

Drake University Strategic Plan

2003-2008

December 8, 2003

Mission

Drake's mission is to provide an exceptional learning environment that prepares students for meaningful personal lives, professional accomplishments, and responsible global citizenship. The Drake experience is distinguished by collaborative learning among students, faculty, and staff, and by the integration of the liberal arts and sciences with professional preparation.

Vision

Drake University will enhance its position as a premier comprehensive university in the Midwest and as a national leader in higher education for learning, faculty roles, and public service.

I. Introduction

Drake University's *Strategic Plan 2003-2008* is the second iteration – an update – of the University's ongoing planning initiative begun with *Strategic Plan 2001-2006*. By design, this next stage both overlaps with and extends the plan already in place, reflecting three of the fundamental principles of the initiative:

- The *Strategic Plan* is a *dynamic process*, not a static document. We continually measure and report our progress and periodically assess the continuing validity of the assumptions on which the plan is based. When indicated by changing circumstances, appropriate alterations are made to objectives and tasks in the *Plan*.
- As a *process*, the *Strategic Plan* has no finite end. It is, in essence, an operating behavior on all levels of the institution, informed by clearly-stated goals, objectives, and tasks. In this context, it is vital that our decision-making is informed by long-term, strategic goals. Thus it is essential that we always have 4-5 years of plan out in front of us.
- We recognize that Drake must identify and anticipate the challenges – both internal and external – that face us, and we must be able to manage those challenges in a manner that maximizes opportunities for the University to move forward toward its goals, and minimizes the potential for negative impact on the University.
- Thus, the overarching purpose of the *Strategic Plan* is to simultaneously move

Drake toward the realization of our vision for the University's future, and to position the University, structurally, culturally, and behaviorally to have the flexibility, resilience, and responsiveness to manage change in a dynamic environment.

One further distinctive feature should be noted: since the completion of *Strategic Plan 2001-2006*, the six schools and colleges, Cowles Library, the Office of Information Technology, the Department of Athletics, and other administrative units have completed strategic plans that "plug into" the University's strategic plan. Rather than risk the excessive length and complexity that incorporation of those plans into this document would entail, references to those plans are provided where relevant and useful. All of the existing plan documents are available on the Drake University website at: [reference]

II. Progress to Date

The Drake University community should take great pride in all that has been accomplished in the first two years of the planning process. Our considerable progress is a direct consequence of the commitment, energy, and hard work by literally hundreds of members of all of the University's on- and off-campus constituencies, from faculty, staff, and students to the Board of Trustees, advisory boards and alumni. The following is an inventory of the tasks from *Strategic Plan 2001-2006* that have been accomplished:

Goal 1: Ensure the excellence, currency, and appropriateness of academic programs

Completed Tasks (those with an asterisk have been initiated but are still under development):

- Implement system of annual data reporting on key indicators (based on evaluation approach designed for Program Review)*
- Implement systematic external peer review of programs
- Establish University-wide Curriculum Committee
- Assess Drake Curriculum to ensure that it is meeting stated goals; design and implement ongoing assessment mechanism for Drake Curriculum*
- Establish interdisciplinary centers specified in Program Review (Center for Global Citizenship and the Center for Digital Technology and Learning have been established)*
- Establish selected new interdisciplinary programs* [identify which new programs are on line]
- Establish faculty development fund*
- Expand/enhance Learning Communities*

- Enhance student/faculty research fund*
- Restructure academic support programs*
- Implement Drake University Language Acquisition Program (DULAP)
- Implement student leadership development program*
- Expand service learning initiatives (Campus Compact, etc.) and internship opportunities that enhance on-campus learning*
- 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 community*
- Appoint chief information officer
- Develop strategic plan for educational technology and distance learning
- Develop and implement strategic plan to address needs for information access in teaching/learning/research (including the role of the University Library)
- Establish Center for E-Learning (note: now called Center for Digital Technology and Learning) to provide leadership and direction for technology-based teaching/learning

Goal 2: Improve and sustain the financial strength of the University

Completed Tasks (those with an asterisk have been initiated but are still under development):

- Achieve financially viable student/faculty ratio (target: 15:1)* (improved to 13.8% in 2003-2004)
- Implement zero-based budget system
- Reduce operating costs at school/college level by \$400,000*
- Reduce overload pay*
- Develop and implement payroll classification system
- Develop and implement performance management system
- Explore incentive/merit-based pay system
- Implement new Campus Information System (DUIT)* (now called DUSIS-Drake University Student Information System; 2/3 of implementation completed by summer 2003)
- Conduct ongoing financial ratio analysis and key indicator comparisons with appropriate peer groups
- Develop and implement employee incentive plan for cost savings
- Exploit opportunities for Des Moines Area Higher Education Buying Cooperative
- Increase net tuition revenues consistent with the CPI for education costs
 - Increase tuition annually (at a rate not to exceed the CPI for education costs)

- Stabilize EFR (entering freshmen) at current level +31 (total of approx. 800) – Note: fall 2003 EFR at 814

Activities:

- Continue Noel/Levitz partnership
- Identify, strengthen, and publicize truly distinctive aspects of Drake education*
- Establish enrollment task force
- Reduce undergraduate discount rate (EFR rate at: in Fall 2003, down by %)

- Improve freshman to sophomore persistence to 85% and 6-year graduation rate to 70%* (2003 rates are:)

Activities:

- Convert/renovate first floor of Olmsted as student center
- Develop comprehensive plan for residence life, including residence hall improvements/renovations*
- Conduct assessment of first-year experience
- Conduct Board-directed study of Greek system (Student Life Committee)
- Connect students to service opportunities in the community*

- Increase non-undergraduate net tuition revenues

Activities:

- Develop net revenue-sharing incentive plan for faculty/staff, departments, and colleges for program development
- Identify, develop, and expand distance learning opportunities (task force established Summer 2003)*
- Successfully conclude Campaign Drake
- Review investment strategies
- Develop post-campaign strategies (major gifts, annual fund, etc.)*
- Increase Annual Fund contribution to operating budget (plan in place to increase Annual Fund to \$4 million by 2005-2006)*
- Create contingency response plan for budgetary shortfall
- Flatten administrative decision-making structures
- Simplify and streamline faculty (academic) decision-making structures in key areas*
- Implement “customer-service” training for Drake employees* (constituent service program begun Fall 2003)
- Develop a strategic plan for administrative technology* (under review)
- Restructure IT support to maximize responsiveness and efficiency*
- Establish IT Advisory Council

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

Completed Tasks (those with an asterisk have been initiated but are still under development):

- Target salaries to top quintile of peer institutions* (revised targets: appropriate market penetration for staff; 60-80th percentile for faculty, with merit taken into account; \$1.6 million added to compensation budget for FY04 as first step)
- Develop and implement payroll classification system
- Develop and implement performance management system
- Investigate and design incentive/merit-based pay system
- Enhance faculty and staff orientation programs*
- Implement staff development program (fund; leadership; resource center)*
- Implement faculty development program (funds; leadership; resource center)*
- Create short- and long-term international opportunities for faculty and staff*
- Enhance faculty/staff recognition programs*

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

Completed Tasks (those with an asterisk have been initiated but are still under development):

- Consciously rework recruitment procedures for faculty and staff to ensure consistent awareness of and attention to the goal of increasing representational diversity among Drake employees.*
- Institute periodic audit of diversity efforts by outside panel*
- Ask that the Board of Trustees consider development of a plan to increase diversity on the Board*
- Establish Center for Global Inquiry (now called Center for Global Citizenship)
- Implement Drake University Language Acquisition Program (DULAP)
- Support faculty/staff participation in global education conferences, workshops*
- Encourage and support faculty/staff participation in overseas learning opportunities*
- Expand international institutional partnerships as appropriate to institutional strengths and goals* (agreements signed with institutions in China, France, and Germany)
- Increase study-abroad opportunities for Drake students*
- Encourage faculty/staff participation in overseas study/research opportunities (Fulbright, etc.)*

GOAL 5: Improve relationships and communications with University's constituencies (students; faculty; staff; boards; alumni; prospective students & their parents; friends; community; state; nation)

Completed Tasks (those with an asterisk have been initiated but are still in progress):

- Initiate and support partnerships with local organizations & institutions (e.g., PEP, I Have a Dream, DSM School System, WDM Schools/IBM Global Village, etc.)*
- Create and implement plan for partnerships with the neighborhood for creative community development and revitalization (e.g., retirement communities; expanded student housing; commercial development, etc.)*
- Increase visibility and fan support for Drake athletics*
- Develop schedule of regular town meetings*
- Redefine mission of Marketing and Communications to place primary focus on proactive marketing and communications priorities*
- Develop baseline perceptual measures of Drake through market research among key internal and external audiences to provide market-based foundation for maximizing the impact of marketing and communications efforts.*

III. Drake University's Future

The entire planning process, from its inception, has been informed by the University's *Strategic Vision Document* (January 2000). The fundamental purpose of that document was to provide a view of our aspirations for Drake University in the year 2010. It has served, in a sense, as the "constitution" for the change and planning initiatives at Drake, enabling us to measure our plans against a coherent sense of direction and goals. As indicated later in this document (under Goal V), after almost four years it is time to step back and assess the legitimacy and appropriateness of that vision, given the rapidly changing internal and external environments in which the University operates. It is, of course, likely that we will reaffirm most – if not all – of that document, but the process of review and rethinking is itself essential to the ongoing vitality of our efforts.

At the same time, in the many discussions revolving around strategic planning that have taken place in the past year, it is evident that we have a shared inventory of concrete expectations for the University's future – a picture of what Drake can and should be as we fulfill the promises that we have made to our students and their parents, to our alumni, and ultimately to ourselves. That picture, while perhaps not

sufficiently focused in many of these discussions, ultimately has had a profound influence on the nature of our priorities, decision-making, and operational behavior.

The complete inventory of our collective picture for Drake's future – the details of "Drake's portrait" in the year 2010, is probably quite long, but the following comprise the core characteristics of the University seven years from now that inform the ongoing planning process:

- Excellence is the defining characteristic of the Drake experience for learners at all levels; the University is nationally recognized for overall educational quality, and for specific centers of excellence
- Drake University plays a leadership role on the national level in the systematic and meaningful integration of liberal arts and sciences education with professional preparation, and in the meaningful integration of the academic program with student life and experiential learning
- Education at Drake University is characterized by a strong emphasis on interdisciplinary and international learning that prepares students to function effectively in an increasingly complex global environment
- Drake University has a constellation of international university partnerships that creates a broad range of learning and research opportunities for students, faculty, and staff
- The University complements its historical emphasis on undergraduate education with nationally-recognized graduate programs focused on key distinctive strengths of the University and that respond to the needs of the region and the nation
- The University addresses the learning and professional development needs of the region's adult population through a variety of innovative models, including the Drake University Business Alliance, and a robust web-based distance learning program
- The demographics of Drake's students, faculty, and staff reflect the rich diversity of the American population, and the Drake educational process prepares students to function effectively in an environment characterized by difference
- Drake's institutional culture, campus community, compensation structure, working conditions, and physical plant enable the University to recruit and retain the very best faculty and staff
- The University's budget is characterized by integrity, based on conservative assumptions about projected revenue and expense and on long-term planning; the University's resource allocation is consistent with strategic priorities
- The University strives to minimize dependence on tuition for operating revenue (thus keeping costs to students and their parents at the lowest possible level) and to maximize revenues from other appropriate sources (endowment income, gifts, income from non-degree programs, grants & contracts)
- Decision-making at all levels is driven by institutional goals (as identified in the *Strategic Plan*) and by our shared values as a community

- The operating behavior of the University is characterized by transparency and effective communications, and grounded in a culture of assessment
- Drake University plays a vital role in Central Iowa as a resource for educational, cultural, and recreational programming, as a partner in economic and neighborhood development, and as the place where Central Iowa comes together to talk about the important issues of the day
- Drake University serves as a national model in NCAA Division I for the academic achievement of its athletes and the integrity and excellence of its athletic programs
- A renovated and reconfigured Drake Stadium positions Des Moines as a national track and field center – home, annually, to the Drake Relays and to regional, national, and international track and field events
- Drake’s physical plant supports education and the quality of student life at the highest level; a variety of residential options reinforce the learning community model; the overall appearance of the campus reflects the institution’s emphasis on excellence
- The University and the community collaborate in the ongoing commercial and residential revitalization of the Drake neighborhood

IV. The Challenges Ahead

As noted earlier, it is essential that the *Strategic Plan* position the University to manage – and to exploit – the challenges ahead. *Strategic Plan 2001-2006* identified the following as the core set of challenges facing Drake University:

- Budget
- Student demographics
- Increasing competition
- Diversity
- Campus environment/quality of student life
- Technology
- Local environment
- The philanthropic environment

While we have made great headway in many of these areas, as noted in Section II above, in a broad sense this set of challenges still defines the environment in which Drake University operates, and which we must continue to confront in as creative a manner as possible. Thus, much of *Strategic Plan 2003-2006* continues to focus on these issues.

At the same time, our successes in completing many of the tasks identified in *Strategic Plan 2001-2006*, as well as changes in circumstances (both internal and external), have led us, in many ways, to more nuanced definitions of the many issues that must play a role in our deliberations, and that ultimately have to be managed as we go forward.

These challenges, defined in our planning retreat in May, 2003, and in subsequent discussions by the Senior Advisory Council, include:

- Continue to increase the intellectual vitality of the campus and the integration of student life with learning (addressed in Goal I)
- Develop and implement a robust assessment infrastructure (addressed in Goal I)
- Address the challenges imposed by accreditation standards: North Central Association and the many professional accrediting bodies; the NCA accreditation process in 2008 (addressed in Goal I)
- Develop a concrete plan regarding enrollment capacity, ideal size, growth in selected areas, and recruitment strategies (addressed in Goals I and II)
- Manage resources and expenses effectively (addressed in Goal II)
- Increase philanthropic support – annual fund, endowment, capital projects (addressed in Goal II)
- Manage financial aid resources and policies (addressed in Goal II)
- Continue to improve physical plant/ address deferred maintenance (addressed in Goal II)
- Continue to make progress on the University's compensation goals (addressed in Goal III)
- Make continuous progress toward our diversity goals (addressed in Goal IV)
- Manage expectations and develop effective campus communications (addressed in Goal V)

In addition, there are two challenges – meta-issues – that relate to the plan itself, and that we must manage successfully if the overall process is to yield the results that we desire:

- Ensure that our plan and our vision become a reality
- Develop a culture of strategic behavior

It bears repeating here that our success in meeting the goals of *Strategic Plan 2003-2008*, and – ultimately – our success as an institution is intimately tied to a *culture of assessment*. It is vital that we assess, on an ongoing basis, the validity of the assumptions on which the Plan is based, and make adjustments when appropriate and necessary. Equally vital is that we periodically assess and report our progress toward our Plan goals. Finally, it is critically important that we regularly assess the quality and appropriateness of everything that we do at Drake, and use the information derived from that assessment as a basis for continual improvement.

In the following pages, *Drake University Strategic Plan 2003-2008* describes a comprehensive set of objectives and tasks designed to realize the University's vision for the future, meet the goals that we have set for ourselves, and manage in a productive manner the challenges that we face.

*Drake University Strategic Plan
2003-2008
Responsibilities and Progress*

Goal I: 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; IPRC
Start Date: 1/1/2004 Finish Date: 12/1/04
Comments:
Source of Funds: n Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- b** Implement systematic external peer review of programs

Primary: Provost Secondary: Deans
Start Date: 2/1/2002 Finish Date: 6/1/2003
Comments:
Source of Funds: u Budget: \$25,000
Purpose of Funds: consultant/reviewer costs
Indicators of Progress (with dates):

- c** 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; Vice President for B&F
Start Date: 2/1/2002 Finish Date: 6/1/2006
Comments: Actual funds needed unknown pending completion of space utilization study

Source of Funds: u/r/g Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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 and
Drake Curriculum Committees
Start Date: 2/1/2002 Finish Date:
Comments: Dependent on NCA revisions
Source of Funds: u Budget: \$5,000
Purpose of Funds: Survey costs
Indicators of Progress (with dates):

b Establish Center for Speaking & Writing

Primary: Provost Secondary: Associate Provost for
Interdisciplinary Programs
Start Date: 2/1/2004 Finish Date:5/15/2004
Comments:
Source of Funds: u/r/g Budget: \$100,000
Purpose of Funds: personnel and operating support
Indicators of Progress (with dates):

c Establish Center for Collaborative Inquiry

Primary: Provost Secondary: Associate Provost for
Interdisciplinary Programs
Start Date: 9/1/2004 Finish Date:5/31/2005
Comments:
Source of Funds: u/r/g Budget: \$100,000
Purpose of Funds: personnel and operating support
Indicators of Progress (with dates):

d Establish and enhance faculty development fund

Primary:Provost Secondary:
Start Date: 6/1/2003 Finish Date:
Comments:

Source of Funds: u Budget: \$500,000
Purpose of Funds: Travel and program costs
Indicators of Progress (with dates):

e Create "venture-capital fund" for program innovation

Primary: Provost Secondary: VP B&F; Deans
Start Date: 6/1/2004 Finish Date:
Comments:
Source of Funds: u/g Budget: \$50,000
Purpose of Funds: release time, travel, program support
Indicators of Progress (with dates):

f Establish faculty development resource center and faculty development committee

Primary: Provost Secondary: Associate Provost for
Interdisciplinary Programs
Start Date: 9/1/2004 Finish Date: 9/1/2005
Comments:
Source of Funds: u/g Budget: \$50,000
Purpose of Funds: salary, operating, program costs
Indicators of Progress (with dates):

g Develop plan to implement recommendations of *Ad hoc* Committee on Integrating Liberal and Professional Education (July 2003) [provide reference]

Primary: Provost Secondary: Associate Provost for
Interdisciplinary Programs
Start Date: 1/1/2004 Finish Date: 9/1/2005
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates)

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
Comments:
Source of Funds: u Budget: \$5,000
Purpose of Funds: conference attendance
Indicators of Progress (with dates):

b Enhance student/faculty research fund

Primary:Provost Secondary: Deans
Start Date: 2/1/2004 Finish Date:
Comments:
Source of Funds: n Budget: [target??]
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary:Provost Secondary: Deans
Start Date:6/1/2003 Finish Date:9/1/2005
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

d Restructure academic support programs

Primary:Provost Secondary: Associate Provost
Start Date: 6/1/2003 Finish Date:9/1/2003
Comments: Office of Student Records & Academic Support established
9/1/03
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary:Provost Secondary: Deans
Start Date: 3/15/2002 Finish Date: 9/1/2003
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

h 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: Associate Provost For Academic Services; Athletic Director
Start Date: 9/1/2004 Finish Date: 5/31/2005
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds: some minimal resources will be needed to develop, administer and analyze assessment instruments
Indicators of Progress (with dates):

Objective 4: Develop a culture of evidence: information-based, ongoing assessment of key indicators of institutional quality and operations

a Identify target indicators

Primary: Dir, Inst. Res. Secondary: SAC
Start Date: 9/1/03 Finish Date: 12/1/03
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

b Implement system of ongoing assessment of indicators

Primary: Dir, Inst. Res. Secondary: SAC
Start Date: 1/1/04 Finish Date: 9/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Dir., Inst. Res. Secondary: SAC
Start Date: 6/1/04 Finish Date: 9/1/05
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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: DOS; VP B&F Secondary:
Start Date: 9/1/2003 Finish Date: 5/1/2004
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- 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
Comments: report submitted
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- d** Develop plan to increase vitality of campus life

Primary: DoS Secondary: Assoc. Provost
Start Date: 9/1/2003 Finish Date: 5/15/2004
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- e** 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: DoS Secondary: President; Provost
Start Date: 9/1/2003 Finish Date: 5/15/2004
Comments: interim report due January 15, 2004
Source of Funds: n Budget: \$0
Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: Provost Secondary: DOS; residence life staff
Date: 10/15/20013 Finish Date:
Comments:
Source of Funds: ? Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

g Support the increased vitality of the Greek system, and strengthen connections between Greek system and the University

NOTE: see Greek Life Strategic Plan [provide reference]

h Develop strategies to encourage greater student engagement in campus activities

Primary: DoS Secondary:
Start Date: 9/1/2004 Finish Date: 6/1/2005
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

j Connect students to service opportunities in the community

Primary: Dean of Students Secondary:
Start Date: 6/1/2003 Finish Date: 6/1/2004
Comments: Funding in place; plan to complete FY04
Source of Funds: u Budget: \$12,500
Purpose of Funds: To fund half-time professional staff person
Indicators of Progress (with dates):

Objective 5: Provide technological leadership, support, and infrastructure necessary for the highest levels of teaching and learning

NOTE: See Office of Information Technology Strategic Plan [provide reference]

Objective 6: Update Drake University Campus Master Plan

Strategy:

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

Primary: VP B&F Secondary: BoT; President

Start Date: 9/1/2003 Finish Date: 6/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

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
Comments: currently at approximately 14:1
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- b Develop benchmarks for staff/student ratio by administrative unit

Primary: VP B&F Secondary: Dir. H.R.
Start Date: 12/1/2003 Finish Date: 6/1/2004
Comments: currently at approximately 14:1
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- 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
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- d Implement performance management system

Primary: Director, HR Secondary: VP, Business and Finance
Start Date: 9/1/2003 Finish Date: 5/31/04
Comments:
Source of Funds: n Budget:
Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: VP, B&F Secondary: Directors of Auxiliaries
Start Date: 6/1/2003 Finish Date: 5/1/2004

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: VP, B&F Secondary: Director, Facility Services
Start Date: 1/1/2004 Finish Date: 6/1/2004

Comments: under revision Fall 2003

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

- g Complete Banner DUSIS implementation

Primary: Susan Ladd Secondary: CIO
Start Date: 8/1/2001 Finish Date: 8/1/2004

Comments: on schedule

Source of Funds: u Budget: \$674,000

Purpose of Funds:

Indicators of Progress (with dates):

- h Conduct work-process analyses to simplify and streamline procedures

Primary: VP, B&F Secondary: Senior Advisory Council
Start Date: 9/1/2004 Finish Date: 5/1/2005

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

Objective 2: Increase operating revenues

Tasks

a1 Increase tuition annually (at a rate not to exceed the CPI for education costs)

Primary: VP, B&F Secondary: Cabinet and Board of Trustees
Start Date: 1/1/2004 Finish Date: ongoing
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

a2 Develop EFR enrollment targets and strategies based on demographic information, marketing strategies, cost/benefit analysis, and desired size of campus community

Primary: VP A&FA Secondary: Cabinet; SAC; IPRC
Start Date: 9/1/2003 Finish Date: 5/31/2004
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

a3 Develop and implement strategies to respond to changing demographics in core geographic areas

Primary: VP A&FA Secondary: Associate Directors of Admission;
Director, Marketing and Communications
Start Date: 9/1/2003 Finish Date: 5/1/2004
Comments:
Source of Funds: u Budget:
Purpose of Funds:
Indicators of Progress (with dates):

a4 Explore increased admissions efforts in selected non-core areas

Primary: VP A&FA Secondary: Associate Directors of Admission
Start Date: 9/1/2003 Finish Date: 9/1/2006
Comments:
Source of Funds u Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

a5 Continue to reduce undergraduate discount rate

Primary: VP A&FA Secondary: Cabinet; Deans
Start Date: 6/1/2003 Finish Date: ongoing

Comments: discount rate Fall 2003 reduced to: [?]

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- a6** Increase on-campus programming for high school students (programs; competitions; courses; sports camps, etc.)

Primary: ??

Secondary:

Start Date: 8/1/2004

Finish Date: 6/1/2005

Comments:

Source of Funds: n

Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

- a7** Explore scholarship partnerships with Iowa communities for selected areas of study (e.g. education)

Primary: VP A&FA

Secondary: Deans; Provost; President

Start Date: 9/1/2003

Finish Date: 5/1/2006

Comments:

Source of Funds: n

Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

- a8** Increase transfer admissions to 200 per year

Primary: VP A&FA

Secondary: Associate Director for Transfer Admission

Start Date: 9/1/2003

Finish Date: 9/1/2006

Comments: progress impeded by Pharmacy EFR over-enrollment

Source of Funds: u

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- a9** Improve freshman to sophomore persistence to 85% [?] and 6-year graduation rate to 70% [?]

Primary: Provost; DOS

Secondary: Deans

Start Date: 9/1/2003

Finish Date: 9/1/2006

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

a10 Develop and implement annual study of students who leave to understand reasons students do not persist

Primary: Associate Provost Secondary: Dean of Students
for Institutional Research

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

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

a11 Increase revenues in addition to full-time undergraduate

i Increase enrollments in selected new & existing graduate programs

Primary: Provost Secondary: Deans; Director, Marketing and
Communications

Start Date: 9/1/2003 Finish Date:

Comments:

Source of Funds: u Budget:

Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: Provost Secondary: Dean CBPA/SJMC; all Deans

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

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

iii Identify, develop, and expand distance learning opportunities

Primary: Provost Secondary: Deans; SOE Associate Dean; CIO

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

Comments:

Source of Funds: n Budget:

Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: VPIA; Pres. Secondary: BOT IA Committee; Cabinet;
Deans
Start Date: 7/1/2003 Finish Date: 1/1/2004
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

c Set benchmark standards for gifts and cost of fundraising

Primary: VP, IA; Secondary: VP B&F
Start Date: 9/1/2003 Finish Date: 11/1/2003
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: VP IA; Secondary: Dir. Annual Fund
Start Date: 9/1/2003 Finish Date: 5/1/2006
Comments: new director developing 5-yr plan to incr. AF support
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

e Expand Drake/Des Moines Corporate Partners Scholarship Program

Primary: ? Secondary: President, VP A&FA
Start Date: 9/1/2003 Finish Date:
Comments: responsibility transferred to President's Office
Source of Funds: u Budget: \$200
Purpose of Funds: materials
Indicators of Progress (with dates):

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

Primary: VP, B&F Secondary: Cabinet
Start Date: 2/1/2004 Finish Date: 9/1/2004
Comments: see g & h below
Source of Funds: n Budget: \$0

Purpose of Funds:
Indicators of Progress (with dates):

g Implement Drake University Business Alliance (DUBA)

Primary: Dean, CBPA Secondary: Cabinet; Board members
Start Date: 9/1/2003 Finish Date: 5/31/2004
Comments: first-year target: 10 businesses; \$350,000 revenue
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

h Explore combined management structure for: DUBA; CPS; "conference bureau;" DU/DSM Corporate Partners Scholarship Program; special events

Primary: President Secondary: Dean, SJMC/CBPA; SAC
Start Date: 9/1/2003 Finish Date: 1/15/2004
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

i Increase net grant and contract income

Primary: Provost Secondary: Grants Administrator; SAC
Start Date: 9/1/2003 Finish Date: 6/1/2004
Comments: new grants administrator hired 8/03
Source of Funds: u Budget:
Purpose of Funds:
Indicators of Progress (with dates):

j Increase external support of Athletics [identify target \$\$ #]

Primary: Dir. Athletics Secondary: Asst. Dir. Athletics for
External Affairs
Start Date: 9/1/2003 Finish Date: 6/1/2008
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

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, B&F Secondary: President; Cabinet
Start Date: 6/1/2003 Finish Date: ongoing
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

- annual review of plan by Cabinet
- annual review of plan by Board Business & Finance Committee
- annual revision of plan if/when necessary and appropriate

b Identify and build strategic reserve fund [dollar amount?]

Primary: VP, B&F Secondary: President; Cabinet; BOT
Start Date: 10/1/2003 Finish Date: 6/1/2005
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Provost; Fac. Sen. Secondary:
Start Date: 9/1/2003 Finish Date: 1/30/2004
Comments:
Source of Funds: Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

h Implement "constituent-service" training for Drake employees

Primary: Director, HR Secondary: SAC
Start Date: 9/2/2003 Finish Date: annual
Comments: first sessions schedule Sept 03
Source of Funds: u Budget: \$4,000
Purpose of Funds: consultant fees
Indicators of Progress (with dates):

i Identify and implement cultural change strategies

Primary: Pres.; Cabinet Secondary: Deans; Directors, M&C and HR
Start Date: 9/1/2003 Finish Date: 6/1/2004
Comments:
Source of Funds: u Budget: \$5,000
Purpose of Funds: Consultant fees
Indicators of Progress (with dates):

j Design and implement administrative sabbatical program

Primary: Pres.; Cabinet Secondary: Dir. HR
Start Date: 9/1/2004 Finish Date: 6/1/2005
Comments:
Source of Funds: u/o Budget:
Purpose of Funds:
Indicators of Progress (with dates):

Objective 4: Implement and support technological infrastructure necessary to achieve operating efficiencies

NOTE: See Office of Information Technology Strategic Plan [reference]

Goal III: 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; Dir. HR
Start Date: 6/1/2003 Finish Date: 6/1/2007
Comments: \$1.6 million added to compensation budget FY04
Source of Funds: u Budget: [plug numbers in here]
Purpose of Funds: salary increases
Indicators of Progress (with dates):

- 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: Deans
Start Date: 6/1/2002 Finish Date: 9/1/2003 ??
Comments: [where are we on the study?]
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

c Increase number of endowed professorships [need concrete target number]

Primary: VP IA Secondary: Pres.; Deans
Start Date: 9/1/03 Finish Date: ongoing
Comments: need to develop fundraising strategy & identify prospects
Source of Funds: n Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- develop case statements by school/college for need: 12/1/03
- identify prospects: 3/1/04; ongoing
- implement fundraising strategy: 4/1/04; 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: Dir. HR Secondary: SAC
Start Date: 9/2/03 Finish Date: 6/1/04
Comments: Redundant to II, 1, f
Source of Funds: n Budget: (\$1)
Purpose of Funds:
Indicators of Progress (with dates):

Objective 2: Provide environment conducive to excellence and professional development

Tasks

a Continue enhancement of faculty and staff orientation programs

Primary: Provost; Dir. HR Secondary: Deans; M&C
Start Date: 6/1/2003 Finish Date: 5/15/2004
Comments:
Source of Funds: u Budget: \$1,000
Purpose of Funds: Activities, refreshments
Indicators of Progress (with dates):

b Continue implementation of staff development program

Primary: Dir., HR Secondary: SAC
Start Date: 9/2/2003 Finish Date: ongoing
Comments:
Source of Funds: u Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Provost Secondary: Assoc. Provost; Deans
Start Date: ? Finish Date:
Comments: Redundant to [check reference]
Source of Funds: Budget: ?
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Provost; VP IA Secondary: Deans; VP B&F

Start Date: 9/2/03 Finish Date: 5/31/08

Comments: inventory under development, Fall 2003

Source of Funds: u/r/g Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- develop inventory of needs: 12/1/03
- develop cost estimates for each site: 3/1/04
- begin fundraising: 3/15/04
- implement as funds secured: ongoing

e Design and implement leadership/administrative development program for faculty and staff

Primary:Provost; Deans Secondary: Dir. HR

Start Date: 2/1/2004 Finish Date:9/1/2005

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

f Increase support for faculty/staff attendance at professional meetings

Primary:Provost; Deans Secondary: VP B&F

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

Comments:

Source of Funds: o/u/g Budget: \$20,000

Purpose of Funds:

Indicators of Progress (with dates):

g Establish faculty/staff center

Primary:Provost; VP B&F Secondary: Pres.; Facilities Director

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

Comments: Implementation planned for Fall 2004

Source of Funds: ? Budget: ?

Purpose of Funds: renovation; moving; equipment

Indicators of Progress (with dates):

- identify site: fall 2003
- develop architectural plans: spring 2004
- develop relocation plans as necessary: spring 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: 9/1/2004
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- 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:Director, HR Secondary: VP B&F; Cabinet
Start Date: 9/1/2003 Finish Date: 9/1/2005
Comments:
Source of Funds: n Budget: \$0
Purpose of Funds:
Indicators of Progress (with dates):

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

Preamble: 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.
- 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.

Note: 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

Primary: Director, HR Secondary: Cabinet; SAC
Start Date: 9/1/03 Finish Date: 5/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):
 • 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, Dir HR Secondary: Deans & Directors
Start Date: 9/1/03 Finish Date: 5/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):
 • 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; other selected fac & staff
Start Date: 9/1/03 Finish Date: 5/31/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- Deans designate faculty coordinators: 9/1/03
- faculty coordinators collect information: 12/1/03
- information distributed every semester, starting 1/03

d Develop and implement mentor/mentee programs for minority faculty and staff

Primary: Provost Secondary: Vice Provost; Dir, Drake Curriculum
Start Date: 10/1/03 Finish Date: 4/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- Planning group formed: 9/1/03
- Report submitted: 12/1/03
- Program in place: 5/1/04

e Establish web site that provides resources for addressing prejudice and discrimination

Primary: Coordinator of Student Achievement Programming
Secondary: Dir. HR; Vice Provost; Assoc. Provost for Inst. Research
Start Date: 9/1/03 Finish Date: 3/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- Create initial web site: 12/1/03
- review by faculty & staff: 1/15/04
- final version posted: 3/1/04
- annual review and revision

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: Coordinator, Student Achievement Programming
Secondary: Dir. HR; Vice Provost; Assoc. Provost for Inst. Research
Start Date: 11/1/03 Finish Date: 3/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- create initial web site: 11/1/03
- review by faculty & staff: 12/15/03
- final version posted: 2/1/04
- annual review and revision

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

Primary: Assoc Provost for Institutional Research

Secondary: Vice Provost

Start Date: 11/1/03 Finish Date: 3/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- to be developed

Objective 2: Increase diversity of students, faculty and staff (at all levels)

Tasks:

Faculty/Staff

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; Dir HR Secondary: Deans; Vice Provost

Start Date: 11/1/03 Finish Date: 4/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- design plan: 2/1/04
- implement: 3/1/04
- annual review

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: Deans; Directors Secondary: Dir. HR
Start Date: 11/1/03 Finish Date: 2/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- form Diversity Committee: 12/1/03
- design plan: 2/1/04
- implement plan: 3/1/04
- revisit as 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

- 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
- Emphasize diversity as a criterion in faculty/staff searches and hiring
- Require that search committees document and assess their efforts in generating a diverse candidate pool

Primary: Provost; Dir HR Secondary: Deans; Vice Provost
Start Date: 8/25/03 Finish Date: 1/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- redesign of procedures: 8/25/03
- disseminate procedures: 9/1/03
- oversee practice consistent with procedures: annual

d Create senior visiting professorships to bring accomplished faculty from underrepresented groups to campus

Primary: Provost

Secondary: Deans

Start Date: 6/1/2005 Finish Date: 5/31/2007

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- design program: fall 2005
- solicit applications: spring 2006
- selection of scholars: spring 2006
- arrange housing, etc: summer 2006
- first scholar arrives: fall 2006

- e Create faculty/staff exchange programs with other institutions that will enable our faculty and staff to experience new and different environments, and that will enable faculty and staff of partner institutions to engage in the Drake University environment

Primary: Provost Secondary: Vice Provost; Dir. HR

Start Date: 6/1/2005 Finish Date: 6/1/2006

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- initiate contacts with other institutions: spring 2004
- pursue agreements: 2004-2005 academic year
- recruit and orient faculty & 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; Dir. HR

Start Date: 9/1/2004 Finish Date: ongoing

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- establish fund to supplement recruitment efforts: fall 2004
- consider additional positions: 2005-2006 academic year
- add one new position annually beginning 2006-2007
- establish fund to supplement recruitment efforts: fall 2004
- consider additional positions: 2005-2006 academic year
- add one new position annually beginning 2006-2007

g Develop aggressive strategies to create faculty positions for members of underrepresented groups:

i 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

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- develop program description & guidelines: 3/1/2005
- establish fund to support program: 5/1/2005
- recruit candidates: 2005-2006 academic year
- first participant: fall 2006

ii Aggressively use adjunct faculty hires to increase presence of underrepresented groups on campus

Primary: Deans Secondary: Department Chairs
Start Date: 9/1/2003 Finish Date: ongoing

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- develop school/college strategies: 9/1/2003
- implement plans: 10/1/2003
- review & revise plans: 7/1/2004
- implement revised plan: 9/1/2004

iii 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

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

resources, organizations and opportunities for international faculty, staff and students, and for gay, lesbian, bisexual, and transgender members of the Drake community

Primary: Prov.; Dir HR Secondary: Deans
Start Date: 9/1/03 Finish Date: 5/31/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- collect materials: fall 2003
- develop web site: 4/1/04
- update materials annually

Students

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

Primary: VP A&FA Secondary:
Start Date: 9/1/03 Finish Date: 5/31/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- develop position description: 11/1/04
- recruit candidates: spring 2004
- appoint staff member: 5/31/04

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

Primary: Prov.; Dean SOE Secondary: VP A&FA
Start Date: 9/1/03 Finish Date: 8/30/06
Comments:
Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- 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; Dir. Int'l Prog.

Start Date: 9/1/05

Finish Date: 9/1/06

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- 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

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: Pres.; Provost

Secondary: Fac. Senate; Dir., Drake Curr.

Start Date: 9/1/03

Finish Date: 5/1/04

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- President & provost send memorandum to Faculty Senate: 1/1/04
- Faculty Senate refers to Curriculum Committee: 2/1/04
- Action by Curriculum Committee: 4/1/04
- Action by Faculty Senate: 5/1/04

- 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; Deans Secondary: Pres, Fac Sen; Dir, Drake Curr.

Start Date: 9/1/03 Finish Date: 5/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- establishment of faculty/student committee to conduct audit: 12/1/03
- committee report due: 5/1/04
- action on recommendations: 2004-2005 academic year

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

Primary: Prov.; Deans Secondary: Dir., Drake Curriculum

Start Date: 9/1/03 Finish Date: ongoing

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- design program: 12/15/03
- develop grant proposal to support program: 5/1/04
- implement program: 9/1/04

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

Primary: Prov., Vice Prov. Secondary: Dir., Drake Curriculum

Start Date: 9/1/03 Finish Date: 8/30/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- planning group formed: 9/1/03
- report submitted: 1/2/04
- recruit faculty and students: spring 2004
- implement learning community: fall 2004

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

Primary: Coordinator, Student Achievement Programming

Secondary: Vice Provost

Start Date: 9/1/03 Finish Date: 9/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- complete program design: 9/1/03
- recruit alumni mentors: 12/1/03
- 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: DoS

Secondary: Dir. Stud. Leadership Prog.

Start Date: 8/1/03

Finish Date: ongoing

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- initiate contacts: 8/1/03
- develop inventory of opportunities and circulate to students: 11/1/03
- repeat cycle every semester

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

Primary: Vice Provost

Secondary: Dean of Students

Start Date: 8/1/03

Finish Date: 5/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- design program: 12/1/03
- implement program: spring 2004
- evaluate & redesign: summer 2004

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

Primary: Assoc. Provost for Institutional Research

Secondary:

Start Date: 8/1/03

Finish Date: 5/1/04

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- design instruments: 12/1/03
- administer survey: spring 2004
- analyze and communicate results: summer 2004
- repeat annual cycle

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; Dir. HR; SAC

Start Date: 9/2/03

Finish Date: 2/1/04

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- appoint committee: 12/1/03
- convene committee: 1/15/04

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

Primary: Pres; Provost; Dir. HR

Secondary: SAC

Start Date: 9/02/03

Finish Date: 9/01/04

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- develop position description/responsibilities: fall 2003
- appoint diversity coordinator: 1/15/04

- c. Create an organizational structure that integrates and supports international and intercultural activities and initiatives

Primary: President

Secondary: Deans; Vice Presidents

Start Date: 8/1/03 Finish Date: 9/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- assess current organizational structure (Diversity Committee):
12/1/03
- recommendations to SAC: 1/15/04
- begin implementation of recommendations as approved: spring
2004

- d. Encourage the Student Senate to build a coalition of student groups to collaborate with administration, faculty, and staff on diversity efforts

Primary: DoS Secondary: President; Provost

Start Date: 12/1/03 Finish Date: 5/31/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- convene meeting of Student Senate leaders: 12/1/03
- identify student leader partners: 12/15/03
- create advisory board of student groups: 2/1/04
- establish meeting schedule: 3/1/04

- e. Institute periodic audit of diversity efforts by outside panel

Primary: President Secondary: Provost; Dir. HR

Start Date: 9/1/03 Finish Date: ongoing

Comments: schedule for 3-year intervals

Source of Funds: u Budget: \$15,000 every three years

Purpose of Funds: consultant fees; travel

Indicators of Progress (with dates):

- develop schedule of audits: 9/1/03
- 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: Chair, BOT Secondary: President; Chair, Board Affairs

Start Date: 9/2/03 Finish Date: 5/31/04

Comments: under consideration by *ad hoc* committee, Fall 2003

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- 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 preamble to Goal IV

Primary: VP B&F

Secondary: President

Start Date: 9/1/03

Finish Date: 5/31/04

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- 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 Secure endowed funding for Center for Global Citizenship

Primary: VPIA; Director

Secondary: President

Start Date: 6/1/04

Finish Date: 5/31/06

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- \$3 million in restricted endowment for CGC

- b Expand Drake University Language Acquisition Program (DULAP)

Primary: Director

Secondary: Provost

Start Date:

Finish Date:

Comments:

Source of Funds:

Budget:

Purpose of Funds:

Indicators of Progress (with dates):

c Implement on-campus faculty development seminars on global education

Primary: Dir, CGC Secondary: Provost; Deans
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Provost Secondary: Deans; Dir. HR
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

e Encourage and support faculty/staff participation in overseas learning

Primary: Provost Secondary: Deans; Dir. HR
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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

Primary: Provost Secondary: Deans; Dir. CGC; Dir. HR
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

Objective 6: Increase Drake's activities in international education

Tasks

- a Expand international institutional partnerships as appropriate to institutional strengths and goals

Primary: Pres.; Provost Secondary: Dir. Int'l Programs
Start Date: 9/02/03 Finish Date: ongoing
Comments: French agreements signed Summer 03; German & China initiatives underway Fall 2004
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- 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: Dir., Int'l Prog. Secondary: Provost; Pres.; Deans
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

c Increase international student and faculty presence at Drake University

Primary: VP A&FA Secondary: Provost; Pres.; Dir., Int'l Prog.
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

d Encourage faculty/staff participation in overseas study/research opportunities (Fulbright, etc.)

Primary: Provost; Deans Secondary: Dir. CGC; Dir, Int'l Prog.
Start Date: Finish Date:
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

Goal 5: Improve relationships and communications with University's key constituencies (students, faculty, staff, parents; boards; alumni; prospective students and their parents; friends; community; state; nation)

NOTE: The new VP IA and the new Director of Marketing & Communications will be asked to review (and revise as appropriate) this section in Fall 2004; it is expected that there will be substantial revision at that time

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; Prov. Secondary: SAC members

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

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

- 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

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: Pres.; Chair, BOT

Secondary: Cabinet; VP IA; Board members;

B&G Committee

Start Date: 7/1/2003 Finish Date: 5/31/2004

Comments:

Source of Funds: n Budget: \$0

Purpose of Funds:

Indicators of Progress (with dates):

d Increase visibility and fan support for Drake athletics

Primary: Dir. of Athletics Secondary: Asst. Director of Athletics for
External Affairs

Start Date: 9/1/2003 Finish Date: 6/1/2008

Comments:

Source of Funds: g Budget: \$10,000

Purpose of Funds: To enhance marketing effort

Indicators of Progress (with dates):

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)

Primary: Sec'y of Univ.; Secondary: Pres.; Exec. Asst. to Pres.; Cabinet
VP IA

Start Date: 9/1/2003 Finish Date: 6/1/04

Comments:

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

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: Dir., M&C; VPIA Secondary: Pres., SAC

Start Date: 6/15/2002 Finish Date: 9/15/2002

Comments: will be revisited by new VP IA and Dir M&C

Source of Funds: Budget:

Purpose of Funds:

Indicators of Progress (with dates):

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

Primary: Dir., M&C Secondary: VP IA; SAC
Start Date: 11/1/2003 Finish Date: 2/1/2004
Comments: previous audit to be reviewed by new VP IA and new Dir.
M&C
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

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 IA; Dir; Alumni & Parent Programs
Secondary: Director, Annual Fund
Start Date: 9/1/2003 Finish Date: 1/1/04
Comments:
Source of Funds: o Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- b** renovate/expand Kinne Center and create on-campus alumni center

Primary: VP IA; Cabinet Secondary: Director of Facilities
Start Date: 9/1/2003 Finish Date: 6/1/05
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- develop architectural plans: 2/1/04
- develop reliable cost estimates: 4/1/04
- develop fundraising strategy: 7/1/04
- raise necessary funds: 2004-2005
- complete renovation: 6/1/05

Objective 5: Develop and implement a campus communications strategy

Tasks

a Develop schedule of regular town meetings

Primary: Pres.; Dir. M&C Secondary: Cabinet; Dir. HR
Start Date: 9/2/2003 Finish Date: 5/31/08
Comments:
Source of Funds: u Budget: \$2,000
Purpose of Funds: For presentation and materials costs
Indicators of Progress (with dates):

b Develop campus Intranet

NOTE: See Office of Information Technology Strategic Plan [provide reference]

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

Primary: Dir. M&C Secondary: President/SAC
Start Date: 9/1/2003 Finish Date: 6/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

d Prepare updated (if necessary) *Strategic Vision* paper and schedule series of campus forums for feedback and “buy-in”

Primary: Pres; Cabinet Secondary: SAC; Dir. M&C
Start Date: 1/1/2004 Finish Date: 6/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

- prepare draft document: 1/1/04
- hold series of campus town meetings: Spring 2004
- Board of Trustees discussion: April 2004
- complete final document
- develop and implement communications strategy for document

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

Primary: Dir. M&C Secondary: SAC
Start Date: 1/1/2004 Finish Date: 6/1/04
Comments:
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

Objective 6: Design and begin implementation of campus signage and directory system

Primary: VP B&F Secondary: BoT B&G Committee
Start Date: 9/1/2003 Finish Date: 6/1/05
Comments: cost will be dependent on system design
Source of Funds: Budget:
Purpose of Funds:
Indicators of Progress (with dates):

Objective 7: Develop and implement plan to commemorate Drake University's 125th anniversary in 2006

Primary: VP IA; Cabinet Secondary: SAC (esp. IA & M&C)
Start Date: 9/1/2003 Finish Date:1/1/06
Comments:
Source of Funds: o Budget:
Purpose of Funds:
Indicators of Progress (with dates):