

UNIVERSITY ADVANCEMENT

GOAL 1

ENHANCE OUR DISTINCTIVE LEARNING EXPERIENCE TO RECRUIT AND RETAIN A DIVERSITY OF STUDENTS FROM THE REGION AND BEYOND.

ABSTRACT: Strengthen the focus on student success and their future beyond the University; recruit and nurture distinguished faculty who integrate teaching, research and service; support student-centered faculty and staff; market the University by capitalizing on our distinctive strengths in programs, faculty, staff and facilities; and, strengthen programs to meet existing and emerging needs.

Objective A:			
Expand marketing and recruitment efforts in the region and beyond, including out of state.			
Strategy	Outcome Measure	Timeframe	Champion
Develop and implement strategic enrollment marketing plan based on data about regional and out-of-area enrollment influencers.	Increased regional and out-of-area applications.	2003-2008	Exec. Dir. of Comm & Marketing Dir. of Admissions
<ul style="list-style-type: none"> ▪ Work with Admissions and other key offices to determine priority regions and programs for enrollment marketing. ▪ Gather data about target markets. ▪ Work with Admissions to determine best ways to reach target market. ▪ Develop the plan, timetable and budget for outreach and advertising to targeted markets. ▪ Implement plan. ▪ Analyze results of plan annually and revise as appropriate. ▪ Institute annual calendar of editorial board meetings in Dayton, Cleveland, Columbus and Cincinnati. 			
Continuously improve WSU web pages making them more attractive and useful to potential students.	Increased inquiry and applicant pools.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Periodically review content to ensure accuracy and timeliness. ▪ Develop plans and methodologies for making content easier to update (e.g. department-driven web calendar, Registrar’s database-driven course descriptions, etc.). ▪ Annually review overall site design to ensure ease-of-use and visual appeal to targeted audiences. ▪ Develop more interactive content (e.g. full-fledged online campus tour). 			
Showcase successful alumni in university publications; through increased award/recognition programs and by bi-annual updating of “In Good Company” brochure.	Increased prestige of university and positive role models for students. Increased alumni giving.	2003-2008	Exec. Dirs. of Alumni Relations and Comm & Marketing

<ul style="list-style-type: none"> ▪ Continue alumni ads in <i>Dayton Daily News</i> and <i>Dayton Business Journal</i> throughout 2003. ▪ Maintain and add to matrix of outstanding alumni. ▪ Work with deans and development officers to identify list of alumni to be featured in <i>In Good Company</i> fall 2004. ▪ Design and produce <i>In Good Company</i>, fall 2004. ▪ Work with Admissions and academic units to include successful alumni testimonials in recruitment materials as appropriate. ▪ Continue to plan and execute College Outstanding Alumni Awards brunch. ▪ Assist colleges in the identification and selection of their award recipients. ▪ Incorporate an outstanding Senior student award for each college. 			
Develop alumni chapters in selected cities.	Enhanced WSU presence beyond Miami Valley.	2003-2008	Exec. Dir. of Alumni Relations
<ul style="list-style-type: none"> ▪ Following guidelines for chapter/club development, develop alumni clubs/chapters in Columbus, Cincinnati, Cleveland, Chicago. ▪ Identify and enlist 25 active members in each location. ▪ Hold one alumni chapter event a year in each of these cities and for the Washington D.C. chapter. ▪ Implement alumni events in Atlanta, Houston, Dallas, Minneapolis, Indianapolis, Detroit, Chicago, Florida and California. 			
Develop volunteer alumni mentoring program accessible to students considering particular careers or new geographic areas in which to reside.	Increased networking/support systems for students. Increased alumni cultivation and giving.	2004-2008	Exec. Dir. of Alumni Relations
<ul style="list-style-type: none"> ▪ Research other university mentoring plans to gain ideas. ▪ Develop program goals and criteria for becoming an alumni mentor. ▪ Create mentor orientation program. ▪ Identify careers and geographic areas where mentors are most needed. ▪ Create electronic means to match mentor to protégé. 			
Increase number of privately funded scholarships in every college, in selected programs, and for study abroad opportunities.	Increased enrollment and retention.	2003-2008	Asst. VP for Development
<ul style="list-style-type: none"> ▪ Tabulate current dollar value of privately funded scholarship resources by college and centrally. ▪ Establish measurable annual targets for increasing privately funded scholarships. ▪ Prepare generic scholarship case and promotional materials to complement solicitation. ▪ Focus development officers and telefund callers on scholarship needs and targets. 			

Objective B: Diversify and enrich curriculum and make it more accessible, responsive, and flexible.			
Strategy	Outcome Measure	Timeframe	Champion
Develop Advancement-oriented internship programs for undergraduate and graduate students to give exposure to careers in advancement.	Practical job experience for students. Staff recruitment/training advantage for University Advancement.	2004-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Determine requirements for internships that earn academic credit and the costs associated with employing interns. ▪ Develop written internship project descriptions associated with Development, Alumni Relations and/or Communications and Marketing. ▪ Recruit an Advancement Intern to work in the Division beginning in the Spring of 2004. ▪ Assess the program for its value to the student and to the Division at the end of the first term and modify accordingly prior to subsequent internship appointments. 			
Produce timely, attractive and varied information pieces about academic offerings/opportunities and distribute broadly.	Increased student satisfaction. Increased enrollment.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Work with admissions and academic units to develop annual master plan and timetable for priority publications. ▪ Confirm funding sources for the design and production of top priority publications. ▪ Work with the marketing team to ensure that publications meet strategic goals. ▪ Ensure that publications are consistent with the WSU brand. 			
Objective C: Recruit and retain a nationally/regionally diverse, student-centered faculty and staff.			
Strategy	Outcome Measure	Timeframe	Champion
Increase number of privately funded endowed chairs and professorships.	Improved recruitment and retention of top faculty.	2003-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Take inventory of all privately funded endowed faculty positions to date. ▪ Refine the current categories and funding levels for endowed chairs and professorships. ▪ Engage the Provost and the Deans to determine the areas of highest priority to the University and the Colleges for endowed positions. ▪ Develop the concept of <i>term professorships</i> (i.e. pledged annual support for a time-limited named position). ▪ Develop lists of prospective donors and materials for soliciting endowed professorships/chairs. ▪ Assign prospects to Development officers. 			

Develop criteria and private funding for cash awards program honoring faculty and staff who demonstrate superior service to students.		2005-2008	Asst. VP for Development
<ul style="list-style-type: none"> ▪ Convene ad hoc faculty/staff working group to recommend award criteria. ▪ Identify potential donors. ▪ Seek funding for named awards. ▪ Schedule award presentations as funds are available. 			
Actively pitch stories about WSU faculty, research and programs to <u>Chronicle of Higher Education</u> , <u>Black Issues in Higher Education</u> and other national publications.	Larger applicant pools for key positions. Enhanced image.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Target specific national publications in which to pursue articles. ▪ Develop story ideas and tip sheets that illustrate the strategic mission of the university and its academic/programmatic strengths. ▪ Develop effective person-to-person media relationships and follow up strategies to promote story publication nationally and regionally. ▪ Maintain lists of faculty experts in key areas and circulate broadly. ▪ Maintain copies of selective stories and reprints for strategic distribution. 			
Produce various publications and distribute strategically to selected media, research institutions nationally, and community leaders.	Enhanced academic image and increasing faculty/staff applicant pools.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Determine “audiences” to be reached annually. ▪ Determine key messages to be communicated. ▪ Develop annual publication plan, timetable and cost estimates. ▪ Produce and distribute publications. 			
Objective D:			
Enhance the academic success of students by creating a student-centered environment, improving upon current facilities, programs, co-curricular activities and technology.			
Strategy	Outcome Measure	Timeframe	Champion
Complete fund raising for capital and other priorities included in Tomorrow Takes Flight Campaign.	Expanded facilities for Athletics, Theatre, Engineering, and Lake Campus.	2003-2008	Asst. VP for Development
<ul style="list-style-type: none"> ▪ Secure leadership gifts for Creative Arts Center renovation. ▪ Secure leadership gifts for Pavilion project and document verbal pledges. ▪ Secure leadership gifts for the Russ Engineering Research addition. ▪ Secure leadership gifts for the Lake Campus renovation and implement the regional fund raising plan. ▪ Focus remainder of campaign on capital projects, scholarships, alumni participation, and the Family Fund. 			

Build endowments to sustain and enhance ongoing support for academic and student programs.	Improved educational quality.	2003-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Analyze progress to date on the WSU Foundation's endowment targets established through the Foundation's strategic plan, adopted June 14, 2001. ▪ Set annual endowment goals to accompany each year's fund raising plan of action. ▪ Create framework and promotional strategies for general university-wide endowed funds that support scholarships, faculty development, academic programs and capital needs. ▪ Market above referenced funds as memorial and special occasion gift opportunities. 			
Exceed Tomorrow Takes Flight Campaign goal, plan gala celebration, and initiate needs assessment for next campaign.	Sustained annual increases in giving.	2003-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Appoint working committee to develop campaign celebration concept/event to be held in late 2004. ▪ Analyze status of campaign pledge payments and project post-campaign cash expectations. ▪ Determine number of new donors resulting from Tomorrow Takes Flight Campaign. ▪ In cooperation with Strategic Planning Committee and /or President, Provost and Deans, assess needs not yet funded and identify newly emerging needs. ▪ Develop preliminary dollar goal, cluster of priorities and general theme around which to shape WSU's second campaign. ▪ Undertake feasibility study to assess new fund raising capacity. 			

GOAL 2

EXPAND OUR PARTNERSHIPS THROUGH EXTERNAL FUNDING AND COLLABORATIVE SCHOLARSHIP BOTH REGIONALLY AND GLOBALLY

ABSTRACT: WSU will increase our high quality research/scholarship by deepening partnerships leading to increased extramural support. The desired outcome includes enhanced national and international visibility.

Objective A:			
Enhance and expand facilities and infrastructure for research, scholarship and learning through increased extramural and intramural support.			
Strategy	Outcome Measure	Timeframe	Champion
Increase private contributions from alumni, friends, corporations, foundations and organizations to support institutional academic priorities.	Increased private support and increased percentage of alumni who give.	2003-2008	Asst. VP for Development
<ul style="list-style-type: none"> ▪ Expand the annual giving program by doubling telefund efforts. ▪ Increase planned giving initiatives, donor visits and marketing. ▪ Develop and implement annual action plan to reach targets. ▪ Formalize standards of development officer performance. ▪ Annually evaluate entire development program and make improvements accordingly. 			

Strengthen visibility and relationships with regional, state and national elected officials and funding offices. Develop ongoing presence in Washington, D.C.	Increased external support.	2003-2008	Asst. VP for Public Affairs
<ul style="list-style-type: none"> ▪ Work with IUC to strengthen our congressional relationships, including identification of federal liaison. ▪ Promote the university's federal initiatives in a more coordinated fashion, including funding requests such as ITRI, Nursing Institute and a public health initiative. ▪ Strengthen our alumni/friends advocacy program as supporting mechanism for our state and federal priorities. ▪ Develop capital advantage program in collaboration with Alumni Relations and Communications and Marketing. 			
Publicize WSU facilities, research, scholarship and grants/gifts received.	Enhanced visibility and institutional self-esteem.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Designate departmental liaison to each college to facilitate pro-active story promotion in the press. ▪ Promote the appearance of selected administrative/faculty spokespersons on radio, TV and other public forums. ▪ Submit major private gifts and bequests to the <i>Chronicle of Higher Education</i> for listing. 			
Objective B:			
Grow collaborative scholarship and centers of excellence.			
Strategy	Outcome Measure	Timeframe	Champion
Publicize and promote collaborative scholarship, centers of excellence, and faculty/staff performance excellence.	Increased visibility.	2003-2008	Exec. Dir. of Comm & Marketing
<ul style="list-style-type: none"> ▪ Develop story ideas. ▪ Actively promote stories among external media. ▪ Incorporate selected stories in university publications. ▪ Maintain speaker's bureau and encourage speaking engagements by faculty experts. 			

Nurture WPAFB relationships and assist in raising private funds for Wright Brothers Institute.	Increased funding, visibility and depth of scholarship.	2003-2008	Asst. VP for Public Affairs Asst. VP for Development
<ul style="list-style-type: none"> ▪ Actively engage with the Dayton Economic Coalition, Ohio Department of Development, and Deans to identify appropriate research and economic development collaborations. ▪ Maintain active university affiliations with Military Affairs organizations. ▪ Identify prospects for support of WSU-based endowed chairs for Wright Brothers Institute. ▪ Assist in soliciting endowed chairs. 			
Establish ongoing program of cultivation and solicitation of national private foundations.	Increased academic program support.	2003-2008	Dir, Corporate & Foundation Relations
<ul style="list-style-type: none"> ▪ Identify top national foundations with which to initiate relationship-building activities. ▪ Add national foundations to mailing list to receive key WSU publications. ▪ Work with Deans and development officers to identify and match eligible projects and initiatives. ▪ Create a cadre of proposal templates for high priority projects. ▪ Ensure the submission of at least 12 foundation proposals per year through central office and college development officers. 			
Objective C: Increase investment in human capital responsible for collaborative scholarship and extramural support through appropriate incentives, recruitment, retention and professional development.			
Strategy	Outcome Measure	Timeframe	Champion
Develop in-service training modules for Advancement staff and campus units seeking to enhance their Advancement competencies.	Enhanced fund raising and marketing skills campus-wide and higher gift totals.	2004-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Identify core competencies required for success/excellence in Advancement areas. ▪ Develop standardized training outlines for delivery in 2-hour; half-day; and daylong sessions. ▪ Compile reading lists. ▪ Distribute annual training schedule. ▪ Develop and implement formal orientation program for newcomers to Advancement. ▪ Bring Advancement experts to campus every other year for benefit of faculty and staff. 			
Develop Advancement staff recognition program that honors superior performance.	Improved retention of key staff.	2004-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Appoint ad hoc divisional committee to recommend standards of superior performance. ▪ Develop a theme, a name, a tangible recognition memento and special benefits as appropriate for recipients. ▪ Develop a method for nominating and selecting recipients for special recognition. ▪ Make first award(s) in Fall of 2004. 			

GOAL 3

EXTEND OUR ENGAGEMENT WITH GOVERNMENT, BUSINESS AND NON-PROFITS TO FOCUS ON EMERGING AREAS OF NEED.

ABSTRACT: WSU will broaden and enrich partnerships that engage the total university in meeting developing needs. As a citizen of the community, WSU will lend our knowledge and expertise, becoming a role model for other university-community relationships.

Objective A:			
Increase the opportunities for community engagement within the curriculum.			
Strategy	Outcome Measure	Timeframe	Champion
Identify alumni, donors and friends for recruitment onto college/departmental advisory boards and support groups and develop strategies for enlistment.	Enlarged cadre of university volunteers, advocates and donors.	2003 and beyond	Asst. VP for Development
<ul style="list-style-type: none"> ▪ Maintain master file of all university advisory boards and volunteer organizations including membership rosters and purposes. ▪ Train staff liaisons in effective use of volunteers. ▪ Determine areas of need for volunteer service. ▪ Invite selected friends and alumni to share their expertise in classroom setting, as appropriate. ▪ Develop effective volunteer recognition/appreciation programs. 			
Objective B:			
Enhance WSU presence within the Miami Valley region and beyond in ways that are important to the community.			
Strategy	Outcome Measure	Timeframe	Champion
Develop divisional community service initiative that invites broad participation by University Advancement personnel.	Strengthening of community service as institutional value. Greater visibility of university people and programs.	2004-2008	VP for Advancement
<ul style="list-style-type: none"> ▪ Enumerate and publicize the many ways in which University Advancement employees are already engaged in community endeavors. ▪ Appoint an ad hoc divisional committee to recommend areas of service for “adoption” by the division and/or individual participation. ▪ Develop a thematic tag line under which University Advancement employee service initiatives can be encouraged and recognized. ▪ Document and recognize breadth of community service initiatives at the end of each fiscal year. 			

Objective C: Enhance the quantity and quality of dialogue with our various communities (e.g., multi-disciplinary forums, think tanks, symposia, etc.).			
Strategy	Outcome Measure	Timeframe	Champion
Develop annual town/gown issues-oriented forum engaging faculty, corporate, governmental and community experts on high profile topics.	Increased community awareness of WSU as rich intellectual and problem-solving resource.	2004-2008	Asst. VP for Public Affairs
<ul style="list-style-type: none"> ▪ Enlist the deans, vice presidents, and other key university stakeholders to identify at least one topic each year for a community forum. ▪ Work with key individuals to develop the format for a forum appropriate to the topic, whether local, state, national or international. ▪ Once topic and forum type identified, lend support to the appropriate college/departments to organize a successful event. 			
Develop Alumni Travel Program	Increased number of alumni engaged with university.	2003-2008	Exec. Dir. of Alumni Relations
<ul style="list-style-type: none"> ▪ Select a travel agency to assist in coordinating travel. ▪ Select destinations, costs and dates. ▪ Identify and recruit faculty hosts/guides to add educational value to trips. ▪ Market the trips. ▪ Initiate post-travel survey to assess traveler satisfaction. 			
Develop annual live internet lectures for alumni and friends, utilizing selected faculty experts.	Greater engagement of alumni and friends in academic life.	2004-2008	Exec. Dir. of Alumni Relations
<ul style="list-style-type: none"> ▪ Research other university internet lecture programs and vendors in the business of live internet programs. ▪ Survey alumni to determine topics of greatest interest. ▪ Develop ongoing list of potential lecturers from WSU faculty. ▪ Choose timely topic and match to lecturers. ▪ Do pilot lecture in 2005 to test concept effectiveness. ▪ Create ways to advertise lecture(s). ▪ Create electronic participant evaluation form to monitor success and interest. 			
Develop annual educational/social event for Legacy Society members and financial advisors.	Increase in number of planned gifts. Increase in annual gifts from planned gift donors.	2003-2008	Dir. of Advancement Services & Planned Giving
<ul style="list-style-type: none"> ▪ Plan site, date and time for events. ▪ Plan program/speakers. ▪ Compile list of invitees and mail invitations. ▪ Prepare display materials. ▪ Host event. ▪ Follow-up event with written or personal communication to attendees. ▪ Incorporate community-based financial advisors on university mailing list to receive planned giving information and selected university publications. 			

