

**Composite Summary of Select College of Public Health Strategic Goals, Initiatives, Outcome Measures and Targets:  
Period AY2014-15, AY2015-16, AY2016-17 (unless otherwise indicated)**

**A. CAPACITY BUILDING**

**Strategic Goal A.1. Interdisciplinary Capacity Building:** *Build and sustain high quality diverse core faculty and staff.*

**Outcome Measure for A.1.1.**  
**Initiative:** *Recruit, appoint promote and retain high quality diverse faculty and staff aligned with Divisions, academic programs, research initiatives, and outreach needs.*

Outcome Measure	Target 2017	2016-17	2015-16	2014-15	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Number of primary faculty members (headcount)	50 Faculty Members	Assistant = 18 Associate = 13 Full = 17 TenureTrack = 18 Non-TenureTrack = 5 Tenured = 25 Total = 48(47.15FTE)	Assistant = 19 Associate = 12 Full = 13 TenureTrack = 16 Non-TenureTrack = 5 Tenured = 23 Total = 44 (43.15FTE)	Assistant = 16 Associate = 13 Full = 15 TenureTrack = 12 Non-TenureTrack = 6 Tenured = 26 Total = 44(43.15FTE)	The numbers for total (+10%) and tenure-track (+50%) faculty members with primary appointment in the College have increased during the past three years. Additional tenure-track faculty searches are underway and five hires are anticipated by autumn semester 2017.
Percentage of underrepresented faculty members based on race, ethnicity and gender	Representative of Ohio demographics: Amer. Indian/ Alaskan Native 0.3% Asian 2.1% Black 12.7% Hispanic/Latino 3.6% Native Hawaiian/ Other Pacific 0.1% Two/More Race 2.1% White 79.8%	Asian 13%(n=6) Black 8%(n=4) Hispanic 4%(n=2) Two/More Races 4%(n=2) Undisclose0%(n=0) White 71%(n=34) Total Under-represented 29% (n=14)	Asian 13%(n=6) Black 6%(n=3) Hispanic 4%(n=2) Two/More Races 4%(n=2) Undisclose4%(n=2) White 70%(n=31) Total Under-represented 23-27% (N=13-15)	Asian 11%(n=5) Black 4%(n=2) Hispanic 2.5%(n=1) Two/ More Races 2.5%(n=1) Undisclose2.5%(n=1) White 77%(n=34) Total Under-represented 20-22% (n=9-12)	The data represent racial and ethnic categories reported by faculty members. No respondents indicated American Indian/Alaskan Native or Native Hawaiian/Other Pacific Islanders. Faculty racial and ethnic diversity has improved and mostly aligns with Ohio demographics, except for faculty members indicating Black/African American.

Outcome Measure	Target 2017	2016-17	2015-16	2014-15	Summary of Outcomes for the 3-year Period and Relevant Action Plans
	Female 51% Male 49%	M = 46% F = 54%	M = 45% F = 55%	M = 45% F = 55%	However, the percentage at 8% has doubled during the past three years. Efforts will continue to attract and hire from underrepresented groups. Gender data are somewhat aligned with State demographics.
Number of staff members (headcount)	60 Staff Members	59	65	68	There has been some decline in total staff members but count remains close to target.
Percentage of underrepresented staff members based on race, ethnicity and gender	Representative of Ohio demographics: Amer. Indian/ Alaskan Native 0.3% Asian 2.1% Black 12.7% Hispanic/Latino 3.6% Native Hawaiian/ Other Pacific 0.1% Two/More Race 2.1% White 79.8% Female 51% Male 49%	Black 8%(n=5) Hispanic 2%(n=1) Two/More Races 2% (n=1) Undisclosed 2%(n=1) White 86%(n=51) Total Under-represented 12% (n=7) M = 25% F = 75%	Asian 5%(n=3) Black 8%(n=5) Hispanic 1.5%(n=1) Two/More Races 1.5% (n=1) Undisclosed 3%(n=2) White 82%(n=53) Total Under-represented 15-18% (n=10-12) M = 23% F = 77%	Asian 1.5%(n=1) Black 10%(n=7) Undisclosed 4.5%(n=3) White 84%(n=57) Total Under-represented 12% (n=8) M = 22% F = 78%	The data represent racial and ethnic categories reported by staff members. No respondents indicated American Indian/Alaskan Native or Native Hawaiian/Other Pacific Islanders. Staff racial and ethnic diversity has not improved and all reported underrepresented groups are below Ohio demographics. The highest underrepresented group reported by staff is for Black/African American at 8%. Efforts will continue to attract and hire staff members from under-represented groups.

**B. TEACHING & LEARNING**

**Strategic Goal B.1. Teaching and Learning:** *Recruit, matriculate, retain and graduate high-quality and culturally-diverse students.*

**Outcome Measure for B.1.**

**Initiative:** *Expand student recruitment, and align the College's marketing and recruitment plan with the Ohio State Enrollment Services Strategic Marketing and Communication Plan.*

Outcome Measure	Target 2017	Cohort entering Au16-Su17* *Does not include SP17 or SU17	Cohort entering Au15-Su16	Cohort entering Au14-Su15	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Number of graduate and undergraduate applications received	700 graduate degree applicants per year  130 graduate degree matriculates per year  250 undergraduate degree applicants per year  80 undergraduate degree matriculates per year	No. Graduate Applicants = 625  No. Graduate Matriculates =126 (will be higher when SU17 data are included)  No. Undergraduate Applicants =129  No. Undergraduate Matriculates =111	No. Graduate Applicants = 644  No. Graduate Matriculates= 136  No. Undergraduate Applicants = 160  No. Undergraduate Matriculates =97	No. Graduate Applicants = 657  No. Graduate Matriculates=146  No. Undergraduate Applicants = 142  No. Undergraduate Matriculates =89	Number of applications for both graduate and undergraduate degree programs remained relatively flat, even declining to some extent for graduate programs, and remain below respective targets. Efforts will continue to attend recruitment fairs and other relevant events. There will be expanded efforts to recruit from smaller colleges from around the State as well as from within OSU. Not reported here are the percentages of applicants accepted each year, which remains relatively consistent at about 48%. The number of students who matriculate into the graduate and undergraduate programs meets/or exceeds target.

Outcome Measure	Target 2017	Cohort entering Au16-Su17* *Does not include SP17 or SU17	Cohort entering Au15-Su16	Cohort entering Au14-Su15	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Diversity of applicant pool, based on race, ethnicity and gender	Representative of Ohio demographics: Female 51% Male 49% Amer. Indian/Alaskan Native 0.3% Asian 2.1% Black 12.7% Hispanic/Latino 3.6% Native Hawaiian/Other Pacific 0.1% Two/More Race 2.1% White 79.8% <b>Note: Total percentage underrepresented based on race and ethnicity = 20.2%</b>  Female 51% Male 49%	Underrepresented Graduate Degree Applicants = 44.9% Gender Graduate Degree Applicants M=34% F=66% Underrepresented Graduate Degree Admits = 36.2% Gender Graduate Degree Admits M=27% F=73%  Underrepresented Graduate Matriculates = 28.6% Gender Graduate Degree Matriculates M=20% F=80%  ***** Underrepresented Undergrad Degree Applicants = 36% Gender Undergrad Degree Applicants M= 23% F= 77%  Underrepresented Undergrad Degree Admits = 35% Gender Undergrad Degree Admits M= 23% F= 77%  Underrepresented Undergrad Matriculate = 34% Gender Undergrad Degree Matriculates M= 22% F= 78%	Underrepresented Graduate Degree Applicants = 46% Gender Graduate Degree Applicants M=32% F=68% Underrepresented Graduate Degree Admits = 36.3% Gender Graduate Degree Admits M=27% F=73%  Underrepresented Graduate Matriculates = 28.7% Gender Graduate Degree Matriculates M=29% F=71%  ***** Underrepresented Undergrad Degree Applicants = 29% Gender Undergrad Degree Applicants M= 23% F= 77%  Underrepresented Undergrad Degree Admits = 25% Gender Undergrad Degree Admits M= 22% F= 78%  Underrepresented Undergrad Matriculate = 24% Gender Undergrad Degree Matriculates M= 22% F= 78%	Underrepresented Graduate Degree Applicants = 45.2% Gender Graduate Degree Applicants M=35% F=65% Underrepresented Graduate Degree Admits = 29.5% Gender Graduate Degree Admits M=33% F=67%  Underrepresented Graduate Matriculate = 25.3% Gender Graduate Degree Matriculates M=36% F=64%  ***** Underrepresented Undergrad Degree Applicants = 26% Gender Undergrad Degree Applicants M= 15% F= 85%  Underrepresented Undergrad Degree Admits = 25% Gender Undergrad Degree Admits M= 11% F= 89%  Underrepresented Undergrad Matriculate = 23.5% Gender Undergrad Degree Matriculates M= 11% F= 89%	Compared to Ohio demographics which are used for the College's target metrics, applicant pools, admitted applicants, and matriculated students for both graduate and undergraduate degree programs demonstrated sustained levels of diversity based on race and ethnicity.
<b>Composite Assessment Data Summary</b>					

Outcome Measure	Target 2017	Cohort entering Au16-Su17* *Does not include SP17 or SU17	Cohort entering Au15-Su16	Cohort entering Au14-Su15	Summary of Outcomes for the 3-year Period and Relevant Action Plans
GPA of accepted graduate and undergraduate degree applicants	≥3.60/4.00 Average Graduate Applicant GPA ≥3.30/4.00 Average Undergraduate Applicant GPA	PhD = 3.49 MS = 3.45 MPH = 3.49 MHA = 3.55 BSPH = 3.39	PhD = 3.49 MS = 3.42 MPH = 3.47 MHA = 3.47 BSPH = 3.46	PhD = 3.35 MS = 3.36 MPH = 3.49 MHA = 3.47 BSPH = 3.42	Admitted graduate applicant mean GPAs ranged from 3.41-3.55/4.0, below target metric; however, undergraduate admitted applicant mean GPA of 3.39-3.46/4.0 exceeded target metric.
GRE scores of accepted graduate degree applicants	≥70 <sup>th</sup> Percentile Q and V Average scores of Admitted Graduate Degree Students	PhD = 66Q, 72V MS = 79Q, 68V MPH = 61Q, 70V MHA = 57Q, 68V	PhD = 72Q, 66V MS = 73Q, 71V MPH = 60Q, 67V MHA = 55Q, 67V	PhD = 60Q, 69V MS = 78Q, 75V MPH = 60Q, 67V MHA = 61Q, 67V	Admitted graduate applicant GRE (Q;V) scores ranged from 55-75 <sup>th</sup> percentile for Q, and, 66-70 <sup>th</sup> for V close to target metrics.
ACT scores of accepted undergraduate applicants	≥30 Average scores of Admitted Undergraduate Degree Students	BSPH: 28.3	BSPH = 27.8	BSPH = 27.1	Admitted undergraduate applicant ACT scores showed slight increase to 28.3 but below target metric. However, in line with University average
		<b>Graduated 2015-2016</b>	<b>Graduated 2014-2015</b>	<b>Graduated 2013-2014</b>	
Graduation rate within College's time-to-degree limits	≥80% Students Graduate within Maximum Time Permitted for Degree Completion: BSPH = 5yr MPH = 5yr MHA = 6yr MS = 6yr PhD = 8yr	PhD = 91% MS = 67% (2/3) MPH = 91% MHA = 96% BSPH=82%	PhD = 88% MS = 100% MPH = 83% MHA = 91% BSPH=98%	PhD = 50% (2/4) MS = 100% MPH = 84% MHA = 91% BSPH=IP	Percentage of students graduated from graduate degree programs within maximum 5 year period ranged from 91-96%, and exceeded minimum metric (except for 67% from MS since one of three original students left program and 3 is a very low denominator).
Graduates in applicable jobs or continued/advanced education	≥80% graduates	PhD =100% MS = 20%* MPH = 100% MHA = 92% BSPH=95% <b>*only 1 of 5 students responded to survey</b>	PhD = 100% MS = 50% (1 of 2)* MPH = 93% MHA = 95% BSPH=96% <b>* effected by extremely low denominator</b>	PhD = 100% MS = 100% MPH = 98% MHA = 100% BSPH=97%	Percentage of graduates from graduate and undergraduate programs who secured employment or continued advanced education ranged from 85-100% and exceeded the target metric (except for one of two grads from MS)

**Outcome Measures for B.2.2.****Initiative:** *Survey students to evaluate the student experience from the point of pre-admission through graduation.*

Outcome Measure	Target 2017	2015-16 138 surveyed/67 replied (48% response rate)	2014-15 133 surveyed/57 replied (42% response rate)	2013-14 141 surveyed/98 replied (67% response rate)	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Percentage of <b>Year1 graduate students</b> who indicate "strongly agree/agree" with quality/satisfaction indicators on Year 1 Student Survey.	Among students who respond to the survey, ≥80% graduate students strongly agree/agree for each of the categories surveyed	<p>Curriculum PH Core = 97%</p> <p>Curriculum PH Specialization =92%</p> <p>Curricula Plans indicate courses and requirements = 84%</p> <p>Course content aligned w/ Course Learning Objectives =95%</p> <p>Course Objectives and Program Competencies listed in syllabi =n/a (inadvertently left off)</p> <p>Student Handbook = 83%</p> <p>OAPSS Staff Availability = 68%</p> <p>Faculty Advisement = 75%</p>	<p>Curriculum PH Core = 94%</p> <p>Curriculum PH Specialization = 88%</p> <p>Curricula Plans indicate courses and requirements = 89%</p> <p>Course content aligned w/ Course Learning Objectives =93%</p> <p>Course Objectives and Program Competencies listed in syllabi =93%</p> <p>Student Handbook = 86%</p> <p>OAPSS Staff Availability = 74%</p> <p>Faculty Advisement = 89%</p>	<p>Curriculum PH Core = 88%</p> <p>Curriculum PH Specialization = 79%</p> <p>Curricula Plans indicate courses and requirements = 94%</p> <p>Course content is aligned w/ the Course Learning Objectives =82%</p> <p>Course Objectives and Program Competencies listed in syllabi =82%</p> <p>Student Handbook = 84%</p> <p>OAPSS Staff Availability = 70%</p> <p>Faculty Advisement = 73%</p>	<p>For most of the survey categories, the Year 1 graduate students' reported percentages of strongly agree/agree for quality/satisfaction are consistently above the respective target metrics over three years.</p> <p>The reported percentage of Year 1 graduate students who indicated strongly agree/agree suggest that they are pleased with the public health core and specializations and the related curriculum plans. They also feel that course content is aligned well with learning objectives and, in turn, objectives are aligned with the degree program competencies as shown in syllabi. There is also reported satisfaction with the Student hand-book.</p> <p>There is lower agreement, however, regarding availability of OAPSS staff and faculty advisement. The plan is to eventually increase staff, but during interim working toward improved efficiency and use of student workers to assist staff. Presentations have been conducted and guidelines shared with faculty members to work to improve the</p>

Outcome Measure	Target 2017	2015-16 138 surveyed/67 replied (48% response rate)	2014-15 133 surveyed/57 replied (42% response rate)	2013-14 141 surveyed/98 replied (67% response rate)	Summary of Outcomes for the 3-year Period and Relevant Action Plans
		Classroom Comfort = 90% Computer Access = 86% Student Space = 79% Preparation for Jobs = 89%	Classroom Comfort = 86% Computer Access = 86% Student Space = 75% Preparation for Jobs = 86%	Classroom Comfort = 81% Computer Access = 83% Student Space = 73% Preparation for Jobs = 72%	quality of student advisement.

Outcome Measure	Target 2017	2015-16 187 surveyed/82 replied (43.8% response rate)	2014-2015 195 surveyed/79 replied (42% response rate)	2013-2014 125 surveyed/73 replied (58% response rate)	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Percentage of <b>undergraduate students</b> who indicate “strongly agree/agree” with quality/satisfaction indicators on Year 1 Student Survey.	Among students who respond to the survey, ≥80% undergraduate students strongly agree/agree for each of the categories surveyed	Curriculum PH =97% Specialization (Dept. of Sociology; PH SOC) & Dept of Earth Science; EPH=97% Curricula Plans, Accessible=95% Curricula Plans, Identify Needed Courses = 95% Curricula Plans, Identify Capstone Options = 70% OAPSS Staff Availability, Course	Curriculum PH =100% Specialization (Dept. of Sociology; PH SOC) & Dept of Earth Science; EPH= 90% Curricula Plans, Accessible= 93 % Curricula Plans, Identify Needed Courses = 87% Curricula Plans, Identify Capstone Options = 81% OAPSS Staff Availability, Course	Curriculum PH = 98% Specialization (Dept. of Sociology; PH SOC) & Dept of Earth Science; EPH=95% Curricula Plans, Accessible= 93% Curricula Plans, Identify Needed Courses = 92% Curricula Plans, Identify Capstone Options = 59% OAPSS Staff Availability, Course	For most of the survey categories, the Year 1 undergraduate students’ reported percentages of strongly agree/agree for quality/satisfaction are consistently above the respective target metrics over three years.  The reported percentage of Year 1 undergraduate students who indicated strongly agree/agree suggest that they are pleased with the public health core and specializations and the related curriculum plans.  There is lower agreement, however, regarding availability of OAPSS staff availability and career planning. The plan is to eventually increase staff,

Outcome Measure	Target 2017	2015-16 187 surveyed/82 replied (43.8% response rate)	2014-2015 195 surveyed/79 replied (42% response rate)	2013-2014 125 surveyed/73 replied (58% response rate)	Summary of Outcomes for the 3-year Period and Relevant Action Plans
		Selection = 77%  OAPSS Staff Availability, Career Advisement = 58%  OAPSS Staff Help With, Course Selection = 64%  OAPSS Staff Help With, Career Advisement = 36%  OAPSS Staff Demonstrate Cultural Competency = 74%	Selection = 96%  OAPSS Staff Availability, Career Advisement = 76%  OAPSS Staff Help With, Course Selection = 81%  OAPSS Staff Help With, Career Advisement = 47%  OAPSS Staff Demonstrate Cultural Competency = 87%	Selection = 92%  OAPSS Staff Availability, Career Advisement = 67%  OAPSS Staff Help With, Course Selection = 85%  OAPSS Staff Help With, Career Advisement = 51%	but during interim working toward improved efficiency and use of student workers to assist staff. Presentations have been conducted and guidelines shared with faculty members to work to improve the quality of student advisement, especially relative to career aspirations.
Outcome Measure	Target	AU2015-SP2016 125 graduated/69 replied (55% response rate)	2014-2015 128 graduated/90 replied (0% response rate)	2013-2014 126 graduated	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Percentage of <b>graduating graduate students</b> who indicate “strongly agree/agree” with quality/satisfaction indicators on Exit Graduating Student Survey.	Among students who respond to the survey, ≥80% graduate students strongly agree/agree for each of the categories surveyed	Overall PH Curriculum = 90%  Specialization, Curriculum =**  Knowledge and Skills Prepare for Job/ Edu = 90%  Identify Volunteer and Internships =**  Help Focus Career Goals = 74%	Overall PH Curriculum = 100%  Specialization, Curriculum = 90%  Knowledge and Skills Prepare for Job/ Edu = 85%  Identify Volunteer and Internships = 70%  Help Focus Career Goals = 56%	Overall PH Curriculum = 98%  Specialization, Curriculum = 95%  Knowledge and Skills Prepare for Job/Edu = 75%  Identify Volunteer and Internships = 52%  Help Focus Career Goals = 64%	For most of the survey categories, the graduating graduate students’ reported percentages of strongly agree/agree for quality/satisfaction are consistently above the respective target metrics over three years.  The reported percentage of the exiting graduate students who indicated strongly agree/agree suggest that they are pleased with the overall public health curricula and are prepared for employment or continued advanced education and training.



Outcome Measure	Target 2017	2015-16 187 surveyed/82 replied (43.8% response rate)	2014-2015 195 surveyed/79 replied (42% response rate)	2013-2014 125 surveyed/73 replied (58% response rate)	Summary of Outcomes for the 3-year Period and Relevant Action Plans
		<p>Meeting Expectations = 75%</p> <p>Promotes Cultural Competency = n/a**</p> <p>**Questions were not asked in 15-16 Survey because cooperative transition from College to the University centralized Exit Survey system inadvertently omitted. OAPSS has worked to correct this for future Exit Survey.</p>	<p>Meeting Expectations = 72%</p> <p>Promotes Cultural Competency = 89%</p>	<p>Meeting Expectations = 83%</p>	<p>There is lower agreement, however, regarding quality of career services available by the College or University.</p> <p>Survey and anecdotal data show that this is a consistent concern from current and exiting students. At the College-level, the plan is to eventually increase staff, but during interim working toward improved efficiency and use of student workers to assist staff to free some time that can be directed toward career services. In addition, efforts are reportedly expanding at the University-level to improve career services. Finally, efforts are underway to get faculty members more involved as part of their overall advisement activities.</p>

Outcome Measure	Target	AU2015-SU2016 74 students graduated/34 responses (46% response rate)	2014-2015 82 graduates/43 responses (52% response rate)	2013-2014 32 graduated/21 replied 65% response rate	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Percentage of <b>graduating undergraduate students</b> who indicate "strongly agree/agree" with quality/satisfaction indicators on Exit Graduating Student	Among students who respond to the survey, ≥80% undergraduate students strongly agree/agree for each of the categories surveyed	<p>Relevance of core =89%</p> <p>Relevance of specialization = 66%</p> <p>Quality PH Faculty = 94%</p> <p>Quality Specialization Faculty = 89%</p>	<p>Relevance of core = 89%</p> <p>Relevance of specialization = 45%</p> <p>Quality PH Faculty, = 97%</p> <p>Quality Specialization Faculty, = 84%</p>	<p>Relevance of core = 95%</p> <p>Relevance of specialization = 68%</p> <p>Quality PH Faculty, = 95%</p> <p>Quality Specialization Faculty, = 89%</p>	<p>For most of the survey categories, the graduating undergraduate students' reported percentages of strongly agree/agree for quality/satisfaction are consistently above the respective target metrics over three years.</p> <p>The reported percentage of exiting undergraduate students who indicated strongly agree/agree</p>

Outcome Measure	Target	AU2015-SU2016 74 students graduated/34 responses (46% response rate)	2014-2015 82 graduates/43 responses (52% response rate)	2013-2014 32 graduated/21 replied 65% response rate	Summary of Outcomes for the 3-year Period and Relevant Action Plans
Survey.		Balance Theory and Practice = 74%  Understanding Field PH = 91%  Job, Graduate/ Professional School = 83%  Help With Career Services = 49%  Focus Career Goals =69%  Met Overall Expectations =77%	Balance Theory and Practice = 55%  Understanding Field PH = 100%  Job, Graduate/ Professional School = 95%  Help With Career Services = 50%  Focus Career Goals = 68%  Met Overall Expectations = 76%	Balance Theory and Practice = 68%  Understanding Field PH = 100%  Job, Graduate/ Professional School = 89%  Help With Career Services = 68%  Focus Career Goals = 79%  Met Overall Expectations = 89%	<p>suggest that they are pleased with the overall public health curricula and are prepared for employment or continued advanced education and training.</p> <p>Consistent with other evaluations for both graduate and undergraduate students and graduates, there is lower agreement, however, regarding quality of career services available by the College or University.</p> <p>Survey and anecdotal data show that this is a consistent concern from current and exiting students. At the College-level, the plan is to eventually increase staff, but during interim working toward improved efficiency and use of student workers to assist staff to free some time that can be directed toward career services. In addition, efforts are reportedly expanding at the University-level to improve career services. Finally, efforts are underway to get faculty members more involved as part of their overall advisement activities.</p>
Student Evaluation of Instruction (SEI) survey scores	≥80% of the College's courses with SEI scores ≥4.0/5.0	AU15=75% (n=40) SP16=78% (n=40) SU16=100% (n=6) Total 78%= (n=110 )	AU14=78% (n=43) SP15=77% (n=44) SU15=75% (n=3) Total = 78% (n=116)	AU13=86% (n=44) SP14=74% (n=40) SU14=100% (n=4) Total=81% (n=109)	<p>The average percentage of College courses/faculty receiving SEI evaluation scores ≥4.0/5.0 ranges from 78-81% over three years. Although not a perfect indicator, the SEI is the major evaluation tool used by the University. Accordingly, the College is working to improve quality</p>

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					of course management and teaching to improve the overall scores. The College has a full-time Instructional Designer and the University has a Center where faculty are directed to develop and/or improve course management and delivery skills.