



## Focus Area Definitions (Proposed)

**Fiscal Stability:** *Projects, the intended outcome of which is revenue base diversification for an institution, thereby leading to improved ability to endure ~~short~~ periods of ~~financial distress~~ limited funding.*

Examples of activities consistent with this focus area<sup>1</sup> include: establish development office, train development staff, strengthen alumni relations, establish donor database, build capacity to attract external support, build and manage endowment, increase tuition dollars from enrollment, increase research dollars (to exclude fundraising).

**Institutional Management:** *Activities intended to improve the capacity of the institution to control and direct its business and administrative affairs.*

Examples of activities consistent with this focus area include: create and maintain management information system(s), develop, integrate and update data base(s), staff and train an institutional research office, train and develop staff (other than teaching faculty), Library facilities (construction, renovation), improved institutional management (faculty and staff personnel management, community affairs, outreach office, employee recruiting), construction and renovation (classrooms, teaching labs), infrastructure for the internet.

### Student Services and Outcomes:

*Student services: Activities which provide ~~accommodations~~ services to students to aid their successful journey from matriculation to graduation.*

Examples of activities consistent with this focus area include: counseling (peer, career, personal), tutoring and mentoring (peer, staff, faculty), student facilities (general use computer labs, study centers, tutoring centers), create and support learning communities, improve student services (i.e. financial aid distribution process, registration), improve library services (extended hours, tutoring).

*Student Outcomes: Activities which impact ~~directly or indirectly on~~ those key performance indicators that measure the success and/or satisfaction of students at an institution.*

Examples of activities consistent with this focus area include: graduation rate, retention, persistence (i.e. Fall to Fall, basic skills to for-credit courses), increased academic

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<sup>1</sup> All examples provided are taken verbatim from the 2010 Annual Performance Report promulgated by the Education Department.

achievement, happy leavers, increased number of students entering higher degree programs.

| **Academic Quality:** *Projects ~~intended~~ designed to improve those factors that contribute to the instructional capacity of the institution.*

Examples of activities consistent with this focus area include: train and develop faculty, develop curriculum, improve developmental or basic skills courses, develop academic program(s), retain and recruit faculty, increase diversity of faculty, improve average education level of faculty, change the ratio of adjunct to full time professors, change the ratio of non-academic staff to academic staff, change the ratio of the number of students to faculty, improve class size, acquire specialized accreditation, acquire teaching or research laboratory equipment (institutional or joint shared use), acquire library materials (institutional or joint shared use).