

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.1 Allocate financial resources to academic and operational departments by increasing the use of independent, third-party benchmarks, and by using updated models of budget funds for strategic goals.

Goal 1.1.1: Identify and use analytical tools to meet aspirational level institutional standards.

Action Plan:

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome of Action Taken
1.1.1a Use professional consultant reports to improve scholarship awarding, retention, and new student targeting					
Purchase RNL Advanced FinAid Solutions	Funnel size; conversion rate /number of deposits; win-loss analysis; timeline of accept to award; awarding by level over time; retention rate	RNL - \$46,000	Natalie McKenzie, Director of Student Financial Services	2017-18	Data required to take full advantage not reasonable to access with current database and personnel resources; Not continuing RNL Advanced FinAid Solutions; will continue to use internal evaluations and adjustments
1.1.1b Use professional consultant modeling research and analytics for targeted outreach, personalized surveys and engagement with new incoming students					
Purchased RNL Demand Builder	~25 more students enrolled from RNL sources in academic year 19-20. ~Approximately 1,500 projected funnel increase with applications over prior year based on 3% (RNL average) return on leads. ~Demand builder is designed to increase	RNL \$75,000-125,000/yr Purchasing 50,000 more names; RNL communication to increase applicant and matriculation rates.. (50k various 17-18 100k 18-19)	Peter Martinez, Wally Quirk, Amy Huey	2017 - 2021	This cycle will need to be completed to develop a level of quality assurance in our process for expanding the funnel

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Strategic Goal (end in mind):

1.2 Align budgeting process to support planning for and achieving strategic priorities

Action Plan:

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1.2.1 Implement a modified zero-based budgeting system focused on identifying direct linkage between budgets and Simpson’s three-fold set of priorities: (1) ILO’s, (2) Strategic Plan, and (3) Operational Plan	~Start using Budget Maestro for aligning resources. ~Modify proposed budgets to align with target enrollment goals and ensure tie in with strategic plan and mission. ~Cabinet members to meet regarding budget quarterly with CFO to ensure progress toward strategic objectives.	Budget managers monitor budgets ongoing and develop budgets annually; cabinet evaluation of assessment of outcomes/goals submitted by budget managers to inform budget decisions	Natalie McKenzie	Started modified zero-based budget in 2016; continuation and improvements annually; alignment with direct linkage to priorities began in 2018	
1.2.2 Utilize modeling research and analytics to identify and increase target clientele for traditional undergraduate (TUG) programs					
Purchase Demand Builder (See also 1.1.1b)	The goal is 3% increase in applications	RNL \$75,000-125,000/yr	Wally Quirk, Peter Martinez	2017-2023	Year 1- Year 2 - TBD
1.2.3 Review value propositions for each TUG major and incorporate data into marketing materials	% programs with current/revised value propositions	Time - Marketing staff	Wally Quirk, Molly Rupert	Annual review; started Sept 2017	2017 - 100%
1.2.4 Refine campus-wide recruiting strategy targeting short-term, intermediate, and long-term growth of TUG student enrollment including (1) transfer agreements and effective matriculation of transfer students, (2) relationships with international	Increase on inquires/deposits -10% quarterly TUG Enrollment # articulation agreements # new MOUs-International 2+2/ADT	Time - Admissions staff Consultant contracted for 2+2 \$20,000 (Registrar)	Wally Quirk, Peter Martinez	Start - Sept 2018 Agreements complete by Jan 2019	

organizations finding mission-fit students, and (3) explore appropriate adjustments to admission criteria					
Non-traditional promotion (admissions and marketing) plan	~Establish metrics for Increase on inquires/applications/deposits for non-traditional Enrollment ~Increase the number of articulation agreements by 5% in 2018-2019	Determine a clear budget amount for promotional activities and marketing for non traditional programs; the target should be proportional to students in programs compared to TUG programs	Peter Martinez, Pat Blewett, Craig Cook, Addie Jackson, Wally Quirk	July 2018	
1.2.5 Increase residential students to capacity as part of overarching goal to have students growing, learning, and living in a faith-based community, placing an emphasis on discovery learning and a spirit of adventure	Use scholarships to incentivise living on campus. Stress importance of living on campus to athletes by caveating their scholarships. Increase on living community from 55% to 65 %	Amount for scholarships is impacted by enrollment targets for each year.	Mark Endraske , Peter Martinez	2018-2019 2019-2020 2020-2021	
1.2.6 Build positive relationships with potential students and families by serving the North State via a broad range of educational pathways such as Kinder College, Upward Bound, and GEAR UP, using collaborative and federal, state, and community government grants.	~Upward Bound (TRIO program) to serve 240 low income students from 4 school districts each year for 5 years ~GEAR UP to serve 10 middle schools and 9 high schools each year for 5 years ~Kinder College serves approximately 1200 potential students who are kindergarten age in collaboration with College Options.	~Federal Grants (including two grants at about \$10M over 5 years) ~Use of Facilities	Roger Janis , Grant staff, Admissions team	2017-18 1st year for grants; on-going basis over 5 years	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.3 Establish a comprehensive communications strategy for the university in speaking to its internal and external target markets

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcomes
1.3.1 Use influential and innovative marketing / promotion ideas to increase enrollment utilizing a robust Customer Relationship Management System and communication tools (i.e., social media, direct mail, virtual tours, and other cost effective ideas)	Increase hits on social media +20% CRM/Target X- increased use of triggers Increase response rate due to direct mail Increased number of virtual tours/views	Time	Wally Quirk , Molly Rupert	March 2017 ongoing	Contemporary media and materials attractive to current high school students
1.3.2 Establish communication strategies for internal and external constituencies, especially churches, using a variety of digital and print media	Increase communication pieces 10% Segmentation by constituencies & content +2 methods used Response rate/view rate increase by 10%	existing staff time Facebook website direct mail email Instagram texting students	Roger Janis , Candace Brown, Ken White	Start: 2018-19	Positive communications and relationships with the various constituencies
Facebook posts	200 posts (100/term) on Alumni/interest pieces generating 20,000 views	Advancement / Admissions assigned staff time	Wally Quirk, Peter Martinez, Roger Janis , Admissions Staff	Initiated in 2017	Some specific programs currently operate their own pages for the university
1.3.3 Refine campus-wide emergency communications plan that alerts students, staff, faculty, and community emergency services personnel in case of a campus emergency	Communication campaign to participate- email, etc. Increase use by 50% students, staff, faculty using system	Time of committee Email/chapel campaign	Wally Quirk , Paul Davis, Dennis Smith, Pat Blewett	Complete: May 2019	For campus safety and confidence of parents

	Establish committee to revise/refine crisis plan by May 2019				
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Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.4 Create a culture of assessment and improvement and long-term development of faculty and staff through educational programs

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome of action taken
1.4.1 Improve staff development via training programs and focus on positive morale builders	increase training sessions from 0 to 1 per quarter	Internal staff time	Wally Quirk , Kori Oechsli,	Began planning June 2018 and ongoing	
1.4.2 Increase retention of qualified staff through continuing education opportunities, life coaching, and tangible rewards	Decrease turnover rate by 5%		Wally Quirk , Kori Oechsli,	Start: Sept 2018	
Action: Monthly brown bag luncheon for faculty & staff by academic department	Increase sessions from 0 to 1 per semester with joint participation	Each department to plan a luncheon \$ for coffee Space in Bean Scene	Dan Pinkston ,		Community among personnel is to be valued
1.4.3 Create a digital network of performance indicators (i.e., a corporate dashboard) that will provide a tool for all stakeholders to evaluate the success of all areas of the university	Dashboards are done and reviewed on a monthly basis in Cabinet in all major categories of the institution	Dashboard Software Training for software - funds will be allocated in the 19-20 fiscal year budget	Jennifer Fox, Michael Sumption, President Hall , Wally Quirk, Seth Abrahamson		a mechanism to assess our institutional health
1.4.4 Invest in appropriate software to enhance the collection of reports to assist in assessment and institutional effectiveness.	~Purchase assessment software(Taskstream by Watermark) ~Communicate about software purchase to all faculty and staff to create awareness of tool so objectives are understood. ~After first-year implementation,	\$8,000	Jennifer Fox, Natalie McKenzie , Michael Sumption, Seth Abrahamson		

	communicate value of tool to institution and summarize next steps.				
1.4.5 Evaluate the inter-operability of systems related to institutional data so that research from the data can drive institutional decision-making	~Commission Data Council to prepare a report on current state of inter-operability of systems. ~IT to road map integration plan and reporting solutions.	Time of task force to do evaluation	Jennifer Fox, Natalie McKenzie , Kori Oechli, Michael Sumption, Seth Abrahamson, Pat Blewett		

Leadership Review of Action Plan:

	awareness and affinity for Simpson University within freshman, sophomores, and juniors, as well as seniors				
1.1.1c Build out the prospect scoreboard systems to identify likelihood of new student conversions; the score card will be used to increase early notification of students that are likely to attend	~Funnel size at key decision points must be targeted for growth; our initial goal is a 3% increase in applications	Time to develop systems	Wally Quirk, Peter Martinez, Amy Huey	Start: March 2018 Complete: Oct/Nov 2018	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.5 Incorporate data-driven methods to develop sustainable enrollment projections and matriculation

Action Plan

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1.5.1 Sustain the admissions/enrollment functions to be able to respond to new markets developed by market analytics	Provide expert external consultation monthly Double funnel	RNL \$75,000-125,000/yr (see 1.1.1b) Personnel +1 FTE 18-19	Wally Quirk , Peter Martinez, Seth Abrahamson, Amy Huey, Student Financial Services	2018-19	
1.5.2 Increase use of demographic data to drive admissions programs	Admissions by county study	Demographic study produced by in house staff	Wally Quirk , Peter Martinez, Seth Abrahamson, Amy Huey, Student Financial Services	Initial: Sept 2017 Annual	2017: Re-assigned sales territories
1.5.3 Use academic program testimonials and value propositions to refine student target populations	International-Use student bloggers, 5 in first year international web recruiting sites Domestic - Establish target market student testimonial brochures for admissions distribution for min 5 majors	Research to develop and monitor (Marketing Dept)	Wally Quirk , Molly Rupert	Start: August 2018	Outsourced in collaboration with SchoolApply TBA
1.5.4 Increase use of internet search models to target student populations appropriate for the university	Contract 2 international web/marketing/recruiting agencies to target int'l student growth	Research to develop and monitor (Marketing Dept)	Wally Quirk , Peter Martinez, Seth Abrahamson, Amy Huey,	Start: August 2018	Hired ISAS & School Apply summer 2018

Leadership Review of Action Plan:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.6 Restructure the Development Department to achieve a 30 percent increase in unrestricted contributions and increase positive communications with institutional stakeholders.

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
1.6.1 Define and meet various unrestricted giving goals and special projects	Unrestricted giving goal: \$700,000		Roger Janis , Ken White, President Hall	2018	Clarification of giving goals and categories
1.6.2 Utilize Raiser’s Edge software to develop metrics to track solicitation programs	Use metrics within Raiser’s edge to improve success by geographic area - establish baseline performance	Existing software - \$/annual cost Advancement staff	Roger Janis , Ken White	2018	
1.6.3 Improve direct mail campaigns to existing donor bases	Use information from prior campaigns - better segmentation, more focused asks, caller follow up	Advancement staff	Roger Janis , Ken White	2018	
1.6.4 Increase field work areas of capital campaign donations	See Strategic goal 1.8	Advancement staff and other staff and faculty	Roger Janis , President Hall, Ken White	2018	
1.6.5 Create alumni fundraising goals that tie directly to academic initiatives including a fall phone-a-thon for alumni	~Goal \$1.4M -including alumni ~Increase percentage of alumni donors by 10%	Advancement Staff	Roger Janis , Ken White	2019	

Leadership Review of Action Plan:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.7 Develop a short-term and long-term financial plan that increases financial reserves and reduces institutional debt

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcomes
1.7.1 Research and establish 12 net revenue generators via co-curricular and curricular change that will create net revenue to the university (Link to Strategic Goals 2.1 and 4.1). Link to Financial Forecasting Models	Review a minimum of 12 new net revenue generators and determine which will be implemented based on ROI, alliance with mission and strategic plan, and campus culture. Integrate into Financial Forecasting model anticipated and budgeted outcomes and expenses.	Staff time allocated to preparing ROIs	Natalie McKenzie, Wally Quirk, President Hall, Pat Blewett, Peter Martinez, Tom Galbriath, Mark Endraske	Started June 2018 , imported into plan in July 2018.	
1.7.2 Establish appropriate operating margins within budgets and forecasting in order to create financial reserves and decrease institutional debt	~Instructional seminars for each budget area ~Define what is an appropriate operating margin	Hire new Controller that will allow CFO to be proactive	Natalie McKenzie, Wally Quirk	Hire completed July 2018 - seminars start in the Fall 2018	

Leadership Review of Action Plan:

Simpson University Strategic Plan Priority:

#1 Enhance Institutional Capacity and Growth

Strategic Goal (end in mind):

1.8 Initiate the planning process for all stakeholders to celebrate the 100th Anniversary of Simpson University

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
1.8.1 Target a variety of celebratory events throughout the 100 th anniversary celebration year	Prepare and schedule 1 major and 5 regional events	Travel costs	President Hall, Roger Janis , Ken White, Pat Blewett, Mark Endraske		Celebrate our centennial year!
1.8.2 Establish a targeted fundraising goal for the University through these events, including feasibility study for the campaign	~Determine what would be strategic and would excite the constituencies ~\$10M goal campaign	Feasibility study-30,000	President Hall, Roger Janis , Ken White, Board of Trustees	feasibility study by July 1, 2019 Start 2018 Finish 2022	

Leadership Review of Action Plan:

Simpson University Strategic Plan Priority:

#2 Enhance Institutional Capacity for Academic Sustainability and Innovation

Strategic Goal (end in mind):

2.1 Refresh and repackage academic programs

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcomes
2.1.1 Complete an academic program prioritization process (modified Dickeson Model) whereby the administration and faculty evaluate the viability and sustainability of current academic programs so that resources can be allocated in a manner to sustain institutional operations; the prioritization process will include the Principles of Academic Health	~Result goal: re-prioritize \$300,000 of budgeted funds ~Define what academic success within programs should look like ~Reduce programs that are not producing for the university	Faculty time and data points collected from institutional research, finance office, enrollment, registrar, and student development	Provost Council & Pat Blewett	To be completed by BOT meeting (October 2018)	Movement towards refreshing our academic position in higher education
2.1.2 Assess personnel needs and implement a hiring plan based on defined priorities and available resources (see Appendix I)	~Evaluate hiring based upon strategic objectives with goal of rehiring staff and faculty, predicated upon financial resources and student demand. ~Faculty: Plan toward ratio of 16:1 student-faculty ratio	Faculty: Committee of deans as a continuation of the prioritization process will establish action plan	Pat Blewett , Craig Cook, Addie Jackson, Kristie Stephens, Dan Pinkston	Evaluated annually	
2.1.3 Continue to improve our academic research processes related to assessment and institutional effectiveness including a specific review of our Institutional	~Refine and build Program ~Review process ~Review and Revise ILOs	Assessment Committee; Task Force to revise ILOs	Pat Blewett , Jennifer Fox, Seth Abrahamson, Harold Lund,	Program Review: 2018-19 ILOs: 2019-20	Critical review process of ILOs and updating institutional target

Learning Outcomes and proposals for adjustments					
2.1.4 Develop and expand enrollment opportunities for a "May Term" and/or other summer school options in order to generate additional revenue on campus and meet student academic enrollment needs	~Create process for faculty and staff to propose possible courses each Fall for May - procure at least 3 proposals each year to build this term ~Expand summer term offerings of GE courses by 3 courses	Staff time building a template and guidelines on proposals, staff and faculty time creating courses	Pat Blewett , Provost Council	Start: 2017 ongoing annually	1 course held May 2018 in Marine Biology; 5 students participated
2.1.5 Develop a list of new TUG majors based on Academic Program Prioritization and other inputs exploring market sensitive programs; new program proposals must identify a clear return on investment and implementation will be based on appropriate internal and external approvals (see Appendix II)	~Initial conversations with new administration have identified several programs for further study: ~Kinesiology, Social Work, Digital Media/Computer Information Systems	Provost Council is charged with market analysis and ROI studies to be complete Fall 2018 semester and will interact with Admissions	TUG Provost Council, Program Directors, Natalie McKenzie, Wally Quirk, Pat Blewett	Product proposals due Dec. 2018	
2.1.6 Gain and allocate new resources for academic program innovations (i.e., grants and special gifts)	~Strategic Innovation Fund initiated June 1 2018 ~Federal Grants, Upward Bound and Gear up, applied for 2016-17 year.	President's Office and Advancement office supporting initiative 14.5 FTE devoted to administering grants and activities	Roger Janis , Program Directors	Ongoing from June 2018-2022 Ongoing from 2017-2024	
2.1.7 Explore potential academic partnerships with other institutions stateside and internationally at all academic levels (i.e., dual enrollment, secondary education, undergraduate education, graduate education)	~Crown College - shared courses pilot 1 spring 2019 ~Received Pledge from Azusa Pacific University June 2018 to collaborate to deliver online courses	Pay for course instruction Distributed 0.5 FTE to administer program	Peter Martinez, Pat Blewett , Craig Cook, Harold Lund, President Hall	2018-19 start ongoing	

	<p>Goal to launch 20 new additional online courses by Fall 2019</p> <p>~Set up dual enrollment/assured matriculation agreements with at least 5 high schools annually</p>				
<p>2.1.8 Research and innovate with “best practices” in academic policies and operations in order to simplify and streamline customer service and student satisfaction; this may include admissions functions, registrar functions, financial aid granting functions, retention functions, and general policy such as “block transfer” for students with associate degrees.</p>	<p>~AICCU participation with ADT agreement. Simpson will offer Associate Degree Transfer (ADT) to California Community college students so they can complete their degrees in four years.</p> <p>~Utilize Student Satisfaction Inventory to ascertain student satisfaction and needs to initiate change.</p>	<p>Initiated outsourced support for the additional advising needed for the ADT program. (.2 FTE)</p>	<p>Harold Lund, Seth Abrahamson, Craig Cook, Addie Jackson, Kristie Stephens, Peter Martinez, Mark Endraske, Financial Aid Director, Pat Blewett, Tom Galbraith</p>	<p>~Signed AICCU agreement with commitment to refine transferability access/success</p> <p>~SSI utilized 2017-18 to establish key areas of concern</p>	<p>Addressed cleaning and re-carpeted , tiles in stairwells in residence halls.Improved lighting, registration single sign on self service, remodel and improved fresh salad bar, changed chef and offerings (vegan food station and gluten free) in cafeteria, improved channels through online forms to make suggestions/ complaints</p>

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#2 Enhance Institutional Capacity for Academic Sustainability and Innovation

Strategic Goal (end in mind):

2.2 Expand emphasis and opportunities for Student Research

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcomes
2.2.1 Expand Student Research Symposium	~Student attendance increased by 10% ~Off-campus participation increased by 10% ~Number of presentations increased by 5%	Speaker fees \$5000 Promotion - \$1500	Pat Blewett , John Ayabe, Brian Hooker, Brian Larsen, Tim Orr	Start - 2017-18	Classes cancelled day of, attendance increased; 2 high school presentations
2.2.2 Develop research honors tracks for TUG majors and acknowledge student successes within the community (i.e., dean's list, public affirmations)	Create honors tracks for all TUG majors	Provost Council committee, department meetings, approval by academic council	Pat Blewett , TUG Academic Council	2017	Began fall 2017, proposals/draft sent to academic council spring 2018. Further refinement to occur 2018-19.
2.2.3 Establish living & learning communities on campus (i.e., athletics, first generation students, honors, etc.)	Currently res life is working with ODLE and other programs to develop LLC in the areas of outdoor adventure and leadership/ political science. The measure for this plan is the number of LLC and the number of participants. Veteran's LLC is established and 5 are registered fall 2018	Surveys have been completed to determine student interest. Research is being done to prepare for the development. The res life survey will also be used to compare community groups.	Dan Pinkston, Mark Endraske , Harold Lund,	The timeline for development is from the start of the fall term annually to the start of the housing selection process.	

2.2.4 Promote joint faculty and student research opportunities (i.e., conferences, papers, etc.)	Increase number of faculty-student research activities	Funds available through Dale and Owens Scholarships	Pat Blewett , Brian Hooker, Brian Larsen, Debra Rager, Cherry McCabe	Start 2019	The goal is collaboration
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Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#2 Enhance Institutional Capacity for Academic Sustainability and Innovation

Strategic Goal (end in mind):

2.3 Enhance a campus culture of scholarship

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome of action taken
2.3.1 Establish a Campus Speakers' Bureau	Identify and produce list of qualified speakers	Marketing time to vet speakers and produce list	Roger Janis , Dan Pinkston, Molly Rupert	Spring 2019 for research; fall to finalize	
2.3.2 Promote academic and professional conferences and lectureships on the Simpson campus and within the greater Redding community including other institutions of higher learning	~Better Together Conference annual ~increase CEU opportunities by 50% ~Provide internal marketing seminars for faculty staff focused on promoting majors and career opportunities post graduation	~identify professional development funds for use by department via Provost office ~set expectation of brown bag internal marketing lunch presentations for each academic department	Pat Blewett , Dan Pinkston, Tim Orr, Brian Hooker, Jack Painter, Molly Rupert	Start Sept 2018	
2.3.3 Invest time and financial resources in faculty research opportunities for faculty whereby faculty members continue to do research within their academic disciplines; in addition to scholarly conferences and professional meetings, use funds like the Owen Fund and Dale Fund for original research	Examine Increasing number of scholarly articles, books, poster presentations, case presentations as measures of worth for promotion. Committee must determine % increase targeted in Fall 2018	Faculty Committee time - utilize Owen and Dale funds as incentivization	Natalie McKenzie , Brian Hooker, Brian Larsen, Amy Smallwood, Cherry McCabe, Berkley Shorthill	Start Fall of 2018 with goal of policy revision by Fall of 2019	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#2 Enhance Institutional Capacity for Academic Sustainability and Innovation

Strategic Goal (end in mind):

2.4 Establish an appropriate delivery system for general education requirements within the TUG Christian liberal arts curriculum

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
2.4.1 Evaluate the size, scope, and goals of the undergraduate General Education courses	Utilize criteria based upon Dickieson model and approved by Academic council to realign faculty/student ratio to industry standard-financially viable model. Action will also achieve reduction of at least \$300k in 2018-2019 budget.	TUG Academic Council Committee and CORE Committee	Pat Blewett , TUG Academic Council	Dec, 2017 start - complete by Dec 2018	
2.4.2 Explore and evaluate the effectiveness of CORE interdisciplinary studies and/or Biblical and Theological Studies requirements	Clearly establish corpus of critical content for Bible and theology, track measurable outcomes at each grade level, establish outcomes evaluation at each grade level	Academic sub-committee shall be identified with charge to produce target outcomes and evaluation framework	Pat Blewett , TUG Academic Council, CORE Committee of the faculty	Start Fall 2018 with first proposal by December 2018	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#2 Enhance Institutional Capacity for Academic Sustainability and Innovation

Strategic Goal (end in mind):

2.5 Continue refining the role of the Center for Excellence in Learning Technology (CELT) improving educational technology and services for faculty and students

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
2.5.1 Continue implementation of the Moodle Faculty Training Program and following “best practices” concerning online education as established by the <i>Western Cooperative for Educational Telecommunications (WCET)</i>	All faculty will participate in minimum 2 hours in-service training per year	University will fund special training for CELT staff to provide necessary training	Pat Blewett , Kelly Warner, Addie Jackson, Angie Hurtado, Michael Sumption	by Dec. 2019	
2.5.2 Develop special Moodle training for new and returning adjunct faculty	All new faculty will participate in at least 2 hours Moodle training annually	Budget will include payment to reflect funding for training adjunct pay hourly rate	Pat Blewett , Kelly Warner, Craig Cook	Begin by January 2019	
2.5.3 Initiate “best practices” for utilizing Moodle within face to face courses	Bring external consultant to campus to assist in identifying applicable best practices for Simpson University	Allocate \$3000 in 2019-2020 budget	Pat Blewett , Jack Painter, Trent Smith, Eric Wheeler	complete by Spring 2020	
2.5.4 Update and utilize technology in the classroom using innovation such as recording class lectures and adding video to online courses	Establish baseline of users and level of competency, set goals and delivery system for 100% faculty participation	Re-organization preserved full time CELT staff dedicated to deliver content in collaboration with Provost office	Pat Blewett , Trent Smith, Kelly Warner, Michael Sumption, Craig Cook	complete by Spring 2020	
2.5.5 Evaluate the inter-operability of systems related to instructional	Hardware and software identified to implement	Budget will include allocation to fund	Pat Blewett , Michael Sumption, Kelly	complete by Fall 2023	

technology so that faculty can use equipment across campus and online	100 % classroom compatibility	identified hardware and software over the next five years	Warner, Addie Jackson, Natalie McKenzie		
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Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#3 Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged

Strategic Goal (end in mind):

3.1 Achieve Hispanic Serving Institution designation

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
3.1.1 Enrollment Initiatives: with baseline data at 17% of student enrollment with Hispanic students, expand targeted recruitment of Hispanic students	~Enrollment statistics will reflect increase of 17% in Hispanic students by Fall 2020 ~Increase participation in Hispanic events by 200 %, translate all promotion materials for this population ~Deliberately pursue internationalization with Latin X recruiters	Identify marketing/ admissions communication and translation in current admissions budget	Wally Quirk , Michelle Angbert-Espinoza, Debra Rager, Peter Martinez	~translation to be complete by Dec 2018 ~Two Latin X recruiters MOUs in place by Fall 2018 ~promotion of events to be named by Sept 2018 and 17 % enrollment completed by Fall 2020	Tozer Seminary offered the first two Spanish language ministry courses at Woodland in 2017-2018; This is being evaluated concerning infrastructure changes needed to handle a larger Hispanic population
3.1.2 Establish adequate support services for underrepresented student populations (especially Hispanic students)	~Establish remedial language courses ~Study potential for ESL program ~Establish working committee to study best practices to promote thriving LatinX (satisfaction, retention)	~Devote academic budget to fund remedial courses ~Commission Student Services and Student govt to consider programming strategy to best serve thriving Latin X inclusion	Mark Endraske , Michelle Angbert-Espinoza, Debra Rager, Louis Burkwhat, Isis Martin, Lorraine Sierra	Funding of two courses for 2019-20 budget Commission of Student Services/Student Govt latin X success initiative starts Fall 2018	
3.1.3 Implement diversity training for faculty and staff that is not segmented by personnel status;	~ Set up schedule to require training for all departments by Fall 2020	~consider training tied to faculty/staff	Wally Quirk , Kori O, Michelle Angbert-Espinoza,	Begin Spring 2019	

the goal is to help personnel understand ethnicity, cultural, and academic challenges for minority students		evaluation promotion process	Debra Rager, Jennifer Costello, Isis Martin, David Dummer, Steven Bailey		
3.1.4 Explore, evaluate, change institutional practices that may create systemic inequities for student success	Invite professional cultural audit to study, report recommend action steps	Dedicate \$2000 for cultural audit	Mark Endraske , Isis Martin, Louis Burkwhat, Irene Lopez, En Ling Chaio, Steve Kim, Lorraine Sierra	Start Spring 2019	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#3 Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged

Strategic Goal (end in mind):

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, civil engagement, globalism, theology of ecology, and/or “who is my neighbor”

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
3.2.1 Engage the faculty and staff at least once a semester with a lunch speaker, reading, or open discussion related to a culturally significant issue	Identify two faculty who will provide said training in brown-bag faculty forum	Individuals who provide said training will receive credit in promotion evaluation process	Pat Blewett , Craig Cook, Craig Slane, Tim Orr, Brian Larsen, Cherry McCabe Isis Martin, Mark Endraske	Begin Spring 2019	
3.2.2 Engage students at least once a semester in an appropriate forum (i.e., chapel, campus or community assembly, residence hall, sponsored lecture) exploring world view issues	~Faculty identifies in 3:2:1 above, will be invited to present in broader student presentations ~This may include external speakers presented in chapel. Measures 1-2 events per semester	Individuals who provide said training will receive credit in promotion evaluation process Beyond the above, a 5% of the chapel budget and or diversity funds and or Student Development student activity fees will be dedicated to this topic.	Bill Griffin, Isis Martin, Mark Endraske , John Ayabe, Phil Vaughn, Megan Grover	Spring 2018 begin	
3.2.3 Establish discussion/support groups of faculty, staff, and students who will have ongoing conversations and provide support for safe dialogue on a particular	Student Services will provide a minimum of three topical presentations per semester with a goal of	This is already included in programming budget with a dedication of	Mark Endraske , Isis Martin, Asst. Direct of Student Engagement, Michelle Stinson,	Began Fall 2017	

topic of cultural or spiritual importance	20% traditional undergrad participation	\$1000 for program delivery.	student body president or designate		
3.2.4 Increase biblical literacy (specifically New Testament literacy) among students so that they can integrate their knowledge of Scripture into ethical frames by which to live life	Establish key outcomes of biblical literacy. Establish measuring techniques for each school year. Deliver format for embedding worldview and scriptural synthesis in upper division courses in each major	Committee of faculty and staff, led by Provost meet bi-weekly until complete	Pat Blewett , Jack Painter, John Ayabe, Brian Larsen, Bill Griffin	Begin Fall 2018 with goal of completion and delivery Fall 2019	
3.2.5 Respond to Christian and Missionary Alliance denominational influences with regional and national priorities and concerns	~Align with CMA denomination priorities via signature of "Statement of Faith" of all faculty staff ~Invite Faculty and staff to attend local denominational functions Establish "Legacy-Alliance" scholarship to strengthen and celebrate partnerships with Alliance churches - goal increase Alliance student apps by 5% annually over the next three years ~Meet with Alliance leadership in all three west coast regions to initiate scholarship communications	~Statements will be signed by 100% faculty ~ Increase travel budgets by \$5000 in provost budget to support ~Re-allocate scholarship formula to support	Pat Blewett , Mark Endraske, TBD	~Statements signed by Dec. 2018 ~Denominational functions support starts Fall 2019 ~Scholarships will begin Spring 2019 President/Provost/Advancement will target meetings 2028-19 academic year	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#3 Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged

Strategic Goal (end in mind):

3.3 Strengthen the connection of the Veterans Success Center and veterans with the broader university community

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
3.3.1 Provide professional development for faculty and staff on issues and challenges unique to veterans	~100 % of faculty and staff to participate in online training. ~Director of VSC to receive training/professional development in the area of issues and challenges unique to veterans and military higher education.	\$3,000 to be allocated in 2018-2019 budget for professional development	Mark Endraske , Justin Spears, Reginald Watson, Molly Rupert	Training to be completed April 2019	
3.3.2 Strengthen a culture of trust and connectedness across the campus to promote well-being and success for veterans	One campus wide event per semester featuring experts on this topic	\$2,000 to be allocated in 2018-2019 budget for events	Mark Endraske , Isis Martin, Justin Spears, Louis Burkwhat, Bill Griffin	Events to be held by April 2019	Connectedness between young TUG and Veteran students is critical for both groups to better understand our culture and our history
3.3.3 Collaborate with local communities and organizations, including government agencies, to align, and coordinate various services for veterans	~Conduct one intra agency meeting per month (aim at three community members for the SAVE team) ~establish and promote special Simpson Legacy Veterans scholarship (aim	\$1,000 increase to travel budget for 2018-2019 budget ~reallocate scholarship awarding criteria	Mark Endraske , Roger, Justin Spears, student veteran, Director of Student Financial Services	Agencies listed by Dec. 2018 Visits to be held in 2018-2019 ~Begin awarding scholarships Fall 2019	

	at established guidelines and perimeters for the scholarship).				
3.3.4 Implement an early alert system to ensure all veterans receive academic, career, and financial advice before challenges become overwhelming	~Involve VSC with Care Team to plan monitoring and intervention measures. The number of students processed through the care team will be the measure for this action step. ~Establish working partnership between career and veterans office aimed as servicing at least 40% of our veterans annually	~Faculty and staff time for task force ~Re-organize career to collaborate with veterans, advancement, admissions and student development to assure all students are connecting with career services and receiving access to mentors, internships and job opportunities	Mark Endraske , Justin Spears, Louis Burkwhat, Bev Klaiber	Task force (SAVE team) to be staffed and identify number of vet/students served and name intervention procedures by Jan 2019	
3.3.5 Explore avenues by which a student veteran living learning community can be established	There is an active veteran housing rate and there are students actively participating. The program is being developed further, pending use of space, and the number of residents will be the measure.	\$1,000 to be allocated to 2019-2020 budget for consultant	Mark Endraske , Justin Spears, Wally Quirk, Paul Davis	Submit report to cabinet by May 2019	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#3 Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged

Strategic Goal (end in mind):

3.4 Evaluate the potential for establishing Campus Learning Centers such as “Faith, Learning, and Living” or “Quality Management and Business Ethics” Centers and/or hosting conferences that can influence the Simpson campus community and the broader Redding community as public service

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
3.4.1 Evaluate establishing a quality management or business ethics annual conference	Provost assigns persons from each of 4 faculty departments to create 4 community luncheons for faculty and community leaders	\$4000 will be assigned as startup from 2019 budget divided between business, advancement and provost budget	Pat Blewett , Paul Wood, Wally Quirk, Roger Janis	Start Fall 2019	
3.4.2 Research and evaluate appropriate vehicles to deliver information and value to the targeted constituencies (i.e., conferences in person or online, micro certifications, publications, and/or other media options for content delivery (i.e., web-based, blog based)	Marketing department will study best practices, trial run new marketing strategies with respect to the above and re-assess to refine performance measure: attendance/ (response rates)	\$4000 allocated from Marketing	Pat Blewett , Paul Wood, Wally Quirk, Kelly Warner, Michael Sumption	Fall 2019 start	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#3 Develop a campus community that is intentionally diverse, socially aware, and environmentally engaged

Strategic Goal (end in mind):

3.5 Explore new mosaic strategies for raising dollars and establishing scholarships for students of diverse backgrounds

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
3.5.1 Expand scholarship programs for ethnic students from within the United States	Establish Multi-ethnic leadership scholarship award predicted on civic engagement and diversity sensitivity. Aim at adding 16 students annually	Reallocate current scholarship formulas to accommodate	President Hall, Roger Janis , Ken White, Director of Student Financial Services	Begin Fall 2018... annually recommit First fruits - fall 2019	Practicing for Heaven! People from every tribe, tongue, and people group are going to be there -- we need to explore the diversity now!
3.5.2 Develop fundraising strategies that will enhance enrollment of international students at Simpson University initiating international student scholarships	~President and Advancement will raise \$50,000 to dedicate to this priority	Mail and personal visit Campaign	Roger Janis , Ken White, President Hall	Begin Fall 2018, continue annually until Fall 2020	
3.5.3 Create targeted ethnic advisory committee to assist the University in understanding student needs	Establish 6 person advisory Committee including 2 faculty, two staff and two student government leaders	~\$500 will be allocated for travel and meeting costs in the first year and \$2000 thereafter ~Student association will be asked to assist in program funding	President Hall, Roger Janis, Mark Endraske , Pat Blewett, Isis Martin	Begin Fall 2018	

Leadership Review of Action Plan:

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Simpson University Strategic Plan Priority:

#4 Strengthen the Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.1 Identify and promote signature co-curricular programs that will enhance SU distinctiveness (including chapel program) and programs that potentially will generate additional revenue and students to the institution (i.e., athletics and other affinity groups); the emphasis on discovery learning and a spirit of adventure bring curricular and co-curricular marketing together (see Appendix III)

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
MOSAIC - establish Multi-Ethnic Leadership Scholarship program	Establish Multi-ethnic leadership scholarship award predicted on civic engagement and diversity sensitivity. Aim at adding 16 students annually.	Reallocate current scholarship formulas to accommodate the new scholarship.	Mark Endraske , Tom Gilbraeth, Amy Smallwood, Dannielle Stahly, Steve Kim	Initiate Fall 2018	
International Students	Establish 15 MOUs with international recruiters and agencies of higher education.	~Utilize current admissions staff and President’s knowledge of International recruitment to establish MOUs ~Realign scholarship awarding formulas to accommodate international resources	Wally Quirk , Peter Martinez, Debra Rager	Began Summer 2018	
Use SIF to launch 6 co-curricular	~Complete detailed 5 year ROI study on at least 12 Mission Centric co-curricular net-revenue generators.	~Prioritize/utilize current advancement fundraising strategies to support development of	President Hall , Roger Janis,	Began June 2018,	30K funds pledged for SIF by July 20th

	~Fundraise or prioritize up to \$300,000 to initiate Strategic Innovations	Strategic Innovation Funds. ~Initiate JV Programs, International, and Track and Field Summer Fall 2018 followed by (not specific order) Swimming, Men's volleyball, women's wrestling, rock climbing, competitive cheer,			
Chapel Review/Revise chapel programming to increase access and attendance	Offer at least three new ways for students to experience /collect chapel credits.	Hired experienced theology/ministry faculty person to refine and deliver a renewed chapel program.	Mark Endraske, Bill Griffin	Program delivery begins Sept. 2018	Hired new Chaplain, program plan completed August 2018,

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#4 Strengthen the Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.2 Involve all TUG students in meaningful spiritual formation and other service learning projects such as mission experiences / community service, campus and community leadership experiences, and service seminar participation, academic practicum and internships

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
4.2.1 Expand supervision structures for service seminar, internships, and other service opportunities	Establish 20 connections with alumni for mentoring, service, internships and job opportunities. This will be part and parcel to reorganization of career services support	Utilize Graduway software to establish network of connected alumni , approx \$10,000 annually	Mark Endraske , Phil Vaughn, Bill Griffin, Michelle Stinson, Danielle Stahley, Ashley Cobbler	Fall 2019	
4.2.2 Integrate spiritual formation activities into a holistic and transformative campus model for diverse students with TUG	Task Dean of Students and Campus Pastor to evaluate the worship and faith formation culture at SU to be more inclusive of underrepresented cultures specific measures must include survey of students and deliver at least 4 new culturally sensitive program offerings per semester	Human resources of committee primary cost	Mark Endraske , Phil Vaughn, Bill Griffin, Michelle Stinson	Begin Spring 2019	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#4 Strengthen the Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.3 Develop the Academic Success Center to facilitate student academic success, and expand Career Services for career exploration and planning

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
4.3.1 Refine how to strategically use the Academic Success Center for student success (i.e., coaching, mentoring, guiding) for all students (i.e., TUG, ASPIRE, and Graduate Programs), especially at-risk students	~Promote awareness by providing ASC information and resources to 6 sections of First Year Experience. ~Promote resources 4 ways (E.G. through chapel announcements, faculty meetings and community updates). ~Provide one professional evaluator for on-campus review. ~Set up committee to consider use of digital portfolios and online resources with the aim to deliver one proposal to cabinet.	~Human resources currently in place ~\$2000 to hire external evaluator	Mark Endraske , Louis Burkwhat, Brian Larsen, Justin Spears, Debra Rager, Jennifer Fox	~Start promotion Fall 2018 ~Expend \$ for external evaluator Spring 2019 or Fall 2019. ~Establish portfolio committee by January 2019	
4.3.2 Refine and utilize Career Services Center at the University for all students, increasing student access beyond traditional TUG students	~ Budget up to \$10,000 annual spend on Graduway program ~ Increase dedicated hours for staff assigned to career services.	~ Reorganize current staffing for more effective/efficient delivery	Mark Endraske , Ashley Cobbler, Cherry McCabe, Louis Burkwhat, Alumni Services Representative	Initiate Fall 2019	

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Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#4 Strengthen the Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.4 Increase the retention rate for all first-time, full-time freshmen to 80% by 2021

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcomes
4.4.1 Increase staff intervention and engagement with first year provisional students and those on academic probation after the first semester	~Utilize CSI and Intent to Return survey, in collaboration with chapel and class attendance to determine drop out proneness. ~ Develop a Care Team intervention and intrusive plan for advising for at-risk students. ~ Aim at 5% increased retention above baseline at-risk retention rate	\$1000 set aside for survey	Mark Endraske , Isis Martin, Louis Burkwhat, Jack Painter, Jennifer Costello	begin Fall 2018	
4.4.2 Utilize College Student Inventory to identify potentially at-risk students during new student orientation and First Year Experience	See above	\$1300 for CSI administration	Mark Endraske , Isis Martin, En Ling Chaio, Pat Blewett	begin Fall 2018	
4.4.3 Examine and modify current financial aid strategies and counseling for students to continue their college education	~Engage RNL to advise on financial aid award revision ~Financial Aid and Admissions officers will participate in online financial aid advising training	Determine and begin set aside funds for this RNL contract	Natalie McKenzie , Director of Student Financial Services, Peter Martinez, Louis Burkwhat, Mark Endraske	Begin Fall 2018	RNL representative visited campus to study our process and propose new product and services - contract signed Fall 2018

4.4.4 Establish a renovation and/or refurbishing plan for residential halls	~Establish Design ~Analyze Costs ~Implement Plan (within budget allocations)	Budget to be established based on research and other priorities	Mark Endraske, Andrew Heiligenthal, Paul Davis	Begin Fall 2018	
4.4.5 Increase support services for first generation students proportional to the number of first generation students within the student body (i.e., academic success center, academic writing center, etc.)	~Emphasis here is on First Generation student needs ~Emphasis here is on International students learning cross-culturally ~ Increase the number of hours offered through ASC tutoring	\$2000 is initially set aside to help accomplish this	Mark Endraske, Isis Martin, Assistant Director of Student Engagement, Brian Larsen, Louis Burkwhat	Begin Fall 2018	

Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#4 Strengthen the Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.5 Increase engagement of new students via Student Life operations

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
4.5.1 Continue to refine the Student portal for positive communication among students and with the institution	Improve the student perception of good communication and run around provided by the Student Satisfaction Inventory.	Staff time to assess effectiveness of current portal	Wally Quirk , Michael Sumption, Peter Martinez, Mark Endraske, Isis Martin,	2018-2020	
4.5.2 Develop a “Meet the Faculty” program for new students to get acquainted on campus and online	Under construction via CELT for Spring 2019 (beta) and full implementation in Fall 2019	CELT staff time	Pat Blewett , Michelle Stinson, Cherry McCabe, Kelly Warner	2019 implementation	
4.5.3 Expand student options with “Red Hawk Summer” with the goal of 85% of new students participating by 2021	Metrics pending evaluation of 2018 event and tweaking the promotion for 2019	Admissions assessment time and adjustments	Wally Quirk, Peter Martinez, Mark Endraske , Isis Martin	Summer 2019	
4.5.4 Implement appropriate technologies such as “SchoolsApp” (affiliated with TargetX) to increase student connectedness with campus before orientation	Metrics pending input from IT	Resources to be assigned once research is complete and metrics established	Wally Quirk , Peter Martinez, Michael Sumption, Harold Lund, Isis Martin, Trent Smith, Kelly Warner	2018-2020	
4.5.5 Explore next generation patterns of technology usage via student dialogue in order to influence shifts in campus technology to accommodate next generation thinking	Gather student feedback using Student Government surveys regarding whatsapp, wechat, twitter, sms to improve use of technology based on	\$1000 set aside for experimentation and testing of options	Mark Endraske , Craig Cook, Michael Sumption, Seth Abrahamson, Kelly Warner, Andrew Heiligenthal	2018-2020	Ongoing challenge of staying current with technology

	student satisfaction inventory.				
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Leadership Evaluation of Action:

Simpson University Strategic Plan Priority:

#4 Strengthen Simpson Student Experience that is transformative and holistic

Strategic Goal (end in mind):

4.6 Explore best practices and initiate strategies for adult students and their families (within TUG, ASPIRE, School of Education, School of Graduate & Professional Studies, and Seminary) to **engage in spiritual transformation** activities through informal and non-formal educational opportunities consistent with ILO #3 and ILO #5

Action Plan

Action (means to accomplish goal)	Metrics (ownable, achievable, measurable evaluation criteria of the action)	Resources (physical, human, financial, other needed resources to accomplish action)	Team Assignment (key people to develop action and implement action)	Time Frame (when initiated / when completed)	Outcome
Identify special chapel and spiritual formation-type events that would benefit or address spiritual needs of adults and their families	~Spiritual Formation will identify two events that adult students and families can be invited to attend. ~The goal is include adult students and families with two events and two chapels per year	~Marketing dept. to assist in developing promotion plan	Mark Endraske , Pat Blewett, Bill Griffin, Craig Cook, Reg Watson, Angie Hurtado, David Dummer	Begin January 2019	We believe that “community” should include Christ-centered activities for families as well as other traditional college experiences

Leadership Review of Action Plan:
