ANNUAL UNIVERSITY INITIATIVES

1. **Planning**: Begin the first year of strategic planning to advance the recommendations in *PLU 2020: Affirming Our Commitments, Shaping Our Future*, including refining the university’s vision and its commitment to academic and co-curricular programs, to community engagement and leadership, to strategic enrollment management and marketing, and to financial management and fundraising. Continue preparation of the year-three NWCCU Accreditation Report and strengthen assessment efforts across campus by enhancing the institutional research program.

2. **Enrollment**: Regain market share in freshmen student enrollment while increasing gains in transfer, graduate, and international student enrollment. Continue multi-year enrollment planning. Advance and expand cross-divisional efforts for student persistence to graduation.

3. **New Revenue**: Evaluate new revenue sources through increased auxiliary programs, new continuing education programs, and outreach to new markets. Implement the *PLU 2020* recommendation to “…selectively increase graduate and post-baccalaureate enrollments in current programs or new programs that are academically excellent, consistent with our mission and capable of generating new revenue for reinvestment in the university.” (*PLU 2020*, page 65)

4. **Fundraising**: Focus on increasing annual support, on continued enhancement of Rieke Science Center and other academic and co-curricular facilities, and on endowment for the Wild Hope Center for Vocation. Enhance fundraising collaboration with faculty, staff, and the Board of Regents.

5. **Campus Enhancements**: Complete the capital projects funded by the Engage the World Campaign: Karen Hille Phillips Center for the Performing Arts, Rieke Science Center projects, two all-purpose athletic fields and baseball infield. Update the campus master plan and sustainability goals and identify the next two to five years of campus enhancements and maintenance projects.

ANNUAL DIVISIONAL INITIATIVES

**Academic Affairs**

1. Begin the transition to strategic planning across the academic division. Implement a program review process as called for in faculty legislation (*Faculty Assembly, November, 2011*).

2. Increase the university’s institutional research capacity. Integrate assessment, accreditation and research so as to support strategic planning, improve the university’s academic programs and enhance support for administrative services in all divisions.

3. Work in partnership with Admission and Enrollment Services in the formulation of a strategic enrollment management plan.

4. Work in close collaboration with Development and with Finance and Operations to develop a multi-year plan for maintaining and upgrading the quality of our classrooms, laboratories and studios.

5. Develop and implement a new professional development program for department and program chairs that will support chairs in their ongoing administrative duties. Provide additional opportunities for deans, chairs and all faculty to explore innovations in program content and pedagogy.

6. Work in partnership with Student Life to further advance Career Connections – the university’s education and career planning initiative – with an added emphasis on vocation.
Admission and Enrollment Services
1. Work in partnership with the Academic Division in the campus transition to strategic planning including the beginning of a strategic enrollment management plan.
2. Further develop recruitment and marketing strategies for new freshmen, transfer, international and graduate student populations to meet Fall 2013 enrollment goals.
3. Enhance affordability, value, and financial planning services through student-parent focus groups and online financial planning information and services to assist students.
4. Continue implementation of institutional messaging and marketing planning strategies and implementation of CRM recruitment tactics.
5. Enhance Campus Visit program by further showcasing academic and student life programs.
6. Strengthen professional development for staff.

Development and University Relations
1. Coordinate introduction of President Krise to key constituents through personal introductions and campus and public appearances. Ensure delivery of core leadership messages and the achievement of focused goals.
2. Identify leadership including University Communications, KPLU, Executive Director of Development, Corporation and Foundations, Career Connections for Alumni and event planning involving donors and alumni.
3. Focus on increasing annual support, on continued enhancement of Rieke Science Center and other academic and co-curricular facilities, and on endowment for the Wild Hope Center for Vocation. Enhance fundraising collaboration with faculty, staff, and the Board of Regents.
4. Continue work on message development through market research, study of message delivery, communication vehicle inventory and staffing and management structure in work toward a future integrated strategic marketing plan.
5. Implement Constituent Relationship Management (CRM) system in development and its refinement in admission. Inform CRM deployment through campaign analysis and assessment.

Finance and Operations
1. Increase university financial resources through the development of new non-tuition income sources and through enhanced net tuition for FY 2014.
2. Initiate scoping for an updated campus master plan that balances priorities between campus constituents including academic, co-curricular and residential, athletic and administrative programs.
3. Begin construction of the Karen Hille Phillips Center for the Performing Arts and the associated heating plant. Begin construction of Garfield North. Complete construction of new athletic fields. Continue upgrades and/or planning for Rieke Science Center, the campus entrance, intergenerational housing and campus grounds.
4. Strengthen PLU’s relationship with our local community, focusing this year on Garfield Street redevelopment and the Franklin Pierce School District.
5. Develop milestones to reach carbon neutrality by 2020, as targeted by the Presidents' Climate Commitment, and continue with incremental reduction of our carbon footprint through reduction in energy use.

Student Life
1. Advance the second year of the education and career planning initiative (Career Connections) with emphasis on: academic majors and careers, employment search and employer network, and expanded engagement on vocation.
2. Strengthen student retention and persistence by enhancing services and programs for and communication with: first year, sophomore, first generation, international, commuter and transfer students.
3. Broaden co-curricular offerings in support of academic programs to further PLU as a safe, diverse, just, sustainable and health and Wellness-conscious University.
4. Develop multi-year plans for maintenance and upgrades in the residence halls and recreation/wellness/athletic facilities as effective living/learning environments.
5. Update and implement division and department assessment plans and finalize accreditation reports.