

Strategic Planning: Rationales for Targets on Metrics

Teams are to provide the target value and a brief rationale (a paragraph or so) for each of the strategic planning metrics: *Access. Success. Impact.*

Team Co-Chairs: JJ Oliver and Steve Bourne

I. Impact **A. Degrees Awarded**

Metric: Total Degrees Awarded
Target: 355

This represents a 10.2% increase over the prior six-year average of 322 graduates. Given the enrollment challenges facing Bluefield State College and higher education in general, and the current and projected reductions in state funding, this metric target is recommended.

Metric: Associate's Degrees Awarded
Target: 98

Given the national projected increase in demand for graduates from nursing and associated allied health associate degree programs, this metric target is recommended. This metric represents a 13.3% increase over the prior six-year average of 87 associate degrees awarded by the institution. The ability to significantly increase the graduates in the Nursing and Allied Health associate degree programs is dependent on additional clinical space. The discontinuance of the Architectural Engineering Technology associate degree will also impact the College's ability to increase the number of associate degrees awarded.

Metric: Bachelor's Degrees Awarded
Target: 257

The metric target represents an increase of 9.1% over the previous six-year average of 236 bachelor's degrees awarded by the institution. Given the enrollment challenges facing Bluefield State College and higher education in general, and both current and projected reductions in state funding, this metric target is recommended.

Metric: STEM Degrees Awarded
Target: 91

The metric target represents a projected growth rate of 20.0% over the previous six-year average of 76 STEM degrees awarded by the institution. Bluefield State College will implement recruitment, retention, and student success strategies that support the aggressive metric target recommended for the number of STEM degrees awarded.

Metric: STEM Education Degrees Awarded
Target: 10

Given the number of STEM Education graduates during the previous six-year period (36 in total), this metric target is reasonable. However, Bluefield State College will extend to STEM Education programs the same aggressive recruitment, retention, and student success strategies to be employed for STEM programs.

Metric: Health Degrees Awarded

Target: 115

This metric target represents a 23.0% increase over the previous six-year average of 94 Health degrees awarded, which is a 'stretch goal' for Bluefield State College. Bluefield State College will extend to nursing and allied health programs the same aggressive recruitment, retention, and student success strategies to be employed for other STEM programs. Opportunities to increase the degrees awarded in the Health Services Management program are expected.

A. Federal Student Loan Cohort Default Rate

Metric: Three-Year Rate

Target: 18.0%

The jump in the 3-year rate from 17.7% for 2009 to 23.5% for 2010, indicates that Bluefield State College must pay close attention to this metric. As the College works to develop and implement a comprehensive student loan default management plan, it is important to note that the draft 3-year cohort default rate that is issued in March 2014 may be higher than the official 3-year cohort default rate of 2010. This would indicate the numbers have not yet peaked. And, although a new cohort will start with the 2014-15 year, Bluefield State College will be addressing the numerous defaulters through 2017-18. Our metric target is based on the student population we currently serve and those the College will continue to serve in the immediate future. Keeping the economy in mind along with our students' ongoing need to borrow money to meet the cost of attendance, the projected student loan default rate is set at 18%. We will review this target again and adjust downward as appropriate after an additional year of trend data is provided in 2014.

B. Research and Development (FOR BLUEFIELD STATE INTERNAL PURPOSES ONLY)

Metric: Research Grants and Contracts

Target: \$455,000

Based on the trend line trajectory data beginning in fiscal year 2007, and the implementation of the Office of Research and Sponsored Program (RASP) at Bluefield State it is expected that the amount of Research Grants and Contracts will meet or exceed \$455,000 by the end of the fiscal year 2018.

Metric: Peer-Reviewed Publications by Faculty

Target: 15

Based on the current trend in faculty publication activity along with the implementation of the Office of Research and Sponsored Program (RASP) at Bluefield State and the expected increase in grants, it is anticipated that Peer-Reviewed Publications by Faculty will increase to 15 by the end of the academic year 2017-2018.