Strategic Planning Implementation Team
May 2017 Report

Executive Summary

All areas of the College continue to be invested in working toward achieving the goals set forth in the Strategic Plan. Below are a few notable areas of progress since the January 2017 report.

Goal 1, Objective 1: Increase the diversity of the student body, including out-of-state and international students.

- Additional communication systems were put in place to communicate with prospective students, reflecting efforts by Admissions, Institutional Advancement, Athletics, and the DeSousa Brent Program. (Metrics 1.1.A, 1.1.C, 1.1.D)

Goal 1, Objective 2: Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

- The Office of Research and Sponsored Programs, together with the departments of Psychology and Chemistry/Biochemistry, submitted a proposal for a Council on Undergraduate Research (CUR) Transformations Grant to support the integration of collaborative undergraduate research throughout the curriculum. (Metric 1.2.C)
- Numerous Wellness Center programs for students and faculty were established or continued. (Metric 1.2.D)

Goal 2, Objective 3: Develop institution-wide approach to learning outcomes and program assessment.

- All academic major programs have established assessment plans and are actively engaged in program assessment in the Spring 2017 semester. Assessment plans for co-curricular programs are well underway. The Middle States small visiting team issued a commendation for the College's work to create a culture of assessment for student learning. (Metric 2.3.A)

Goal 3, Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

- Plans for merit-based compensation of faculty and staff were established and implemented. (Metric 3.2.C)

Goal 4, Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

- Additional IDE initiatives were launched or piloted, including exploring a Social Justice curricular component and online DiversityEDU training. (Metric 4.3.A)

Goal 5, Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

- An ERP Steering Committee was formed and finalized a timeline for the ERP replacement. The RFP will be finalized in early May. (Metric 5.1.A)

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- Metric 1.1.C: Underrepresented Minorities to 31%
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Objective 2: Provide opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.
- Metric 1.2.A: Increased students participating in LLCs (50%)
- Metric 1.2.B: Increased student participation in service learning opportunities (30%)
- Metric 1.2.C: Increased student opportunities to engage in academic collaboration (50%)
- Metric 1.2.D: Enhanced engagement in activities that promote lifelong wellness (75%)
- Metric 1.2.E: Increased faculty participation in an AFP (7 faculty)
- Metric 1.2.F: Established course on wellness, diversity, leadership, and financial literacy (1 each)

Objective 3: Enhance the academic and social integration of students in the campus environment.
- Metric 1.3.A: Increased satisfaction with academic experience (30%)
- Metric 1.3.B: Increased satisfaction with social experiences (20%)
- Metric 1.3.C: Increased opportunities to be involved socially (25%)
- Metric 1.3.D: Increased access to support for help with managing non-academic responsibilities (50%)
- Metric 1.3.E: Increased use of academic support services (30%)
- Metric 1.3.F: Increased students reported thriving (20%)

Objective 4: Provide students with opportunities that position them for success in a variety of careers.
- Metric 1.4.A: Increase the number of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and/or further their education (85%)
- Metric 1.4.B: Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 1: Fully integrate high-impact practices throughout the curriculum.
- Metric 2.1.A: Faculty employed at least one HIP in their teaching portfolio (75%)
- Metric 2.1.B: Students participate in at least two HIPs (100%)
- Metric 2.1.C: Students presenting their research or creative works beyond the campus increased (10%)
- Metric 2.1.D: Increased experiential course offerings (9/year)

Objective 2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission.
- Metric 2.2.A: Disseminated plan for J-term to the campus community (AY 2017)
- Metric 2.2.B: Implemented new course schedule grid that includes embedded community and meeting time (AY2018)
- Metric 2.2.C: Launched plan for implementing new curricular programs (AY 2018)

Objective 3: Develop institution-wide approach to learning outcomes and program assessment.
- Metric 2.3.A: Develop system for institutional assessment
- Metric 2.3.B: Implement cycle of institutional, programmatic, and course-level student learning outcomes assessment
- Metric 2.3.C: Develop sustainable and viable assessment communication system

Objective 4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

- Metric 2.4.A: Faculty trained regarding integration of diversity into coursework and pedagogy (95%)
- Metric 2.4.B: Increased offerings of courses and experiential activities with a primary focus on diversity (10% in a three year period)
- Metric 2.4.C: Faculty, staff and students participated in diversity education and training (100%).

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.

- Metric 3.1.A: Increase underrepresented minorities in new hires to 30%/year
- Metric 3.1.B: Active mentoring for all new community members

Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

- Metric 3.2.A: Increase employee participation in professional development initiatives and training programs (10%/year)
- Metric 3.2.B: Establish a baseline of employee needs for the first year
- Metric 3.2.C: Reduce the difference of median compensation for faculty and staff with those at our peer institutions by 50% over the next three years
- Metric 3.2.D: Increased faculty and staff reporting that they are thriving (5%/year)

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

- Metric 4.1.A: Increased internships (25%)
- Metric 4.1.B: Increased participation in internships by underserved students (1% AY 2016, 5% AY 2017, 10% AY 2018)
- Metric 4.1.C: Assessment results used to improve internship programs
- Metric 4.1.D: Increased Career Development Center personnel (by 1 FTE)
- Metric 4.1.E: Improved employee efficacy (AY 2017)

Objective 2: Develop and promote global literacy and leadership initiatives.

- Metric 4.2.A: Enrolled students in Global Studies major (25 by AY 2017*)
- Metric 4.2.B: Increased geographical diversity of study abroad opportunities (20%)
- Metric 4.2.C: Hosted Global Leadership Lectures (2)
- Metric 4.2.D: Sponsored Visiting Ambassador Programs (4/year)

Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

- Metric 4.3.A: Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018)
- Metric 4.3.B: Faculty and staff participating in two approved IDE-related professional development activities per year (100% AY 2016)
- Metric 4.3.C: Increased students reported thriving (20%)
- Metric 4.3.D: Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)

Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

- Metric 4.4.A: Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY 2017)
- Metric 4.4.B: Increased community service initiatives (25%)
- Metric 4.4.C: Increased on- and off-campus student volunteers (10% AY 2017)
- Metric 4.4.D: Assessed and rewarded student engagement with the St. Mary's Way

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

- Metric 5.1.A: Implemented strategies recommended by business re-engineering audit (50% increase)
- Metric 5.1 B: Automated institutional processes (100% increase by the end of the three-year period)
- Metric 5.1.C: Increased efficiency of institutional systems (75% increase)
- Metric 5.1.D: Facilities master plan (FMP) implemented and aligned with strategic plan

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

- Metric 5.2.A: Increase staffing in housekeeping and grounds by 3
- Metric 5.2.B: Reduce deferred maintenance backlog
- Metric 5.2.C: Implemented campus environmental sustainability plan
- Metric 5.2.D: Establish baseline data during year 1, one current space reconfigured to a flexible working and learning space per fiscal year
- Metric 5.2.E: Increased student participation in environmental stewardship and campus maintenance activities (10%/yr)

Objective 3: Develop and implement strategies to evaluate and improve core technology infrastructure.

- Metric 5.3.A: Developed and implemented IT Master Plan; increased cloud-computing services
- Metric 5.3.B: Enhanced wireless and wired capabilities
- Metric 5.3.C: Establish baseline data for enhancing core student information systems
- Metric 5.3.D: Adopted ERP and data warehouse

Objective 4: Manage risk to enterprise.

- Metric 5.4.A: Developed and Implemented Enterprise Risk Management Plan

Objective 5: Increase entrepreneurialism at all levels.

- Metric 5.5.A: Infrastructure developed
- Metric 5.5.B: Grow the Endowment
- Metric 5.5.C: Increased donations to foundation
- Metric 5.5.D: Corporate and Foundations Officer Hired
- Metric 5.5.E: Annual 3% increase in submissions of grants (number submitted)
- Metric 5.5.F: Annual 3% increase in submissions of grants (dollar value)
- Metric 5.5.G: Increased revenue from events and conferences (2%/year)

Data Dictionary

Functional definitions:

Metric: Condition to be met for successful completion of Goal and Objective

Metric ID: Unique identifier for metrics.

Definition: Expanded definition of metric to include additional information about how the metric is calculated and how the metric is being interpreted.

Relevant tactics: Identifies tactics that are related to the metric.

Source: Official source of data, e.g., the document, file, or survey from which the data for the metric is extracted. This provides a reliable source of information to ensure consistent measurements of metrics.

Data Controller: Responsible party for maintaining and reporting metrics to the Strategic Planning Implementation Team.

Notes: Additional relevant information.

Baseline: The formal measure of a metric that provides the initial reference point for tracking changes.

Target: The interval goal, as measured from the baseline.

Actual: The formal measure relative to a give target.

Status: Identified the current action associate with a process. Valid values are:

C: The process is complete
I: The process is in progress
N: The process has not started yet, but is currently planned

Process: Action associated with a metric

Target Date: Predicted date of process completion

State Date: Actual date of process initiation

Date Completed: Actual date of process completion

Glossary of Abbreviations

Abbreviation	Formal Name
AFP	Affiliated Faculty Program
AIT	Assessment Implementation Team
APPA	Association of Physical Plan Administrators
CDC	Career Development Center
COACHE	Collaborative on Academic Careers in Higher Education
CRC	Curriculum Review Committee
CRIAC	Cultural Relation, Investigation, Action Committee
CRM	Customer Relationship Management
CSD	Center for the Study of Democracy
DB	DeSousa-Brent Scholars Program
EFC	Expected Family Contribution
EIS	Enrollment Information System
EMS	Event Management System
ERP	Enterprise Resource Planning
FMP	Facilities Master Plan
FTE	Full-time Equivalent
HIP	High Impact Practice
IA	Institutional Advancement
IDE	Inclusion, Diversity, and Equity
IE	International Education
IEP	International Education Partners
IR	Institutional Research
JIAC	Joint Investment Advisory Committee
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
LLC	Living Learning Communities
MOU	Memorandum of Understanding
SLO	Student Learning Outcome
URM	Underrepresented Minorities

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 1: Increase the diversity of the student body, including out-of-state and international students.

Data Measures:

Metric: Out-of-state to 13%
Metric ID: 1.1.A
Definition: Increase out-of-state enrollment (students originating from outside of Maryland) of the incoming class to 13%
Relevant Tactic(s): 1.1.1-10
Source: Final EIS file for cohort term
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target	6.6%	9%	11%	13%
Actual	6.6%			

Status	Process	Target Date	Start Date	Date Completed
C	Run targeted digital ads in fall 2016 (October - December) in in-state and out-of-state markets identified by Admissions	Dec 2016	Sep 2016	Dec 2016
C	Overhaul several key admissions and financial aid web pages to improve message clarity and navigation; use analytics to assess progress	Feb 2017	Oct 2016	Dec 2016
C	Assist Admissions produce materials to push for more applicants in January 2017	Jan 2017	Dec 2016	Jan 2017
C	Hire Interim VP for Enrollment Management	Sep 2016		Oct 2016
C	Create a marketing grid of multi-tier platforms to leverage key SMCM messages--includes social, videos, ads, digital, print and web.	Nov 2016	Aug 2016	Oct 2016
C	Revamp the Admissions tour page and its navigability	Dec 2016	Sep 2016	Oct 2016
C	Create and launch the FY17 annual fund drive that includes a push for scholarships and projects that value-add to the SMCM student experience	Sep 2016	Jul 2016	Sep 2016
C	Have Assistant Athletic Director work with Admissions to assist coaches become better recruiters	May 2017	Sep 2016	Apr 2017
C	Produce tours featuring Dr. Jordan and hosted by alumni to help recruit in areas of value to Admissions	May 2017	Oct 2016	Apr 2017
I	Work with Admissions to create messaging to prospective students as part of communications cycle	May 2017	Oct 2016	
C	Launch, through Dr. Jordan and a Search Committee, a national search for a permanent VP	Fall 2017	Fall 2016	Spring 2017
I	Evaluate current recruiting strategies and define the College's primary, secondary, and tertiary markets; identify strategies to recruit to Hispanic audiences in those markets	Fall 2017	Nov 2016	
I	Create a policy and procedures manual for Admissions.	Jun 2017	Nov 2016	
I	Prioritize defined primary, secondary, and tertiary in and out-of-state recruiting territories and student profiles so enrollment marketing can be more strategically focused	Jun 2017	Nov 2016	

C	Establish a communication sequence that messages to in and out-of-state students. (Office of Admissions)	May 2017	Nov 2016	Apr 2017
I	Conduct focus sessions to better define the public honors college image and value platform and to define several core messages.	Jun 2017	Oct 2016	
I	Work with a national image expert to redefine the key message strategy to better attract Generation Z students; refine as appropriate for message delivery to other key SMCM constituents	Jul 2017	Sep 2016	
I	Incorporate testimonials and/or storytelling in social and other marketing platforms	Aug 2017	Sep 2016	
I	Improve alumni communication platforms and create/implement internal employee and current student platforms to reflect new imaging	Aug 2017	Sep 2016	
C	Strengthen social media messaging by collaborating with Institutional Advancement on a routine basis	May 2017	Oct 2016	Feb 2017
N	Implement a predictive modeling tool to assist in identifying the correct out-of-state students	Fall 2017		

Notes: Data is typically available about 30 days after the "freeze date" of the term.

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 1: Increase the diversity of the student body, including out-of-state and international students.

Data Measures:

Metric: International to 3%
Metric ID: 1.1.B
Definition: Increase international student population of the incoming class (FTFY) to 3%
Relevant Tactic(s): 1.1.1-10
Source: Final EIS File
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1%	2%	3%
Actual	0.3%			

Status	Process	Target Date	Start Date	Date Completed
C	Reactivate Aruba MOU for recruiting	Mar 2017	Dec 2016	Mar 2017
I	Create a new organizational chart for Admissions	Fall 2017	Nov 2016	
I	Identify head coaches who have international connections and work with Admissions to explore recruiting possibilities	Jul 2017	Aug 2016	
I	Identify alumni who live abroad and could possibly collaborate with Admissions on recruiting	Aug 2017	Oct 2016	
I	Increase outreach to alumni base to identify international connections that may be helpful to Admissions and marketing messages	Aug 2017	Jan 2017	
N	Coordinate with IEP and other campus partners to assess and address International Education needs	Spring 2019		
N	Coordinate recruitment efforts using MD Sister States Organization through Secretary of State's Office	Fall 2017		
N	Collaborate to create a standing committee to support international students	Fall 2017		

Notes: Data is typically available about 30 days after the "freeze date" of the term.

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 1: Increase the diversity of the student body, including out-of-state and international students.

Data Measures:

Metric: Underrepresented Minorities to 31%
Metric ID: 1.1.C
Definition: Increase the number of students from underrepresented minorities of the incoming class to 31%.
Relevant Tactic(s): 1.1.1-10
Source: Final EIS File
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Maintain	Maintain	Maintain
Actual	31.3%			

Status	Process	Target Date	Start Date	Date Completed
C	Work with Institutional Advancement to secure SMCM as a College of Distinction	Feb 2017	Nov 2016	Dec 2016
C	Create a 2016-17 annual fund drive that includes raising funds for scholarships and value-added programs	Sep 2016	Jul 2016	Sep 2016
I	Explore grant opportunities for diverse and talented students	Jun 2017	Oct 2016	
I	Fine tune marketing strategies that reflect the need for diversity and talent in scholarship asks.	Jun 2017	Oct 2016	
I	Continue working with the Foundation Board and its investment portfolio manager on strategies to grow the endowment	Fall 2017	Sep 2017	
I	Retool the SMCM front web site and other key pages to reflect the results of the new imaging work; launch a state-of the art Panomap to attract site visitors	Jul 2017	Oct 2017	
C	Visit high schools in order to recruit students who fit the DB profile	Jun 2017	Jul 2016	Apr 2017
I	Develop recruitment strategies with Admissions to increase DB enrollment	Oct 2017	Oct 2016	
C	Work on the leveraging model to better assist those with low EFC	Jun 2017	Nov 2016	Apr 2017

Notes: Data is typically available about 30 days after the "freeze date" of the term. URMs include any non-white, non-foreign student

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 1: Increase the diversity of the student body, including out-of-state and international students.

Data Measures:

Metric: First-generation to 20%
Metric ID: 1.1.D
Definition: Increase the first-generation (first in their family to complete a bachelor's degree) population of the incoming class (FTFY) to 20%
Relevant Tactic(s): 1.1.1-10
Source: Final EIS File
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		18%	19%	20%
Actual	17.6%			

Status	Process	Target Date	Start Date	Date Completed
C	Work with Development to incorporate students in this year's Giving Tuesday that raises funds for the student experience; re-engage the affinity Black Alumni Chapter	Nov 2016	Aug 2016	Nov 2016
C	Assign additional admissions counselor to coordinate campus visits and engagement of athletic recruits	Nov 2016	Nov 206	Nov 2016
I	Create and implement an enrollment marketing plan in collaboration with Admissions that targets messaging to prospective students and includes voices of students, faculty and alumni	Fall 2017	Oct 2016	
C	Increase collaboration with athletics to identify students and jointly recruit.	May 2017	Nov 2017	Apr 2017
C	Implement 8 points of contact communication sequencing in Admissions to influence funnel yield (for all prospect groups, including first gen)	Mar 2017	Dec 2016	Mar 2017

Notes: Data is typically available about 30 days after the "freeze date" of the term.

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Increased students participating in LLCs (50%)
Metric ID: 1.2.A
Definition: Increase the number of students participating in Living Learning Communities by 50%
Relevant Tactic(s): 1.2.1
Source: List of LLC Students
Data Controller: Registrar/Office of Residence Life

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target	18	24	30	36
Actual	30			

Status	Process	Target Date	Start Date	Date Completed
C	Create two new LLCs for 2016/17 academic year (Eco House and AADS House).	Fall 2016	Dec 2016	Aug 2016
I	Explore ideas for future LLCs including an LLC based on leadership development for FA17	Fall 2017	Dec 2016	
I	Create an assessment plan of the LLCs, documenting programs/initiatives and learning outcomes	Spring 2017	Mar 2017	
I	Revise the LLC application process and timeline for selection to ensure quality proposals and provides enough time for recruitment	Spring 2017	Mar 2017	
I	Develop a training for faculty coordinators to make programs as successful as possible.	Fall 2017	Mar 2017	
I	Establish working relationship with Student Affairs staff to co-coordinate LLCs	Spring 2017	Mar 2017	
N	Create LLC Coordinator within current LLC faculty	Fall 2017		

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Increased student participation in service learning opportunities (30%),
Metric ID: 1.2.B
Definition: Increased student participation in service learning opportunities by 30%, baseline reflects number of students enrolled in service learning courses,
Relevant Tactic(s): 1.2.1
Source: Service Learning Course Enrollment Files
Data Controller: Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		225	250	275
Actual	205 students in 16 courses.			

Status	Process	Target Date	Start Date	Date Completed
C	Engage Associate Dean of Curriculum in increasing offerings and variety of services learning courses	Fall 2017		Mar 2017
I	Create professional development experiences at Teaching Excellence workshops on Service Learning	Fall 2017	Mar 2017	
N	Encourage academic departments to hire faculty with expertise in service learning			

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Increased student opportunities to engage in academic collaboration (50%)
Metric ID: 1.2.C
Definition: Academic collaboration - provide opportunities for students to learn in and outside the classroom. Learning across a variety of environments
Relevant Tactic(s): 1.2.1
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	Gathering Baseline			

Status	Process	Target Date	Start Date	Date Completed
C	Submitting proposal for Council on Undergraduate Research Transformation Grant to encourage collaborative undergraduate research	Fall 2017		May 2017
I	Increase professional development opportunities that facilitate pedagogical innovation and enhance student engagement	Fall 2017	Mar 2017	

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Enhanced engagement in activities that promote lifelong wellness (75%)
Metric ID: 1.2.D
Definition: Increase opportunities for students to learn about life outside of college by 75%
Relevant Tactic(s): 1.2.1
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		69%	72%	75%
Actual	66% (wellness)			

Status	Process	Target Date	Start Date	Date Completed
C	Increase staff diversity in the Wellness Center.	Sep 2016		Sep 2016
C	Develop referral system for students with drug/alcohol violations to appropriate resources and courses	Fall 2016		Fall 2016
C	Continue programs through the Wellness Center that promote lifelong wellness including: Question, Persuade, Refer Suicide Prevention Training with RAs/RHCs, Annual Stomp Out Stigma and Suicide Prevention 5k Run, National College Health Assessment	Fall 2016		Fall 2016
C	Create new programs through the Wellness Center that promote lifelong wellness including: faculty training regarding mental health warning signs and intervention strategies, 3 national screening days for alcohol, depression, and eating disorders, Point News articles, Ask the Wellness Experts, that focus on mental health or general health topic, develop a Students in Distress Folder for all faculty and staff, develop a Peer-to-peer counseling, outreach to specific student groups, develop Toilet Talks with mental health and general health educational information in the residence halls, create body positivity events and healthy sexuality week, develop Group therapy: EDEN (for students of color), Rediscovering Myself (sexual trauma), Grief and Loss, Stress and Relaxation, Spectrum Skills Group	Fall 2016		Fall 2016
I	Develop a referral system for students with academic related issues through Beacon system and Students of Concern committee	Fall 2017	Fall 2016	

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Increased faculty participation in an AFP (7 faculty)
Metric ID: 1.2.E
Definition: Increase faculty participating in an Affiliated Faculty Program by 7 faculty members
Relevant Tactic(s): 1.2.2-3
Source: List of AFP Participants
Data Controller: Office of Residence Life/Associate Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		2	4	7
Actual	0			

Status	Process	Target Date	Start Date	Date Completed
C	Develop proposal for Affiliate Faculty Program (AFP)	May 2016	Dec 2016	Apr 2017
N	Identify and recruit faculty for fall pilot program			
N	Implement pilot AFP FA17	Fall 2017	Dec 2016	

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 2: Provide Opportunities that promote academic collaboration, intellectual growth, and lifelong wellness within and beyond the formal curriculum.

Data Measures:

Metric: Established course on wellness, diversity, leadership, and financial literacy (1 each)
Metric ID: 1.2.F
Definition: Established, at a minimum, one new course with a primary focus on: wellness, diversity, leadership, and financial literacy.
Relevant Tactic(s): 1.2.2-3
Source: Course Schedule and Catalog
Data Controller: Registrar

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1	3	4
Actual	1 (leadership)			

Status	Process	Target Date	Start Date	Date Completed
C	Courses already in progress; Leadership Development and Suicide in our Culture	Spring 2015	Spring 2015	Spring 2015
I	Gather proposals for courses in diversity, leadership, and financial literacy. Courses proposed; Title IX course, Financial Literacy course, Cognitive/Behavioral & Stress Management course	Jun 2017	Oct 2016	
N	Submit proposals to CRC	Oct 2017		
N	Begin implementing courses in FA18	Fall 2018		

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased satisfaction with academic experience (30%)
Metric ID: 1.3.A
Definition: Increase the number of students indicating a positive academic experience on the NSSE survey to 30%
Relevant Tactic(s): 1.3.1-5, 8
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Maintain	Maintain	Maintain
Actual	76%			

Status	Process	Target Date	Start Date	Date Completed
C	Implement support success programs for those with neurodiverse, physical, and mental health accommodations.	Annual	Fall 2016	Fall 2016
C	Create and vet a Beacon training for faculty	Annual	Fall 2016	Fall 2016
C	Focus on use of the Beacon software system for mentorship and intervention of students.	Annual	Fall 2016	Fall 2016
I	Collect/utilize data on Beacon system for impact	Spring 2018	Fall 2016	
N	Engage faculty in extended academic year student orientation programming			
N	Host workshops on "transparent teaching" and assessment instrument design.			

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased satisfaction with social experiences (20%)
Metric ID: 1.3.B
Definition:
Relevant Tactic(s): 1.3.1-9
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	Gathering Baseline			

Status	Process	Target Date	Start Date	Date Completed
C	Enhance academic and social integration of students via the LGBTQ Support Services, the Rainbow Room and the Multicultural Resource Room.	Dec 2016	Sep 2015	Nov 2016
C	Create new Programs Board Committee: Diversity and Awareness Committee.	Sep 2016	Sep 2016	Sep 2016
I	Create social satisfaction survey through the Office of Retention and Student Success	Fall 2017	Mar 2017	
I	Continue Cultural Relations, Investigation, Action Committee (CRIAC)	Ongoing	Jan 2016	
I	Look at student traditions (SGA Student Life Committee and CRIAC) with a lens of being more inclusive and hopefully safer for everyone; include alumni feedback/ideas	Ongoing	Sep 2016	
I	Review data from the College Alcohol Survey and creating evidence based steps to address issues	Spring 2017	Oct 2016	

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased opportunities to be involved socially (25%)
Metric ID: 1.3.C
Definition:
Relevant Tactic(s): 1.3.1-9
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	Gathering Baseline			

Status	Process	Target Date	Start Date	Date Completed
C	Offer referrals students to Student Activities for engagement assessment through Student Conduct			
I	Create social satisfaction survey through the Office of Retention and Student Success	Fall 2017	Mar 2017	
I	Develop Autism Support group	Fall 2017	Jan 2017	
N	Survey students for intramural sports ideas and can work in new activities if cost neutral.	Sep 2017		

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased access to support for help with managing non-academic responsibilities (50%)
Metric ID: 1.3.D
Definition:
Relevant Tactic(s): 1.3.1-9
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		39	44	50
Actual	34%			

Status	Process	Target Date	Start Date	Date Completed
C	Provide expanded services to include a Post-Master's Fellow position in Counseling Services.	Sep 2016	Jan 2016	Aug 2016
C	Provide Post-Master's Fellow position in Counseling Services with a multicultural focus.	Sep 2016	Jan 2016	Aug 2016

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased use of academic support services (30%)
Metric ID: 1.3.E
Definition:
Relevant Tactic(s): 1.3.1-8
Source: NSSE
Data Controller: Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Maintain	Maintain	Maintain
Actual	69%			

Status	Process	Target Date	Start Date	Date Completed
I	Implement support success programs for those with neurodiverse, physical, and mental health accommodations.	Ongoing	Fall 2016	

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 3: Enhance the academic and social integration of students in the campus environment.

Data Measures:

Metric: Increased students reported thriving (20%)
Metric ID: 1.3.F
Definition:
Relevant Tactic(s): 1.3.1-8
Source: Annual Thrive Survey
Data Controller: Office of Institutional Research, IDE Workgroups

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		71%	75%	85%
Actual	65%			

Status	Process	Target Date	Start Date	Date Completed
C	Hire a diversity and inclusion associate vice president who reports to the President	Dec 2016	Jul 2016	Nov 2016
I	Develop diversity training and education activities for the College.	Ongoing	Fall 2016	
I	Implement curricular changes focusing on social justice literacy, and will provide online training modules, webinars, on-campus workshops and lectures, and faculty workshops	Ongoing	Fall 2016	
I	Conduct biannual Thrive Survey and provide results that will assess progress in achieving benchmarks and provide qualitative data	Ongoing	Fall 2015	
N	Create an Equity Council			

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 4: Provide students with opportunities that position them for success in a variety of careers.

Data Measures:

Metric: Increase the number of alumni reporting that their SMCM education prepped them to secure full-time employment/competitive professional opportunities and/or further their education (85%)
Metric ID: 1.4.A
Definition:
Relevant Tactic(s): 1.4.1-4
Source: 1 YR Out Survey/First Destination Survey
Data Controller: Career Development Center, Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		79	82	85
Actual	77%			

Status	Process	Target Date	Start Date	Date Completed
I	Incorporate results of new image work into integrated marketing materials to more clearly illustrate the value of a liberal arts education across all disciplines	Jul 2017	Oct 2016	
I	Work with image consultant to launch a new articulation of SMCM and its value; incorporate findings in multi-tier platforms; establish a council to continually leverage the messaging	Fall 2017	Oct 2016	
I	Identify alumni for testimonials throughout the communication matrix that showcase how the SMCM experience prepared them for the marketplace.	Jul 2017	Sep 2016	
N	Determine what new offerings might attract students			
N	Collect student interest data from ACT and SAT.			
N	Evaluate national data, and inquiries by prospective students at recruiting events on majors. Analyze the appropriateness of these programs and/or fit for SMCM			

Notes:

Goal 1: Attract intellectually ambitious students who thrive in and respect a diverse, collaborative learning community.

Objective 4: Provide students with opportunities that position them for success in a variety of careers.

Data Measures:

Metric: Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)
Metric ID: 1.4.B
Definition:
Relevant Tactic(s): 1.4.2-3
Source: 1 YR Out Survey/First Destination Survey
Data Controller: Career Development Center, Office of Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Volunteer:		Maintain	Maintain	Maintain
Course work in community:		45%	47%	50%
Study Abroad:		48%	49%	50%
Research w. Fac:		43%	47%	50%
Internship:		45%	47%	50%
Actual				
Volunteer:	70%			
Course work in community:	43%			
Study Abroad:	47%			
Research w. Fac:	40%			
Internship:	43%			

Status	Process	Target Date	Start Date	Date Completed
I	Develop an internship program through CSC that collaborates with Alumni Relations and includes alumni mentors and educational workshops facilitated by alumni and employers	Sep 2017	Sep 2016	
I	Increase the number and scope of on campus recruiting events to include information sessions and alumni networking receptions in addition to on campus interviewing	Fall 2017	Jan 2016	
I	Explore best practices for employer site visit programs	Sep 2017	Jan 2017	
I	Work with the Community Resource Network and others to identify collaborative strategies for student connections to the marketplace	Jul 2017	Nov 2016	

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 1: Fully integrate high-impact practices throughout the curriculum.

Data Measures:

Metric: Faculty employed at least one HIP in their teaching portfolio (75%)
Metric ID: 2.1.A
Definition: 75% of faculty will employee, at minimum, one HIP in their teaching portfolio.
Relevant Tactic(s): 2.1.1
Source: Faculty Survey
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Maintain	Maintain	Maintain
Actual	76% (3 HIPs)			

Status	Process	Target Date	Start Date	Date Completed
C	A faculty survey found we already exceed the 75% goal			Dec 2016

Notes: 76% of faculty engages in at least 3 HIPs and 91% engage in at least 1 HIP according to faculty survey. We will continue to track and aim to maintain the 75% who engage in at least three HIPs.

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 1: Fully integrate high-impact practices throughout the curriculum.

Data Measures:

Metric: Students participate in at least two HIPs (100%)
Metric ID: 2.1.B
Definition:
Relevant Tactic(s): 2.1.1
Source: Institutional Data – HIPs completed by graduates (not self-reported)
Data Controller: Institutional Research

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		100%	100%	100%
Actual	99% (Hard) 92% (self-reported)			

Status	Process	Target Date	Start Date	Date Completed
C	Establish criteria of HIPs at SMCM	Fall 2016		Fall 2016
C	Synthesize vetted data to establish baseline	Fall 2016		Fall 2016
C	Determine profile of students that are not completing 2 HIPs	Spring 2017	Mar 2017	Feb 2017

Notes: HIPs counted are a subset of those defined by AAC&U.

AAC&U High-Impact Practice	Comparable SMCM Experience
First-Year Experiences	First-Year Seminar or Liberal Arts Seminar (CORE 101/301)
Learning Communities	LLCs
Undergraduate Research	Directed Research, SURF
Diversity/Global Learning	International Experiences/Study Abroad
Service Learning, Community-Based Learning	Service Learning and Experiential Courses
Internships	Credit or Non-Credit Internship
Capstone Courses and Projects	St. Mary's Project, Major Capstone Courses

Students taking less than two HIPs are almost exclusively students who are under pre-Core Curriculum requirements and so did not take a First-Year Seminar or comparable course. These students are expected to phase out completely over the next two years.

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 1: Fully integrate high-impact practices throughout the curriculum.

Data Measures:

Metric: Students presenting their research or creative works beyond the campus increased (10%)
Metric ID: 2.1.C
Definition:
Relevant Tactic(s): 2.1.2
Source: Inventory of students participating in external presentations
Data Controller: Office of Research and Sponsored Programs

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		B+3%	B+7%	10%
Actual	Gathering Baseline			

Status	Process	Target Date	Start Date	Date Completed
C	Investigate tools for centralizing the tracking of student research	Mar 2017	Oct 2016	Feb 2017
C	Select product for centralizing tracking of student research			Mar 2017
N	Develop protocol for collecting student research presentation information	Summer 2017		
N	Establish retroactive baseline for Fall 2016	Summer 2017		

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 1: Fully integrate high-impact practices throughout the curriculum.

Data Measures:

Metric: Increased experiential course offerings (9/year)
Metric ID: 2.1.D
Definition:
Relevant Tactic(s): 2.1.2
Source: Course Schedule and Catalog
Data Controller: Registrar

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		B+3	B+6	B+9
Actual	12 (16 sections)			

Status	Process	Target Date	Start Date	Date Completed
I	Develop plan for establishing experiential courses	Fall 2017		

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission.

Data Measures:

Metric: Disseminated plan for J-term to the campus community (AY 2017)
Metric ID: 2.2.A
Definition:
Relevant Tactic(s): 2.2.1-3
Source: Provost
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Plan Disseminated		
Actual	No Plan			

Status	Process	Target Date	Start Date	Date Completed
N	Develop plan for J-term			

Notes: As per Provost: This metric will likely will be included in a more comprehensive Academic Master Plan process to be undertaken in AY 2017-18.

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission.

Data Measures:

Metric: Implemented new course schedule grid that includes embedded community and meeting time (AY2018)
Metric ID: 2.2.B
Definition:
Relevant Tactic(s): 2.2.1-3
Source: Provost
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target			100%	
Actual	Existing grid			

Status	Process	Target Date	Start Date	Date Completed
C	Develop new course schedule grid (matrix) and propose to Faculty Senate	Spring 2017	Feb 2017	Apr 2017
I	Faculty Senate discusses and votes on new course schedule grid	Fall 2017	Apr 2017	
N	Implement new course schedule grid	Fall 2018		

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 2: Develop holistic approach to structural and curricular innovation that capitalize on our location, history, and mission.

Data Measures:

Metric: Launched plan for implementing new curricular programs (AY 2018)
Metric ID: 2.2.C
Definition: …
Relevant Tactic(s): 2.2.1-3
Source:
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target			Plan Launched	
Actual	No Plan			

Status	Process	Target Date	Start Date	Date Completed
N	Develop Academic Master Plan	Fall 2018		

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 3: Develop institution-wide approach to learning outcomes and program assessment.

Data Measures:

Metric: Develop system for institutional assessment
Metric ID: 2.3.A
Definition:
Relevant Tactic(s): 2.3.1
Source: Assessment Implementation Team Reports
Data Controller: Provost, AIT

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Complete		
Actual	In Progress			

Status	Process	Target Date	Start Date	Date Completed
C	Course SLOs for missing 2016-17 courses due		Jul 2016	Aug 2016
C	Mapping Assignments to Outcomes Workshop		Sep 2016	Sep 2016
C	Syllabus Checklists Due			Sep 2016
C	Course SLOs for all courses submitted			Sep 2016
C	Outcomes Response Pages (FA16) Due		Aug 2016	Sep 2016
C	Revisions to 2016-2017 course SLOs due			Sep 2016
C	Instrument and data collection plans for FA16 assessments due			Oct 2016
C	Rubrics Scoring Workshops		Oct 2016	Oct 2016
C	Specific Course-to-major curricular maps due			Oct 2016
C	Feedback from AIT on specific (object) course-to-major curricular maps			Nov 2016
C	Program (Major) assessment cycles and SP17 data collection plans due		Nov 2016	Nov 2016
C	Data from FA16 assessed courses due		Sep 2016	Nov 2016
C	Analysis packets, syllabus checklists out to chairs and coordinators		Oct 2016	Jan 2017
C	Proposed PLOs for minors to faculty		Oct 2016	Feb 2017
C	Current SLOs for any missing courses for minors			Sep 2016
C	Instrument & data collection plans for SP17 assessments due		Jan 2017	Mar 2017
C	Revisions to proposed PLOs for minors		Jan 2017	Mar 2017
I	Outcomes Response Pages and Curricular Response Pages-- SP17	May 2017	Feb 2017	
I	Establish assessment plans for minors	May 2017	Feb 2017	
I	Data from SP17 assessed courses due	May 2017	Apr 2017	

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 3: Develop institution-wide approach to learning outcomes and program assessment.

Data Measures:

Metric: Implement cycle of institutional, programmatic, and course-level student learning outcomes assessment
Metric: 2.3.B
Definition:
Relevant Tactic(s): 2.3.2
Source: Assessment Implementation Team Reports
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	100%			

Status	Process	Target Date	Start Date	Date Completed
C	The AIT has developed an institutional assessment cycle.			Dec 2016

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 3: Develop institution-wide approach to learning outcomes and program assessment.

Data Measures:

Metric: Develop sustainable and viable assessment communication system
Metric ID: 2.3.C
Definition:
Relevant Tactic(s): 2.3.3
Source: Assessment Implementation Team Reports
Data Controller: Provost

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	100%			

Status	Process	Target Date	Start Date	Date Completed
I	The Assessment Implementation Team has developed an institutional assessment communication process, but it is likely to evolve as our assessment experience evolves.			

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

Data Measures:

Metric: Faculty trained regarding integration of diversity into coursework and pedagogy (95%)
Metric ID: 2.4.A
Definition:
Relevant Tactic(s): 2.4.1, 2.4.3-5
Source:
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	Workshops on identifying implicit racial biases as well as systems of racial injustice, offered by Dr Allan Johnson		Sep 2016	Sep 2016
I	Development of proposal by the Education and Training group.			

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

Data Measures:

Metric: Increased offerings of courses and experiential activities with a primary focus on diversity (10% in a three year period)
Metric ID: 2.4.B
Definition:
Relevant Tactic(s): 2.4.1-5
Source: Course Schedule and Catalog
Data Controller: Registrar

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		BL+3%	BL+6%	BL+10%
Actual	Baseline needed			

Status	Process	Target Date	Start Date	Date Completed
I	Establish criteria for what constitutes IDE coursework	Spring 2017		
I	Development of proposal by the Education and Training group.			

Notes:

Goal 2: Engage students in a rigorous, experiential, flexible, and innovative academic environment that capitalizes on our unique geographical location.

Objective 4: Promote a community and academic environment that embodies the principles of diversity and inclusion on which we were founded.

Data Measures:

Metric: Faculty, staff and students participated in diversity education and training (100%)
Metric ID: 2.4.C
Definition:
Relevant Tactic(s): 2.4.1-5
Source:
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				100%
Actual	Baseline needed			

Status	Process	Target Date	Start Date	Date Completed
C	Workshops on identifying implicit racial biases as well as systems of racial injustice, offered by Dr Allan Johnson		Sep 2016	Sep 2016
C	Title IX online training: Building bridges	Jan 2017	Dec 2016	Jan 2017
I	Make on online IDE training course available	Feb 2017	Feb 2017	

Notes:

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.

Data Measures:

Metric: Increase underrepresented minorities in new hires to 30%/year
Metric ID: 3.1.A
Definition: Increase the number of faculty, staff, and executive staff new hires from underrepresented minority groups to 30% each year.
Relevant Tactic(s): 3.1.1
Source: EDS Personnel File
Data Controller: Office of Institutional Research

FAC and STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		30%	30%	30%
Actual	9%			
Ratio	3/32			

FACULTY	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		30%	30%	30%
Actual	0%			
Ratio	0/3			

STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		30%	30%	30%
Actual	4%			
Ratio	1/25			

EXEC STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		30%	30%	30%
Actual	50%			
Ratio	2/4			

Status	Process	Target Date	Start Date	Date Completed
C	Share anti-bias hiring materials with all Faculty Search Committees (Ongoing)			Sep 2016
C	Develop a campus-wide Affirmative Action Plan	Jan 2017	Jan 2016	Nov 2016
I	Encourage diversity of faculty and staff search committee members	May 2017		
I	Continue to infuse inclusion, diversity, and equity practices into the faculty and staff search process.		Jan 2017	
I	Implement the campus-wide Affirmative Action Plan.		Jan 2017	

Notes:

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 1: Increase the diversity of staff and faculty, and provide an inclusive environment that optimizes the strengths of a diverse faculty and staff.

Data Measures:

Metric: Active mentoring for all new community members
Metric ID: 3.1.B
Definition: Mentoring for tenure-track, visiting, and adjunct faculty. Mentoring for all staff including contractual staff.
Relevant Tactic(s): 3.1.2
Source: Reports from Human Resources, Assoc. Dean of Faculty
Data Controller: HR, Assoc. Dean of Faculty, Assoc. VP of Diversity & Inclusion

NEW FACULTY	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		100%	100%	100%
Actual	92.5%			

NEW STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		100%	100%	100%
Actual	0%			

Status	Process	Target Date	Start Date	Date Completed
C	Develop and implement new faculty mentoring program for both tenure-track and visiting faculty.			Fall 2016
I	Re-implement a staff mentoring program (Mentor training taking place; Staff Senate working with HR on the onboarding process).	Spring 2018	Oct 2016	
I	Develop and implement new mentoring program for adjunct faculty (Adjunct faculty will be invited to New Faculty Orientation in August. Department Chairs will work with Associate Dean of Faculty to better support adjunct faculty during the academic year).	Spring 2018	Aug 2017	
I	Incorporate inclusion, diversity, and equity into active mentoring practices for faculty and staff.		Jan 2017	

Notes:

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Data Measures:

Metric: Increase employee participation in professional development initiatives and training programs (10%/year)
Metric ID: 3.2.A
Definition: An increase of 10% of faculty and staff per year participating in professional development initiatives and training programs.
Relevant Tactic(s): 3.2.1
Source: Reports from tracking of faculty and staff professional development system(s)
Data Controller: HR, Provost, Staff Senate

Staff	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		109 Employees		
Actual	99 Employees			

Status	Process	Target Date	Start Date	Date Completed
C	Develop a Non-Exempt Skills Development Promotional Plan			May 2016
C	Track professional development opportunities developed by Staff Senate (annually)			Jun 2016
I	Track professional development activities of all faculty	May 2017		
N	Develop an Exempt Promotional Development Plan	Dec 2016		
N	Track professional development activities of all staff outside of those offered by Staff Senate	May 2018		
C	Title IX Training for all faculty and staff (annually)			Jan 2017

Notes: Mary Grube, Staff Senate President, has provided data on the number of staff that attended professional development workshops through staff senate. Tracking systems need to be developed for other professional development activities for faculty and staff.

Current employees (Jan 2017): 383 Regular (Faculty, Staff, and Executive), and 120 (Contractual employees)

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Data Measures:

Metric: Establish a baseline of employee needs for the first year
Metric ID: 3.2.B
Definition: Baseline includes needs of faculty and staff as indicated in the Thrive survey, Planning & Facilities housing survey, and COACHE survey.
Relevant Tactic(s): 3.2.2
Source: Thrive Survey; COACHE Survey; Housing Survey
Data Controller: HR; Campus Culture, Policies & Programming Workgroup; Provost; IR

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	Conduct a Faculty and Staff Housing survey			Apr 2016
C	Implement temporary faculty and staff on-campus housing program			May 2016
C	Conduct preliminary Thrive survey of faculty and staff to determine their needs			AY 2015-2016
C	Conduct second round of Thrive survey of faculty and staff to refine needs and establish a permanent Thrive Survey instrument (to be used in future years)			AY 2016-2017
C	Conduct COACHE survey to assess faculty needs	May 2017		May 2017

Notes:

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Data Measures:

Metric: Reduced difference between median compensation with peers (50% over the next three years)
Metric ID: 3.2.C
Definition: Reduce the difference of median compensation for faculty and staff with those at our peer institutions by 50% over the next three years.
Relevant Tactic(s): 3.2.3
Source: Reports from the Ad Hoc Compensation Committee
Data Controller: VP for Business & Finance, Provost

FACULTY	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		(5%)	(4%)	(3%)
Actual	(6%)			

Non-BARG STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		(3.3%)	(2.6%)	(2.1%)
Actual	(4%)			

Status	Process	Target Date	Start Date	Date Completed
C	Implement temporary faculty merit pay plan for AY 2016-2017			Dec 2016
C	Develop non-bargaining staff merit and retention plan			Dec 2016
C	Develop a non-bargaining staff goal setting program			Dec 2016
C	Obtain baseline compensation data for faculty and staff			Aug 2016
I	Develop and implement ongoing faculty merit pay plan	May 2017		
C	Develop training activities for all employees on new goal setting program	Feb 2017		Mar 2017

Notes: Tracking Faculty and Non Bargaining Staff Separately

Goal 3: Attract and retain a diverse staff and faculty who achieve excellence across the liberal arts in the teaching, scholarship, creative works, and practice of their disciplines.

Objective 2: Develop holistic initiatives that support professional excellence and personal well-being, creating a work environment where employees thrive.

Data Measures:

Metric: Increased faculty and staff reporting that they are thriving (5%/year)
Metric ID: 3.2.D
Definition:
Relevant Tactic(s): 3.2.4
Source: Thrive Survey
Data Controller: HR; Campus Culture, Policies & Programming Workgroup; IR

FACULTY	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		78%	83%	88%
Actual	73%			

STAFF	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		80%	85%	90%
Actual	75%			

Status	Process	Target Date	Start Date	Date Completed
I	Publicize faculty and staff accomplishments via the college website (Community Laurels), Soundbites, the Mulberry Tree, social media, and press releases.	Ongoing	Ongoing	
I	Develop ways to better publicize staff accomplishments	May 2017	Feb 2017	
I	Develop ways to operationalize St. Mary's values as embodied in the St. Mary's Way and Civility Statement and create faculty and staff recognition programs honoring those values	Fall 2017	Jan 2017	
C	Revive Faculty Lecture Series highlighting the work of junior faculty and those returning from sabbatical leave (annually).	Sep 2016	Sep 2016	Ongoing lecture series
C	Develop ways to highlight the work of Distinguished Professors and Endowed Chairs – Possible campus lectures	Spring 2017	Spring 2017	Spring 2017

Notes: Baseline data comes from the AY 2015-2016 Preliminary Thrive Survey. Note: Initial survey response rate was low and will be supplemented with a second Preliminary Thrive Survey during Spring 2017. Data from this second round of surveys will be used to create a final Thrive Survey instrument that will be used in future years.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Data Measures:

Metric: Increased internships (25%)
Metric ID: 4.1.A
Definition: Increase 43% of students completing internships by 25% (to 54% of students)
Relevant Tactic(s): 4.1.1-5
Source: Career Development Center
Data Controller: Kate Shirey

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		45%	48%	54%
Actual	43%			

Status	Process	Target Date	Start Date	Date Completed
C	CDC defined internships and determined a baseline for the purpose of this metric	Nov 2016	Oct 2016	Nov 2016
C	CDC reports steps planned toward Fall 2017 goal	Feb 2017	Feb 2017	Feb 2017
I	Implement an annual giving fund drive for 2016-17 that includes asking for internship support.	Jun 2017	Sep 2016	
I	Through Alumni Relations, identify businesses and individuals who would consider establishing internships or micro-internships through Career Services; partner on Bookbag to Briefcase and the LIFE Fair.	Jun 2017	Sep 2016	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Data Measures:

Metric: Increased participation in internships by underserved students (1% AY 2016, 5% AY 2017, 10% AY 2018)
Metric ID: 4.1.B
Definition: Targets below assume percentage increases in the metric are increases in the total percentage, not a percentage of the baseline number.
Relevant Tactic(s): 4.1.1-5
Source: Career Development Center
Data Controller: Kate Shirey

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		40%	44%	49%
Actual	39%			

Status	Process	Target Date	Start Date	Date Completed
C	CDC defined internships for the purpose of this metric, and a baseline	Nov 2016	Oct 2016	Feb 2017
I	CDC reports steps planned toward Fall 2017 goal	Feb 2017	Feb 2017	
I	Implement an annual giving fund drive for 2016-17 that includes asking for internship support.	Jun 2017	Sep 2016	
I	Through Alumni Relations, identify businesses and individuals who would consider establishing internships or micro-internships through Career Services; partner on Bookbag to Briefcase and the LIFE Fair.	Jun 2017	Sep 2016	

Notes: To identify a baseline we looked at any student who was first generation, Pell eligible or self-identified as non-white. Based on this criterion, 39% of underserved students complete an internship during their time at St. Mary's.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Data Measures:

Metric: Assessment results used to improve internship programs
Metric ID: 4.1.C
Definition: See list of SLOs below.
Relevant Tactic(s): 4.1.1-5
Source: Career Development Center
Data Controller: Kate Shirey

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Assessment carried out, new tracking process in place for non-credit-bearing internships	Assessment results analyzed and applied for credit-bearing and micro-internships	Assessment results analyzed and applied for non-credit-bearing internships
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	SLOs established for microinternships, credit-bearing internships, and non-credit-bearing internships			Nov 2017
C	Assessment of SLOs for microinternships	Mar 2017	Nov 2017	Mar 2017
N	Assessment of SLOs for credit-bearing internships	Jun 2017	May 2017	
N	Assessment of SLOs for non-credit-bearing internships	Jan 2019	Aug 2018	
N	Begin tracking SLOs for microinternships and credit-bearing internships	Aug 2017	Aug 2017	
N	Analyze and apply assessment results for microinternships and credit-bearing internships	Sep 2018		
N	Begin tracking SLOs for non-credit-bearing internships	Jan 2019	Jan 2019	
N	Analyze and apply assessment results for non-credit-bearing internships	Sep 2019		

Notes: Develop an accurate sense of self; apply theories of leadership to variety of situations; make informed career decisions; articulate the value of the liberal arts experience

-For an experience to be considered an internship there must be intentional and supervised learning that informs meaningful work assignments for the intern.

Because of a software change, non-credit-bearing internship tracking will probably occur earlier than expected.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Data Measures:

Metric: Increased Career Development Center personnel (by 1 FTE)
Metric ID: 4.1.D
Definition: Hire 1 Assistant Director of Career Development for Employer and Community Engagement
Relevant Tactic(s): 4.1.3, 4.1.5
Source: Leonard Brown/Career Development Center
Data Controller: Career Development Center

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Included in AY 2017 (FY 2018) budget and search carried out	6	6
Actual	5			

Status	Process	Target Date	Start Date	Date Completed
C	Submit request for the new position to the Budget Committee	Spring 2017	Dec 2016	
C	Approval to start search	Spring 2017	Spring 2017	
I	Carry out successful search and complete hire	Fall 2017	Spring 2017	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 1: Expand the variety, number and efficacy of internships and micro-internships to enhance the competitive advantage of students' postgraduate and employment experiences.

Data Measures:

Metric: Improved employee efficacy (AY 2017)
Metric ID: 4.1.E
Definition: Interns are doing meaningful work related to the organization, not left with nothing to do or carrying out errands.
Relevant Tactic(s): 4.1.3, 4.1.5
Source: Career Development Center
Data Controller: Career Development Center

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		assessment carried out, new tracking process in place for non-credit-bearing internships	SLOs achieved for credit-bearing and micro-internships	SLOs achieved also for non-credit-bearing internships
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	SLOs established			Nov 2016
I	Assessment of SLOs for micro-internships	Mar 2017	Nov 2016	
N	Assessment of SLOs for credit-bearing internships	Jun 2017	May 2017	
N	Assessment of SLOs for non-credit-bearing internships	Jan 2019	Aug 2018	
N	Begin tracking SLOs for microinternships and credit-bearing internships	Aug 2017	Aug 2017	
N	Achieve SLOs for microinternships and credit-bearing internships	Sep 2018		
N	Begin tracking SLOs for non-credit-bearing internships	Jan 2019	Jan 2019	
N	Achieve SLOs for non-credit-bearing internships	Sep 2019		

Notes: Employer efficacy is measured by the interns' successful achievement of student learning outcomes. As with student learning outcomes, we will be able to assess non-credit internships through improved collaboration with employers and new tracking processes.

Because of a software change, non-credit-bearing internship tracking will probably occur earlier.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 2: Develop and promote global literacy and leadership initiatives.

Data Measures:

Metric: Enrolled students in Global Studies major (25 by AY 2017*)
Metric ID: 4.2.A
Definition: This metric is being revised to reflect the status of the GLST major.
Relevant Tactic(s): 4.2.1
Source: Registrar
Data Controller: Registrar

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target			25	28
Actual	0			

Status	Process	Target Date	Start Date	Date Completed
C	GLST major proposal revised according to stakeholder department input			Jun 2016
C	GLST major approved by faculty senate			Oct 2016
C	GLST major approved by faculty			Oct 2016
I	GLST major pending academic administration review of curriculum as a whole	Spring 2018		
N	GLST major proposal submitted to MHEC for approval	Spring 2018		
N	GLST major implemented	Fall 2018		

Notes: *The process has been delayed. New target date is AY 2018.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 2: Develop and promote global literacy and leadership initiatives.

Data Measures:

Metric: Increased geographical diversity of study abroad opportunities (20%)
Metric ID: 4.2.B
Definition: Increase current SMCM affiliations, exchanges, and study tours by 20% of the current number through new opportunities in non-European, non-Australian locations
Relevant Tactic(s): 4.2.1-2
Source: List of active study abroad programs
Data Controller: IE Office

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		32	34	36
Actual	30			

Status	Process	Target Date	Start Date	Date Completed
C	Study abroad opportunities defined			Oct 2016
C	New study abroad opportunities launched in South Africa (semester), Morocco (semester), St. Croix (study tour)			Dec 2016
C	Define process for identifying 2 additional opportunities	Mar 2017	Dec 2016	Feb 2017
I	New study abroad opportunity in Ecuador	Fall 2018	Spring 2016	
I	New study tour opportunity in Senegal	Jan 2018	Spring 2017	
N	Implementation of process for identifying additional opportunities	Spring 2018	Spring 2017	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 2: Develop and promote global literacy and leadership initiatives.

Data Measures:

Metric: Hosted Global Leadership Lectures (2)
Metric ID: 4.2.C
Definition: 2 lectures per year
Relevant Tactic(s): 4.2.1, 4.2.3
Source: Annual lecture schedule
Data Controller: Center for the Study of Democracy

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1	2	2
Actual	0			

Status	Process	Target Date	Start Date	Date Completed
C	Define scope of lecture series	Oct 2016	Sep 2016	Oct 2016
C	Define budget	Feb 2017	Feb 2017	Feb 2017
I	Implement lecture series	Sep 2017	Feb 2017	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 2: Develop and promote global literacy and leadership initiatives.

Data Measures:

Metric: Sponsored Visiting Ambassador Programs (4/year)
Metric ID: 4.2.D
Definition: Ambassadors and distinguished foreign service representatives
Relevant Tactic(s): 4.2.1, 4.2.4
Source: Annual program schedule
Data Controller: Center for the Study of Democracy

	Fall 2016 Baseline	Fall 2017/ Spring 2018	Fall 2018/ Spring 2019	Fall 2019/ Spring 2020
Target		1/1	2/2	2/2
Actual	0			

Status	Process	Target Date	Start Date	Date Completed
C	Define scope of programs	Oct 2016	Sep 2016	Oct 2016
C	Define budget	Feb 2017	Feb 2017	Feb 2017
I	Implement lecture series	Sep 2017	Feb 2017	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

Data Measures:

Metric: Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018)
Metric ID: 4.3.A
Definition: Increase the number of initiatives available to the campus community that are related to inclusion, diversity, and equity
Relevant Tactic(s): 4.3.1, 4.3.2, 4.3.4
Source: Various campus offices
Data Controller: AVP of IDE

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		47	71	89
Actual	31			

Status	Process	Target Date	Start Date	Date Completed
C	Conducted Signature Speaker Series featuring Allan G. Johnson including workshops on race and systems of racial injustice	Oct 2016	Oct 2016	Oct 2016
C	Training on Autism Spectrum Disorders (ASD) provided for Resident Assistants	Aug 2016	Aug 2016	Aug 2016
C	Faculty workshop conducted that covered the topic of supporting ASD students in the classroom	Aug 2016	Aug 2016	Aug 2016
C	Developed program to support students with disabilities access government/federal jobs and prepare for interviews	Fall 2016	Fall 2016	Fall 2016
C	Screening of “Vocabulary of Change” for campus viewing	Jan 2016	Jan 2016	Jan 2016
C	Three webinars on IDE-related issues throughout spring semester	May 2016	Feb 2016	May 2016
C	Conducted two Teaching Excellence Workshops on IDE-related issues for faculty	Fall 2016	Fall 2016	Fall 2016
C	Created the IDEs Collective to promote coordination and collaboration on campus-wide IDEs activities	Apr 2016	Apr 2016	Apr 2016
C	Hired an Assistant Vice President for Diversity and Inclusion	Fall 2016	Fall 2016	Fall 2016
C	Conducted annual Title IX Climate Survey	Mar 2016	Jan 2016	Feb 2016
C	Title IX Coordinator communicated with all faculty regarding the inclusion of transgender students in the academic environment	Jan 2016	Jan 2016	Jan 2016
C	New system implemented that enabled transgender students chosen names to be included in campus systems	Sep 2016	Aug 2016	Aug 2016
C	Boyden Art Gallery in collaboration with various offices hosted a student-designed exhibition called “The Power of My Secret” focused on exploring issues of sexual violence through visual art	Feb 2016	Feb 2016	Feb 2016
C	Hosted five sessions of a Masculinity Discussion group	Dec 2016	Sep 2016	Dec 2016

C	Launched the “Reach Out” app, a resource guide for Title IX and sexual misconduct issues	Sep 2016	Aug 2016	Sep 2016
C	Title IX Coordinator hosted workshops providing Title IX training and updates to various groups students, staff, and faculty during the 2016 calendar year	Fall 2016	Spring 2016	Fall 2016
C	Title IX Coordinator hosted Title IX Investigator/Advisor training throughout FA16 semester	Fall 2016	Fall 2016	Fall 2016
C	Hosted a series of “Step Up” Bystander Intervention Training workshops during FA16	Fall 2016	Fall 2016	Fall 2016
C	Conducted Title IX “Behind Closed Doors” training for Resident Assistants and Resident Hall Coordinators	Aug 2016	Aug 2016	Aug 2016
C	Hosted a Teaching Excellence Workshop titled “Teaching and Advising with Title IX In Mind”	Aug 2016	Aug 2016	Aug 2016
C	Presented the movie “Hunting Ground” with a follow-up panel discussion	Apr 2016	Apr 2016	Apr 2016
C	CommUnity Trainings offered to campus community through 2016 calendar year	Fall 2016	Spring 2016	Fall 2016
I	Develop method to log and track IDE initiatives offered to campus community	Spring 2017		
I	Pilot Social Justice component to CORE 101	Fall 2017	Spring 2017	
I	Launch of DiversityEDU, 1-hour training plus discussion follow-up	Fall 2017	Spring 2017	
I	Restructuring of IDE working groups	Fall 2017	Spring 2017	
N	Launch first bi-annual Thrive Survey of Students: postponed to Fall 2017 to reflect restructuring of working groups and strategies.	Apr 2017		
N	Create and implement process to establish a faculty mentoring program to educate and mentor students committed to IDEs leadership	Spring 2017		

Notes: Some initiatives were conducted more than once, so this number counts one of each type of initiative; more initiatives will be added to this list and thus raise this baseline (some initiatives have not yet been reported to the Implementation Team)

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

Data Measures:

Metric: Faculty and staff participating in two approved IDE-related professional development activities per year (100% AY 2016)
Metric ID: 4.3.B
Definition: Interpreting this as the same as the metric of four hours of approved IDE-related professional development activities per year (100% AY 2016)
Relevant Tactic(s): 4.3.1-2
Source: Inventory of faculty and staff professional development activities
Data Controller: TBD

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		100%	100%	100%
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Analyze list of IDE initiatives and determine which activities will be considered professional development activities	Mar 2017	Jan 2017	
N	Create and implement method to track faculty/staff participation in and completion of IDE-related professional development activities	Apr 2017		

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

Data Measures:

Metric: Increased students reported thriving (20%)
Metric ID: 4.3.C
Definition: Improving thriving by 20% (20 point increase over the current benchmark)
Relevant Tactic(s): 4.3.1, 4.3.2, 4.3.3
Source: Student Thrive Survey
Data Controller: Office of Institutional Research, IDE Workgroups

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		72%	79%	85%
Actual	65%			

Status	Process	Target Date	Start Date	Date Completed
I	Executive summary with aggregate analysis of areas for improved student thriving based on AY 2015 student Thrive survey and subsequent focus groups in spring 2016	Spring 2017	Sep 2016	
I	Implement recommendations arising from the student Thrive results	Spring 2017	Spring 2017	
N	Re-conduct comprehensive student survey that is more deliberately pointed	Spring 2017		
N	Implement spring 2017 comprehensive survey as the sustainable instrument	Spring 2018		

Notes: 2016-17 Thrive activities are focused on faculty and staff.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 3: Promote inclusion, diversity, and equity to engage students in challenging and abating injustice consistent with the St. Mary's Way.

Data Measures:

Metric: Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)
Metric ID: 4.3.D
Definition: Increased total visits
Relevant Tactic(s): 4.3.1
Source: Web Services
Data Controller: Director of Web Services

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1176	1529	
Actual	1058			

Status	Process	Target Date	Start Date	Date Completed
C	Update Design and Infrastructure	Sep 2016		Aug 2016
I	Improve navigability, sitemap and content management flow	Jul 2017	Sep 2016	
I	Continually assess analytics to improve content and traffic	Jul 2017	Sep 2016	

Notes: 2016 baseline:
Total visits: 1058
Page views: 2380
Unique visitors: 816

Returning visitors: 305
Bounce rate: 67.34%
Average Visit length: 12.73 minutes
Average number of pages visited: 2.25

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

Data Measures:

Metric: Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY 2017)
Metric ID: 4.4.A
Definition: 5 faculty who have undergone training AY 2017
Relevant Tactic(s): 4.4.1
Source: Provost, AVP of IDE, Education and Training workgroup
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		0	5	8
Actual	0			

Status	Process	Target Date	Start Date	Date Completed
N	Develop training and professional development in collaboration with the AVP of Diversity and Inclusion, the Provost's Office, and IDEs Workgroups designed for faculty on IDE related issues	Spring 2018	Fall 2016	
N	Select five faculty advisors	Fall 2018	Fall 2016	

Notes:

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

Data Measures:

Metric: Increased community service initiatives (25%)
Metric ID: 4.4.B
Definition: Increase the number of community service opportunities by 25%
Relevant Tactic(s): 4.4.2
Source: President's Service Honor Roll
Data Controller: Office of Student Activities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		27	29	32
Actual	25			

Status	Process	Target Date	Start Date	Date Completed
C	Established the SGA Service Initiative to promote an increase in community service initiatives created by student clubs	Apr 2016	Mar 2016	Apr 2016
C	Created a position within SGA and staff it with a student who will communicate with all club leaders and track the service initiatives conducted by each club	May 2016	Mar 2016	Apr 2016
C	Compiled a list of community service initiatives sponsored by the Service and Social Change Department within Office of Student Activities	Nov 2016	Sep 2016	Oct 2016
I	Create a student-accessible Google Calendar on the SGA Website where clubs and Service and Social Change can post service opportunities available for clubs and other individuals in the campus community	Sep 2017	Apr 2017	
I	Strengthen pre-existing connections with local off-campus community service organizations and network with local community service organizations SMCM has not connected with	May 2017	Sep 2016	

Notes: They are working to create a more compressive list of service initiatives that will be updated regularly.

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

Data Measures:

Metric: Increased on- and off-campus student volunteers (10% AY 2017)
Metric ID: 4.4.C
Definition: Increase the number of students who volunteer on and off campus by 10% from start of 2016 to end of 2017
Relevant Tactic(s): 4.4.2
Source: President's Service Honor Roll
Data Controller: Office of Student Activities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		982	1029	Maintain
Actual	935			

Status	Process	Target Date	Start Date	Date Completed
C	Established the SGA Service Initiative to promote an increase in the number of students participating in community service on and off campus	Apr 2016	Mar 2016	Apr 2016
C	Create a position within SGA and staff it with a student who will communicate with all club leaders and track the number of service hours completed by students in each club	May 2016	Mar 2016	Apr 2016
C	Compile a list of community service initiatives sponsored by the Service and Social Change Department within Office of Student Activities	Nov 2016	Sep 2016	Oct 2016
C	Better advertise the President's Service Honor Roll to students during SP17	Apr 2017	Feb 2017	Apr 2017
I	Strengthen pre-existing connections with local off-campus community service organizations and network with local community service organizations SMCM has not connected with in order to create more volunteer opportunities	May 2017	Sep 2016	
I	Establish a method to log service hours completed by students during Bay-to-Bay Service Day	May 2017	Mar 2017	

Notes: Student Affairs plans on creating a workgroup comprised of select students/staff/faculty? to tackle this. Their goal will be to practically define each tenant and determine how to assess engagement with each tenant, as well as reward students for participating

Goal 4: Graduate prepared, responsible, and thoughtful global citizens.

Objective 4: Promote responsible citizenship through leadership, environmentally responsible engagement and stewardship, and an appreciation for the community.

Data Measures:

Metric: Assessed and rewarded student engagement with the St. Mary's Way
Metric ID: 4.4.D
Definition:
Relevant Tactic(s): 4.4.2
Source:
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Create a workgroup comprised of students, staff, and faculty that will analyze each tenant of the St. Mary's Way and develop on-campus initiatives that will promote student engagement with the ethos	May 2017	Nov 2016	
N	Support collaboration between the Alumni Office, Advancement, and the Office of Student Activities on events such as Bay-to-Bay Service Day in order to create intentional programming about the St. Mary's Way	Mar 2017		

Notes: Student Affairs plans on creating a workgroup comprised of select students/staff/faculty? to tackle this. Their goal will be to practically define each tenant and determine how to assess engagement with each tenant, as well as reward students for participating

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

Data Measures:

Metric: Implemented strategies recommended by business re-engineering audit (50% increase)
Metric ID: 5.1.A
Definition:
Relevant Tactic(s):
Source:
Data Controller: Office of Information Technology

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		ERP Awarded		ERP Implemented
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	Complete ERP functionality audit			Fall 2016
C	Determine ERP Steering Committee	Spring 2017		Spring 2017
I	Derive detailed requirements for a new ERP from the core functionalities audit performed in Spring 2016	Spring 2017		
I	Solicit proposals from ERP vendors and select the best fit solution	Spring 2017		
N	Identify opportunities for efficiency improvement that will not be provided by the selected ERP	Summer 2017		
N	Develop the implementation schedule for the ERP and other potential solutions selected in the post ERP contract award gap analysis	Summer 2017		
N	Implement and integrate ERP and associated applications	Winter 2019		

Notes: Comments on baseline information: The baseline for this tactic is provided by the core functionalities audit that occurred during the 2016 spring semester. All offices were interviewed and their core processes were documented and noted if the process was digital or manual/paper based.

3/23/17: C. Burch said that this has been slowed down a bit as they have had to focus more time on admissions /financial aid this term than they expected. There is a two phase RFP going on. The expectation is that ~May a vendor will be selected and we will initiate demo and discovery. The detailed requirement list is in progress.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

Data Measures:

Metric: Automated institutional processes (100% increase by the end of the three-year period)
Metric ID: 5.1.B
Definition: Processes identified by the ERP functionality audit that can be automated will become fully automated by 2019
Relevant Tactic(s): 5.1.1
Source:
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Audit and identify the candidates for automation	Fall 2017		Fall 2016
N	Plan for move to automated practices/processes	Spring 2018		
N	Implement automation through the ERP or other related systems	Fall 2019		

Notes: Related systems which are not incorporated into the ERP, but have the potential to be automated will also be addressed

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

Data Measures:

Metric: Increased efficiency of institutional systems (75% increase)
Metric ID: 5.1.C
Definition:
Relevant Tactic(s): 5.1.1
Source:
Data Controller:

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
N	Establish ad hoc campus group	Spring 2017		
N	Audit institutional systems and identify inefficiencies	Fall 2017		
N	Develop a scope of work needed to improve institutional systems	Summer 2018		
N	Correct identified inefficiencies	Spring 2019		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 1: Develop and implement strategies to create and maintain efficient and modern institutional systems.

Data Measures:

Metric: Facilities master plan (FMP) implemented and aligned with strategic plan
Metric ID: 5.1.D
Definition:
Relevant Tactic(s): 5.2.2, 5.2.3, 5.2.5
Source:
Data Controller: Office of Planning and Facilities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Plan of Action in Place for FMP		Draft FMP ready for approval
Actual	2013 Draft FMP in place			

Status	Process	Target Date	Start Date	Date Completed
I	Update the database of all spaces to include status and condition of furnishings and learning technology	Fall 2018		
I	Complete campus wide needs assessment	Fall 2018		
N	Analyze needs assessment	Fall 2018		
N	Develop Facilities Master Plan	Fall 2019		

Notes: April 2017: Target dates for development of FMP are now pushed back one year for each process.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

Data Measures:

Metric: Increase staffing in housekeeping and grounds by 3
Metric ID: 5.2.A
Definition: By 2019 there will be an increase in staffing between these two departments by 3 full time positions

Relevant Tactic(s): 5.2.2
Source: (Association of Physical Plant Administrators) APPA Staffing Analysis- Performed in-house
Data Controller: Office of Planning and Facilities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1	2	3
Actual	0	1		

Status	Process	Target Date	Start Date	Date Completed
C	Hire new housekeeper			Fall 2016
N	Begin search for vacant housekeeping position	Summer 2017		
N	Hire new housekeeper	Fall 2017		
N	Begin search for vacant housekeeping position	Summer 2018		
N	Hire new housekeeper	Fall 2018		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

Data Measures:

Metric: Reduce deferred maintenance backlog
Metric ID: 5.2.B
Definition:
Relevant Tactic(s): 5.2.3
Source: SP 2016 Building and Grounds Presentation to BoT
Data Controller: Office of Planning and Facilities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target			$7.6M	$4.9M
Actual	$9.6M	$9.6M		

Status	Process	Target Date	Start Date	Date Completed
C	Identified deferred maintenance			Spring 2015
C	Prioritize needs			Spring 2015
C	Develop a multi-year capitol plan			Summer 2015
I	Request funding for FY18	Summer 2016		
I	FY18 funding approval	Jan 2017		
N	FY18 Project implementation	Summer 2017		
N	Request funding for FY19	Summer 2017		

Notes: April 2017: Process of analyzing deferred maintenance is cyclic in nature. The processes listed in the table recur every 3-5 years.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

Data Measures:

Metric: Implemented campus environmental sustainability plan
Metric ID: 5.2.C
Definition: To have a completed working document by 2019 that acts as a road map for building a more sustainable campus community
Relevant Tactic(s): 5.2.6
Source:
Data Controller: Sustainability Council

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	Begin Sustainability Council operations/meetings			Fall 2016
C	Review existing Sustainability Plan			Spring 2017
C	Review Strategic Plan for elements which impact the Sustainability Plan	Spring 2017		May 2017
C	Discuss revisions to the Sustainability Plan to incorporate the Strategic Plan effects	Spring 2017		May 2017
N	Implement Sustainability Plan	Fall 2017		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

Data Measures:

Metric: Establish baseline data during year 1, one current space reconfigured to a flexible working and learning space per fiscal year
Metric ID: 5.2.D
Definition:
Relevant Tactic(s):
Source:
Data Controller: Office of Planning and Facilities

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1 additional space	1 additional space	1 additional space
Actual	Gathering Baseline			

Status	Process	Target Date	Start Date	Date Completed
I	Determine the characteristics of the learning spaces that will best fit our needs	Spring 2017		
I	Analyze campus buildings to determine what is already in place	Spring 2017		
N	Develop recommendations for implementation	Summer 2017		

Notes: 3/22: MG. Provost Mike Wick is looking into campus trends. Current projects: (1) redesign for SH 132 to tables and chairs rather than wooden desks, (2) recycled cypress left from AA Hall will be made in to outdoor sitting / teaching at AA – on the north side by the Parish Hall – to be completed by fall, (3) two rooms in the library annex (114/115) have been completed.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 2: Develop and implement strategies to create and maintain modern physical facilities.

Data Measures:

Metric: Increased student participation in environmental stewardship and campus maintenance activities (10%/yr)
Metric ID: 5.2.E
Definition: Student volunteer hours are recorded by either the Sustainability Fellow or Office of Student Activities
Relevant Tactic(s): 5.2.6
Source:
Data Controller: Office of Student Activities/Office of Sustainability

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		3517 hours	3865 hours	4215 hours
Actual	3169 hours			

Status	Process	Target Date	Start Date	Date Completed
C	Establish the SGA Service Initiative to promote an increase in the number of students participating in community service on			Spring 2016
C	Collect baseline data from AY 2016			Summer 2016
C	Provide education for student leaders from the Office of Sustainability			Summer 2016
I	Provide accepted students with information related to environmental stewardship and campus employment	Summer 2017		
I	Increase campus opportunities for student participation in environmental stewardship and campus maintenance	Spring 2017		
I	Develop means of reporting to ensure opportunities for both campus maintenance and environmental stewardship are both being addressed	Summer 2017		

Notes: Comment on baseline data: Student volunteer hours have been recorded based on hours and not number of unique student volunteers with total student hours being used to determine the baseline

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 3: Develop and implement strategies to evaluate and improve core technology infrastructure.

Data Measures:

Metric: Developed and implemented IT Master Plan; increased cloud-computing services
Metric ID: 5.3.A
Definition:
Relevant Tactic(s): 5.3.1
Source:
Data Controller: Office of Information Technology

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Audit existing IT infrastructure and associated applications and services	Summer 2017	Fall 2016	
I	Perform gap analysis to identify known gaps and weaknesses in campus technology	Fall 2017	Spring 2016	
N	Develop a market trends analysis report of technology in higher education	Spring 2018		
N	Establish a committee of stakeholders to draft and finalize the IT master plan	Fall 2017		
N	Approval of the IT master plan	Fall 2018		
N	Implementation of the IT master plan	Spring 2019		

Notes: Baseline information - Reference the technology roadmap developed in 2014.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 3: Develop and implement strategies to evaluate and improve core technology infrastructure.

Data Measures:

Metric: Enhanced wireless and wired capabilities
Metric ID: 5.3.B
Definition:
Relevant Tactic(s): 5.3.2
Source:
Data Controller: Office of Information Technology

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
C	Assess pre-upgrade capacity			Jan 2016
C	Complete wired network upgrade		Spring 2016	Jul 2016
C	Complete wireless network upgrade		Summer 2016	Sep 2016
C	Asses new wired and wireless infrastructure	Spring 2017	Fall 2016	May 2016

Notes: Comments on baseline data:
Maximum number of device connections per access point: 15
Maximum number of high bandwidth connections: 3

4/24 From Chris Burch and Jacob Wallace, results of assessment:

	Before Upgrade	After Upgrade
Wired Network		
Network switches beyond end-of-life	76	0
Uplinks	20 buildings at 1gb	All buildings at 10gb
Cisco devices without support contracts	200	65
Juniper Switches	40	140
Efficient switch management	0 data closets	10 data closets
Wireless Network		
Access points	100 individually managed 802.11g points	475 centrally managed 802.11ac points
non-Wife Certified Access points	18	0
Maximum Throughput	54Mbps per access point	1733Mbps on 5GHz and 800 Mbps on 2.4GHz
Wireless Controllers	0	2 that support over 2,000 access points

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 3: Develop and implement strategies to evaluate and improve core technology infrastructure.

Data Measures:

Metric: Establish baseline data for enhancing core student information systems
Metric ID: 5.3.C
Definition:
Relevant Tactic(s): 5.3.3
Source:
Data Controller: Office of Information Technology

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Assess our current systems (Jenzabar's Portal, Symplicity Residence, etc.)	Summer 2017	Spring 2016	
I	Perform a detailed business requirements analysis	Fall 2017	Fall 2016	
N	Evaluate potential solutions and/or enhancements	Fall 2017		
N	Develop a project schedule for the implementation/integration of the new system(s) or enhancements to existing systems	Fall 2017		
N	System change completion	Spring 2019		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 3: Develop and implement strategies to evaluate and improve core technology infrastructure.

Data Measures:

Metric: Adopted ERP and data warehouse
Metric ID: 5.3.D
Definition:
Relevant Tactic(s): 5.3.4
Source:
Data Controller: Office of Information Technology

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual				

Status	Process	Target Date	Start Date	Date Completed
I	Identify the gaps in institutional reporting needs that will not be fulfilled with the new ERP	Fall 2017	Summer 2016	
N	Perform a market analysis to determine the best fit solutions for aggregating the data into a holistic reporting environment	Spring 2018		
N	Solicit proposals from business intelligence vendors and procure the best fit	Spring 2018		
N	Develop the implementation schedule for the business intelligence suite	Summer 2018		
N	Implement and integrate the new business intelligence suite	Winter 2019		

Notes: Comments on baseline information:
The baseline for this tactic is provided by the disparate reporting mechanisms in use on campus today: IBM Cognos, Excel, custom SQL queries. It is this patchwork of data systems, self-documented through the created reports, that provide the bulk of our institution's business intelligence.

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 4: Manage risk to enterprise.

Data Measures:

Metric: Developed and Implemented Enterprise Risk Management Plan
Metric ID: 5.4.A
Definition:
Relevant Tactic(s):
Source:
Data Controller: Executive Council

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Develop road map	Initiate ERM Plan	
Actual	No current plan in place			

Status	Process	Target Date	Start Date	Date Completed
C	Establish BoT working group and campus ad hoc group	Spring 2017		
N	Develop plan of action and schedule	Spring 2017		
N	Contract 3rd party support	Summer 2017		
N	Assess current plans in place throughout campus and perform gap analysis	Fall 2017		
N	Prioritize areas based on gap analysis	Spring 2017		
N	Implement ERM Plan	Fall 2018		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Infrastructure developed
Metric ID: 5.5.A
Definition:
Relevant Tactic(s): 5.5.1. Develop college-wide infrastructure to reward unit's cost savings and revenue generation
Source: Executive Council
Data Controller: Executive Council

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target				
Actual	No current plan			

Status	Process	Target Date	Start Date	Date Completed
N	Establish ad hoc campus committee	Summer 2017		
N	Develop goals and framework for campus wide approach	Summer 2018		
N	Draft plan for review	Fall 2018		
N	Implement plan	Spring 2019		

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Grow the Endowment
Metric ID: 5.5.B
Definition:
Relevant Tactic(s): 5.5.2
Source: Foundation Report
Data Controller: Business and Finance, Advancement

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		Set each fiscal cycle based on market projections from portfolio manager		
Actual	$28M			

Status	Process	Target Date	Start Date	Date Completed
C	Revise the Foundation and JIAC policies to ensure best practices and flexibility/higher yields in targeted categories; provide parameters for external portfolio manager	Nov 2016	Jul 2016	Nov 2016
I	Fill at least five vacancies on the Foundation Board (4 filled March 2017)	Fall 2017	Sep 2016	
I	Work with Foundation Directors and Trustees to identify and cultivate high donor prospects for FY17 giving cycle	Jun 2017	Sep 2016	
C	Create and implement a plan to add to existing endowments and create new ones	Jun 2017	Oct 2016	May 2017
C	Review yearly the spending rates and asset allocation models	Jun 2017	Jan 2017	Mar 2017
C	Offer Foundation directors information on higher yielding trends such as DOAs	Jun 2017	Mar 2017	May 2017

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Increased donations to foundation
Metric ID: 5.5.C
Definition:
Relevant Tactic(s): 5.5.3
Source: Advancement Reports
Data Controller: Advancement

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		+2%	+2%	+2%
Actual	$1.8M/year			

Status	Process	Target Date	Start Date	Date Completed
C	Increase the $ amount and # of donors for online Giving Tuesday –exceed the $50,000 for 500 donor target	Nov 2016	Jul 2016	Nov 2016
I	Create and implement a $1.8 million annual giving drive	Jun 2017	Aug 2016	
I	Achieve a 17% alumni participation by retaining donors and attracting new	Jun 2017	Aug 2016	
I	Convert to a new CRM to enhance fundraising and donor prospecting/alumni outreach	Jun 2017	Oct 2016	
I	Increase major gifts (over $10,000) by 15%	Jun 2017	Aug 2016	
I	Launch corporate and foundation grant efforts to impact $1.8 M annual fund	Jun 2017	Sep 2016	
C	Launch a planned giving effort and secure $300,000 in gifts for 2016-17 cycle	Jun 2017	Sep 2016	Apr 2017

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Corporate and Foundations Officer Hired
Metric ID: 5.5.D
Definition:
Relevant Tactic(s): 5.5.4
Source: Advancement, HR
Data Controller: Advancement

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		1		
Actual	1	1		

Status	Process	Target Date	Start Date	Date Completed
C	Position has been filled			Summer 2016

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Annual 3% increase in submissions of grants (number submitted)
Metric ID: 5.5.E
Definition:
Relevant Tactic(s): 5.5.5
Source: Research and Sponsored Programs
Data Controller: Research and Sponsored Programs

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		+3%	+3%	+3%
Actual	32			

Status	Process	Target Date	Start Date	Date Completed
I	Assess faculty and staff needs to enhance research capacity and grant writing	Fall 2017	Fall 2016	
I	Collaborate with the provost and associate dean of faculty to review current faculty development plan and internal policies and procedures with the goal to incentivize and reduce internal barriers to grant writing	Fall 2017	Fall 2016	
I	Increase opportunities for collaborative sponsored projects of faculty and staff with external institutions and organizations	Fall 2019	Fall 2016	
I	Increase faculty and staff opportunities and mentoring for research development and grant writing	Fall 2019	Fall 2016	
I	Identify and recruit specific faculty and staff with increased capacity to seek external funding, and work closely with them to develop fundable projects that result in grant submissions	Fall 2019	Spring 2016	
N	Collaborate with the provost and associate dean of faculty to update current faculty development plan and internal policies and procedures with the goal to and reduce internal barriers to and incentivize of grant writing	Fall 2018	Spring 2017	

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Annual 3% increase in submissions of grants (dollar value)
Metric ID: 5.5.F
Definition:
Relevant Tactic(s): 5.5.5
Source: Research and Sponsored Programs
Data Controller: Research and Sponsored Programs

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		+3%	+3%	+3%
Actual	$848,562			

Status	Process	Target Date	Start Date	Date Completed
I	Assess faculty and staff needs to enhance research capacity and grant writing	Fall 2017	Fall 2016	
I	Collaborate with the provost and associate dean of faculty to review current faculty development plan and internal policies and procedures with the goal to incentivize and reduce internal barriers to grant writing	Fall 2017	Fall 2016	
I	Increase opportunities for collaborative sponsored projects of faculty and staff with external institutions and organizations	Fall 2019	Fall 2016	
I	Increase faculty and staff opportunities and mentoring for research development and grant writing	Fall 2019	Fall 2016	
I	Identify and recruit specific faculty and staff with increased capacity to seek external funding, and work closely with them to develop fundable projects that result in grant submissions	Fall 2019	Spring 2016	
N	Collaborate with the provost and associate dean of faculty to update current faculty development plan and internal policies and procedures with the goal to and reduce internal barriers to and incentivize of grant writing	Fall 2018	Spring 2017	

Notes:

Goal 5: Create and maintain state-of-the-art, modern facilities, systems, and infrastructure.

Objective 5: Increase entrepreneurialism at all levels.

Data Measures:

Metric: Increased revenue from events and conferences (2%/year)
Metric ID: 5.5.G
Definition:
Relevant Tactic(s): 5.5.5
Source: Advancement Reports
Data Controller: Advancement

	Fall 2016 Baseline	Fall 2017	Fall 2018	Fall 2019
Target		+2%	+2%	+2%
Actual	$175,000 gross			

Status	Process	Target Date	Start Date	Date Completed
C	Made improvements in EMS software/server to improve bookings	Sep 2016	Aug 2016	Aug 2016
C	Update campus event planning guide as a training tool	Feb 2017	Nov 2016	Jan 2017
C	Review River Concert rev/expenditures for College and target add'l revenue	Oct 2016		Oct 2016
I	Provide comprehensive training for EMS campus users	May 2017	Jan 2017	
I	Review and establish facility rental rates and rental guidelines	Sept 17	Jan 2017	
C	Seek/book 3 new programs for summer revenue/reconfirm existing	May 2017	Sep 2016	Apr 2017
C	Establish parking and townhouse fees for upcoming River Concerts	Jun 2017	Mar 2017	Apr 2017
N	Create conference marketing materials	Fall 17		

Notes: