

MILLS COLLEGE STRATEGIC PLAN

2007–08 to 2012–13

STRATEGIC GOALS

STRATEGIC GOAL 1: ACADEMIC EXCELLENCE AND EDUCATION FOR LEADERSHIP

Strengthen initiatives to **attract and retain excellent faculty and staff**, including maintaining competitive salaries and benefits.

Strengthen initiatives to **attract and retain excellent students**, including developing an innovative financial aid program that minimizes student debt.

Strengthen initiatives to **facilitate the development of leaders** and innovators who can use their Mills education to create change.

Objectives

Objective 1: Continue to commit to the fundamental principles of liberal arts education: Strengthen general education, support academic excellence in the disciplines by initiating new assessment tools, enhance programs for faculty development in scholarship and pedagogy, and support departmental initiatives.

Office of the Provost

Implementation strategies:

Develop workshops for faculty members on teaching methods and learning assessment

Develop policies for hiring, training, and compensating adjunct faculty

Develop phase one of on-line teaching evaluations

Encourage use of Blackboard on-line teaching tools

Expand mentoring of assistant and associate professors

Clarify course release policy

Study proposal for Center for Excellence in Teaching and Learning

Improve course syllabi to include learning objectives

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Improve learning assessment, as required by WASC

Consider implementing program in Religious Studies

Review general education requirements with Faculty Executive Committee

Implement magna cum laude and summa cum laude degrees

Strategically replace retiring faculty members

Key indicators of success:

Successful faculty workshops on teaching and learning

Positive response to WASC Capacity and Preparedness Review visit

Identification on-line course evaluation product and design an implementation system

Use of Blackboard teaching tools in 75% of Mills courses

Mentoring reports for each semester for each junior faculty member

New policy for adjunct faculty hiring and compensation

New policy for faculty course release

Increase in retention rates by 2 % for first to second year and 1% for transfer students

Conferring of magna cum laude and summa cum laude degrees

Projection of Goal Realization in Five Years:

Retention rate of 80% for first-time first-year students and 84% for transfer students

Six-year graduation rate of 65%

Full implementation of on-line course evaluations

Full implementation of full-circle learning outcomes assessment in departmental reviews

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Appropriate use of educational technology (eg, Blackboard) throughout the curriculum

Equitable compensation of adjuncts

Renewed general education requirements

Successful WASC accreditation

Strategic replacement of retiring faculty members

Office of VP for Operations

Implementation Strategies:

Continue to promote and improve information literacy instruction (General Education Skill) through targeted library instruction including English 001, Letters 101 and College 005 courses.

Expand the usage of Blackboard as a course management tool and begin providing podcasting capture classrooms and portable units to make available lectures or video through iTunes U to augment the student experience and give 24/7 access to course related material.

As online resources are an increasingly important aspect of the library collection and of the student research experience, take specific steps each year to enhance the library's access to electronic resources that are available 24/7 and focus more resources on the provision of fast, convenient information resources.

Key Indicators of Success:

Ten percent increase in the number of courses offered through Blackboard.

More equipment and classrooms available on campus for podcasting.

Ten percent Increase in number of video/audio lectures available to students.

Increase by 10% in library database statistics.

Projection of Goal Realization in Five Years:

Through the successful utilization and expansion of Blackboard, 100% of courses will be included so that students have 24/7 access to their supplemental course materials.

An increased number of faculty will actively be engaged in making their lectures available online through podcasting or other media to enhance the knowledge of students and to promote Mills to the general public.

Library databases contribute to the research success of students and faculty.

Objective 2: Provide enhanced opportunities for learning outside of the classroom. Create a learning community that offers opportunities for growth both personally and professionally.

Office of the Dean of Student Life (DSL) and Vice Provost

Implementation strategies:

Provide increased opportunities for learning outside of the classrooms:

Strengthen the student assistant work study and leadership experience and expand opportunities and outreach among a broader population of the Mills student community through the DSL Ambassadors Program or related DSL departmental student staff opportunities.

Develop widely recognized signature programs based on student development research that demonstrate that involvement in out-of-classroom activities, including work-study, is associated with **increased retention** and persistence to graduation.

Create a student-staff training and development environment in which students have opportunities for engagement and leadership development, have opportunities to develop a positive student-staff professional relationship with DSL staff members, develop life skills and job training skills, and have a sense of belonging as part of the DSL and the broader Mills community.

Focus on team-building among student staff groups.

Supervise student-workers and hold them accountable to minimize absenteeism and tardiness (thus developing an important professional skill).

Increase collaboration among Community Life departments as evidenced by staff facilitation and participation across departments (e.g., Residential Life with Student Diversity Programs and Office of Student Activities through Mills Life 101, Parallels and Intersections, and Train-the-Trainer programs).

Strengthen Living Learning Communities (LLC) to enhance a sense of belonging among students (thus increasing retention) and to foster more intentional relations among Residential Life, other departments in the DSL, and the Provost's office. Reorganize the LLC program so that faculty or staff advisors are assigned to particular communities based on their disciplinary/interdisciplinary expertise.

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Assign Resident Assistants based on majors, interests, skills, co-curricular experiences. Where possible, link LLC to specific curricular offerings.

Involve faculty and staff in the nomination and selection process of LLC RAs. Create opportunities during Orientation for faculty and staff advisors to meet with RAs and members of the LLC.

Expansion of the Dining with the Dean program to include faculty and staff. This series is a part of a listening campaign sponsored by the Division of Student Life to build stronger intentional connections with various members of the Mills Community and to provide more leadership opportunities for our students.

Key Indicators of Success:

Increased participation in signature programs (e.g., Student Ambassadors, Dining with the Dean, LLCs, etc.) sponsored by the DSL

Increased outreach and partnership with the five student lounges (Mary Atkins, Parenting, Commuters, Solidarity and Graduate lounge) in recruitment of DSL student assistants and student leaders.

Track absenteeism and tardiness among student workers/assistants to establish baseline measurement and provide supervisors with feedback for student professional development

Establish assistant/student leader evaluation that measures sense of belonging and provides opportunities for students to develop meaningful relationships with a DSL staff member.

Half of LLCs have disciplinary/expertise-based faculty or staff advisors and RAs.

Schedule meeting time during Orientation for LLC communities.

At least 50 students dine with the Dean (as well as with other faculty and staff) Mills Life 101, Parallels and Intersections, and Train-the-Trainer programs more clearly a collaborative effort among DSL Community Life departments.

Projection of Goal Realization in Five Years:

Increase factors that contribute to retention as reported by Institutional Research in terms of: student engagement in the community and having a positive relationship with a significant adult, sense of belonging as a member of the community.

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Reduce factors that contribute to attrition as reported by Institutional Research in terms of: transitional difficulties, isolation, financial problems and low commitment.

A shift in retention of freshmen from (73.5% to 76%) and transfers (84% to 87%) This number will be adjusted for those students who may be experiencing financial difficulties related to the economy.

Office of the Provost

Implementation strategies:

Use Living Learning Community platforms to coordinate academic advising and co-curricular programs.

Include undergraduate support in proposals for research support.

Consider Honors program.

Inhance program in peer tutoring.

Establish Steering Committee for Research Administration.

Develop a Website to support faculty pursuit of research and program funds.

Develop a policy manual for pre- and post-award management of proposals and grants.

Key indicators of success:

Increase contact hours for students in peer tutoring by 25%.

25% more undergraduates involved in publishable research and creative activity.

10% increase in graduate enrollments and income.

\$1M in new contracts and grants.

Projection of Goal Realization in Five Years:

Increase of 200% in grants of federal research grants.

Increase of 100% in publications with students as coauthors.

Objective 3: Create new relationships between undergraduate and graduate programs to emphasize lifelong learning and the connection between liberal arts education and the professions.

Office of the Provost

Implementation strategies:

- Consider establishing a Dean of Graduate Studies.
- Improve marketing of graduate programs.
- Consider standards for graduate teaching load of faculty members.

Key indicators of success:

- New plan for organization of graduate studies.
- New plan for graduate teaching load.
- Increase in graduate enrollments of 10%.

Projection of Goal Realization in Five Years:

- More effective organization graduate studies.
- Increase of graduate enrollment by 50%.

Objective 4: Build on Mills' existing culture of interactive pedagogy and enhance and support the College's focus on diverse learning styles, opportunities for student research, and academic learning outside the conventional semester and course unit structure. Cultivate mentoring relationships.

Office of the Provost

Implementation strategies:

- Pilot program to evaluate advising effectiveness.
- Implement Phase Two of Peer Tutoring Program.
- Develop English 1YB program and apply for foundation support.
- Plan quantitative skills development program.

Key indicators of success:

Data on advising effectiveness.

See Objective 2 on student research.

Projection of Goal Realization in Five Years:

See Objective 2 on student research.

Retention rate of 80% for first-time first-year students and 84% for transfer students.

Six-year graduation rate of 65%.

Objective 5: Increase students' access to experiences, courses, and programs that enhance their capacity to make ethical decisions and enable them to become change agents.

Office of the Provost

Implementation strategies:

Consider the role of ethics in the curriculum.

Study how to fill the Ethics chair.

Key indicators of success 2008-2009:

Ethics in at least two new courses of the curriculum.

Plan for the Ethics chair.

Projection of Goal Realization in Five Years:

Ethics Chair filled.

Ethics content in at least 6 courses in the curriculum.

Objective 6: Prepare leaders in all fields who are able to generate information and ideas from multiple disciplines. Support faculty and students in collaborating across disciplines.

Office of the Provost

Implementation strategies:

Redesign Mills programs for developing women's leadership.

Key indicators of success:

New plan for leadership programs.

Projection of Goal Realization in Five Years:

Leadership programs that span the curriculum.

Objective 7: Utilize alumnae expertise to enrich the educational experience at Mills and provide models of leadership. Strengthen the connection among alumnae and between the alumnae and the College. Increase alumnae participation in College committees, task forces, volunteer programs, and events. Engage alumnae by providing them with substantive information on current Mills students and College initiatives and by offering programs and events that appeal to a broad spectrum of graduates.

Office of the VP for Development

Implementation Strategies:

Utilize alumnae expertise to enrich the educational experience at Mills and provide models of leadership:

AAMC and Alumnae Relations to co-sponsor 30 events and workshops. Involve alumnae in programs and activities with selected departments including, but not limited to, Undergraduate Admissions, Career Services, the Art Museum, and the Women's Leadership Institute.

Strengthen the connection among alumnae and between the alumnae and the College:

Design and implement Phase I, of the On-line Community initiative, to enhance connection, communication, and service to alumnae.

Implement Reunion Weekend.

Implement 10 regional events involving alumnae relations and AAMC.

Increase alumnae participation in College committees, task forces, volunteer programs, and events:

Support AAMC leadership. Recruit new volunteers and co-chair the Alumnae Relations Advisory Committee.

Work with the Board of Governors on “SWOT” analysis (Strengths, Weaknesses, Opportunities, and Threats) to clarify and strengthen their vision and purpose.

Enhance and refine the nominations process, the class secretary program, and reunion weekend.

Expand regional programming in key alumnae populations while sustaining activities of active branches.

Develop and implement a volunteer management training program.

Engage alumnae by providing them with substantive information on current Mills students and College initiatives and by offering programs and events that appeal to a broad spectrum of graduates:

Insure the dissemination of timely information about Mills’ strategic plan, programs, events, students and accomplishments to alumnae via electronic and print media.

Continue to support current AAMC programs (Phenomenal Women of Color, Pearl M, and Golden Girls’ Luncheon) and create new opportunities to celebrate the rich diversity of Mills student and alumnae bodies.

Key Indicators of Success:

Increase the number of new events by seven and attendance by 15 percent.

Launch Phase I of the on-line community by purchasing and implementing the tools for an online directory, email marketing, event registration, online giving and class notes.

Increase the number of attendees and participants in Reunion by 10 percent.

Increase the number of new volunteers by 10 percent.

Deliver a SWOT analysis by December 31, 2008.

Implement a volunteer management program by June 30, 2008.

Projection of Goal Realization in Five Year:

Integrate alumnae expertise in the educational experience at Mills and develop models of leadership.

Implement at least 30 events and workshops annually co-sponsored by the AAMC and Alumnae Relations.

Keep alumnae well informed and involved in the College's programs and activities.

Implement a state-of-the-art on-line community.

Involve at least 350 alumnae during Reunion Weekend annually.

Implement 10 regional alumnae events annually.

Establish a fully functioning Alumnae Relations Advisory Committee.

Develop a clear vision for the AAMC.

Implement a comprehensive volunteer management training program.

Ensure that seventy-five percent of alumnae are regularly receiving substantive information electronically and 100 percent via print media.

Office of the Dean of Undergraduate Admissions

Implementation Strategies:

Recruit new volunteers to the Alumnae Admission Representative (AAR) program.

Allow AARs to designate their level of involvement in the AAR program to align their interests with specific recruitment activity.

Enhance the visibility of Mills by increasing the number of college fairs covered by AARS.

Increase the number of admission informational interviews conducted by AARs.

Continue to strengthen the electronic communication with AARs about prospective students from their respective territories.

Bring training to the AARs who are unable to attend the annual AAR workshop.

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Involve alumnae in programs and activities with Office of Undergraduate Admission events.

Key Indicators of Success:

Increase the number of AARs to over 80.

Create a database to track AAR activity and interest in recruitment initiatives.

Number of college fairs covered by AARs increase.

Increase the number of student interviews conducted by AARs.

Improve the top prospect information sent to AARs to enhance AAR communication with inquirers, applicants, admitted and enrolled students.

Admission Counselors meet with AARs in their recruitment territory and communicate regularly with AARs throughout the admission cycle.

Increase the number of alumnae involved with various admission activities.

Projection of Goal Realization in Five Years:

Keep alumnae involved with admission recruitment strategies to assist in encouraging students to attend Mills and meeting the undergraduate enrollment goal of 1,000.

Prospective students and their parents will value a Mills education through the success and accomplishments of alumnae they encounter.

Objective 8: Strengthen connections to the community by drawing on the experience and expertise of community leaders and diverse community groups to help educate Mills students for leadership. Provide opportunities for community/student interaction.

No Strategies for 2008-2009

Objective 9: Create an endowment to enable Mills to institute a loan-reduction program.

Office of the VP for Development

Implementation Strategies:

Explore the feasibility of a loan-reduction endowment.

Develop the case statement and collateral materials.

Key Indicators of Success:

Prospects identified for loan-reduction endowment program.

Projection of Goal Realization in Five Years:

An endowment for loan-reduction has been established and is benefiting 25% of graduates.

Objective 10: Identify areas important to the next-generation workforce—including benefits such as flex-time and telecommuting—to determine how to attract and retain employees. Identify cultural barriers at Mills that would need to be surmounted in implementing these benefits.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Identify areas important to next-generation workforce:

Increase staff flex-time and reduce space pressures by increasing counseling hours on Tuesdays until 8 p.m.

Explore extending/staggering hours of DSL professional staff and student assistants to have staff more available during times that are most helpful to students and allow for more flexible schedules for staff.

Increase access to student organizations housed in Cowell (the ASMC and the new Women's Resource Center).

Continue Student Academic Workshop (SAW) study sessions in Cowell on Thursday evenings (which allows for extended building hours on Thursdays).

Key Indicators of Success:

A pilot of 2-3 Professional staff and student assistants shift their work schedules to keep Cowell and other DSL offices open until at least 8 p.m. two days a week.

Decreased staff stress and pressure related to room and space allocation.

Projection of Goal Realization in Five Years:

Normative practice in terms of flex time for professional staff in the DSL by 2013 to provide more after hour assistance to students and respond to work life balance associated with the next generation work force.

Expanded hours for the Mills community use of the new Student Center where a large proportion of DSL staff will be housed.

Office of the VP for Finance, Administration, and Treasurer

Implementation Strategies:

Complete Human Resources Assessment of processes, policies and benefits.

Develop four or more models for employee health benefits beginning January 2009 that would include family friendly options and a salary tiered contribution structure.

Clearly define dependent status for domestic partners and others.

Develop flex-time and telecommuting policy with implementation strategy and identified barriers.

Key Indicators of Success:

Present Human Resources Assessment of processes, policies and benefits with recommendations to college officers.

Present four or more models for employee health benefits beginning January 2009 that would include family friendly options and a salary tiered contribution structure to the College Officers by October 31, 2008.

Conduct open enrollment and employee benefits meetings to re-enroll all Mills employees to accurately assess taxable fringe benefits as well as provide benefits information.

Propose flex-time and telecommuting policy with implementation strategy and identified barriers to College Officers by May 2009 with approved changes to be implemented AY 2009-2010.

Revise existing Employee Handbook and include pertinent Human Resources policies in new Administrative Policy Manual.

Office of the General Counsel

Implementation Strategies:

Work with Human Resources to identify topical issues affecting current and future faculty and staff recruitment and provide legal analysis of risks and benefits of providing targeted programming or outreach.

Work with Human Resources and the Provost's Office in designing educational programs that address cultural campus climate issues. Provide legal guidance regarding difficult applicant or employment cases.

Work with the Diversity Committee to ensure that cultural climate issues are addressed proactively and provide expertise in creating cultural competency programs that will assist with recruitment and retention efforts for faculty/staff.

Act as a resource for Appointment, Promotion, and Tenure (APT) committee in addressing difficult tenure and promotion cases.

Work with Provost's Office to provide faculty search committee training to ensure that proper recruitment tools are utilized in attracting qualified faculty to Mills. Act as a resource for Search Committee Chairs for legal issues that may arise in recruiting efforts.

Key Indicators of Success:

Work with Human Resources to develop and issue a survey to assess "next-generation" recruitment and retention needs by June 30, 2009.

Work with diversity committee to draft Mills Diversity Statement by January 2009.

Lead campus-wide Child Care Task Force Committee and submit recommendations regarding childcare needs of faculty, staff and students by April 2009.

Conduct faculty search committee briefings for each faculty search committee in Fall 2008.

Attend at least two (2) APT and two (2) faculty executive committee meetings per semester by May 2009.

Projection of Goal Realization in Five Years:

Provision of appropriately targeted "next generation" benefits and increase in retention for valued employees.

Demonstrated commitment to diversity exemplified in Mills traditional and online services, student body, and faculty/staff employees.

Decrease in employment litigation because of use of good best practices in recruitment, retention, campus educational efforts and handling of difficult employment matters.

STRATEGIC GOAL 2: EDUCATIONAL ACCESS AND DIVERSITY

Enhance educational access for and retention of an excellent and diverse student body and a diverse faculty and staff.

Objectives

Objective 1: Strengthen Mills' leadership role in recruiting diverse undergraduate and graduate student populations while meeting target enrollment goals of 1,000 and 550, respectively, by 2013.

Office of the Dean of Undergraduate Admissions

Implementation Strategies:

Attract high achieving students by continuing to improve upon the academic profile of entering students and offer alternative sessions at admission events.

Increase Mills' visibility at private high schools and in affluent markets to attract students who do not need financial aid and offer.

Conduct research on the transfer student population, increase marketing to students and community college counselors, and develop a Transfer Admission Agreement.

Develop Spanish web and letter communication and offer admission and financial aid Spanish translation at key admission events.

Attract more out-of-state students by expanding admission yield events in secondary and tertiary markets.

Participate in international recruitment and develop a communication plan for the international market.

Develop a parent communication plan and coordinate admission activities events for parents.

Deploy the Distinctive Student Application (Fast App.) to 12,000 students and Mills Application to 8,000 students.

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Implement the Recruit Contact Management System developed by the IT department.

Redesign admission web pages with the Marketing Department.
Launch an Office of Undergraduate Admission group on Facebook.

Key Indicators of Success:

The academic profile of entering students remains strong, more students targeted for the admitted student fly-in program, and increased outreach to high achieving students by faculty.

Increase in the number of enrolled students who do not need financial aid.

Increase in the number of traditional-aged transfer students.

A Spanish language presence in admission activities is evident to address the growing Spanish speaking applicant pool.

Increase in the number of out-of-state students and more geographic representation.

Increase the number of international students in the entering class and increased interest in the Hong Kong market.

Communication plan to parents is developed for parents of juniors and seniors.

Increase in first-year applications received and more Early Action applicants.

Recruit Contact Management System is utilized to facilitate communication and top prospects are managed throughout the admission cycle.

Refreshed admission web pages and increased activity on the admission web pages.

Prospective students will participate in social networking with students, staff, and faculty.

Projection of Goal Realization in Five Years:

Increase in applications received from first-years, transfers, and nursing students.

Admission selectivity remains under 70%.

Academic student profile remains strong and becomes comparable to aspirational colleges.

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College demonstrates a continued commitment to recruiting, admitting, and enrolling a qualified and diverse class each year.

Undergraduate enrollment goal of 1,000 is attained through new enrollment and improved retention.

The tuition discount will decrease to 42% - 45%.

Office of the Provost

Implementation strategies:

Review language requirements and offerings.

Build strong articulation with targeted community colleges, including 2+2+1 programs.

Build better support for students from community college.

Build better support for native Spanish-speaking students.

Cooperate on initiatives of Diversity Committee.

Key indicators of success:

New foreign language requirements and offerings.

Retention rate of 84% for transfer students.

Projection of Goal Realization in Five Years:

Foreign language proficiency for 75% of graduating students.

Retention rate of 88% for transfer students.

Office of the Vice President for Operations

Implementation Strategies:

Highlight our leadership role in educating a diverse, high-ability student population, particularly first-generation college students, through all marketing initiatives, particularly through college guidebook advertising.

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Continue to position Mills as an institution that offers a welcoming community for students from all backgrounds while highlighting key financial aid information and student diversity support programs in all undergraduate and graduate marketing communications.

Research the e-communications needs of prospective undergraduate students to create a market research foundation upon which to design a new undergraduate admission website and online communications strategies that increase applications and yield in a web 2.0 world.

Explore the need and best practices for Spanish-language or other marketing communications that align with changing demographics or recruiting trends working in partnership with the Office of Undergraduate Admission.

Explore the need for financial aid materials/communications programs, particularly for first-generation college student families, with the Office of Undergraduate Admission and the M Center.

Promote any unique financial aid programs that Mills may develop to prospective students, parents, and the news media.

Key Indicators of Success:

Continue to enhance our descriptions in college guidebooks and include any new diversity programs to our profiles.

Continue to increase applications and student diversity numbers while balancing academic quality.

Field an e-communications survey to the undergraduate admission inquiry pool.
Create a new architectural structure for the undergraduate admission website.
Develop a phase-in plan, timeline, and budget for implementation of the new admission website.

Projection of Goal Realization in Five Years:

An increase in student diversity at the undergraduate and graduate levels.

An increase in first-generation undergraduate college students.

Targeted bi-lingual recruiting and financial aid materials as needed.

An interactive web presence that is the center of student recruiting efforts.

Media coverage of Mills' leadership in the areas of student access and diversity.

Objective 2: Develop outreach programs to educate first-generation students and their families on financial aid, branching out from Oakland to other areas with concentrations of traditionally underrepresented and underserved students, as well as “struggling” middle-class students.

Office of the Dean of Undergraduate Admissions

Implementation Strategies:

Maintain the number of first-generation who enroll at Mills.

Conduct educational outreach in Oakland high schools about the college application and financial aid processes.

Continue to develop a database for educational agencies and community based organizations that work with high school students.

Partner with TRIO programs to develop a pipeline to Mills.

Increase the number of group visits to campus.

Key Indicators of Success:

The percentage of enrolled first-year and transfer students who are first-generation \ remains strong at 30%-35%.

Admission Counselors increase outreach at high schools and educational agencies in local markets and develop relationships with organizational leaders.

Increase in applications from local markets.

Attract more first-generation students who are better prepared for college.

Projection of Goal Realization in Five Years:

Mills has responded to the changing demographics in California and nationwide. The College continues to provide educational opportunities and access to all students.

Objective 3: Support diverse student populations with admission, financial aid, academic, and co-curricular programs that increase student retention and persistent q-rates.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Support diverse student populations with academic programs that increase student retention and persistence rates.

Work with Provost to change “post notices” to “early warning notices.”

Enable earlier notification by faculty to ensure earlier intervention by DSL staff and faculty advisors.

Identify DSL staff person who will coordinate process and ensure DSL staff follow up with each student who receives a “post notice/early warning.”

Revise “post notice” form so that it is more conducive to faculty participation and more relevant to student challenges and includes relevant demographic data about student (year in school, age, parenting status, faculty advisor name, etc.) and is seen as a proactive tool and not a punitive one.

Cross-train all administrative support staff to shift administrative processes relating to but not limited to emotional and academic support for students.

Improve academic support and coordination of services for students experiencing academic difficulties (which may be indication of other challenges).

Develop student-file system that includes relevant and appropriate information.

Support diverse student populations with financial aid programs that increase student retention and persistence rates.

Identify a specific DSL staff member or members as the M-Center liaison(s) to streamline collaboration related to student employment, financial aid, etc., thus reducing excessive calling by multiple DSL staff to the M-Center.

Support diverse student populations with co-curricular programs that increase student retention and persistence rates.

Give coaches critical resources to facilitate their recruiting of diverse student athlete populations.

Continue development of recruiting database.

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Develop, print, and disseminate team brochures to recruits so that materials look more professional and attractive.

Continue to provide and develop reciprocal opportunities for Mills students and people from underserved and diverse populations in the surrounding community to access Mills College facilities and programs and for Mills students to increase their engagement as citizens in our local and global community.

Support diverse student populations with admission, co-curricular programs that increase student retention and persistent rates.

Create and Implement a DSL Response Team that serves as contact for critical issues with students after hours. This team will assist in identifying students who may be experiencing difficulties and connect them to services in the evening and on weekends when possible.

Key Indicators of Success:

Identified at least one staff person who will coordinate early warning process to ensure that a DSL staff person follows up with each student and is connected to faculty advisors and professors.

Revised post notice form and began implementation of new form by Spring 2009.

Changed “post notice” title (to “early warning” notice) with clear timelines and deadlines for faculty.

Developed student file system that includes relevant and appropriate information by end of Spring 2009.

Identified M-Center liaison(s).

Continue working with Tony Hale in IT and staff in Admissions to move toward implementation of a new student-athlete recruiting database in 2009-2010 that will facilitate coordination of mailings, tracking of recruit contacts, and sharing of applicant information.

Have professional and engaging team brochures that highlight the diversity of our student-athletes and are sent to prospective student-athletes.

Diverse population of local community members positively engaged with APER facilities and in events such as the Swim-A-Mile, Girls Sports Day, etc.

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DSL Response Team implemented by November 2008 including tracking of issues to identify more clearly the needs of the student community and ensure that the students are connected to appropriate programs and services.

Projection of Goal Realization in Five Years:

Early warning system has reduced factors that contribute to attrition as reported by Institutional Research in terms of academic under preparedness and transitional difficulties.

Reduce factors that contribute to attrition as reported by Institutional Research in terms of: transitional difficulties, isolation, financial problems and low commitment.

A shift in retention of freshmen from (73.5% to 76%) and transfers (84% to 87%).

Liaison relationship with the M-Center is solidified and there is a seamless experience for students.

New student-athlete recruiting database has been implemented since 2009 facilitating coordination of mailings, tracking of recruit contacts, and sharing of applicant information.

Population of diverse local community members continues to be engaged with APER facilities and in community service events such as the Swim-A-Mile, Girls Sports Day, etc.

DSL Response Team implemented by November 2008. Based on information from tracking, system informs the professional development practices for DSL staff in addressing student needs identified.

Office of the VP for Development

Implementation Strategies:

Increase unrestricted gifts through the Mills College Annual Fund, promotion of planned gifts, and solicitation of major gifts.

Enhance the Mills College Annual Fund by establishing a Reunion Giving position to strengthen class giving, establishing a Parent Giving Program, enhancing gifts from trustees, faculty and staff (current, emeriti and retired).

Continue marketing planned gifts through Quarterly advertisements, mailing the Golden Lantern newsletter, offering charitable gift and estate planning seminars.

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Solicit unrestricted major gifts. If appropriate, recognize donors throughout the campus facilities.

Key Indicators of Success:

Unrestricted gifts total \$4 million.

Projection of Goal Realization in Five Years:

Unrestricted gifts total \$6 million annually and/or exceed the amount of financial aid required by students.

Office of the Dean of Undergraduate Admissions

Implementation Strategies:

Continue to recruit, admit, and enroll students from diverse populations.

Evaluate current admission practices and policies to align admission initiatives with the Strategic Plan.

Conduct a 10-year financial aid study to assess future financial aid allocation.

Enroll students who will be successful and graduate at Mills.

Key Indicators of Success:

Entering class profile remains diverse.

Admission initiatives are focused upon the enrollment goal and the Strategic Plan.

Financial aid allocation is distributed to meet the enrollment goal and lower the discount rate.

Retention rate improves.

Projection of Goal Realization in Five Years:

Continue to focus recruitment strategies on attracting diverse student populations.

College has responded to the changing demographics in California and nationwide.

Retention and persistent rates improve.

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Undergraduate enrollment goal of 1,000 is attained through new enrollment and improved retention.

The tuition discount will decrease to 42%- 45%.

Objective 4: Continue to focus recruitment strategies on attracting a diverse faculty and staff that embrace traditionally underrepresented groups. Provide appropriate role models for students, and enhance retention of this workforce through mentoring programs, multicultural sensitivity training, and community building activities.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Implementation of the new Grievance Policies and Procedures which have been adapted after approval from the Mills College Board of Trustees.

The Grievance Policy supports the diverse community of faculty, staff and students Mills recruits.

The policy promotes a community where all individuals are treated fairly and with respect, within an inclusive and vibrant educational environment.

The policy will ensure reduction of mishandled complaints.

Appoint Student, Faculty and Staff Grievance Officers.

Appoint Mediation Advisors.

Complete time-line and begin education efforts of the community.

Key Indicators of Success:

Grievance Policies and Procedures implemented with tracking of complaints.

Student, Faculty and Staff Grievance Officers appointed by Fall 2008.

Mediation Advisors appointed by Spring 2009.

Complete time-line and begin education efforts of the community by Spring 2009.

Projection of Goal Realization in Five Years:

Grievance Policies and Procedures have become normative practice.

Increased accuracy beyond 80% in terms of tracking and adjudicating complaints.

Student, Faculty and Staff Grievance Officers and mediation advisors are known entities to over 90% of the population and the community is informed about the process.

Office of the Vice President of Finance, Administration, and Treasurer

Implementation Strategies:

Identify and implement recruitment sources to expand the applicant pool for the purpose of attracting more diverse candidates.

Implement electronic recruitment system in order to accurately gather applicant demographic data regarding ethnicity and gender.

Track and develop an internal report of hiring and turnover data to ensure Mills is attracting and retaining diverse faculty and staff.

Include question on all applications regarding the applicant's ability and philosophy of working with diverse populations.

Provide recruitment training to all groups conducting searches. Ensure that candidate pool and search committee is representative of the populations we seek to attract.

Implement a campaign to encourage staff and faculty to participate in the multitude of community building events throughout the year.

Key Indicators of Success:

Data on applicant pool will generally reflect applicant pool mirroring bay area demographics for traditionally underrepresented groups.

Mills employee (staff and faculty) demographics will generally represent bay area demographics.

Provide a minimum of two multi-cultural sensitivity trainings per year to enhance cultural competence for faculty and staff.

Develop and implement recruitment guidelines that strongly encourage at least one final candidate be from a traditionally underrepresented group.

Through a campaign to encourage faculty and staff participation in campus events, by the end of AY-2009 we will attain overall employee participation of

5% all targeted events including the Faculty-Staff Club, moving toward 10% participation by AY-2013.

Objective 5: Collect and disseminate baseline statistics. Articulate goals and chart institutional progress for students, faculty, and staff.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Collect baseline statistics.

Assess number of students who utilize all student services (Counseling and Psychological Services, Services for Students with Disabilities, Health Programs [including insurance and utilization of Tang Center at UC Berkeley], Career Services, Religious and Spiritual Life) and determine numbers and project budget goals.

Convene a preliminary committee to evaluate relationship with the Tang Center in terms of student health services, programs and insurance coverage.

Report data regarding graduates' jobs and grad school admission 6 months after graduation.

Assess number of students who live in the residence halls, including their demographic information.

Assess number of students who participate on athletic teams, in physical education classes, and recreation and aquatics programs and determine numbers and project budget goals.

Partner with Institutional Research to collect data about persistence to graduation of Summer Academic Workshop students.

Assess number of new students who are participating in Orientation.

Pilot DSL Narratives Project to collect qualitative data about the student experience and how students' experiences support or impede retention and completion; this project will assist the DSL to better identify and reproduce experiences that support our students to succeed and reduce experiences that are counter to success (childcare, transportation, housing, food, financial aid, work hours, etc).

Compare qualitative data from Narratives Project with Institutional Research quantitative data about retention.

Key Indicators of Success:

All relevant statistical/demographic data collected re: student services, persistence, and participation.

Process for analysis identified and begun.

Students have been identified for preliminary task force.

Data regarding graduates jobs, grad school admission etc. is tracked at 1 year, 5 years.

DSL Narratives Project piloted (30 stories collected via interview or online)
Connection with Institutional Research established.

Projection of Goal Realization in Five Years:

All relevant statistical/demographic data collected and analyzed re: Student Services, persistence, participation, as well as Leave of Absence data (including reasons for leaving).

Concrete decision made regarding student health services, programs, and insurance to be provided at Mills and/or at UC Berkeley.

Data regarding graduates' jobs, grad school admission, etc., tracked at 1 year, 5 years.

DSL Narratives Project qualitative data has become instructive in connection with Institutional Research's quantitative data. Both sources are used to provide the best programs and services for optimal retention and graduation rates for Mills students.

Availability of services and links to services in the Bay Area that respond to the needs of our specific student population (i.e., childcare, transportation, housing, food, technological support, financial aid/scholarships shortfall, work hours.

Office of the General Counsel

Implementation Strategies:

Act as faculty/staff education and training resource for diversity programming.

Provide AB 1825 sexual harassment prevention training for campus supervisors.

Act as a resource for new grievance officers and assist with roll out of new Grievance Policy.

MILLS COLLEGE

Work with diversity committee to assess developing a “diversity through excellence and inclusion” training program at Mills.

Act as role model/mentor to pre-law students by assisting with advising efforts for students who want to attend law school.

Enhance Mills’ reputation as diversity leader by ensuring that the provision of legal services reflects Mills commitment to diversity.

Remain active and visible in local and national bar association activities targeted at diversity by serving on key committees in 2008-2009.

Speak on local and national panels to highlight the importance of diversity in the legal profession and in the provision of legal services.

Ensure that faculty/staff diversity plans are reviewed for legal compliance and assist with risk/benefit assessment of those plans.

Key Indicators of Success:

Provide at least two education/training programs for faculty staff on diversity issues by June 30, 2009.

Develop and conduct at least three (3) AB-1825 compliant training programs for Mills college officers (and senior staff), staff supervisors and faculty by Spring 2009.

Provide investigations and report writing training for new grievance officers in Fall 2008.

Work with grievance officers to develop a mediation advisor training program at Mills that is offered to mediation advisors by Spring 2009.

Present for MCCA “Creating Pathways to Diversity” Conference highlighting women’s legal careers in Fall 2008.

Present a module at UC Riverside diversity certificate program in 2009 and bring UCR presenter to campus to assist in developing Mills diversity certificate program.

Serve on key planning, program and development committees in NACUA, NBA and CMCP in 2008-2009.

Ensure that Mills commitment to diversity in the provision of legal services is highlighted in a publication focused on the legal community.

Work with Dean of Student Life/Vice Provost to provide education forum for students interested in attending law school by Spring 2009.

Projection of Goal Realization in Five Years:

Increase in staff/faculty retention and identification of Mills as “employer of choice” because of superior campus climate/diversity education.

Mills identified as leader in advancing diversity efforts in legal profession, which results in increase in student/faculty/staff interest in Mills.

Effective grievance resolution process and first rate mediation advisor training program are seen as model for conflict resolution in college community.

Effective grievance policy increases student/staff satisfaction and retention and decreases potential litigation.

STRATEGIC GOAL 3: ENVIRONMENTAL AND FISCAL SUSTAINABILITY

Position Mills as a campus that renews and expands its physical and technological resources using sustainable technology. Maintain fiscal sustainability.

Objectives

Objective 1: Provide an outstanding accessible campus environment to support Mills’ educational mission, and incorporate sustainable guiding principles in campus planning, building, and operations.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Provide an outstanding accessible campus environment.

Identify space/environment/programming/service needs in anticipation of new Student Center.

Reconfigure DSL space in Cowell and Rothwell to create intentional opportunities for DSL units to be housed together, centralizing related programs and services.

Locate Community Life (Office of Student Activities, Student Diversity Programs, Residential Life satellite office) together in Rothwell.

MILLS COLLEGE

Centralize space for the Office of the Dean of Student Life and Vice Provost.

Create office space for student organizations in Cowell (ASMC, Women's Health Resource Center).

Change, clean, and update physical environment in Cowell and Rothwell to create more welcoming space to foster a strong sense of belonging.

Enable better sharing of human and financial resources and reduce waste.

Key Indicators of Success:

All storage space in Cowell cleaned out and organized.

Created new small conference room in Cowell.

Updated and recycled furnishings in Cowell, Rothwell, and student lounges.

Provided space for ASMC and the Women's Health Resource Center in Cowell.

Student pictures on walls in Cowell.

DSL Mission and Vision posted.

Recycled Mills banners placed in strategic locations inside Cowell.

More "hang out" and meeting space for students and staff.

Projection of Goal Realization in Five Years:

An inclusive physical space manifested in the New Student Center in full-swing with ample space for programs and services for the Division of Student Life and student spaces, including meeting and "hang out" spaces.

Office of the Vice President for Operations

Implementation Strategies:

Provide opportunities for learning and curricular enhancement through Lake Aliso and Creek restoration projects.

Continue sustainability committee initiatives to continually recommend improvements in the opportunities for "greening" the campus, including energy efficient, waste reduction, green practices and collaborating with the larger community.

MILLS COLLEGE

Look for grants to enhance sustainability initiatives.

Head House is built and used along with Botany Garden for student/faculty curricular use.

Key Indicators of Success:

Lake Aliso and Creek restoration will allow campus to be able to use own water again for irrigation, resulting in savings of up to \$100,000 annually.

Grant applications submitted to state and local agencies for stream and clean water restoration projects.

Increased energy savings and waste reductions by employing “green practices.”

Gold LEED certification for Graduate School of Business building achieved.

Projection of Goal Realization in Five Years:

Campus is not dependent on city water for irrigation.

LEED buildings realize cost savings in energy consumption.

Lake Aliso and Creek are fully restored.

Head House and Botany Garden are an integral part of college’s curriculum.

Objective 2: Provide the academic and administrative technology needed to assure 24/7 access to resources and services that support the institutional needs of the College and the research needs of students and faculty. Create a technology endowment to enable the campus to achieve and maintain a solid and forward-looking technology position.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Collaborate with Marketing to improve design and navigability of website so more info is available and it is user friendly.

Improve DSL website to make information available to students online and accessible 24/7.

Assist with design and implementation of Phase I of the On-line Community Initiative to enhance connection, communication, and service to students.

MILLS COLLEGE

Develop process for students to request disability-related accommodations and notify faculty online and ability to post SSD accommodations on Banner in a restricted area.

Key Indicators of Success:

Collaborated with Marketing and improved DSL website.

Assisted with design and implementation of Phase I of the On-line Community Initiative to enhance connection, communication, and service to students.

Students with disabilities able to request accommodations and notify faculty online.

Approved accommodations posted on Banner in restricted area.

Projection of Goal Realization in Five Years:

All DSL information and forms accessible on-line 24/7 (including registering for accommodations with SSD) .

Reduction in print materials needed.

Office of the Vice President for Development

Implementation Strategies:

Create a technology endowment to enable the campus to achieve and maintain a solid and forward-looking technology position.

Develop a case for support the technology endowment.

Identify prospects that may include individuals, foundation or government grants.

Implement cultivation and solicitation strategies.

Continue the commitment the College has made to financial sustainability by achieving balanced budgets, decreasing reliance on the quasi-endowment, and adhering to the endowment pay-out structure.

Raise unrestricted gifts that enable the College to balance its budget. (see strategies under Goal 2, Objective 3).

Key Indicators of Success:

Prospects identified.

Additional gifts totaling \$1 million received for the technology endowment.

Projection of Goal Realization in Five Years:

Additional gifts totaling \$ 10 million received for the technology

Objective 3: Create a process for submission of funding requests for capital projects and establish criteria for the College Budget Committee to use in evaluating requests. Establish criteria and processes for the College to determine the priority and/or advisability of major facilities projects. Engage the campus community in ongoing dialogue regarding facilities projects. Fund deferred maintenance at two percent of the operating budget annually.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Establish criteria and processes for the College to determine the priority and/or advisability of major facilities projects:

Work with VP of Operations in gaining approval from Board of Trustees to move forward with a feasibility study related to the construction of a new Student Center and/or Athletic facility by 2011.

Engage the campus community in ongoing dialogue regarding facilities projects:

Develop a process, in collaboration with the VP of Operations, for gaining input from various campus constituencies related to the construction of a Student Center and/or Athletic facility.

Fund deferred maintenance at two percent of the operating budget annually:

Ensure that feasibility study includes funds for deferred maintenance and programming funds.

Key Indicators of Success:

Gained approval from Board of Trustees and began feasibility study for Student Center and/or Athletic facilities.

Began to solicit feedback from Mills Community about building projects.

Included deferred maintenance costs and programming costs in feasibility study.

Projection of Goal Realization in Five Years:

Student Center and/or athletic facility is built, programming dollars in use and maintenance is up to date.

There is a great central meeting space for the entire Mills community

Objective 4: Continue the commitment the College has made to financial sustainability by achieving balanced budgets, decreasing reliance on the quasi-endowment, and adhering to the endowment pay-out structure.

Office of the Dean of Student Life and Vice Provost

Implementation Strategies:

Create sustainable infrastructure with respect to staffing budget.

Implement new DSL organizational structure to streamline operations and decrease staff attrition.

Establish contingency fund to protect against unexpected expenses and overages in all four units of the DSL (APER, Community Life, Operations, Student Services).

Work with OIA and Provost to identify relevant sources of external funding, primarily for APER, Parenting and Resumer students, the Chapel
Find ways to cut and streamline costs in APER and other DSL departments.

Develop athletic team fundraisers for specific team needs.

Explore costs associated with supporting an increasingly diverse student population with respect to childcare, transportation, food, housing, financial aid, technology, etc.

Work with VP of Operations and College Officers to develop an agreement on use of revenue profits beyond 37% overhead.

Research and strategize for implications of Cal Pac Conference folding in next five years.

Assess possibility of increase in DSL budget to accommodate increased student participation in extracurricular programming.

Key Indicators of Success:

Reduced excess use of office supplies, staff and student resources , etc.

MILLS COLLEGE

Continued implementation of new DSL organizational structure through hiring, updating job descriptions, pay scales, etc.

Better staff retention.

Balanced DSL budgets for 08-09.

Established contingency fund.

Filled all DSL staff positions.

APER and other relevant DSL departments met with VP of Operations.

Met with OIA and Provost and began grant application process.

Employed creative solution to budgeting constraints by limiting team size, travel squads and increasing fundraising activities, while maintaining student retention. Identified costs associated with increasingly diverse student population and potential sources of funding.

Projection of Goal Realization in Five Years:

Staff attrition has been stabilized.

DSL budgets have been balanced for the past 4 years.

Established contingency fund every year.

DSL has at least one major grant.

Mills college supports DSL programs that contribute positively to recruitment and retention of students (e.g., athletic teams, resident assistants, LLC, etc).

Successful capital campaign monies available to support costs associated with increasingly diverse student population; identified potential sources of funding.

Office of the Vice President for Development

Implementation Strategies:

Develop a case for support the technology endowment.

Identify prospects that may include individuals, foundation or government grants.

Implement cultivation and solicitation strategies.

Continue the commitment the College has made to financial sustainability by achieving balanced budgets, decreasing reliance on the quasi-endowment, and adhering to the endowment pay-out structure.

Raise unrestricted gifts that enable the College to balance its budget. (see strategies under Goal 2, Objective 3)

Explore the possibility of launching a comprehensive campaign focusing on decreasing student indebtedness.

Design and implement a feasibility study.

Develop a robust volunteer management program.

Key Indicators of Success:

Substantially increased the number of prospects.

Additional gifts totaling \$1 million received for the technology endowment.

Implemented a fully functioning volunteer management program.

Increased unrestricted gifts to the college.

Developed a strategic case statement for the campaign with achievable goals and identifiable campaign strategic priorities.

Projection of Goal Realization in Five Year:

Met or exceeded campaign goals.

Office of the Vice President of Finance, Administration, and Treasurer

Implementation Strategies:

Strengthen Expenditure Control:

Develop internal control processes and procedures to control expenditures.

Work with control offices for faculty and staff salary requests to ensure adherence to Board of Trustees approved salary budgets.

Implement faculty salary data on Banner (Mills' administrative software system) to enhance budget controls and provide budget projections.

MILLS COLLEGE

Implement procedures to put all institutional budgets on Banner for control as well as enhanced reporting.

Develop and implement budget reporting model for budget and actual reports to the Board of Trustees and for managerial budget modeling.

Increase Sources of Revenue:

Develop Sponsored Research Administration Policy and Procedures to support additional contracts and grants revenue.

Assist with graduate tuition and financial aid model to increase net tuition revenue.

Implement accrual based auxiliary accounting to increase auxiliary revenue collection.

Eliminate IRS and Other Related Penalty and Interest Payment Expense:

Assess campus financial regulatory compliance with federal, state and local laws.

Develop Administration Policy Manual to train and inform employees regarding compliance and best practices in tax reporting.

Implement processes for identifying imputed income and other IRS required compensation reporting.

Implement procedures and establish criteria for reporting new IRS 990 disclosures for employee compensation and other reportable categories.

Key Indicators of Success:

Campus distribution of Budget, Finance, Payroll and Human Resources Policies and Procedures.

Campus distribution of Sponsored Research Administration Policy.

Adherence to Board of Trustees approved salary and other expense budgets.

Elimination of IRS fines and penalties.

Faculty and staff salary budget reporting off of Banner system.

New budget model for reporting to Board of Trustees.

Office of the General Counsel

Implementation Strategies:

Finalize assessment of client legal needs and develop action plan to address outstanding legal issues in operations and administration.

Provide superior, responsive legal service in a proactive, cost-effective and client-focused manner.

Work with VP of Operations to ensure that legal ADA accessibility issues are appropriately incorporated into campus planning discussions.

Increase knowledge of construction and wills/estates practice areas and involve key campus constituents to eventually decrease use of outside counsel for advice work in these areas.

Assist Provost's Office and VPAT (human resources) in review of Faculty and Staff Handbooks to ensure legal compliance and attainment of policy objectives.

Coordinate with Dean of Student Life and student disability services coordinator around legal issues regarding student accommodations.

Assist VPAT in addressing overall risk management needs and participate in developing education/training plans to reduce risk.

Work with VPAT regarding overall campus compliance needs and lead efforts to address most immediate compliance issues, including education and training.

Create an effective legal budget and find ways to decrease outside counsel costs in conjunction with commitment to diversity and inclusion.

Effectively protect Mills intellectual property by, at minimum, ensuring trademark protection for the Mills name.

Provide responsive and relevant legal services to college clients by using available technology (website, etc).

Learn Corporate Secretary responsibilities and ensure that Board is properly informed of issues affecting governance responsibilities.

Key Indicators of Success:

Work with VP of Operations to assess ability to move to paperless filing system through Worldox or other appropriate electronic filing system by June 30, 2009.

MILLS COLLEGE

Attend training programs in construction and wills/estates subject matter areas with key individuals in campus community by March 1, 2009.

Work with Dean of Student Life and Provost to provide education program for faculty regarding student accommodations by June 30, 2009.

Assist Dean of Student Life in creating involuntary withdrawal policy by June 30, 2009.

Ensure that trademark applications are filed with PTO by the end of Spring semester 2009.

Provide written assessment regarding campus legal compliance opportunities by March 1, 2009.

By April 1, 2009, create legal intranet website that provides key online resources for campus community.

Create standardized contract forms for basic campus contractual needs by May 2009.

Assist Provost and VPAT with Faculty and Staff handbook review by July 1, 2009.

Assist Provost and VPAT with drafting conflict of interest and conflict of commitment policies for staff/faculty by June 30, 2009.

Create and administer confidential client satisfaction survey by July 1, 2009.

Assess whether RFP for outside legal services is necessary to decrease outside counsel costs, and if so, conduct the RFP and create approved panel of legal counsel by June 30, 2009.

Projection of Goal Realization in Five Years:

Decrease in settlement, litigation and other hidden costs associated with rectifying non-compliance.

More effective staff and faculty policies that reflect Mills' commitment to excellence, assist with retention, and encourage consistent application.

Increase in efficiencies because of reliance on technology to help in solving legal problems.

Office of the Provost

Implementation strategies:

Establish Steering Committee for Research Administration.

Develop a Website to support faculty pursuit of research and program funds.

Develop a policy manual for pre- and post-award management of proposals and grants.

Key indicators of success:

100 % increase in new proposals.

\$1M in new contracts and grants.

Projection of Goal Realization in Five Years:

Increase of 200% in grants of federal research grants.