Key Indicators Related to Actionable Foresights
with One-, Three-, and Five-Year Targets
Revised March 6, 2012

*   **One-year targets**
**   **Three-year targets**
*** **Five-year targets**

A. Actionable Foresight #1: The Economy	Baseline 2011-12	Target	Progress
1. **Enhance student access**. (39)			
Applications (Fall 2011)	7321	8021 (+700)*	
Yield - Accepted to Enrolled	51.4%	56%***	
Enrollment - Annual Credit Hours	251,000	295,995*	
2. **Re-engineer adjunct and full-time faculty professional development and accountability. (12)**			
Provide 25% of the **full-time** faculty with training/workshops/conferences/webinars etc.		35*	
Provide 10% of the **adjunct** faculty with training/workshops/conferences/webinars etc.		60*	
3. **Increase student persistence. (39)**			
Fall to Fall Retention (Fall 2009 cohort)	46 %	63%* **	
Fall to Spring Retention	76%	80% ***	
3-year Graduation Rate	5%	10%* **	
4-year Graduation Rate	8%	10%***	
6-year Graduation Rate (Fall 2002 cohort)	13%	15%***	
Total degrees/certificates (FY 2011) Target: **The Completion Agenda Goal**	1242	1412***	
Transfer out rate without degrees/certificates (decrease by 5% points)	16%	11%***	
Transfer out rate with degrees/certificates (increase by 5% points)	49.%	54%***	
4. **Improve customer service and relationship management.** (38)			
Student Satisfaction (Noel Levitz) Target: National Community Colleges			
So far, how has your college experience met your expectations? (Better than I expected, Quite a bit better than I expected, Much better than I expected)	55%	52%	**Exceed**
Rate your overall satisfaction with your experience here thus far. (Somewhat Satisfied, Satisfied Very satisfied)	76%	77%	
All in all, if you had it to do over again, would you enroll here? (Maybe yes, Probably yes, Definitely yes)	76%	80%	
Student Satisfaction (SENSE)			
Student Engagement (CCSSE) Target: Top Performing Colleges			
Active and Collaborative Learning	58.0	59.6**	
Student Effort	59.2	57.4**	**Exceed**
Academic Challenge	59.5	57.0 **	**Exceed**
Student-Faculty Interactions	55.3	58.1**	

Support for Learners	52.7	58.6**	
B. Actionable Foresight #2: Accreditation			
1. Enhance academic and career programs. (53)			
Revised degree programs (Based on Program Assessments)		5*	
New degree programs		1-2*	
Revised certificate programs		1-2*	
New certificate programs		1-2*	
2. **Expand institutional performance and accountability.** (32)			
Developmental Math Success Rate (improve by 50%)	43%	64.5%***	
Developmental English Success Rate (improve by 10- 15%)	64.6%	75%***	
First College-level Math Success Rate (improve by 50%)	41.8%	62.7%***	
First College-level English Success Rate (improve by 10-15%)	69.5%	80%***	
3. Create iterative process improvement strategies. (16)			
4. Address major issues identified in last reaffirmation document. (1)			
C. Actionable Foresight #3: Cost burden on students			
Unduplicated headcount of students on financial aid (FY2011) (Increase by 15%)	8,189	9,417***	
1. Restructure Essex County College Foundation.			
Increase board membership	15	35***	
Hire a Director of Development		Spring 2012	
Foundation Revenue		2,000,000***	
2. Review and improve financial aid practices. (5) ECM total implementation in 2 years Banner reports every department			
D. Actionable foresight #4: Leadership and Accountability Reduce the percentage of courses taught by adjunct faculty - decrease by 5% points	71.3%	66.3%***	
1. Restructure the organization for greater efficiency, effectiveness, and accountability. (2)			
Number of Departments automated using Banner	2	10*	
Number of Departments using workflow charts	1	10*	
2. Create a culture where "every employee" is empowered and integral to our environment of excellence in teaching and learning. (10)			
Employee Satisfaction (2012-13)	TBA		
Internal Satisfaction Surveys (Spring 2012)	TBA		

Numbers in parentheses represent the number of 2010-11 objectives (in WEAVEonline) associated with the specific Actionable Foresight priority.