrollment	PeopleSoft	1175	1101	1180*
	GPRA indicator for total graduate enrollment				
	First year retention rate for first-time, full-time freshmen (GPRA)	PeopleSoft	65% ^b	54%	75%*
	25%tile or above ACT composite score for incoming freshmen	ACT	12 ^b	14 ^c	15 ^c
	Six-year graduation rate (GPRA)	PeopleSoft	32% ^b	25%	31%*
	Enrollment, retention, and graduation rates (disaggregated by student demographics)				
	<i>% Undergraduate females</i>	PeopleSoft	53% ^b	53%	51% ^h
	<i>% Undergraduate white</i>	PeopleSoft	62% ^b	62%	55% ^h
	<i>% Graduate females</i>	PeopleSoft	78% ¹	78%	70% ^h
	<i>% Graduate students white</i>	PeopleSoft	70% ^b	70%	65% ^h
2.2	<i>Provide an academically challenging general studies, major and graduate level curriculum with both academic and co-curricular support.</i>				
	NSSE--Academic Challenge & Collaborative Learning subscales				
	NSSE: Academic challenge subscale	National Survey of Student Engagement			
	<i>Freshman score</i>		53.9 ^e	49.3	53.9 ^d
	<i>Senior score</i>		57.1 ^e	56.2	57.1 ^d
	NSSE: Active and collaborative learning subscale	National Survey of Student Engagement			
	<i>Freshman score</i>		44.7 ^e	41.5	44.7 ^d
	<i>Senior score</i>		52.6 ^e	52	52.6 ^d
	GSR assessments in five outcome areas: Language and Composition; Critical Thinking; Identify and Culture; Knowledge and Inquiry; Ethics and Social Responsibility				

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	<i>UG ASL Proficiency (% passing at benchmark date)</i>	None			
	<i>UG English literacy (% passing at benchmark date)</i>	Pilot Test Spring 08		TBD	TBD
	<i>UG Critical thinking measure (% passing at benchmark date)</i>	None			
	<i>UG Identity & Culture Measure (% passing at benchmark date)</i>	None			
	<i>UG Knowledge & Inquiry Measure (% passing at benchmark date)</i>	None			
	<i>UG Ethics & Responsibility Measure (% passing at benchmark date)</i>	None			
	Content area licensure examinations (when applicable)	To be compiled Spring 08		TBD	TBD
	#s of Gallaudet undergraduate and graduate students participating in research with faculty and staff mentors on both deaf-related and discipline-related inquiry	None			
2.3 Improve undergraduate and graduate career development programs.					
	BA/BS employment or post-graduate study rate (GPRA)	Graduate Follow Up Survey	80% ^b	73%	82%*
	Graduate employment rate (GPRA)	Graduate Follow Up Survey	94% ^b	100%	90%*
	Alumni Surveys	Every 10 years			
2.4 Link classroom and experiential learning by leveraging Gallaudet's location in Washington, DC.					
	Rate of undergraduate internships (disaggregated by type of experience)	To be compiled Spring 08		TBD	TBD
	Rate of consortium participation (classes and libraries)	PeopleSoft			
	# of academic programs involved in Capitol City Market Development Project	None			

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3	Create and sustain a climate that fosters respect among students, faculty, staff, and administrators for the full range of human diversity, educational backgrounds, ideas, and perspectives.				
3.1	Implement the Gallaudet Diversity Action Plan to model and promote a climate of respect for the diversity of people and ideas.				
	Climate Survey (Freedom of Expression subscale)	Campus Climate Survey	None	2.54 out of 5	3 out of 5 ^d
	Residence Hall and DPS incident reports	October BOT Report			
	<i>Number of residence hall incidents per undergraduates</i>		1.54 ^b	2.42	1.54 ^d
	<i>Number of drug or alcohol incidents per undergraduates</i>		0.19 ^b	0.23	0.19 ^d
	NSSE Supportive Campus Environment subscale	NSSE			
	<i>Freshman score</i>		62.5 ^e	58.4	60 ^d
	<i>Senior score</i>		59.2 ^e	61.9	61 ^d
	Freshman retention of students (disaggregated by hearing status)	PeopleSoft	TBD	TBD	TBD
3.2	Recruit, hire, retain and equitably reward and promote a diverse and talented workforce.				
	Annual demographic profile of faculty/staff (BoT indicator)	October BOT Report			
	<i>% White</i>		86% ^b	83%	78% ^d
	<i>%Female</i>		63% ^b	63%	63% ^d
	<i>% Hearing</i>		60.5% ^b	58%	55% ^d
	Ethnic distribution of Gallaudet workforce in various job classifications.	PeopleSoft	TBD	TBD	TBD
3.3	Construct institutional systems designed to promote the free exchange of information, ideas, and perspectives.				
	Climate Survey (Respect and Trust & Freedom of Expression subscales)				
	<i>Campus Climate Survey: Respect & Trust</i>	Campus Climate Survey	None	3.03 out of 5	3.5 out of 5 ^d
	<i>Campus Climate Survey: Freedom of Expression</i>	Campus Climate Survey	None	2.54 out of 5	3 out of 5 ^d
	Participation in Diversity Action Plan events	To be compiled Fall 08			

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	Biennial Budget Unit Head survey	Budget Unit Head Survey	To be compiled Spring 08	TBD	TBD
4	Conduct exemplary research, scholarship, outreach, and creative activities that impact deaf individuals' diverse strengths and needs within the context of visually-oriented learning environments.				
4.1	<i>Enhance Gallaudet's position as a leading center for the production and dissemination of knowledge about visual languages and P-adulthood visual learning.</i>				
	Research and scholarship activities (disaggregated by inquiry areas)	Annual Report of Accomplishments	To be compiled Summer 08	TBD	TBD
	Increased support from NSF for VL2 and increased numbers of Gallaudet faculty, teachers, staff, and students involved in VL2 research and dissemination of activities	VL2 Re-authorization Report			
	Increased numbers of Gallaudet faculty, teachers, and staff applying for external funds	Annual Report of Accomplishments	To be compiled Summer 08	TBD	TBD
4.2	<i>Increase the vitality of deaf individuals and their communities through research, education, outreach, and community development programs for adulthood.</i>				
	Research and scholarship activities (disaggregated by inquiry areas)	Annual Report of Accomplishments	To be compiled Summer 08	TBD	TBD
	Increased enrollment in outreach programs (GPRA)				
	# Students enrolled in Continuing Education	PeopleSoft	812	552	750 ^d
	Development of a plan to assess impact				

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4.3	<i>Increase the recognition that deaf people and their signed languages are vast resources with significant contributions to the cognitive, creative, and cultural dimensions of a diverse world.</i>				
	Research and scholarship activities (disaggregated by inquiry areas)	Annual Report of Accomplishments	To be compiled Summer 08	TBD	TBD
	Increasing number of citations of Gallaudet faculty, teachers, and staff publications in textbooks, journals, books, and other venues aimed at wider audiences (not deaf related)	Lexis - Nexus Search	To be compiled Summer 08	TBD	TBD
5	Obtain the financial and other resources necessary to support excellence in its programs and use these resources effectively and efficiently.				
5.1	<i>Preserve and improve Gallaudet's unique educational, cultural, and historical heritage.</i>				
	# of assets added to Archives, library collection of deaf resources, and online video library				
	Number of Assets Added to the Deaf Collection	Voyager Library System		Calc by March 28	TBD
	Number of Assets Added to the Archives	Voyager Library System, Archives Data Base	To be compiled Spring 08	Images: 4513 Records 3527 (Alumni Cards Project)	9,000
	Number of Hours of Digitized Video	Telescope Video Library, myMedia System	To be compiled Spring 08	230 hours	250 hours
	Periodic review of conditions of historic buildings with recommendations for improvements				

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5.2	<i>Improve the physical environment in response to changing student interests and needs and according to the Gallaudet University Deaf Space Design Guide.</i>				
	Facilities Master Plan				
	Capital improvement plan				
	Achievement of Capital Campaign fund raising goals				
	Deferred maintenance plan and funding with peer comparison	Annual University Budget	4.4% ^b	4.5%	5.6% ^d
5.3	<i>Integrate the strategic plan, financial plans, and operational systems to ensure the effective and efficient use of Gallaudet's assets and resources consistent with future enrollment, academic program needs, and</i>				
	Annual financial performance indicators	Annual University Budget			
	Five year financial plan	Annual University Budget			
	Educational cost per graduate (GPRA)		\$215,132 ^b	\$219,065	\$227,600 ^d
	Comparison of expense distribution by function with peer group	Annual University Budget			
	% of Expense (Annual Budget Document)				
	Program (Instruction, research, public service)		40% ^g	47%	47%
	Academic & student support		24% ^g	20%	20%
	Instructional support		18% ^g	15%	15%
	Auxiliary Enterprises		18% ^g	18%	18%
	GPRA indicator: Educational cost per graduate		\$270,000 ^g	\$273,000	\$280,000 ^d
	Implementation of planning, assessment, and improvement processes				

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	Student to faculty ratios; student to staff ratios				
	Student to faculty ratio	PeopleSoft	10.6 ^a	6.9	7.2 ^d
	Student to staff ratios	PeopleSoft	22.9 ^a	3.2	5 ^d
	Distribution of staffing by major programmatic areas	PeopleSoft			
	<i>Total positions</i>		314 ^b	1057	1004 ^d
	<i>Instruction, research, public service staff FTE</i>		116 ^b	235	223 ^d
	<i>Management FTE</i>		43 ^b	76	60 ^d
	<i>Non-professional FTE Staff</i>		84 ^b	363	345 ^d
	Distribution of staffing by major programmatic areas				
5.4 Improve communication within Gallaudet and between Gallaudet and external stakeholders.					
	<i>Documented Internal Communication Plan</i>				
	<i>Documented External Communication Plan</i>				
	<i>Biennial Budget Unit Head Survey</i>	Budget Unit Head Survey	To be compiled Spring 08	TBD	TBD
	<i>Climate Survey (Communication subscale)</i>	Campus Climate Survey	None	3.11 out of 5	3.5 out of 5 ^d
	Legend:				
	TBD To Be Developed or currently being developed				
	Target* indicates a GPRA imposed target for AY0809				
	^a 19 Functionally similar institutions				
	^b 5 to 9 year Gallaudet average				
	^c CUE requirement for raising admissions standards				
	^d OIR proposed target				
	^e NSSE Selected Peers				
	^f Data for Fall 2007 only				
	^g Peer group of small high cost liberal arts institutions, FY 2004				
	^h Accepted by Provost				