



# BAU

Bay Atlantic  
University

*CONCORDIA PER ERUDITIONEM*

## Strategic Plan and Performance Measures Guide



**A Guide to Strategic Planning  
And  
Performance Measures  
Bay Atlantic University**

**July 2021**

**Office of Institutional Effectiveness**

## Table of Contents

Introduction.....	4
Framework.....	4
Purposes of Strategic Planning/Performance Measurement Reporting.....	4
Elements of BAU’s Strategic Plan .....	5
Elements of Performance Measurement Report .....	6
Other Performance Measurement Reporting requirements include:.....	6
MISSION .....	7
Definition .....	7
Development Guides.....	7
OUTCOME-BASED MEASURE OF STUDENT SUCCESS .....	7
Definition .....	7
Development Guides.....	7
INITIATIVES .....	8
Definition .....	8
Development Guides.....	8
STRATEGIES .....	8
Definition .....	8
Development Guides.....	8
ACTION PLANS .....	9
Definition .....	9
Development Guides.....	9
INSTITUTIONAL PERFORMANCE MEASURES.....	10
Definition .....	10
Development Guides.....	10
BENCHMARKS .....	10
Definition .....	10
Development Guides.....	10
Auxiliary Plans .....	11

Surveys.....	11
Development Guides.....	11
Annual Assessment / Planning Meeting.....	12
Department Action Plans – Due February 15.....	13
Institutional Performance Measures Summary - Due August 1 .....	13
Action Plan Progress Report - Due September 1 .....	13
Annual Assessment / Planning Meeting – before November 15.....	13
Appendix I – Strategic Planning Flow Chart.....	14
Appendix II – Mission Fulfillment Diagram .....	15
Appendix III – Department Action Plans.....	16
Appendix IV – Institutional Performance Measures .....	17
Appendix V – Progress Report Worksheet.....	18

## Introduction

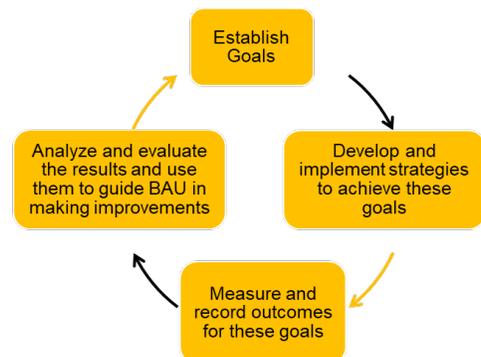
At the start of a new fiscal year after two years of a global pandemic, Bay Atlantic University (BAU) determined that the planning process needed to be more data driven and intentionally focused on mission fulfillment. This shift comes because of the University's desire for better measurement of student success for the purposes of improving policy, management, and accountability.

## Framework

Strategic planning/performance measurement is a long-term, dynamic, and future- oriented process of assessment, goal setting, and decision-making that maps an explicit path between the present and a vision of the future. Following a self-study framework, the process includes a multi-year view of objectives and strategies for the accomplishment of university goals. BAU follows a four-step planning and assessment cycle with clearly defined performance measures and benchmarks that provide feedback which permits program performance to influence future planning, resource allocation, and operational decisions. The strategic planning/performance measurement process incorporates and sets direction for all areas of the University.

Four-step planning and assessment cycle:

1. Establish clearly defined goals in all areas of BAU's work at the campus level and program level.
2. Develop and implement strategies to achieve these goals in all areas.
3. Measure and record outcomes for these goals in all areas.
4. Analyze and evaluate the results (the actual outcome against the intended goal) and use them as a guide in making improvements.



## Purposes of Strategic Planning/Performance Measurement Reporting

The ultimate goal of strategic planning and performance measurement reporting is to assure that services provided by the University meet the needs of our students. Strategic planning and performance reporting also assists in maintaining a focus on the quality of services and the benefits those services provide to our students. Strategic planning for Bay Atlantic University specifically serves the following purposes:

1. To improve management practices and the confidence of our students in the capability of Bay Atlantic University for achieving program and operating results of the highest quality. This is accomplished by developing and effectively utilizing long-term strategic planning techniques, key performance standards or goals and measures and improved practices in reporting our progress.

2. To improve program effectiveness and accountability by promoting a new focus on results, service quality, and customer satisfaction. This can be accomplished by evaluating each program for internal efficiencies or opportunities for enhanced effectiveness.
3. To help Program Chairs improve service delivery by requiring that they plan to meet program objectives and by providing them with information about program results and service quality.
4. To improve oversight review and decision-making by providing measurable, impartial information on achieving objectives and the relative effectiveness and efficiency of program implementation and spending.

A successful strategic planning/performance measurement reporting process provides many benefits. A stronger identity results as purposes and direction are clarified. Strategic planning improves the University's ability to anticipate and accommodate the future by identifying issues, opportunities, and problems. Enhanced decision-making will be achieved by strengthening internal communications, both vertically and horizontally.

Strategic planning/performance measurement reporting relies on careful evaluation of the University's capabilities and environment and leads to priority-based allocation of fiscal, human, technology, capital, and other resources. The strategic plan defines what BAU is and intends to be, as well as the principles guiding it. University goals, objectives, and performance measures are clearly enumerated that lead to priority-based resource allocation decisions and plans to achieve those goals. Producing identifiable, measurable, and meaningful results contained in the performance measurement plan is essential to a successful process.

## **Elements of BAU's Strategic Plan**

1. A comprehensive mission with outcome-based measures of student success.
2. Initiatives for the University.
3. Strategies for the major departments and core functions of the university.
4. Action Plans that indicate how the goals are to be achieved.
5. Performance measures that assess the progress of meeting the strategies in the strategic plan.
6. Benchmarks or performance targets for each performance measure along with an explanation of the manner in which the benchmark or target level was established.
7. An identification of the New Generation University Key Aspects to each Strategy in measuring the achievement of the strategic plan Initiatives.
8. Contains at least three years forward including the fiscal year it was submitted and updated annually.
9. Serves as a foundation for developing performance measurement information.

10. Encapsulates auxiliary plans in pursuit of mission fulfillment.
11. Published to the BAU website.

## **Elements of Performance Measurement Report**

1. Overview that describes the university and the services provided, including the governance and organizational structure, key divisions, management positions, etc. Also includes facts about the number of employees, number and location of offices, and a brief history or other items of interest. May also explain factors that hamper the ability to be successful or that may give rise to an increase in demand for services.
2. Core functions that describe the primary functions and statutory authority that requires such services to be delivered.
3. Performance highlights (optional) bring attention to performance issues that are not readily understood by looking at a table of information. The highlights section can also be used to explain dramatic increases or decreases in data or services provided. In addition, the highlights can be used to bring attention to an area of significant accomplishment, such as reducing dependence on a specific service.
4. Performance measures that will assess the progress the university is making in achieving a goal (quantifiable indicator). These should be the same measures as stated in the strategic plan. Data is presented in table format and shows the current fiscal year and four years of actual results (if actual results are not available because it is a new measure, so indicate on the table).
5. Benchmarks or performance targets for each performance measure as included in the auxiliary plans and strategic plan.
6. Results and analysis of each survey completed for the previous academic year.
7. List contact information.
8. Explanatory note which provides context important for understanding the measures and the results, and any other qualitative information useful for understanding performance.

## **Other Performance Measurement Reporting requirements include:**

1. BAU shall use the information for internal management purposes.
2. BAU shall maintain reports and documentation to support the performance measures and kept for four years covered by the report.
3. BAU shall present annually to the Board of Trustees.
4. BAU will publish the report each year on the website.

# MISSION

## Definition

*University mission is the reason for our existence. It concisely identifies what we do, why we do it, and for whom it does it.*

## Development Guides

The mission describes the overall role of the university and is the common thread binding the university's organizational structure and its activities. All employees should be able to identify their specific working relationship to this defined mission. The mission must be clearly understandable to the public and at a minimum answer the following questions:

1. Who are we as an organization and who do we serve?
2. What are the basic purposes for which we exist, or what basic problems are we established to address?
3. What makes our purpose unique?
4. Is the mission in harmony with the university's purpose?

A mission is developed by the stakeholders and succinctly identifies university purposes, distilling the most important reasons for our work. In developing the mission, other relevant sources will be examined such as board policies and program descriptions. The mission should generally be no more than one paragraph in length.

# OUTCOME-BASED MEASURE OF STUDENT SUCCESS

## Definition

*The Outcome-Based Measure of Student Success is a picture of how student success is driven by the mission statement. The Outcome-Based Measure of Student Success provides the reader with a clear description of how the university envisions student success if the strategies are achieved.*

## Development Guides

The Outcome-Based Measure of Student Success must be considered when developing the mission statement. Outcome-Based implies that the statement contain provisions which can be objectively measured to determine whether the university is advancing toward achieving student success. The following questions may assist in the development of the Outcome-Based Measure of Student Success:

1. What does student success look like?
2. How do we know our students are successful?

# INITIATIVES

## Definition

*Initiatives are the general ends toward which the University direct our efforts. An Initiative addresses issues by stating policy intention. Initiatives can be presented in both qualitative and quantitative form. In a strategic planning system, Initiatives are ranked for priority. Initiatives are meant to stretch and challenge us, but they are realistic and achievable.*

## Development Guides

The development of University Initiatives is one of the most critical aspects of the strategic planning process in that initiatives chart the future direction of the University. The initiative development process begins to focus our actions toward clearly defined purposes. Within the scope of the stated mission, initiatives specify where the university desires to be in the future. Initiatives are broad, issue-oriented statements that reflect the realistic priorities.

Initiatives should be student-focused and be easily understood by the public. Although there is no established limit, the number of initiatives developed should be kept to a reasonable number to establish the university's direction and provide a unifying theme for programs and activities. During initiative development, the university should begin identifying the desired results of its efforts and the corresponding performance measures that will quantify accomplishment of those results.

The formation of initiatives should include, but is not limited to, an analysis of the following questions:

1. Are the initiatives in harmony with the university mission statement and will achievement of the initiatives fulfill or help fulfill our mission?
2. Are the initiatives derived from performance standards?
3. Do the initiatives provide a clear direction for action?
4. Are the initiatives unrestricted by time? Do they reflect priorities?

# STRATEGIES

## Definition

*Strategies are clear targets for specific action. They mark quantifiable interim steps toward achieving the long-range mission and initiatives. Linked directly to initiatives, strategies are measurable, time-based statements of intent. They emphasize the results of actions at the end of a specific time period.*

## Development Guides

Strategies are tools that can provide incentives to improve employee motivation and productivity and to inform how well we are meeting the needs of our stakeholders. The development of strategies aid decision-making and accountability by focusing on outcomes. Strategies are derived from initiatives. Strategies should be shown under each initiative in an approximate

priority order, beginning with those of greatest importance and impact.

There may be multiple strategies under a single initiative; however, each stated initiative must have at least one strategy. The data necessary to establish strategies and to determine the feasibility of achieving realistic strategies should be provided by performance standards. Strategies should be easily understood by stakeholders and clearly state the specific results the university seeks to accomplish. The following questions should be asked to determine the relevancy of the strategy:

1. Does meeting the strategy demonstrate progress toward the stated goal?
2. Does the strategy clearly state what we intend to accomplish?
3. Is the strategy realistic and attainable? Do we have control over the outcome of the strategy?
4. Does the strategy describe an outcome in terms of specific targets and timeframes that can be measured?

## **ACTION PLANS**

### **Definition**

*Action plans are methods to achieve initiatives and strategies. Formulated from initiatives and strategies, an action plan is the means for transforming inputs into outputs, and ultimately outcomes, with the best use of resources. An action plan reflects budgetary and other resources.*

### **Development Guides**

Action plans are specific courses of action that will be undertaken by the departments to accomplish the initiatives and strategies. While a strategy indicates *what we* want to achieve, an action plan indicates *how* the strategy will be achieved. Action plans are action-oriented rather than procedural in nature and are directly linked to output measures.

To develop action plans, the departments determine how best to achieve the results intended by the specific strategy. More than one action plan may be needed for accomplishing each strategy.

In choosing action plans, the costs, benefits, and anticipated consequences of alternative courses of action must be evaluated. Action plans may, and probably will, cross program, activity, or department lines. Action plans must be easily understood by the public. Action plans are shown in the strategic plan under each strategy. Questions to consider in developing action plans include, but are not limited to, the following:

1. If this action plan(s) is implemented, can we assume that the objective will be accomplished?
2. What are the anticipated costs and benefits of each action plan?
3. Do we have the authorization to take the action outlined in each action plan? Is it a

legal and practical action?

## **INSTITUTIONAL PERFORMANCE MEASURES**

### **Definition**

*Performance Measures are gauges of the actual impact or effect upon a stated condition or problem. They are tools to assess the effectiveness of an agency's performance and the benefit derived.*

### **Development Guides**

Performances are the results, or impacts, of university action or policy. Progress is assessed by comparing performance to strategies using measures. Performance measures are expressed in a quantifiable form and indicate the degree to which we are achieving the strategies. A performance measure should be directly related to the strategy it is measuring. It shows the change or difference the action plan will have on the target group or issue area indicated in the strategy. Performance measures should be clear and easily understood by those who are unfamiliar with the department. Performance measures should be developed by the department and provided in the strategic plan. The following questions should be addressed as outcome measures are developed:

1. Is the outcome measure relevant? Is it logically and directly related to the strategy?
2. Is the outcome measure reliable? Does it produce accurate and verifiable information over the time frame set by the strategy?
3. Is the outcome measure valid? Does it capture what it is intended to measure?
4. Is the measure of sufficient value to justify the cost of producing the necessary data? In the case of excessive costs, could sampling techniques or other more cost-effective alternatives be used to collect the data?
5. If the data are not currently available, can a proxy measure be substituted until a data base is available?
6. Will the outcome measure enable a decision to be made or lead to a valid conclusion concerning department action?

## **BENCHMARKS**

### **Definition**

*Benchmark or performance target measures the university's expected, planned or intended result for a particular performance measure.*

### **Development Guides**

Benchmarks are used to track performance in implementing strategies and evaluate the efficiency of the implementation of the strategic plan. Benchmarks should focus on those items for which the university has control within the scope of its operations. In developing and

selecting key output measures, the following questions should be addressed:

1. Is the benchmark reliable? Will it measure the same thing over a period of time? Will the data used in the measure be available on a continuing basis?
2. Is the benchmark directly related to the strategies? Do we control the benchmarks through our actions?
3. Does the benchmark show the quantity of work performed? Can the measure be stated in unit cost terms?
4. Is the benchmark clear? Are the terms used generally accepted and defined? Will the measure be easily understood by those who are not familiar with the subject?

## Auxiliary Plans

Auxiliary plans are an aggregation of specific plans which serve as the foundation for additional and ongoing planning at the university. The plans are intended to be flexible in adjusting to changing times and needs of the university, and capable of responding to internal and external challenges and opportunities to achieve mission fulfillment.

## Surveys

Satisfaction and quality surveys are used to assess the quality and effectiveness of the university.

Students Satisfaction of Faculty Performance Survey	To assess student satisfaction of the design and deliverance of our academic courses as well as assessing faculty effectiveness.	Last week of every semester
Student Satisfaction of Administration Survey	To monitor student satisfaction in the program administration and available departmental recourses. This survey collects data in three main areas of program administration: Administrative Services (such as admission, registrar, accounting office etc.), Academic Services (content and process of academic delivery), and University Resources (Facilities, café, extra-curricular student activities, field trips etc.) available to students.	Last week of every semester
Graduate Satisfaction Survey	Analysis of the length of time student stays employed Type of industry a graduate employed in. Level of preparation to enter the field. Graduate satisfaction of their education / training received at BAU. Effectiveness of Career services & Placement Process	Between 60-90 days after graduation
Employer Satisfaction Survey	Employer satisfaction of the education / training our graduate received at BAU. Analysis of the title(s), position(s), duration and status of initial hire of our graduate by an employer.	30-60 days after initial employment

The survey results are included in the Performance Measurement Report.

## Development Guides

Surveys are developed and conducted under the guidance of the Director of Distance Learning.

## **Annual Assessment / Planning Meeting**

The strategic planning process is supported and informed by a comprehensive institutional effectiveness program. Monitored by the Institutional Effectiveness Committee (IEC), the program ensures that student learning outcomes, learner assessments, program review, Co-curricular assessment and a wide variety of other assessments and evaluations are systematically utilized to improve the educational processes of the university.

The strategic planning process aligns programs and services to meet student's needs through assessment and review, an on-going process that integrates planning, development, implementation, and evaluation with overall improvement.

## **Department Action Plans – Due February 15**

All departments must submit their action plans in electronic format (Microsoft Word annually to the Office of Institutional Effectiveness by February 15 to be included in the budget discussions. The plans must consist of the following:

- *Strategy*
- *Action Items*
- *Indicators of Achievement*
- *Assessment*
- *Resources Required*
- *Benchmarks*

**Note:** Strategic plans should cover a minimum of three years forward and shall be updated annually.

## **Institutional Performance Measures Summary - Due August 1**

The Office of Institutional Effectiveness will publish the Institutional Performance Measures summary by August 1 each year.

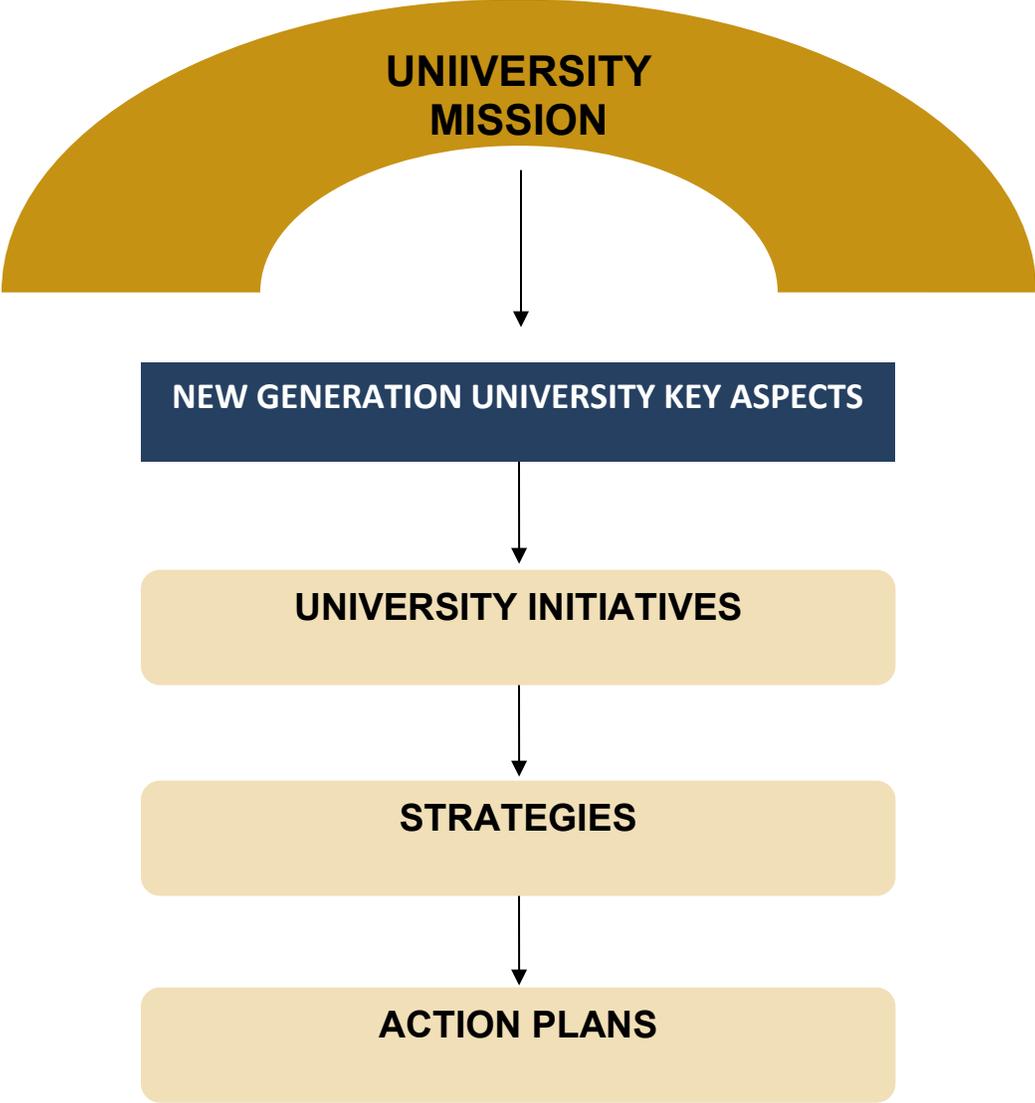
## **Action Plan Progress Report - Due September 1**

Each department will update and submit to the Office of Institutional Effectiveness, the Action Plan Progress Report for each action item by September 1<sup>st</sup> each year.

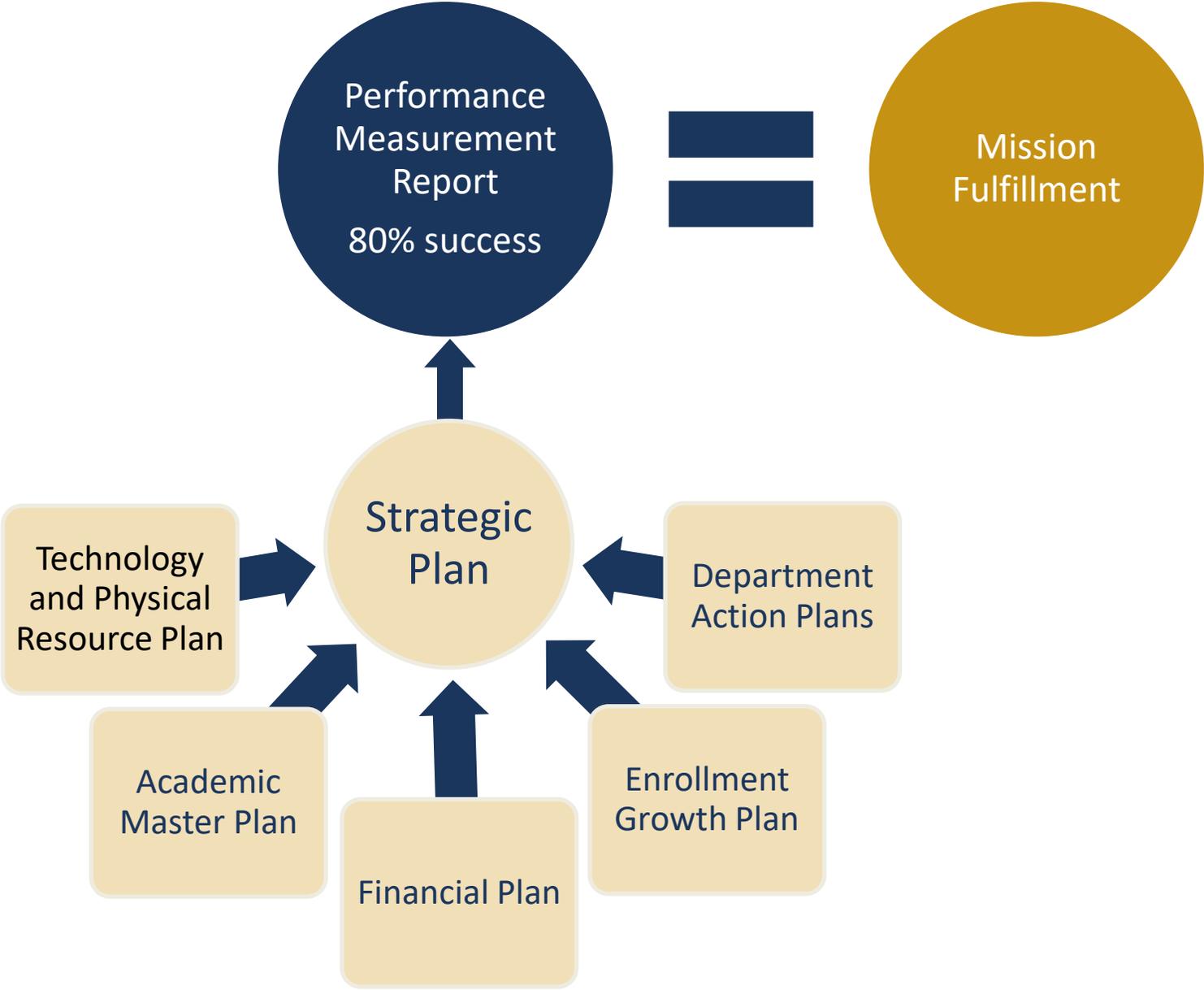
## **Annual Assessment / Planning Meeting – before November 15**

The Office of Institutional Effectiveness will facilitate the Assessment and Planning meeting annually to take place before November 15.

**Appendix I – Strategic Planning Flow Chart**



**Appendix II – Mission Fulfillment Diagram**



# Appendix III – Department Action Plans



## Action Plan Worksheet

### Department Action Plans

**Department Name** Select one **Strategy** Select one

**Goal #**     1     2     3     4     5

**KEY ASPECT**    NA - Select from the "Strategy" drop down menu

**INITIATIVE**    NA - Select from the "Strategy" drop down menu

**STRATEGY**    NA - Select from the "Strategy" drop down menu

#### Action Items

*Required actions that must occur to achieve the strategy:*

		<i>Due Date</i>
1		
2		
3		

#### Indicators of Achievement

*Desired Outcomes of each action above*

1	
2	
3	

#### Assessment

	<i>What will be measured?</i>	<i>How will it be measured?</i>	<i>When will it be measured?</i>	<i>Who is responsible?</i>
1				
2				
3				

#### Resources Required

	<i>Type</i>	<i>FY</i>	<i>Amount</i>	<i>Approval</i>
1	New <span style="float: right;">▼</span>	2022/2023 <span style="float: right;">▼</span>		
2	Reallocated <span style="float: right;">▼</span>	2023/2024 <span style="float: right;">▼</span>		
3	None <span style="float: right;">▼</span>	2024/2025 <span style="float: right;">▼</span>		

**Approval** \_\_\_\_\_
**Date:** \_\_\_\_\_

Approved with funding

Approved contingent upon available funding

Approved with no funding

Resubmit with noted changes\*

Not approved \*

\*see notes attached

# Appendix IV – Institutional Performance Measures



## Institutional Performance Measures

INITIATIVE 1											
Key Aspect	Mission	Strategy	Contact Person	Baseline (date)	Data						Notes
					2023/2024		2024/2025		2025/2026		
					Actual/Target	%	Actual/Target	%	Actual/Target	%	
		1									
		Indicators of Achievement									
		2									
		Indicators of Achievement									

# Appendix V – Progress Report Worksheet



## Progress Report Worksheet

### Department Action Plans

Department Name  ▼ Strategy  ▼

Goal #  1  2  3  4  5

KEY ASPECT NA - Select from the "Strategy" drop down menu  
 INITIATIVE NA - Select from the "Strategy" drop down menu  
 STRATEGY NA - Select from the "Strategy" drop down menu

#### Required Actions

*Please copy exactly as the action is written on the Action Plan Form*

1

2

3

#### Performance Indicators

*What was measured?*

1

2

3

#### Outcomes

*Please describe outcome(s) resulting from the Required Actions (including metrics and statistics if applicable):*

1

2

3

#### Continuous Improvement Efforts & Recommendations

*Please list specific efforts where data was or will be used for improvement purposes:*

1

2

3

*Please list recommendations concerning the Required Action (modification, extension, etc):*

1

2

3