
Drake University Strategic Plan 2003-2008

Saturday, July 3, 2004

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Goal 1 Ensure the excellence, currency, and appropriateness of the Drake Experience

Objective 1

Implement University-wide policies and procedures to ensure the excellence, currency, and appropriateness to the University's mission of existing and proposed programs

Tasks:

- A Develop clearly-articulated and measurable set of desired student outcomes and learning goals for University as a whole, and by school/college

Primary: Provost **Secondary:** Deans; Faculty

Start Date: 1/1/2004 **Finish Date:** 5/1/2005

Status:

Comments:

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Preliminary drafts: 12/1/2004

Final documents: 5/1/2005

- B Develop and implement long-range plan to address facilities and equipment needs in support of teaching, learning, and research (including faculty and staff offices, etc.)

Primary: Provost **Secondary:** Deans; VP for Business & Finance

Start Date: 2/1/2002 **Finish Date:** 6/1/2006

Status:

Comments:

Source of Funds: u/r/g **Budget:** \$3,000,000.00

Purpose of Funds: Renovate facilities

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
u=University Operating Budget

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Indicators of progress: Initial Analysis and Report: 3/1/2004
Architectural Analysis: 6/1/2004
Carver proposal: 11/1/2004
Gifts sought for rooms: Ongoing

Objective 2

Increase emphasis on interdisciplinary, integrative learning

Tasks:

- A** Assess Drake Curriculum to ensure that it is meeting stated goals; design and implement ongoing assessment mechanism for Drake Curriculum

Primary: Provost **Secondary:** Faculty Senate Assessment Committee; Drake Curriculum Committee

Start Date: 2/1/2002 **Finish Date:**

Status:

Comments: Becomes part of the HLC self-study process

Source of Funds: u **Budget:** \$5,000.00

Purpose of Funds: Data gathering costs

Indicators of progress: Complete assessment design: 5/1/2005
Gather data: 2005-2006
Prepare report: 6/1/2006

- B** Establish Center for Speaking & Writing

Primary: Provost **Secondary:** Deans
Start Date: 2/1/2004 **Finish Date:** 7/15/2005

Status:

Comments:

Source of Funds: u/r/g **Budget:** \$100,000.00

Purpose of Funds: Personnel and operating support

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Indicators of progress: Gift received: 12/31/2004
Director appointed: 5/1/2005

C Establish Center for Collaborative Inquiry

Primary: Provost **Secondary:** Associate Provost for
Interdisciplinary Programs
Start Date: 9/1/2004 **Finish Date:** 5/31/2005
Status:
Comments: May need to reconsider
Source of Funds: u/r/g **Budget:** \$100,000.00
Purpose of Funds: Personnel and operating support
Indicators of progress:

D Establish and enhance faculty development fund

Primary: Provost **Secondary:** None
Start Date: 6/1/2003 **Finish Date:** Ongoing
Status:
Comments:
Source of Funds: u/g **Budget:** \$500,000.00
Purpose of Funds: Travel and program costs
Indicators of progress: Additional gifts: 5/1/2005
Funds dispersed annually

E Create "venture-capital fund" for program innovation

Primary: Provost **Secondary:** VP for Business & Finance;
Deans
Start Date: 6/1/2004 **Finish Date:**
Status:
Comments:

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Objective 3

Further strengthen the learning experience, including increased attention to the connections between classroom and non-classroom learning

Tasks:

A Expand/enhance Learning Communities

Primary:	Provost	Secondary:	Drake Curriculum Director
Start Date:	9/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:	u	Budget:	\$5,000.00
Purpose of Funds:	Conference attendance		
Indicators of progress:	New learning communities established each year		

B Enhance student/faculty research fund

Primary:	Provost	Secondary:	Deans
Start Date:	2/1/2004	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	Gifts received: 5/1/2005 Funds dispersed: 6/1/2005		

C Enhance and support formal mentoring role of faculty; strengthen advising

Primary:	Provost	Secondary:	Deans
Start Date:	6/1/2003	Finish Date:	Ongoing
Status:			

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Comments: Plans will be developed by 6/1/2005

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Formation of advisory group: 9/1/2004
Report from advisory group: 5/1/2005

- D** Expand service learning initiatives (Campus Compact, etc.) and internship opportunities that enhance on-campus learning

Primary: Provost **Secondary:** Deans

Start Date: 3/15/2004 **Finish Date:** 9/1/2006

Status:

Comments: This is related to reorganization of Career Center

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- E** Evaluate the role of athletics (intercollegiate Division I; intramural; wellness programs, etc.) in contributing to the learning experience; make recommendations for strengthening integration of athletics into overall campus

Primary: Provost **Secondary:** Vice Provost; Athletic
Director

Start Date: 9/1/2004 **Finish Date:** Ongoing

Status:

Comments:

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Increased collaboration among athletics and
academic division
Collaborative events each year

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Objective 4

Develop a culture of evidence: information-based, ongoing assessment of key indicators of institutional quality and operations

Tasks:

A Identify target indicators

Primary:	Provost	Secondary:	Associate Provost, Institutional Research; SAC
Start Date:	9/1/2004	Finish Date:	6/1/2005
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:		Draft: 1/1/2005 Final form: 5/1/2005	

B Implement system of ongoing assessment of indicators

Primary:	Provost	Secondary:	Associate Provost, Institutional Research; SAC
Start Date:	9/1/2004	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:		Collection of data: 6/1/2005	

C Design and implement system of formative assessment: feedback on key indicators to decision-makers

Primary:	Provost	Secondary:	Associate Provost,
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Institutional Research; SAC

Start Date: 6/1/2004 **Finish Date:** 9/1/2005

Status:

Comments:

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Draft: 1/1/2005
Final form: 5/1/2005

Objective 5

Improve the quality of student life on the Drake campus

Tasks:

- A Develop comprehensive plan for residence life, including residence hall improvements/renovations

Primary: Provost; VP for Business & Finance **Secondary:** Dean of Students

Start Date: 9/1/2003 **Finish Date:** Ongoing

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Formation of planning group: Summer 2004
Report from planning group: 1/1/2005

- B Schedule implementation of recommendations of First Year Experience Committee

Primary: Provost **Secondary:** Director, FYS

Start Date: 9/1/2003 **Finish Date:** 5/15/2004

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Status: IPO
Comments: Report submitted
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

C Develop plan to increase vitality of campus life

Primary: Provost **Secondary:** Vice Provost; Dean of Students
Start Date: 9/1/2003 **Finish Date:** Ongoing
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Report from staff: 4/1/2004
Plan for 2004-2005: 9/1/2004

D Form a blue-ribbon task force to address issues of alcohol misuse and abuse, and to integrate our institutional efforts into national initiatives such as those led by NIH; the goal is to design and implement a successful, ongoing strategy to reduce alcohol misuse and abuse on campus

Primary: Provost **Secondary:** Dean of Students; President;
Start Date: 9/1/2003 **Finish Date:** 5/15/2005
Status:
Comments: Interim report due January 15, 2004
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Data collected from students: 5/1/2004
Data analysis completed: 9/1/2004

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Next steps identified: 10/1/2004

- E** Explore the feasibility and potential effectiveness of a Faculty Fellows Program for all residence halls, including Greek houses

Primary:	Provost	Secondary:	Dean of Students; Residence Life staff
Start Date:	10/15/2003	Finish Date:	5/15/2005
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Initial discussions: 5/1/2004 Discussions with additional houses: 9/1/2004

- F** Support the increased vitality of the Greek system, and strengthen connections between Greek system and the University

Primary:	Provost	Secondary:	President; Dean of Students
Start Date:		Finish Date:	
Status:			
Comments:	See Greek Life Strategic Plan		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

- G** Develop strategies to encourage greater student engagement in campus activities

Primary:	Provost	Secondary:	Dean of Students
Start Date:	9/1/2004	Finish Date:	6/1/2005
Status:			

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Objective 7

Update Drake University Campus Master Plan

Tasks:

- A** Initiate series of meetings of Board of Trustees Buildings & Grounds Committee with appropriate senior administrators and community members

Primary: VP for Business & Finance **Secondary:** BOT; President

Start Date: 9/1/2003 **Finish Date:** 6/1/2004

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

Goal 2 Improve and sustain the financial health of the University

Objective 1

Increase operating efficiencies and reduce costs

Tasks:

- A** Achieve student/faculty ratio of 15:1

Primary: Provost **Secondary:** Deans

Start Date: 9/1/2003 **Finish Date:** 6/1/2006

Status:

Comments: Currently at approximately 14:1

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Fall 2003 ratio was 14.4:1

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Fall 2004 target is 14.6:1

Fall 2005 target is 15:1

B Develop benchmarks for staff/student ratio by administrative unit

Primary: VP for Business & Finance **Secondary:** Director, Human Resources
Start Date: 12/1/2003 **Finish Date:** 6/1/2004
Status:
Comments: Currently at approximately 14:1
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

C Reduce operating costs at school/college level by \$400,000

Primary: Provost **Secondary:** Deans
Start Date: 5/31/2003 **Finish Date:** 5/31/2005
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: \$200,000 completed
Additional \$200,000: 5/31/2005

D Implement performance management system

Primary: VP for Business & Finance **Secondary:** Director, Human Resources
Start Date: 9/1/2003 **Finish Date:** 5/31/2004
Status:
Comments:

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Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- E Set net revenue targets for auxiliary operations (residence halls, athletics, dining & catering, etc.); ensure that auxiliaries are self-supporting

Primary: VP for Business & Finance **Secondary:** Directors of Auxiliaries

Start Date: 6/1/2003 **Finish Date:** 5/1/2004

Status:

Comments:

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- F Develop a capital budget and plan for future maintenance needs (5-year deferred maintenance plan)

Primary: VP for Business & Finance **Secondary:** Director, Facility Services

Start Date: 1/1/2004 **Finish Date:** 6/1/2004

Status:

Comments: Under revision Fall 2003

Source of Funds: n **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- G Complete Banner DUSIS implementation

Primary: Provost **Secondary:** Banner Implementation
Campus Project Manager;

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Chief Information Officer

Start Date: 8/1/2001 **Finish Date:** 8/1/2004
Status:
Comments: Will extend to 10/1/2004
Source of Funds: u **Budget:** \$674,000.00
Purpose of Funds:
Indicators of progress:

H Conduct work-process analyses to simplify and streamline procedures

Primary: VP for Business & Finance **Secondary:** SAC
Start Date: 9/1/2004 **Finish Date:** 5/1/2005
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

Objective 2

Increase operating revenues

Tasks:

A01 Increase tuition annually (at a rate not to exceed the CPI for education costs)

Primary: VP for Business & Finance **Secondary:** Cabinet; BOT
Start Date: 1/1/2004 **Finish Date:** Ongoing
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:

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Indicators of progress:

A02 Develop EFR enrollment targets and strategies based on demographic information, marketing strategies, cost/benefit analysis, and desired size of campus community

Primary:	VP of Admissions & Financial Aid	Secondary:	Cabinet; SAC; IPRC
Start Date:	9/1/2003	Finish Date:	5/31/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A03 Develop and implement strategies to respond to changing demographics in core geographic areas

Primary:	VP of Admissions & Financial Aid	Secondary:	Associate Directors of Admission; Director, Marketing & Communications
Start Date:	9/1/2003	Finish Date:	5/1/2004
Status:			
Comments:			
Source of Funds:	u	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A04 Explore increased admissions efforts in selected non-core areas

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Primary:	VP of Admissions & Financial Aid	Secondary:	Associate Directors of Admission
Start Date:	9/1/2003	Finish Date:	9/1/2006
Status:			
Comments:			
Source of Funds:	u	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A05 Continue to reduce undergraduate discount rate

Primary:	VP of Admissions & Financial Aid	Secondary:	Cabinet; Deans
Start Date:	6/1/2003	Finish Date:	Ongoing
Status:			
Comments:	Discount rate Fall 2003 reduced to ???		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A06 Explore scholarship partnerships with Iowa communities for selected areas of study (e.g. education)

Primary:	VP of Admissions & Financial Aid	Secondary:	Deans; Provost; President
Start Date:	9/1/2003	Finish Date:	5/1/2006
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00

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Purpose of Funds:

Indicators of progress:

A07 Increase transfer admissions to 200 per year

Primary:	VP of Admissions & Financial Aid	Secondary:	Associate Director for Transfer Admission
Start Date:	9/1/2003	Finish Date:	9/1/2006
Status:			
Comments:	Progress impeded by Pharmacy EFR over-enrollment		
Source of Funds:	u	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A08 Improve freshman to sophomore persistence to 85% and 6-year graduation rate to 70%

Primary:	Provost; Dean of Students	Secondary:	Deans
Start Date:	9/1/2003	Finish Date:	9/1/2006
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

A09 Develop and implement annual study of students who leave to understand reasons students do not persist

Primary:	Provost	Secondary:	Associate Provost, Institutional Research;
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Dean of Students

Start Date: 1/1/2003 **Finish Date:** 5/15/2005
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

A10 Increase non-undergraduate net tuition revenues

a Increase enrollments in selected new and existing graduate programs

Primary: Provost **Secondary:** Deans; Director, Marketing
& Communications
Start Date: 9/1/2003 **Finish Date:** 9/1/2005
Status:
Comments:
Source of Funds: u **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Develop plan: 9/1/2004
 Implement Plan: 1/1/2005

b Develop and implement adult (non-traditional) student recruitment strategy; absorb function of Center for Professional Studies into CBPA and SJMC

Primary: Provost **Secondary:** Dean of CBPA; Dean of
SJMC; Deans
Start Date: 9/1/2003 **Finish Date:** 5/1/2004
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:

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Indicators of progress: Transfer of CSP will be completed: 6/1/2004
Plan for nontraditional recruitment:
12/31/2004

c Identify, develop, and expand distance learning opportunities

Primary:	Provost	Secondary:	Deans; SOE Associate Dean; Chief Information Officer
Start Date:	9/1/2003	Finish Date:	5/1/2004
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Report completed: Spring 2004 Identification of potential partners: 9/1/2004 Business Plan: 9/1/2004

B Develop post-campaign strategies (major gifts, annual fund, etc.)

Primary:	VP of Institutional Advancement; President	Secondary:	BOT IA Committee; Cabinet; Deans
Start Date:	7/1/2003	Finish Date:	1/1/2004
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

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C Set benchmark standards for gifts and cost of fundraising

Primary:	VP of Institutional Advancement	Secondary:	VP for Business & Finance
Start Date:	9/1/2003	Finish Date:	6/1/2004
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

D Increase Annual Fund contribution to operating budget to \$4 million

Primary:	VP of Institutional Advancement	Secondary:	Director, Annual Fund
Start Date:	9/1/2003	Finish Date:	5/1/2006
Status:			
Comments:	New director developing 5-year plan to increase Annual Fund support		
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

E Expand Drake/Des Moines Corporate Partners Scholarship Program

Primary:	President	Secondary:	VP of Admissions & Financial Aid
Start Date:	9/1/2003	Finish Date:	
Status:			
Comments:			

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Source of Funds: u **Budget:** \$200.00
Purpose of Funds: Materials
Indicators of progress:

- F** Increase revenue-producing use of physical plant; explore establishment of "Conference Bureau"

Primary: VP for Business & Finance **Secondary:** Cabinet
Start Date: 6/1/2004 **Finish Date:** 9/1/2004
Status:
Comments: See Tasks g and h
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

- G** Implement Drake University Business Alliance (DUBA)

Primary: Provost **Secondary:** Dean of CBPA; Cabinet; BOT
Start Date: 9/1/2003 **Finish Date:** 5/31/2004
Status: IPD
Comments: First-year target: 10 businesses; \$350,000 revenue; Postponed pending establishment of SMC
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

- H** Explore combined management structure for: DUBA; CPS; "Conference Bureau"; DU/DSM Corporate Partners Scholarship Program; special events

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Primary: President **Secondary:** Dean of SJMC; Dean of
CBPA; SAC
Start Date: 9/1/2003 **Finish Date:** 1/15/2004
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

I Increase grant and contract income

Primary: Provost **Secondary:** Grants Administrator; SAC
Start Date: 9/1/2003 **Finish Date:** 6/1/2005
Status:
Comments: New Grants Administrator hired 8/03
Source of Funds: u **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Develop grant guidelines: 8/1/2004
Develop new incentive program: 9/1/2004
Implement guidelines and incentives:
10/1/2004

J Increase external support of Athletics [Identify target \$\$#]

Primary: President **Secondary:** Athletic Director; Asst.
Director of Athletics for
External Affairs
Start Date: 9/1/2003 **Finish Date:** 6/1/2008
Status:
Comments:
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
u=University Operating Budget

Status Code Key: A=Accomplished (completed) AO=Accomplished (ongoing) IPO=In-progress (on schedule)
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Indicators of progress:

Objective 3

Increase institutional flexibility, responsiveness, and agility; enhance ability to manage change and exploit appropriate opportunities

Tasks:

- A Annually monitor & assess contingency response plan for budgetary shortfall

Primary:	VP for Business & Finance	Secondary:	President; Cabinet
Start Date:	6/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Annual review of plan by Cabinet Annual review of plan by BOT Business & Finance Committee Annual revision of plan if/when necessary and appropriate

- B Identify and build strategic reserve fund [dollar amount?]

Primary:	VP for Business & Finance	Secondary:	President; Cabinet; BOT
Start Date:	10/1/2003	Finish Date:	6/1/2005
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

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C Conduct a community-wide discussion of tenure and its impact on the University

Primary: Provost **Secondary:** Faculty Senate
Start Date: 9/1/2003 **Finish Date:** 1/30/2005
Status:
Comments: This was postponed, alternative appointment discussion
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Study group appointed: 9/1/2004
Recommendations submitted: 12/31/2004
Action on recommendations: 5/1/2005

D Implement "constituent-service" training for Drake employees

Primary: VP for Business & Finance **Secondary:** Director, Human Resources; SAC
Start Date: 9/2/2003 **Finish Date:** Annual
Status:
Comments:
Source of Funds: u **Budget:** \$4,000.00
Purpose of Funds: Consultant Fees
Indicators of progress:

E Identify and implement cultural change strategies

Primary: President **Secondary:** Cabinet; Deans; Director, Marketing & Communications; Director, Human Resources
Start Date: 9/1/2003 **Finish Date:** 6/1/2004
Status:

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Goal 3 Recruit and retain faculty and staff of the highest quality

Objective 1

Ensure fair and competitive compensation

Tasks:

A Target median salaries to top 2 quintiles of peer institutions

Primary:	Provost	Secondary:	Cabinet; Deans; Director, Human Resources
Start Date:	6/1/2003	Finish Date:	6/1/2007
Status:			
Comments:	\$1.6 million added to compensation budget FY04		
Source of Funds:	u	Budget:	\$0.00
Purpose of Funds:	Salary Increases		
Indicators of progress:	All staff to minimums; faculty to 40th percentile: FY04 All staff to market penetration; faculty 40th- 60th percentile: FY05 Faculty to 60th-80th percentile: FY06/FY07 NOTE: Actual individual compensation level based on merit as well as competitiveness and equity factors		

B Ensure faculty workload equity

Primary:	Provost	Secondary:	Assoc. Provost for Institutional Research
Start Date:	6/1/2002	Finish Date:	5/1/2006
Status:			
Comments:	Requires implementation of Banner		
Source of Funds:	n	Budget:	\$0.00

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Purpose of Funds:

Indicators of progress:

First draft of analysis: 5/31/2005

Second year of analysis: 5/31/2006

Develop recommendations: 9/1/2006

C Increase number of endowed professorships

Primary: VP of Institutional Advancement
Secondary: President; Deans

Start Date: 9/1/2003
Finish Date: Ongoing

Status:

Comments: Need to develop fundraising strategy and identify prospects

Source of Funds: n
Budget: \$0.00

Purpose of Funds:

Indicators of progress: Develop case statements by school/college for need: 12/1/2003
Identify prospects: 3/1/2004; ongoing
Implement fundraising strategy: 4/1/2004; ongoing
Creation of professorships/chairs (normally not addition to force) as funded

D Continue implementation and refinement of performance management system, including merit-based pay standards

Primary: VP for Business & Finance
Secondary: Director, Human Resources; SAC

Start Date: 9/2/2003
Finish Date: 6/1/2004

Status:

Comments: Redundant to Goal 2, Objective 1, Task F

Source of Funds: n
Budget: \$-1.00

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Purpose of Funds:
Indicators of progress:

Objective 2

Provide environment conducive to excellence and professional development

Tasks:

A Continue enhancement of faculty and staff orientation programs

Primary:	Provost; Director, Human Resources	Secondary:	Deans; Director, Marketing & Communications
Start Date:	6/1/2003	Finish Date:	5/15/2004
Status:			
Comments:			
Source of Funds:	u	Budget:	\$1,000.00
Purpose of Funds:	Activities, refreshments		
Indicators of progress:	Faculty program implemented: Fall 2003 Revisions: Fall 2004		

B Continue implementation of staff development program

Primary:	VP for Business & Finance	Secondary:	Director, Human Resources; SAC
Start Date:	9/2/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:	u	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

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C Implement faculty development program (funds; leadership; resource center)

Primary: Provost **Secondary:** Deans; Vice Provost
Start Date: **Finish Date:**
Status: IPO
Comments: The University faculty development program has been in effect for three years. The Associate Provost for Interdisciplinary Programs has directed the effort to support activities that cross traditional boundaries. To date, more than \$200,000 has been invested in the activities.
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

D Implement improvements to working environment (classrooms; laboratories; offices; equipment; technology)

Primary: Provost **Secondary:** VP of Institutional Advancement; Deans; VP for Business & Finance
Start Date: 9/2/2003 **Finish Date:** 5/31/2008
Status: IPO
Comments: Inventory under development, Fall 2003
Source of Funds: u/r/g **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Develop inventory of needs: 12/1/2003
Develop cost estimates for each site: 3/1/2004
Begin fundraising: 3/15/2004
Implement as funds secured: ongoing

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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E Design and implement leadership/administrative development program for faculty

Primary: Provost **Secondary:** Deans; Director, Human Resources
Start Date: 2/1/2004 **Finish Date:** 9/1/2005
Status:
Comments: Initial efforts as part of the self-study process
Source of Funds: n **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Develop summer seminars: 3/1/2005
Implement sessions: 5/15/2005

F Increase support for faculty/staff attendance at professional meetings

Primary: Provost **Secondary:** Deans; VP for Business & Finance
Start Date: 9/1/2003 **Finish Date:** 9/1/2005
Status:
Comments:
Source of Funds: o/u/g **Budget:** \$20,000.00
Purpose of Funds:
Indicators of progress: Increase travel budget for faculty: 6/1/2005

G Establish faculty/staff center

Primary: Provost **Secondary:** VP for Business & Finance; President; Director, Facility Services
Start Date: 6/1/2004 **Finish Date:** 9/1/2004
Status:
Comments: Implementation planned for Fall 2004

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Source of Funds:	Budget:	\$0.00
Purpose of Funds: Renovation; moving; equipment		
Indicators of progress:		
	Identify site:	Fall 2003
	Develop architectural plans:	Summer 2004
	Develop relocation plans as necessary:	Summer 2004
	Renovate and prepare site as necessary:	Summer 2004
	Center open:	September 2004

Objective 3

Develop creative, new models for employment

Tasks:

- A Facilitate realistic career path opportunities for faculty that maximize abilities and interests for the good of the University and the individual (such as position-sharing partnerships with local businesses)

Primary:	Provost	Secondary:	Deans
Start Date:	9/2/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	Dependent on seizing opportunities and developing relationships as they arise		

- B Explore creative models for staff employment that maximize staff abilities and interests for the good of the University and the individual (such as flex time, job sharing)

Primary:	VP for Business	Secondary:	Director, Human
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	& Finance		Resources; Cabinet
Start Date:	9/1/2003	Finish Date:	9/1/2005
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

Goal 4 Ensure that Drake students, faculty and staff are able to function effectively as members of diverse local, national and global communities

In the course of our strategic planning discussions, there was strong support voiced for the inclusion of diversity and multicultural issues under Goal I (Excellence), since we are convinced that diversity is essential to the effectiveness of the learning environment and quality of the learning process. However, because of the vital importance of these concerns to the health of the University, we believe that it is important to focus on them operationally as a separate category—recognizing at the same time the many ways in which they are embedded in the University’s fabric. There are ethical, moral, and historical imperatives that create a powerful mandate for this goal—but there are other vitally important considerations:

- American society is increasingly diverse; by the middle of this century, there will be no majority population in the United States. It is critical that we prepare graduates of Drake University with the skills to negotiate difference, with an intolerance of prejudice, and the knowledge and perspectives to value difference and to learn from it. The health of American society in the 21st century is dependent on our collective ability to understand that difference is an opportunity—not a barrier.

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- At its heart, the fundamental purpose of a university is the discovery, exchange, and application of new ideas. In this context, diversity is essential to the learning environment: a diverse campus population—students, faculty, and staff—brings with it a diversity of ideas and perspectives, of new knowledge sets and new ways of looking at the world.
- The events of recent years have emphasized all the more the complexities of America's role in the world community—the ability to function effectively in a global arena is essential to our national security, economic competitiveness, and our ability to participate in collaborative solutions to the challenges (such as famine, epidemics, environmental issues, terrorism) that face us as a global community.
- The economic and social gap between the “haves” and the “have-nots” in the United States—and globally—is widening dramatically. Higher education traditionally has been the most powerful engine of socio-economic mobility. Drake University must be part of the solution, not part of the problem—we must participate in collaborative strategies that improve high school graduation rates and that prepare students for the rigors of higher education, and we must do our best to address the financial needs of all students who are qualified for admission.

All of the following objectives and tasks presume that diversity is broadly defined to encompass all underrepresented groups, including ethnicity, race, nationality, religion, gender, disability, and sexual orientation.

Objective 1

Create procedures, policies, and practices that support a campus environment that is hospitable and welcoming to difference

Tasks:

- A** Review policies related to harassment and equal opportunity; revise existing policies and develop new policies as necessary; implement system of ongoing review of policies

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Primary: VP for Business & Finance **Secondary:** Director, Human Resources; Cabinet; SAC
Start Date: 9/1/2003 **Finish Date:** 5/1/2004
Status:
Comments:
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: To be developed

- B** Create program of professional development seminars for faculty and staff on diversity issues-negotiating cultural difference and respecting difference

Primary: Provost; Director, Human Resources **Secondary:** Deans; Directors
Start Date: 9/1/2003 **Finish Date:** 5/1/2004
Status: A
Comments: This was implemented last year
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Design workshops and seminars
Implement workshops and seminars
Offerings annually

- C** Identify and disseminate resources for faculty on addressing issues of difference in the curriculum

Primary: Provost **Secondary:** Deans; Selected faculty and staff
Start Date: 9/1/2003 **Finish Date:** 5/31/2004
Status:
Comments: Continuing work is needed here

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Comments: The person designated to accomplish this task left the University and has not been replaced on a full-time basis. A reassessment of how this might be accomplished is needed.

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- F** Establish Drake Diversity web page that provides information that will raise awareness of the diverse opportunities on campus and in the community: information about churches, synagogues, mosques, ethnically-based businesses and social outlets on and off campus, disability services and resources, organizations and opportunities for international faculty, staff, and students, and for gay, lesbian, bisexual, and transgender members of the Drake community

Primary: Provost **Secondary:** Coordinator of Student Achievement
Programming; Director, Human Resources; Vice Provost; Associate Provost, Institutional Research

Start Date: 11/1/2003 **Finish Date:** 3/1/2004

Status:

Comments: See comments for E above.

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- G** Develop strategies for the open flow of perspectives and ideas from students, faculty, and staff on evaluation of the environment for diversity

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Primary:	Provost	Secondary:	Associate Provost, Institutional Research; Vice Provost
Start Date:	11/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			To be developed

Objective 2

Increase diversity of students, faculty and staff (at all levels)

Tasks:

- A Establish a five-year plan that increases recruitment and retention of underrepresented groups among Drake students, faculty and staff; (to be realistic and achievable, this plan must be formulated in the context of relevant data on target populations-such as the number of high school graduates by race in next ten years and the number of Ph.D.'s by field awarded to underrepresented groups)

Primary:	Provost; Director, Human Resources	Secondary:	Deans; Vice Provost
Start Date:	11/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Design plan: 2/1/2004 Implement: 3/1/2004 Annual review

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- B** Each school/college dean and each administrative unit shall form a Diversity Committee of his/her unit, the purpose of which is to:
- Develop and propose the unit's diversity plan (as a component of the unit's overall strategic plan)
 - Oversee implementation of that plan
 - Periodically assess and report progress

Primary:	Provost	Secondary:	Deans; Director, Human Resources; Directors
Start Date:	11/1/2003	Finish Date:	2/1/2004
Status:	A		
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Form Diversity Committee: 12/1/2003 Design plan: 2/1/2004 Implement plan: 3/1/2004 Revisit and revise as necessary annually

- C** Rework recruitment procedures for faculty and staff to ensure consistent awareness of and attention to the goal of increasing diversity among Drake employees
- a. Provide department and search committee chairs with appropriate information resources, such as Diversifying the Faculty, for designing and carrying out searches that produce a diverse candidate pool
 - b. Emphasize diversity as a criterion in faculty/staff searches and hiring
 - c. Require that search committees document and assess their efforts in generating a diverse candidate pool

Primary:	Provost; Director, Human	Secondary:	Deans; Vice Provost
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Primary:	Provost	Secondary:	Vice Provost; Director, Human Resources
Start Date:	6/1/2005	Finish Date:	6/1/2006
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Initiate contacts with other institutions: Spring 2004 Pursue agreements: 2004-2005 academic year Recruit and orient faculty and staff for program: Fall 2005 Begin exchanges: Spring 2006

- F** Provide incentives and resources for departments in support of aggressive and innovative recruitment strategies

Primary:	Provost	Secondary:	Deans; Director, Human Resources
Start Date:	9/1/2004	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Establish fund to supplement recruitment efforts: Fall 2004 Consider additional positions: 2005-2006 academic year Add one new position annually beginning 2006-2007

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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G Develop aggressive strategies to create faculty positions for members of underrepresented groups

- a** Develop a program to bring ABDs from underrepresented groups to campus to teach a limited course load while they complete their dissertations (in partnership with relevant professional organizations/foundations)

Primary:	Provost	Secondary:	Deans
Start Date:	9/1/2004	Finish Date:	5/31/2005
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Develop program description and guidelines: 3/1/2005 Establish fund to support program: 5/1/2005 Recruit candidates: 2005-2006 academic year First participant: Fall 2006

- b** Aggressively use adjunct faculty hires to increase presence of underrepresented groups on campus

Primary:	Provost	Secondary:	Deans; Department Chairs
Start Date:	9/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Develop school/college strategies: 9/1/2003 Implement plans: 10/1/2003 Review and revise plans: 7/1/2004 Implement revised plan: 9/1/2004

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- c Create plan to encourage outstanding students from underrepresented groups at Drake to pursue academic careers, with guarantee of employment (3-year) at Drake after completion of graduate work (at ABD or above level)

Primary: Provost **Secondary:** Cabinet; Deans

Start Date: 9/1/2004 **Finish Date:** 6/1/2005

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Develop description and guidelines: 3/1/2004
Establish fund to support program: 5/1/2004
Select first participant: 5/1/2005

- H Develop aggressive strategies to increase hiring of members of underrepresented groups

- a. Utilize connections in the local community (e.g., National Advisory Board on Diversity) to assist in advertising and recruiting for staff positions
- b. Create plan to encourage outstanding minority students at Drake to pursue careers in higher education
- c. Create internships for outstanding minority graduating seniors to work at Drake for one year to explore interest and opportunities in higher education

Primary: VP for Business & Finance **Secondary:** Director, Human Resources; Cabinet

Start Date: 9/1/2004 **Finish Date:** 5/31/2005

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: To be developed

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- I** Create faculty/administrator mentoring program for minority students to encourage interest in and preparation for careers in higher education

Primary:	Provost	Secondary:	Cabinet; Vice Provost; Coordinator of Student Achievement Programming
Start Date:	9/1/2003	Finish Date:	5/31/2005
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Design program: Fall 2004 Implement program: 1/15/2005 Review and revise: 7/1/2005 Implement revised plan: 9/1/2005

- J** In faculty, staff, and student recruitment and orientation materials, include information about churches, synagogues, mosques, ethnically-based businesses and social outlets on and off campus, disability services and resources, organizations and opportunities for international faculty, staff and students, and for gay, lesbian, bisexual, and transgender members of the Drake community

Primary:	Provost; Director, Human Resources	Secondary:	Deans
Start Date:	9/1/2003	Finish Date:	5/31/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Collect materials: Fall 2003

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Develop web site: 4/1/2004

Update materials annually

- K** Appoint admissions staff member with responsibility to plan and coordinate multicultural recruitment efforts

Primary: VP of Admissions & Financial Aid **Secondary:** None

Start Date: 9/1/2003 **Finish Date:** 5/31/2004

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Develop position description: 11/1/2003
Recruit candidates: Spring 2004
Appoint staff member: 5/31/2004

- L** Develop partnerships with school systems and relevant organizations/institutions in the state and surrounding states to:
- a. ensure that Drake is perceived as a comfortable and welcoming environment by prospective students and their families
 - b. increase the persistence of minority students to high school graduation
 - c. increase the preparedness of minority students for post-secondary education
 - d. encourage minority students to aspire to a college education in general, and a Drake education in particular

Primary: Provost **Secondary:** Dean of SOE; VP of Admissions & Financial Aid

Start Date: 9/1/2003 **Finish Date:** 8/30/2006

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Status:

Comments: First partnership with Wallace Elementary: Spring 2004

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Initiate contacts: 2003-2004 academic year
Identify appropriate partners: 2004-2005
Identify budgets and funding sources: 2004-2005
Secure funds and implement programs: 2005-2006

- M Create student exchange programs with other institutions that will enable our students to experience new and different environments, and that will enable students of partner institutions to engage in the Drake University environment

Primary: Provost **Secondary:** Vice Provost; Director, International Program

Start Date: 9/1/2005 **Finish Date:** 9/1/2006

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress: Initiate contacts: 2003-2004 academic year
Pursue negotiations/agreements: 2004-2005
Recruit and prepare participants: 2005-2006
Begin exchanges: Fall 2006

Objective 3

Ensure that issues of difference are appropriately and sufficiently addressed through curricular strategies and other learning environments

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Tasks:

- A** Ask Faculty Senate to consider a requirement that every student have a meaningful and formal engagement with issues of difference in order to graduate (coursework; study abroad in non-English speaking country; co-curricular involvement; community service)

Primary:	President	Secondary:	Provost; Faculty Senate; Drake Curriculum Director
Start Date:	9/1/2003	Finish Date:	5/1/2004
Status:			
Comments:	Note sent, but unsure what the outcome was		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	President and Provost send memorandum to Faculty Senate: 1/1/2004 Faculty Senate refers to Curriculum Committee: 2/1/2004 Action by Curriculum Committee: 4/1/2004 Action by Faculty Senate: 5/1/2004 Implementation: Fall 2005		

- B** Conduct an audit of the University's curriculum to determine the extent to which issues of diversity are adequately addressed throughout the six schools and colleges

Primary:	Provost	Secondary:	Deans; President; Faculty Senate; Drake Curriculum Director
Start Date:	9/1/2003	Finish Date:	5/1/2004
Status:			
Comments:	Several audits took place at the college/school level		
Source of Funds:		Budget:	\$0.00

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Purpose of Funds:

Indicators of progress:

Establishment of college and school diversity committees: 12/1/2003
Reports due: 6/1/2004
Action on recommendations: 2004-2005

- C Encourage and support the development and implementation of new course offerings in the area of ethnic and cultural diversity

Primary: Provost **Secondary:** Deans; Drake Curriculum Director

Start Date: 9/1/2003 **Finish Date:** Ongoing

Status:

Comments: Colleges and schools diversity committees are considering the establishment of courses.

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- D Establish learning community for students interested in activist efforts related to improving campus climate for diversity

Primary: Provost **Secondary:** Vice Provost; Drake Curriculum Director

Start Date: 9/1/2003 **Finish Date:** 8/30/2004

Status:

Comments:

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

Planning group formed: 9/1/2004
Report submitted: 1/2/2005
Recruit faculty and students: Spring 2005

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Implement learning community: Fall 2005

- E** Establish mentoring system for students in the central Iowa area, using alumni and friends as mentors

Primary:	Provost	Secondary:	Vice Provost; Coordinator of Student Achievement Programming
Start Date:	9/1/2003	Finish Date:	9/1/2004
Status:			
Comments:	Due to changes in staff, Status is unknown		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	Complete program design: 9/1/2003 Recruit alumni mentors: 12/1/2003 Implement program: Spring 2004 Evaluate and assess: Summer 2004 Revise as necessary and continue: Fall 2004		

- F** Expand student opportunities for community service with minority populations

Primary:	Provost	Secondary:	Dean of Students; Director, Student Leadership Program
Start Date:	8/1/2003	Finish Date:	Ongoing
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	Initiate contacts: 8/1/2003 Develop inventory of opportunities and circulate to students: 11/1/2003		

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Repeat cycle every semester

G Develop co-curricular programming along the lines of NCCJ's "Honest Conversations"

Primary: Provost **Secondary:** Vice Provost; Dean of Students
Start Date: 8/1/2003 **Finish Date:** 5/1/2004
Status:
Comments: This needs to happen at the college/school level.
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

H Develop and implement system of assessment of student learning and attitudinal change related to diversity

Primary: Provost **Secondary:** Associate Provost, Institutional Research
Start Date: 8/1/2003 **Finish Date:** 5/1/2004
Status:
Comments:
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress: Design instruments: 12/1/2004
Administer survey: Spring 2005
Analyze and communicate results: Summer 2005
Repeat annual cycle

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Objective 4

Create permanent infrastructure to strengthen University focus on Diversity

Tasks:

- A** Create a permanent Diversity Committee, appointed by and reporting to the President (the University Diversity Committee shall comprise representatives of the school/college/unit Diversity Committees), to:
- Implement and report ongoing assessment of campus diversity efforts
 - identify emerging needs
 - coordinate efforts of individual unit Diversity Committees and diversity efforts to maximize effectiveness, minimize duplicative efforts, and assure a comprehensive approach to the issues
 - provide advice and guidance to the President and the administration

Primary:	President	Secondary:	Provost; Director, Human Resources; SAC
Start Date:	9/2/2003	Finish Date:	2/1/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Appoint committee: 12/1/2003 Convene committee: 1/15/2004

- B** Ensure that a senior administrator has responsibility for building campus-wide programs focusing on issues of diversity

Primary:	President	Secondary:	Provost; Director, Human Resources; SAC
Start Date:	9/2/2003	Finish Date:	9/1/2004
Status:			
Comments:			

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E Institute periodic audit of diversity efforts by outside panel

Primary:	President	Secondary:	Provost; Director, Human Resources
Start Date:	9/1/2003	Finish Date:	Ongoing
Status:			
Comments:	Schedule for 3-year intervals		
Source of Funds:	u	Budget:	\$15,000.00
Purpose of Funds:	Consultant fees; travel		
Indicators of progress:	Develop schedule of audits: 9/1/2003 Conduct next diversity audit: Fall 2005		

F Ask that the Board of Trustees consider development of a plan to increase diversity on the Board

Primary:	President	Secondary:	Chair, BOT; Chair, Board Affairs
Start Date:	9/2/2003	Finish Date:	5/31/2004
Status:			
Comments:	Under consideration by Ad Hoc Committee, Fall 2003		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:	Board Affairs Committee discussion: Fall 2003 Board recommendations at January 2004 retreat Implementation of adopted strategies: Spring 2004		

G Ensure that companies with whom Drake has outsourcing or other contractual arrangements commit to employment practices that are consistent with the University's core values, and with the values and aspirations stated in the

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preamble to Goal IV

Primary:	VP for Business & Finance	Secondary:	President
Start Date:	9/1/2003	Finish Date:	5/31/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			Develop document for distribution to vendors and potential vendors outlining University values and policies: Spring 2004 Review document with Board of Trustees and SAC: Spring 2004 Distribute document to vendors: Summer 2004 and ongoing

Objective 5

Increase global dimensions of Drake education

Tasks:

- A Secured endowed funding for Center for Global Citizenship

Primary:	VP of Institutional Advancement	Secondary:	Director, CGC; President
Start Date:	6/1/2004	Finish Date:	5/31/2006
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			\$3 million in restricted endowment for CGC

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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B Expand Drake University Language Acquisition Program (DULAP)

Primary: Provost **Secondary:** Director, DULAP
Start Date: 9/1/2004 **Finish Date:** 9/1/2005
Status:
Comments: Scheduled for next year, first gift obtained 5/5/2004
Source of Funds: g/u **Budget:** \$150,000.00
Purpose of Funds: Additional personnel and equipment
Indicators of progress: Plan completed: 12/31/2004
Gift obtained: 3/31/2005
Personnel recruited: 5/31/2005

C Implement on-campus faculty development seminars on global education

Primary: Provost **Secondary:** Director, CGC; Deans
Start Date: 9/1/2003 **Finish Date:** Ongoing
Status:
Comments: Under development by CGC, several sponsored during 2003-2004
Source of Funds: g **Budget:** \$5,000.00
Purpose of Funds: Compensate guest speakers
Indicators of progress: Number of seminars offered per year

D Support faculty/staff participation in global education conferences, workshops

Primary: Provost **Secondary:** Deans; Director, Human Resources
Start Date: 6/1/2002 **Finish Date:** Ongoing
Status: IPO
Comments: Supported by faculty development and travel funds
Source of Funds: u/g **Budget:** \$12,000.00
Purpose of Funds: Travel and conference costs

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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Indicators of progress: Number of faculty going abroad each year

E Encourage and support faculty/staff participation in overseas learning

Primary: Provost **Secondary:** Deans; Director, Human Resources

Start Date: 6/1/2002 **Finish Date:** Ongoing

Status: IPO

Comments: Supported by faculty development and travel funds

Source of Funds: u/g **Budget:** \$10,000.00

Purpose of Funds: Travel and seminar costs

Indicators of progress: Number of faculty traveling abroad
First faculty went abroad Spring 2004

F Encourage and support faculty/staff participation in international associations, networks

Primary: Provost **Secondary:** Deans; Director, Human Resources; Director, CGC

Start Date: 9/1/2002 **Finish Date:** Ongoing

Status:

Comments: Supported by faculty development and travel funds

Source of Funds: u/g **Budget:** \$10,000.00

Purpose of Funds: Travel and program costs

Indicators of progress: Number of faculty participating per year

Objective 6

Increase Drake's activities in international education

Tasks:

A Expand international institutional partnerships as appropriate to institutional strengths and goals

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Primary:	President	Secondary:	Provost; Director, International Program
Start Date:	9/2/2003	Finish Date:	Ongoing
Status:			
Comments:	French agreements signed Summer 2003; German and China initiatives underway Fall 2004		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:		Signed exchange agreements with partner institutions: Fall 2003 and ongoing Implement collaborative programs: Fall 2003 and ongoing	

B Increase study-abroad opportunities for Drake students

Primary:	President	Secondary:	Provost; Director, International Program; Deans
Start Date:		Finish Date:	
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

C Increase international student and faculty presence at Drake University

Primary:	VP of Admissions & Financial Aid	Secondary:	Provost; President; Director, International Program
Start Date:		Finish Date:	
Status:			

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Objective 1

Develop and implement a strategy to enhance Drake University's visibility and impact in the Des Moines community, in the region, and on a national level

Tasks:

- A** Support faculty and staff in taking leadership roles in the community, regional/national organizations

Primary:	President	Secondary:	Provost; SAC
Start Date:	9/2/2003	Finish Date:	6/1/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

- B** Initiate and support partnerships with local organizations and institutions (e.g., PEP, I Have a Dream, Greater Des Moines Partnership, DSM School System, WDM Schools/IBM Global Village, etc.)

Primary:	President	Secondary:	SAC
Start Date:	9/2/2003	Finish Date:	6/1/2005
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

- C** Create and implement plan for partnerships with the neighborhood for creative community development and revitalization (e.g., retirement communities; expand student housing, commercial development, etc.)

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Primary:	President	Secondary:	Chair, BOT; Cabinet; BOT; IPRC; Building & Grounds Committee
Start Date:	7/1/2003	Finish Date:	5/31/2004
Status:			
Comments:			
Source of Funds:	n	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

D Increase visibility and fan support for Drake athletics

Primary:	President	Secondary:	Athletic Director; Asst. Director of Athletics for External Affairs
Start Date:	9/1/2003	Finish Date:	6/1/2008
Status:			
Comments:			
Source of Funds:	g	Budget:	\$10,000.00
Purpose of Funds:	To enhance marketing effort		
Indicators of progress:			

Objective 2

Develop and implement coordinated plan of support, communication, and coordination for University's external boards (Board of Trustees; Alumni Board; NAB's; President's Circle Board)

Tasks:

None

Primary:	VP of Institutional Advancement	Secondary:	Secretary of the University; President; Executive Asst. to the President; Cabinet
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Start Date: 9/1/2003 **Finish Date:** 6/1/2004
Status:
Comments:
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

Objective 3

Develop and implement an effective marketing program in support of University's admissions and fundraising efforts

Tasks:

- A Redefine mission of Marketing and Communications to place primary focus on proactive marketing and communications priorities

Primary: VP of Institutional Advancement **Secondary:** Director, Marketing & Communications; President; SAC
Start Date: 1/1/2004 **Finish Date:** 6/1/2004
Status:
Comments: Will be revisited by new VP IA and Director, M&C
Source of Funds: **Budget:** \$0.00
Purpose of Funds:
Indicators of progress:

- B Conduct communications audit to assess current efforts and identify opportunities and strategies to maximize effectiveness and impact

Primary: VP of Institutional Advancement **Secondary:** Director, Marketing & Communications; SAC
Start Date: 11/1/2003 **Finish Date:** 2/1/2004

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Status:

Comments: Previous audit to be reviewed by new VP IA and new Director, M&C

Source of Funds: **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

Objective 4

Improve relationships and communications with Drake University's alumni

Tasks:

- A Review and revise (as appropriate) program of written and e-mail communications with alumni

Primary: VP of Institutional Advancement **Secondary:** Director, Alumni & Parent Programs; Director, Annual Fund

Start Date: 9/1/2003 **Finish Date:** 9/1/2004

Status:

Comments:

Source of Funds: o **Budget:** \$0.00

Purpose of Funds:

Indicators of progress:

- B Renovate/expand Kinne Center and create on-campus alumni center

Primary: VP of Institutional Advancement **Secondary:** Cabinet; Director of Facilities

Start Date: 9/1/2003 **Finish Date:** 6/1/2005

Status:

Comments:

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Source of Funds:	Budget:	\$0.00
Purpose of Funds:		
Indicators of progress:	Develop architectural plans: 2/1/2004 Develop reliable cost estimates: 4/1/2004 Develop fundraising strategy: 7/1/2004 Raise necessary funds: 2004-2005 Complete renovation: 6/1/2005	

Objective 5

Develop and implement a campus communications strategy

Tasks:

A Develop schedule of regular town meetings

Primary:	President	Secondary:	Director, Marketing & Communications; Cabinet; Director, Human Resources
Start Date:	9/2/2003	Finish Date:	5/31/2008
Status:			
Comments:			
Source of Funds:	u	Budget:	\$2,000.00
Purpose of Funds:	For presentation and material costs		
Indicators of progress:			

B Develop campus Intranet

Primary:	None	Secondary:	None
Start Date:		Finish Date:	
Status:			
Comments:	See Office of Information Technology Strategic Plan		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			

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Indicators of progress:

- C Develop communications strategy to communicate core values, mission, and culture of the University to key campus constituencies

Primary: VP of Institutional Advancement
Secondary: Director, Marketing & Communications; President; SAC
Start Date: 9/1/2003
Finish Date: 6/1/2004
Status:
Comments:
Source of Funds:
Budget: \$0.00
Purpose of Funds:
Indicators of progress:

- D Prepare update (if necessary) Strategic Vision paper and schedule series of campus forums for feedback and "buy-in"

Primary: President
Secondary: Cabinet; SAC; Director, Marketing & Communications
Start Date: 1/1/2004
Finish Date: 6/1/2004
Status:
Comments:
Source of Funds:
Budget: \$0.00
Purpose of Funds:
Indicators of progress: Prepare draft document: 1/1/2004
Hold series of campus town meetings: Spring 2004
Board of Trustees discussion: April 2004
Complete final document
Develop and implement communications

Source Code Key: b=Borrowing r=Funded Research g=Gifts n=No Cost o=Reallocated Operating Budget
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strategy for document

- E** Develop and implement strategy to effectively communicate Strategic Plan 2003-2008 goals and objectives to on- and off-campus constituents

Primary:	VP of Institutional Advancement	Secondary:	Director, Marketing & Communications; SAC
Start Date:	1/1/2004	Finish Date:	6/1/2004
Status:			
Comments:			
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

Objective 6

Design and begin implementation of campus signage and directory system

Tasks:

None

Primary:	VP for Business & Finance	Secondary:	BOT Buildings & Grounds Committee
Start Date:	9/1/2003	Finish Date:	6/1/2005
Status:			
Comments:	Cost will be dependent on system design		
Source of Funds:		Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

Objective 7

Develop and implement plan to commemorate Drake University's 125th anniversary in 2006

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Tasks:

None

Primary:	VP of Institutional Advancement	Secondary:	Cabinet; SAC
Start Date:	9/1/2003	Finish Date:	1/1/2006
Status:			
Comments:			
Source of Funds:	o	Budget:	\$0.00
Purpose of Funds:			
Indicators of progress:			

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