### Innovative Curriculum

**Improve the Learning Environment for all Students:**
- Reinstate Freshmen Learning Communities (VPAA)
- Raise—internally and externally—awareness and the profile of scholarship at Medaille (Faculty Council Seat)
- Strengthen Honors Program (VPAA)
- Expand (revisit, rethink, and rejuvenate) EQUIP throughout undergraduate experience (VPAA)
- Deliver an innovative curriculum that is responsive to the needs of students (AVPAA-OL)
- Strengthen and make more robust the Medaille Summer Bridge Program (AVPSS)

**Foster and Improve Academic Research, Planning and Assessment**
- Streamline existing academic policies and procedures (VPAA)
- Streamline course scheduling based on enrollment needs and to improve recruitment and retention efforts (VPAA)
- Maintain institutional accreditation (Middle States) and accreditation of professional programs (CALO)
- Establish annual Undergraduate Research Day; mentor students for NCUR; establish annual Graduate Research Symposium; and establish annual Undergraduate Scholarship and Creativity Day (VPAA)

### Engaging Relationships

**Create and Sustain Structured Relationships**
- Develop emerging leaders into the existing Pathways framework as well as transition every Pathways student to a faculty mentor for their sophomore year (AVPSS)
- Create a peer mentoring program for all incoming freshmen (AVPSS)
- Widen the existing College Relations/Alumni Mentoring Program (AVPSS/VPCR)
- Implement the faculty PASS (Program Advocates for Student Support) (VPAA)

**Increase/strengthen engagement opportunities/activities for all students from admit to alum**
- Build and strengthen the First Year Experience Program (VPAA)
- Identify best practices and expand intercultural student interaction (VPSS)
- Establish a career services plan for academic career and beyond (VPSS)
- Create an alum from day one program (VPCR)
- Improve college-wide orientation for all students (VPSS/VPAA)

### Community

**Medaille - Great Place to Work**

**Improve the workplace for all faculty and staff**
- Improve results in Best Places to Work survey (Staff Council)
- Provide professional development opportunities for faculty and staff (VPAA/Dir.HR)
- Raise—internally and externally—awareness and the profile of scholarship at Medaille (Faculty Council Seat)
- Create a safe and supportive workplace (AVPIRP/Dir.HR)

**Medaille - Community Leader**

**Establish meaningful Relationships in the Community**
- Identify community partnerships to address student wellness needs (VPSS)
- Incorporate a community service component into the existing Pathways framework (AVPSS)
- Establish volunteer opportunities with strategic partners (Employee Engagement)
- Build a stronger community through academic opportunities (VPAA)
ENROLLMENT AND MARKETING

STRATEGIC INITIATIVES CONTINUED

<table>
<thead>
<tr>
<th>KEY</th>
<th>Strategic Initiative</th>
<th>Sub-Initiative</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPAA: Vice Pres. Academic Affairs</td>
<td>VPCR: Vice Pres. College Relations</td>
<td>VPEM: Vice Pres. Enrollment and Marketing</td>
<td></td>
</tr>
<tr>
<td>AVPSS: Asst. Vice Pres. Student Success</td>
<td>Dir.HR: Director, Human Resources</td>
<td>PRES: President</td>
<td></td>
</tr>
<tr>
<td>CALO: Chief Academic and Learning Officer</td>
<td>AVPIRP: Asst. Vice Pres. Inst. Research and Planning</td>
<td>CIO: Chief Information Officer</td>
<td></td>
</tr>
</tbody>
</table>

Strong and Diverse Student Body

Increase and Diversify Enrollment
- Align UG and A&G recruitment plans and strategic initiatives to enroll students who can be successful (VPEM)
- Provide exceptional customer service to all students (VPEM/VPBF)
- Improve the online student lifecycle to enhance program efficiency and effectiveness (AVPAA-OL)
- Increase the number of fully-online programs, diversity of program offerings and concentrations within online programs (AVPAA-OL)

Foster a Diverse Educational Environment
- Identify and utilize strategies to increase the diversity of faculty and staff (PRES/Dir.HR)
- Provide opportunities and venues for campus stakeholders to learn from diverse others (PRES/VPSD)
- Strengthen/diversify Honors Program, courses to opportunities (VPAA)
- Create a safe and supportive campus environment (AVPIRP/Dir.HR)

Student Support

Develop and Implement Early Alert and Outreach
- Develop Medallion/predictive analytics to identify students at risk (AVPSS)
- Engage students who are placed on academic alert in Academic Support Center services (AVPSS)
- Establish a robust, for-credit, innovative Medaille Summer Bridge Program (AVPSS)

RESOURCES

Institutional Internal Investment

Improve and Extend Marketing and the Medaille Brand
- Direct marketing dollars towards effective recruitment strategies (VPEM)
- Expand the college's brand, marketing reach, and programmatic impact both geographically and through new constituencies in existing locations (AVPAA-OL)

Monitor and Assess In-House Investment
- Improve learning spaces & technologies to create and sustain an academic environment that promotes innovation and scholarship, and through collaboration encourages the exploration and adoption of new teaching tools (VPAA)
- Implement the newly adopted online learning management system, Livetext, to facilitate aggregation of assessment data for accreditation purposes and program improvement (CALO)
- Establish paid Internships to Juniors and Seniors who participate in the Trio Alumni Mentoring program (AVPSS)
- Develop and implement reliable, accessible, secure data warehouse (CIO)

Institutional Advancement and Development

Identify and Sustain Friends of the College
- Create and implement a board development plan and identify potential key board members (VPCR)
- Develop and implement a pyramid chart of gift strategies for individuals and foundations (PRES)
- Improve annual fund and event revenue (VPCR)
- Create a Government Affairs strategy (VPCR)

Identify and Attain Increased Grant Funding
- Identify grants that address student funding needs outside of tuition and fees; e.g. books, housing, transportation, legal, and needs for academic supports (VPSD/AVPSS)
- Seek endowments to support faculty scholarship and service (VPAA)
- Establish a Center for Teaching, Scholarship and Learning, designed to facilitate and promote faculty teaching, scholarship and service initiatives (Faculty Council Seat/VPAA)