

One Step ahead, a lifetime to lead

ETCS Strategic Plan | 2024 - 2030

The College of Engineering, Technology, and Computer Science (ETCS) was founded in 1995. Since then, it has transcended the boundaries of traditional post-secondary technical education by forging a path towards transformative learning. Today, ETCS fosters academic excellence through more than thirty-five academic programs leading to diverse undergraduate majors, focused minors, specialized certificates, and impactful graduate programs. The curriculum pulsates with innovation, embracing experiential and transformative learning methodologies. Students delve deep into their chosen fields, not just through rigorous coursework, but also through abundant extracurricular activities, and applied research. This immersive approach cultivates collaborative problem-solvers, prepared to excel in the ever-evolving landscape of technology and leadership.

ETCS boasts intimate connections with Northeast Indiana's technology organizations, empowering students to seamlessly transition from academics to real-world experiences. Most ETCS students obtain paid internship opportunities within their chosen disciplines.

ETCS students find their academic pursuits enriched by the dynamic energy of our campus and the culturally rich community in Fort Wayne, Indiana. In ETCS, our dedicated, expert faculty ensure students succeed in their academic studies and professional journey, inside and outside the classroom.



Vision

ETCS's vision is to be a beacon of transformation dedicated to serving and leading its students, community, region, and industries.

Mission

ETCS's mission is to cultivate tomorrow's technology leaders through: *Superior Education* built on rigorous pedagogy and supported by cutting-edge labs, expert faculty, and enriching cocurricular activities; *Engagement and Collaboration* through the development of partnerships with industry leaders and community organizations and creating transformative and experiential learning opportunities; *Career-Ready Graduates* by equipping students with the theoretical foundations, technical skills, critical thinking, and leadership qualities needed to thrive in any industry; and *Academic Excellence* by fostering an inclusive and innovative learning environment where professors guide, mentor and collaborate with students on research and transformative endeavors.



Strategic Focus Areas

ETCS has identified four strategic focus areas to guide its efforts in the coming years.

1. Nurturing Student Success

ETCS prioritizes high-impact practices to nurture student success at every stage including recruitment, advising, learning, career-readiness, and post-graduation. The College empowers a seamless journey for its students from aspiration to realization through its programs.



2. Fostering Community Engagement

ETCS develops a vibrant ecosystem where academic excellence extends beyond the classroom walls, forging powerful connections with industry partners, alumni, and the local community. The college leverages those connections to make a positive impact on the regional economy; to provide students with access to training, employment, mentorship opportunities, and access to real-world applications; and to provide faculty with collaborative research with visible impacts, and funding opportunities.

3. Advancing Diversity, Equity, Inclusion, and Empowerment

ETCS values diversity, equity, inclusion (DEI), and empowerment as fundamental drivers of excellence. ETCS seeks to enhance access to opportunities for students, staff, and faculty, ensure all individuals have equal opportunity to succeed, create pathways for success, and celebrate our differences.

4. Achieving National Recognition

ETCS seeks to become a nationally prominent College of destination for students who seek high quality education. The college will attract and retain high-caliber faculty; embrace change to enable responsiveness to emerging technologies and industry trends, and adapt the curriculum and research focus to stay relevant and competitive; and promote creativity, innovation, and risk-taking where unconventional thinking, experimentation, and learning from failures are encouraged.



A Collaborative Approach to Execution

The execution of the ETCS Strategic Plan is a collective endeavor, encompassing the contributions of leadership, faculty, staff, students, and community. To ensure its effective execution, all members are expected to actively participate in advancing the Key Objectives outlined in the Strategic Focus Areas with the specific actions required for realization determined by the various College units.

Monitoring, Evaluation, and Future Proofing

In the constantly evolving higher education landscape, progress towards achieving the key objectives of the strategic plan will be closely monitored by the College leadership to ensure timely responses to disruptive trends and appropriate allocation of resources. Additionally, the College's academic units will develop short-term operational plans and partake in the below process of data collection, analysis, and dissemination.

Strategic Planning Committee

A strategic planning committee will be formed with representatives from various constituencies at the beginning of every academic year. The committee will analyze Key Performance Indicators (KPIs) and propose target levels for the following academic year to the College Dean. The committee will meet at least annually in late April, convened by the Dean upon the collection of assessment data and with at least two weeks' notice.

Strategic Planning Committee Membership

- One faculty representative from each academic unit (selected by the unit)
- One staff member selected by the Dean
- Two undergraduate students from different academic units (selected by the Dean from chair nominees)
- One graduate student (selected by the Dean from graduate director nominees)
- One recent graduate (selected by the Dean from chair nominees)
- One member from the College's Industrial Advisory Council (selected by the council chair)
- Outreach Coordinator
- Director of Student Engagement
- Director of Academic Advising
- Chair of the College Assembly

Data Collection

Assessment data will be collected by a dean's designee from the various parties listed in tables 5-8 and will be shared with the members of the Strategic Planning Committee by the time of convening the committee for the late April meeting.

Committee Report

The chair of the strategic planning committee, elected by its members, will submit a report to the College Dean no later than May 31. This report will include recommended KPI target levels, as well as any proposed additions, modifications, or omissions to the KPI set.

Progress Updates

The College Dean will present annual progress updates to the College community during the fall convocation and the subsequent Industrial Advisory Council meeting.

Constituents Feedback

Input and feedback from all College constituents are encouraged.

Purdue University Fort Wayne Strategic Plan¹

Mission

We educate and engage our students and communities with purpose by cultivating learning, discovery, and innovation in an inclusive environment.

Aspirations

PFW.1 Champion Student Success

PFW.1.1 Improve Student Learning

PFW.1.2 Increase Student Retention

PFW.1.3 Build and integrate more robust academic advising into students' educational experience.

PFW.2 Enhance Quality of Place

PFW.2.1 Attract and retain high-quality students, staff, and faculty.

PFW.2.2 Leverage our grounds, facilities, and services to support our students, staff, and faculty.

PFW.2.3 Offer programming that centers Purdue University Fort Wayne as a cultural destination for northeast Indiana.

PFW.3 Embrace Diversity, Equity, and Inclusion

PFW.3.1 Cultivate an affirming campus climate that embraces a culture of mutual understanding, equity, and respect.

PFW.3.2 Pursue internationalization of the student educational experience.

PFW.3.3 Develop university recruitment, retention, and graduation initiatives to improve diversity and inclusion on campus and reduce the achievement gap for diverse populations.

PFW.4 Promote Engagement with Our Communities

PFW.4.1 Establish an organizational structure that supports and encourages community engagement by students, staff, faculty, and alumni.

PFW.4.2 Partner with organizations and the public at-large to provide value in the following domains: economic development; human capital development and social mobility; social, cultural, and civic development; health and well-being; and environmental sustainability.

PFW.4.3 Students, staff, and faculty engage with the community through curricular, cocurricular, and volunteer experiences designed to enrich the student experience and transform student learning.

¹ <https://www.pfw.edu/strategic-plan/documents/purdue-fort-wayne-strategic-plan.pdf>

ETCS Strategic Focus Areas

1. Nurturing Student Success

ETCS prioritizes high-impact practices to nurture student success at every stage including recruitment, advising, learning, career-readiness, and post-graduation. The College empowers a seamless journey for its students from aspiration to realization through its programs.

Key Objectives

O1.1 Recruitment

Implement targeted outreach initiatives to attract qualified students

O1.2 Curriculum

Plan course offerings in alignment with student needs and industry trends

O1.3 Pedagogy

Adopt innovative and high-impact teaching methods that enhance student engagement and learning outcomes

O1.4 Support Services

Provide robust tutoring, supplemental instruction, and career counseling to enhance student learning and career readiness

O1.5 Experiential Learning

Offer diverse engagement opportunities for experiential learning

O1.6 Transformative Learning

Promote active student's participation in research endeavors and other transformative learning opportunities

O1.7 Co-curricular Activities

Promote a vibrant campus life through engaging in extracurricular activities

O1.8 Professional Development

Create opportunities for professional growth and networking

O1.9 Mentorship

Establish mentorship programs to support students at various stages of their academic journey

O1.10 Student Recognition

Celebrate student achievements and foster a positive learning culture

Assessment Metrics

A1.1 Conversion rate of outreach activities

A1.2 Four-year and six-year graduation rates

A1.3 Semester-to-semester and fall-to-fall retention rates

A1.4 Number and participation in extracurricular activities

A1.5 Internship placements and average compensation

A1.6 Community-sponsored project involvement

A1.7 Student research

A1.8 Mentorship program effectiveness

A1.9 Employment rates and salaries

A1.10 Class success rates

A1.11 Number of Honor Students

ETCS Strategic Focus Areas

2. Fostering Community Engagement

ETCS develops a vibrant ecosystem where academic excellence extends beyond the classroom walls, forging powerful connections with alumni, industry partners, and the local community. The college leverages those connections to make a positive impact on the regional economy; provide students with access to training, employment, and mentorship opportunities; and provide faculty with access to real-world applications, collaborative research with visible impacts, and funding opportunities.

Key Objectives

O2.1 Community Alignment

Align academic programs with community needs

O2.2 Community Involvement

Encourage faculty and student participation in community-based initiatives

O2.3 Community Interaction

Develop engaging activities to foster interaction between ETCS and the community

O2.4 Community Experiential Learning

Create community-sponsored internships, co-ops, and other experiential learning opportunities

O2.5 Community Transformative Learning

Facilitate community-sponsored classroom and research projects

O2.6 Community Impact

Promote faculty research with visible community benefits

Assessment Metrics

A2.1 On-campus event attendance

A2.2 Faculty and student participation in community activities

A2.3 Community-sponsored experiential and transformative learning opportunities

ETCS Strategic Focus Areas

3. Advancing Diversity, Equity, Inclusion, and Empowerment

ETCS values diversity, equity, inclusion (DEI), and empowerment as fundamental drivers of excellence. ETCS seeks to enhance access to opportunities for students, staff, and faculty; ensure all individuals have equal opportunity to succeed; create pathways for success; and celebrate our differences.

Key Objectives

O3.1 Equal Access

Implement targeted outreach initiatives to attract underrepresented students

O3.2 Community Building

Support students, faculty, and staff-led initiatives to enhance DEI

O3.3 Inclusive Hiring Practices

Adopt best practices for attracting diverse applicants

O3.4 Curriculum Integration

Integrate professional society DEI recommendations into academic programs

O3.5 Empowerment

Develop activities to empower ETCS members and broadening their participation

Assessment Metrics

A3.1 Diversity of participants in outreach programs

A3.2 Diversity of student population

A3.3 Diversity of participants in extracurricular activities

A3.4 Diversity of graduates

A3.5 Diversity of faculty and staff

A3.6 DEI environment satisfaction rate

A3.7 First-generation students

ETCS Strategic Focus Areas

4. Achieving National Recognition

ETCS seeks to become a nationally prominent College of destination for students who seek high quality education. The college will attract and retain high-caliber faculty; embrace change to enable responsiveness to emerging technologies and industry trends and adapt curriculum and research focus to stay relevant and competitive; and promote creativity and risk-taking where out-of-the-box thinking, experimentation, and learning from failures are encouraged.

Key Objectives

- O4.1 Faculty Recruitment**
Attract highly qualified faculty
- O4.2 Curriculum Excellence**
Ensure that curricula and delivery methods are up-to-date and competitive
- O4.3 Accreditation**
Seek national accreditation for programs where accreditation is available and appropriate
- O4.4 Facilities and Equipment**
Ensure that faculty and students have access to modern facilities and equipment
- O4.5 Research Excellence**
Promote high-quality publications and faculty research
- O4.6 Extramural Funding**
Support faculty efforts in securing external funding
- O4.7 Professional Development**
Foster professional development for faculty and staff
- O4.8 Student Competitiveness**
Support student participation in competitive activities
- O4.9 Recognition**
Celebrate and publicize the achievements of ETCS members
- O4.10 Innovation**
Encourage innovative approaches to enhance ETCS's national stature

Assessment Metrics

- A4.1** Out-of-state and international student enrollment
- A4.2** Average test scores and high school GPAs
- A4.3** Student participation in national and international competitions
- A4.4** Faculty publications and citations
- A4.5** Extramural grant submissions and funding
- A4.6** Professional development expenditures

Mapping ETCS Key Objectives to PFW Aspirations

Table 1: Mapping ETCS Key Objectives to PFW.1 Champion Student Success

PFW.1 Champion Student Success		PFW.1.1	PFW.1.2	PFW.1.3
		Improve Student Learning	Increase Student Retention	Build and integrate more robust academic advising into students' educational experience
O1.1	Recruitment			
O1.2	Curriculum	X	X	
O1.3	Pedagogy	X	X	
O1.4	Support Services			X
O1.5	Experiential Learning	X	X	
O1.6	Transformative Learning	X	X	
O1.7	Co-curricular Activities		X	
O1.8	Professional Development			X
O1.9	Mentorship	X	X	X
O1.10	Student Recognition		X	
O2.1	Community Alignment			
O2.2	Community Involvement			
O2.3	Community Interaction			
O2.4	Community Experiential Learning			
O2.5	Community Transformative Learning			
O2.6	Community Impact			
O3.1	Equal Access			
O3.2	Community Building			
O3.3	Inclusive Hiring Practices			
O3.4	Curriculum Integration			
O3.5	Empowerment			
O4.1	Faculty Recruitment	X	X	
O4.2	Curriculum Excellence	X	X	
O4.3	Accreditation			
O4.4	Facilities and Equipment	X	X	
O4.5	Research Excellence			
O4.6	Extramural Funding			
O4.7	Professional Development			
O4.8	Student Competitiveness			
O4.9	Recognition			
O4.10	Innovation			

Mapping ETCS Key Objectives to PFW Aspirations

Table 2: Mapping ETCS Key Objectives to PFW.2 Enhance Quality of Place

PFW.2 Enhance Quality of Place		PFW.2.1	PFW.2.2	PFW.2.3
		Attract and retain high-quality students, staff, and faculty	Leverage our grounds, facilities, and services to support our students, staff, and faculty	Offer programming that centers Purdue University Fort Wayne as a cultural destination for northeast Indiana
O1.1	Recruitment	X		
O1.2	Curriculum			
O1.3	Pedagogy			
O1.4	Support Services			
O1.5	Experiential Learning			
O1.6	Transformative Learning			
O1.7	Co-curricular Activities		X	
O1.8	Professional Development			
O1.9	Mentorship			
O1.10	Student Recognition			
O2.1	Community Alignment			X
O2.2	Community Involvement			X
O2.3	Community Interaction			X
O2.4	Community Experiential Learning			
O2.5	Community Transformative Learning			
O2.6	Community Impact			X
O3.1	Equal Access			
O3.2	Community Building			
O3.3	Inclusive Hiring Practices			
O3.4	Curriculum Integration			
O3.5	Empowerment			
O4.1	Faculty Recruitment	X		
O4.2	Curriculum Excellence			
O4.3	Accreditation			
O4.4	Facilities and Equipment	X	X	
O4.5	Research Excellence			
O4.6	Extramural Funding			
O4.7	Professional Development	X		
O4.8	Student Competitiveness	X		
O4.9	Recognition	X		
O4.10	Innovation			

Mapping ETCS Key Objectives to PFW Aspirations

Table 3: Mapping ETCS Key Objectives to PFW.3 Embrace Diversity, Equity, and Inclusion

PFW.3 Embrace Diversity, Equity, and Inclusion		PFW.3.1	PFW.3.2	PFW.3.3
		Cultivate an affirming campus climate that embraces a culture of mutual understanding, equity, and respect	Pursue internationalization of the student educational experience	Develop university recruitment, retention, and graduation initiatives to improve diversity and inclusion on campus and reduce the achievement gap for diverse populations
O1.1	Recruitment			
O1.2	Curriculum			
O1.3	Pedagogy			
O1.4	Support Services			
O1.5	Experiential Learning			
O1.6	Transformative Learning		X	
O1.7	Co-curricular Activities			
O1.8	Professional Development			
O1.9	Mentorship			
O1.10	Student Recognition			
O2.1	Community Alignment			
O2.2	Community Involvement			
O2.3	Community Interaction			
O2.4	Community Experiential Learning			
O2.5	Community Transformative Learning			
O2.6	Community Impact			
O3.1	Equal Access			X
O3.2	Community Building	X		X
O3.3	Inclusive Hiring Practices	X		X
O3.4	Curriculum Integration	X	X	X
O3.5	Empowerment	X		X
O4.1	Faculty Recruitment			
O4.2	Curriculum Excellence			
O4.3	Accreditation			
O4.4	Facilities and Equipment			
O4.5	Research Excellence			
O4.6	Extramural Funding			
O4.7	Professional Development			
O4.8	Student Competitiveness			
O4.9	Recognition			
O4.10	Innovation			

Mapping ETCS Key Objectives to PFW Aspirations

Table 4: Mapping ETCS Key Objectives to PFW.4 Promote Engagement with Our Communities

PFW.4 Promote Engagement with Our Communities		PFW.4.1	PFW.4.2	PFW.4.3
		Establish an organizational structure that supports and encourages community engagement by students, staff, faculty, and alumni	Partner with organizations and the public at-large to provide value in the following domains: economic development; human capital development and social mobility; social, cultural, and civic development; health and well-being; and environmental sustainability	Students, staff, and faculty engage with the community through curricular, cocurricular, and volunteer experiences designed to enrich the student experience and transform student learning
O1.1	Recruitment			
O1.2	Curriculum			
O1.3	Pedagogy			
O1.4	Support Services			
O1.5	Experiential Learning			
O1.6	Transformative Learning			
O1.7	Co-curricular Activities			
O1.8	Professional Development			
O1.9	Mentorship			
O1.10	Student Recognition			
O2.1	Community Alignment	X	X	X
O2.2	Community Involvement		X	X
O2.3	Community Interaction	X	X	X
O2.4	Community Experiential Learning			X
O2.5	Community Transformative Learning			X
O2.6	Community Impact		X	X
O3.1	Equal Access			
O3.2	Community Building			
O3.3	Inclusive Hiring Practices			
O3.4	Curriculum Integration			
O3.5	Empowerment			
O4.1	Faculty Recruitment			
O4.2	Curriculum Excellence			
O4.3	Accreditation			
O4.4	Facilities and Equipment			
O4.5	Research Excellence			
O4.6	Extramural Funding			
O4.7	Professional Development			
O4.8	Student Competitiveness			
O4.9	Recognition			

Mapping ETCS Assessment Metrics to KPIs

Table 5: Mapping ETCS Assessment Metrics for Strategic Focus Area 1, Nurturing Student Success, to KPIs

Assessment Metric		Key Performance Indicator		Data Collection	
A1.1	Conversion rate of outreach activities	KPI1	Number of K-12 student participants in outreach activities	Outreach Coord.	Yearly
		KPI2	Conversion rate of k-12 outreach participants who become ETCS students	Dir of Engagement	Yearly
A1.2	Four-year and six-year graduation rates	KPI3	Four-year graduation rate	Inst. Research	Yearly
		KPI4	Six-year graduation rate	Inst. Research	Yearly
A1.3	Semester-to-semester and fall-to-fall retention rates	KPI5	Semester-to-semester retention rate	Inst. Research	Yearly
		KPI6	Fall-to-fall retention rate	Inst. Research	Yearly
A1.4	Number and participation in extracurricular activities	KPI7	Number of extracurricular activities	Dir of Engagement	Yearly
		KPI8	Number of student participants in extracurricular activities	Dir of Engagement	Yearly
		KPI9	Number of student clubs	Dir of Engagement	Yearly
		KPI10	Number of student club members	Dir of Engagement	Yearly
A1.5	Internship placements and average compensation	KPI11	Number of student internships	Dir of Engagement	Yearly
		KPI12	Average per hour compensation for student interns	Dir of Engagement	Yearly
A1.6	Community-sponsored project involvement	KPI13	Number of community sponsored projects	Dept Chairs	Yearly
A1.7	Student research	KPI14	Number of student participants in research projects	Dept Chairs	Yearly
		KPI15	Number of student publications as authors or co-authors	Dept Chairs	Yearly
A1.8	Mentorship program effectiveness	KPI16	Number of student mentees	Dir of Engagement	Yearly
A1.9	Employment rates and salaries	KPI17	Percent of graduates employed in their field of study or seek more advanced degrees within 6-month of graduation	Dir of Engagement	Yearly
		KPI18	Average salary of graduates	Dir of Engagement	Yearly
A1.10	Class success rates	KPI19	Number of classes with DFW rate \geq 25%	Inst. Research	Yearly
A1.11	Number of honor students	KPI20	Number of honor students	Dir of Engagement	Yearly

Mapping ETCS Assessment Metrics to KPIs

Table 6: Mapping ETCS Assessment Metrics for Strategic Focus Area 2, Fostering Community Engagement, to KPIs

Assessment Metric		Key Performance Indicator		Data Collection	
A2.1	On-campus event attendance	KPI21	Number of campus events that involve community partners and alumni	Dir of Engagement	Yearly
		KPI22	Number of community members and alumni participants in ETCS activities	Dir of Engagement	Yearly
A2.2	Faculty and student participation in community activities	KPI23	Number of faculty and student participants in community focused activities	Dir of Engagement	Yearly
A2.3	Community-sponsored experiential and transformative learning opportunities	KPI24	Number of community sponsored internships & co-ops	Dir of Engagement	Yearly
		KPI25	Number of community focused research projects	Dept Chairs	Yearly
		KPI26	Number of community focused classroom projects	Dept Chairs	Yearly

Mapping ETCS Assessment Metrics to KPIs

Table 7: Mapping ETCS Assessment Metrics for Strategic Focus Area 3, Advancing Diversity, Equity, Inclusion, and Empowerment, to KPIs

Assessment Metric		Key Performance Indicator		Data Collection	
A3.1	Diversity of participants in outreach programs	KPI27	Percentage of outreach program participants per race	Outreach Coord.	Yearly
		KPI28	Percentage of outreach program participants per gender	Outreach Coord.	Yearly
A3.2	Diversity of student population	KPI29	Percentage of students per race	Inst. Research	Yearly
		KPI30	Percentage of students per gender	Inst. Research	Yearly
A3.3	Diversity of participants in extracurricular activities by race and gender	KPI31	Percentage of student participants in extracurricular activities per race	Dir of Engagement	Yearly
		KPI32	Percentage of student participants in extracurricular activities per gender	Dir of Engagement	Yearly
A3.4	Diversity of graduates	KPI33	Percentage of graduates per race	Inst. Research	Yearly
		KPI34	Percentage of graduates per gender	Inst. Research	Yearly
		KPI35	Percentage of faculty per race	Inst. Research	Yearly
A3.5	Diversity of faculty and staff	KPI36	Percentage of faculty per gender	Inst. Research	Yearly
		KPI37	Percentage of staff per race	Inst. Research	Yearly
		KPI38	Percentage of staff per gender	Inst. Research	Yearly
A3.6	DEI environment satisfaction rate	KPI39	DEI Environment satisfaction score	Inst. Research	Yearly
A3.7	First-generation students	KPI40	Number of first-generation students	Inst. Research	Yearly

Mapping ETCS Assessment Metrics to KPIs

Table 8: Mapping ETCS Assessment Metrics for Strategic Focus Area 4, Achieving National Recognition, to KPIs

Assessment Metric		Key Performance Indicator		Data Collection	
A4.1	Out-of-state and international student enrollment	KPI41	Number of out-of-state (including international) student applicants	Inst. Research	Yearly
		KPI42	Number of out-of-state (including international) students	Inst. Research	Yearly
A4.2	Average test scores and high school GPAs	KPI43	Average SAT score of the freshman class	Inst. Research	Yearly
		KPI44	Average ACT score of the freshman class	Inst. Research	Yearly
		KPI45	Average High School GPA of the freshman class	Inst. Research	Yearly
A4.3	Student participation in national and international competitions	KPI46	Number of student participants in national & international competitions	Dir of Engagement	Yearly
A4.4	Faculty publications and citations	KPI47	Number of faculty publications in top-tier venues	Dept Chairs	Yearly
		KPI48	Number of faculty publications in journals and proceedings indexed by Web of Science, Scopus, and similarly recognized indexing services	Dept Chairs	Yearly
A4.5	Extramural grant submissions and funding	KPI49	Number of extramural grant submissions	Dept Chairs	Yearly
		KPI50	Amount of extramural funding requests	Dept Chairs	Yearly
		KPI51	Number of extramurally funded projects	Dept Chairs	Yearly
		KPI52	Amount of extramural funding received	Dept Chairs	Yearly
		KPI53	Average number of citations per research FTE	Dept Chairs	Yearly
A4.6	Professional development expenditures	KPI54	Professional development expenditure per faculty FTE	Dept Chairs	Yearly
		KPI55	Professional development expenditure per staff FTE	Dept Chairs	Yearly

Mapping ETCS Key Objectives to KPIs

Table 9: Mapping ETCS Key Objectives of Strategic Focus Area 1, Nurturing Student Success, to KPIs

1. Nurturing Student Success		O1.1	O1.2	O1.3	O1.4	O1.5	O1.6	O1.7	O1.8	O1.9	O1.10
		Recruitment	Curriculum	Pedagogy	Support Services	Experiential Learning	Transformative Learning	Co-curricular Activities	Professional Development	Mentorship	Student Recognition
KPI1	Number of K-12 student participants in outreach activities	X									
KPI2	Conversion rate of k-12 outreach participants who become ETCS students	X									
KPI3	Four-year graduation rate		X	X	X						
KPI4	Six-year graduation rate		X	X	X						
KPI5	Semester-to-semester retention rate		X	X	X						
KPI6	Fall-to-fall retention rate		X	X	X						
KPI7	Number of extracurricular activities							X			
KPI8	Number of student participants in extracurricular activities							X			
KPI9	Number of student clubs							X			
KPI10	Number of student club members					X	X				
KPI11	Number of student internships					X	X				
KPI12	Average per hour compensation for student interns					X	X				
KPI13	Number of community sponsored projects						X				
KPI14	Number of student participants in research projects						X				
KPI15	Number of student publications as authors or co-authors						X				
KPI16	Number of student mentees									X	
KPI17	Percent of graduates employed in their field of study or seek more advanced degrees within 6-month of graduation								X		
KPI18	Average salary of graduates								X		
KPI19	Number of classes with DFW rate >= 25%		X	X							
KPI20	Number of Honor Students										X

Mapping ETCS Key Objectives to KPIs

Table 10: Mapping ETCS Key Objectives of Strategic Focus Area 2, Fostering Community Engagement, to KPIs

2. Fostering Community Engagement		O2.1	O2.2	O2.3	O2.4	O2.5	O2.6
		Community Alignment	Community Involvement	Community Interaction	Community Experiential Learning	Community Transformative Learning	Community Impact
KPI21	Number of campus events that involve community partners and alumni	X	X				
KPI22	Number of community members and alumni participants in ETCS activities	X		X			
KPI23	Number of faculty and student participants in community focused activities		X	X			
KPI24	Number of community sponsored internships & co-ops				X		X
KPI25	Number of community focused research projects					X	X
KPI26	Number of community focused classroom projects					X	X

Mapping ETCS Key Objectives to KPIs

Table 11: Mapping ETCS Key Objectives of Strategic Focus Area 3, Advancing Diversity, Equity, Inclusion, and Empowerment, to KPIs

3. Advancing Diversity, Equity, Inclusion, and Empowerment		O3.1	O3.2	O3.3	O3.4	O3.5
		Equal Access	Community Building	Inclusive Hiring Practices	Curriculum Integration	Empowerment
KPI27	Percentage of outreach program participants per race	X				
KPI28	Percentage of outreach program participants per gender	X				
KPI29	Percentage of students per race	X				
KPI30	Percentage of students per gender	X				
KPI31	Percentage of student participants in extracurricular activities per race		X			
KPI32	Percentage of student participants in extracurricular activities per gender		X			
KPI33	Percentage of graduates per race				X	X
KPI34	Percentage of graduates per gender				X	X
KPI35	Percentage of faculty per race			X		
KPI36	Percentage of faculty per gender			X		
KPI37	Percentage of staff per race			X		
KPI38	Percentage of staff per gender			X		
KPI39	DEI Environment satisfaction score		X			X
KPI40	Number of first-generation students	X				

Mapping ETCS Key Objectives to KPIs

Table 12: Mapping ETCS Key Objectives of Strategic Focus Area 4, Achieving National Recognition, to KPIs

4. Achieving National Recognition		O4.1	O4.2	O4.3	O4.4	O4.5	O4.6	O4.7	O4.8	O4.9	O4.10
		Faculty Recruitment	Curriculum Excellence	Accreditation	Facilities and Equipment	Research Excellence	Extramural Funding	Professional Development	Student Competitiveness	Recognition	Innovation
KPI41	Number of out-of-state (including international) student applicants		X	X	X	X			X		X
KPI42	Number of out-of-state (including international) students		X	X	X	X			X		X
KPI43	Average SAT score of the freshman class		X	X	X	X			X		X
KPI44	Average ACT score of the freshman class		X	X	X	X			X		X
KPI45	Average High School GPA of the freshman class		X	X	X	X			X		X
KPI46	Number of student participants in national & international competitions								X		X
KPI47	Number of faculty publications in top-tier venues	X			X	X	X	X		X	X
KPI48	Number of faculty publications in journals and proceedings indexed by Web of Science, Scopus, and similarly recognized indexing services	X			X	X	X	X		X	X
KPI49	Number of extramural grant submissions	X			X	X	X	X		X	X
KPI50	Amount of extramural funding requests	X			X	X	X	X			
KPI51	Number of extramurally funded projects	X			X	X	X	X			
KPI52	Amount of extramural funding received	X			X	X	X	X			
KPI53	Average number of citations per research FTE	X			X	X	X	X			
KPI54	Professional development expenditure per faculty FTE	X				X		X			
KPI55	Professional development expenditure per staff FTE							X			