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</table>
| **Goal 1: Provide high quality academic programs in a supportive environment**
| a. Establish and articulate expectations for well-defined student learning outcomes | • Percent of programs with SLOs that are rated in category ‘Established/Refining’ in Evaluation Rubric | DIEP (Director of Institutional Effectiveness and Planning) | Evaluation in fall for 2011-12 reports | 75% | 85% | 95% |
| b. Strengthen educational experience by targeting academic advising | • Development of plan to improve advising | SSC Director (SSC—Student Success Center) | Work to begin fall 2012 | New plan in place | Assess and refine plan | Assess and refine plan | |
| c. Revise general education program | • Completion of revised general education program | VPAA (Vice President of Academic Affairs) | Completed spring 2012/implementation fall 2012 | Assessment plan in place | Assess and refine plan | Assess and refine plan | |
| d. Maintain small class size and personalized instruction | • Student-faculty ratio • Class size distribution | • Registrar • Registrar | • 2011-12: 17/1 • Fall 2011: 10-39: 86% classes | • 15-20/1 • 88% | • 15-20/1 • 90% | • 15-20/1 • 90% | |
| e. Continue to enhance instructional delivery with technology | • Number of classrooms with updated technology • Number of in-house tech trainings and faculty participation • Faculty participation in outside tech trainings | • VP of Enrollment • Director of IT • VPAA | • Fall 2012: 42% • Begin fall 2012 • Begin fall 2012 | • 60% • • | • 65% • • | • 70% • • | |
| **Goal 2: Enhance program quality by on-going, systematic academic assessment**
<p>| a. Assess general education program | • Annual data from assessment of general education program | VPAA | First data spring 2013 | First assessment spring 2013 | Assessment results used to improve program | Assessment results used to improve program | |
| b. Ensure continual quality improvement of programs through annual reports and thorough 5-year program reviews | • Percent of program reports and reviews completed satisfactorily | VPAA | Reports: 30% Reviews: 100% | 75% 100% | 85% 100% | 95% 100% | |
| c. Provide relevant feedback on reports/reviews from VPAA | • Percent of reports/reviews receiving feedback from VPAA | VPAA | Reports: 100% Reviews: 100% | 100% 100% | 100% 100% | 100% 100% | |
| d. Administer NSSE and FSSE on 4-year schedule | Results of the National Survey of Student Engagement benchmark scores: LAC &amp; ACL LAC—Level of Academic Challenge ACL—Active and Collaborative Learning | DIEP | 2005: LAC-Fr-46.0 LAC-Sr-52.2 2005: ACL-Fr-37.8 2005: ACL-Sr-48.7 2009: LAC-Fr-49.9 2009: LAC-Sr-54.6 2009: ACL-Fr-45.3 2009: ACL-Sr-54.4 (Repeat in 2014) | 100% Continual improvement | 100% Continual improvement | |
| e. Administer Senior Exit Survey annually | Results of Senior Exit Survey Level of agreement on Goal 4: Ensure high academic standards in all baccalaureate, graduate, and professional program | DIEP | 2010-2011: 55% agree 2011-2012: 67% agree | 75% | 80% | 85% | |</p>
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</table>
| **Goal 3:** Recruit and retain quality faculty | a. Support professional development of faculty and staff | • Number of professional development activities for faculty on campus  
• Amount of funds available for professional development | • VPAA  
• VPAA | • Begin fall 2012  
$350/$450 | • 9/year  
$500 | • 9/year  
$550 | • 9/year  
$600 |
| | b. Refine faculty recruiting process | • Percentage of full-time faculty  
• Percentage of faculty with terminal degrees | • VPAA  
• VPAA | • 2011-12: 60%  
2011-12: 37% | • 65%  
40% | • 68%  
45% | • 70%  
50% |
| | c. Explore ways to reward excellent faculty | • Creation of committee to explore options | VPAA | Committee formation | Committee ideas implemented | Committee ideas implemented | Committee ideas implemented |
| | d. Explore ways to increase salary and benefit package | • Creation of committee to explore options | CFO/VP of Enrollment | Committee formation | Committee ideas implemented | Committee ideas implemented | Committee ideas implemented |
| | e. Decrease average teaching load for fulltime faculty | • Average teaching load of fulltime faculty | VPAA | 13.5 credit hours | 13 credit hours | 12.5 credit hours | 12 credit hours |
| **Goal 4:** Increase diverse learning opportunities for entire campus community | a. Seek ideas from campus community for furthering lifelong learning experiences | • Creation of survey for campus community for gathering ideas | DIEP | Creation of survey and generation of ideas | Four learning opportunities for campus community | Four learning opportunities for campus community | Four learning opportunities for campus community |
| | b. Conduct faculty workshops on service learning and writing intensive courses | • Number of workshops on service learning and writing intensive courses  
• Number of service learning courses  
• Number of writing intensive courses  
• Results of Senior Exit Survey: Q6 & Q10  
Q6: Focus curricula on developing interdisciplinary analytical and communicative skills, historical and cultural awareness, and critical and creative thinking  
Q10: Promote civic engagement through service to the community, special programming for the common good, continuing education for career development, and facilities for public gatherings | • VPAA  
• VPAA  
• Diep | • Begin fall 2012  
17  
31 | • 30  
37  
40  
65%  
40%  
68%  
45%  
70%  
50%  
Q6: 75% agree  
Q10: 70% agree | • 33  
37  
40  
Q6: 85%  
Q10: 80%  
Q6: 85%  
Q10: 80%  
Q6: 85%  
Q10: 80% | • 33  
37  
40  
Q6: 90%  
Q10: 85% |
| **Goal 5:** Graduate civic-minded students with well-developed critical thinking and communication skills | a. Increase number of students in internships, study abroad | • Percent of students in internships and study abroad and number of service learning courses | VPAA | Internships: 2010-11: 253  
Study Abroad Jan-Dec 2010: 5  
Jan-Dec 2011: 6  
SL: 2012-13: 17 | Internships: 75% of grads  
Study Abroad .5% of student body  
5% of student body  
SL: 33 | Internships: 90% of grads  
Study Abroad .75% of student body  
SL: 40 | Internships: 100% of grads  
Study Abroad 1% of student body  
SL: 50 |
| | b. Conduct faculty workshops on service learning and writing intensive courses | • Number of workshops on service learning and writing intensive courses  
• Number of service learning courses  
• Number of writing intensive courses  
• Results of Senior Exit Survey: Q6 & Q10  
Q6: Focus curricula on developing interdisciplinary analytical and communicative skills, historical and cultural awareness, and critical and creative thinking  
Q10: Promote civic engagement through service to the community, special programming for the common good, continuing education for career development, and facilities for public gatherings | • VPAA  
• VPAA  
• Diep | • Begin fall 2012  
17  
31  
2011:  
Q6: 75% agree  
Q10: 70% agree  
2012:  
Q6: 75% agree  
Q10: 67% agree | • 27  
34  
Q6: 80%  
Q10: 75% | • 30  
37  
Q6: 85%  
Q10: 80%  
Q6: 85%  
Q10: 80%  
Q6: 90%  
Q10: 85% | • 33  
37  
40  
Q6: 90%  
Q10: 85% |
## Missouri Valley College

### Strategic Priority 2: Strategic Enrollment Management

#### Strategic Plan Implementation Matrix

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Strategies</th>
<th>Performance Measures</th>
<th>Person/Office Responsible for data</th>
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</table>
| **Goal 1:** Determine optimal enrollment to serve desired constituents | a. Add new undergraduate and graduate programs that align with college mission, attract students, and meet state and regional needs | • Total enrollment  
• Enrollment in new programs | •Registrar  
•Registrar | •2007: 1428; 2008: 1396; 2009: 1459; 2010: 1477; 2011: 1458  
•2011: MACC: 14 Nursing: 100 Dance: 9 HospTour: 12 Music: 10 Ag-Busc: 10 | •1450  
• MACC: 15 Nursing: 110 Dance: 9 HospTour: 12 Music: 15 Ag-Busc: 20 | •1450  
• MACC: 25 Nursing: 120 Dance: 13 HospTour: 18 Music: 18 Ag-Busc: 30 | •1450  
• MACC: 25 Nursing: 120 Dance: 13 HospTour: 18 Music: 18 Ag-Busc: 30 |
| | | | | ▪ Total enrollment  
▪ Enrollment in new programs | | | |
| | b. Continue to pursue online course and program development to serve students | • Enrollment in new online courses and programs  
• Number of online programs | Associate Academic Dean  
Sum 2013-2012: Enrollment-1044 Courses-88 # Programs: 2 | | | |
| | c. Create vibrant dual-credit program | • Enrollment in dual credit classes | Associate Academic Dean | 316 | 350 | 375 | 400 |
| **Goal 2:** Manage growth for quality student experience and educational environment | a. Focus on and continue to enhance the academic profile | • Total enrollment  
• Acceptance rate (# accepted/# applications)  
• Yield rate (# enrolled/# accepted)  
• Average ACT score  
• Results of the National Survey of Student Engagement benchmark: SCE—Supportive Campus Environment  
• Percentage male/female  
• Number of Academic Awareness students | •Registrar  
•Admissions  
•Admissions  
•Admissions  
•DIEP  
•Registrar  
•Admissions | •2007: 1428; 2008: 1396; 2009: 1459; 2010: 1477; 2011: 1458  
•2009: 19.59  
2010: 19.67  
2011: 19.84  
•2005: SCE-Fr-54.9  
2006: SCE-Sr-57.2  
2009: SCE-Fr-63.6  
2009: SCE-Sr-63.1  
•2010: 10  
2011: 9  
2012: 8 | •1450  
50%  
60%  
20  
•2009: 19.59  
2010: 19.67  
2011: 19.84  
•2005: SCE-Fr-54.9  
2006: SCE-Sr-57.2  
2009: SCE-Fr-63.6  
2009: SCE-Sr-63.1  
•2010: 10  
2011: 9  
2012: 8 | •50%  
•65%  
•21  
•50%  
•65%  
•21  |
| **Goal 3:** Strengthen comprehensive recruitment plan | a. Continue to simplify recruitment information and expand training in this area | • Development of process map | Admissions  
Begin work fall 2012  
Process map completed  
Refinement of process map  
Refinement of process map | | |

**Missouri Valley College**
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</tr>
</thead>
<tbody>
<tr>
<td>Goal 4: Extend and coordinate retention efforts</td>
<td>a. Create Student Success Center</td>
<td>• Number of services offered by and students served through Student Success Center</td>
<td>SSC Director (SSC—Student Success Center)</td>
<td>Begin 2012-2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Implement a comprehensive system of early academic warning and guidance</td>
<td></td>
<td>• Freshman-sophomore retention rate</td>
<td>Registrar</td>
<td>2011: 48%</td>
<td>50%</td>
<td>55%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Overall retention rate</td>
<td>Registrar</td>
<td>2011: 62%</td>
<td>65%</td>
<td>68%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Student graduation rates (4 &amp; 6 year)</td>
<td>Registrar</td>
<td>2010: 4-23.3%</td>
<td>4-23.3%</td>
<td>4-25%</td>
<td>4-27%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Transfer student graduation percentage (% graduating within five years of matriculation)</td>
<td>Registrar</td>
<td>6-32.1%</td>
<td>6-32.1%</td>
<td>6-34%</td>
<td>6-36%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Percent of faculty using Early Alert system</td>
<td>Registrar</td>
<td>2005-2007 entry average ~ 43%</td>
<td>46%</td>
<td>49%</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Percent of student population on academic probation (&lt; 2.0 cumulative GPA)</td>
<td>Registrar</td>
<td>2011: 22%</td>
<td>50%</td>
<td>55%</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Data from: Developmental Writing/Math Programs Honors Program Freshman Orientation Early Alert System Blosser Program Advising Attendance tracking ESL (English as a second language)</td>
<td>SSC Director</td>
<td>Begin 2012-2013</td>
<td>Evaluation of programs for continual improvement</td>
<td>Evaluation of programs for continual improvement</td>
<td>Evaluation of programs for continual improvement</td>
</tr>
<tr>
<td>c. Build programs to retain students</td>
<td></td>
<td>• Data from: Developmental Writing/Math Programs Honors Program Freshman Orientation Early Alert System Blosser Program Advising Attendance tracking ESL (English as a second language)</td>
<td>SSC Director</td>
<td>Begin 2012-2013</td>
<td>Evaluation of programs for continual improvement</td>
<td>Evaluation of programs for continual improvement</td>
<td>Evaluation of programs for continual improvement</td>
</tr>
<tr>
<td>d. Increase scholarships for academic performance</td>
<td></td>
<td>• Development of program for academic scholarships for returning students</td>
<td>CFO/VPAA (CFO—Chief Financial Officer)</td>
<td>Begin development of plan fall 2012</td>
<td>Plan developed</td>
<td>Plan implemented and refined</td>
<td>Plan refined</td>
</tr>
</tbody>
</table>
## Strategic Plan Implementation Matrix

### Strategic Priority 3: Academic and Student Support

<table>
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<th>Target Goal 2017</th>
</tr>
</thead>
</table>
| Goal 1: Continue to improve quality of student academic and residential experience | a. Create Student Success Center | • Freshman-sophomore retention rate  
• Student graduation rates (4 & 6 year)  
• Number of students in Honors program  
• Results of the National Survey of Student Engagement benchmarks: SFI, SCE, & EEE  
  - SFI—Student-Faculty Interaction  
  - SCE—Supportive Campus Environment  
  - EEE—Enriching Educational Experiences | Registrar  
• Registrar  
• Registrar  
• DIEP | 48% (Fall 2010-fall 2011)  
• 2010: 4-23.3%  
• First in fall 2012  
• 2005: SFI-Fr-34.1  
• 2005: SCE-Fr-54.9  
• 2005: SCE-Sr-57.2  
• 2005: EEE-24.0  
• 2005: EEE-40.1  
• 2009: SFI-Fr-41.5  
• 2009: SFI-Sr-60.4  
• 2009: SCE-Fr-63.6  
• 2009: SCE-Sr-63.1  
• 2009: EEE-42.8 | 50%  
• 4-23.3%  
• 6-32.1%  
• (Repeat in 2014)  
• Continual improvement | 53%  
• 4-25%  
• 6-34%  
• Continual improvement | 55%  
• 4-27%  
• 6-36%  
• Continual improvement |
| | b. Explore options for expanding Blosser Program | • Generation of ideas for expansion  
• Number of collaborative programs | Retention Coordinator  
• Dean of Students | Begin work fall 2012  
• Begin 2012-2013 | Implement ideas  
• Evaluate and improve | Evaluate and improve |
| | c. Facilitate collaboration between academic and student affairs staff and offices | • Number of collaborative programs | Dean of Students | 7  
8  
9  
10 |  
| | d. Increase health and safety programs and initiatives | • Number of on-campus disciplinary actions regarding drug and liquor violations  
• Number of prevention programs | Dean of Students  
• Dean of Students | 2008-2010 average: 33  
• 5 |  
• 3%↓ of 3-yr average  
• 6 |  
• 3%↓ of 3-yr average  
• 7 |  
• 3%↓ of 3-yr average  
• 8 |
| | e. Continue to improve residential living spaces | • Total cost of capital improvements | V P of Enrollment | 3.45 million  
5/10-9/12  
3.75 million  
4.35 million  
4.65 million |  
| Goal 2: Continue to increase student engagement in enriching activities | a. Continue to improve the freshman seminar experience | • Student satisfaction survey results  
• Faculty satisfaction survey results | • SSC Director  
• SSC Director | • Begin 2012-2013  
• Begin 2012-2013 | Use results to improve seminar | Use results to improve seminar | Use results to improve seminar |
| | b. Provide information and connect students to learning opportunities | • Service Learning courses  
• Study Abroad participants  
• Internships | • VPAA  
• Study Abroad Coordinator  
• VPAA | • Fall 2012: 17  
• 2010-4; 2011-3; 2012-0  
• 2010-11: 253 | • SL: 33  
• Study Abroad: .5% of student body  
• Internships: 75% of grads | • SL: 40  
• Study Abroad: .75% of student body  
• Internships: 90% of grads | • SL: 50  
• Study Abroad: 1% of student body  
• Internships: 100% of grads |
| | c. Increase recreational activities | • Number of recreational activities presented  
• Number of students involved in activities | • Dean of Students  
• Dean of Students | • 2011-12: 75  
• 2011-12: 21,000 | • 75  
• 21,000 | • 5%↑  
• 5%↑ | • 5%↑  
• 5%↑ |
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Goal 3: Continue to improve campus facilities</td>
<td>a. Build student activity center</td>
<td>• Successful Capital campaign</td>
<td>V P of Institutional Advancement</td>
<td>In process</td>
<td>Start construction</td>
<td>Complete construction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Continue to increase classroom technology</td>
<td>• Number of classrooms updated</td>
<td>V P of Enrollment</td>
<td>Fall 2012: 42%</td>
<td>60%</td>
<td>65%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>c. Maximize the use of current campus facilities for student activities</td>
<td>• Number of activities held on campus</td>
<td>Dean of Students</td>
<td>• 2011-12: 75</td>
<td>75</td>
<td>5%↑</td>
<td>5%↑</td>
</tr>
<tr>
<td>Goal 4: Continue to improve student satisfaction of services</td>
<td>a. Use information from annual Service Program Reports to identify areas for improvement</td>
<td>• Student satisfaction survey results of staff offices</td>
<td>• Department heads (staff supervisors)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Number of offices conducting student satisfaction surveys</td>
<td>• Results from surveys in Financial Aid, Learning Center, Business Office, Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Percent of Service Program Reports completed</td>
<td>• CFO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• CFO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 27%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Provide relevant staff training</td>
<td>• Number of trainings and number of personnel involved</td>
<td>Registrar</td>
<td>Begin fall 2012</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Missouri Valley College

#### Strategic Priority 4: Effective Use of Resources

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<th>Target Goal 2015</th>
<th>Target Goal 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Manage and maximize physical and human resources</td>
<td>a. Develop human resource office</td>
<td>• Creation of human resource office</td>
<td>Cabinet</td>
<td>In process</td>
<td>HR Office created</td>
<td>HR Office- continue to improve</td>
<td>HR Office- continue to improve</td>
</tr>
<tr>
<td>b. Improve new faculty and staff orientation and mentoring</td>
<td></td>
<td>• Creation of pamphlets, resources on website for quick reference</td>
<td>VPAA (faculty) CFO (staff)</td>
<td>Continue work fall 2012</td>
<td>New processes in place for faculty and staff</td>
<td>Continue to improve</td>
<td>Continue to improve</td>
</tr>
<tr>
<td>c. Enhance internal communication</td>
<td></td>
<td>• Development of intranet communication system</td>
<td>Director of IT</td>
<td>Begin work fall 2012</td>
<td>System in place</td>
<td>Continue to improve</td>
<td>Continue to improve</td>
</tr>
<tr>
<td>Goal 2: Provide accessible, affordable, high quality academic programs and services</td>
<td>a. Expand modes of delivery, times, and locations</td>
<td>• Enrollment in online courses and programs</td>
<td>Associate Academic Dean Associate Academic Dean</td>
<td>• Enrollment-1044 (Jun 2011-Sp 2012)</td>
<td>9</td>
<td>5% ↑</td>
<td>5% ↑</td>
</tr>
<tr>
<td>b. Explore ways to keep tuition costs affordable</td>
<td></td>
<td>• Tuition relative to comparison group</td>
<td>VP of Enroll/CFO</td>
<td>• Competitive with conference and state schools</td>
<td>• 30</td>
<td>• Competitive with conference and state schools</td>
<td>• Competitive with conference and state schools</td>
</tr>
<tr>
<td>Goal 3: Increase stewardship of all resources</td>
<td>a. Enhance facilities master plan and an assessment process for campus facilities</td>
<td>• Number of completed items per year</td>
<td>VP of Enroll/CFO CFO</td>
<td>• 90% FY11: $11,1215</td>
<td>90% FY11: $11,215</td>
<td>90% FY11: $11,215</td>
<td>90% FY11: $11,215</td>
</tr>
<tr>
<td>b. Explore conservation and sustainability practices and procedures</td>
<td></td>
<td>• Number of conservation and sustainability practices implemented (plant and grounds) • Number of initiatives on campus to promote awareness and practice of environmentally sound practices</td>
<td>Director of Plant and Grounds Dean of Students</td>
<td>• 2008: 2; 2009: 3; 2010: 4; 2011: 4</td>
<td>• Begin fall 2012</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Goal 4: Expand campus technological infrastructure to meet academic and social needs</td>
<td>a. Create a facilities master plan for technology</td>
<td>• Creation of master plan</td>
<td>Director of IT/ VP of Enroll/ VPAA/ Registrar</td>
<td>Begin fall 2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal 5: Continue long-range financial planning strategy to support institutional priorities</td>
<td>a. Maintain focus on institutional priorities in all financial decisions</td>
<td>• Revenues per full time student • Expenditures per full time student • Book value of endowment</td>
<td>CFO CFO CFO</td>
<td>• FY11: $11,777 FY11: $11,215 FY11: $5,013,301</td>
<td>FY13: $12,293 FY13: $11,415 FY13: $4,865,650</td>
<td>FY15: $13,042 FY15: $12,110 FY15: $5,364,375</td>
<td>FY17: $13,836 FY17: $12,847 FY17: $5,914,225</td>
</tr>
<tr>
<td>b. Increase planned giving</td>
<td></td>
<td>• Number of planned giving activities</td>
<td>VP of Inst. Adv.</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>
### Strategic Plan Implementation Matrix

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Strategies</th>
<th>Performance Measures</th>
<th>Person/Office Responsible for data</th>
<th>Baseline 2012</th>
<th>Target Goal 2013</th>
<th>Target Goal 2015</th>
<th>Target Goal 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1: Improve system for on-going strategic planning</td>
<td>a. Evaluate one- and five-year target goals and performance measures for strategic plan</td>
<td>• Determination of target goals and evaluation of performance measures at designated intervals</td>
<td>President’s Cabinet</td>
<td>Target goals determined fall 2012</td>
<td>Evaluation of measures fall 2013</td>
<td>Evaluation and refinement</td>
<td>Evaluation and refinement</td>
</tr>
<tr>
<td></td>
<td>b. Monitor strategic plan progress, evaluate outcomes, and provide feedback to the campus community</td>
<td>• Ongoing and timely evaluation of strategic plan progress and summaries to campus community</td>
<td>President’s Cabinet</td>
<td>Begin in 2013</td>
<td>Evaluation and summary of plan complete fall 2013</td>
<td>Evaluation and refinement</td>
<td>Evaluation and refinement</td>
</tr>
<tr>
<td></td>
<td>c. Prepare an annual report on strategic plan progress</td>
<td>• Annual reports on strategic plan progress completed in timely fashion</td>
<td>DIEP</td>
<td>Begin in 2013</td>
<td>First annual report complete Fall 2013</td>
<td>Reports complete and timely</td>
<td>Reports complete and timely</td>
</tr>
<tr>
<td>Goal 2: Increase communication and use of assessment information</td>
<td>a. Disseminate a clear, concise summary of strategic plan and progress reports to campus community</td>
<td>• Dissemination of strategic plan and progress reports</td>
<td>DIEP</td>
<td>Dissemination of plan fall 2012</td>
<td>Dissemination of progress report</td>
<td>Annual dissemination of progress report</td>
<td>Annual dissemination of progress report</td>
</tr>
<tr>
<td></td>
<td>b. Provide relevant feedback on service reports from CFO</td>
<td>• Percent of reports receiving feedback from CFO</td>
<td>CFO</td>
<td>Begin in fall 2012</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>c. Increase learning opportunities in assessment and planning for faculty and staff</td>
<td>• Number of and participation in workshops and meetings focused on assessment and planning</td>
<td>• Number of attendees to the State of the Program presentations</td>
<td>• DIEP</td>
<td>• Begin in fall 2012</td>
<td>• 6% attending ↑</td>
<td>• 6% attending ↑</td>
</tr>
<tr>
<td>Goal 3: Bolster planning and assessment efforts at all levels</td>
<td>a. Increase participation of faculty and staff completing program reports and reviews</td>
<td>• Percent of faculty involved in program reports and reviews</td>
<td>• Percent of staff involved in program reports and reviews</td>
<td>• VPAA</td>
<td>• 2011-12: 34 = 39%</td>
<td>• 2011-12: (data available fall 2012)</td>
<td>• 50%</td>
</tr>
<tr>
<td></td>
<td>b. Strengthen organizational and leadership skills of deans/chairs, managers of support services, and governance leaders</td>
<td>• Number of trainings for and participation of dean/chairs, managers of support services, and governance leaders</td>
<td>VPAA (faculty)</td>
<td>Begin in fall 2012</td>
<td>• 2 trainings 90% participation</td>
<td>• 3 95%</td>
<td>• 4 100%</td>
</tr>
</tbody>
</table>

VPAA—Vice President of Academic Affairs  
CFO—Chief Financial Officer  
DIEP—Director of Institutional Effectiveness and Planning  
IT—Informational Technology  
Inst Adv—Institutional Advancement  
SSC—Student Success Center