Board Retreat Conclusions (General Thoughts)
11-5-2005

Key Points Regarding Success and its Measurement:

§ On Student Success:
  o Student success involves everyone at the institution; everyone can and should contribute
  o Our students should be highly professional, educated in the liberal arts, articulate, ethical, innovative, life-long learners.
  o Students should be employable but they should also make a contribution to their communities.
  o In defining success it is difficult to discover what is missing.
  o Our institution must secure the tools and resources to measure.

§ Success is hard to measure and we don’t always have the resources or the data to measure or know who should measure. Student success should be measured by the following:
  o On-time graduation
  o Employment in field
  o Communication and interpersonal skills, esp. written & oral
  o Research skills
  o Problem-solving skills
  o Successful national accreditation of programs (e.g. NAAB, FIDER, AACSB)
  o By the amount of change we foster in them (i.e. change from incoming students to lifelong learners)
  o Total impact (i.e. the whole student)

§ Success should be measured in the university both academically, by career services and by academic support units
  o Career Services has a role in measuring success and should tell us how our students do throughout their professional lives
  o Skills and content knowledge should be measured by Deans & Chairs & Faculty
  o Each unit has goals & KPIs, both general ones and specific ones, which need to be continuously measured and improved
  o Measurement of student success does not stop when students’ graduate

§ There needs to be continuous institutional improvement to maintain relevance
  o Must improve buildings, resources
  o Mission should keep up with change
  o Current and future goals should come from our mission statements.
  o There needs to be measurement outside the educational audit
We need to know why students come to Woodbury and how that fits our mission
The Institution should always move forward

§ Success for the Board:
- Success for the Board is measured by student success and the institution’s financial success
- While the Board is accountable unto itself, it must look at its effect on the rest of the institution, especially its students.
- The Board should be proactive, see the broad picture, know everything they possibly can about the institution

§ Institutional Accountability to Student Success means
- Knowing ours and our students’ strengths and weaknesses:
- Knowing incoming students’ level of preparation for higher education
- Measuring and fostering students satisfaction in their education
- Knowing and measuring students’ preparation when they leave (e.g. competitive in a global economy/society)