

*Drake University Strategic Plan 2003-08*  
Status Report to the Board of Trustees: January 2006

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Three-fifths of the through this planning period, we have made substantial progress on many of our goals and objectives. Some of the tasks are entirely completed, some have been initiated and are in progress (and some, by definition, will continue to be in progress indefinitely), and others have not yet begun. There are several tasks that—with changing circumstances and assumptions—we may wish to revise substantially or to abandon altogether. The following summary report provides a brief indication of the status of each of the tasks; more detailed information is, of course, available on request.

Note: The next iteration of *Drake University Strategic Plan* (2006-10) is in the development stage; a draft of that plan's goals and objectives will be offered for Board review in April, with the expectation that a detailed (i.e., including specific tasks) plan will be presented at the Board's June 2006 meeting.

## **Goal 1: Ensure the excellence, currency, and appropriateness of the Drake Experience**

### **Objective 1**

Implement University-wide policies and procedures to ensure the excellence, currency, and appropriateness to the University's mission of existing and proposed programs

#### **Tasks:**

- A** Develop clearly-articulated and measurable set of desired student outcomes and learning goals for University as a whole, and by school/college  
**Status:** Initiated and in progress (*Mission Explication* completed)
  
- B** Develop and implement long-range plan to address facilities and equipment needs in support of teaching, learning, and research (including faculty and staff offices, etc.)  
**Status:** Initiated and in progress (*Campus Master Plan* completed)

### **Objective 2**

Increase emphasis on interdisciplinary, integrative learning

#### **Tasks:**

- A** Assess Drake Curriculum to ensure that it is meeting stated goals; design and implement ongoing assessment mechanism for Drake Curriculum  
**Status:** Initiated and in progress (initial assessment completed; ongoing assessment mechanism in design phase)
  
- B** Establish *Center for Speaking & Writing*  
**Status:** Concept and design completed; seeking funding

- C Establish *Center for Collaborative Inquiry*  
**Status:** Tabled for further review
- D Establish and enhance faculty development fund  
**Status:** Initiated and ongoing (funding for this purpose is a primary advancement goal)
- E Create "venture-capital fund" for program innovation  
**Status:** Not yet begun (insufficient resources); however, the SIP budget process implemented in the past year provides an opportunity for funding program innovation
- F Establish faculty development resource center and faculty development committee  
**Status:** Not yet begun; design under discussion
- G Develop plan to implement recommendations of Ad hoc Committee on Integrating Liberal and Professional Education (July 2003)  
**Status:** Initiated and ongoing

### **Objective 3**

Further strengthen the learning experience, including increased attention to the connections between classroom and non-classroom learning

#### **Tasks:**

- A Expand/enhance Learning Communities  
**Status:** Initiated and ongoing
- B Enhance student/faculty research fund  
**Status:** Initiated and ongoing
- C Enhance and support formal mentoring role of faculty; strengthen advising  
**Status:** Initiated and ongoing (reorganization of academic support services; strengthening of advising in some schools/colleges)
- D Expand service learning initiatives (Campus Compact, etc.) and internship opportunities that enhance on-campus learning  
**Status:** Initiated and ongoing
- E Evaluate the role of athletics (intercollegiate Division I; intramural; wellness programs, etc.) in contributing to the learning experience; make recommendations for strengthening integration of athletics into overall campus  
**Status:** Initiated and ongoing

#### **Objective 4**

Develop a culture of evidence: information-based, ongoing assessment of key indicators of institutional quality and operations

##### **Tasks:**

- A** Identify target indicators  
Status: In progress (in Business & Finance implemented and ongoing)
- B** Implement system of ongoing assessment of indicators  
Status: In progress (in Business & Finance implemented and ongoing)
- C** Design and implement system of formative assessment: feedback on key indicators to decision-makers  
Status: In progress (in Business & Finance implemented and ongoing)

#### **Objective 5**

Improve the quality of student life on the Drake campus

##### **Tasks:**

- A** Develop comprehensive plan for residence life, including residence hall improvements/renovations  
Status: In progress (Plan should be completed Spring 2006)
- B** Schedule implementation of recommendations of First Year Experience Committee  
Status: In progress
- C** Develop plan to increase vitality of campus life  
Status: Not yet formally begun
- D** Form a blue-ribbon task force to address issues of alcohol misuse and abuse, and to integrate our institutional efforts into national initiatives such as those led by NIH; the goal is to design and implement a successful, ongoing strategy to reduce alcohol misuse and abuse on campus  
Status: Implemented and ongoing: set of strategies implemented and in place; assessment and further development ongoing
- E** Explore the feasibility and potential effectiveness of a Faculty Fellows Program for all residence halls, including Greek houses  
Status: Implemented on a limited basis; formal program under discussion (this issue will also be factored into the Residence Hall Plan under development by the Residence Hall Task Force addressing Objective 5, Task A)
- F** Support the increased vitality of the Greek system, and strengthen connections between Greek system and the University  
Status: Greek Life Plan implemented and ongoing

**G** Develop strategies to encourage greater student engagement in campus activities  
**Status:** Not yet begun

**H** Connect students to service opportunities in the community  
**Status:** Implemented and ongoing

### **Objective 6**

Provide technological leadership, support, and infrastructure necessary for the highest levels of teaching and learning

**Status:** See Office of Information Technology Strategic Plan; significant progress has been made in a number of areas, including wireless access in all academic buildings and technology upgrades to a number of classrooms.

### **Objective 7**

Update Drake University Campus Master Plan

#### **Tasks:**

**A** Initiate series of meetings of Board of Trustees Buildings & Grounds Committee with appropriate senior administrators and community members

**Status:** Campus Master Plan completed and approved by Board of Trustees in June 2005

## **Goal 2: Improve and sustain the financial health of the University**

### **Objective 1**

Increase operating efficiencies and reduce costs

#### **Tasks:**

**A** Achieve student/faculty ratio of 15:1

**Status:** Completed

**B** Develop benchmarks for staff/student ratio by administrative unit

**Status:** In progress: we are finding it difficult to get comparative data and/or interest from peer institutions; participation in several national data consortia may yield what we need

**C** Reduce operating costs at school/college level by \$400,000

**Status:** Achieved on an ad hoc basis annually; not yet reduced structurally

**D** Implement performance management system

**Status:** Completed and ongoing

- E** Set net revenue targets for auxiliary operations (residence halls, athletics, dining & catering, etc.); ensure that auxiliaries are self-supporting  
**Status:** In progress
- F** Develop a capital budget and plan for future maintenance needs (5-year deferred maintenance plan)  
**Status:** Completed and ongoing
- G** Complete Banner DUSIS implementation  
**Status:** Completed
- H** Conduct work-process analyses to simplify and streamline procedures  
**Status:** Implemented and ongoing

## **Objective 2**

Increase operating revenues

### **Tasks:**

- A01** Increase tuition annually (at a rate not to exceed the CPI for education costs)  
**Status:** Implemented and ongoing
- A02** Develop EFR enrollment targets and strategies based on demographic information, marketing strategies, cost/benefit analysis, and desired size of campus community  
**Status:** In progress: Strategic Enrollment & Revenue Plan (SERP) to be submitted in January 2006
- A03** Develop and implement strategies to respond to changing demographics in core geographic areas  
**Status:** In progress: SERP report
- A04** Explore increased admissions efforts in selected non-core areas  
**Status:** In progress: SERP report
- A05** Continue to reduce undergraduate discount rate  
**Status:** Some progress: NACUBO-reported rate for last 4 years has been: 2001-02: 47.8%; 2002-03: 46.5%; 2003-04: 47.8%; 2004-05: 43.7%
- A06** Explore scholarship partnerships with Iowa communities for selected areas of study (e.g. education)  
**Status:** Not yet begun
- A07** Increase transfer admissions to 200 per year  
**Status:** Have not yet reached goal; new strategies implemented FY06

- A08** Improve freshman to sophomore persistence to 85% and 6-year graduation rate to 70%  
**Status:** Goals reached (higher goals will be set in *Strategic Plan 2006-10*)
- A09** Develop and implement annual study of students who leave to understand reasons students do not persist  
**Status:** In progress: exit interviews conducted with departing students when possible
- A10** Increase non-undergraduate net tuition revenues
- a** Increase enrollments in selected new and existing graduate programs  
**Status:** Implemented and ongoing (see SERP report)
  - b** Develop and implement adult (non-traditional) student recruitment strategy; absorb function of Center for Professional Studies into CBPA and SJMC  
**Status:** Implemented and ongoing (see SERP report)
  - c** Identify, develop, and expand distance learning opportunities  
**Status:** Feasibility study completed; programs in design stage (see SERP report)
- B** Develop post-campaign strategies (major gifts, annual fund, etc.)  
**Status:** Implemented and ongoing
- C** Set benchmark standards for gifts and cost of fundraising  
**Status:** Implemented and ongoing. While B&F has been tracking the cost, no target has yet been set
- D** Increase Annual Fund contribution to operating budget to \$4 million  
**Status:** Implemented and ongoing: FY05 total Annual Fund (including Law and Bulldog) was \$2.6 million; budget for FY06 is \$3 million
- E** Expand Drake/Des Moines Corporate Partners Scholarship Program  
**Status:** No progress
- F** Increase revenue-producing use of physical plant; explore establishment of "Conference Bureau"  
**Status:** Under study as part of SERP
- G** Implement Drake University Business Alliance (DUBA)  
**Status:** Suspended; needs to be revisited for feasibility and potential
- H** Explore combined management structure for: DUBA; CPS; "Conference Bureau"; DU/DSM Corporate Partners Scholarship Program; special events  
**Status:** Not yet begun
- I** Increase grant and contract income

Status: We need to reevaluate this task; grants are essentially “money in, money out,” with little indication that indirect cost recovery rates are sufficient. Various kinds of grants are essential for faculty development and research, but we do not believe that they should be viewed as a significant revenue source.

**J** Increase external support of Athletics

Status: Implemented and ongoing; support for the past 3 years has been: FY03: \$2,653,065; FY04: \$3,221,414; FY05: \$3,794,019

**Objective 3**

Increase institutional flexibility, responsiveness, and agility; enhance ability to manage change and exploit appropriate opportunities

**Tasks:**

**A** Annually monitor & assess contingency response plan for budgetary shortfall

Status: Implemented and continuing

**B** Identify and build strategic reserve fund

Status: In April 2005, the B&F Committee of the Board approved an annual operating surplus goal of 2% of operating revenues to create reserves for endowment and capital investment (this goal is to be phased in over 4 years beginning in FY06 with a target of .5% of operating revenues)

**C** Conduct a community-wide discussion of tenure and its impact on the University

Status: Not yet begun

**D** Implement "constituent-service" training for Drake employees

Status: Implemented and ongoing

**E** Identify and implement cultural change strategies

Status: In progress

**F** Design and implement administrative sabbatical program

Status: Completed

**Objective 4**

Implement and support technological infrastructure necessary to achieve operating efficiencies

**Tasks: See Office of Information Technology Strategic Plan**

Status: Banner System installed and operational

### **Goal 3: Recruit and retain faculty and staff of the highest quality**

#### **Objective 1**

Ensure fair and competitive compensation

##### **Tasks:**

- A** Target median salaries to top 2 quintiles of peer institutions (note: this was understood at the time that the *Strategic Plan* was created as the AAUP rankings of all Master's I institutions; not Drake's peer comparison group)  
**Status:** Significant progress (\$5.5 million added to compensation budget in past 3 years); this goal needs to be further clarified and rationalized in next iteration of plan
  
- B** Ensure faculty workload equity  
**Status:** Some discussion in Deans' Council; formal study on hold for 2-3 years pending accumulation of reliable Banner data
  
- C** Increase number of endowed professorships  
**Status:** One new endowed professorship in the School of Education; one new endowed professorship in the Law School committed; identification of and discussions with prospective donors continues
  
- D** Continue implementation and refinement of performance management system, including merit-based pay standards  
**Status:** Implemented and ongoing

#### **Objective 2**

Provide environment conducive to excellence and professional development

##### **Tasks:**

- A** Continue enhancement of faculty and staff orientation programs  
**Status:** Implemented and ongoing
  
- B** Continue implementation of staff development program  
**Status:** Implemented and ongoing
  
- C** Implement faculty development program (funds; leadership; resource center)  
**Status:** Implemented and ongoing
  
- D** Implement improvements to working environment (classrooms; laboratories; offices; equipment; technology)  
**Status:** Implemented and ongoing (10 classrooms renovated in summer of 2005; 10 more classrooms and Olin Hall renovation scheduled for summer 2006)
  
- E** Design and implement leadership/administrative development program for faculty

Status: Not yet begun

- F** Increase support for faculty/staff attendance at professional meetings  
Status: Not yet begun (resource issue); we have a 3 year plan (beginning in FY07) to double the amount of budgeted funds available for faculty/staff development—we hope to get 1/3 of the way there in FY07
- G** Establish faculty/staff center  
Status: Two years of discussion and study suggest that there is little support for this as a high priority

### **Objective 3**

Develop creative, new models for employment

#### **Tasks:**

- A** Facilitate realistic career path opportunities for faculty that maximize abilities and interests for the good of the University and the individual (such as position-sharing partnerships with local businesses)  
Status: Some progress made on an *ad hoc* basis; no systematic plan as yet
- B** Explore creative models for staff employment that maximize staff abilities and interests for the good of the University and the individual (such as flex time, job sharing)  
Status: Some progress made on an *ad hoc* basis; no systematic plan as yet

## **Goal 4: Ensure that Drake students, faculty and staff are able to function effectively as members of diverse local, national and global communities**

### **Objective 1**

Create procedures, policies, and practices that support a campus environment that is hospitable and welcoming to difference

#### **Tasks:**

- A** Review policies related to harassment and equal opportunity; revise existing policies and develop new policies as necessary; implement system of ongoing review of policies  
Status: Implemented and ongoing.
- B** Create program of professional development seminars for faculty and staff on diversity issues-negotiating cultural difference and respecting difference  
Status: Implemented and ongoing

- C** Identify and disseminate resources for faculty on addressing issues of difference in the curriculum  
**Status:** Implemented and ongoing
- D** Develop and implement mentor/mentee programs for minority faculty and staff  
**Status:** Not yet begun formally
- E** Establish web site that provides resources for addressing prejudice and Discrimination  
**Status:** Implemented and ongoing (Cowles Library site is primary resource)
- F** Establish Drake Diversity web page that provides information that will raise awareness of the diverse opportunities on campus and in the community: information about churches, synagogues, mosques, ethnically-based businesses and social outlets on and off campus, disability services and resources, organizations and opportunities for international faculty, staff, and students, and for gay, lesbian, bisexual, and transgender members of the Drake community  
**Status:** Not yet implemented
- G** Develop strategies for the open flow of perspectives and ideas from students, faculty, and staff on evaluation of the environment for diversity  
**Status:** Not yet implemented; Drake Student Survey will be reinstated in Spring 2006 and will address these issues

## **Objective 2**

Increase diversity of students, faculty and staff (at all levels)

### **Tasks:**

- A** Establish a five-year plan that increases recruitment and retention of underrepresented groups among Drake students, faculty and staff; (to be realistic and achievable, this plan must be formulated in the context of relevant data on target populations-such as the number of high school graduates by race in next ten years and the number of Ph.D.'s by field awarded to underrepresented groups)  
**Status:** Plans established in schools and colleges
- B** Each school/college dean and each administrative unit shall form a Diversity Committee of his/her unit, the purpose of which is to:
- Develop and propose the unit's diversity plan (as a component of the unit's overall strategic plan)
  - Oversee implementation of that plan
  - Periodically assess and report progress
- Status:** Completed

- C** Rework recruitment procedures for faculty and staff to ensure consistent awareness of and attention to the goal of increasing diversity among Drake employees
- a. Provide department and search committee chairs with appropriate information resources, such as *Diversifying the Faculty*, for designing and carrying out searches that produce a diverse candidate pool
  - b. Emphasize diversity as a criterion in faculty/staff searches and hiring
  - c. Require that search committees document and assess their efforts in generating a diverse candidate pool
- Status:** Implemented and ongoing
- D** Create senior visiting professorships to bring accomplished faculty from underrepresented groups to campus
- Status:** Not yet begun; must be revisited for feasibility and efficacy
- E** Create faculty/staff exchange programs with other institutions that will enable our faculty and staff to experience new and different environments, and that will enable faculty and staff of partner institutions to engage in the Drake University environment
- Status:** Not yet begun; must be revisited for feasibility and efficacy
- F** Provide incentives and resources for departments in support of aggressive and innovative recruitment strategies
- Status:** Implemented and ongoing
- G** Develop aggressive strategies to create faculty positions for members of underrepresented groups
- a** Develop a program to bring ABDs from underrepresented groups to campus to teach a limited course load while they complete their dissertations (in partnership with relevant professional organizations/foundations)
- Status:** Not yet begun (resource issues)
- b** Aggressively use adjunct faculty hires to increase presence of underrepresented groups on campus
- Status:** Implemented when/where feasible
- c** Create plan to encourage outstanding students from underrepresented groups at Drake to pursue academic careers, with guarantee of employment (3-year) at Drake after completion of graduate work (at ABD or above level)
- Status:** Not yet begun (resource issues)
- H** Develop aggressive strategies to increase hiring of members of underrepresented groups
- a. Utilize connections in the local community (e.g., National Advisory Board on Diversity) to assist in advertising and recruiting for staff positions

**Status: Implemented and ongoing**

b. Create plan to encourage outstanding minority students at Drake to pursue careers in higher education

**Status: Not yet begun formally; efforts in place on an *ad hoc* basis**

c. Create internships for outstanding minority graduating seniors to work at Drake for one year to explore interest and opportunities in higher education

**Status: Not yet begun (resource issues)**

**I** Create faculty/administrator mentoring program for minority students to encourage interest in and preparation for careers in higher education

**Status: Not yet begun**

**J** In faculty, staff, and student recruitment and orientation materials, include information about churches, synagogues, mosques, ethnically-based businesses and social outlets on and off campus, disability services and resources, organizations and opportunities for international faculty, staff and students, and for gay, lesbian, bisexual, and transgender members of the Drake community

**Status: Implemented and ongoing**

**K** Appoint admissions staff member with responsibility to plan and coordinate multicultural recruitment efforts

**Status: Completed**

**L** Develop partnerships with school systems and relevant organizations/institutions in the state and surrounding states to:

a. ensure that Drake is perceived as a comfortable and welcoming environment by prospective students and their families

b. increase the persistence of minority students to high school graduation

c. increase the preparedness of minority students for post-secondary education

d. encourage minority students to aspire to a college education in general, and a Drake education in particular

**Status: Implemented and ongoing**

**M** Create student exchange programs with other institutions that will enable our students to experience new and different environments, and that will enable students of partner institutions to engage in the Drake University environment

**Status: Not yet begun; must be revisited for feasibility and efficacy**

### **Objective 3**

Ensure that issues of difference are appropriately and sufficiently addressed through curricular strategies and other learning environments

#### **Tasks:**

- A** Ask Faculty Senate to consider a requirement that every student have a meaningful and formal engagement with issues of difference in order to graduate (coursework; study abroad in non-English speaking country; co-curricular involvement; community service)  
**Status:** Drake Curriculum/Areas of Inquiry now requires one course in “multicultural and international;” there is need for continued discussion of this issue
  
- B** Conduct an audit of the University's curriculum to determine the extent to which issues of diversity are adequately addressed throughout the six schools and colleges  
**Status:** Implemented and ongoing on an individual school/college basis
  
- C** Encourage and support the development and implementation of new course offerings in the area of ethnic and cultural diversity  
**Status:** Implemented and ongoing
  
- D** Establish learning community for students interested in activist efforts related to improving campus climate for diversity  
**Status:** Not yet begun
  
- E** Establish mentoring system for students in the central Iowa area, using alumni and friends as mentors  
**Status:** Currently in development with Diversity Advisory Board
  
- F** Expand student opportunities for community service with minority populations  
**Status:** Some informal progress
  
- G** Develop co-curricular programming along the lines of NCCJ's "Honest Conversations"  
**Status:** Extensive co-curricular programming in place (although based on different models that are deemed equally, if not, more appropriate)
  
- H** Develop and implement system of assessment of student learning and attitudinal change related to diversity  
**Status:** Not yet begun

#### **Objective 4**

Create permanent infrastructure to strengthen University focus on Diversity

##### **Tasks:**

- A** Create a permanent Diversity Committee, appointed by and reporting to the President (the University Diversity Committee shall comprise representatives of the school/college/unit Diversity Committees), to:
- Implement and report ongoing assessment of campus diversity efforts
  - identify emerging needs
  - coordinate efforts of individual unit Diversity Committees and diversity efforts to maximize effectiveness, minimize duplicative efforts, and assure a comprehensive approach to the issues
  - provide advice and guidance to the President and the administration
- Status:** Implemented and ongoing
- B** Ensure that a senior administrator has responsibility for building campus-wide programs focusing on issues of diversity
- Status:** Not yet begun; appropriateness of this model in question
- C** Create an organizational structure that integrates and supports international and intercultural activities and initiatives
- Status:** Coordinating Council for Internationalization established Fall 2005
- D** Encourage the Student Senate to build a coalition of student groups to collaborate with administration, faculty, and staff on diversity efforts
- Status:** In progress
- E** Institute periodic audit of diversity efforts by outside panel
- Status:** First external audit conducted November 2002
- F** Ask that the Board of Trustees consider development of a plan to increase diversity on the Board
- Status:** Board of Trustees had identified diversity as one of the key criteria in selection of new members
- G** Ensure that companies with whom Drake has outsourcing or other contractual arrangements commit to employment practices that are consistent with the University's core values, and with the values and aspirations stated in the preamble to Goal IV
- Status:** Implemented for the most part in practice; no formal program in place as of yet

### Objective 5

Increase global dimensions of Drake education

#### Tasks:

- A Secure endowed funding for *Center for Global Citizenship*  
Status: Not achieved as of January 2006
  
- B Expand Drake University Language Acquisition Program (DULAP)  
Status: DULAP now at current capacity, with more funding needed to expand; \$150,000 planning grant received from Department of Defense
  
- C Implement on-campus faculty development seminars on global education  
Status: Not yet begun (Center for Global Citizenship has submitted a funding proposal for this purpose to the International & Professional Programs Division of U.S.E.D.
  
- D Support faculty/staff participation in global education conferences, workshops  
Status: Implemented and in progress
  
- E Encourage and support faculty/staff participation in overseas learning  
Status: Implemented and ongoing
  
- F Encourage and support faculty/staff participation in international associations, Networks  
Status: Not yet begun formally

### Objective 6

Increase Drake's activities in international education

#### Tasks:

- A Expand international institutional partnerships as appropriate to institutional strengths and goals  
Status: Significant progress: new partnerships in Germany, China, Spain, Italy, and Austria
  
- B Increase study-abroad opportunities for Drake students  
Status: Significant progress: new programs in Germany, China, Spain, Italy, and Austria
  
- C Increase international student and faculty presence at Drake University  
Status: Some progress with international faculty; international student recruitment has been impeded by visa issues and image of U.S. as inhospitable to people from certain parts of the world

- D Encourage faculty/staff participation in overseas study/research opportunities (Fulbright, etc.)  
Status: Implemented and ongoing

**Goal 5: Improve relationships and communications with University's key constituencies (students, faculty, staff, parents; boards; alumni; prospective students and their parents; friends; community; state; nation)**

**Objective 1**

Develop and implement a strategy to enhance Drake University's visibility and impact in the Des Moines community, in the region, and on a national level

**Tasks:**

- A Support faculty and staff in taking leadership roles in the community, regional/national organizations  
Status: No formal strategy in place as yet
- B Initiate and support partnerships with local organizations and institutions (e.g., PEP, I Have a Dream, Greater Des Moines Partnership, DSM School System, WDM Schools/IBM Global Village, etc.)  
Status: Implemented and ongoing
- C Create and implement plan for partnerships with the neighborhood for creative community development and revitalization (e.g., retirement communities; expand student housing, commercial development, etc.)  
Status: Implemented and ongoing
- D Increase visibility and fan support for Drake athletics  
Status: Significant progress; efforts ongoing

**Objective 2**

Develop and implement coordinated plan of support, communication, and coordination for University's external boards (Board of Trustees; Alumni Board; NAB's; President's Circle Board)

Status: Significant progress (thanks to Linda Ryan) on Board of Trustees support and communication; NAB issues under review by BOT task force; President's Circle Board still not "connected" to University as fully as necessary

### **Objective 3**

Develop and implement an effective marketing program in support of University's admissions and fundraising efforts

#### **Tasks:**

- A** Redefine mission of Marketing and Communications to place primary focus on proactive marketing and communications priorities  
**Status:** Implemented and ongoing
  
- B** Conduct communications audit to assess current efforts and identify opportunities and strategies to maximize effectiveness and impact  
**Status:** Implemented and ongoing

### **Objective 4**

Improve relationships and communications with Drake University's alumni

#### **Tasks:**

- A** Review and revise (as appropriate) program of written and e-mail communications with alumni  
**Status:** Implemented and ongoing
  
- B** Renovate/expand Kinne Center and create on-campus alumni center  
**Status:** On hold for further review and identification of resources

### **Objective 5**

Develop and implement a campus communications strategy

#### **Tasks:**

- A** Develop schedule of regular town meetings  
**Status:** No regular schedule, but a number of town meetings have been held
  
- B** Develop campus Intranet  
**Status:** In progress: this will be implemented as part of the Luminis web portal project currently underway
  
- C** Develop communications strategy to communicate core values, mission, and culture of the University to key campus constituencies  
**Status:** Postponed because of other demands on M&C; currently under development for Spring 2006
  
- D** Prepare update (if necessary) of Strategic Vision paper and schedule series of campus forums for feedback and "buy-in"  
**Status:** Implemented (*Vision 2025* process)

- E** Develop and implement strategy to effectively communicate Strategic Plan 2003-2008 goals and objectives to on- and off-campus constituents  
**Status:** Postponed because of other demands on M&C; expected Spring 2006

**Objective 6**

Design and begin implementation of campus signage and directory system

**Status:** In progress; design firm expected to present full proposals at April Board of Trustees meeting

**Objective 7**

Develop and implement plan to commemorate Drake University's 125th anniversary in 2006

**Status:** Implemented and underway