2009-2014 Strategic Plan Worksheet

	Sub-Initiative	Lead	Actions Initiated to Date	Percent Complete	Date Completed
1.1	Administration of enrollment management	President	Hire a new VPEM	100	8/09
			Adjust staffing of student affairs office	100	7/09
1.2	Marketing the College	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	80	
			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	95	
			Implement an online campus tour	35	
			Conduct research for new recruitment materials and campaign	30	
			Hire web strategist	50	
			MOUs on admission of international students	50	
			Parent communications using CASHnet for current students	100	9/11
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	75	
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	20	
			Improve career services program offerings	50	
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	25	
			Create an academic course for first year experience	100	1/12
			Develop an intensive orientation integrated with the FYE	75	
			Increase living/learning communities in residence life	75	

			Develop a new first year program and assessment plan for fall 2012	80	

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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	50	
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	90	
			Administative review of resource needs for better developed Center	100	12/11
			Increase FTE and tenure-track lines in ENVS	90	
2.6	Administration of Academic Units	VPAA	Review of academic department admin. staffing and administrative response	80	
			Review of academic organizational structure and titles	75	
2.7	Faculty and Staff Compensation and Employment Incentives	VPFA & VPAA	Review current institutional incentive programs and best practices elsewhere in the state	10	
			Establish an incentive and compensation committee of faculty and staff to provide recommendations	100	1/12
			Explore public-private housing options for faculty and staff	10	
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 Western compared to peers	10	
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
			Development and implement pipeline mentor/student leadership program	100	10/11
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
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	60	
3.4	Sustainability	VPSA & VPFA	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	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	50	

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3.6	Maintaining a Safe Environment	VPSA & VPFA	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
4.1	Facilities Master Planning	VPFA	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
			2010 Facilities Master Plan	100	3/11
4.2	Capital Planning	VPFA	Implement a deferred maintenance fund within facility fee	100	5/10
			Review of capital budgets and expenditures	20	
			Develop master plan Foundation property east of campus	25	
			Explore public-private housing options for faculty and staff	10	
5.1	Education and General Revenue: State Appropriation	VPFA	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	50	
5.2	Education and General Revenue: Tuition	VPFA & 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	50	
			Approval of updated Financial and Accountability Plan (FAP) for FY2012-13	100	3/12
			Re-evaluate financial aid awarding practices and examine new models	95	
5.3	Auxiliary Revenue	VPFA & 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	VPFA	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	VPIA	2009-2010 trustees and Foundation directors participate in College Center giving	100	7/09
			Trustees and Foundation directors co-host College Center dedication events	100	2/10
			College-Foundation operating agreement	100	5/11
			Current year trustees and Foundation directors participate in College Center giving	65	