

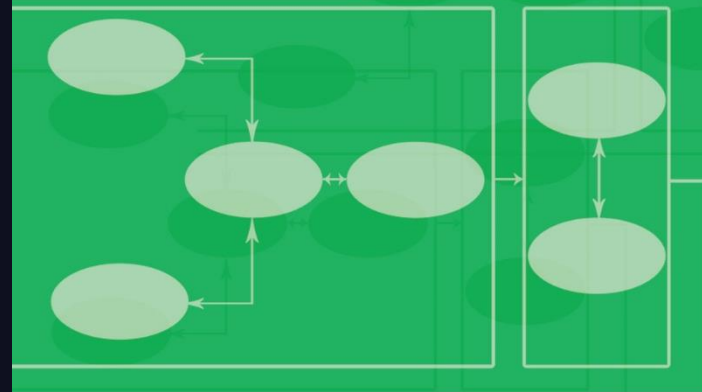
# EXCELLENCE IN HIGHER EDUCATION GUIDE

A Framework for the Design, Assessment  
and Continuous Improvement of  
Institutions, Departments and Programs

Dr. Brent Ruben

RUTGERS

Center for Organizational  
Development and Leadership  
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## EHE at Rutgers

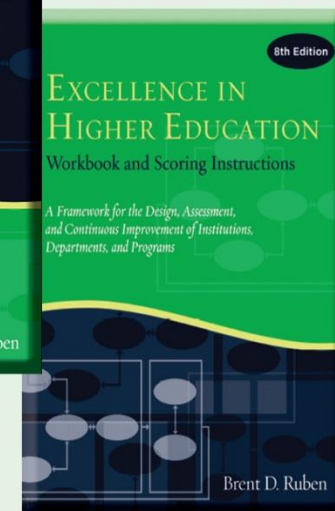
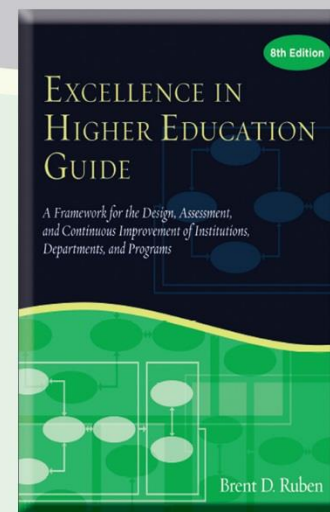
- Mid-Atlantic Regional Center for the Humanities
- Office of Research and Economic Development
- Corporate and Foundation Relations
- School of Public Health
- Cook College - NB
- Camden
- Citizenship and Service Education
- University Libraries
- Center for Latino Arts and Culture
- Cabaret Theatre - Douglass College
- University College Dean's Office
- Zimmerli Art Museum
- Lab Animal Services
- Department of Chemical and Biochemical Engineering
- Provost's Cabinet - Newark
- Provost's Administrative Council - Camden
- Graduate School - Newark
- University Facilities
- Learning Resource Centers
- Student Centers & Student Activities - RC
- Research and Sponsored Programs
- Corporate Liaison and Technology Transfer
- Environmental Health and Safety
- University Administrative Assembly
- University Human Resources
- Financial Aid
- Career Services
- Common Purposes Program
- Alumni Relations
- Business Services
- Government Services
- Auxiliary Services
- Residence Life - Rutgers College
- Bloustein School of Planning and Public Policy
- School of Social Work
- School of Social Work - Administrative Services
- University Computing Services

## EHE Nationally and Beyond

- University of California, Berkeley
- University of Wisconsin, Madison
- University of Pennsylvania
- College of the North Atlantic - Qatar Campus
- National Association of College and University Business Officers
- University of Ulster, Belfast
- University of San Diego
- California State University, Fullerton
- Miami University
- Raritan Valley Community College
- Howard University
- SUNY Buffalo
- University of Illinois
- Excelsior College
- Seton Hall University
- Laboratory Institute of Merchandising
- Ohio University
- Mansfield University
- University of Georgia
- Rogue Community College
- North Texas Health Sciences Center
- American University
- MIT
- Marygrove College
- Azusa Pacific University
- SUNY Binghamton
- University of Vermont
- University of Massachusetts
- University of Cincinnati
- Wilkes College
- Pennsylvania State University
- University of Texas - Austin
- Briarcliffe College
- University of Toledo
- Atlantic Armstrong University
- Texas A & M University
- Texas Medical Center
- California State University System
- California State University - San Bernardino
- Loras College
- Rice University

I just wanted to thank you and your team again for organizing a terrific Excellence in Higher Education (EHE) program this week focusing on organizational excellence in our evolving Office of Research and Economic Development. The pre-meeting survey, retreat exercises, and open discussions that you facilitated during this coordinated program allowed broad input from all who attended. It was a tremendous communication and team-building event, and I believe that together we were able to develop a consensus of strengths and opportunities for improvement in our large organization. I am looking forward to working closely with you and my leadership team in moving our highest priority solutions forward.

Christopher Molloy  
*Senior VP, Research and Economic Development  
Rutgers University*



## THE EXCELLENCE IN HIGHER EDUCATION GUIDE

*by Dr. Brent Ruben*

**T**he new (8th) edition of the Excellence in Higher Education Guide: A Framework for the Design, Assessment and Continuous Improvement of Institutions, Departments and Programs updates and extends the classic EHE series. This edition includes a broad and integrated approach to design, assessment, planning, and improvement of colleges and universities of all types, as well as individual academic, student affairs, administrative and services units. The framework included in the Guide is adaptable to institutions and units with any mission, and is consistent with the current directions within regional and programmatic accreditation as well as the time-tested Baldrige organizational excellence framework. It includes a focus on institutional and learning outcomes assessment, as well as assessment, planning, and improvement in other functions, departments and programs.

The flexibility of the EHE framework makes it appropriate for use for institution-level review by an entire college or university, or for more focused review by any academic or administrative division, department, or program. It is also ideally suited for use with faculty councils, advisory groups or senates, and with programs, centers, or institutes. In each case, the framework creates a common understanding and language for discussion, information sharing, and collaboration across disciplinary and functional specialties.

The EHE program includes everything needed for self-guided review and assessment, as a structure for external evaluations, continuing professional development within a department, or

individual or group-based leadership development.

Detailed information is provided in each of seven review, assessment, and planning categories:

1. Leadership
2. Purposes and Plans
3. Beneficiary and Constituency Relationships
4. Programs and Services
5. Faculty/Staff and Workplace
6. Metrics, Assessment, and Analysis
7. Outcomes and Achievements

In addition to the Guide, a Workbook and Scoring Manual is available to help guide users in quantitative and qualitative applications of the model. Facilitator's materials are also available. The books and materials provide users with a solid understanding of the EHE model, and detailed guidance for varying ways the framework can be used.

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# RUTGERS

Center for Organizational  
Development and Leadership

Organizational  
Effectiveness

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57 US Highway 1  
ASB II, Room 217 - Cook Campus  
New Brunswick, NJ 08901-8554  
Phone: 848-932-3963  
Fax: 732-932-1422  
Email: [center@odl.rutgers.edu](mailto:center@odl.rutgers.edu)

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