Goal 1: Reduce time to graduation.

1. **Establish a quantified target for each of the next five years.** (done)

2. **Implement the policy recommendations that will have the most immediate impact on reducing the time to degree completion** (immediate):
   a. Semester-by-semester plans to graduation (Fieweger)
   b. Reduce number of units in GE
   c. Revise “prime time” schedule to meet needs of students
   d. Design curriculum scheduling and course and classroom capacity to increase the likelihood that students will be able to take the courses they need when they need them.

3. **Implement advisement recommendations that will have the greatest potential for reducing time to degree completion.**
   a. Review and revise the current academic advisement model. (2003-04)
   b. Develop a program/strategy to support freshmen. (2003-04)
   c. Develop a program to support transfer students. (2004-05)
   d. Implement an automated early warning and intervention/graduation check to track degree progress, identify implications of academic program decisions, and identify and respond to students not making adequate progress to graduation. (2004-06)
   e. Develop (IT) administrative tools to implement advisement recommendations/objectives, for example:
      - Enhance student advisement processes and degree tracking (see 3a and d)
      - Permit the effective scheduling and utilization of classrooms (in progress)
      - Improve the ability of the colleges to provide availability of the classes students need to make satisfactory progress in their academic careers (in progress)
Goal 2: Raise 10% of our State Budget in private funds (or)
Consistently improve the amount of contributed funds the campus raises

1. Successfully conduct a capital campaign for a new Performing Arts Center (2003-04)
   a. Launch silent phase of campaign for the Performing Arts Center ($50m goal)
   b. Provide support for the all-University effort to raise funds for the new Performing Arts Center.
   c. Use the campaign phases as strategic marketing tools to expand our sphere of influence in the community, primarily, the building of strong, solid and real relationships with community leaders, corporations, foundations and individuals positioned to help us achieve our mutual goals.
   d. Disseminate information about the campaign internally.

2. Implement activities and partnerships to increase fund raising/fund development/gifts (2003-04)


4. Increase external grant funding. (Primary responsibility for this is in Academic Affairs) (2003-05)
   a. Review and assess current practices that were designed to identify, promote and assist faculty in obtaining external funding for research and creative activities, educational development (student academic and research supportive), and faculty development (instructional) projects and programs. Set goals.
   b. Create an infrastructure (staff, facilities, equipment) to support faculty in obtaining external funding.

Goal 3: Become a user-friendly campus.

1. Assure transparent and effective business processes. (2003-04)
   a. Provide staff development focused on transparent business processes.
   b. Develop web-based interface for processing and FAQ (pilot in Fall 2003)
   c. Complete the development of an information management system that will provide staff with accurate and timely information about current and new administrative practices (2003-04)
   d. Develop consolidated management information reports that integrate the resources and expenses of every from all fund sources (i.e. general funds, lottery, Foundation, Grants and contracts, etc.). (2004-05)

2. Develop a service orientation in all university offices (division –specific responsibility) (2003-04)
3. Improve the campus environment to meet needs related to:
   a. Social/gathering places (University Corp. strategic plan)
   b. Safety (ongoing)
   c. Identity (ongoing)
   d. Campus signage (ongoing)
   e. Lighting (ongoing)
   f. Availability of up-to-date campus maps at Information Booths

Goal 4: Continue to strengthen the connections between the University and the community, as well as relationships within the campus community.

1. Continue to support programs /efforts that reflect key messages of the University mission.
   a. Inventory, document and disseminate information on institution-driven and student-driven service partnerships based upon the kind of partnership (tutoring vs. health care, etc.) and the population served (by neighborhood, age, gender, etc.).
   b. Disseminate information on service partnerships internally and provide opportunities for faculty and staff to identify ways that service partnerships in their areas reflect the University’s key messages and mission.

2. Improve internal campus communication and collaboration (on-going).
   a. Assess and revise current practices, procedures, and communication strategies.
   b. Establish cross-divisional teams to address university-wide issues and to serve as advisory groups, for example:
      • [University Advancement] continue to collaborate with departments and colleagues regarding campus activities and/or committees.
      • Build interdisciplinary partnerships across campus that are attractive to fund raising sources.
      • Refine the university’s recently begun Issues Management process.
   c. Disseminate information on internal campus communication and collaboration strategies and obtain faculty/staff feedback.

3. Improve external campus communication and partnerships.
   a. Better define and expand the use of the university’s key messages in our communication efforts to achieve greater impact in our community.
   b. Provide opportunity for divisions and units to frame key messages specific to their areas in 2003-04.
   c. Support work of the two university wide committees on events/alumni outreach and communications, to bring together many different perspectives from the campus to better coordinate communications and event planning in a more integrated way.
   d. As befits the mission and costs, encourage community use of campus (“do no harm”).
Goal 5: Be an effective organization known for team collaboration.

1. Establish cross-divisional teams to address University-wide issues.
   a. Use more associate vice presidents and directors to work on Cabinet identified issues.
   b. At division level when work teams are created, include staff from other divisions.
2. Constantly support and reward teaming strategies, including informal comments within your division that model collaboration.
3. Work using the norms of engagement we have already agreed upon
   a. Periodically review the cabinet commitments from a process perspective.
   b. Implement cabinet commitments within divisions. (“Push-down”)