

The Framework for Academy Excellence: Academy Excellence Model

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- Framework Overview 4
- Academy Excellence Model 5
 - 1. Academy Management 5
 - 1.1 Leadership and Planning 5
 - 1.1.1 Having a Leader or Champion 5
 - 1.1.2 Managing Relations With Own Institution 5
 - 1.1.3 Long-Term Objectives and Periodical Plan 5
 - 1.1.4 Organizational Integration 5
 - 1.1.5 Course Delivery Model and Integration 5
 - 1.2 Academy Development and Sustainability 6
 - 1.2.1 Managing by Processes 6
 - 1.2.2 Project Development and Management 6
 - 1.3 Promotion and Communication 6
 - 1.3.1 Promotional Activities for Recruiting New Students 6
 - 1.3.2 Communications with Students and Graduates 6
 - 1.3.3 Communications Within Academy Team 6
 - 1.3.4 Visibility and External Communications 6
 - 2. The Academy Team 7
 - 2.1 Instructors 7
 - 2.1.1 Assignment of Roles and Responsibilities for Instructors 7
 - 2.1.2 Selecting and Hiring Instructors 7
 - 2.1.3 Professional Development of Instructors 7
 - 2.1.4 Personal Development of Instructors 7
 - 2.1.5 Motivation and Recognition 7
 - 2.2 Other Academy Team Members 7
 - 2.2.1 Assignment of Roles and Responsibilities for Other Team Members 7
 - 2.2.2 Selecting and Hiring Other Team Members 8
 - 2.2.3 Development, Motivation, and Recognition of Other Team Members 8
 - 3. Resources 9
 - 3.1 Financial Resources 9
 - 3.1.1 Budgeting Process 9
 - 3.1.2 Contingency Plans for Unexpected Situations 9
 - 3.1.3 Fundraising 9

| | | |
|-------|--|----|
| 3.2 | Technical Infrastructure | 9 |
| 3.2.1 | Connectivity | 9 |
| 3.2.2 | Up-to-Date Supportive Software and Hardware | 9 |
| 3.2.3 | Technical Infrastructure Maintenance | 9 |
| 3.3 | Laboratory Equipment | 9 |
| 3.3.1 | Laboratory Equipment Maintenance | 10 |
| 3.3.2 | Additional Networking Equipment and Resources | 10 |
| 3.4 | Physical Environment | 10 |
| 3.4.1 | Classroom Environment | 10 |
| 3.4.2 | Complementary Training Facilities | 10 |
| 4. | Student Teaching and Learning | 11 |
| 4.1 | Teaching | 11 |
| 4.1.1 | Detailed Curriculum and Course Planning | 11 |
| 4.1.2 | Teaching Methodology and Style | 11 |
| 4.1.3 | Student Progress and Assessment | 11 |
| 4.2 | Teaching and Learning Resources | 11 |
| 4.2.1 | Updating Networking Academy Materials | 11 |
| 4.2.2 | Additional Content and Resources | 11 |
| 4.2.3 | Extracurricular Activities | 12 |
| 4.2.4 | Practical Learning, Hands-On Laboratory Exercises, and Simulation Tools | 12 |
| 4.3 | Student Relations | 12 |
| 4.3.1 | Initial Guidance | 12 |
| 4.3.2 | Student Registration | 12 |
| 4.3.3 | Guiding Enrolled Students | 12 |
| 4.3.4 | Social Activities | 12 |
| 4.4 | Employability | 13 |
| 4.4.1 | Guidance for Industrial Certification | 13 |
| 4.4.2 | Internships | 13 |
| 4.4.3 | Job Placement Support | 13 |
| 5. | Partnerships | 14 |
| 5.1 | Cisco and Networking Academy Community | 14 |
| 5.1.1 | Relations with NetAcad Partners: Academy Support Centers and Instructor Training Centers | 14 |
| 5.1.2 | Relations with Cisco | 14 |
| 5.1.3 | Collaborating with Other Academies and NetAcad Online Communities | 14 |
| 5.2 | Other Partnerships | 14 |
| 5.2.1 | Potential Employers for Graduates | 14 |
| 5.2.2 | Recruitment Companies and Job Portals | 14 |
| 5.2.3 | Governmental and Non-Governmental Organizations and Funding Agencies | 14 |
| 5.2.4 | Partners for Social Responsibility Programs | 15 |



| | |
|---|----|
| 6. Results | 16 |
| 6.1. Measuring Academy Management Results | 16 |
| 6.1.1 Planning..... | 16 |
| 6.1.2 Impact of Projects..... | 16 |
| 6.1.3 Academy Reputation and Communications..... | 17 |
| 6.2. Measuring Academy Team Results..... | 17 |
| 6.2.1 Perceptions of the Academy Team..... | 17 |
| 6.2.2 Performance of the Academy Team | 17 |
| 6.3. Measuring Resources Results..... | 18 |
| 6.3.1 Financial Outcomes | 18 |
| 6.3.2 Resource Related Outcomes..... | 18 |
| 6.4 Students: Teaching and Learning Outcomes | 18 |
| 6.4.1 Student Feedback..... | 18 |
| 6.4.2 Student Success and Retention..... | 19 |
| 6.4.3 Student Motivation | 19 |
| 6.4.4 Employability | 19 |
| 6.4.5 The Value of Teaching and Learning Resources..... | 20 |
| 6.5. Measuring Partnerships Results..... | 20 |
| 6.5.1 The Value of Collaboration | 20 |

Framework Overview

This framework is designed to recognize and promote sustainable success among Cisco® Academies, while providing guidance to those seeking to achieve it. It provides a common vocabulary and way of thinking about the Cisco Networking Academy® program to facilitate the effective communication of ideas within NetAcad™ operations and the community at large. The framework encourages continuous improvement, sharing of good practices, and innovation.

Each Cisco Academy establishes a management framework that has an impact on their success. The “Excellent Cisco Academy” is defined as an ideal academy that achieves and sustains superior levels of performance to meet or exceed the expectations of stakeholders. The Academy Excellence Framework presents the necessary factors to achieve this ideal.

This framework focuses on academy operations within hosting institutions, and aims to help academies:

- Establish a basic structure for the management of academy operations
- Integrate the Cisco Networking Academy Membership Guide ¹ policies, guidelines, and performance measures
- Assess where the academy is on the path to excellence
- Understand key strengths and opportunities for improvement
- Share good practices and inspiration within the NetAcad community

This is achieved through a set of four components:

1. **Academy Excellence Model**, which helps NetAcad Success Leads and academy managers understand the cause and effect relationship between what an academy does and the results the academy achieves. The model provides an inclusive list of criteria and factors that enable excellence, and associated performance measures for results.
2. **Self-Assessment Tool**, which allows academies to assess their degree of excellence, and provides a structured approach to understanding academy strengths and opportunities for improvement. A scoring mechanism is provided to help guide change and manage improvement efforts.
3. **Good Practice Sharing Community**, which is a resource for inspiration and learning for academies. It is a set of stories told by academies, and organized around factors of excellence. After completing the self-assessment, academies are asked to share good practices that have led to their success through an online forum that promotes discussion, collaboration, and innovation.
4. **Academy Success Dashboard**, which is a tool for historical analysis of selected performance measures for academies.

¹ The agreement can be found in Club NetAcad community

Academy Excellence Model

1. Academy Management

In addition to adhering to the policies and procedures defined in the Cisco Networking Academy Membership Guide, Excellent Networking Academies manage their academies in ways that provide value to stakeholders and inspire leaders. They help ensure sustainability with long-term and periodic plans. (See Membership Guide, section 2.2 Cisco Academy Policies.)

1.1 Leadership and Planning

Leaders of Excellent Cisco Academies prepare and execute their plans based on the long-term objectives of the institution and academy operations, while taking the needs of their stakeholders into account.

For this, the following factors are important:

1.1.1 Having a Leader or Champion

Excellent Cisco Academies have leaders who envision their future and help make it a reality. The leaders create value for stakeholders of the NetAcad program and empower participants by inspiring people and creating a culture of involvement, ownership, entrepreneurship, and continuous improvement.

1.1.2 Managing Relations With Own Institution

Excellent Cisco Academies ensure strong alignment, management support, and cooperation between academy operations and their institutions. There is consensus on objectives and priorities. Decisions are made with reliable information and well-defined management processes.

1.1.3 Long-Term Objectives and Periodical Plan

Excellent Cisco Academies have long-term objectives and goals aligned with the purpose and objectives of their institution, and execute periodic plans to reach these goals. (See Membership Guide, Section 4.5 Guidelines for Improving Performance.)

1.1.4 Organizational Integration

Excellent Cisco Academies assign the roles and responsibilities related to academy operations to credible and capable people, and maintain organizational alignment and integration of the academy leaders and team.

1.1.5 Course Delivery Model and Integration

Excellent Cisco Academies design their NetAcad course delivery model by selecting courses that address the profile and needs of their students, as well as the desired learning outcomes of the institution. NetAcad courses are well integrated into the educational programs and offerings at the institution in terms of content and timing. Where there is integration in an official school or university curriculum, there is a process in place for realigning curricula whenever there are changes.

1.2 Academy Development and Sustainability

Excellent Cisco Academies ensure sustainability through a process-based approach, and develop projects to maintain continuous improvement. They are inclusive and contribute to society in a responsible manner.

For this, the following factors are important:

1.2.1 Managing by Processes

Excellent Cisco Academies conduct all activities related to academy operations with well-defined business processes clearly linked to their goals. They determine areas for improvement and adopt approaches for effective management of academy operations.

1.2.2 Project Development and Management

Excellent Cisco Academies generate approaches that will enable continuous development of academy operations. They cooperate with parties within their institution, the NetAcad community, and external partners where appropriate to develop and manage projects.

1.3 Promotion and Communication

Excellent Cisco Academies establish open, transparent, and reliable communication channels with potential students, enrolled students, graduates, the academy team, and partners.

For this, the following factors are important:

1.3.1 Promotional Activities for Recruiting New Students

Excellent Cisco Academies periodically plan and execute promotional activities to reach target groups of potential students, where students apply independently to enroll in NetAcad courses.

1.3.2 Communications with Students and Graduates

Excellent Cisco Academies clearly define direct communication channels between academy team members and students and graduates. They develop communication plans and promotional activities and establish channels to listen to, understand, and evaluate the needs, expectations, complaints, and recommendations of their students and graduates.

1.3.3 Communications within Academy Team

Excellent Cisco Academies encourage open communication to identify and evaluate the needs, expectations, complaints, and recommendations of members of the academy team within the institution. They provide opportunities, especially for instructors, to enable the sharing of knowledge and good practices.

1.3.4 Visibility and External Communications

Excellent Cisco Academies value their reputation and public image. They actively plan and manage promoting their activities and offerings among their partners and community.

2. The Academy Team

The academy team consists of academy managers, success leads, instructors, and other support roles. Excellent Cisco Academies value their academy team and are aware of the key role and importance of each contributor to the program. They motivate and listen to opinions and suggestions of the academy team. They encourage teamwork, and ensure that team members are able to contribute their competencies, skills, and knowledge.

2.1 Instructors

Excellent Cisco Academies select and hire instructors based on necessary competencies, skills, and knowledge. Personal and professional development of instructors is supported and evaluated by the academy. Motivation, rewards, and recognition of instructors help ensure an excellent student experience. (See Membership Guide; Section 2.2 Cisco Academy Policies, 7, 8, 11; Section 5 Instructor Training Policies and Guidelines.)

For this, the following factors are important:

2.1.1 Assignment of Roles and Responsibilities for Instructors

Excellent Cisco Academies clearly define, allocate, communicate, and explain the roles, responsibilities, authority, and accountability of all instructors.

2.1.2 Selecting and Hiring Instructors

Excellent Cisco Academies have a thorough selection and hiring process for instructors. The process is based on evaluating the technical knowledge, as well as teaching and personal skills of potential instructors.

2.1.3 Professional Development of Instructors

Excellent Cisco Academies support professional development by providing opportunities for instructors to improve their technical skills and pedagogical skills. They ensure that instructors have time for professional development-related activities.

2.1.4 Personal Development of Instructors

Excellent Cisco Academies support the development of instructors' personal skills and competencies, such as managing work-life balance, personal efficiency, and the ability to build rapport with and inspire students.

2.1.5 Motivation and Recognition

Excellent Cisco Academies acknowledge the importance of motivated instructors by fostering positive relationships, involving them in decision-making processes, and giving credit by recognizing their efforts both personally and within the community.

2.2 Other Academy Team Members

Excellent Cisco Academies clearly define all activities that support the educational process and allocate responsibility for these activities within the organization, thus building the academy team. The personal development and professional development of team members are supported. (See Membership Guide, Section 2.2 Cisco Academy Policies 6, 7.)

For this, the following factors are important:

2.2.1 Assignment of Roles and Responsibilities for Other Team Members

Excellent Cisco Academies clearly define, allocate, communicate, and explain the roles, responsibilities, authority, and accountability of all team members.



2.2.2 Selecting and Hiring Other Team Members

Excellent Cisco Academies have a thorough selection and hiring process for each member of the academy team. The process is based on evaluating the skills and competencies of potential members.

2.2.3 Development, Motivation, and Recognition of Other Team Members

Excellent Cisco Academies care for all academy team members and support their personal and professional development. They acknowledge the importance of motivated team members by involving them in the decision-making processes and creating and maintaining motivational programs.

3. Resources

Excellent Cisco Academies manage resources needed for academy operations in a sustainable manner, including financial resources, training facilities, and laboratory equipment.

3.1 Financial Resources

Excellent Cisco Academies determine their financial needs to achieve the targets of academy operations. Where appropriate, they raise funds and manage their income and cash flow effectively.

For this, the following factors are important:

3.1.1 Budgeting Process

Excellent Cisco Academies perform or are included in a budgeting process aligned with academy goals and strategy, with a focus on performance improvement.

3.1.2 Contingency Plans for Unexpected Situations

Excellent Cisco Academies develop emergency contingency plans to avoid disruption; including succession plans for instructors. They identify possible risks and mitigate them as institutional policies allow.

3.1.3 Fundraising

Excellent Cisco Academies plan and perform fundraising activities to reduce dependencies, and build stronger relationships with partners where appropriate and as institutional policies allow.

3.2 Technical Infrastructure

Excellent Cisco Academies provide technical infrastructure that meets the requirements for excellent course delivery, as well as technical and curricular updates. Periodic upgrades and maintenance help ensure efficiency and continuity of teaching and learning.

For this, the following factors are important:

3.2.1 Connectivity

Excellent Cisco Academies ensure students can access online curricula, assessments, and other support materials from the classroom whenever necessary. (See Membership Guide, Section 2.2 Cisco Academy Policies.)

3.2.2 Up-to-Date Supportive Software and Hardware

Excellent Cisco Academies complement and support the student learning process by scheduling periodic upgrades and maintenance of software and hardware equipment, such as computers, operating systems, and other supportive software.

3.2.3 Technical Infrastructure Maintenance

Excellent Cisco Academies prevent class disruption by performing preventive maintenance activities. Supportive materials, such as cables and interface cards, are replaced when needed.

3.3 Laboratory Equipment

Excellent Cisco Academies provide laboratory equipment that meets or exceeds Cisco policies and guidelines to provide an excellent student learning experience. Periodic upgrades and maintenance help ensure efficiency and continuity of teaching and learning. (See Membership Guide, Section 2.2 Cisco Academy Policies, 5)

For this, the following factors are important:

3.3.1 Laboratory Equipment Maintenance

Excellent Cisco Academies perform periodic preventive equipment maintenance and establish support service contracts to help ensure continual access to laboratory equipment.

3.3.2 Additional Networking Equipment and Resources

Excellent Cisco Academies provide students access to additional networking equipment and other relevant hardware and software resources to empower students with a more hands-on learning experience, where appropriate.

3.4 Physical Environment

Excellent Cisco Academies provide comfortable, state-of-the-art classroom environments and complementary training facilities. The physical environment complies with Cisco guidelines as well as local security, health, and safety rules and regulations.

For this, the following factors are important:

3.4.1 Classroom Environment

Excellent Cisco Academies offer students an optimal learning experience with a comfortable, suitable, and well maintained classroom environment. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies, 2.)

3.4.2 Complementary Training Facilities

Excellent Cisco Academies recognize the importance of learning environments outside the classroom and offer complementary training facilities, such as a cafeteria or common room, to make study hours more convenient to students.

4. Student Teaching and Learning

Excellent Cisco Academies meet or exceed the prerequisites of the program to address the needs and expectations of students. Within the context of the NetAcad curricula, they aim to provide value to students; employing innovative and progressive approaches to help students prepare for the future. (See Membership Guide, Section 2.2 Cisco Academy Policies.)

4.1 Teaching

Excellent Cisco Academies offer curricula based on their teaching goals. They take the profile, expectations, and needs of their students into account as they plan their courses and develop their teaching methodologies.

For this, the following factors are important:

4.1.1 Detailed Curriculum and Course Planning

Excellent Cisco Academies have a document that clearly states their aims, educational philosophy, overall objectives, and approach to teaching and learning. This document is reviewed and updated regularly based on feedback from all stakeholders; including students, staff, partners, and community members. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies.)

Excellent Cisco Academies provide syllabuses and detailed course information to summarize what is covered in their courses and intended learning outcomes to instructors and students. Instructors maintain a clear record of work covered in their classes.

4.1.2 Teaching Methodology and Style

Teaching reflects the aims and content detailed in an institution's syllabuses. There are clear guidelines for instructors and students on methodology and approach. Instructors are aware of differences in social and cultural background and learning styles, and use a variety of techniques and methods as needed.

4.1.3 Student Progress and Assessment

Students are supported and encouraged to take responsibility for their learning and receive regular feedback on their progress. Excellent Cisco Academies use the online assessment system provided by NetAcad in a fair and constructive way, and enhance it with in-person assessments that align with learning objectives. (See Membership Guide, Section 2.2 Cisco Academy Policies, 10.)

4.2 Teaching and Learning Resources

Excellent Cisco Academies ensure that the most current version of the training content is used at the academy and enrich the learning materials with their own content. (See Membership Guide, Section 2.2 Cisco Academy Policies, 11.)

For this, the following factors are important:

4.2.1 Updating Networking Academy Materials

Excellent Cisco Academies have a process in place to ensure updates, new materials, and tools from Cisco (such as new curricula and the Cisco NetSpace™ learning environment) are reviewed and changes are implemented in a timely manner. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies, 4.)

4.2.1 Additional Content and Resources

Excellent Cisco Academies ensure additional resources are available for students as needed (for example: textbooks; handouts; audio, video, or laboratory equipment; materials in local language; exams; and quizzes). These align with students' backgrounds, needs, skill levels, and learning goals.

4.2.3 Extracurricular Activities

Excellent Cisco Academies provide extracurricular activities that make a direct and effective contribution to achieving the targets and objectives set in the curriculum, and are based on student needs.

4.2.4 Practical Learning, Hands-On Laboratory Exercises, and Simulation Tools

Excellent Cisco Academies focus on the development of theoretical knowledge and practical competencies. For this, students are exposed to hands-on exercises, use simulation tools such as Cisco Packet Tracer, and have sufficient access to laboratory equipment. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies, 5, 7.)

4.3 Student Relations

Excellent Cisco Academies select the right students and guide them to select the most appropriate courses based on their needs. These academies track and listen to their students and ensure any issues are addressed. They motivate and guide their students for increased commitment to their coursework.

For this, the following factors are important:

4.3.1 Initial Guidance

Information and guidance on the full range of available courses are provided to help students search for, access, and understand the offerings. Initial assessments, inductions, and other measures are used to help prospective students choose the right learning path and to support academies in selecting and categorizing new students.

4.3.2 Student Registration

In cases where students register individually for NetAcad courses, Excellent Cisco Academies present a clear and effective registration process for new students.

4.3.3 Guiding Enrolled Students

At Excellent Cisco Academies, students have access to effective and confidential support on their learning progress and personal issues. They are also offered guidance and counseling for the duration of their studies.

4.3.4 Social Activities

Excellent Cisco Academies organize various activities that support community building among students, graduates, and the academy team, such as excursions, networking clubs, and graduation ceremonies.

4.4 Employability

Excellent Cisco Academies guide students and graduates through their career development and assist in job placement opportunities. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies, 3.)

For this, the following factors are important:

4.4.1 Guidance for Industrial Certification

Excellent Cisco Academies explain the value of career certifications to students and provide guidance during the certification preparation stage. (See Membership Guide, Section 4.5.1 Guidelines for Cisco Academies, 6.)

4.4.2 Internships

Excellent Cisco Academies provide guidance to their students in finding short or long-term internships, particularly when internships are required or recommended.

4.4.3 Job Placement Support

Excellent Cisco Academies provide support and resources to help students enter the labor market, either using resources within the institution or through partnerships (for example: providing information about career paths, supporting job applications, hosting career fairs, or developing job portals).

5. Partnerships

Excellent Cisco Academies are aware of the importance of partnerships that help them reach their goals, and collaborate with Cisco, Academy Support Centers and Instructor Training Centers, the NetAcad community, potential employers for graduates, educational institutions, and NGOs.

5.1 Cisco and Networking Academy Community

Excellent Cisco Academies are in a close and continuous partnership with Academy Support Centers and Instructor Training Centers, Cisco, other academies, and the NetAcad community at-large to continually improve their educational program and share good practices.

For this, the following factors are important:

5.1.1 Relations with NetAcad Partners: Academy Support Centers and Instructor Training Centers

Excellent Networking Academies build and maintain a working relationship with their NetAcad partners within the roles defined in the Cisco Networking Academy Membership Guide. (See Membership Guide, Section 2.2 Cisco Academy Policies, 12; Section 1.3 Overview of the Cisco Networking Academy Community.)

5.1.2 Relations with Cisco

Excellent Cisco Academies build and maintain a working relationship with Cisco within the roles defined in the Cisco Networking Academy Membership Guide. They monitor communications and ensure that information is disseminated as needed within their academy. (See Membership Guide, Section 1.3 Overview of the Cisco Networking Academy Community.)

5.1.3 Collaborating with Other Academies and NetAcad Online Communities

Excellent Cisco Academies build and maintain relationships with other Cisco Academies to discuss challenges, share good practices, and explore collaboration opportunities; they communicate actively in NetAcad online communities, such as Club NetAcad and the instructor Facebook community.

5.2 Other Partnerships

Excellent Cisco Academies establish partnerships to support career development and job placement opportunities for their students. They have partnerships with government and funding agencies, NGOs, and similar organizations for ongoing development and increased sustainability.

For this, the following factors are important:

5.2.1 Potential Employers for Graduates

Excellent Cisco Academies actively seek and maintain partnerships with industry partners to help their graduates secure jobs and participate in career development opportunities.

5.2.2 Recruitment Companies and Job Portals

Excellent Cisco Academies work closely with recruitment companies and job portals to understand the industry needs, adjust local teaching plans, and provide career advice to their graduates.

5.2.3 Governmental and Non-Governmental Organizations and Funding Agencies

Excellent Cisco Academies actively seek project opportunities with governmental and non-governmental organizations (NGOs) as well as funding agencies to improve the sustainability of their programs.



5.2.4 Partners for Social Responsibility Programs

Excellent Cisco Academies give back to society by conducting social responsibility programs. They develop and participate in programs with this objective and enable and encourage the academy team and students to be involved in such programs.

6. Results

Excellent Cisco Academies set clear targets for key results based on their goals, deployment of their strategies, and needs of their students, academy team, partners, and other stakeholders. They monitor their performance using relevant performance measures to understand their status and trends, as well as how key results develop. They review their outcomes periodically, compare them with peer academies, and learn good practices from within the NetAcad community for continuous improvement. Excellent Cisco Academies review their key results continually, and aim to achieve positive and sustained outcomes.

As part of the Academy Excellence Model, a listing of performance measures is provided for academies. Academies are advised to select the appropriate performance measures that align with their circumstances and needs. Performance measures should be monitored regularly, and most of the performance measures suggested below should be measured for each planning period. It is typically suggested to analyze trends for at least three years, where information is available.

Data for performance measures collected through the Cisco NetSpace learning management system are indicated with an asterisk (*) in this document. These performance measures are presented through two analysis tools: the Academy Success Dashboard and the NetSpace analytics functionality. Other performance measures can be tracked by each academy as part of its operations. For these cases, this list is intended to provide guidance.

6.1. Measuring Academy Management Results

6.1.1 Planning

Excellent Cisco Academies measure the outcomes of their plans and analyze current trends to help ensure sustainability of their operations.

Depending on the purpose of the academy, measures may focus on:

- Number of registered students for each curriculum*
- Instructor-to-student ratio: number of enrolled students per instructor for each course or curriculum
- Number of offered courses (for curricula that have more than one course)
- Number of different curricula offered within one period
- Number of classrooms allocated for each course
- Classroom seat capacity to utilization ratio: number of enrolled students to the number of total available seats in a classroom

6.1.2 Impact of Projects

Excellent Cisco Academies measure the impact of their projects to ensure continuous development. They monitor the value that each project delivers to respective stakeholders.

Measures may focus on:

- Number of projects initiated by academy management
- Project success ratio: Number of projects concluded per number of projects initiated

6.1.3 Academy Reputation and Communications

Excellent Cisco Academies evaluate and manage their presence in their communities (for example: web presence, events, and media coverage). They also obtain results that show the community's perception of their academy (for example: surveys and feedback forms).

Measures may focus on:

- Media coverage of academy activities
- Number of promotional activities for recruiting new students
- Utilization rates of communication channels with students and graduates (for example: hit rates for websites and social media usage rates)

6.2. Measuring Academy Team Results

6.2.1 Perceptions of the Academy Team

Excellent Cisco Academies obtain perceptions of academy team members through several means, including surveys, interviews, and appraisals. These perceptions should give a clear understanding of the effectiveness of the deployment and execution of the academy's strategy, supporting policies, and processes—from the perspective of instructors and academy team members.

Measures may focus on the outcome of specific surveys administered to the academy team.

6.2.2 Performance of the Academy Team

Excellent Cisco Academies use internal measures to monitor, understand, predict, and improve the performance of instructors and academy team members.

Depending on the purpose of the academy, measures may focus on:

- Number of personal development sessions attended by each academy team member
- Number of suggestions from team members
- Number of complaints from team members
- Number of resolved complaints from team members

Additional performance measures for instructors specifically include:

- Number of professional development training sessions attended by each instructor
- Number of instructors with valid industry certifications
- Instructor turnover rate: number of new instructors per number of total instructors over a period of time
- Number of instructors recognized in the NetAcad Instructor Excellence program or other recognition programs

6.3. Measuring Resources Results

6.3.1 Financial Outcomes

Excellent Cisco Academies measure, review, and manage financial outcomes that demonstrate the performance and sustainability of an academy.

Measures may focus on:

- Budget realization ratio
- Fundraising

6.3.2 Resource Related Outcomes

Excellent Cisco Academies measure, review, and manage outcomes related to their resources that demonstrate the performance and sustainability of an academy.

Measures may focus on:

- Connectivity and uptime
- Maintenance time for technical infrastructure

6.4 Students: Teaching and Learning Outcomes

6.4.1 Student Feedback

Excellent Cisco Academies track student satisfaction using data provided by Cisco and other channels of receiving feedback from students. They set targets, analyze outcomes and trends, and measure performance against country averages and other academies where appropriate.

Measures may focus on:

- Student feedback for each curriculum*
- Number of course feedback responses*
- Student feedback on value of courses to students*
- Student feedback on lab effectiveness*
- Student feedback on equipment access*
- Student feedback on instructor ratings*

6.4.2 Student Success and Retention

Excellent Cisco Academies set targets for student success and retention. The results are segmented and granular enough to identify factors influencing different trends.

Measures may focus on:

- Number of new students
- Number of enrolled students*
- Courses taken on average for each curriculum*
- Pass rate*
- Completion Rate: number of enrolled students who complete each course
- Continuation for each curriculum*
- Cumulative number of graduates since inception of the academy
- Student performance for each curriculum*
- Student performance on hands-on and skills-based assessments (SBAs)*

6.4.3 Student Motivation

Excellent Cisco Academies care for their students by rewarding and recognizing them in ways that are motivating. Results are measured against set targets, and trends are analyzed.

Measures may focus on:

- Number of enrolled students who participate in NetAcad student competitions
- Number of enrolled students awarded in NetAcad student competitions
- Number of suggestions received from students
- Number of complaints from students
- Number of resolved complaints from students
- Attendance rate for extracurricular activities

6.4.4 Employability

Excellent Cisco Academies define a set of indicators that focus on the employability of students and reflect services offered by the academy and partnerships with potential employers, recruitment companies, and job portals. Results are measured against set targets, and trends are analyzed.

Measures may focus on:

- Percentage of graduates with industry certificates: number of certified graduates per the total number of graduates per period
- Percentage of students with new jobs: Number of students (or graduates) with new jobs per the total number of students (or graduates) per period
- Outcome of surveys administered by the academy to measure the impact of NetAcad courses on students
- Number of employment-related activities organized by the academy (for example: job fairs and seminars)
- Participant feedback for employment-related activities
- Number of students who participate in internship programs

6.4.5 The Value of Teaching and Learning Resources

Excellent Cisco Academies measure results related to students' usage and perception of teaching and learning resources (for example: equipment, Cisco and additional learning content and learning resources, and extracurricular activities). Results are measured against set targets and trends are analyzed.

Measures may focus on:

- Number of classroom hours for lab exercises per student
- Laboratory equipment bundle to student ratio: number of laboratory kits per enrolled student for each course or curriculum
- Age of laboratory equipment
- Student performance in additional exercises and case studies

6.5. Measuring Partnerships Results

6.5.1 The Value of Collaboration

Excellent Cisco Academies establish and maintain close and continuous partnerships that provide benefits to their academy teams, students, graduates, and communities. The outcomes of these partnerships are measured against targets to support effective partnership management, and trends are analyzed.

Measures may focus on:

- Participation in NetAcad events such as academy days, virtual NetAcad events, and webinars
- Participation in Cisco events such as Cisco Live and virtual events and webinars organized by Cisco
- Participation in social responsibility-related projects and activities



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Asia Pacific Headquarters
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Singapore

Europe Headquarters
Cisco Systems International BV Amsterdam,
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