

Boise State University Strategic Plan: Focus on *Effectiveness*

Update submitted to OSBE May 16, 2016

Goal 1: Create a signature, high-quality educational experience for all students.

Goal 1: Key Performance Measures	Recent data				Performance Targets	
					For FY2017	For FY2021
% students achieving University Learning Outcomes¹ >Written & oral communication (ULOs 1-2) >Critical inquiry, innovation, teamwork (ULOs 3-4) >Civic & Ethical foundations (ULOs 5-6)	Preliminary scores re: DLS courses; Fall 2015. 4-point scale; 3 = “satisfactory” >Understanding indiv. as members of a culture 3.0 >Understanding Historical & Cultural Forces 3.0 >Reasoning, Inquiry, and Problem Solving 2.9 >Responsibility & Personal Reflection 2.9				Initial assessment of ULO’s 1, 3, 5, 6 in spring 2016 via ePortfolios	90% of graduates rated as “good” or “exemplary”
	2012	2013	2014	2015	For FY 2018	For FY 2021
Students participating in internships and research >Number of students with internship credit >Number of students with research credit	860 -	847 -	833 -	876 - ²	900 No baseline	1000
	2008	2010	2012	2015	For FY 2018	For FY 2021
NSSE % of students participating in internships and research > % of students participating in internship ³ >% of students participating in research ⁴	51% 15%	47% 15%	43.6% 16.4%	51.2% 20.4%	52% 22%	55% 27%
				2015	For FY 2018	For FY 2021
Vertically Integrated Projects⁵ (VIPs) >Number of students enrolled in VIP >Number of VIP teams			New program	60 6	72 6	180 18
	2008	2010	2012	2015	For FY2018	For FY2021
NSSE benchmarks of student perception of quality of educational experience (% of urban peer; seniors) >Level of academic challenge >Active and collaborative learning >Student-faculty interaction >Enriching educational experience >Supportive campus environment	97.8% 102.0% 96.9% 96.7% 90.0%	98.2% 96.5% 87.0% 95.9% 90.1%	98.5% 97.9% 90.8% 93.0% 88.3%	See below		
Revised⁶ NSSE benchmark measures (% of peer group rating; for seniors only): Academic Challenge >Higher-Order Learning >Reflective & Integrative Learning				99% ⇔ ⁷ 102 ⇔	100% 100%	105% ⁸ 105%

¹ % of graduating undergraduates who achieve a competency of “exemplary” or “good” for each of ULOs 1-6 (Intellectual foundations and Civic & ethical foundations) and for ULO 7-11 (Disciplinary areas).

² New measure, will report data in May 2017 Strategic Plan.

³ % of seniors reporting in the NSSE survey to have participated in an internship. Note, slight changes in how the questions were asked in the surveys from 2008-2012 to 2015. 2012: “Practicum, internship, field experience, co-op experience, or clinical assignment.” 2015: “Internship, co-op, field experience, student teaching, or clinical placement.”

⁴ % of seniors reporting in the NSSE survey to have participated in an internship. Note, slight changes in how the questions were asked in the surveys from 2008-2012 to 2015. 2012: “Work on a research project with a faculty member outside of course or program requirement.” 2015: “Work with faculty member on a research project.”

⁵ VIPs unite undergraduate education and faculty research in a team-based context. Students earn credit for participation. Boise State is a member of the VIP national consortium that includes more than 20 universities and is hosted by Georgia Tech.

⁶ The NSSE was revised in 2013 to more accurately represent the constructs of student engagement being measured

⁷ ⇔ indicates that Boise State’s score is statistically the same as peers; ↓ & ↑ indicate statistically lower and higher than peers

⁸ A percentage of 105% indicates that Boise State would score 5% better than peers.

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>Learning Strategies				97% ↓	100%	105%
>Quantitative Reasoning				102 ↔	100%	105%
Learning with Peers						
>Collaborative Learning				103% ↑	100%	105%
>Discussions with Diverse Others				94% ↓	98%	100%
Experiences with Faculty						
>Student-Faculty Interaction				90% ↓	95%	100%
>Effective Teaching Practices				96 ↓	100%	100%
Campus Environment						
>Quality of Interactions				101 ↔	100%	105%
>Supportive Environment				91% ↓	95%	100%

Goal 2: Facilitate the timely attainment of educational goals of our diverse student population.

Goal 2: Key Performance Measures	Recent data				Performance Targets	
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Number degree graduates (distinct by award level)^{5*}						
>Associate	195	165	132	166	150	150
>Baccalaureate	2,584	2,716	2,764	2,971	3,250	3,800
(SBOE target for baccalaureate graduates ⁶)	(2,270)	(2,413)	(2,557)	(2,700)	(2,986)	(3,565) ⁷
>Graduate Certificate	170	167	192	226	250	250
>Master's	653	691	640	703	740	800
>Doctoral	11	11	34	14	32	40
Total distinct graduates	3,503	3,621	3,629	3,938		
	F2011 cohort	F2012 cohort	F2013 cohort	F2014 cohort	F2016 cohort	F2019 cohort
Retention^{8*}						
>Percent first-time, full-time freshmen retained to year 2	71.5%	70.9%	74.5%	75.6%	78%	80%
>Percent full-time transfers retained or graduated by year 2	74.1%	74.0%	71.9%	73.5%	77%	80%
	F2006 cohort	F2007 cohort	F2008 Cohort	F2009 Cohort	Fall 2011 Cohort	Fall 2014 Cohort
6-year graduation rate of first-time, full-time freshmen	29.5%	38.2%	37.1%	37.9%	44%	50%
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Dual enrollment^{9*}						
># credits produced	10,770	11,607	12,111	14,820	17,500	22,000
># students served	2,410	2,624	2,699	3,586	4,250	5,750
eCampus (Distance Education)						
>Student Credit Hours	55,571	60,146	66,058	73,668	85,000	105,000
>Distinct Students Enrolled	9,381	9,787	10,620	11,369	12,700	15,000
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Baccalaureate graduates per 3-year average FTE¹⁰	18.2	18.9	19.2	20.7	21.0	22.5
Graduate degree graduates per 3-year average FTE^{11*}	54.4	55.0	48.6	47.2	50.0	50.0
	F2006 cohort	F2007 cohort	F2008 Cohort	F2009 Cohort	Fall 2011 Cohort	Fall 2014 Cohort
Success and Progress Rate (at six years)¹²						
>First-time, full-time Freshmen cohort	64%	70%	70%	66%	72%	75%
>Full-time Transfer student cohort	75%	74%	77%	72%	77.5%	81%
	2008	2010	2012	2015	For FY2017	For FY2021
NSSE student rating of administrative offices (as % of urban peer average score)	94.5%	97.1%	96.9%	See below		

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Revised¹³ NSSE measures (% of peer group rating; for seniors only; higher score indicates better interaction): >Quality of interaction with academic advisors >Quality of interaction with student services staff (career services, student activities, housing, etc.) >Quality of interaction with other administrative staff and offices (registrar, financial aid, etc.)				100.5% ⇔ 97.7% ⇔	105% 100%	105% 100%
				104.7% ↑	105%	105%
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Degrees and Certificates Awarded^{14*}						
>Professional Technical Degrees & Certificates						
>Associate	218	168	137	168	152	152
>Baccalaureate	2,766	2905	2,900	3,154	3,450	4,035
>Graduate Certificate	170	171	195	237	260	260
>Master's	664	691	640	703	740	800
>Doctoral	11	11	34	14	32	40
Unduplicated graduates per 3-YR average FTE^{15*}						
>Undergraduate	19.4	19.8	20.0	21.7	23.0	25.0

¹² "Success and Graduation Rate" is used by the Voluntary System of Accountability to provide a more comprehensive view of progress and attainment than can be provided by measures such as the 6-year graduation rate or the 1-year retention rate. The rate equals the total percent of students who fall into one of the following groups: graduated from or are still enrolled at Boise State, or graduated or still enrolled elsewhere.

¹³ The NSSE was revised in 2013 to more accurately represent the constructs of student engagement being measured

¹⁴ Reflects the number of awards made (first major, second major, plus certificates as reported to IPEDS). This is greater than the number of graduating students because some graduating students received multiple awards.

¹⁵ Includes the unduplicated number of annual undergraduate degree graduates (Associate plus Bachelor's) divided by a three-year running average of FTE. FTE are determined using PSR1 Annual methodology of total annual credits taken by degree-seeking undergraduates divided by 30. Boise State focuses on the ratio pertaining to baccalaureate graduates since that is our primary mission.

Goal 3: Gain distinction as a doctoral research university.

Goal 3: Key Performance Measures	Recent data				Performance Targets	
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Total Research & Development Expenditures (as reported to the National Science Foundation)	\$27.9M	\$25.7M	\$26.6M	\$31.3M (tentative)	\$34.0 M	\$38 M
Number of doctoral graduates (PhD and EdD)	11	11	34	14	32	40
New doctoral programs	Fall 2012 start: PhD Biomolecular Science; PhD Material Science & Engineering; EdD Educational Technology	Fall 2013 start: Doctor of Nursing Practice; PhD in Public Policy	No new doctoral programs	PhD in Ecology, Evolution, & Behavior; (approved February 2016)	PhD Computing	
	CY 2008-12	CY 2009-13	CY 2010-14	CY 2011-14	For CY 2013-17	For CY 2017-21
Number of peer-reviewed publications over 5-year period¹⁶	1,317	1,411	1,449	1,533	1,750	2,300
	CY 2008-12	CY 2009-13	CY 2010-14	CY 2011-14	For CY 2013-17	For CY 2017-21
Citations of publications by Boise State authors over five year span¹⁷	5,445	7,264	9,499	11,190	15,000	20,000

¹⁶ # of publications over five year span with Boise State listed as an address for one or more authors; from Web of Science.

¹⁷ Total citations, during the listed five year span, of peer-reviewed publications published in that same five year span, limited to those

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publications with Boise State listed as an address for at least one author. From Web of Science.
<http://library.boisestate.edu/researchindicators/index.php>

Goal 4: Align university programs and activities with community needs.

Goal 4: Key Performance Measures	Recent data				Performance Targets	
	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Number of graduates with high impact on Idaho's college completion rate						
Baccalaureate graduates traditionally underrepresented groups ¹⁸						
>from rural counties ¹⁹	142	158	157	153	165	195
>from ethnic minorities	170	194	220	273	360	550
Baccalaureate graduates who are Idaho residents	2,264	2,317	2,298	2,408	2,635	3,080
Baccalaureate graduates who are of non-traditional age (age 30 and up)	767	811	859	822	900	1,050
Baccalaureate graduates who began as transfers from Idaho community college.(in Transfer	122	167	188	269	500	750
Number of graduates in high demand disciplines (bachelor's, master's, doctoral)²⁰	1,661	1,741	1,705	1,968	2,153	2,517
Number of STEM graduates (bachelor's, STEM education, master's, doctoral)²¹	407	454	499	540	675	830
Students Participating in Courses with Service Learning Component	2,648	2,398	2,151	2,334	2,775	3,000
# of students requiring remedial coursework^{22*}	123 10.4%	102 8.7%	110 9.4%	142 11.7%	100 8%	100 8%
Carnegie Foundation Community Engagement Classification recognizing community partnerships and curricular engagement	Boise State was one of 76 recipients of the 2006 inaugural awarding of this designation. The classification was renewed in Spring 2015				Renewal of Community Engagement Classification in 2020	

¹⁸ Distinct number of graduates who began college as members of one or more in the following groups traditionally underrepresented as college graduates: (i) from a rural county in Boise State's 10 county service area (Ada and Canyon counties are excluded) and (ii) identified as American Indian/Alaska Native or Hispanic/Latino

¹⁹ "Rural counties" is defined as the ten service area counties minus Ada and Canyon counties.

²⁰ Defined as distinct number of graduates in those disciplines appropriate for the top 25% of jobs listed by the Idaho Department of Labor, based on projected # of openings 2008-2018.

²¹ STEM refers to Science, Technology, Engineering, and Math. We define STEM disciplines as being included in either or both of the NSF-defined list of STEM disciplines and the NCES-defined list of STEM disciplines. We also include STEM secondary education graduates.

²² Includes all new Idaho students who have been out of high school 1 year or less taking Math 15 or 25. remedial coursework.

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Goal 5: Transform our operations to serve the contemporary mission of the university.

Goal 5: Key Performance Measures		Recent data				Performance Targets	
		FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Cost of education ²³ (resident undergrad with 15-cr load per semester; tuition & fees per year)	Boise State>	\$5,566	\$5,884	\$6,292	\$6,640	Remain less than the WICHE state average	Remain less than the WICHE state average
	WICHE avg>	\$6.645	\$7,037	\$7,331	\$7,558		
	BSU as % of W>	83.8%	83.6%	85.8%	87.9%		
	CPI adjusted?	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Total Expense per EWA-resident Weighted SCH delivered: Undergrad Only ^{24*}	<i>In 2011 \$\$></i> Unadjusted>	\$247.02 \$252.13	\$258.60 \$267.81	\$270.73 \$284.92	\$281.35 \$284.92	No increase in Consumer Price Index (CPI) adjusted \$\$	No increase in CPI adjusted \$\$
Total Expense per EWA-resident Weighted SCH delivered: Undergrad & Graduate	<i>In 2011 \$\$></i> Unadjusted>	\$229.95 \$234.71	\$239.40 \$247.92	\$248.98 \$262.03	\$256.83 \$284.92	No increase in CPI adjusted \$\$	No increase in CPI adjusted \$\$
Total Expense per EWA-Total Weighted SCH delivered: Undergrad Only ^{25*}	<i>In 2011 \$\$></i> Unadjusted>	\$231.71 \$236.50	\$239.51 \$248.04	\$247.30 \$260.27	\$256.26 \$266.86	No increase in CPI adjusted \$\$	No increase in CPI adjusted \$\$
Total Expense per EWA-Total Weighted SCH delivered: Undergraduate and Graduate	<i>In 2011 \$\$></i> Unadjusted>	\$217.90 \$222.41	\$224.71 \$232.72	\$231.40 \$243.53	\$235.87 \$248.54	No increase in CPI adjusted \$\$	No increase in CPI adjusted \$\$
Distinct baccalaureate graduates per \$100k undergraduate expense ²⁶	<i>In 2011 \$\$></i> Unadjusted>	1.43 1.40	1.44 1.39	1.43 1.36	1.49 1.42	No decrease in CPI adjusted # per \$100k	No decrease in CPI adjusted # per \$100k

Measures required by OSBE but not used by Boise State							
	CPI adjusted?	FY 2012	FY 2013	FY 2014	FY 2015	For FY2017	For FY2021
Distinct baccalaureate, grad certificate, and graduate degree graduates per \$100k total undergraduate and graduate expenses ²⁷	<i>In 2011 \$\$></i> Unadjusted>	1.58 1.55	1.57 1.52	1.53 1.45	1.58 1.50	No decrease in CPI adjusted # per \$100k	No decrease in CPI adjusted # per \$100k
Distinct undergraduate graduates (baccalaureate plus associate) per \$100k undergraduate expense ^{28*}	<i>In 2011 \$\$></i> Unadjusted>	1.52 1.49	1.51 1.46	1.48 1.41	1.58 1.50	No decrease in CPI adjusted # per \$100k	No decrease in CPI adjusted # per \$100k

²³ WICHE average from Table 1a of annual Tuition and Fees report. We use the average without California. A typical report can be found at <http://www.wiche.edu/pub/ftf>

²⁴ Expense information is from the Cost of College study, produced yearly by Boise State's controller office. Includes the all categories of

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expense: Instruction/Student Services (Instruction, Academic Support, Student Services, Library), Institutional/Facilities (Cultural, Religious Life and Recreation, Museums, Gardens, etc., Net Cost of Intercollegiate Athletics, Net Cost of Other Auxiliary Operations, Plant Operations, Depreciation: Facilities, Depreciation: Equipment, Facility Fees Charged Directly to Students, Interest, Institutional Support), and Financial Aid.

“Undergrad only” uses Undergrad costs and the sum of EWA weighted SCH for remedial, lower division, upper division. “Undergrad and graduate” uses undergraduate and graduate expenses, and includes EWA weighed credit hours from the undergraduate and graduate levels.

“EWA-resident weighted SCH” refers to those credits not excluded by EWA calculation rules, which exclude non-residents paying full tuition.

²⁵ Expense information as in previous footnote. “EWA-resident Total SCH” refers to all credits, resident and nonresident, weighted using standard EWA calculation rules.

²⁶ Expense information is from the Cost of College study. Distinct graduates reflect unduplicated numbers of baccalaureate graduates for summer, fall, and spring terms.