**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**

<table>
<thead>
<tr>
<th>Tactic 1.1.1</th>
<th>Develop programs and events that engage the campus in diverse student recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.1</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URMs 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Advancement (Carolyn), IE (Sahra), Athletics (Scott), Trustees (Sven), faculty and staff with connections (Karen and Mary), Center for the Study of Democracy (Maija), DeSousa-Brent Scholars Program</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.2</th>
<th>Maximize full-time undergraduates enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.2</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URMs 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Marketing (Carolyn), IE (Sahra), Athletics (Scott), Alumni Affairs (Dave), faculty and staff with connections (Karen and Mary), Admissions and Financial Aid Committee of the Board</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.3</th>
<th>Develop network of international student recruiters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.3</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URMs 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Marketing (Carolyn), IE (Sahra), Athletics (Scott, implementation planned for year 3), faculty and staff with connections (Karen and Mary), Admissions and Financial Aid Committee of the Board</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.4</th>
<th>Establish agreements with international academic institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.4</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URMs 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), IE (Sahra)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.5</th>
<th>Use stakeholder international connections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.5</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URMs 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Alumni Affairs (Dave), IE (Sahra), Athletics (Scott, implementation planned for year 3), Trustees (Sven), faculty and staff with connections (Karen and Mary)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
<tr>
<td>Tactic 1.1.6</td>
<td>Create international student advisory committee to coordinate strategies to recruit, retain, and support international students</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Metric 1.1.6</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URM 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), IE (Sahra)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.7</th>
<th>Develop and implement integrated marketing plan for out-of-state students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.7</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URM 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Marketing (Carolyn)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.8</th>
<th>Develop scholarships that target diverse and talented students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.8</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URM 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Advancement (Carolyn)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.9</th>
<th>Increase need-based aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.9</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URM 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Foundation Board (Harry), Development, Government Relations</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.1.10</th>
<th>Develop and market college brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.1.10</td>
<td>Increased enrollment (out-of-state 13%, international 3%, URM 31%, first-generation 20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Enrollment Management (Gary), Advancement (Carolyn)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 1.2.1</th>
<th>Develop co-curricular programs that promote high-impact learning experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.2.1</td>
<td>Increased students participating in LLCs (50%), Increased student participation in service learning opportunities (30%), Increased student opportunities to engage in academic collaboration (50%), Increased intellectual growth (100%), Enhanced engagement in activities that promote lifelong wellness (75%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, Dean of Students, AVP IDE and workgroups</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
<tr>
<td>Tactic 1.2.2</td>
<td>Create 1-2 credit, faculty/staff co-taught courses focused on wellness, financial literacy, diversity, and leadership</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Metric 1.2.2</td>
<td>Increased faculty participation in an Affiliated Faculty Program (AFP) (7 faculty), Established course on wellness, diversity, leadership, and financial literacy (1 each), Increased intellectual growth (100%), Enhanced engagement in activities that promote lifelong wellness (75%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, Dean of Students, AVP IDE and workgroups, Wellness (Kyle Bishop)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.2.3</th>
<th>Increase professional development opportunities that facilitate pedagogical innovation and enhance student engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.2.3</td>
<td>Increased faculty participation in an AFP (7 faculty), Increased intellectual growth (100%), Enhanced engagement in activities that promote lifelong wellness (75%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, Dean of Students</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 1.3.1</th>
<th>Develop climate where diverse stakeholders thrive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.1</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, Student Affairs (Kyle), SGA, Student Activities, HR, Residence Life (Derek Young), special interest student groups</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.2</th>
<th>Hire a diversity and inclusion administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.2</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>President</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.3</th>
<th>Engage faculty in extended academic year student orientation programming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.3</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Student Affairs, Provost’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
<tr>
<td>Tactic 1.3.4</td>
<td>Provide professional development opportunities to address issues for first-generation, underrepresented minorities, international, and other diverse student groups</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Metric 1.3.4</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, HR, Provost’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.5</th>
<th>Create shared understanding of diversity and inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.5</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups (in collaboration with student groups, faculty mentors, DeSousa-Brent, and Ciriak)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.6</th>
<th>Develop training and professional development opportunities for stakeholders to engage in issues of diversity and inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.6</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, HR</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.7</th>
<th>Develop strategic plan for diversity and inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.7</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.8</th>
<th>Use Office of Academic Services and Wellness Center to provide services that support neurodiversity, physical disabilities, mental health issues, background, and transitional issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.8</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Kyle Bishop, Don Stabile, Joanne Goldwater</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.3.9</th>
<th>Expand intramural activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.3.9</td>
<td>Increased satisfaction with academic experience (30%), Increased satisfaction with social experiences (20%), Increased opportunities to be involved socially (25%), Increased access to support for help with managing non-academic responsibilities (50%), Increased use of academic support services (30%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Athletics</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 1.4.1</th>
<th>Determine what new offerings might attract students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.4.1</td>
<td>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%), Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, Enrollment Management, Marketing</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.4.2</th>
<th>Develop and promote articulation of the value of liberal arts to a broad swath of careers and leadership positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.4.2</td>
<td>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%), Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Marketing</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 1.4.3</th>
<th>Connect students to alumni/ae and local professionals to leverage potential career opportunities and leadership training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 1.4.3</td>
<td>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%), Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Career Center, Alumni Affairs</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>
### Tactic 1.4.4
Assess extent to which alumni educational experiences relate to their careers and promote/market it

<table>
<thead>
<tr>
<th>Metric 1.4.4</th>
<th>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%), Increased participation in opportunities that provide leadership skills beneficial to student careers (50%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>IR, department chairs, Alumni Affairs</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Derek Young, Carolyn Curry</td>
</tr>
</tbody>
</table>

### 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

#### Tactic 2.1.1
Establish teaching and learning center with a focus on implementing HIPs across curricular (core, majors) and co-curricular offerings

<table>
<thead>
<tr>
<th>Metric 2.1.1</th>
<th>Faculty employed at least one HIP in their teaching portfolio (75%), Students participate in at least two HIPs (100%), Students presenting their research or creative works beyond the campus increased (10%), Increased experiential course offerings (9/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Provost’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

#### Tactic 2.1.2
Expand and disseminate student research opportunities

<table>
<thead>
<tr>
<th>Metric 2.1.2</th>
<th>Faculty employed at least one HIP in their teaching portfolio (75%), Students participate in at least two HIPs (100%), Students presenting their research or creative works beyond the campus increased (10%), Increased experiential course offerings (9/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Sponsored Research (Sabine), faculty</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

#### Tactic 2.1.3
Provide experiential and service learning offerings

<table>
<thead>
<tr>
<th>Metric 2.1.3</th>
<th>Faculty employed at least one HIP in their teaching portfolio (75%), Students participate in at least two HIPs (100%), Students presenting their research or creative works beyond the campus increased (10%), Increased experiential course offerings (9/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>SGA, Foundation Board, Faculty Senate, Development, Student Affairs, Staff Senate</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>
Objective #2: Develop holistic approach to structural and curricular innovations that capitalize on our location, history, and mission

<table>
<thead>
<tr>
<th>Tactic 2.2.1</th>
<th>Develop system for curricular innovation and assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.2.1</td>
<td>Disseminated plan for J-term to the campus community (AY 2017), Implemented new course schedule grid that includes embedded community and meeting time (AY 2018), Launched plan for implementing new curricular programs (AY 2018)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, Assessment Committee, Academic Planning, department chairs, CDP coordinators</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 2.2.2</th>
<th>Assess vitality and efficiency of current curricular structures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.2.2</td>
<td>Disseminated plan for J-term to the campus community (AY 2017), Implemented new course schedule grid that includes embedded community and meeting time (AY 2018), Launched plan for implementing new curricular programs (AY 2018)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, Assessment Committee, Academic Planning, department chairs, CDP coordinators</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 2.2.3</th>
<th>Enhance innovative curricular offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.2.3</td>
<td>Disseminated plan for J-term to the campus community (AY 2017), Implemented new course schedule grid that includes embedded community and meeting time (AY 2018), Launched plan for implementing new curricular programs (AY 2018)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, faculty, VP Student Affairs</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 2.3.1</th>
<th>Develop system for institutional assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.3.1</td>
<td>Implemented approved learning outcomes assessment plans for academic departments and cross-disciplinary programs (100% by AY 2016), Submitted assessment reports from academic departments and cross-disciplinary programs to provost with next steps (100% by AY 2017), Submitted midterm assessment reports from both academic affairs and student affairs to Executive Council (100% by October 2016)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, Assessment Committee, Institutional Research, Executive Council</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
<tr>
<td>Tactic 2.3.2</td>
<td>Implement cycle of institutional, programmatic, and course-level student learning outcomes assessment</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Metric 2.3.2</td>
<td>Implemented approved learning outcomes assessment plans for academic departments and cross-disciplinary programs (100% by AY 2016), Submitted assessment reports from academic departments and cross-disciplinary programs to provost with next steps (100% by AY 2017), Submitted midterm assessment reports from both academic affairs and student affairs to Executive Council (100% by October 2016)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, Assessment Committee, Institutional Research, Executive Council</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 2.3.3</th>
<th>Develop sustainable and viable assessment communication system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.3.3</td>
<td>Implemented approved learning outcomes assessment plans for academic departments and cross-disciplinary programs (100% by AY 2016), Submitted assessment reports from academic departments and cross-disciplinary programs to provost with next steps (100% by AY 2017), Submitted midterm assessment reports from both academic affairs and student affairs to Executive Council (100% by October 2016)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, Assessment Committee, Institutional Research, Executive Council</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 2.4.1</th>
<th>Create inventory of coursework for diversity content, currently used pedagogical strategies that focus on diversity, and regular offerings of workshops/trainings that promote inclusivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.4.1</td>
<td>Faculty trained regarding integration of diversity into coursework and pedagogy (95%), Increased number of courses and experiential activities with a primary focus on diversity (10% in a three-year period), Faculty, staff, and students participated in diversity education and training (100%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>department chairs, CDP coordinators, AVP IDE and workgroups, HR</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 2.4.2</th>
<th>Assess students’ perceptions of the success of the courses/strategies/workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 2.4.2</td>
<td>Increased number of courses and experiential activities with a primary focus on diversity (10%), Faculty, staff, and students participated in diversity education and training (100%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>IR, SGA</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Todd Eberly, Ross Conover</td>
</tr>
</tbody>
</table>
### Tactic 2.4.3
Establish system that supports development of courses/experiential learning activities with a primary diversity focus

| Metric 2.4.3 | Faculty trained regarding integration of diversity into coursework and pedagogy (95%), Increased number of courses and experiential activities with a primary focus on diversity (10%), Faculty, staff, and students participated in diversity education and training (100%) |
| Primaries | AVP IDE and workgroups, Student Affairs, Provost |
| Committee Members | Todd Eberly, Ross Conover |

### Tactic 2.4.4
Incentivize departments to offer experimental diversity courses

| Metric 2.4.4 | Faculty trained regarding integration of diversity into coursework and pedagogy (95%), Increased number of courses and experiential activities with a primary focus on diversity (10%), Faculty, staff, and students participated in diversity education and training (100%) |
| Primaries | Executive Council |
| Committee Members | Todd Eberly, Ross Conover |

### Tactic 2.4.5
Develop long-term plan for promoting diversity across the entire institution

| Metric 2.4.5 | Faculty trained regarding integration of diversity into coursework and pedagogy (95%), Increased number of courses and experiential activities with a primary focus on diversity (10%), Faculty, staff, and students participated in diversity education and training (100%) |
| Primaries | AVP IDE and workgroups, faculty, Student Affairs, staff, Executive Council |
| Committee Members | Todd Eberly, Ross Conover |

### 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

#### Tactic 3.1.1
Implement best practices for maximizing diversity of recruited/hired faculty and staff

| Metric 3.1.1 | Underrepresented minorities will be represented in newly hired faculty and staff (30%/year) |
| Primaries | HR, AVP IDE, Provost |
| Committee Members | Veronica Douglas, Mary Grube |

#### Tactic 3.1.2
Enhance new employee (permanent and contractual) mentoring with programming that promotes integration and acceptance

| Metric 3.1.2 | Underrepresented minorities will be represented in newly hired faculty and staff (30%/year), Active mentoring for all new community members |
Primaries | HR, Staff Senate, Provost  
Committee Members | Veronica Douglas, Mary Grube  

**Objective #2: Provide an inclusive environment that optimizes the strengths of a diverse faculty**

**Tactic 3.2.1** | Enhance programming that promotes integration and acceptance  
**Metric 3.2.1** | Effective new mentoring programs implemented by AY 2018  
Primaries | Staff Senate, HR, SGA, AVP IDE and workgroups, Provost, unit chairs, department heads  
Committee Members | Veronica Douglas, Mary Grube  

**Objective #3: Develop holistic initiatives that support professional excellence and personal well-being**

**Tactic 3.3.1** | Invest in professional development opportunities and training programs for all employees  
**Metric 3.3.1** | Increased employee participation in professional development initiatives and training programs (10%/year)  
Primaries | HR, Provost, VP Business and Finance, Staff Senate  
Committee Members | Veronica Douglas, Mary Grube  

**Tactic 3.3.2** | Assess employee needs (housing, daycare, spousal employment) and collaborate with on-campus and local partners to provide opportunities to meet needs  
**Metric 3.3.2** | Establish a baseline of employee needs for the first year  
Primaries | Faculty Issues Committee, IR, Staff Senate, HR, Maury, Provost, Thrive workgroup  
Committee Members | Veronica Douglas, Mary Grube  

**Tactic 3.3.3** | Benchmark total compensation and set annual goals to increase  
**Metric 3.3.3** | Reduced difference between median compensation with peers (50%)  
Primaries | Chip Jackson, Compensation Committee, Provost, HR  
Committee Members | Veronica Douglas, Mary Grube  

**Objective #4: Create a work environment where employees thrive**

**Tactic 3.4.1** | Recognize and celebrate staff and faculty contributions frequently  
**Metric 3.4.1** | Increased faculty and staff reporting that they are thriving (5%/year)  
Primaries | unit directors, supervisors and chairs, Marketing, HR, Provost, President  
Committee Members | Veronica Douglas, Mary Grube
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

<table>
<thead>
<tr>
<th>Tactic 4.1.1</th>
<th>Increase internship opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.1.1</td>
<td>Increased internships (25%), Increased participation in internships by underserved students (1 AY 2016, 5 AY 2017, 10 AY 2018), Achieved student learning outcomes (AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Career Center, Alumni Affairs, Development, faculty, Provost, community liaison</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.1.2</th>
<th>Increase micro-internships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.1.2</td>
<td>Increased internships (25%), Increased participation in internships by underserved students (1 AY 2016, 5 AY 2017, 10 AY 2018), Achieved student learning outcomes (AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Career Center, Alumni Affairs, community liaison</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.1.3</th>
<th>Hire an employee/community relations career development professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.1.3</td>
<td>Increased Career Development Center personnel (by 1 FTE), Improved employee efficacy (AY 2017), Increased internships (25%), Increased participation in internships by underserved students (1 AY 2016, 5 AY 2017, 10 AY 2018), Achieved student learning outcomes (AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Leonard, Chip</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.1.4</th>
<th>Fund opportunities for underserved students to participate in internships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.1.4</td>
<td>Increased internships (25%), Increased participation in internships by underserved students (1 AY 2016, 5 AY 2017, 10 AY 2018), Achieved student learning outcomes (AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Development (including Director of Corporate and Foundation Relations), Foundation Board</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.1.5</th>
<th>Improve assessments for employer efficacy and student outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.1.5</td>
<td>Increased Career Development Center personnel (by 1 FTE), Improved employee efficacy (AY 2017), Increased internships (25%), Increased participation in internships by underserved students (1 AY 2016, 5 AY 2017, 10 AY 2018), Achieved student learning outcomes (AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Career Center, IR</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>
**Objective #2: Develop and promote global literacy and leadership initiatives**

<table>
<thead>
<tr>
<th>Tactic 4.2.1</th>
<th>Develop and assess Global Studies major</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.2.1</td>
<td>Enrolled students in Global Studies major (25 by AY 2017), Increased geographical diversity of study abroad opportunities (20%), Hosted Global Leadership Lectures (2), Sponsored Visiting Ambassador Lectures (4)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, Assessment Committee, Global Studies Steering Committee</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.2.2</th>
<th>Increase and diversify SMCM-sponsored study abroad/internship opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.2.2</td>
<td>Increased geographical diversity of study abroad opportunities (20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>IE, Alumni Affairs, faculty, Provost, Career Services, Development (including Director of Corporate and Foundation Relations)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.2.3</th>
<th>Establish annual Global Leadership Lecture in collaboration with community partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.2.3</td>
<td>Hosted Global Leadership Lectures (2)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, community liaison, Center for the Study of Democracy, Development (including Director of Corporate and Foundation Relations)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.2.4</th>
<th>Establish Visiting Ambassador program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.2.4</td>
<td>Sponsored Visiting Ambassador Lectures (4)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost, community liaison, Center for the Study of Democracy, Development (including Director of Corporate and Foundation Relations)</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 4.3.1</th>
<th>Support coordinating body of student leadership groups collaborating with diversity and inclusion administrator to develop campus-wide, annual IDE initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.3.1</td>
<td>Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018), Faculty and staff participating in two approved IDE-related professional development activities per year (100% AY 2016), Increased students reported thriving (20%), Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, SGA, Student Affairs</td>
</tr>
<tr>
<td>Tactic 4.3.2</td>
<td>Develop IDE faculty and staff resources to support student efforts</td>
</tr>
<tr>
<td>-------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Metric 4.3.2</td>
<td>Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018), Faculty and staff participated in four hours of approved IDE-related professional development (100% AY 2016), Increased students reported thriving (20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, VP Business and Finance, Provost’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.3.3</th>
<th>Develop and implement ongoing Thrive/Climate surveys to evaluate IDE initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.3.3</td>
<td>Increased students reported thriving (20%)</td>
</tr>
<tr>
<td>Primaries</td>
<td>IR, IDE workgroup</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.3.4</th>
<th>Develop credit-bearing, cultural exchange program among campus advocacy groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.3.4</td>
<td>Increased college-wide IDE initiatives (50% AY 2016 and AY 2017, 25% AY 2018)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Curriculum Committee, Student Activities, Provost’s Office, student advocacy groups, SGA</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.3.5</th>
<th>Establish, curate, and maintain IDE webpage content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.3.5</td>
<td>Increased IDE webpage traffic (50% AY 2017 over AY 2016 baseline)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, Web Services, President’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 4.4.1</th>
<th>Develop faculty mentoring program to educate and mentor students committed to IDE leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.4.1</td>
<td>Faculty advisors trained to coach and mentor IDE student leaders (5 faculty AY 2017)</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP IDE and workgroups, Provost’s Office</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Joanna Bartow, Kate Cumberpatch</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 4.4.2</th>
<th>Increase service opportunities and participation that are consistent with the St. Mary’s Way</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 4.4.2</td>
<td>Increased community service initiatives (25%), Assessed and rewarded student engagement with the St. Mary’s Way, Increased on- and off-campus student volunteers (10% AY 2017)</td>
</tr>
</tbody>
</table>
### 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

<table>
<thead>
<tr>
<th>Tactic 5.1.1</th>
<th><strong>Audit and enhance business processes to increase efficiencies and reduce redundancies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 5.1.1</td>
<td>Implemented strategies recommended by business re-engineering audit (50% increase), Automated institutional processes (100% increase by the end of the three-year period), Increased efficiency of institutional systems (75% increase)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Provost’s Office, HR, IT</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 5.1.2</th>
<th><strong>Automate institutional processes as appropriate to increase efficiency</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 5.1.2</td>
<td>Automated institutional processes (100% increase by the end of the three-year period), Increased efficiency of institutional systems (75% increase)</td>
</tr>
<tr>
<td>Primaries</td>
<td>IT, Business and Finance, AVP Facilities</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 5.1.3</th>
<th><strong>Develop and implement processes to continually gauge institutional efficiencies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 5.1.3</td>
<td>Increased efficiency of institutional systems (75% increase)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Business and Finance, AVP Facilities</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Tactic 5.2.1</th>
<th><strong>Align Facilities Master Plan with Strategic Plan, and include measures for assessment and continual improvement in the Plan</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 5.2.1</td>
<td>Facilities Master Plan aligned and implemented</td>
</tr>
<tr>
<td>Primaries</td>
<td>AVP Facilities, Mary Grube</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactic 5.2.2</th>
<th><strong>Reduce Facilities personnel gap</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Metric 5.2.2</td>
<td>Increased staffing in housekeeping and grounds (3)</td>
</tr>
<tr>
<td>Primaries</td>
<td>Chip Jackson, Derek Thornton</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------</td>
</tr>
</tbody>
</table>

**Tactic 5.2.3**  
**Reduce deferred maintenance backlog**

<table>
<thead>
<tr>
<th>Metric 5.2.3</th>
<th>Baseline data needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Chip Jackson, Derek Thornton</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

**Tactic 5.2.4**  
**Implement campus environmental sustainability plan and align with Strategic Plan**

<table>
<thead>
<tr>
<th>Metric 5.2.4</th>
<th>Implemented campus environmental sustainability plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Chip Jackson, Barry Muchnick, Brad Newkirk</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

**Tactic 5.2.5**  
**Reconfigure current spaces as flexible working and learning spaces**

<table>
<thead>
<tr>
<th>Metric 5.2.5</th>
<th>Establish baseline data during year one; One current space reconfigured per fiscal year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Mary Grube</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

**Tactic 5.2.6**  
**Create opportunities for students to develop understanding of and responsibility for environmental stewardship and campus maintenance**

<table>
<thead>
<tr>
<th>Metric 5.2.6</th>
<th>Increased student participation in environmental stewardship and campus maintenance activities (10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>SGA, Sustainability Fellow (Bella Lee), Barry Muchnick</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

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

**Tactic 5.3.1**  
**Develop IT Master plan and align with Strategic Plan**

<table>
<thead>
<tr>
<th>Metric 5.3.1</th>
<th>Developed and implemented IT Master Plan; Increased cloud-computing services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>IT, Chris Burch</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

**Tactic 5.3.2**  
**Upgrade wireless and wired networks**

<table>
<thead>
<tr>
<th>Metric 5.3.2</th>
<th>Enhanced wireless and wired capability (<em>in progress</em>)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>IT, Chris Burch</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>
## Tactic 5.3.3

**Enhance core student information systems**

<table>
<thead>
<tr>
<th>Metric 5.3.3</th>
<th>Establish baseline data during year one</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Provost, Student Affairs, IT</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

## Tactic 5.3.4

**Establish data warehouse**

<table>
<thead>
<tr>
<th>Metric 5.3.4</th>
<th>Adopted ERP and data warehouse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>IT, Chris Burch, IR</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

## Objective #4: Manage risk to enterprise

## Tactic 5.4.1

**Decrease exposure to risks**

<table>
<thead>
<tr>
<th>Metric 5.4.1</th>
<th>Developed and implemented risk management plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>EC, FIA Committee of the Board</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

## Objective #5: Increase entrepreneurialism at all levels

## Tactic 5.5.1

**Develop college-wide infrastructure to reward unit’s cost savings and revenue generation**

<table>
<thead>
<tr>
<th>Metric 5.5.1</th>
<th>Infrastructure developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>EC</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

## Tactic 5.5.2

**Grow the endowments**

<table>
<thead>
<tr>
<th>Metric 5.5.2</th>
<th>Grow the College’s and Foundation’s endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Foundation, Development, Chip Jackson</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

## Tactic 5.5.3

**Increase private contributions**

<table>
<thead>
<tr>
<th>Metric 5.5.3</th>
<th>Increased donations to Foundation (2%/year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primaries</td>
<td>Advancement, Foundation Board, Advancement Committee of the Board</td>
</tr>
<tr>
<td>Committee Members</td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
<tr>
<td><strong>Tactic 5.5.4</strong></td>
<td><strong>Hire Corporate and Foundations officer</strong></td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td><strong>Metric 5.5.4</strong></td>
<td>Corporate and foundations officer hired (<em>completed</em>)</td>
</tr>
<tr>
<td><strong>Primaries</strong></td>
<td>VP Advancement</td>
</tr>
<tr>
<td><strong>Committee Members</strong></td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Tactic 5.5.5</strong></th>
<th><strong>Enhance faculty and staff ability to write and secure grants</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Metric 5.5.5</strong></td>
<td>An annual 3% increase in submissions of grants – and consequent increased revenue – supporting sponsored research and other college-related activities</td>
</tr>
<tr>
<td><strong>Primaries</strong></td>
<td>Sponsored Research, Director of Corporate and Foundation Relations, Provost’s Office</td>
</tr>
<tr>
<td><strong>Committee Members</strong></td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Tactic 5.5.6</strong></th>
<th><strong>Increase revenue from events and conferences</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Metric 5.5.6</strong></td>
<td>Increased revenue from events and conferences (2%/year)</td>
</tr>
<tr>
<td><strong>Primaries</strong></td>
<td>Linda Jones, Kathy Grimes, Marketing, Athletics</td>
</tr>
<tr>
<td><strong>Committee Members</strong></td>
<td>Kevin Emerson, Brad Newkirk</td>
</tr>
</tbody>
</table>