

Simpson University Strategic Plan 2017-2018 Academic Year

The action plans listed below are specific targeted items that the university community plans to accomplish in 2017-18. These action items are not an exhaustive list of activities of the Simpson University community. We are a community that strives to row together to accomplish the mission of Simpson University. As we provide monthly updates on our progress, we will add activities that contribute to carrying out the university strategic plan.

Strategic Goal	Action Plan
<p>Institutional Priority 1: Enhance Institutional Capacity for sustainability and growth</p> <p>Strategic Goal 1.1: Financial resources are to be allocated to academic and operational departments by increasing the use of independent, third party benchmarks and models to budget funds for strategic goals.</p>	<p>1.1 Cabinet will revise 2017-2018 academic budget to align with student enrollment projections (June 2017).</p> <p style="padding-left: 40px;">Executive Committee of the Board of Trustees accepts budget revisions and administration implements budget changes in conjunction with department managers (July 2017).</p> <p>University cost centers/departments are given operations budgets in August/September 2017</p> <p>1.1.1a: A Ruffalo Noel Levitz report to be completed before the next four fall semesters, beginning in fall 2017, and its recommendations will be used to improve scholarship awarding, retention, and new student targeting.</p> <ol style="list-style-type: none"> 1. Review and revise awarding structure for TUG (October 2, 2017) 2. Update marketing material and website to reflect new awarding structure and cost (October 6, 2017) 3. Each year review and modify in August/September (August 2018) 4. Benchmarks could include: Increased yield of admitted students and increased overall retention

Strategic Goal	Action Plan
	<p style="text-align: right;">(criteria considered at August, 2018 revision date)</p> <p>1.1.1b: Ruffalo Noel Levitz will provide modeling research and analytics, which will be used for targeted outreach, personalized surveys and engagement with the new incoming students beginning fall 2017</p> <ol style="list-style-type: none"> 1. Respond within 24 hours to students that have engaged with Ruffalo Noel Levitz outreach (October 9, 2017) 2. Unify internal marketing with the Ruffalo Noel Levitz marketing pieces (emails, website, etc.) – continuous modification 3. Increase freshman inquiries from 9,000 to 12,500 for Fall 2018 recruitment cycle (hone purchased lists to better fit target market) 4. Increase freshman applications from 600 to 850 for Fall 2018 recruitment cycle (increase use of effective communication methods and mediums, while offering incentives for early applicants) <p>1.1.1c: Build out the prospect scorecard in TargetX to identify likelihood of new student conversion and this will be used to increase early notification of students that are likely to attend</p> <ol style="list-style-type: none"> 1. Identify key demographic fields that can contribute to measuring likelihood of student attending (August 2018) 2. Increase call center priority for students with a high likelihood to attend (August 2018) <ol style="list-style-type: none"> a. This includes a higher frequency of calls – Call every 2 weeks versus every 4-6 weeks for low likelihood students (current call center compliance states that all student

Strategic Goal	Action Plan
<p>Strategic Goal 1.2.: Align budgeting process to support planning for and achieving strategic priorities</p>	<p style="text-align: right;">inquiries must be called within a 2 week period)</p> <ol style="list-style-type: none"> 3. Increase travel in areas with students that have a high likelihood to attend (Redefined territories to better serve high producing areas, September 2017) <ol style="list-style-type: none"> a. Use Geopointe (TargetX) to help identify demographic regions (August 2018) <p>1.2 Future budget adjustments in 2017-2018 will be based on variance reports used by departments and administration generated by newly installed budget software (Budget Maestro). Ongoing.</p> <p style="padding-left: 40px;">Use of RNL reports will be used to monitor recruitment and enrollment targets. Ongoing.</p> <p style="padding-left: 40px;">RNL will present suggestions for changes in scholarship awarding to increase enrollment effectiveness.</p> <p style="padding-left: 40px;">Preliminary report due September 2017. Cabinet to approve awarding changes in October 2017</p> <p>1.2.1: Utilize modeling research and analytics from Ruffalo Noel Levitz to identify and target the clientele for TUG programs</p> <ol style="list-style-type: none"> 1. Use this research to help build the prospect scorecard in TargetX (August 2018) 2. Use for call center and travel prioritization (August 2018)

Strategic Goal	Action Plan
<p>Strategic Goal 1.3: Influential and Innovative marketing ideas to increase enrollment</p>	<p>1.3 Marketing and enrollment department personnel will be reorganized to generate and execute improved sales plans (October-November 2017).</p> <p>Revise sales territories (September 2017) and website (September 2017-January 2018).</p> <p>Third party vendors/consultants will be retained (November 2017).</p> <p>1.3.1: Utilize a robust new Customer Relationship Management (TargetX) program which offers a more personalized print, social media, text, email and web based approach to recruitment</p> <ol style="list-style-type: none"> 1. Launch TargetX application (June 2017) 2. Utilize TargetX event object for preview events, open houses and info sessions (June 2017) 3. Utilize TargetX event object for personalized visits (August 2017) 4. Utilize TargetX application portal to increase prospective student engagement during admission (June 2017) 5. Implement TargetX inquiry forms on to website to improve response time to prospective students (September 2017) 6. Further training for CRM administrators (Salesforce Certified Administrator) – Amy Huey currently lead administrator <p>1.3.2: Develop and utilize a virtual campus tour to expand universities market</p> <ol style="list-style-type: none"> 1. Implement and embed virtual campus tour onto

Strategic Goal	Action Plan
	<p>website (December 2017)</p> <ol style="list-style-type: none"> 2. Continue to increase preview event attendance by 50% each year <ol style="list-style-type: none"> a. 2015-16 = 200 b. 2016-17 = 235 3. Begin to track the amount of students attending preview events from outside 100 mile radius, establish a baseline, and increase attendance by 30% each year <p>1.3.3: Refine university website to increase engagement from prospective students</p> <ol style="list-style-type: none"> 1. Unify website with marketing material for TUG <ol style="list-style-type: none"> a. Shopping local vendors to identify which marketing firm will produce the most effective website to showcase all programs and allow for intuitive use by all prospective students. Hire to be made October 1, 2017. New website to be introduced January 1, 2018. 2. Create easy access points to key decision factors for prospective students <p>1.3.4: Apply new channels of communication with use of first audience digital marketing to increase engagement with prospective TUG students</p> <ol style="list-style-type: none"> 1. Create digital marketing campaign with Chegg and target inquiries (on hold until 2018) 2. Increase conversion rate of inquiry to applicant to 11% (transfers and freshman combined) for Fall 2018 recruitment cycle 3. Increase personalized visit attendance (new

Strategic Goal	Action Plan
<p data-bbox="176 345 987 412">Strategic Goal 1.4: Create a culture of improvement and long term development of staff by educational programs</p> <p data-bbox="176 993 987 1060">Strategic Goal 1.5: Incorporate data driven methods to develop sustainable enrollment projections and matriculation</p>	<p data-bbox="1297 228 1829 302">\$1,000 Campus Visit Scholarship introduced (September 2017)</p> <p data-bbox="1050 329 1829 396">1.4 Create a training and development program using 3-5 department managers (October-November 2017).</p> <p data-bbox="1050 440 1902 539">Create a 2-phase training program using internal staff for basic training. Phase one (October 2017) and retain outside consulting staff for training in 2018 (December 2018).</p> <p data-bbox="1050 583 1829 649">Revise annual employee evaluation process to include managers and employees (November 2017).</p> <p data-bbox="1050 709 1829 743">1.4.1: Improve staff development via training programs</p> <ol style="list-style-type: none"> <li data-bbox="1255 748 1829 857">1. Implement Value Based training program for admissions counselors/recruiters (November 2017) <ol style="list-style-type: none"> <li data-bbox="1350 863 1829 930">a. Quarterly follow up training and value messaging review <li data-bbox="1350 937 1829 971">b. On boarding training for all new hires <p data-bbox="1050 1000 1902 1099">1.5: Current data collected by Enrollment, Registrar and Institutional Research and Assessment will be reviewed to consolidate and improve data reporting (January 2018).</p> <p data-bbox="1050 1143 1829 1209">Use RNL sales and management products to improve projections (September-October 2017).</p> <p data-bbox="1050 1216 1877 1282">Retrain 3rd party consultant to improve use and reporting of digital and web sources (November 2017).</p> <p data-bbox="1050 1326 1829 1393">Create comprehensive social media and digital fencing programs (November-December 2017)</p>

Strategic Goal	Action Plan
<p>Strategic Goal 1.6: Meet unrestricted giving goals</p>	<p>1.6.1.: Utilize Razor’s Edge software to develop metrics to track solicitation programs Maximize the utilization of the current donor software by segmenting the data to better target the constituents. In process Track the success of all solicitations to identify best practices. In process Improve planned giving activities through training and better communication with our constituents –Begin January 2018 Advancement officers continue to contact all of their constituents at a minimum of four times a year to strengthen relationships, increase donations, and seek referrals for new donors. In process</p> <p>1.6.2: Improve direct mail campaigns to existing donor bases Improve direct mail campaigns through segmentation of recipients and timing of the mailings-in process Ensure fund raising activities tie directly to academic programs whenever possible-in process Continue to use a multi-channel approach (email, direct mail, social media, text to give, etc.) to contact existing donors and prospects with compelling messages asking them to support Simpson’s mission and programs-in process</p> <p>1.6.3: Increase field work areas of capital campaign donations Identify capital projects that are essential to the mission of the university, develop specific project plans with measurable goals, build in accountability for results, and launch in a timely manner-in process Continue to submit grant applications to private foundations and government agencies to help fund specific programs and projects-</p>

Strategic Goal	Action Plan
	<p>in process</p> <p>1.6.4: Create alumni fund raising goals that tie directly to academic initiatives</p> <p style="padding-left: 40px;">Increase the new number of new donors from our alumni through better engagement and solicitations that are compelling to them-in process</p> <p style="padding-left: 40px;">Continue our efforts to increase the number of endowed scholarships-in process</p> <p>1.6.4a: Raise the level of alumni involvement in and commitment to Simpson University</p> <p style="padding-left: 40px;">Provide online social networking through Facebook, Linked-In, and CONNECT websites</p> <p style="padding-left: 40px;">Continue to hold and revise events until desired participation is reached.</p> <p style="padding-left: 40px;">Homecoming, Annual Appreciation Events, Annual Community Outreach Events, and Students becoming Alumni Events</p> <p style="padding-left: 40px;">Recruit alumni for the Job Shadowing Say and Career mentoring programs -2017-18</p> <p style="padding-left: 40px;">Research and showcase the accolades of alumni to be used in campaigns, e-newsletters, websites, and videos</p> <p style="padding-left: 40px;">Communicate to alumni using NetCommunity and Raiser’s Edge to segment audience</p> <p>1.6.4b: Develop an alumni awareness among students and prepare them for involvement as alumni</p> <p style="padding-left: 40px;">Initiate opportunities for alumni to network with current Simpson students (Job Shadowing Day and mentoring)-2017-18</p> <p style="padding-left: 40px;">Initiate a philanthropy program for students, including Philanthropy Day, to highlight campus gifts by donors and</p>

Strategic Goal	Action Plan
<p>Institutional Priority 2: Enhance Institutional Capacity for academic sustainability and innovation</p> <p>Strategic Goal 2.1: Refresh and repackage academic programs</p>	<p>Philanthropy cords in 2017-18 Continue to host events for graduating seniors, emphasizing continued affinity to Simpson University</p> <p>2.1.1 Implement Academic Program Prioritization Template TUG Department Chairs Establish Baseline</p> <p>2.1.2 Assess Personnel Needs and Implement Hiring Plan TUG Dean (Associate Provost) launch 2017 Faculty (Business, Biology, Psychology) launch 2017</p> <p>2.1.3 Continue to improve the effectiveness and efficiency of our academic institutional efforts CELT: Goal to move form 11TUG online and 5 hybrid courses to 16 online and 9 hybrid by spring 2020 Nov 3, 2017 Workshop: Online Pedagogy-Tips for increasing student motivation Initiate student touring worship band-2017-18 (Music) Create a dynamic student experience utilizing simulation throughout the curriculum while equipping student’s transition into practice-2017-18 (School of Nursing) School of Nursing increasing effectiveness and efficiency by exceeding program outcomes-completing faculty peer review process in 2017-18</p> <p>2.1.4 Develop and expand May term Provost and Provost Council facilitate May term course(s)</p> <p>2.1.5 Develop new TUG majors based on Academic Program Prioritization template</p>

Strategic Goal	Action Plan
Strategic Goal 2.2: Expand Emphasis and Opportunities for Student Research	<p>Develop Kinesiology major for roll out in 2018 Add Clinical Lab Specialist courses Reinvigorate Math major for roll out in 2018</p> <p>2.1.6 Develop resources for academic program innovation Dr. Matt Jenson and Dr. Rick Langer from Biola University spoke at opening faculty workshop –Aug 21, 2017- “The Gospel and the Great Conversation: Faith, Learning and the Vocation of the Christian Scholar.”</p> <p>2.2.1 Expand Student Research Symposium 2017-18: March 14, 2018-TUG Classes cancelled Include a high school avenue for research Plenary speaker to also be part of a larger community Event</p> <p>2.2.2 Develop TUG major research honors track Provost Council (TUG chairs) to develop and implement in fall 2018</p> <p>2.2.4 Promote annual faculty/student research Promoting student research symposium with faculty</p>
Strategic Goal 2.3: Enhance a Campus Culture of Scholarship	<p>2.3.1: Establish Campus Speakers’ Bureau Develop a list of campus “experts” to be placed on University website</p> <p>2.3.2 Promote Academic conferences and lectureships on Simpson campus “Pastor as Public Relations Director” – Gil Moegerle- September 28, 2017 “The Reformation at 500: A Community Celebration” will take place Oct. 25-28 and include academic lecture and discussion, community worship, and the performing arts. From the marketing flyer Featured speakers include Dr. Timothy Orr, history professor, on “Legacies of the Reformation” (Oct. 25), and Dr. Nicole Kenley, English professor, on “Luther on Film: The First 90 Years” (Oct. 26). During the Oct. 27 chapel, Dr. Craig Slane will facilitate a panel discussion on</p>

Strategic Goal	Action Plan
<p>Strategic Goal 2.4: Establish General Education/CORE Department</p> <p>Strategic Goal 2.5: Center for Learning and Technology Improving Educational Technology</p>	<p>“Why Does the Reformation Matter?” Capping off the weekend are two special concerts (\$10 general admission, \$8 seniors, \$5 students). At 7:30 p.m. Oct. 27 (Friday), the Simpson University Chorale and Trinity Repertory Singers will present “Singing Our Faith: 500 Years of Song” inside the Grant Center. At 7:30 p.m. Oct. 28 (Saturday) the Shasta Symphony Orchestra will present “Revenge and Reformation,” a concert including Stravinsky’s “Petroushka” and Mendelssohn’s Symphony No. 5 “The Reformation” in the Shasta College Theatre.</p> <p style="text-align: center;">Pastor’s Conference – Developing Healing Centers – Paul King—April 9,10, 2018</p> <p>2.4.1: Evaluate the size, scope, and goals of our undergraduate General Education and CORE courses Spring 2018-Assessment conducted by newly hired Associate Provost/TUG Dean</p> <p>2.5.1: Continued Implementation of Moodle Faculty Training Program Continued Moodle training for TUG faculty which began in fall of 2016-conclude in spring of 2018 Fall 2017 Workshops: Aug.: Attendance Date TBD: Midterm/Final Grade Submission Oct. 9-12: Turnitin & Creating Moodle Assignments Oct. 16-19: Interpreting Turnitin Originality Reports and Grading Turnitin & Moodle Assignments Oct. 23-Oct. 27: Open Office Hours for Submitting Midterm Grades via Moodle Dec. 11-19: Open Office Hours for Submitting Final Grades via Moodle</p> <p style="text-align: center;">Spring 2018 Workshops: <i>Dates TBD</i></p> <p>2.5.2: Special Moodle training attention to new and returning adjunct faculty</p>

Strategic Goal	Action Plan
	<p>Development of a Moodle orientation course for all faculty and adjuncts, which will give them easy access to Moodle tutorials and resources in addition to general campus information. (completed in Aug 2017)</p> <p>2.5.3: Development of “best practice” for utilizing Moodle within face-to-face courses</p> <p>Development of a Moodle orientation course for all faculty and adjuncts, which will give them access to Moodle tutorials and resources (i.e. links to CELT’s web series regarding best practice, research in the area of education technology, etc.). The Moodle orientation course will serve as a hub of resources for how to best utilize Moodle within face-to-face courses. (Completed August 2017)</p> <p>YouTube Web Series:</p> <ul style="list-style-type: none"> • “Moodle 101” Episode; How Moodle can increase engagement and learning. (Production completed summer 2017; Video released by December 1, 2017) <p>YouTube Web Series (designed for online courses, but also applicable to face-to-face):</p> <ul style="list-style-type: none"> • “Learning Styles & Differentiated Instruction within the Online Learning Environment” Episode (Production completed summer 2017; Video released by February 1, 2017) • “Bloom’s Taxonomy & Online Learning” Episode; How to move into higher levels of thinking online. (Production completed summer 2017; Video released by March 1, 2017) <p>Fall 2017 Workshops:</p> <ul style="list-style-type: none"> • Oct. 9-12: Turnitin & Creating Moodle Assignments • Oct. 16-19: Interpreting Turnitin Originality Reports and Grading Turnitin & Moodle Assignments

Strategic Goal	Action Plan
<p data-bbox="184 1195 999 1260">Institutional Priority 3: Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged</p> <p data-bbox="184 1300 989 1333">Strategic Goal 3.1: Achieve Hispanic Serving Institution designation</p>	<p data-bbox="1058 237 1352 264">Spring 2018 Workshops:</p> <p data-bbox="1058 269 1184 297"><i>Dates TBD</i></p> <p data-bbox="1058 305 1205 332">Moodle 101</p> <p data-bbox="1058 378 1848 475">2.5.4: Utilizing technology in the classroom in new and innovative ways including recording class lectures and adding video to online courses</p> <p data-bbox="1129 521 1423 548">Spring 2018 Workshops:</p> <p data-bbox="1058 557 1184 584"><i>Dates TBD</i></p> <ul data-bbox="1058 592 1493 620" style="list-style-type: none"> • Using Snapchat in the Classroom <p data-bbox="1058 664 1314 691">YouTube Web Series:</p> <ul data-bbox="1058 699 1900 873" style="list-style-type: none"> • “Role of Technology” Episode; Technology is a tool, not an outcome. (Production completed summer 2017; Video released by November 1, 2017) • “Top Tech Tools” Episode; Exploring apps and tools that will make classes more engaging. (Video released by April 1, 2017) <p data-bbox="1058 917 1894 1084">CELT is currently working with IT to develop a plan for capturing lectures as we need to obtain the necessary equipment and technology for this endeavor. CELT has developed tutorials and resources for recording informational videos with a laptop or webcam through YouTube and Google Hangouts (Completed spring 2017).</p> <p data-bbox="1058 1308 1871 1406">3.1.1: Enrollment Initiatives – Establish baseline to expand targeted recruitment of Hispanic students 1. Translate marketing material (view book and</p>

Strategic Goal	Action Plan
<p>Strategic Goal 3.2: Engage Simpson’s constituencies and others in the question of how Christians should best respond on the most important cultural issues of the day (e.g. pluralism, technology, sexuality, diversity, civic engagement, globalism, theology, and “who is my neighbor”)</p>	<p>financial aid brochure) to Spanish to provide upon request (October 2017)</p> <ol style="list-style-type: none"> 2. Hire Admissions Counselor Assistants that are fluent in Spanish to better serve Hispanic families (September 2017) 3. Based on findings from Ruffalo Noel Levitz – provide financial aid package that intentionally serves low income families (September 2017) 4. Share initiative with Ruffalo Noel Levitz and target name purchases (Collegeboard and ACT) in highly diverse populations (e.g. Central Valley) <p>Baseline of Hispanic Percentage of TUG Students 2016: 17.4% 2017: 18.2 % 2018: 21 %</p> <p>Offering Two Tozer Classes in Woodland in Spanish</p> <p>3.1.3: Diversity Training for Faculty and Staff Dr. Todd Allen, Special Assistant to the President and Provost for Diversity Affairs and Professor of Communication (Messiah College) working with Diversity Committee to develop diversity strategic plan on Oct. 12, 2017</p> <p>3.2.1: Engage the faculty and staff at least once a semester with a lunch speaker, reading, or discussion Dr. Todd Allen-speaking to “On the Same Page” community reading group who are reading “Just Mercy” this year-Oct 12, 2017</p> <p>3.2.2: Engage the students at least once a semester in appropriate</p>

Strategic Goal	Action Plan
	<p>forum</p> <p>Dr. Todd Allen-Q and A with students-Oct 13, 2017</p> <p>Women Made Well: Rooted in Love, Bearing His Name, Growing in Truth, is a monthly (sometimes more often) psycho-educational program to engage female students in a discussion about topics relevant to them. Our format is informal discussion led by a panel of staff and faculty women, sharing their hearts and stories with young women.</p> <ul style="list-style-type: none"> - "Starting Strong to Finish Well" where we discuss various aspects of self-care, healthy boundaries and relationships, goal-setting and priorities, etc. -Future topics include: Sex, Dating and Relationships Establishing and Maintaining Healthy Relationships (panel of men and women and men are invited to attend) Managing Anxiety, Stress and Depression When Home is Not So Sweet: (How to negotiate the challenges in returning home on breaks) Beauty, Attraction and Identity Women and Porn Grief and Loss Navigating Changes and Transitions Facing Down Fear Women in Work and Ministry <p>While our main format is the large group gatherings, this year we will also be launching smaller Women Made Well group Bible study/discussion groups, allowing for more intimate conversation and building of community.</p> <p>The Wellness Center also partners with Spiritual Formation, the ASC and other departments to assist with their programming.</p> <p>Partnered with Spiritual Formation and joined a panel with the chapel speaker from Spiritual Focus Week to discuss "Sex, Culture</p>

Strategic Goal	Action Plan
<p>Strategic Goal 3.3: Strengthen the connection of the Veterans' Success Center and veterans with the broader university campus.</p>	<p>and Christ."- Sept. 20, 2017</p> <p>Engage the entire Simpson Community to view The Hunting Ground, a documentary on sexual assault on College Campuses. It will be followed by a discussion led by a panel of experts from the Simpson and Redding community. We anticipate upwards of 150 students in attendance.-Oct. 4, 2017</p> <p>3.3.1: Provide comprehensive professional development for faculty and staff on issues and challenges unique to veterans</p> <p>Establishing the Simpson University Chapter of SALUTE National Veterans Honor Society and induction ceremony-completed in Spring 2017</p> <p>Wearing of veteran cords at the Spring commencement-completed in Spring 2017</p> <p>Host the MARCH in March (2018) campaign—A new VSC tradition which is a week-long military appreciation campaign hosted across the Student Development Department</p> <p>Sponsorship for three student veterans to join the Veteran Success Director at the Student Veterans of America National Conference</p> <p>To aide in a continued support of veteran education, Simpson University has been provided a no cost partnership with PsychArmor Institute. PsychArmor's focus is to be an online training resource for effectively engaging the military community</p> <p>Send published white page articles on best practices for working with student veterans to appropriate departments</p> <p>Host Navy Chaplain to speak in TUG and Tozer courses on faith in the military</p> <p>Host the Veterans Day Event Nov. 17</p>

Strategic Goal	Action Plan
	<p>3.3.2: Strengthen a culture of trust and connectedness across the campus to promote well-being and success for veterans.</p> <ul style="list-style-type: none"> Presentation by VSC Director and panel of student veterans to Faculty at Fall 2017 Workshop—addressed the nuances of student veterans Presentation by VSC Director to student leaders and resident advisers at Fall 2017 student leader training- addressed nuances of student veterans Implemented a VSC orientation for all new employees VSC hosted a table for Fall 2017 New Student Orientation Implement the new Student Veteran TraC mentorship program for first year student veterans. <p>3.3.3: Collaborate with local communities and organizations, including government agencies, to align, and coordinate various services for veterans.</p> <ul style="list-style-type: none"> Addition of the VA Clinic Transition Social Worker, County Veterans Services Officer, EDD Veteran Manager, and Veterans Resource Center Director to the SAVE team. O2 Employment will be hosting an interview workshop for veteran Hired Heroes has partnered with Simpson University Student Veterans- no cost employment training and resume writing for veterans Veterans K9 Connections has partnered with the VSC to offer student veterans with disabilities service dogs trained for their specific needs. SAVE Team members speak at the VSC Orientation during the Fall 2017 New Student Orientation Enrollment in the Department of Defense active duty Tuition Assistance program for additional financial aid <p>3.3.4: Implement an early alert system to ensure all veterans</p>

Strategic Goal	Action Plan
<p>Institutional Priority 4: Strengthen the Simpson Student Experience that is transformative and holistic</p> <p>Strategic Goal 4.1: Identify signature co-curricular programs that will enhance SU distinctiveness</p> <p>Strategic Goal 4.2: Involvement of all TUG students in meaningful/educational service: World Serve mission trips, Strike Teams, leadership development, internships and service learning</p>	<p>receive academic, career, and financial advice before challenges become overwhelming. Develop a reporting filter for student veterans in the CARE system.</p> <p>3.3.5: Establish a student veteran living learning community (approved Fall 2017)</p> <p>4.1: Identify signature co-curricular programs that will enhance SU distinctiveness</p> <ol style="list-style-type: none"> 1. By 9.30.17, the AVP for Student Development (AVPSD) will establish a <i>co-curricular programs task force</i> to discuss and identify a series of signature co-curricular programs that will enhance SU's distinctiveness. <ol style="list-style-type: none"> A. In September the AVPSD will solicit volunteers and invites various members from the community to assist in identifying programs B. The task force will discuss the distinctive elements of the Simpson community 2. By 4.30.18 the task force will identify and present four to six annual signature student development programs. <p>4.2.1: Expand internships and service learning Restore the career services department by hiring a full-time Director of Career Services Expand staff for Strike Teams</p> <ol style="list-style-type: none"> 1. During the 2017-2018 academic year the Spiritual Formation

Strategic Goal	Action Plan
	<p>department (SFD) will document and thoroughly assess student participation levels in <i>World Serve</i>.</p> <ol style="list-style-type: none"> 2. In turn, the SFD will develop, implement and assess a list of recommendations to set long-term participation goals as well as increase TUG student participation. 3. In the fall of 2017, Strike Teams will add a part-time assistant coordinator 4. During the fall of 2017, the <i>Strike Team</i> staff will conduct a thorough assessment of involvement in the program, including but not limited to, TUG students, ASPIRE and graduate students, athletic teams, clubs, and other subgroups in order to develop a long-term marketing and participation plan. 5. During the 2017-2018 academic year the Strike Team staff will develop, execute and assess a plan to train student leaders to lead Strike teams within the Redding area. 6. During the 2017-2018 academic year, <i>student development leadership development committee</i> (SDLDC) will complete a thorough assessment of our current student leadership development efforts that will include: <ol style="list-style-type: none"> A. Researching best practices and models from 8-10 peer and aspirant institutions by 12.1.17 B. Assess the current funding/scholarship models by 12.1.17 C. An evaluation of current and future leadership roles by 4.30.18 D. Develop a list of core competencies for student leaders by 4.30.18 E. Develop a list of leadership attributes for the Simpson student leader F. Develop a list of goals and recommendations for the future by 4.30.18 7. In the fall 2017 the AVPSD will establish a task force to

Strategic Goal	Action Plan
<p>Strategic Goal 4.3: Expand the Academic Success Center into a “One Stop Shop” for all student service programs</p> <p>Strategic Goal 4.4: Increase the retention rate for all first-time, full-time freshmen to consistently be 80% or better by 2021.</p>	<p>research and develop a long-term career services and internship program for the university. The task force will make its final report by 1.31.18</p> <p>8. In January of 2018 student development will launch a nationwide search for a new director of career services and internships; with the expectation of filling the position by 5.31.18</p> <p>9. Development of a student touring worship band-2017-18</p> <p>4.3: Expand the Academic Success Center into a “One Stop Shop” for all student service programs</p> <p>In January of 2018 the provost will establish a task force to research best practices for a <i>one stop shop</i>, and submit a proposal to cabinet for a future program by May of 2018. The proposal should include, but is not limited to, recommendations on offices that are in the one stop shop, the location and necessary space for offices/conference rooms, testing rooms, etc., as well as the supervision/reporting structure and an initial budget.</p> <p>4.4: Submit the five year campus retention plan to the cabinet for discussion and approval</p> <ol style="list-style-type: none"> 1. Execute items listed for the first year (2017-2018) of the campus retention plan 2. Execute items listed for the first year (2017-2018) of the campus retention plan <p>4.4.1: Develop a pre-enrollment instrument to identify potentially at risk students</p> <ol style="list-style-type: none"> 1. The campus retention committee (CRC) will discuss and implement recommendations to expand the use of the pre-enrollment risk/persistence instrument, the College Student Inventory (CSI), to all incoming students by the fall of 2018

Strategic Goal	Action Plan
	<ul style="list-style-type: none"> 2. In the fall of 2017, the CRC will expand the training on the pre-enrollment risk/persistence instrument, the CSI, to all student development staff, as a pilot for future training 3. In the fall of 2017, the Academic Success Center will benchmark the number of students that are provisionally admitted and who are on probation each semester and establish goals to reduce that number by 10% each year for the next five years. 4. In the fall of 2017 the registrar, in cooperation of the provost, will form a task force made up of representatives from admissions, academics and student development to review and update the requirements for students that are provisionally admitted, as well as students on academic probation. The purpose of the group will be to review our current policies and practices and make suggestions that will both serve and retain these student populations. The report will be submitted by 12.1.17 5. In the fall of 2017 the director of admissions will work with the athletic director to develop a system of review for new student athletes to ensure their faith commitment. A report on their efforts and recommendations will be submitted to the president's cabinet by May of 2018 6. In the fall of 2017, the campus retention committee will develop, execute and assess an intervention plan for new students with <i>high dropout proneness</i> on the CSI (aka: 75+) <p>4.4.2: Develop a pre-enrollment instrument to identify potentially at-risk students prior to their enrollment</p> <ul style="list-style-type: none"> 1. Expand use of TargetX with retention solution (June 2019) 2. Build fields that would allow admissions to notify

Strategic Goal	Action Plan
<p>Strategic Goal 4.6: Increase engagement of new students</p>	<p>retention committee and student services of at-risk students (August 2019)</p> <p>4.4.5: Identify and distribute a list of <i>The 101 Things Every Student Should Do Before You Graduate from Simpson University</i> In the fall of 2017 student development will distribute and assess a new booklet/passport that engages and challenges student to complete <i>The 101 Things Every Student Should Do Before You Graduate from Simpson University</i>. In its first year (2107) the booklet will be distributed to all TUG students. In subsequent years, revised editions of the booklet will be distributed to new TUG students.</p> <p>4.6.1: Develop a Student Link on SU homepage Institutional Technology will develop, execute and assess a Student Link on SU homepage which will become the central means of dispersing information to students by fall of 2018</p> <p>4.6.3: Expand the offerings within Red Hawk Summer with the goal of 85% of new students attend by 2021 In the fall of 2017 the student development and admissions will work together to evaluate the success and effectiveness of the Red Hawk Summer program. The team will submit a list of recommendations by the end of the fall semester.</p> <p>4.6.4: Implement SchoolsApp (affiliated with TargetX) to increase</p>

Strategic Goal	Action Plan
	<p data-bbox="1060 235 1690 263">student connections with campus before orientation</p> <p data-bbox="1155 292 1900 535">In the fall of 2017 the admissions department will create communication flow that will increase student engagement by 30% with the university prior to new student orientation. The primary means of engagement will be the use of SchoolApp. The goal is to have at least 60% of admitted students signing up for the app and a resulting first year student yield of 40% and a transfer student yield of 50%.</p>