

2011 Blueprint for Service Excellence

**National Resource
Center for The First-
Year Experience and
Students in Transition**

University of South Carolina Columbia

updated June 30, 2010

Vision Statement

The National Resource Center for The First-Year Experience and Students in Transition will serve as the trusted expert, internationally recognized leader, and clearinghouse for scholarship, policy, and best practice for all postsecondary student transitions.

Mission Statement

Building upon its history of excellence as the founder and leader of the first-year experience movement, the National Resource Center for The First-Year Experience and Students in Transition serves education professionals by supporting and advancing efforts to improve student learning and transitions into and through higher education. We achieve this mission by providing opportunities for the exchange of practical and scholarly information as well as the discussion of trends and issues in our field through the convening of conferences, institutes, workshops, and online learning opportunities; publishing books, research reports, a peer-reviewed journal, electronic newsletters, and guides; generating, supporting, and disseminating research and scholarship; hosting visiting scholars; and administering a web site and listservs.

Core Commitments

Student Transitions: Student transitions such as the first year of college, sophomore year, transfer experience, degree completion, and new graduate student experiences are critical junctures in the educational pipeline and unique opportunities for postsecondary student learning and development. We strive to set a standard of excellence for supporting student transitions and facilitating educational success for a diversity of students in the 21st century.

Connection Between Research and Practice: We believe that good practice in higher education must rely upon a foundation of high-quality research. Conversely, good research draws from and informs practices in our field. As such, the work of the National Resource Center advances and supports both scholarly practice and applied research.

Inclusion: We strive to create a supportive and professional environment where a diversity of viewpoints are recognized and considered in the ongoing dialogue on student transitions. One of the greatest strengths of the first-year experience and students in transition movement is its ability to cut across traditional boundaries in higher education and involve professionals from multiple sectors of education, institutional roles, and disciplinary perspectives as well as from a variety of personal backgrounds, institutional environments, and educational experiences.

Collaboration: Partnership and collaboration draw from the interdisciplinary nature of higher education, communicate an ongoing commitment to inclusion, and, ultimately, enhance the success of our efforts to support student transitions. The National Resource Center models effective collaboration and aims to create intentional and integrative connections between colleagues, units, organizations, systems, educational sectors, regions, and countries in support of student transition and success.

Lifelong Learning: We believe that all educators continue to be lifelong learners. We support a climate of intellectual curiosity and provide the tools and media to pursue professional development and an ongoing process of inquiry, exploration, and discovery.

Strategic Goals

Goal No. 1 - Advance and support a global community of educators who promote student success, learning, and development at critical transition points into and through the higher education experience.

Goal No. 2 - Develop and practice methods of research and assessment that provide better understanding of student transitions into and through higher education and guide improvements for student learning, success, and development.

Goal No. 3 - Engage in constituent outreach, develop relationships, and foster collaborations between the Center and members of our campus, national, and international network.

Goal No. 4 - Optimize the impact of the Center's organizational identity in communicating its mission, goals, and core commitments.

Goal No. 5 - Engage in effective use of technology to strengthen our connection with our constituency and to streamline the creation and dissemination of publications, research, and professional development events.

Goal No. 1: Advance and support a global community of educators who promote student success, learning, and development at critical transition points into and through the higher education experience.

Aligned with Division Outcomes: Initiatives 1(a) through 1(e) relate to Division Goal 3 Outcome A (*Professional development and education opportunities for campus, state, national and international communities to promote student learning and facilitate transitions into and through educational systems*). Initiatives 1(f) through 1(i) relate to Division Goal 4 Outcome A (*SA/AS develops and disseminates high-quality publications, professional development events, and resources on student transition, learning, and success to both internal and external constituents*).

Initiative 1(a): Sponsor the 17th National Conference on Students in Transition (SIT) as an opportunity to support professional development for campus, national, and international communities of educators committed to the development and success of students at all transition points in postsecondary education.

Key Performance Indicator(s):

- **KPI 1(a)i:** A summary report of the 2010 SIT Conference, including an event description, number of participants, number of conference presentations, summary of content topics, and featured speakers as well as summaries of participant evaluations.
- **KPI 1(a)ii:** A 10% increase in registration numbers over the 2010 SIT Conference.
- **KPI 1(a)iii:** A summary report of new initiatives incorporated into the 2010 SIT Conference.

KPI Method(s): Analyses of conference registration database, registration trends, conference evaluations, and program content.

Initiative 1(b): Sponsor the 30th Annual Conference on The First-Year Experience (FYE-Annual) as an opportunity to support professional development for campus, national, and international communities of educators committed to the development and success of students during their first college year.

Key Performance Indicator(s):

- **KPI 1(b)i:** A summary report of the 2011 FYE-Annual conference, including an event description, number of participants, number of conference presentations, summary of content topics, and featured speakers as well as summaries of participant evaluations.
- **KPI 1(b)ii:** A 10% increase in registration numbers over the 2010 Annual Conference on The First-Year Experience.

- KPI 1(b)iii: A summary report of specific initiatives and special events to highlight and celebrate the 30th anniversary of FYE-Annual.

KPI Method(s): Analyses of conference registration database, registration trends, conference evaluations, and program content.

Initiative 1(c): Develop and implement new professional development opportunities to be sponsored by the National Resource Center.

Key Performance Indicator(s):

- KPI 1(c)i: A summary report of a new Institute on Peer Educators offered in Fall, 2010, including event description, number of participants, number of presentations, summary of content topics, as well as summaries of participant evaluations.
- KPI 1(c)ii: A preliminary summary report of a new Institute on Transfer Students planned for Spring, 2011, including event description, number of participants, number of presentations, and summary of topics.
- KPI 1(c)iii: A completed contract with an online education service provider and a planning and marketing schedule for an online educational series to launch in Fall of 2010.
- KPI 1(c)iv: A multi-year planning outline of online course & webinar curriculum.

KPI Method(s): Analyses of registration database, registration trends, and conference evaluations. Summary of planning documents and evidence of contract and procurement process.

Initiative 1(d): Create a set of competencies for the professional development of educators who support first-year students and students in transition to serve as the foundation for the development of new Center conferences, institutes, and online learning as well as a framework for a curriculum model to connect conferences and continuing education opportunities offered through the National Resource Center.

Key Performance Indicator(s):

- KPI 1(d)i: Identification of competency areas that serve as the foundation for professional development and excellence for the support and study of the first-year experience and students in transition.
- KPI 1(d)ii: Develop a draft statement of competencies and conduct an initial review of them by internal staff, Center Advisory Board, and other select affiliates of the National Resource Center.

- KPI 1(d)iii: Report that maps the current professional development opportunities through the Center to these FYE&SIT professional development competencies.

Initiative 1(e): Support recognition programs for excellence in providing and advancing efforts to improve student learning and transitions into and through higher education in the national and international communities.

Key Performance Indicator(s):

- KPI 1(e)i: Number of nominees and list of recipients for the ongoing Outstanding First-Year Student Advocate Campaign (co-sponsored by Cengage Learning).
- KPI 1(e)ii: Number of nominees and list of recipients for the 3rd Annual Undergraduate Fellowship award.
- KPI 1(e)iii: Number of nominees, list of finalists, and name of first recipient for the new "Excellence in First-Year Teaching" award (co-sponsored by McGraw-Hill) to be awarded at the 2011 Annual Conference on The First-Year Experience.

KPI Method(s): Analysis of database of nominees for each recognition program.

Initiative 1(f): Produce high-quality resources on student transition, learning, and success in a variety of print and electronic formats.

Key Performance Indicator(s):

- KPI 1(f)i: Release dates and sales figures for newly published book-length publications that address topics related to the mission of the National Resource Center.
- KPI 1(f)ii: Status report on editing work and production schedule for all publications in progress.
- KPI 1(f)iii: Table of contents and draft publishing agreements for new book-length projects.
- KPI 1(f)iv: Release dates and sales figures for first two of five-volume series of books on designing, implementing, and assessing first-year seminars.
- KPI 1(f)v: Release dates and download reports for six new issues of *ToolBox*.

KPI Method(s): Analyses of data from publications project database, calendar, Google Analytics, sales database, and contract files.

Initiative 1(g): Increase profile and scholarly reputation of the *Journal of The First-Year Experience and Students in Transition*.

Key Performance Indicator(s):

- KPI 1(g)i: Timeline and progress report on search for a new editor of the *Journal* to serve a three-year term beginning in fall 2011.
- KPI 1(g)ii: A 5% increase in the number of subscriptions to the *Journal* over 2009-2010 sales as the result of the development and implementation of a regular marketing schedule for the *Journal* to include direct mail pieces, advertisements in select periodicals, insertions in Center conference packets, electronic marketing, and exhibit placements.
- KPI 1(g)iii: A 10% increase in the number of submissions to the *Journal* resulting from intentional outreach to communities of researchers, both within the current National Resource Center network (e.g., research presentations at Center-sponsored conferences, individuals who purchase research-based Center publications) and outside of our network (e.g., new graduates of higher education graduate programs, research presentations on FYE&SIT topics at other national conferences).
- KPI 1(g)iv: A 40% decrease in both Phase I (initial review by editor) and Phase II (peer review) of the manuscript review process toward the goal of an average of 12 weeks per phase (24 weeks per manuscript) as a result of more efficient management of review process and more proactive communication with reviewers.

KPI Method(s)s: Analysis of subscription and submission database for the *Journal of The First-Year Experience & Students in Transition*.

Initiative 1(h): Transition *E-Source for College Transitions* from a bi-monthly paid subscription to a bi-annual free online newsletter.

Key Performance Indicator(s):

- KPI 1(h)i: New look for *E-Source* masthead and web site template.
- KPI 1(h)ii: Interactive index with downloadable content hosted on the Center web site.
- KPI 1(h)iii: Number of individuals signed up to receive notification of new issues of *E-Source* to establish a readership benchmark for the revised model for this publication.
- KPI 1(h)iv: Number of downloads of *E-Source* content.

KPI Method(s)s: Analysis of e-mail alert database for *E-Source for College Transitions* and Google Analytics.

Initiative 1(i): Refine publications processes for book-length projects.

Key Performance Indicator(s):

- KPI 1(i)i: Cover template and series overview for new research-focused monograph series; release date and sales figure for first volume in the series.
- KPI 1(i)ii: Analysis of competing publications to determine feasibility of transitioning The First-Year Experience Monograph Series to a book series focusing on a wider range of student transitions.
- KPI 1(i)iii: Revised proposal guidelines for book-length projects.
- KPI 1(i)iv: Progress report on identifying, recruiting, and employing external reviewers for proposals and/or manuscripts for new book-length projects.
- KPI 1(i)v: Analysis of internal editing process and workflow with regard to substantive editing of new book-length projects.

KPI Method(s): Analyses of sales figures for Center projects as well as from data requested from other national organizations and educational presses and the project management database for publications.

Goal No. 2: Develop and practice methods of research and assessment that provide better understanding of student transitions into and through higher education and guide improvements for student learning, success, and development.

Aligned with Division Outcomes: Initiative 2(a) relates to Goal 5 Outcome A (*SA/AS supports and encourages development toward campus and national visibility and expertise*). Initiatives 2(b) through 2(e) relate to Division Goal 3 Outcome D (*Staff engagement in scholarly activities (conduct research, produce publications, deliver presentations) advances the academy and knowledge base*). Initiative 2(f) relates to Division Goal 4 Outcome E (*SA/AS units provide excellent service to its constituents*). Initiatives 2(g) and 2(h) relate to Division Goal 4 Outcome A (*SA/AS develops and disseminates high-quality publications, professional development events, and resources on student transition, learning, and success to both internal and external constituents*).

Initiative 2(a): Advance the reputation of the National Resource Center as a nationally recognized research organization and clearinghouse for topics and issues related to students in transition.

Key Performance Indicator(s):

- **KPI 2(a)i:** Number of research sessions accepted for presentation at conferences sponsored by the Center.
- **KPI 2(a)ii:** Present findings from Center research studies via sessions at Center-sponsored professional development events and at other national conferences.
- **KPI 2(a)iii:** Develop and disseminate print piece promoting research activities of Center.

KPI Method(s): Review and analysis of proposal database for Center conferences as well as analysis of research sessions submitted and presented for conferences hosted by other national organizations.

Initiative 2(b): Development of a revised research agenda that incorporates current and ongoing research commitments of the National Resource Center.

Key Performance Indicator(s):

- **KPI 2(b)i:** Five-year calendar outlining the administration schedule and research opportunities for Center-sponsored surveys and projects.
- **KPI 2(b)ii:** Plan for the development and administration of a new National Survey of Information Literacy in collaboration with the Association of College & Research Libraries (ACRL), a Division of the American Library Association.

- KPI 2(b)iii: Report of opportunities for research collaboration with the Center of Inquiry at Wabash College that draw from a merger of data from the 2006 National Survey of First-Year Seminars and the 2006 student survey data from the Wabash National Study of Liberal Arts Education (WNSLAE).

Initiative 2(c): Administer a follow-up to the 2009 administration of the National Survey of First-Year Seminars, funded by a grant from the Spencer Foundation.

Key Performance Indicator(s):

- KPI 2(c)i: Number of institutions surveyed, number of responses, and survey response rate.
- KPI 2(c)ii: Summary of preliminary findings.

KPI Method(s): Develop survey instrument and collect data in Fall 2010 and create own dataset for analyses.

Initiative 2(d): Promote and award a competitive national research grant to facilitate research in issues related to student transitions.

Key Performance Indicator(s):

- KPI 2(d)i: Implementation of a major promotion featuring research funded by the Center's Paul P. Fidler Grant that begins with announcement of 2010 winner and extends through 2011 submission deadline.
- KPI 2(d)ii: Summary of selection process for the sixth cycle of the Paul P. Fidler national research competition.
- KPI 2(d)iii: Increase the number of proposals received for the seventh round of the Paul P. Fidler Research Grant competition.
- KPI 2(d)iv: Report on past grant recipients' research progress and activities, conference presentations, and publications resulting from the Fidler-funded research.

KPI Method(s): Analysis of Paul P. Fidler proposal database and annual grants activity reports.

Initiative 2(e): Seek external granting opportunities that support and expand the research agenda of the National Resource Center.

Key Performance Indicator(s):

- KPI 2(e)i: Report of funding priorities and a draft of a grant application timeline.
- KPI 2(e)ii: List of foundation and funding agency contacts, record of correspondence regarding grants, and a record of grants training opportunities, meetings, and partnerships.

- KPI 2(e)iii: Submit at least one new grant application for review by external funding agency.

KPI Method(s): Development and analysis of a project management system for grant seeking and submission activity.

Initiative 2(f): Revise and make accessible web-based procedures and request forms for data services, research analyses, and data sharing to support educators in their own research related to student development and success.

Key Performance Indicator(s):

- KPI 2(f)i: Develop, disseminate, and promote procedures and electronic forms for Center data services, research requests, and data sharing.
- KPI 2(f)ii: Number and nature of requests for data services, research analyses, and data access.
- KPI 2(f)iii: List of frequently asked questions about Center survey data and corresponding answers to be posted on the research section of the Center website.

KPI Method(s): Development and analysis of a project management system for Center data services, research requests, and data sharing.

Initiative 2(g): Develop high-quality resources dedicated to effective assessment of the first-year experience and students in transition.

Key Performance Indicator(s):

- KPI 2(g)i: Evaluate and identify a plan for the First-Year Assessment listserv essay series.
- KPI 2(g)ii: Post current articles related to students in transition on the Center website for researchers, practitioners, institutional researchers, and other Center constituents.
- KPI 2(g)iii: Evaluate and identify a plan to update and expand the content of the “Assessment Resources” page of the Center website.

Initiative 2(h): Reorganize, update, and expand the “Research” section of the National Resource Center website by developing accessible web-based resources related to Center research, survey administration, and effective assessment strategies.

Key Performance Indicator(s):

- KPI 2(h)i: Evaluate and reorganize information currently included on “Research” section of the Center website.

- KPI 2(h)ii: Develop and post a survey database that documents the survey instruments and survey cycle of Center research activities.
- KPI 2(h)iii: Post conference slides, handouts, papers, and other materials from research presentations made by Center staff at conferences.
- KPI 2(h)iv: Post executive summaries for recent Center research studies.

KPI Method(s): Analysis of Google Analytics.

Goal No. 3: Engage in constituent outreach, develop relationships, and foster collaborations between the National Resource Center and members of our campus, national, and international network.

Aligned with Division Outcomes: Initiative 3(a) is related to Division Goal 3 Outcome A (*Professional development and educational opportunities for campus, state, national and international communities to promote student learning and transitions into and through educational systems*). Initiatives 3(b) through 3(d) and 3(f) are related to Division Goal 4 Outcome B (*SA/AS provides opportunities to collaborate with other entities and educational institutions to learn about services, products, and programs that assist educators in meeting the needs of students*). Initiative 3(e) is related to Division Goal 4 Outcome A (*SA/AS develops and disseminates high-quality publications, professional development events, and resources on student transition, learning, and success to both internal and external constituents*).

Initiative 3(a): Report of participation and support of first-year experience, students in transition, and student success activities at the University of South Carolina.

Key Performance Indicator(s):

- **KPI 3(a)i:** Report of the number and title of Center publications provided free of charge or at reduced cost to requesting departments within the USC Division of Student Affairs and Academic Support, the Thomas Cooper library, and other campus units.
- **KPI 3(a)ii:** Report of the number of USC faculty/staff who attend Center-sponsored events at the reduced USC registration rate.
- **KPI 3(a)iii:** Report of service on Division or University committees, task forces, or boards.
- **KPI 3(a)iv:** Number and title of invited presentations for Division or University-sponsored events.
- **KPI 3(a)v:** Number and title of courses taught or guest-lectures given at USC by Center staff.

KPI Method(s): Development, dissemination, and analysis of Center staff survey on teaching, service involvement, and professional development activity outside of Center activities.

Initiative 3(b): Develop and nurture relationships with for-profit and non-profit companies, national and regional organizations, and other educational institutions that help higher educators meet the needs of students by fostering their participation in National Resource Center events and activities.

Key Performance Indicator(s):

- KPI 3(b)i: Number of exhibition requests, number of new companies requesting exhibit space, as well as number and list of exhibitors at Center-sponsored events.
- KPI 3(b)ii: Number of co-hosting institutions and co-sponsorship agreements for three Center conferences.
- KPI 3(b)iii: Number of active publication contracts in partnership with other national organizations whose activities align with the mission, vision, and core commitments of the Center.

KPI Method(s)s: Analysis of NRC exhibitor registration database, co-hosting agreements, and publications development and sales databases.

Initiative 3(c): Develop and nurture relationships with for-profit and non-profit companies, national and regional organizations, and other educational institutions that help higher educators meet the needs of students by becoming involved in their events and activities.

Key Performance Indicator(s):

- KPI 3(c)i: Number of exhibits and targeted promotions (e.g., advertising, marketing pieces) of Center products and services at other national professional development events that provide the most exposure and the greatest potential for future collaboration.
- KPI 3(c)ii: Number of content and exhibitor sessions proposed and presented on Center research, publications, and resources at other national and regional conferences.
- KPI 3(c)iii: Number of resource- and revenue-sharing agreements with regional meetings that align with the mission, values, and core commitments of the Center.
- KPI 3(c)vi: Evaluation of current partnership agreements with other national organizations for continuation and number of new partnership agreements finalized or in development.
- KPI 3(c)v: Report of new outreach activities to other national organizations that align with the mission, vision, and core commitments of the Center.

KPI Method(s)s: Analysis of approved planning documents and follow-up reports for exhibits at other national conferences as well as resource- & revenue-sharing agreements and meeting information for regional partnerships.

Initiative 3(d): Develop and nurture relationships and collaborations with higher education scholars, practitioners, and national experts on the topic of the first-year experience, students in transition, and undergraduate success.

Key Performance Indicator(s):

- KPI 3(d)i: Number and nature of communications with Center Advisory Board via e-mail, at Center events, and via videoconference board meetings.
- KPI 3(d)ii: Proposal to formalize relationships with Center Fellows and their role in the organization.
- KPI 3(d)iii: Identification of faculty and content advisor(s) for Institutes from Center staff, affiliates, and network.

Initiative 3(e): Develop and nurture inclusion of issues and professionals dedicated to students at points of transition other than the first-year in current and new National Resource Center programs, products, and services.

Key Performance Indicator(s):

- KPI 3(e)i: The ratio of submissions and acceptance of sessions on transfer, sophomore, senior, and graduate student transitions to the submissions and acceptance on first-year experience topics for the 2010 National Conference on Students in Transition.
- KPI 3(e)ii: Percentage of submissions to the *Journal of The First-Year Experience and Students in Transition* and *E-Source* on transition issues other than the first year of college (i.e., SIT topics).
- KPI 3(e)iii: A publication development plan with SIT projects highlighted.
- KPI 3(e)iv: Develop specific marketing strategies for identifying segments of the students in transition (SIT) network that can be expanded for greater connection to the resources, products, and services of the Center using information gathered from the advisory board, partner organizations, and other center affiliates.
- KPI 3(e)v: Analysis of topics posted to the transfer, sophomore, senior, and graduate student listservs hosted by the National Resource Center to understand better the issues of relevance and concern to the educators and professionals in our SIT network.
- KPI 3(e)vi: New web-based resources dedicated to SIT topics and corresponding web traffic reports.

KPI Method(s): Analysis of SIT proposal database; coding of topics on the SOPH, GRAD, SYE and TYE listservs; evaluation of Google Analytics; and review of the publication and submission databases for the *Journal* and *E-Source*.

Initiative 3(f): Participate in leadership activities for the higher education community at large.

Key Performance Indicator(s):

- KPI 3(f)i: Report of service on regional, national, and international boards, publication review bodies, and in leadership positions for associations and organizations whose activities align with the vision, mission, and core commitments of the Center.
- KPI 3(f)ii: Number and citation for publications by Center staff in scholarly and practitioner publication venues outside the Center, including research articles, book chapters, monographs, magazine and newsletter articles, etc.
- KPI 3(f)iii: Number and citation for invited presentations, keynotes, and plenary sessions at conferences and events outside of the Center and USC.
- KPI 3(f)iv: Report of engagement and professional service (e.g., presentations, proposal reviewers, conference committee service) for events, conferences, and professional development opportunities other than ones sponsored by or in partnership with the NRC.

KPI Method(s): Development, dissemination, and analysis of Center staff survey on teaching, service involvement, and professional development activity outside of Center activities.

Goal No. 4: Optimize the impact of the National Resource Center's organizational identity in communicating its mission, goals, and core commitments.

Aligned with Division Outcomes: Initiatives 4(a) and 4 (b) are related to Division Goal 4 Outcome A (*SA/AS develops and disseminates high-quality publications, professional development events, and resources on student transition, learning, and success to both internal and external constituents*).

Initiative 4(a): Update and enhance the National Resource Center's brand and organizational identity.

Key Performance Indicator(s):

- **KPI 4(a)i:** Implementation of a dissemination plan for the Center's new statements of vision, mission, and core commitments to the greater FYE and SIT network connected to the work of the Center.
- **KPI 4(a)ii:** Updated Departmental Policy Manual and Center Style Manual for staff use of statements of vision, mission, and core commitments.
- **KPI 4(a)iii:** Identification of options and a tentative timeline for an update of the Center's name as well as proposed implementation plan for the transition.
- **KPI 4(a)iv:** Report of market research with the Center's network to gather reactions to the options for an update of the Center's name.

KPI Method(s): Development, dissemination, and analysis of a market survey to Center Advisory Board, affiliates, and general network about potential name options for update of the Center's name as well as other elements of the Center's organizational identity.

Initiative 4(b): Enhance media coverage of Center-sponsored activities, events, and resources.

Key Performance Indicator(s):

- **KPI 4(b)i:** Establish schedule and dissemination strategy for press releases from the Center.
- **KPI 4(b)ii:** Utilization report of Division and USC media outlets for Center marketing and public relations activities.
- **KPI 4(b)iii:** List of contacts with regional and national media representatives and summary of NRC coverage in these outlets.

KPI Method(s): Development and analysis of project management system for public relations and media activities for the Center.

Initiative 4(c): Maintain and enforce the service-marked phrase "First-Year Experience" as a descriptor for the activities in support of first-year student success at the NRC and in the field of higher education.

Key Performance Indicator(s):

- KPI 4(c)i: Renew the service-mark for the phrase “The First-Year Experience” maintained by the NRC.
- KPI 4(c)ii: Evaluate and update the process of addressing requests for the service-mark phrase.
- KPI 4(c)iii: Evaluate and update the process of managing its appropriate usage in the field at large.

KPI Method(s): Development and analysis of submission and management database for requests made to the Center for use of the service-marked phrase “First-Year Experience.”

Goal No. 5: Engage in effective use of technology to strengthen our connection with our constituency and to streamline the creation and dissemination of publications, research, and professional development events.

Aligned with Division Outcomes: Initiatives 5(a) through 5(e) relate to Division Goal 4 Outcome E (*SA/AS units provide excellent service to its constituents*).

Initiative 5(a): Continue to implement E-Commerce technology for conference, institute, and continuing education registrations and publication purchases.

Key Performance Indicator(s):

- KPI 5(a)i: Summary report of implementation process.
- KPI 5(a)ii: Number of transactions via E-Commerce for conferences, institutes, and continuing education registrations and for publications.

Initiative 5(b): Pending the full implementation of E-Commerce technology for publication purchases, continue to refine current processes to make them more user-friendly.

Key Performance Indicator(s):

- KPI 5(b)i: Creation of pdf order forms for all new publications.
- KPI 5(b)ii: A redesigned order form that allows customer to indicate items to be purchased before entering customer and payment information.

Initiative 5(c): Create online and web-based channels for submission, communication, project management, and feedback between the Center and its network.

Key Performance Indicator(s):

- KPI 5(c)i: Development of online tool for data services, data requests, and data access proposals for Center survey data.
- KPI 5(c)ii: Continue development of online database for the *Journal* to facilitate electronic submissions of new manuscripts, track progress of manuscripts through the review process, and facilitate communication with authors.
- KPI 5(c)iii: Refinement and enhancement of databases for Senior-Year, Transfer-Year, and Grad-Year resources pages.
- KPI 5(c)iv: Development and implementation of an online submission and review process for the Paul P. Fidler Research Grant.

- KPI 5(c)v: Development and implementation of an online submission and review process for the Outstanding First-Year Advocate award campaign.
- KPI 5(c)vi: Development of a project management database to schedule and track progress of editing and design work for projects in the publications area.

Initiative 5(d): Enhance the utilization of social media tools to facilitate online public relations and marketing presence for the Center.

Key Performance Indicator(s)

- KPI 5(d)i: Number of NRC Facebook fans.
- KPI 5(d)ii: Include access information for Facebook Fan Page on other NRC marketing material in an effort to grow fan base.
- KPI 5(d)iii: Utilization of Facebook Fan Page to distribute marketing and public relations messages.
- KPI 5(d)iv: Addition of video to Facebook Fan Page.
- KPI 5(d)v: Use of Facebook capabilities for facilitation discussion within the Center network.
- KPI 5(d)vi: Analysis of other social media tools (e.g., Twitter, YouTube, Blogging) for use as additional marketing and public relations outlets for the National Resource Center.

KPI Method(s): Evaluation of Facebook analytic tools.

Initiative 5(e): Enhance the navigability and utility of the online resources for Center conferences, institutes, and other events, including online programs, the online event scheduler, and the presentation center of the NRC website.

Key Performance Indicator(s)

KPI 5(e)i: Improvement of interactive schedule planner to increase its usefulness for conference attendees.

KPI 5(e)ii: Redesign of event presentation center to allow for ease in searching for event type, presenters, speakers, or topics.

KPI 5(e)iii: Investigate the development of interactive conference program beyond the pdf that is currently posted to the NRC web site.

KPI Method(s): Analysis of Google Analytics and feedback from conference participants.