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	Sub-Initiative	Lead	Actions Initiated to Date	Percent Complete	Date Completed
1.1	Administration of enrollment management	President & VPEM	Hire a new VPEM	100	8/09
			Adjust staffing of student affairs office	100	7/09
			Develop an understanding of institutional enrollment history, landscape, and challenges, informed by multiple sources, IR data, and qualitative information	80	
			Develop admissions and enrollment targets and projection model	80	
			Hired Interim Director of Admissions who hit the ground running	100	1/13
			Hire 2 Front Range Admissions Counselors	100	5/13
			Hire permanent Director of Admissions	80	
			Hire Admissions Communications Specialist	80	
			Work with Director of Marketing and Media relations and admissions team to craft authentic, distinctive, and engaging messaging for prospective students, parents, high school and community counselors, admissions websites, etc.	45	
			Refine yield enhancement efforts for 2013 admitted students	75	
			Develop a strategic and integrated recruitment plan	90	
			Restructure Admissions team to recognize internal leadership and set stage for more updated and expanded recruitment plan	35	
1.2	Marketing the University	VPEM	Scannell & Kurz financial aid study	100	10/09
			Analysis of name purchases and planning for future purchases	100	7/10
			Automate contact process for applicants interested in the Honors Program	100	8/10
			Introduce graphic standards manual for design and brand management	100	9/10
			Implement early FA awarding practices	100	3/11
			Implement in-person exit counseling for students with loans	100	4/11
			Communication audit of admission publications and messages	100	9/11
			Reconstitute and refocus Committee on Undergraduate Enrollment	75	
			Revamp student ambassador program	100	9/11
			Create new RFP for 2012 publications cycle	100	9/11
			Marketing plan for social media	100	10/11
			Implement new enrollment dashboards	95	
			Implement ebilling and online bill pay	100	9/11
			Implement online financial aid award acceptance	100	9/11
			Redirect financial aid processes to manage case loads	100	9/11
			Incorporate electronic communication plans in recruitment process	100	12/11
			Net price calculator by federal deadline	100	9/11
			Implement a prospective student portal	100	3/12
			Implement an online campus tour	100	9/12
			Conduct research for new recruitment materials and campaign	100	7/12
			Hire web strategist	75	
			MOUs on admission of international students	50	
			Parent communications using CASHnet for current students	100	9/11
			Hire Director of Marketing and Media Relations	100	10/12
			Issue RFP for major advertising campaign	100	8/12
			Conduct focus group research on effectiveness of new brand identity	100	2/13
			Develop and implement new brand identity	75	

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1.3	Recruitment to Engagement	VPEM	Honors Program marketing plan	100	10/10
			High ability communication sequence for Honors students	100	9/11
			Implement the Summit Award for select out-of-state students by activities	100	9/11
			Develop marketing plan for targeted club sports	85	
			Develop and maintain working relationship with Fort Carson in the recruitment of veterans	25	
			Reinstatement of Academic Leadership Program Scholarship (ALPS)	100	4/13
2.1	Creation of an Academic Support Center	VPAA	Establish the Academic Resource Center	100	7/09
			Rewrite ARC staff position descriptions and shift reporting	100	8/09
			Train Academic Peer Advisors and coordinate program with residence life	100	10/11
			Academic Policies Committee study of academic advising	100	5/11
			Enter four years of *Catalogs* into DegreeWorks	100	11/11
			Train faculty and staff in use of DegreeWorks	100	1/12
			Develop and implement DegreeWorks as advising tool	100	1/12
			Develop improved advising program for undeclared students	100	11/11
			Develop improved course registration process given changes to orientation/FYE	100	3/12
			Improve career services program offerings	100	3/12
			Increased offerings for supplemental instruction	100	3/13
2.2	First-Year Experience	VPAA & VPSA	Academic Policies Committee study of first-year program enhancements	100	12/11
			Participate in National Survey of Student Engagement data and analyze data	100	12/11
			Study and improve orientation structure to increase matriculation and retention	100	3/13
			Create an academic course for first year experience	100	1/12
			Develop an intensive orientation integrated with the FYE	100	8/12
			Develop and implement living/learning communities in residence life	100	8/12
			Develop a new first year program and assessment plan for fall 2012	100	8/12
			Develop and implement an Honors Program floor as part of living/learning communities	100	5/13
2.3	Honors Program	VPAA	Honors Council review of program offerings and curricular revision	100	2/11
			Develop and deliver honors course opportunities to a larger student population	100	9/11
2.4	Academic Curricular and Co-curricular Activities	VPAA & VPSA	Academic department analysis of co-curricular programming	75	
			Faculty review of calendar and class schedule options to promote engagement	100	10/11
			Explore creative art curriculum programs in music and film	80	
2.5	Alignment of Academic Programs	VPAA	Resort Management program moved to an emphasis in Business Administration	100	2/10
			Environmental Studies Council study of program opportunity and needs	100	3/12
			Administative review of resource needs for better developed Center	100	12/11
			Increase FTE and tenure-track lines in ENVS	100	3/12
2.6	Administration of Academic Units	VPAA	Review of academic department admininistrative staffing and administrative response	95	
			Review of academic organizational structure and titles	95	
2.7	Faculty and Staff Compensation and Employment Incentives	EVP & VPAA	Report of the Ad Hoc Committee on Employee Benefits	100	3/13
			Establish an incentive and compensation committee of faculty and staff	100	1/12
			Explore public-private housing options for faculty and staff	25	
			Develop goal for institutional contribution towards health plans and implement	30	
			Develop and implement a faculty maternity leave policy	50	
			Develop and implement educational benefit for employees and dependents	75	
2.8	Faculty on-campus Development and Training	VPAA	Establish reassign time for the Director of Center for Teaching Excellence	100	8/11
			Create a faculty director of educational technology position	100	10/11
			Study resource allocation for faculty development at WSCU compared to peers	100	6/12

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3.1	Student Engagement Center	VPSA	Establish a LEAD (Leadership, Engagement and Development) Office	100	1/10
			Hire student coordinators	100	8/10
			New campus work-study program	100	12/10
			Student leadership training program	100	4/11
			Pilot The Five Points of Western student engagement program	100	4/11
			Develop and implement a bridge program for current and former student athletes	100	10/11
			Consolidate WRAP program into LEAD office	100	8/11
			Develop and implement pipeline mentor/student leadership program	100	10/11
			Implement "Student Outreach" engagement programs	100	4/13
			Develop student outreach and communication plan to increase student engagement	100	10/12
			Develop and implement Sophomore Experience program	75	
			Hire Director of Student Engagement	100	11/12
			Consolidate Mountaineer Card, Study Abroad and NSE into LEAD office	100	5/13
3.2	Athletics and Club Sports	VPSA & President	Hire a club sports coordinator	100	8/09
			Hire stipend coaches for all club sports	100	9/10
			Study of intercollegiate athletics	100	11/10
			Club sports action program to reinforce code of conduct	100	2/11
			We “R” Western training program for club sports coaches and captains	100	2/11
			Establish two new female sports (soccer and swimming)	100	2/12
			Create a Mountain Sports club team and hire director	100	7/12
			Develop Mountain Sports Team brochure for use in student recruitment	100	10/12
			Develop and maintain Mountain Sports Team website and social media presence	100	1/13
			Create and hire Director of Campus Recreation position	100	5/13
3.3	Wilderness Pursuits	VPSA	Review and reposition marketing	100	9/09
			Enhance web presence	100	4/11
			Partnerships with academic departments and athletics to increase student participation	100	8/12
			Create and hire WP Coordinator to support Director of Campus Recreation	25	
3.4	Sustainability	VPSA & EVP	Form a Sustainability Action Committee	100	3/09
			Sustainability at Western web pages	100	4/10
			Performance contract to fund energy conservation measures	100	6/10
			Hire four students to lead sustainability efforts	100	2/11
			2010-2011 Year of Sustainability	100	5/11
			Sustainability programming for new student orientation	100	8/11
			Develop/ implement sustainability initiatives in residence halls and apartments	100	8/12
			Construction of campus greenhouse and hoophouse for campus gardening	100	8/12
			Implement the bike library program	100	8/12
			Implement student-approved Wind/Renewable Energy Fund for WSCU students	100	8/12
			Implement plan for WSCU faculty/staff to contribute to Wind/Renewable Energy Fund	100	10/12
			Develop and maintain relationship with Sodexo to purchase produce from campus gardens	100	4/13
			Campus participation in national RECYLEMANIA competition	100	4/13
			WSCU selection as Second Nature Climate Leadership Award Finalist and production of video highlighting a climate innovation on campus	100	4/13
			WSCU elimination of single-use plastic bag and water bottle action plan	50	
3.5	Co-Curricular Transcript	VPSA	Review of literature and data collection on co-curricular transcript programs	100	5/11
			Pilot co-curricular transcript program	100	5/12
			Establish co-curricular transcript implementation team	100	5/13

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3.6	Maintaining a Safe Environment	VPSA & EVP	Update crisis prevention training program	100	6/09
			Implement an improved emergency notification system	100	9/10
			Form a Crisis Prevention Task Force	100	1/11
			Review and update the emergency operations plan	100	2/12
			Formation of Title IX Coalition	100	8/12
			Develop Standard Operating Procedure (SOP) for student crisis management	50	
			Mental Health First Aid Workshop for Faculty and Staff	100	2/13
			Re-institute Sexual Assault Response Team (SART) with WSCU, Gunnison, CB and Mt. CB	100	4/13
			Schedule and implement table top training drills for emergency response protocol	50	
4.1	Facilities Master Planning	EVP	Hire a planning consultant	100	8/09
			Form an ad hoc Facilities Master Planning Committee	100	10/09
			Housing market analysis	100	3/10
			Data collection	100	1/11
			2011 Facilities Master Plan	100	3/11
			Develop sub-master plan for WSCU east-side campus	100	11/12
			CCHE approval of Facility Master Plan	100	3/13
4.2	Capital Planning	EVP	Implement a deferred maintenance fund within facility fee	100	5/10
			Review of capital budgets and expenditures	20	
			Develop master plan for Foundation property east of campus	100	2/13
			Explore public-private housing options for faculty and staff	25	
5.1	Education and General Revenue: State Appropriation	EVP	Statewide higher education strategic planning	100	11/10
			Approval of Financial Accountability Plan (FAP) for less reliance on GF revenue	100	12/10
			Statewide master plan for Colorado postsecondary education	100	12/12
			Negotiate performance contract per DHE master plan requirement	100	2/13
5.2	Education and General Revenue: Tuition	EVP & VPEM	Price sensitivity study of freshman and transfer students (Scannell and Kurz)	100	4/10
			Statewide higher education strategic planning	100	11/10
			Approval of Financial Accountability Plan (FAP) for tuition flexibility	100	12/10
			Statewide master plan for Colorado postsecondary education	100	12/12
			Approval of updated Financial and Accountability Plan (FAP) for FY2012-13	100	3/12
			Approval of final three years of Financial and Accountability Plan (FAP) FY2014-FY2016	100	3/13
			Re-evaluate financial aid awarding practices and examine new models	100	3/12
			Create marginal cost model that will help identify University's optimal enrollment	100	11/12
5.3	Auxiliary Revenue	EVP & VPSA	Refinance of existing bond debt to realize cash flow savings and present value savings	100	12/11
			Implement second-year live-on requirement (entering class of 2012)	100	12/11
			Review existing housing rates in context of private rental market	100	2/12
5.4	Funding of Capital Construction, Repair, and Maintenance	EVP	Energy audit	100	6/09
			Facility condition audit	100	10/09
			Program plan for Shavano apartment complex	100	5/10
			Performance contract to fund energy conservation measures	100	6/10
			Facility fee for capital construction and deferred maintenance	100	6/10
5.5	Private Giving	Foundation Exec Director	2009-2010 trustees and Foundation directors participate in University Center giving	100	7/09
			Trustees and Foundation directors co-host University Center dedication events	100	2/10
			University-Foundation operating agreement	100	5/11
			Current year trustees and Foundation directors participate in University Center giving	65	
			Revise University-Foundation operating agreement to stregthen focus on strategic planning	100	12/12