

THE CATHOLIC UNIVERSITY OF AMERICA
Strategic Plan



Letter from the President

As the national university of the Catholic Church in the United States, The Catholic University of America has a distinct mission that sets us apart from other Catholic and American institutions of higher learning: to discover and impart the truth through excellence in teaching and research, in service to the Church, the nation, and the world. I am pleased to present Catholic University's Strategic Plan and Campus Master Plan, which outline specific goals and objectives we have committed to in order to build upon our tradition of excellence and chart our course for the future.

As the Church adapts to meet the needs of a globalized world and to address its many challenges, so too our University must adapt to provide a world-class education in every field of human endeavor, informed by the Catholic intellectual, moral, and spiritual tradition. This requires building upon the strength of our existing academic offerings, developing our student life and cocurricular programming, and enhancing and expanding our campus facilities.

After five years, our current strategic plan has recently been updated to reflect our accomplishments, ongoing efforts, and new opportunities. As you will see, our Strategic Plan and the Campus Master Plan each outline specific ways in which Catholic University will meet the needs of its community and strengthen its place as a comprehensive, Catholic, and American institution of higher learning.

The two plans are the result of an inclusive, collaborative process that involved members of the community representing our constituents. I believe that the goals and the concrete plans to achieve them will position us to provide our students with a rich campus experience and a life of the mind, and will continue to attract world-class faculty and staff committed to our mission.

The future of The Catholic University of America has its blueprint in our foundation. I am confident that together, we will continue to make lasting contributions to our world.

A handwritten signature in black ink, appearing to read "John Garvey". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John Garvey

President

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Strategic Plan Preamble

In his magisterial statement on Catholic universities, Saint John Paul II observed that these institutions, “born from the heart of the Church,” are “called to a continuous renewal, both as ‘Universities’ and as ‘Catholic.’”¹ The midcourse update of the University’s Strategic Plan is an integral part of such renewal.

It is apt that the revision of the plan occurs at the present moment, for we are living through a period of considerable economic, political, and cultural uncertainty. Financial turmoil at home and abroad has led to a widespread distrust in the existing economic order. Politically, the nation is more polarized than it has been in many decades. There is widespread agreement that the U.S. higher education system is in turmoil but also extensive disagreement as to why that is and what can be done about it.²

In such circumstances, the University faces some unusual challenges, but these challenges also afford us new opportunities: there is a great need for what we have to offer.

As “the national university of the Catholic Church,” The Catholic University of America has always had a privileged role to play in the education of priests as well as religious and Catholic laity. In our increasingly secularized and fragmented society, the imperative to instill values, character, leadership, and sound decision-making skills in our students is more urgent than ever. The Catholic Church herself also needs assistance in navigating many complex issues, including current threats to religious liberty, the implementation of economic justice, and effective not-for-profit administration.



As “a comprehensive Catholic and American institution of higher learning,” the University also offers a distinctive contribution to the entire nation. In its commitment to the dignity of every human person, the Catholic intellectual tradition transcends political divisions. And in “its free search for the whole truth about nature, man and God” it resists the temptation to limit the scope of human reason to what can be counted or subjected to human control. Contrary to the self-interested focus on “credentials” and personal advantage, the University engages in the pursuit of truth in light of “the authentic good of individuals and of human society as a whole.”³

Our ability to accomplish the mission entrusted to us is informed by financial constraints common to many institutions of higher learning. The competition for students is strong. Government funding for research is declining. With state funding of public universities also waning, universities such as ours must contend with increasing competition for philanthropic support. The imperative to be successful in gathering sufficient financial resources is stronger than ever.

In the reemphasis on our identity as The Catholic University of America, we will find both the solution to the financial challenges we face and the renewal of our distinctive mission, which is at once Catholic and academic. It is only in being true to our founding that we are genuinely attractive to those who care about Catholic higher education: students, parents, and donors. Yet it is also only in being true to our founding that we will authentically “serve the Church, the nation and the world”⁴ and make a lasting contribution to each.

Strategic Plan Outline

1. Ensure that every aspect of the University is clearly and distinctively grounded in our Catholic identity.

- a. Ensure the continuance and deepening of a strong, mission-based, academically rigorous Catholic identity in every academic unit and program.
- b. Ensure that all faculty and staff support and contribute to the University’s Catholic mission.
- c. Foster a community culture of academic pursuit of truth and virtue.

2. Aim for the highest standards of academic and professional excellence.

- a. Strengthen the undergraduate experience.
- b. Strengthen the graduate experience.
- c. Increase the academic profile.
- d. Strengthen academic support at all levels.
- e. Sustain a culture of assessment for ongoing program evaluation.
- f. Improve infrastructure for education and research.

3. Provide a vibrant, challenging, and uplifting collegiate experience.

- a. Enhance the on-campus experience for all students.
- b. Strengthen support for career preparation.
- c. Expand cocurricular and extracurricular programs and opportunities.
- d. Develop and maintain thriving, competitive recreational and wellness programs that are reflective of the mission of the University.

4. Offer a demanding, efficient, productive, and rewarding work environment.

- a. Improve competitiveness in salaries and benefits for faculty and staff.
- b. Ensure diversity in faculty and staff recruitment and hiring.
- c. Review and assess internal business processes for opportunities to operate more effectively and efficiently.
- d. Strengthen faculty and staff morale.
- e. Improve staff development programs.

5. Use our distinctive identity as a basis for securing the resources needed to fund this Strategic Plan.

- a. Build up world-class advancement capability.
- b. Grow the undergraduate applicant pool size and quality to increase undergraduate enrollment.
- c. Expand research activity and funding.

1 *Ex Corde Ecclesiae*, “Introduction,” §7

2 See, for example, <https://www.washingtonpost.com/posteverything/wp/2015/08/14/everyone-thinks-the-current-state-of-higher-education-is-awful-who-is-to-blame/> and http://www.nytimes.com/2015/11/15/opinion/sunday/a-crisis-our-universities-deserve.html?_r=1

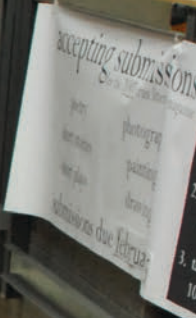
3 *Ex Corde Ecclesiae*, “Introduction,” §§4 and 7

4 CUA Mission Statement

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Strategic Goal 1

Ensure that every aspect of the University is clearly and distinctively grounded in our Catholic identity.

Objective 1.a.	Responsible Party	
Ensure the continuance and deepening of a strong, mission-based, academically rigorous Catholic identity in every academic unit and program.	Provost	
Initiative 1.a.i.	Support increased awareness of and commitment to the University’s Catholic academic identity across the curriculum.	
Action Item 1.a.i.1.	Metric	Responsible Party
<i>Establish mission-related faculty reading groups.</i>	Number of faculty participating	Provost
Action Item 1.a.i.2.	Metric	Responsible Party
<i>Develop communication plan to highlight University’s unique strengths in the Catholic intellectual tradition through such distinctive programs as Early Christian Studies, Culture and Sacred Study (Architecture), Catholic Education, Medieval and Byzantine Studies, Egyptian and Semitic Languages, Sacred Music, and Greek and Latin.</i>	Implementation of communication plan	Executive Director, University Communications, relevant school deans
Initiative 1.a.ii.	Identify components of a reconfigured general education at the undergraduate level that are transparently reflective of the Catholic intellectual tradition.	
Action Item 1.a.ii.1.	Metric	Responsible Party
<i>Review applicable course curriculum of each undergraduate program to adapt and incorporate elements of the Catholic intellectual tradition.</i>	Annual Report of Undergraduate Studies regarding Catholic intellectual tradition elements in undergraduate programs	Dean of Undergraduate Studies, Deans of schools of Theology and Religious Studies and Philosophy
Action Item 1.a.ii.2.	Metric	Responsible Party
<i>Institute course offerings and curricular standards for fine arts courses for nonmajors</i>	Evaluation of fine arts courses and curricular standards	Dean of Undergraduate Studies, relevant school deans
Action Item 1.a.ii.3.	Metric	Responsible Party
<i>Create forums for exploration and discussion of the pertinence of Catholic teaching to all disciplines of study at the University.</i>	<ul style="list-style-type: none"> • Percent of faculty and student participation • Number/type of academic publications 	Provost, School Deans
Action Item 1.a.ii.4.	Metric	Responsible Party
<i>Inventory all the University’s academic degree and certificate programs to assess the extent of Catholic identity and mission.</i>	Annual Report of schools regarding Catholic identity and mission	School Deans, Dean of Undergraduate Studies, Dean of Graduate Studies
Action Item 1.a.ii.5.	Metric	Responsible Party
<i>Create curricular standards for elements of Catholic intellectual tradition principles in existing academic programs.</i>	Creation of standards and implementation of annual review schedule	Dean of Graduate Studies, Dean of Undergraduate Studies, relevant School Deans

Action Item 1.a.ii.6.	Metric	Responsible Party
<i>Integrate national standards regarding information literacy into the undergraduate curriculum to ensure students leave the University prepared for a lifetime of learning and are able to identify an information need; locate and evaluate information effectively; and use information appropriately and ethically.</i>	Annual Report of Undergraduate Studies regarding establishment of information literacy standards	Dean of Undergraduate Studies, relevant school deans, University Librarian
Initiative 1.a.iii.	Position CUA as the leading institution in the nation for graduate programs of the ecclesiastical faculties.	
Action Item 1.a.iii.1.	Metric	Responsible Party
<i>Evaluate graduate programs in the ecclesiastical faculties.</i>	Best practices of international graduate programs with ecclesiastical faculties.	Provost, Deans of Ecclesiastical Faculties
Action Item 1.a.iii.2.	Metric	Responsible Party
<i>Charge schools to develop plan to address metric identified in Action Item 1.a.iii.1.</i>	Metric as identified in Action Item 1.a.iii.1	Dean of Graduate Studies, Dean of Undergraduate Studies, relevant school deans
Initiative 1.a.iv.	Promote interdisciplinary collaboration among faculty on issues of relevance to our mission and Catholic identity.	
Action Item 1.a.iv.1.	Metric	Responsible Party
<i>For graduate and undergraduate students, identify 5-10 key areas of research overlap among faculty relating directly to our mission and Catholic identity.</i>	Identification of key areas	Dean of Graduate Studies, Dean of Undergraduate Studies, Associate Provost for Research, AVP Institutional Research
Initiative 1.a.v.	Develop and monitor a university core of undergraduate general education with a vision that is clear, compelling, and Catholic.	
Action Item 1.a.v.1.	Metric	Responsible Party
<i>Ensure appropriate institutional structures so that all academic units serving undergraduate students clearly and seamlessly support this vision.</i>	Report from individual academic units on creation and maintenance of appropriate institutional structures.	Provost, relevant school deans, Dean of Undergraduate Studies
Initiative 1.a.vi.	Address in a holistic way the sophomore year experience and the gateway to the disciplines and to undergraduate majors.	
Action Item 1.a.vi.1.	Metric	Responsible Party
<i>Ensure that the Undergraduate Advising Center works closely with individual academic advisors in major programs.</i>	Improvement of first- to second-year retention	Dean of Undergraduate Studies, relevant school deans

Initiative 1.a.vii. Strive to be leaders in a cohesive and coordinated effort toward environmental stewardship in keeping with the teachings of the Catholic Church.

Action Item 1.a.vii.1.	Metric	Responsible Party
<i>Create a sustainability website to inform both internal and external communities of CUA's sustainability programs.</i>	Successful creation of website	AVP Facilities
Action Item 1.a.vii.2.	Metric	Responsible Party
<i>In all new construction and renovation projects, where appropriate, incorporate a high level of sustainable design and energy efficiency as informed by, and in keeping with, the 2012 Master Plan.</i>	<ul style="list-style-type: none"> • Project commissioning reports; Master Plan • Annual carbon footprint analysis reports 	AVP Facilities, VP Finance
Action Item 1.a.vii.3.	Metric	Responsible Party
<i>Develop sustainability design and operations guidelines for new and existing buildings based on national standards and best practices.</i>	Annual Sightlines Report	AVP Facilities, VP Finance
Action Item 1.a.vii.4.	Metric	Responsible Party
<i>Provide sustainability programs for students.</i>	<ul style="list-style-type: none"> • Formal identification of all sustainability programs sponsored on campus • Creation of instrument to capture student participation in sustainability programs 	AVP Facilities, VP Student Affairs VP Student Affairs, Director of Campus Ministry/Chaplain
Action Item 1.a.vii.5.	Metric	Responsible Party
<i>Provide sustainability programs for staff</i>	Annual Sightlines Report	VP Finance, AVP Facilities
Action Item 1.a.vii.6.	Metric	Responsible Party
<i>Collaborate with other campuses in the D.C. metropolitan area, as well as with Catholic institutions nationwide, on sustainability efforts</i>	Successful collaboration with Consortium universities and Campus Compact	Provost, Dean of Undergraduate Studies, Dean of Graduate Studies, relevant school deans

Objective 1.b.

Ensure that all faculty and staff support and contribute to the University's Catholic mission.

Responsible Party

Provost, other VPs

Initiative 1.b.i. Recruit and appoint Catholics so that those committed to the witness of the faith constitute a majority of the faculty.

Action Item 1.b.i.1.	Metric	Responsible Party
<i>Strengthen faculty recruitment process to improve hiring for mission; e.g., develop mechanisms in faculty recruitment and application processes to identify Catholic faculty.</i>	Revised recruiting process that yields larger numbers of qualified Catholic faculty who are interested in mission and who apply for vacant positions.	Provost, School Deans
Action Item 1.b.i.2.	Metric	Responsible Party
<i>Require academic units to report periodically on how the faculty recruitment process conforms to the requirements set by Ex Corde Ecclesiae.</i>	<ul style="list-style-type: none"> • Annual Report of Provost regarding faculty recruitment and <i>Ex Corde Ecclesiae</i> elements • Percentage of Catholic faculty in applicant pools 	Provost, School Deans

Action Item 1.b.i.3.	Metric	Responsible Party
<i>Seek out faculty candidates through Catholic affiliations.</i>	Percentage of Catholic faculty applicants identified through the following channels: discipline-based networks, National Catholic Educational Association, other Catholic universities	Provost, School Deans

Initiative 1.b.ii. Continue to build on the rich tradition of Catholic social teaching so that these principles enrich such relevant academic areas as religious education, spiritual formation, social service, and social and environmental policy formulation and analysis.

Action Item 1.b.ii.1.	Metric	Responsible Party
<i>Provide in-service and information opportunities for faculty and staff in the areas of Catholic identity, teaching, and culture.</i>	Number/percent of faculty and staff participation	Director of Campus Ministry, Provost, AVP Human Resources, relevant school deans

Initiative 1.b.iii. Enhance, promote, and support the diversity of both programs and the community.

Action Item 1.b.iii.1.	Metric	Responsible Party
<i>Evaluate recommendations from Hispanic Task Force Report (2011) for implementation and extension.</i>	Longitudinal comparison of institutional demographic profile	VP Student Affairs, VP Enrollment Services, Dean of Graduate Studies, Dean of Undergraduate Studies, Director of Campus Ministry, relevant school deans

Initiative 1.b.iv. Promote staff recruitment and development central to the Catholic identity and mission.

Action Item 1.b.iv.1.	Metric	Responsible Party
<i>Develop recruitment strategies that match prospective professional staff appointments with mission, especially in areas of direct student support and services.</i>	Development and application of recruitment strategies	Provost, VP Finance, AVP Human Resources

Action Item 1.b.iv.2.	Metric	Responsible Party
<i>Develop staff training programs that educate new and continuing staff in the Catholic intellectual tradition and Catholic Social Teaching.</i>	Development and application of staff training	Provost, VP Finance, AVP Human Resources

Objective 1.c.	Responsible Party
Foster a community culture that encourages faith development and commitment to service.	Director of Campus Ministry, VP Student Affairs

Initiative 1.c.i. Strengthen the presence of Campus Ministry and Student Life in the residential experience, with a focus on enhancing formation of students.

Action Item 1.c.i.1.	Metric	Responsible Party
<i>Enhance residence hall life by encouraging prayer, participation in the Church's sacramental life, and the exercise of natural and theological virtues.</i>	<ul style="list-style-type: none"> • Number of programs created • Annual Report of Campus Ministry regarding residence hall life • Percentage/number of student participation 	VP Student Affairs, Director of Campus Ministry

Action Item 1.c.i.2.	Metric	Responsible Party
<i>Determine the need for student ministers in off-campus residential living.</i>	Survey results on need for off-campus student ministers	VP Student Affairs, Director of Campus Ministry
Action Item 1.c.i.3.	Metric	Responsible Party
<i>Develop suitable Catholic liturgical spaces in residence halls and academic buildings.</i>	Development of liturgical space	AVP Facilities, Director of Campus Ministry
Action Item 1.c.i.4.	Metric	Responsible Party
<i>Evaluate the 2011-2012 pilot project to accommodate priests and other religious in residence halls for further expansion.</i>	Survey results on efficacy and student satisfaction	VP Student Affairs, Director of Campus Ministry
Initiative 1.c.ii.	Evaluate extended access to specific outreach by Campus Ministry to all students, faculty, and staff.	
Action Item 1.c.ii.1.	Metric	Responsible Party
<i>Assess spiritual needs for commuter students.</i>	Survey results on efficacy	VP Student Affairs, Director of Campus Ministry
Initiative 1.c.iii.	Continue to promote the Church's core values of service to others.	
Action Item 1.c.iii.1.	Metric	Responsible Party
<i>Annually report service activity accomplished during each academic year.</i>	Annual Report of Campus Ministry on service learning	Director of Campus Ministry, VP Student Affairs
Action Item 1.c.iii.2.	Metric	Responsible Party
<i>Engage in such educational activities as local outreach, mission trips, and sustainability.</i>	Number/percentage of faculty and student participation	Director of Campus Ministry, VP Student Affairs, relevant school deans
Initiative 1.c.iv.	Make the University a welcoming home that reflects the current demography of American Catholicism while continuing to provide a supportive environment to other faith traditions.	
Action Item 1.c.iv.1.	Metric	Responsible Party
<i>Explore programs and places for Catholic faith formation for all members of the CUA community, including residential and commuter students, faculty, and staff.</i>	Number/percentage of faculty, staff, and student participation Survey on efficacy	Provost, Director of Campus Ministry, VP Student Affairs, AVP Facilities
Action Item 1.c.iv.2.	Metric	Responsible Party
<i>Develop or modify existing places for worship and spiritual reflection on campus</i>	Worship place on campus	AVP Facilities, Director of Campus Ministry
Action Item 1.c.iv.3.	Metric	Responsible Party
<i>Provide ministry that is culturally sensitive to diverse communities, including Latin, African American, and Eastern Rite Catholics.</i>	Outcome programs	Director of Campus Ministry

Initiative 1.c.v. Collaborate with other Catholic institutions and leaders worldwide.

Action Item 1.c.v.1.	Metric	Responsible Party
<i>Continue to expand collaboration with domestic and international mission organizations.</i>	<ul style="list-style-type: none">• Annual Report of Campus Ministry on collaboration• Number of international mission projects	Director of Campus Ministry, Provost, other VPs



Strategic Goal 2

Aim for the highest standards of academic and professional excellence.

Objective 2.a.	Responsible Party	
Strengthen the undergraduate experience.	Provost, VP of Student Affairs, VP of Enrollment Management	
Initiative 2.a.i.	Consider new academic organizational units to support innovative and interdisciplinary programming, such as the creation of a School of Business and Economics.	
Action Item 2.a.i.1.	Metric	Responsible Party
<i>Solicit ideas from academic administration and faculty for successful innovative and interdisciplinary programs within their respective fields</i>	Number of new interdisciplinary projects per faculty participation	Dean of Undergraduate Studies, Dean of Graduate Studies, Provost, relevant school deans
Action Item 2.a.i.2.	Metric	Responsible Party
<i>Charge Sponsored Programs with identifying interdisciplinary funding opportunities from grant agencies and foundations and with developing a monthly e-newsletter to inform faculty of opportunities.</i>	Number/percentage of funding opportunities identified in e-newsletter pursued and/or awarded by University faculty	Associate Provost for Research
Action Item 2.a.i.3.	Metric	Responsible Party
<i>Evaluate current aspirational competition in undergraduate schools of business to identify key success factors based on recent research in excellence in undergraduate business education and in Catholic social teaching.</i>	<ul style="list-style-type: none"> • Best-in-class and competitor undergraduate schools of business • Key success factors and competitive standing among universities 	Chair of Business and Economics, relevant school deans
Action Item 2.a.i.4.	Metric	Responsible Party
<i>Identify in the Master Plan the facilities requirement and an appropriate location for a School of Business and Economics.</i>	Identification of facilities requirement	AVP Facilities, VP Finance
Action Item 2.a.i.5.	Metric	Responsible Party
<i>Launch online education office.</i>	Successful creation and staffing of office	Provost
Initiative 2.a.ii.	Examine consolidation of existing schools to reflect academic effectiveness, build excellence, and promote interdisciplinarity.	
Action Item 2.a.ii.1.	Metric	Responsible Party
<i>Develop metrics to assess program impact (scholarship, research, education, service, finances) of each school.</i>	Formalize University system of program evaluation and obtain approval of the academic deans	Dean of Undergraduate Studies, Dean of Graduate Studies, AVP Institutional Research, relevant school deans, Dean of Assessment
Action Item 2.a.ii.2.	Metric	Responsible Party
<i>Identify collaboration and synergies between departments and programs and reorganize, physically and/or programmatically, to promote interdisciplinary collaboration.</i>	Identification of collaboration synergies	Provost

Action Item 2.a.ii.3.	Metric	Responsible Party
<i>Fully implement multiyear analysis of program viability (Income Cost Model).</i>	Completed FY11 Income Cost Model and formalized reporting structure	AVP Institutional Research, AVP Finance, VP Finance
Action Item 2.a.ii.4.	Metric	Responsible Party
<i>Assess feasibility of creating organizational synergies to promote interdisciplinary study in such areas as Humanities and Social Sciences, Performing and Creative Arts, Ecclesiastical Studies, and Natural and Applied Sciences.</i>	Projects, participation	Dean of Undergraduate Studies, Dean of Graduate Studies, relevant school deans, Provost
Initiative 2.a.iii.	Develop resources for the Honors Program that allow for increased flexible integration with majors, student scholarship support, awards, and nurturing programs for honors students.	
Action Item 2.a.iii.1.	Metric	Responsible Party
<i>Maintain existing housing and living learning centers for Honors Program students.</i>	Number/percentage of Honors Program students residing in living centers	Director of University Honors Program, VP Student Affairs
Action Item 2.a.iii.2.	Metric	Responsible Party
<i>Establish criteria for “Honors in Liberal Studies” and standards for undergraduate research within the Honors Program.</i>	Establishment of criteria and standards	Director of University Honors Program, Dean of Undergraduate Studies, Associate Provost for Research
Initiative 2.a.iv.	Decide whether to create a college for undecided/exploratory students from which they would “graduate” into a major or bundle appropriate support services for undecided/exploratory students under the Vice Provost and Dean of Undergraduate Studies.	
Action Item 2.a.iv.1.	Metric	Responsible Party
<i>Assess advisability of providing an academic home as an option for exploratory students from admission until declaring a major or up to 60 credits.</i>	Decision for or against establishing an academic home	Dean of Undergraduate Studies, relevant school deans
Action Item 2.a.iv.2.	Metric	Responsible Party
<i>Form an intercollegiate faculty curriculum oversight committee for general education and ensure that it receives all the necessary support that leads to the adoption and implementation of a revised core curriculum, with appropriate adaptation to the First-Year Experience program.</i>	<ul style="list-style-type: none"> • Formation of curriculum oversight committee • Revised core curriculum 	Dean of Undergraduate Studies, relevant school deans
Initiative 2.a.v.	Examine the number of requirements in general education and in majors.	
Action Item 2.a.v.1.	Metric	Responsible Party
<i>Review the overall portfolio of majors, minors, and certificates at the undergraduate level.</i>	Annual Report of Undergraduate Studies regarding majors, minors, and certificates	Dean of Undergraduate Studies
Action Item 2.a.v.2.	Metric	Responsible Party
<i>Pursue national benchmark standards for the proportion of undergraduate work constituting a major and a minor.</i>	Annual Report of Undergraduate Studies regarding major and minor standards	Dean of Undergraduate Studies, relevant school deans

Action Item 2.a.v.3.	Metric	Responsible Party
<i>Pursue national benchmark standards for the proportion of undergraduate work constituting general education.</i>	Annual Report of Undergraduate Studies regarding general education standards	Dean of Undergraduate Studies, relevant school deans
Action Item 2.a.v.4.	Metric	Responsible Party
<i>Promote interdisciplinary majors and minors.</i>	Number/percentage of undergraduates completing interdisciplinary majors and minors	Dean of Undergraduate Studies, relevant school deans
Action Item 2.a.v.5.	Metric	Responsible Party
<i>Streamline the process of changing majors, within and across schools, with minimal loss of credits toward degree completion.</i>	<ul style="list-style-type: none"> • Number of undergraduates changing a major within school each year/graduation rate and time to degree for students changing a major within a school • Number of undergraduates changing schools each year/associated graduation rate and time-to-degree for students changing schools 	Dean of Undergraduate Studies, relevant school deans
Initiative 2.a.vi. Enhance advising practices.		
Action Item 2.a.vi.1.	Metric	Responsible Party
<i>Create an Advising Committee, with representation from the Undergraduate Advising Center, faculty, and Student Affairs, in order to review the effectiveness of current advising practices and make recommendations on possible improvements.</i>	Creation of Advising Committee	Dean of Undergraduate Studies
Initiative 2.a.vii. Reassess First Year Experience program in the light of the curriculum review process.		
Action Item 2.a.vii.1.	Metric	Responsible Party
<i>Consider the relative benefits of small classes, contact with faculty and student cohorts who move through the FYE as a unit.</i>	Thorough review and consideration of the benefits of class size and faculty contact	Dean of Undergraduate Studies, Dean of Assessment
Action Item 2.a.vii.2.	Metric	Responsible Party
<i>Consider allowing room within the new core curriculum for piloting and evolution of various alternative models, including topics-based faculty-taught seminars and common lectures (a lecture given by a faculty expert to multiple sections), within the FYE.</i>	Completion of review of various alternatives within core curriculum	Dean of Undergraduate Studies
Action Item 2.a.vii.3.	Metric	Responsible Party
<i>To the extent possible, formally integrate cocurricular educational topics into the required FYE program for all new students (e.g., freshman social transition issues, basic study and academic enhancement strategies, etc.) by making them strongly encouraged or mandatory but not for credit.</i>	Inclusion of cocurricular educational topics in the First-Year Experience	Dean of Undergraduate Studies, VP Student Affairs
Action Item 2.a.vii.4.	Metric	Responsible Party
<i>Enhance the existing FYE community service engagement program, coordinated by Campus Ministry.</i>	Number of community outreach programs coordinated through the FYE.	Dean of Undergraduate Studies, Director of Campus Ministry

Objective 2.b.	Responsible Party	
Strengthen the graduate experience.	Vice Provost and Dean of Graduate Studies	
Initiative 2.b.i.	Foster multiyear, full support of doctoral students with competitive packages.	
Action Item 2.b.i.1.	Metric	Responsible Party
<i>Develop a strategic approach to foundations, corporations, government agencies, and individual contributors to partner in raising funds or identifying opportunities for scholarships, stipends, and research grants.</i>	Amount/percentage of scholarship support externally funded Number/percentage of externally funded University stipends/fellowships/assistantships	VP Advancement, President
Action Item 2.b.i.2.	Metric	Responsible Party
<i>Establish and foster relationships with area and national research foundations, public policy institutes, research centers, and other such institutions to collaborate on timely issues within society, in science, and on the environment.</i>	Number of partnerships with area and national research foundations	Provost, Dean of Graduate Studies, Associate Director for Research, relevant school deans
Action Item 2.b.i.3.	Metric	Responsible Party
<i>Develop a plan that matches admissions with availability of multiyear support packages for all students in each doctoral program.</i>	<ul style="list-style-type: none"> • Number/percentage of newly enrolled doctoral students receiving multiyear support packages • Number/percentage of newly enrolled doctoral students receiving full tuition support • Number/percentage of newly enrolled doctoral students receiving partial tuition support • Number/percentage of newly enrolled doctoral students receiving stipend/fellowship/assistantship support • Mean level of stipend/fellowship/assistantship support 	Provost, Dean of Graduate Studies, relevant school deans
Action Item 2.b.i.4.	Metric	Responsible Party
<i>Integrate extramural funds for student support with other sources, particularly for doctoral students.</i>	Number/percentage of amount of extramural support	Provost, Dean of Graduate Studies, Associate Provost for Research, VP Finance, relevant school deans
Initiative 2.b.ii.	Develop a financial plan to capture revenue for graduate student support.	
Action Item 2.b.ii.1.	Metric	Responsible Party
<i>Identify a resource pool for financial matches in foundation proposals for graduate student support.</i>	Identification of financial matches	VP Development, Dean of Graduate Studies, Provost
Action Item 2.b.ii.2.	Metric	Responsible Party
<i>Commission a study to look at the opportunity for increased graduate support as well as analyzing and quantifying the potential for the University.</i>	Using our own data, develop a plan	Provost, Dean of Graduate Studies, relevant school deans

Action Item 2.b.ii.3.	Metric	Responsible Party
<i>Expand small grants for dissertation research and travel funds for students to present their research at conferences.</i>	Number of small research grants awarded annually / percentage of doctoral students receiving small research grants annually	Provost, Dean of Graduate Studies, Associate Provost for Research
Action Item 2.b.ii.4.	Metric	Responsible Party
<i>Continue development of professional master's programs as revenue generator for graduate student support.</i>	<ul style="list-style-type: none"> • Enrollment numbers in professional master's programs • Percentage of funding revenue returned to graduate student support 	Provost, Dean of Graduate Studies, VP Finance
Initiative 2.b.iii.	Include career opportunities in the assessment of doctoral programs.	
Action Item 2.b.iii.1.	Metric	Responsible Party
<i>Establish benchmark based on previous 5-10 years of CUA doctoral programs, including areas of study/research, number of doctoral candidates, performance of programs, and outcomes.</i>	Number/percentage of students receiving a doctoral degree obtaining employment appropriate to discipline and degree earned	Dean of Assessment, Dean of Graduate Studies, relevant school deans
Action Item 2.b.iii.2.	Metric	Responsible Party
<i>Increase focus on, and support of, doctoral students in Career Services.</i>	Number/percentage of doctoral students receiving career placement assistance from the Office of Career Services	VP Student Affairs, Dean of Graduate Studies
Objective 2.c.	Responsible Party	
Increase the academic profile.	VP of Enrollment Management	
Initiative 2.c.i.	In undergraduate admissions, improve academic selectivity while continuing to raise the academic qualifications for admitted students.	
Action Item 2.c.i.1.	Metric	Responsible Party
<i>In the context of the increased discount rate, raise scholarship funds to support higher academic standards.</i>	Number of students who have their full institutional need met	Provost, VP Development, VP Enrollment Management
Action Item 2.c.i.2.	Metric	Responsible Party
<i>Develop a student financial support plan to allow all students to participate in cultural and linguistic immersion programs abroad.</i>	<ul style="list-style-type: none"> • Number/percentage of students studying abroad • Number/percentage of graduating students who studied abroad at some point during their career • Number/percentage of undergraduates studying abroad who received some type of institutional support for their studies 	Provost, VP Enrollment Management, AVP Global Education
Initiative 2.c.ii.	Create a marketing program aimed at undergraduate students.	
Action Item 2.c.ii.1.	Metric	Responsible Party
<i>Assess current marketing practices and recommend marketing and promotional programs in targeted regions based upon previous success and diversity goals.</i>	Annual Report of Enrollment Management regarding marketing practices in targeted regions	VP Enrollment Management

Action Item 2.c.ii.2.	Metric	Responsible Party
<i>Assess website content at unit, University, and IT level to monitor timeliness and accuracy.</i>	Development of tool to assess freshness and accuracy of website	VP Enrollment Management, CIO Tech Services, AVP Marketing and Communications, Dean of Undergraduate Studies, relevant school deans
Action Item 2.c.ii.3.	Metric	Responsible Party
<i>Increase the resources for Enrollment Management in order to strengthen recruitment.</i>	<ul style="list-style-type: none"> • Number/percentage of freshman applicants • Number/percentage of freshmen • Number/percentage of early decision applicants • Number/percentage of newly enrolled freshmen • Number/percent of high schools visited each year by recruitment staff • Number/percent of high schools visited by recruitment staff with at least one applicant each year • Average number of visits per high school by recruitment staff 	VP Enrollment Management
Action Item 2.c.ii.4.	Metric	Responsible Party
<i>Review curricular offerings at other institutions to discern emerging new opportunities and directions and explore the creation of high-appeal academic programs (e.g., Intelligence, Classical Architecture, Cybersecurity, Criminology).</i>	Annual Report of Enrollment Management regarding emerging degree programs	VP Enrollment Management, Dean of Undergraduate Studies, Dean of Graduate Studies, relevant school deans
Action Item 2.c.ii.5.	Metric	Responsible Party
<i>Enhance international student recruitment.</i>	Annual Report	VP Enrollment Management, Dean of Undergraduate Studies, Dean of Graduate Studies, AVP Global Education, relevant school deans
Action Item 2.c.ii.6.	Metric	Responsible Party
<i>Enhance programs and services, including intensive English training, in order to remain competitive in the global market, increase diversity on campus, and improve the overall student experience at CUA.</i>	Annual Report	VP Enrollment Management, Dean of Undergraduate Studies, Dean of Graduate Studies, AVP Global Education, relevant school deans

Initiative 2.c.iii. At the doctoral level, increase yield for the best students by competitive packaging for prospective graduate students that includes multiyear support.

Action Item 2.c.iii.1.	Metric	Responsible Party
<i>Survey peer institutions for data on stipend, tuition, benefit (and similar) packages by discipline in order to remain competitive.</i>	Continued participation in Oklahoma Graduate Student Stipend Survey; discipline-by-discipline gap between university awards and mean awards from Oklahoma survey	Dean of Graduate Studies, AVP Institutional Research

Initiative 2.c.iv. Ensure that diversity is reflected in student body.

Action Item 2.c.iv.1.	Metric	Responsible Party
<i>Seek external subvention to support tuition scholarships as both merit and need-based for minority students.</i>	Amount of external support	VP Advancement, relevant school deans

Objective 2.d.

Strengthen academic support at all levels.

Responsible Party
Vice Provost and Dean of Undergraduate Studies, University Librarian

Initiative 2.d.i. Enhance Center for Academic Success to provide transitional programs from entry through the declaration of major.

Action Item 2.d.i.1.	Metric	Responsible Party
<i>Continue programs of collaboration between Student Affairs and Academic Affairs through the creation of an advising committee.</i>	Creation of advising committee	Dean of Undergraduate Studies, Dean of Students, relevant school deans

Initiative 2.d.ii. Protect and enhance the unique library and archive collections CUA has been entrusted to curate.

Action Item 2.d.ii.1.	Metric	Responsible Party
<i>Improve storage and exhibit spaces to preserve, house, and showcase library, archive, and museum collections.</i>	Improved spaces; Master Plan	University Librarian, AVP Facilities

Action Item 2.d.ii.2.	Metric	Responsible Party
<i>Develop an infrastructure to allow for the systematic digitization and dissemination of library and archival materials for preservation and access, thereby making more of the collection accessible online.</i>	Number/percentage of online collections	University Librarian

Action Item 2.d.ii.3.	Metric	Responsible Party
<i>Evaluate current support of collections as they relate to the University's Catholic mission and academic programs.</i>	Annual Report of University Libraries regarding current support of University's collections	University Librarian

Action Item 2.d.ii.4.	Metric	Responsible Party
<i>Increase the amount of study space available for individual research and collaborative learning.</i>	Amount of study space; Master Plan	University Librarian, AVP Facilities

Initiative 2.d.iii. Reconfigure Mullen Library as a learning hub with the flexibility and enhanced IT technology and assistance necessary to support a variety of learning styles and to meet the ever-changing research and learning needs of faculty and students.

Action Item 2.d.iii.1.	Metric	Responsible Party
<i>Increase the number of and improve the quality of the workstations available for research, instruction, and creation in Mullen Library.</i>	<ul style="list-style-type: none"> • Creation of operational definition of the types of workstations sought • Number/percentage of workstations available in Mullen Library • Annual usage of workstations by type • Creation of satisfaction index for Mullen Library services and workstations • Student satisfaction with Mullen Library services and workstations 	University Librarian, AVP Facilities, VP Development University Librarian University Librarian University Librarian, AVP Institutional Research University Librarian, AVP Institutional Research

Action Item 2.d.iii.2.	Metric	Responsible Party
<i>Bring more academic support services into the library.</i>	Annual Report of University Libraries regarding academic support presence	University Librarian, Dean of Undergraduate Studies

Action Item 2.d.iii.3.	Metric	Responsible Party
<i>Explore relocation of special collections into new facilities with improved security and environmental controls; restructure and incorporate subsequently vacated spaces into an interdisciplinary learning center.</i>	Annual Report of University Libraries regarding relocation and conversion of libraries	University Librarian, AVP Facilities

Initiative 2.d.iv Increase access to primary and secondary literature resources.

Action Item 2.d.iv.1.	Metric	Responsible Party
<i>Improve document delivery and acquisition on demand.</i>	Annual Report of University Libraries regarding document delivery and acquisition.	University Librarian

Action Item 2.d.iv.2.	Metric	Responsible Party
<i>Enhance discovery systems to support both University collections and those to which the libraries can provide quick delivery on demand, with a goal of seamless access.</i>	Annual Report of University Libraries regarding current discovery systems	University Librarian

Action Item 2.d.iv.3.	Metric	Responsible Party
<i>Improve support in the areas of print and electronic collections and storage and preservation by strengthening the University's agenda within the Washington Resource Library Consortium (WRLC).</i>	Annual Report of University Libraries regarding the University's relationship with the WRLC	University Librarian

Action Item 2.d.iv.4.	Metric	Responsible Party
<i>Evaluate the changes occurring as a result of the migration to electronic publishing and in consideration of the high costs to libraries in existing publishing models.</i>	Annual Report of University Libraries regarding University dialogue and potential costs	University Librarian

Objective 2.e.	Responsible Party	
Sustain a culture of assessment for ongoing program evaluation.	Vice Provost and Dean of Assessment	
Initiative 2.e.i.	Ensure objective evaluation of faculty productivity and impact.	
Action Item 2.e.i.1.	Metric	Responsible Party
<i>Establish office of assessment to oversee all assessment efforts, including development of a comprehensive model to assess faculty contributions to scholarship, research, teaching, mentorship, service, etc.</i>	<ul style="list-style-type: none"> • Annual report by Vice Provost and Dean of Assessment • University-wide implementation of Delaware Study of Out-of-Classroom Productivity reporting methodology • Annual participation in two Delaware Studies: <ol style="list-style-type: none"> 1) Out-of-Classroom Productivity 2) Instructional Costs and Productivity 	Provost AVP Institutional Research AVP Institutional Research
Initiative 2.e.ii.	Evaluate a plan to attain additional accreditations.	
Action Item 2.e.ii.1.	Metric	Responsible Party
<i>Identify programs that are not accredited at the University but for which national accreditation is the norm.</i>	Annual Report of Undergraduate Studies regarding national accreditation approvals at the University	Dean of Undergraduate Studies, Dean of Graduate Studies, AVP Institutional Research, relevant school deans
Action Item 2.e.ii.2.	Metric	Responsible Party
<i>Identify programs for which national accreditation is not yet the norm, but for which gaining accreditation may provide unique “first mover” advantage and opportunities for the University.</i>	Annual Report of Undergraduate Studies regarding national accreditation approvals at the University	Dean of Undergraduate Studies, Dean of Graduate Studies, AVP Institutional Research, relevant school deans
Initiative 2.e.iii.	Evolve a plan in all academic units to enhance external measure of reputation.	
Action Item 2.e.iii.1.	Metric	Responsible Party
<i>Develop list of top 20-30 graduate programs in pertinent academic units; identify and prioritize key metrics on how rankings are generated in this field while identifying the impact factor for each metric.</i>	Annual Report of Graduate Studies regarding top-ranked graduate programs	Dean of Assessment, Dean of Graduate Studies, AVP Institutional Research
Action Item 2.e.iii.2.	Metric	Responsible Party
<i>Reinstate the doctoral program in Human Development in the Department of Psychology, focused on the family and on youth from disadvantaged backgrounds.</i>	Reinstatement of degree program	Department of Psychology, School of Arts and Sciences
Initiative 2.e.iv.	Use the income-cost model to adequately support the interdisciplinary programs and research centers, particularly those that fall between current academic unit structures.	
Action Item 2.e.iv.1.	Metric	Responsible Party
<i>Fully implement the transparent income-cost model that serves as a guide to direct faculty and staff resources to serve the varying demands of academic programs.</i>	Full implementation of income-cost model	VP Finance, Provost, AVP Institutional Research

Action Item 2.e.iv.2.	Metric	Responsible Party
<i>Conduct an annual update of the income-cost model to facilitate decision support.</i>	Annual publication of University income-cost model following the close of the fiscal year	VP for Finance, AVP Institutional Research
Objective 2.f.	Responsible Party	
Improve infrastructure for education and research.	VP for Finance	
Initiative 2.f.i	Increase the number and enhance the quality of classrooms to meet recognized instructional standards.	
Action Item 2.f.i.1.	Metric	Responsible Party
<i>Develop a classroom management plan that matches teaching needs with technology availability, including using classroom management software to identify and prioritize classroom enhancements.</i>	Annual Report of Finance regarding classroom management plan	VP Finance, CIO Tech Services
Action Item 2.f.i.2.	Metric	Responsible Party
<i>Examine the classroom space available on campus.</i>	Annual Report of Finance regarding classroom management plan	VP Finance, CIO Tech Services
Action Item 2.f.i.3.	Metric	Responsible Party
<i>Enhance the role of the IT Governance Committee as the means to implement an improved infrastructure.</i>	Annual/quarterly reports of the IT Operations Committee on research and project support	CIO Tech Services
Action Item 2.f.i.4.	Metric	Responsible Party
<i>Engage a systematic program to upgrade teaching and research laboratories, studios, and performance spaces.</i>	<ul style="list-style-type: none"> • Number of classrooms upgraded to newly created set of classroom standards; Master Plan • Number of classrooms below newly created set of classroom standards 	VP Finance, AVP Facilities
Action Item 2.f.i.5.	Metric	Responsible Party
<i>Increase investments in academic computing and software for e-learning, computing, modeling, and simulation.</i>	Annual Report of Tech Services regarding computing and software purchases	VP Finance, CIO Tech Services



Strategic Goal 3

Provide a vibrant, challenging, and uplifting collegiate experience.

Objective 3.a.	Responsible Party	
Enhance the on-campus experience for all students.	VP for Student Affairs, Director of Campus Ministry	
Initiative 3.a.i.	Ensure safety for all students and amenities, including dining, study space, recreational and athletics facilities, and social spaces, all of which accommodate students at various ages.	
Action Item 3.a.i.1.	Metric	Responsible Party
<i>Create lively and welcoming destination spaces that promote safe and responsible camaraderie for all students, including commuter and graduate.</i>	Annual Report of Student Life regarding establishment of student space; Master Plan	VP Student Affairs, AVP Facilities
Action Item 3.a.i.2.	Metric	Responsible Party
<i>Strategically implement facility upgrades designed to bolster the on-campus living and learning experience for students.</i>	Annual Report of Student Affairs regarding facility upgrades that benefit student experience	VP Student Affairs, AVP Facilities
Action Item 3.a.i.3.	Metric	Responsible Party
<i>Provide safe and convenient locker facilities for commuter students.</i>	Annual Report of Student Life regarding commuter student amenities; Master Plan	VP Student Affairs, AVP Facilities
Action Item 3.a.i.4.	Metric	Responsible Party
<i>Develop long-term plan for dining options on campus in conjunction with enrollment and on-campus housing expansion.</i>	Campus Dining facility plan established	VP Student Affairs, VP Finance
Initiative 3.a.ii.	Make the University a model for Title IX Compliance.	
Action Item 3.a.ii.1.	Metric	Responsible Party
<i>Provide in-person training at least every two years for all individuals likely to receive reports of sexual harassment and violence, including all full-time faculty, public safety officers, public safety assistants, residence hall security assistants, student affairs personnel, study abroad trip leaders, work-study student supervisors, and varsity and club coaches.</i>	Annual Title IX Report	Title IX Coordinator, VP Student Affairs, Dean of Students, Vice Provost for Administration
Action Item 3.a.ii.2.	Metric	Responsible Party
<i>Require online training every two years on sexual harassment and violence for all employees who do not receive in-person training.</i>	Annual Title IX Report	Title IX Coordinator, Chief Ethics and Compliance Officer
Action Item 3.a.ii.3.	Metric	Responsible Party
<i>Conduct a sexual assault campus-climate survey at least every two years.</i>	Annual Title IX Report	Title IX Coordinator and AVP for Financial Planning, Institutional Research and Assessment
Action Item 3.a.ii.4.	Metric	Responsible Party
<i>Require all first-year students to complete at least two hours of training on sexual harassment and violence.</i>	Annual Title IX Report	VP Student Life, Dean of Students

Action Item 3.a.ii.5.	Metric	Responsible Party
<i>Increase transparency in the student disciplinary process and prevention efforts for sexual violence by publishing an annual Title IX report.</i>	Annual Title IX Report	Title IX Coordinator

Initiative 3.a.iii. Provide on-campus housing for all undergraduate students who want it.

Action Item 3.a.iii.1.	Metric	Responsible Party
<i>Provide the right amount of traditional housing stock to meet the needs of first- and second-year students that will contain support facilities fostering community, academic, and spiritual development.</i>	Percentage of first- and second- year students in traditional housing	VP Student Affairs, AVP Facilities, Campus Ministry

Action Item 3.a.iii.2.	Metric	Responsible Party
<i>Provide the right amount of nontraditional housing stock to meet the needs of third- and fourth-year students that will contain support facilities fostering independent living.</i>	Percentage of third- and fourth- year students in nontraditional housing	VP Student Affairs, AVP Facilities

Initiative 3.a.iv. Explore housing needs for graduate students through near-campus accommodations.

Action Item 3.a.iv.1.	Metric	Responsible Party
<i>Task Housing Services, Student Affairs, and Alumni Relations with developing a database of near-campus housing options for all student populations.</i>	Development of near-campus housing database	VP Student Affairs, Director of Housing Services, Director of Alumni Relations

Action Item 3.a.iv.2.	Metric	Responsible Party
<i>Establish a roommate matching system to link new incoming students.</i>	Establishment of roommate matching system	VP Student Affairs, Director of Housing Services

Action Item 3.a.iv.3.	Metric	Responsible Party
<i>Determine the type of housing all students, both lay and clerical, would find attractive so that a feasible business model may function.</i>	Report on housing types for lay and clerical students	VP Student Affairs, Executive Director of Housing Services

Initiative 3.a.v. Support a more holistic undergraduate experience through continuing collaboration of Academic Affairs and Student Life.

Action Item 3.a.v.1.	Metric	Responsible Party
<i>Develop a student and faculty/staff mentoring program to target at-risk students by early intervention.</i>	Annual Report of Student Affairs regarding establishment of mentoring program; outcomes assessment	Dean of Undergraduate Studies, Dean of Students

Action Item 3.a.v.2.	Metric	Responsible Party
<i>Formalize and expand processes for the identification, outreach, and support for students who are at risk for attrition.</i>	Annual attrition rate; student satisfaction survey	Dean of Undergraduate Studies, Dean of Students

Action Item 3.a.v.3.	Metric	Responsible Party
<i>Improve institutional assessment with regard to retention factors by creating a survey to be distributed to students at the conclusion of their freshman and sophomore years. Design survey to evaluate critical factors related to student retention, and incentivize survey completion to drive up response rates.</i>	Number/percentage of completed surveys	Dean of Undergraduate Studies, Dean of Students

Action Item 3.a.v.4.	Metric	Responsible Party
<i>Enhance support and engagement opportunities for underrepresented minority students and international students.</i>	Annual Report of Student Affairs regarding engagement of minority students and international students	VP Student Affairs

Action Item 3.a.v.5.	Metric	Responsible Party
<i>Develop a staff response team and protocol to assist those students affected by another student's tragedy or an emergency.</i>	Creation of staff response team and protocol	VP Student Affairs, Dean of Students, Director of Campus Ministry

Objective 3.b.	Responsible Party
Strengthen support for career preparation.	VP for Student Affairs

Initiative 3.b.i. Strengthen the Office of Career Services.

Action Item 3.b.i.1.	Metric	Responsible Party
<i>Increase institutional resources committed to career development and placement.</i>	Annual reports of Career Services regarding placement numbers, internships, employer outreach, and networking	VP Student Affairs

Action Item 3.b.i.2.	Metric	Responsible Party
<i>Expand career counseling, support, and opportunities (jobs and internship fairs, position postings, individual counseling, etc.) for students, to include more comprehensive services for freshmen and sophomores, with the goal of strengthening links between advising, major selection, and the value of earning a degree from Catholic University.</i>	Annual reports of Career Services	VP Student Affairs

Action Item 3.b.i.3.	Metric	Responsible Party
<i>Expand collaboration between Career Services and Academic Advising.</i>	Annual reports of Career Services	VP Student Affairs, Dean of Undergraduate Studies

Action Item 3.b.i.4.	Metric	Responsible Party
<i>Develop database of internships/research opportunities and points of contact in Career Services.</i>	Creation of research opportunity database	VP Student Affairs, CIO Tech Services

Action Item 3.b.i.5.	Metric	Responsible Party
<i>Establish a formal relationship between Career Services and Alumni Relations to allow for students to network and/or find employment through alumni.</i>	Annual Report of Student Affairs regarding relationship between Career Services and Alumni Relations	VP Student Affairs, Director of Career Services, Director of Alumni Relations

Action Item 3.b.1.6.	Metric	Responsible Party
<i>Develop collaborations between Athletics and Sports Management for internships.</i>	Number of internships	Dean of Business and Economics, AVP Athletics

Initiative 3.b.ii. Utilize staff and alumni resources for student mentoring.

Action Item 3.b.ii.1.	Metric	Responsible Party
<i>Maintain accurate and up-to-date databases with alumni contact information and career progress.</i>	Accurate and up-to-date databases	VP Advancement, VP Finance, CIO Tech Services

Objective 3.c.	Responsible Party	
Develop and maintain comprehensive offerings of cocurricular and extracurricular programs and opportunities for students.	VP for Student Affairs, Director of Campus Ministry	
Initiative 3.c.i.	Address the shortage of recreational facilities.	
Action Item 3.c.i.1.	Metric	Responsible Party
<i>Convene a task force to develop and implement a five-year plan to expand recreation space and participation opportunities on campus that ensures the athletic facilities remain at a competitive level in Division III. The plan will need to be financially feasible and should be developed in conjunction with the long-term plans for on-campus housing and the Pryzbyla Center.</i>	Annual Report of Student Affairs regarding establishment of Task Force; Master Plan	AVP Athletics, VP Student Affairs, VP Finance, AVP Facilities
Action Item 3.c.i.2.	Metric	Responsible Party
<i>Provide the proper facilities (showers, lockers, etc.) in the health and fitness center to increase access for commuter students</i>	Annual Report of Finance regarding facilities in health and fitness center; Master Plan	VP Finance, AVP Facilities
Action Item 3.c.i.3.	Metric	Responsible Party
<i>Relocate administrative functions and non-student-related facilities from the Pryzbyla Center to other buildings to allow for expanded student engagement opportunities.</i>	Annual Report of Student Affairs and Finance regarding Pryzbyla Center future; Master Plan	VP Student Affairs, VP Finance, AVP Facilities
Objective 3.d.	Responsible Party	
Develop and maintain thriving competitive, recreational, and wellness programs that are reflective of the mission of the University.	VP Student Affairs, Associate VP for Athletics, Executive Director Housing, Pryzbyla Center Management, and Recreation	
Initiative 3.d.i.	Encourage and support a healthy balance between academic, athletic, and other cocurricular activities for students.	
Action Item 3.d.i.1.	Metric	Responsible Party
<i>Create cocurricular standards for elements of health and wellness, including nutrition and exercise.</i>	Annual Report of Athletics regarding health and wellness elements in the curriculum	VP Student Affairs
Action Item 3.d.i.2.	Metric	Responsible Party
<i>Foster a culture of participation, particularly for undergraduates, ranging from campus cultural events to sports.</i>	<ul style="list-style-type: none"> • Annual Report of Student Life regarding undergraduate participation in campus events • Number/percentage of students participating in on-campus activities annually 	VP Student Affairs, AVP Athletics, Director of Campus Ministry
Action Item 3.d.i.3.	Metric	Responsible Party
<i>Take steps to increase the number of participants in cocurricular programs known to retain students at high levels (Campus Ministry and Athletics).</i>	Number/percentage of students participating in Athletics and Campus Ministry events	VP Student Affairs, Director of Campus Ministry
Action Item 3.d.i.4.	Metric	Responsible Party
<i>Continue to build student center activities linked to Washington, as both a living laboratory and a venue for fun.</i>	<ul style="list-style-type: none"> • Annual Report of Student Life regarding off-campus events • Number/percentage of students participating in on-campus activities annually 	VP Student Affairs, Dean of Undergraduate Studies, Director of Campus Ministry

Initiative 3.d.ii. Develop and maintain competitive athletic programs that contribute positively to the enrollment and retention goals of the University while embracing the core values of sportsmanship and the Division III philosophy.

Action Item 3.d.ii.1.	Metric	Responsible Party
<i>Sustain diverse athletic offerings as a signature statement.</i>	<ul style="list-style-type: none"> • Percentage of students in diverse athletics programs • Number of athletics programs 	AVP Athletics, VP Enrollment Management

Initiative 3.d.iii. Utilize the athletic program as a vehicle to increase student engagement, fund-raising opportunities, and alumni involvement with the University.

Action Item 3.d.iii.1.	Metric	Responsible Party
<i>Enhance fund-raising and external engagement in the Athletic Department.</i>	Annual Report of Athletics regarding athletic booster programs	VP Development, AVP Athletics, Director Alumni Relations

Action Item 3.d.iii.2.	Metric	Responsible Party
<i>Take appropriate steps to ensure that athletic facilities and support for varsity athletic programs remain at a level that is comparable to our conference, regional, and national competitors in Division III.</i>	Annual Report of Athletics regarding continued financial maintenance of facilities and varsity programs	AVP Athletics, AVP Facilities, VP Finance



Strategic Goal 4

Offer a demanding, efficient, productive, and rewarding work environment.

Objective 4.a.	Responsible Party	
Improve competitiveness in salaries and benefits for faculty and staff.	VP for Finance, Provost	
Initiative 4.a.i.	Engage a compensation study that supports a five-year plan aimed at achieving more competitive recruitment and retention of faculty and staff.	
Action Item 4.a.i.1.	Metric	Responsible Party
<i>Upgrade staff salary model provided by Mercer and include benefits update.</i>	Completed update	AVP Human Resources
Action Item 4.a.i.2.	Metric	Responsible Party
<i>Develop a performance management system that includes post-tenure reviews, which provides clear direction, sets goals, increases the ability of each employee to contribute to the University's success, and provides financial incentives to employees based upon their performance and achievements.</i>	Implementation of performance management system	AVP Human Resources, Provost, other VPs
Action Item 4.a.i.3.	Metric	Responsible Party
<i>Using the Mercer model, update staff and faculty salary grade model to be reflective of current compensation market, and keep the models updated.</i>	CUA average annual staff salary action compared to market index; CUA average annual faculty salary action compared to Higher Ed index	AVP Human Resources, VP Finance
Action Item 4.a.i.4.	Metric	Responsible Party
<i>Examine and resolve gender pay inequalities among the faculty.</i>	Analysis of faculty pay by gender	Provost
Initiative 4.a.ii.	Develop a total compensation package, which includes salary, typical fringe benefits, and creative benefit options (i.e., flex-time, job sharing, access to facilities, public transit incentives, etc.).	
Action Item 4.a.ii.1.	Metric	Responsible Party
<i>Expand transit benefits to encourage the use of public transit and reduce the amount of vehicular parking on campus.</i>	Number of student and staff vehicles registered on campus	AVP Human Resources, Director of Public Safety
Action Item 4.a.ii.2.	Metric	Responsible Party
<i>Evaluate flex-scheduling and telecommuting for work hours to increase educational and service volunteering opportunities for faculty and staff.</i>	Benchmark/survey results	AVP Human Resources, Provost, other VPs
Action Item 4.a.ii.3.	Metric	Responsible Party
<i>Conduct a benefits survey of faculty and staff to determine opportunities to enhance alternative benefits, such as compressed work weeks, job sharing, leave-bank donations, attendance incentives, and wellness programs. Include opt-out option and financial incentive for employees with no need for benefits.</i>	Benchmark/survey results	AVP Human Resources, Provost, other VPs

Objective 4.b.	Responsible Party	
Ensure diversity in faculty and staff recruitment and hiring.	Provost, VP for Finance	
Initiative 4.b.i.	Evaluate diversity status in terms of job categories.	
Action Item 4.b.i.1.	Metric	Responsible Party
<i>Develop diversity goals and selection standards.</i>	EEOC Annual Report (as derived from Affirmative Action Plan)	AVP Human Resources
Action Item 4.b.i.2.	Metric	Responsible Party
<i>Create a report that focuses on the University's progress toward reaching its diversity goals and standards, addressing representation of Latino, African American, and Eastern Rite Catholics.</i>	EEOC Annual Report (as derived from Affirmative Action Plan)	AVP Human Resources
Initiative 4.b.ii.	Review recruitment strategies for optimal outreach.	
Action Item 4.b.ii.1.	Metric	Responsible Party
<i>Review recruitment sources and practices with the goal of expanding diversity.</i>	Number of new recruitment sources	AVP Human Resources, Provost
Action Item 4.b.ii.2.	Metric	Responsible Party
<i>Explore, identify, and implement diverse recruitment strategies to support CUA's diversity goals.</i>	Number of new recruitment sources	AVP Human Resources, Provost
Initiative 4.b.iii.	Examine possibilities for grow-your-own programs for developing future faculty and staff.	
Action Item 4.b.iii.1	Metric	Responsible Party
<i>Institute annual review of staff development programs as part of Annual Human Resources Review (AHRR) process.</i>	Annual Report of Human Resources regarding staff development review	AVP Human Resources
Action Item 4.b.iii.2.	Metric	Responsible Party
<i>Identify and implement support roles where HR can add value to the faculty recruitment process.</i>	Number of new faculty recruited through HR avenues	Provost, AVP Human Resources
Action Item 4.b.iii.3.	Metric	Responsible Party
<i>Identify and implement support roles where HR can add value to the staff recruitment process</i>	EEOC Annual Report	Provost, other VPs
Action Item 4.b.iii.4.	Metric	Responsible Party
<i>Develop databases of housing options in the metro area for new faculty, as well as nearby child care options.</i>	Annual Report of Human Resources regarding faculty housing	AVP Human Resources
Objective 4.c.	Responsible Party	
Review and assess internal business processes for opportunities to operate more effectively and efficiently.	VP for Finance, All VPs	

Initiative 4.c.i. Explore creative solutions leveraging existing strengths and assets.

Action Item 4.c.i.1.	Metric	Responsible Party
<i>Launch comprehensive review of all administrative functions to eliminate waste and promote effectiveness and efficiency.</i>	Productivity benchmarks and quality measures against the baseline	Provost, VP Student Affairs, VP Finance, VP Enrollment Management
Action Item 4.c.i.2.	Metric	Responsible Party
<i>Create a report focusing on vendor diversity.</i>	Percentage of vendors from underrepresented groups	AVP Finance
Action Item 4.c.i.3.	Metric	Responsible Party
<i>Utilize existing technology to streamline business processes.</i>	Annual Report of Finance regarding business processes	VP Finance, CIO Tech Services

Initiative 4.c.ii. Develop strategic alliances to affect operating efficiencies.

Action Item 4.c.ii.1.	Metric	Responsible Party
<i>Identify partners, alliances, or entrepreneurs available to produce new and approved support services.</i>	Annual Report of Finance regarding support services	VP Finance, CIO Tech Services
Action Item 4.c.ii.2.	Metric	Responsible Party
<i>Evaluate operational options, such as outsourcing with distinctive partners.</i>	Annual Report of Finance regarding operational options	VP Finance, CIO Tech Services

Objective 4.d. Responsible Party

Strengthen faculty and staff morale. Provost, other VPs

Initiative 4.d.i. Improve access to recreational and fitness facilities, particularly for faculty and staff.

Action Item 4.d.i.1.	Metric	Responsible Party
<i>Identify and implement social functions for faculty and staff</i>	Number of participants at faculty and staff functions	AVP Human Resources
Action Item 4.d.i.2.	Metric	Responsible Party
<i>Assess establishing a faculty and staff club with space for socializing and facilities for serving food (both for lunch and after-work interaction) and to serve as a technical resource center.</i>	Annual Report of Facilities regarding faculty and staff club	AVP Facilities, Provost, VP Finance

Initiative 4.d.ii. Consider the development of family-friendly infrastructure for graduate students, faculty, and staff, including child care.

Action Item 4.d.ii.1.	Metric	Responsible Party
<i>Investigate partnering with nearby accredited child care center, which students and employees could consider for their child care needs.</i>	Annual Report of Human Resources regarding child care options	AVP Human Resources
Action Item 4.d.ii.2.	Metric	Responsible Party
<i>Identify recruitment strategies specific to family support needs</i>	Benchmark peer schools	AVP Human Resources, Provost

Action Item 4.d.ii.3.	Metric	Responsible Party
<i>Create database of family services, such as child care, babysitters, and housing. Also provide information on other services available in neighboring University area.</i>	Benchmark peer schools	AVP Human Resources
Action Item 4.d.ii.4.	Metric	Responsible Party
<i>Consider family leave and family-friendly tenure track options.</i>	Report by ad hoc committee on family-friendly policies and Academic Senate action	Provost
Action Item 4.d.ii.5.	Metric	Responsible Party
<i>Consider reestablishing child care services on campus and introducing housing for graduate students and faculty families.</i>	Report by ad hoc committee on family-friendly policies and feasibility review by HR and Finance	Provost, VP Finance, VP Student Affairs
Initiative 4.d.iii.	Explore ways to improve communication and information exchange between the administrative offices and academic programs, faculty, and students.	
Action Item 4.d.iii.1.	Metric	Responsible Party
<i>Create secure online faculty and staff directory with phone numbers, office locations, and ID photos.</i>	Creation and utilization of directory	CIO Tech Services, Director of Public Safety
Action Item 4.d.iii.2.	Metric	Responsible Party
<i>Have quarterly update or town hall meetings open to all faculty, staff, and students</i>	Number of town hall meetings conducted annually	Provost, other VPs
Action Item 4.d.iii.3.	Metric	Responsible Party
<i>Evaluate current communication tools and methods for effectiveness</i>	Benchmark peer schools	President's Office, AVP Marketing and Communications
Initiative 4.d.iv.	Expand the University's website for an "employee-only" section to promote connectedness.	
Action Item 4.d.iv.1.	Metric	Responsible Party
<i>Establish secure employee-only area of University website for alerts, newsletters, best practice sharing, tools, guides, forms, and policies.</i>	Employee-only section website	AVP Marketing and Communications, CIO Tech Services
Action Item 4.d.iv.2.	Metric	Responsible Party
<i>Develop and implement an electronic communication to feature an office, school, or department each month that would include new initiatives, staff, faculty, or any other updates to share campus-wide.</i>	Employee-only emails on specific units or initiatives	AVP Marketing and Communications, CIO Tech Services
Initiative 4.d.v.	Bolster morale through the commUNITY committee.	
Action Item 4.d.v.1.	Metric	Responsible Party
<i>Expand the existing commUNITY committee to include additional faculty and staff representing core constituency groups throughout the University.</i>	Membership list of committee	VP Student Affairs, Provost

Action Item 4.d.v.2.	Metric	Responsible Party
<i>Through the commUNITY committee, develop ideas for bolstering faculty and staff morale; promoting civility, respect, and kindness; and strengthening the sense of community throughout campus.</i>	Annual Report of commUNITY committee	VP Student Affairs, Provost

Objective 4.e.	Responsible Party
Improve staff development programs.	Associate VP for Human Resources

Initiative 4.e.i. Utilize faculty, staff, and alumni talent to forge mentoring relationships.

Action Item 4.e.i.1.	Metric	Responsible Party
<i>Investigate the feasibility of implementing a structured mentoring/coaching program to facilitate career development and progression for junior/new staff members</i>	Recommendation on program structure	AVP Human Resources

Action Item 4.e.i.2.	Metric	Responsible Party
<i>Develop and implement a mentoring program for professional and leadership-level employees.</i>	Number of mentors/coaches; program participants	AVP Human Resources

Action Item 4.e.i.3.	Metric	Responsible Party
<i>Create an onboarding (group) program for new employees that is more than a one-day orientation experience, but an ongoing process that helps new employees understand the culture and expectations of the University.</i>	Recommendation on program structure	AVP Human Resources

Initiative 4.e.ii. Establish succession plan and career development paths toward career mobility, including education requirements, mentoring, and experience levels.

Action Item 4.e.ii.1.	Metric	Responsible Party
<i>Develop and implement succession planning strategy and process for “key” leadership roles (academic and nonacademic).</i>	Annual Report regarding succession planning	Provost, other VPs

Action Item 4.e.ii.2.	Metric	Responsible Party
<i>Identify training/development goals for CUA.</i>	Annual Report of Human Resources regarding training goals	AVP Human Resources

Action Item 4.e.ii.3.	Metric	Responsible Party
<i>Develop and implement a supervisor/manager training program for existing and aspiring managers.</i>	Number of managers trained annually	AVP Human Resources

Action Item 4.e.ii.4.	Metric	Responsible Party
<i>Incorporate principles of succession planning, along with the performance evaluation process, into a comprehensive AHRR.</i>	Annual Report of Finance regarding succession planning	VP Finance, AVP Human Resources

Action Item 4.e.ii.5.	Metric	Responsible Party
<i>Enhance performance feedback by integrating 360 and multi-rater feedback into performance evaluation process.</i>	Annual Report of Human Resources regarding performance feedback	AVP Human Resources

Initiative 4.e.iii. Develop standardizations in work environment, including things like software.

Action Item 4.e.iii.1.	Metric	Responsible Party
<i>Adopt American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) 90.1 as a standard baseline for all new construction and renovation projects.</i>	Annual Report of Facilities regarding ASHRAE standards; Master Plan	VP Finance, AVP Facilities
Action Item 4.e.iii.2.	Metric	Responsible Party
<i>Strive to meet the Indoor Environmental Quality requirements of LEED.</i>	Number of LEED-certified buildings on campus	AVP Facilities, VP Finance
Action Item 4.e.iii.3.	Metric	Responsible Party
<i>Develop space allocation standards for workplaces.</i>	Defined space allocation standards by employee class	VP Finance, AVP Facilities, Provost
Action Item 4.e.iii.4.	Metric	Responsible Party
<i>Develop a standard furniture palette able to be semi-tailored for each work environment.</i>	Develop in conjunction with Action Item 4.e.iii.3. effort	VP Finance, AVP Facilities, Provost

Initiative 4.e.iv. Develop standardized training programs, departmental and HR related, for all employees.

Action Item 4.e.iv.1.	Metric	Responsible Party
<i>Develop manager training seminars on mentoring, coaching, and managing the workforce.</i>	Number of mentors/coaches; number of program participants	AVP Human Resources
Action Item 4.e.iv.2.	Metric	Responsible Party
<i>Develop and implement online mandatory training for all employees (similar to current FERPA training).</i>	Number of mandatory online courses required for all employees	AVP Human Resources



Strategic Goal 5

Use our distinctive identity as a basis for securing the resources needed to fund this Strategic Plan.

<u>Objective 5.a.</u>	<u>Responsible Party</u>
Build up world-class advancement capability.	VP for Advancement

Initiative 5.a.i. Implement school-based model and strengthen central services in order to right-size University Advancement in support of a comprehensive capital campaign.

<u>Action Item 5.a.i.1.</u>	<u>Metric</u>	<u>Responsible Party</u>
<i>Attract and hire school-based gift officers to build major gifts fund-raising capacity.</i>	Key hires	VP Advancement, AVPs for Advancement

<u>Action Item 5.a.i.2.</u>	<u>Metric</u>	<u>Responsible Party</u>
<i>Build central advancement staff to support program revenue growth (advancement services, prospect research, planned giving, annual giving, alumni relations, communications, stewardship, principal gifts).</i>	Key hires	VP Advancement, AVPs for Advancement
<i>Continue to augment central services to support fund-raising growth institution-wide.</i>	<ul style="list-style-type: none"> • Staff size • Growth in programs, outreach, and fund-raising totals 	

<u>Action Item 5.a.i.3.</u>	<u>Metric</u>	<u>Responsible Party</u>
<i>Develop campaign plan and institutional priorities.</i>	<ul style="list-style-type: none"> • Quiet phase began with FY16 (first counting yr.) • Priorities configured with cabinet, deans, faculty, and trustee input • Counting and crediting guidelines established • Over three quiet-phase fiscal years, build major gift prospects from 450 to 2,000 in anticipation of campaign public phase (2018 or 2019) 	VP Advancement

<u>Objective 5.b.</u>	<u>Responsible Party</u>
Grow the undergraduate applicant pool size and quality to increase undergraduate enrollment.	VP of Enrollment Management

Initiative 5.b.i. Improve University’s visibility through integrated marketing strategy anchored by a new website and branding campaign.

<u>Action Item 5.b.i.1.</u>	<u>Metric</u>	<u>Responsible Party</u>
<i>Develop and maintain a working model for centralized marketing at Catholic University.</i>	Increase in undergraduate enrollment from fall 2016 benchmark (available before Oct. 1, 2016, to the end of the current plan)	AVP Marketing and Communications

<u>Action Item 5.b.i.2.</u>	<u>Metric</u>	<u>Responsible Party</u>
<i>Integrate student recruitment communications using all appropriate channels (print, electronic, web, social media, and advertising) to differentiate Catholic University in the marketplace</i>	Growth in visits to the University website; growth inquiries, campus visits, and applications from prospective students	AVP Marketing and Communications, Dean of Undergraduate Admissions

Initiative 5.b.ii. Grow undergraduate applicant pool size.

Action Item 5.b.ii.1.	Metric	Responsible Party
<i>Grow student search, including the targeting of high school sophomores, to support the increased national recruitment of future classes.</i>	<ul style="list-style-type: none"> • Size of the student search campaign (currently, approximately 200,000) and the number of inquiries and applications that can be tracked to the search campaign • Size of the first-year applicant pool (benchmark for fall 2016 is 5,927) 	Dean of Undergraduate Admissions
Action Item 5.b.ii.2.	Metric	Responsible Party
<i>Broaden recruitment travel in targeted regional and national markets to counteract the reduction in high school graduates in the Northeast.</i>	Increase in the number of high school visits and college fairs attended by members of the admission counseling staff or by alumni volunteers	Dean of Undergraduate Admissions
Action Item 5.b.ii.3.	Metric	Responsible Party
<i>Increase outreach and communications efforts specifically targeted to secondary school counselors and parents.</i>	<ul style="list-style-type: none"> • Development of a communications plan specifically for parents of prospective students • Increase in campus visits from school counselors 	Dean of Undergraduate Admissions
Action Item 5.b.ii.4.	Metric	Responsible Party
<i>Develop a comprehensive strategy for the admission and support of international students.</i>	Increase in first-year and overall international undergraduate enrollment and retention (benchmark is fall 2016 enrollment data – available by Oct. 1)	Dean of Undergraduate Admission, Provost, Chair of University Retention Committee

Initiative 5.b.iii. Enhance process of evaluating and admitting new applicants.

Action Item 5.b.iii.1	Metric	Responsible Party
<i>Refine the holistic review of new applicants to the University</i>	Continued evaluation of 2015-2016 review process and adjustments as needed	Dean of Undergraduate Admissions
Action Item 5.b.iii.2.	Metric	Responsible Party
<i>Develop financial assistance strategies to position Catholic University as an affordable first-choice destination.</i>	Meeting a higher percentage of need for first-year students and increasing the percentage of the enrolling class that had their full needs met (fall 2016 benchmarks will be available by Oct. 1)	VP Enrollment Management and Marketing
Action Item 5.b.iii.3.	Metric	Responsible Party
<i>Study the impact of reducing or eliminating merit-based scholarships on new student enrollment and retention of each student's demonstrated need.</i>	<ul style="list-style-type: none"> • A comprehensive review of the current strategy and policies, followed by the development of new strategies and policies • After implementation, impact on new student yield and continuing student retention 	VP Enrollment Management and Marketing, AVP Institutional Research

Action Item 5.b.iii.4.	Metric	Responsible Party
<i>Improve materials provided to admitted students to assist in their enrollment decisions and to help them build early connections to the University. Enhance and unify the post-May 1 communication plan for deposited students.</i>	The development of a unified communications plan that carries forward from the initial offer of admission to the arrival at Orientation	AVP Marketing and Communications, Dean of Undergraduate Admissions, Dean of Students
Initiative 5.b.iv. Reduce attrition of enrolled students due to financial considerations.		
Action Item 5.b.iv.1.	Metric	Responsible Party
<i>Study the impact of a revised continuing student financial aid policy, to meet the same percentage of need rather than a fixed dollar amount, with the goal of improving affordability for returning students.</i>	<ul style="list-style-type: none"> • A comprehensive review of the current strategy and policies, followed by the development of new strategies and policies • After implementation, impact on continuing student retention 	VP Enrollment Management and Marketing, AVP Institutional Research
Action Item 5.b.iv.2.	Metric	Responsible Party
<i>Use technology and marketing to educate and benefit returning students in the area of financing college costs, including financial assistance, parent financing, and payment options.</i>	Development of website content and a specific communications plan to increase student and parent information, ranging from financial assistance to payment planning	AVP Marketing and Communications, AVP Enrollment Management Systems and Student Financial Assistance, AVP Enrollment Services
Action Item 5.b.iv.3.	Metric	Responsible Party
<i>Through the Office of the Registrar, partner with Institutional Research and the University's Retention Committee to develop data benchmarks to identify attrition trends and opportunities for early intervention.</i>	Development of a retention "dashboard" to include key variables of student data (registration trends, academic performance) to inform retention strategies	AVP Enrollment Services; AVP Institutional Research, Chair of the University Retention Committee
Initiative 5.c.i. Explore additional support staff with expertise in grant-writing support, budget development, grants accounting, and media into a seamless support system of extramural support, and create a single administrative entity that would provide strategic direction as well as support all research-related activities.		
Action Item 5.c.i.1.	Metric	Responsible Party
<i>Define position descriptions for grant-writing support</i>	Submission of position description	Associate Provost Sponsored Research, AVP HR
Action Item 5.c.i.2.	Metric	Responsible Party
<i>Purchase grant administration/management software</i>	Successful implementation of software	Associate Provost Sponsored Research, CIO Tech Services
Action Item 5.c.i.3.	Metric	Responsible Party
<i>Expand responsibility of research administration structure to include foundation funding for research; add professional capacity in University Advancement in corporate and foundation relations.</i>	<ul style="list-style-type: none"> • Establish foundation funding • Staff allocation in Advancement, schools • Revenue increase 	Provost, VP Advancement
Action Item 5.c.i.4.	Metric	Responsible Party
<i>Conduct comprehensive review of how the University conducts research and what would be required to significantly increase the overall level of research.</i>	Completion of review by University's research administrative entity	Provost, VP Advancement

Action Item 5.c.i.5.	Metric	Responsible Party
<i>Establish grant-writing workshops for faculty, staff, and students.</i>	<ul style="list-style-type: none"> • Creation of grant-writing workshops • Annual number of grant-writing workshops held and annual attendance at workshops • Annual number and amount of new sponsored research proposals submitted and received by grant-writing workshop participants 	Associate Provost Sponsored Research
Initiative 5.c.ii. Increase the University's academic and research profile.		
Action Item 5.c.ii.1.	Metric	Responsible Party
<i>Develop CUA research publication in both print and digital for external distribution.</i>	Publication of CUA research	AVP Marketing and Communications, Associate Provost for Research
Action Item 5.c.ii.2.	Metric	Responsible Party
<i>Provide incentives for faculty to sponsor annual regional, national, and international conferences.</i>	<ul style="list-style-type: none"> • Number of new and continuing regional, national, and international conferences held annually • Number of new and continuing incentivized regional, national, and international conferences held annually 	Provost
Action Item 5.c.ii.3.	Metric	Responsible Party
<i>Sponsor graduate and undergraduate student research prizes.</i>	<ul style="list-style-type: none"> • Creation of graduate and undergraduate student research prizes, including criteria for participation • Annual distribution of graduate and undergraduate student research prizes 	Provost, Associate Provost Sponsored Research, Dean of Graduate Studies, Dean of Undergraduate Studies
Action Item 5.c.ii.4.	Metric	Responsible Party
<i>Utilize the University website and all types of media, print, radio, TV, and electronic marketing campaigns to have wide-reaching impact on diverse audiences.</i>	Annual Report of Marketing and Communications regarding marketing campaigns	AVP Marketing and Communications
Action Item 5.c.ii.5.	Metric	Responsible Party
<i>Increase local outreach as well as outreach to such external constituencies as the USCCB, nonprofits, federal agencies, and embassies.</i>	<ul style="list-style-type: none"> • Annual number/funding amount of continuing local research collaborations engaged by University faculty • Annual number/funding amount of new local research collaborations 	Associate Provost Sponsored Research
Action Item 5.c.ii.6.	Metric	Responsible Party
<i>Increase lobbying efforts through professional associations</i>	Annual Report of Provost regarding lobbying	Provost, School Deans
Action Item 5.c.ii.7.	Metric	Responsible Party
<i>Promote endowed chairs in the priorities for fund-raising.</i>	<ul style="list-style-type: none"> • Amount of money raised annually to support newly created endowed chair positions; annual progress • Number of newly endowed chair positions fully funded (entire University and by discipline) 	Provost, VP University Advancement

Initiative 5.c.iii. Develop a plan of incentives to support inter- and multidisciplinary research. Introduce an entrepreneurial culture for research collaboration.

Action Item 5.c.iii.1.	Metric	Responsible Party
<i>Develop collaborative ties with local and regional laboratories, industry, nonprofits, and embassies to support research activities, and explore the creation of cross-disciplinary research institutes.</i>	<ul style="list-style-type: none"> • Annual number/funding amount of continuing local research collaborations engaged by University faculty • Annual number/funding amount of new local research collaborations • Thorough review and consideration of whether to establish cross-disciplinary research institutes. 	Associate Provost for Research

Initiative 5.c.iv. Consider seed funds to support self-sustaining interdisciplinary research centers.

Action Item 5.c.iv.1.	Metric	Responsible Party
<i>Establish a Research Excellence Committee whose role is to review potentially impactful initiatives.</i>	Establishment of Research Excellence Committee	Associate Provost Sponsored Research
Action Item 5.c.iv.2.	Metric	Responsible Party
<i>Solicit from interdisciplinary faculty teams research proposals with high-impact potential to be reviewed by the Research Excellence Committee for funding.</i>	<ul style="list-style-type: none"> • Number of research proposals reviewed annually by the Research Excellence Committee • Number of research proposals granted seed funding annually by the Research Excellence Committee 	Associate Provost Sponsored Research

Initiative 5.c.v. Incentivize research productivity.

Action Item 5.c.v.1.	Metric	Responsible Party
<i>Explore policies on faculty workload distribution to support research productivity.</i>	Annual Report of Provost regarding faculty workload	Provost, School Deans
Action Item 5.c.v.2.	Metric	Responsible Party
<i>Change proportion of current indirect return distribution to increase return to faculty labs in order to reinvest in research programs.</i>	<ul style="list-style-type: none"> • Annual number and amount of sponsored research proposals submitted (entire University and by discipline) • Annual number and amount of sponsored research awards received (entire University and by discipline) • Annual amount of sponsored research expenditures (entire University and by discipline) 	Associate Provost for Research Associate Provost for Research Associate Provost for Research
Action Item 5.c.v.3.	Metric	Responsible Party
<i>Establish policy that matches teaching load with the return on higher research productivity.</i>	<ul style="list-style-type: none"> • Annual number/percentage of faculty receiving teaching load benefit • Annual number and amount of sponsored research proposals submitted and received by faculty receiving teaching load benefit 	Provost Provost, Associate Provost Sponsored Research

Action Item 5.c.v.4.	Metric	Responsible Party
<i>Develop proposal for a Center of Teaching Excellence to support research on innovative pedagogy and dissemination of best practices.</i>	Proposal to address goals, structure, and necessary resources	Provost
Initiative 5.c.vi. Provide opportunities for all undergraduates to participate in research and the arts.		
Action Item 5.c.vi.1.	Metric	Responsible Party
<i>Require a unit-based plan of research support that is inclusive of undergraduates, graduates, and faculty.</i>	Submission of research support plan	Provost, Associate Provost for Research, Deans of Undergraduate and Graduate Studies, relevant school deans
Action Item 5.c.vi.2.	Metric	Responsible Party
<i>Incorporate undergraduate research into curricula under measurable milestones (e.g., capstone projects).</i>	<ul style="list-style-type: none"> • Number/percentage of research-related undergraduate projects • Number/percentage of students completing research related to projects annually 	Dean of Undergraduate Studies, relevant School Deans
Action Item 5.c.vi.3.	Metric	Responsible Party
<i>Develop and coordinate research opportunities and funding to support students.</i>	Define how undergraduate research will be supported	Dean of Undergraduate Studies, Associate Provost for Research, relevant school deans
Action Item 5.c.vi.4.	Metric	Responsible Party
<i>Establish collaborative learning centers that allow students and faculty the opportunity to work informally outside the classroom.</i>	Creation of centers	Provost, Dean of Undergraduate Studies, relevant school deans
Action Item 5.c.vi.5.	Metric	Responsible Party
<i>Establish a University Research Day that would include undergraduates, graduates, and faculty members.</i>	Number/percentage of students and faculty participating in research day annually	Associate Provost for Research, relevant school deans
Action Item 5.c.vi.6.	Metric	Responsible Party
<i>Develop funding sources to support summer undergraduate internships.</i>	Number/percentage of undergraduates participating in funded and unfunded summer internships	Dean of Undergraduate Studies, Associate Provost for Research, relevant school deans
Action Item 5.c.vi.7.	Metric	Responsible Party
<i>Establish/develop on-campus summer housing options for interns.</i>	Number/percentage of undergraduate summer interns living on campus during the summer	VP Student Affairs, Dean of Undergraduate Studies
Action Item 5.c.vi.8.	Metric	Responsible Party
<i>Seek and reward external grants to support summer research internships (e.g., NSF and REUs).</i>	<ul style="list-style-type: none"> • Number/dollar amount of external grants used to support summer research internships • Number/percentage of undergraduate research internships supported by external funding 	Dean of Undergraduate Studies, Associate Provost for Research, relevant school deans

Action Item 5.c.vi.9.	Metric	Responsible Party
<i>Establish process that supports researchers to link/match undergraduate students as candidates to participate in research.</i>	Number/percentage of students matched with researchers	Dean of Undergraduate Studies, Associate Provost for Research, relevant school deans
Action Item 5.c.vi.10.	Metric	Responsible Party
<i>Increase internships annually (internal/external funding) over the next five years.</i>	<ul style="list-style-type: none"> • Number/percentage of undergraduates participating in funded and unfunded internships • Number/percentage of undergraduates participating in funded internship opportunities 	Dean of Undergraduate Studies, relevant school deans, Associate Provost for Research
Action Item 5.c.vi.11.	Metric	Responsible Party
<i>Integrate student involvement in research and service-learning projects into curriculum.</i>	Number/percentage of undergraduates participating in research as a part of curriculum	Dean of Undergraduate Studies, relevant school deans

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