

February 23, 2023



Distinguished Members of the Board of Trustees,

I am both honored and excited to present you with our 2026 Strategies & Initiatives Report on behalf of the President's Cabinet and the Strategic Planning Committee (SPC). After receiving Board approval in November to implement a new Strategic Planning Process, the SPC has worked diligently to gather voice of community and evaluate external factors and trends as the basis for this report, which is a major deliverable for Strategy Development Phase 2.

The Strategies & Initiatives Report is built upon Saint Martin's Strategic Foundation (Section 2), which is presented with no changes. With our Strategic Foundation as a guide, we defined institution-level Strategies & Initiatives (Section 3) that will take us forward in pursuit of our mission – representing the areas of focus that the Cabinet and SPC consider to be critical to the University's future.

A preliminary draft of this report was provided to the Board on Jan. 30, 2023. Since then, we have refined the Measures of Success and added preliminary FY26 Goals. Today's meeting is important because the Strategies & Initiatives Report requires Board approval, which we hope to receive at the conclusion of our meeting. Following approval, we will prepare and select the Annual Improvement Projects (AIPs) and finalize budgets and metrics for FY24 – allowing us to deploy our 2026 Strategic Plan on July 1, 2023.

During the past few weeks, the SPC and I have appreciated the opportunity to meet with members of the Board to gather feedback, answer questions, and hear suggestions regarding the proposed Strategies & Initiatives. We are sincerely grateful for the time, trust and support you have given us.

With heart,
President JBR

STRATEGIC PLANNING PHASE 2 2026 Strategies & Initiatives Report

Prepared for the Board of Trustees

Presented by President JBR on behalf of the
President's Cabinet and Strategic Planning
Committee

Feb. 23, 2023



CONTENTS

Section 1: Strategic Planning Progress Update

Section 2: Strategic Foundation

Section 3: Strategies, Initiatives & Measures of Success

Section 4: Appendix



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SECTION 1: STRATEGIC PLANNING PROGRESS UPDATE

- Strategic Planning Process
- Phase 2 Work Completed



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3 PHASES OF STRATEGIC PLANNING¹



¹ Adapted from the Lean Hoshin Kanri Strategic Planning process.

PHASE 2

STRATEGY DEVELOPMENT

Strategy Development Step	Responsible	Outputs	
4. Institutional Visioning & Strategic Priorities	Board of Trustees & President	Vision, Mission, Values Statements, Strategic Priorities	} FEB BOARD MTG
5. Strategy Statements & Objectives	President & SP Committee Present to Board of Trustees	Strategy Statements & Objectives, Metrics, High-level Roadmap	
6. Annual Improvement Projects (AIPs)	President's Cabinet AIP Leaders	AIP Charters, AIP Plan	} MAY BOARD MTG
7. Annual SP Budget	President's Cabinet Led by CFO, Approved by Board	Annual SP Budget	
8. Align & Approve AIPs w/ Budget	President's Cabinet Led by President, Approved by Board	Approved Annual SP Budget Approved AIPs w/ Budget & Leaders	

PHASE 2 IN PROGRESS



COMPLETE: STRATEGY WORKSHOP PRE-WORK

- The SPC provided current state, future state, measures of success, and initiative and program ideas for each item in the SWOT analysis
- All constituent groups were asked for input

COMPLETE: STRATEGY WORKSHOP ACTIVITIES

- During two workshops, the SPC discussed, evaluated, categorized and prioritized more than 80 proposed initiatives, programs and projects
 - Institution-level strategies
 - Division/department-level strategies
 - Ready for action
 - For consideration

COMPLETE: MEASURES OF SUCCESS, FY26 GOALS

- The SPC and Cabinet worked to finalized the Measures of Success and preliminary FY26 Goals.
- FY26 Goals may be refined before the May Board meeting based on FY24 AIPs and resources, and/or new data or benchmarks

ON DECK: CAMPUS COMMUNICATIONS PLAN

- Strategic Plan Townhall & Recording – Mar. 1
- Call for AIP Proposals – Mar. 1 - Mar. 31
- AIP Proposal Info Sessions & Recording – Mar. 3, Mar. 16
- AIP Proposal Review & Selection – Apr. 3 - Apr. 17

SECTION 2: STRATEGIC FOUNDATION

- Founding Traditions
- Vision
- Mission
- Institution Themes
- Benedictine Charisms
- Framework for Strategic Priorities



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STRATEGIC FOUNDATION



FOUNDING TRADITIONS

Saint Martin's University is a Catholic, Benedictine, Liberal Arts institution.

VISION

We strive for holistic development, collaborative exchange and an integrated approach to teaching and learning as an exemplary Catholic, Benedictine University.



STRATEGIC FOUNDATION



MISSION

Saint Martin's University is a Catholic, Benedictine institution of higher education that empowers students to pursue a lifetime of learning and accomplishment in all arenas of human endeavor.

Saint Martin's students learn to make a positive difference in their lives and in the lives of others through the interaction of faith, reason, and service. The University honors both the sacredness of the individual and the significance of community in the ongoing journey of becoming.



STRATEGIC FOUNDATION



INSTITUTION THEMES

- Faith
- Reason
- Service
- Community



STRATEGIC FOUNDATION

BENEDICTINE CHARISMS

The charisms that guide Saint Martin's University are based on the Benedictine tradition and include:

- Awareness of God
- Community Living
- Dignity of Work
- Hospitality
- Justice
- Listening
- Moderation
- Peace
- Respect for Persons
- Stability
- Stewardship



STRATEGIC FOUNDATION



FRAMEWORK FOR STRATEGIC PRIORITIES

- People
- Purpose
- Place
- Performance

SECTION 3: STRATEGIES, INITIATIVES & MEASURES OF SUCCESS

- Strategic focus
- Six institution-level strategies
- *Note, the numbering of strategies and initiatives in this section does not signify importance, ranking, and/or sequence – numbering is purely for reference*



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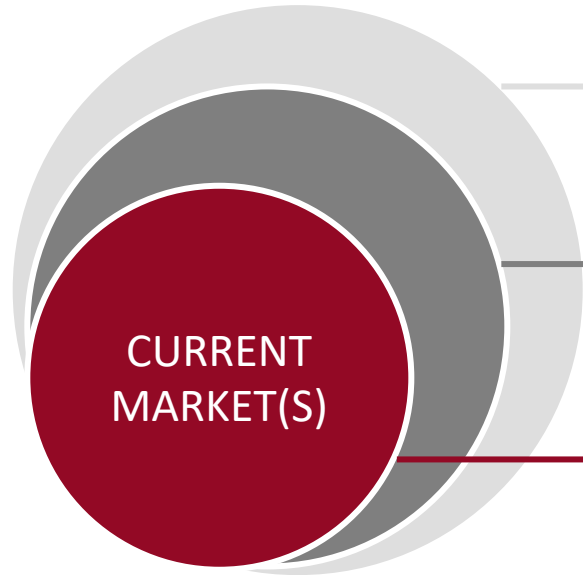


WHAT IS AN INSTITUTION-LEVEL STRATEGY?

An institution-level strategy requires:

- Strategic, long-term impact
- Multiple divisions/departments to accomplish
- Major investment (people, time, funding)

STRATEGIC FOCUS: GROWTH IN CURRENT MARKETS



NEW OR EMERGING MARKETS

Target investment and growth in new or emerging markets – shaping these markets as an early entrant to leverage your institution's strengths (\$\$\$\$\$)

ADJACENT MARKETS

Target investment and growth in adjacent markets that are closely aligned to your current market and institution's strengths (\$\$)

CURRENT MARKET(S)

Target investment and growth in current markets by developing your institution's strengths, differentiators and operational maturity to increase market share and financial position (\$)

INSTITUTIONAL STRATEGY #1

PEOPLE



1. INVESTING IN OUR PEOPLE

Strategy Statement 1.0: Saint Martin's University will exemplify its Catholic, Benedictine, Liberal Arts founding traditions by investing in the people who dedicate themselves to the University's mission and vision.

Initiative 1.1: Optimizing our institutional structure and operating systems/practices to support our people

Initiative 1.2: Ensuring equitable and competitive “total compensation” (salaries/wages, benefits, paid leave, etc.) for staff and faculty

Initiative 1.3: Creating a mission-based culture that is backed by robust performance management systems (goal setting, performance reviews, merit-based rewards, policies and practices, accountability, etc.)

MEASURES OF SUCCESS STRATEGY #1



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Strategy	Measures of Success	Data Source Benchmark	FY22 Result	FY23 Target	FY26 Goal
1. INVESTING IN OUR PEOPLE Saint Martin's University will exemplify its Catholic, Benedictine, Liberal Arts founding traditions by investing in the people who dedicate themselves to the University's mission and vision.	% full-time faculty retention	ADP HR System	FTF 93%	FTF NA	FTF 95%
	% full-time staff retention	CUPA-HR	FTS 82%	FTS NA	FTS 85%
	% full-time faculty at/above salary benchmark	ADP HR System	FTF 25%	FTF NA	FTF100%
	% adjunct faculty at/above salary benchmark	CUPA-HR & IPEDS	AF NA	AF NA	AF 100%
	% full-time staff at/above salary benchmark	ADP HR System	FTS 64%	FTS 100%	FTS 100%
	% campus climate survey scores in salary/benefits section	ADP HR System CUPA-HR	FTS 64%	FTS 100%	FTS 100%
	% campus climate survey scores in salary/benefits section	HERI Survey ¹ All Institutions (45%) ² CUPA-HR (39%) ³	FTF NA FTS NA	FTF NA FTS NA	FTF 30% FTS 30%

¹ HERI survey is only conducted every 3 years, SMU will develop and administer an annual campus climate survey starting in FY24.

² HERI climate survey result from 2017-18 indicate that 19% of SMU employees were "satisfied" or "very satisfied" v. 45% at "all institutions"; to be updated in April.

³ CUPA-HR 2022 [Employee Retention Survey](#) - 39% of respondents "agreed or strongly agreed" that they were "paid fairly".

INSTITUTIONAL STRATEGY #2

PEOPLE & PURPOSE



2. LEVERAGING CORE CURRICULUM TO DISTINGUISH SMU

Strategy Statement 2.0: Saint Martin's University will build upon its Catholic, Benedictine, Liberal Arts founding traditions to create a more compelling value proposition for students in a manner that distinguishes the University.

Initiative 2.1: Leveraging our core curriculum to create a compelling value proposition for students and distinguish Saint Martin's University (v. competitors) in the industry

Initiative 2.2: Creating a four-year graduation guarantee

MEASURES OF SUCCESS

STRATEGY #2



Saint Martin's
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Strategy	Measures of Success	Date Source Benchmark	FY22 Result	FY23 Target	FY26 Goal
2. LEVERAGING CORE CURRICULUM TO DISTINGUISH SMU Saint Martin's University will build upon its Catholic, Benedictine, Liberal Arts founding traditions to create a more compelling value proposition for students in a manner that distinguishes the University.	% admitted to enrolled conversion rate ¹	Slate <i>EAB & MarketView (FYFT 13%)</i>	FYFT 14% FYGA 5% FTT 29%	FYFT NA FYGA NA FTT NA	FYFT 15% FYGA 7% FTT 35%
	# increase in total enrollment ²	Student Info Sys <i>IPEDS Custom</i>	1,601	NA	1,750
	% student one-year retention ³	Student Info Sys <i>IPEDS Custom (FYFT 70%)</i>	FYFT 70% FTT 81%	FYFT NA FTT NA	FYFT 80% FTT 85%
	% student experience scores ⁴	NSSE <i>Region (FY 83%, SY 88%)</i>	FY 75% SY 77%	NA NA	FY 80% SY 85%
	% 4-year and 6-year graduation rates ⁵	Student Info Sys <i>IPEDS Custom (4Y 61%, 6Y 69%)</i>	4Y 43% 6Y 61%	NA NA	4Y 50% 6Y 68%
	% 6-mo post-graduation placement ⁶	Career Center Data <i>NACE (FW 64%, PNP 91%)</i>	82%	NA	85%

¹ First-year, full-time (FYFT); first-year, full-time, guaranteed admission (FYGA) is the inaugural year and should increase; full-time transfer (FTT)

² Based on Fall semester 10-day counts.

³ Retention means a student returns after 1 year (i.e., a first-year student returns as a sophomore); FYFT Bachelor's seeking 1-year retention; IPEDS 70% benchmark is FY22 (Fall 2021 cohort)

⁴ Requires annual administration of the [NSSE](#) student survey; NSSE 2022 "good" or "excellent" for "overall experience" of first-year (FY), senior-year (SY) students.

⁵ Full-time, first-year, Bachelor's degree seeking 4-year or 6-year graduation rate; FY22 Results for 4-year grad rate based on Fall 2018 cohort.

⁶ Bachelor's earning alumni who are working, in grad school or military within 6 months of graduation; [NACE benchmark data](#) = Far West Region/Private, Non-Profit.

INSTITUTIONAL STRATEGY #3

PURPOSE



3. ENHANCING MISSION INTEGRATION

Strategy Statement 3.0: Saint Martin's University will embrace and demonstrate its Catholic, Benedictine traditions and charisms in all aspects of the University experience for students, staff, faculty, and guests.

Initiative 3.1: Creating a first-year experience for students, staff and faculty that increases our community's understanding and adoption of SMU's values

Initiative 3.2: Demonstrating love and respect for all persons through diversity, equity, inclusion and belonging/DEIB-centered teaching, hiring, programming, and culture

Initiative 3.3: Growing our connections with/support of Catholic organizations

MEASURES OF SUCCESS

STRATEGY #3



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Strategy	Measures of Success	Data Source Benchmark	FY22 Result	FY23 Target	FY26 Goal
3. ENHANCING MISSION INTEGRATION Saint Martin's University will embrace and demonstrate its Catholic, Benedictine traditions and charisms in all aspects of the University experience for students, staff, faculty, and guests.	% first-year seminar success - students	Student Info Sys <i>No benchmark</i>	86%	NA	90%
	% first-year seminar success - new employees	ADP HR / Everfi <i>No benchmark</i>	NA	NA	80%
	% campus climate survey score for "discrimination" ¹	HERI Survey ² <i>All Institutions (19%)</i>	28% ¹	NA	20%
	% of employees completing DEIB-informed hiring process training requirements	HR Info System <i>No benchmark</i>	NA	NA	95%
	% of employee population that is diverse ³	HR Info System <i>IPEDS Custom (FTF 15%, FTS 17%)</i>	FTF 12% FTS 19%	NA NA	FTF 15% FTS 22%
	# of Catholic Connection programs	Internal Spreadsheet <i>No benchmark</i>	20	NA	25

¹ Employee stress caused by "discrimination" defined as "prejudice, racism, sexism, homophobia, transphobia, etc."; HERI 2017-18; SMU 28% v. 19% "all institutions".

² Because the HERI survey is only conducted every 3 years, SMU will develop and administer an annual campus climate survey starting in FY24.

³ Employees who identify themselves as racially and ethnically diverse (BiPOC).

INSTITUTIONAL STRATEGY #4

PLACE



4. MODERNIZING TECHNOLOGY AND IT SERVICE DELIVERY

Strategy Statement 4.0: Saint Martin's University will modernize its technology, systems, security, and service delivery model to enhance the productivity and achievements of students, staff, faculty, and guests.

Initiative 4.1: Establishing an institution-wide technology, systems, and security modernization budget and implementation plan

Initiative 4.2: Establishing a technology/IT service delivery model based on performance metrics, best practices and benchmarking

MEASURES OF SUCCESS

STRATEGY #4



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Strategy	Measures of Success	Data Source Benchmark	FY22 Result	FY23 Target	FY26 Goal
4. MODERNIZING TECHNOLOGY & IT SERVICE DELIVERY Saint Martin's University will modernize its technology, systems, security, and service delivery model to enhance the productivity and achievements of students, staff, faculty, and guests.	% current technology ¹	Internal Data <i>No benchmark</i>	NA	NA	80%
	% adherence to cybersecurity standards	Internal Data <i>National Institute of Standards/Tech (NIST)</i>	NA	NA	90%
	% IT network uptime	Internal Data <i>No benchmark</i>	NA	NA	99.5%
	% classroom technology uptime	Internal Data <i>No benchmark</i>	NA	NA	99.9%
	% variance to technology budget	Dynamics GP <i>No benchmark</i>	-4% ²	NA	+/-2%
	% standard service ticket to resolution time ³	Internal Data <i>No benchmark</i>	NA	NA	90%

¹ Equipment, hardware, devices, systems, platforms, etc. that are not obsolete by industry standards and are supported by the manufacturer.

² FY22 Results reflect the ITS department only because there is not currently a centralized technology approach or budget.

³ Standard "service ticket to resolution times" are TBD by level of complexity (i.e., level 1, level 2, level 3) for standard operating hours including evenings & weekends.

INSTITUTIONAL STRATEGY #5

PERFORMANCE



5. REDEFINING FINANCIAL PLANNING & MANAGEMENT

Strategy Statement 5.0: Saint Martin's University will establish new policies and practices for financial planning and management to improve institutional alignment and accountability while reducing financial risk.

Initiative 5.1: Delivering training and development programs to increase financial literacy (terminology, tools, process) across campus

Initiative 5.2: Establishing an annual budget planning and review process based on the principles of subsidiarity and accountability

Initiative 5.3: Implementing a return on investment (ROI)/business case analysis and "approval gate" for new programs, partnerships and/or investments

MEASURES OF SUCCESS

STRATEGY #5



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Strategy	Measures of Success	Data Source Benchmark	FY22 Result	FY23 Target	FY26 Goal
5. REDEFINING FINANCIAL PLANNING & MANAGEMENT Saint Martin's University will establish new policies and practices for financial planning and management to improve institutional alignment and accountability while reducing financial risk.	% of full-time employees completing financial training requirements	Training Roster <i>No benchmark</i>	NA	NA	75%
	% variance to established annual institutional budget	Dynamics GP <i>No benchmark</i>	-1.78%	+/-2%	+/-2%
	% compliance with approval process for new investments	Internal Spreadsheet <i>No benchmark</i>	NA	NA	100%

INSTITUTIONAL STRATEGY #6

PERFORMANCE



6. INCREASING FINANCIAL STABILITY

Strategy Statement 6.0: Saint Martin's University will target, evaluate, and pursue new revenue streams and funding sources to improve the University's financial stability.

Initiative 6.1: Leveraging our current assets to generate new, non-core revenue

Initiative 6.2: Pursuing government funding and grants

Initiative 6.3: Building the endowment to create a strategic plan fund and an operational contingency fund

MEASURES OF SUCCESS

STRATEGY #6



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Strategy	Measures of Success	Data Source <i>Benchmark</i>	FY22 Result	FY23 Target	FY26 Goal
6. INCREASING FINANCIAL STABILITY Saint Martin's University will target, evaluate, and pursue new revenue streams and funding sources to improve the University's financial stability.	% of non-tuition revenue ¹	Dynamics GP <i>IPEDS Custom</i>	40%	NA	42%
	\$ value of gov't grants and contracts (new, total)	Slate & Excel <i>IPEDS Custom</i>	N \$3.1M ² T \$5.5M ²	NA	N \$1M T \$9.5M
	\$ value of endowment (invested)	US Bank <i>IPEDS Custom/CASE VSE (\$185M median)</i>	\$36M	NA	\$50M
	Operational contingency fund - % of annual operating budget	Dynamics GP <i>No benchmark</i>	NA	NA	3% ³
	Strategic plan fund - % of annual operating budget	Dynamics GP <i>No benchmark</i>	NA	NA	2% ³

¹ Includes all revenue sources except tuition; FY22 Results reflect unusual one-time events such as a \$5M donation and HEERF grant funding.

² Includes HEERF grant funding.

³ FY26 Goals are cumulative amounts; for example 1% in FY24; 1% in FY25; 1% in FY26.

NOTIONAL STRATEGY ROADMAP



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	INITIATIVE	YEAR 1 (FY24)	YEAR 2 (FY25)	YEAR 3 (FY26)
1. INVESTING IN OUR PEOPLE	1.1 Equitable and competitive total compensation	Implement	Improve	Sustain
	1.2 Optimizing our institutional structure and operating systems	Plan	Implement	Improve
	1.3 Performance management systems and merit-based culture		Plan	Implement
2. LEVERAGING CORE CURRICULUM	2.1 Core curriculum value prop / distinguish SMU	Plan	Implement	Improve
	2.2 Four-year graduation guarantee		Plan	Implement
3. ENHANCING MISSION INTEGRATION	3.1 First year experience for students, staff and faculty	Plan	Implement	Improve
	3.2 DEIB-centered teaching, hiring, programming, and culture	Plan/Implement	Implement	Improve
	3.3 Catholic connections and outreach	Implement	Improve	Sustain
4. MODERNIZING TECHNOLOGY & SERVICE	4.1 Institution-wide technology and systems modernization	Plan/Implement	Implement	Improve
	4.2 IT service and support delivery model		Plan	Implement
5. REDEFINING FINANCIAL PLANNING & MANAGEMENT	5.1 Financial literacy training and development	Plan	Implement	Improve
	5.2 Establish annual budget planning and review process	Implement	Improve	Sustain
	5.3 Business case analysis for new programs and investments	Implement	Improve	Sustain
6. INCREASING FINANCIAL STABILITY	6.1 Leverage assets for new, non-core revenue	Plan/Implement	Implement	Improve
	6.2 Government funding and grants	Plan/Implement	Implement	Improve
	6.3 Build endowment to create strategy and contingency funds	Plan/Implement	Implement	Improve

Discussion & Request for Approval



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SECTION 4: APPENDIX



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LINKS TO PLANS & REPORTS



SPC PROJECT PLAN:

https://docs.google.com/spreadsheets/d/1fUXcTFAN9kxV_3l6nH8LiVz7Fik5mvXn/edit?usp=sharing&oid=100524328762353496526&rtpof=true&sd=true

PHASE 1 STRATEGY ASSESSMENT REPORT/SWOT ANALYSIS:

<https://drive.google.com/file/d/127aLjplj1viRARGuChdfQ-Ayycuag8Sc/view?usp=sharing>

PEER INSTITUTION SELECTION CRITERIA



- Our goal is to have at least two peer comparison groups for benchmarking (when possible)
- Criteria for peer comparison group selection in rank order:
 - Institution budget / financial position
 - Size based on enrollment
 - Academic offerings (degrees, majors, certificates, etc.)
 - Private
 - Religious affiliation / mission (when available)
 - Student demographics

CONTEXT FOR GOAL SETTING



Long-term goal setting is an iterative process with the Board (responsible for governance and approving the Strategic Plan) and the President's Cabinet (responsible for managing the Strategic Plan and delivering FY26 goals).

- FY26 goal estimates for each strategy will be presented and discussed at the Board meeting on Feb. 23
- Our goal is to gain Board approval of our proposed Strategies, Initiatives, Measures of Success and FY26 Goals so that we can move forward in formulating Annual Improvement Projects
- Once AIPs and related resource plans are set, we will take the opportunity to refine FY24-FY26 goals to ensure they are aligned and realistic

Catholic Connections in FY22

Program relationships with Catholic organizations that were established and active in FY22.

Academic / Professional Development

- Diocese of Yakima - faculty and leadership development

Internships/Service Learning/Career Transition

- St. Placid's Priory
- Saint Michael Parish
- Sacred Heart Catholic Church
- Archdiocese of Seattle
- Jesuit Volunteer Corps
- Catholic Community Services
- Sisters of Saint Joseph of Peace
- Providence St. Peter Hospital
- Pope John Paul II High School
- Catholic Relief Services

Admissions / Enrollment

- John Paul II High School
- Tri-Cities Prep
- LaSalle High School
- Holy Names Academy
- O'Dea High School

Catholic Associations

- Academy of Catholic Hispanic Theologians of the United States
- Association of Catholic Colleges and Universities
- Central Washington Catholic Foundation
- NCCAA - Nat Catholic College Admissions

ADDITIONAL CATEGORIES

DIVISION/DEPARTMENT-LEVEL STRATEGIES

- Targeted impact (can be long- or short-term)
- One division/department is primarily responsible but may require support from other departments
- Investment (people, time, funding) responsibility primarily sits with one division/department head

READY FOR ACTION – PROGRAMS/PROJECTS

- Can be acted upon with approval; no major barriers or major investments needed

FOR CONSIDERATION – PROGRAMS/PROJECTS

- Ideas that can be considered in the future

CUPA-HR

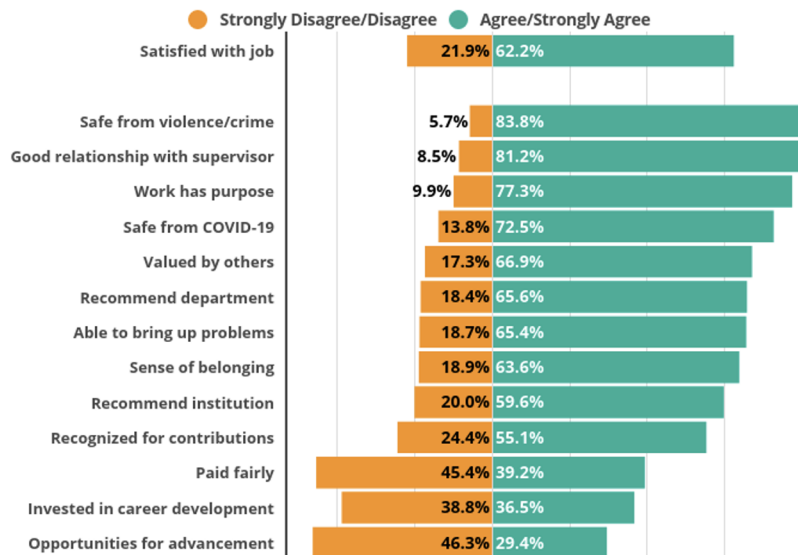
EMPLOYEE RETENTION SURVEY 2022



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2022 EMPLOYEE RETENTION SURVEY

Satisfaction With the Higher Ed Work Environment

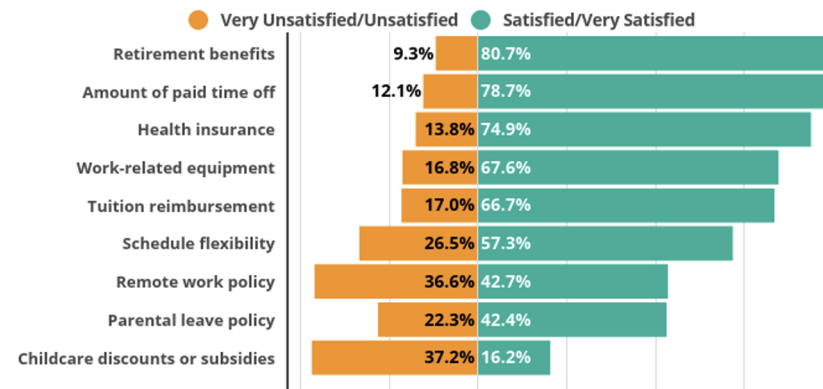


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2022 EMPLOYEE RETENTION SURVEY

Satisfaction With Benefits



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How well do U.S. faculty reflect America?

By Musa al-Gharbi

Jan. 24, 2023

Characteristics of Full-Time Faculty at U.S. Colleges and Universities Relative to the Adult Population (25+) of the U.S.

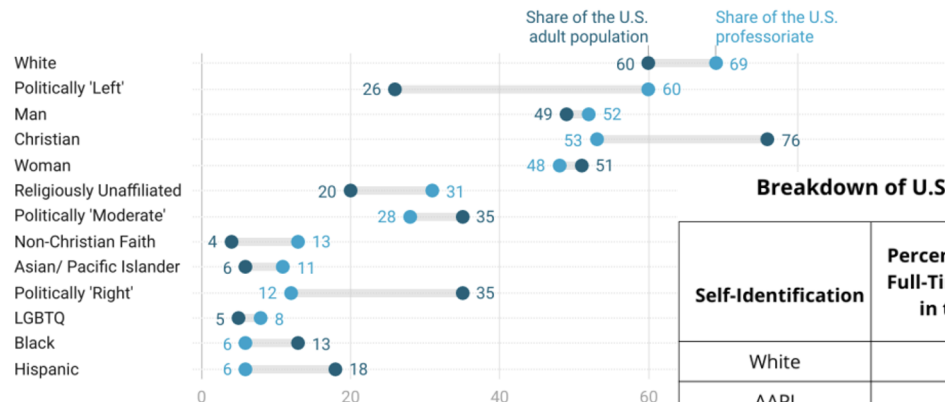


Chart: Musa al-Gharbi • Source: We Have Never Been Woke: Social Justice Discourse, Inequality and (Princeton University Press) • Created with Datawrapper

<https://heterodoxacademy.org/blog/how-well-do-u-s-faculty-reflect-america-spoiler-not-well/>

Author:

Musa al-Gharbi is a Paul F. Lazarsfeld Fellow in Sociology at Columbia University and a Daniel Bell Research Fellow at Heterodox Academy.

Breakdown of U.S. Full-Time Faculty by Rank, Race/Ethnicity, and Sex (2021)

Self-Identification	Percentage of All Full-Time Faculty in the U.S.	Percentage of All Tenured Faculty in the U.S.	Percentage of All Tenure-Track Faculty in the U.S.	Percentage of All Nontenure-Eligible Full-Time Faculty in the U.S.
White	69.3	73	57.8	70.1
AAPI	10.8	12.1	12.7	8.9
Black	6.1	4.8	7.4	6.8
Hispanic	5.5	5.2	6.4	5.6
Indigenous	0.4	0.3	0.4	0.5
Male	51.5	59.3	48.8	45.2
Female	48.4	40.7	51.2	54.8

Related article from Inside HigherEd

<https://www.insidehighered.com/blogs/higher-ed-gamma/why-faculty-diversity-matters>

IT NETWORK UPTIME METRICS



The Nines of Availability

Availability percentages vs service downtime

Availability %	Downtime per year	Downtime per month	Downtime per week
90% (one nine)	36.5 days	72 hours	16.8 hours
99% (two nines)	3.65 days	7.20 hours	1.68 hours
99.5%	1.83 days	3.60 hours	50.4 minutes
99.9% (three nines)	8.76 hours	43.8 minutes	10.1 minutes
99.95%	4.38 hours	21.56 minutes	5.04 minutes
99.99% (four nines)	52.56 minutes	4.32 minutes	1.01 minutes
99.999% (five nines)	5.26 minutes	25.9 seconds	6.05 seconds
99.9999% (six nines)	31.5 seconds	2.59 seconds	0.605 seconds
99.99999% (seven nines)	3.15 seconds	0.259 seconds	0.0605 seconds

Source:
<https://www.bmc.com/blogs/high-availability/>

Calculating Employee Retention



The basic formula for calculating retention is:

**# of individual employees who remained employed for entire measurement period /
of employees at start of measurement period) x 100**

When determining how many employees remained employed for the entire measurement period, be sure to only include those employees who were employed on both the first and last day of the period. Any workers hired within the measurement period are simply not counted, as the goal is only to track the retention of those working on day one of the measurement period.

Retention rate is often calculated on an annual basis, dividing the number of employees with one year or more of service by the number of staff in those positions one year ago. Positions added during the year would not be counted. Smaller measurement periods can be used, as when tracking more immediate results of retention initiatives, or larger periods, as when calculating the retention of those workers who stayed after a reduction in force some years ago.

This figure is quite useful to show the stability of the workforce, but the downside is that it does not track the departures of employees who joined and subsequently left during the period being tracked. Therefore, calculating the turnover rate will complement the retention rate by showing the percentage of separations in the same period. Turnover rate is often defined as the number of separations divided by the average number of employees during that same time period.

Source: SHRM <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/calculatingretentionandturnover.aspx>

Calculating Employee Turnover

The basic formula for calculating turnover is:

**(# of separations during the measurement period /
average # of employees during the measurement period) x 100**

The example below illustrates how retention and turnover rates are not always the inverse of each other.

In a department of eight, two people left and were replaced during the measurement period.

R (retention) = $(6/8) \times 100 = 75$ percent

T (turnover) = $(2/8) \times 100 = 25$ percent

However, what if during the measurement period, two positions became vacant, were filled, became vacant again and were filled again?

R = $(6/8) \times 100 = 75$ percent

T = $(4/8) \times 100 = 50$ percent

Clearly, tracking both metrics gives the employer a more complete picture between retained and separated employees.