STRATEGIC PILLAR: THE DILLARD COMMUNITY (1)

Objective: Identify the core values of Dillard University
- STRATEGY: Identify core values
- LEAD: Mission & Values committee
- TIMELINE: April 2015
- SUCCESS METRIC: Development of values

Objective: Identify ways in which the core values can be exemplified through the University’s activities and programs
- STRATEGY: Conducting an environmental scan of the existing activities that demonstrate the University’s core values
- LEAD: Mission & Values committee
- TIMELINE: April 2015
- SUCCESS METRIC: List of activities

- STRATEGY: Identify existing and potential opportunities for demonstration of the University’s core values in programs, services and partnerships
- LEAD: Mission & Values committee
- TIMELINE: Ongoing
- SUCCESS METRIC: Listing of activities

Objective: Review and update mission statement
- STRATEGY: Examine the current mission statement for consistency with the community’s values.
- LEAD: Mission & Values committee
- TIMELINE: December 2015
- SUCCESS METRIC: Completion of analysis

Objective: Frame the mission statement in a way to increase institutionalization of the mission into the University’s activities.
- STRATEGY: Create a marketing campaign to inform the University community of the University mission
- LEAD: Marketing and PR; Academic Affairs
- TIMELINE: December 2015 and ongoing
- SUCCESS METRIC: Creation and implementation of campaign
STRATEGIC CORNER STONE: RECONNECT

- STRATEGY: Identify existing and potential opportunities to incorporate the University mission statement into University programs, services and activities
- LEAD: Mission & Values committee; Marketing and PR: Academic Affairs
- TIMELINE: December 2015 and ongoing
- SUCCESS METRIC: Addition of new opportunities in strategy

STRATEGIC PILLAR: DILLARD AND THE CHURCH (2)

Objective: Openly embrace relatedness to UMC and UCC

- STRATEGY: Participate in regional and national conferences of the UMC and the UCC church, including NASCUMC
- LEAD: President; Chaplain
- TIMELINE: Fall 2012 and continuing
- SUCCESS METRIC: Registered attendance and participation
- RESOURCES: Part of annual travel budgets

- STRATEGY: Continue to develop relationship with UMC and UCC related institutions, with special emphasis on Centenary and the UMC Black College Fund schools
- LEAD: President; Chaplain
- TIMELINE: Fall 2012 and continuing
- SUCCESS METRIC: Registered attendance and participation

- RESOURCES: Part of annual travel budgets
- STRATEGY: Develop Dillard University religious publications (including web, social media)
- LEAD: Chaplain; Communications and marketing
- TIMELINE: Fall 2015
- SUCCESS METRIC: Production of collaterals; web and social media activity
- RESOURCES: < $15,000

Objective: Develop local partnerships with a diversity of denominations and faiths

- STRATEGY: Monthly partnership with local churches (including hosting Sunday worship, Message in the Middle, etc.)
- LEAD: Chaplain; Community Relations
- TIMELINES: Spring 2015 and ongoing
- SUCCESS METRIC: Record of activities
- RESOURCES: Chaplain’s budget

- STRATEGY: Establish programming with joint efforts where the university and church interests align (such as in the case of the health fairs we offer in the community in the community)
- LEAD: Community Relations
- TIMELINES: Fall 2014 and ongoing
- SUCCESS METRIC: Record of activities, including attendance, vendors/organizations participating, etc.
- RESOURCES: Community relations budget
STRATEGIC PILLAR: DILLARD HISTORY AND TRADITIONS (3)
Objective: To Identify and document key traditions of the Dillard University.
- STRATEGY: Complete research (alumni, archives, etc.)
- LEAD: A. Anderson/ M. Bartholomew
- TIMELINE: January 2015
- SUCCESS METRIC: Identification of key historic information and traditions, including but not limited to: (1) Identification of the origination and intended meaning of the university’s seal, (2) Identification of the origination of the mascot, (3) Identification of the origination and intended meaning of the motto, (4) Identification of the origination of major university traditions such as Founders’ Day and Commencement rituals.
- RESOURCES: < $2,000 (possible travel to Howard University or other archives)

Objective: Develop vehicles to educate and share Dillard history and traditions
- STRATEGY: Develop a history/traditions web presence
- LEAD: Anderson/Batholomew/ Communications & Marketing
- TIMELINE: December 2019
- SUCCESS METRIC: Site completed, promoted, with number of visits measured
- RESOURCES: Part of overall university web redesign

STRATEGIC PILLAR: CREATING GREAT STORIES THAT SPREAD (4)
Objective: Create a user-friendly and updated website
- STRATEGY: Purchased a new contents management system
- LEAD: Institutional Advancement
- TIMELINE: Summer 2014
- SUCCESS METRIC: Purchase
- RESOURCES: $
STRATEGIC CORNER STONE: RECONNECT

- STRATEGY: Redevelop entire site (Omni Update; redesign a template to create uniform pages; remove outdated pages and information from current site; create new navigation system, user index, maps, directories, calendars and interactive forms to make it easier to tap into Dillard University’s digital resources)
- LEAD: Communications & Marketing
- TIMELINE: Ongoing
- SUCCESS METRIC: Completion of work; Number of hits and usage of website based on Google Analytics and Omni Update’s page evaluation tools
- RESOURCES:

Objective: Create permanent exhibit showing Dillard’s past, present and future with traveling components and artifacts
- STRATEGY: Secure site (Using one of the unoccupied homes Dillard owns create a neighborhood-friendly exhibit space to showcase the Dillard University story)
- LEAD: Office of Communications & Marketing
- TIMELINE: Summer 2017
- SUCCESS METRIC: Space acquisition

- STRATEGY: Collaborative efforts between the staff in Institutional Advancement, the William Alexander Library and the Amistad College at Tulane University to develop exhibit
- LEAD: Office of Communications & Marketing
- TIMELINE: Summer 2017
- SUCCESS METRIC: Number of visits to exhibit; number of locales to which it travels; number of media mentions
- RESOURCES: Seek grants and other sponsorships

Objective: Strengthen DU’s Branding Through Vocal Faculty & Staff Experts
- STRATEGY: Implement extensive media training
- LEAD: Office of Communications & Marketing
- TIMELINE: Summer 2015 and ongoing
- SUCCESS METRIC:
- RESOURCES: Increase in number of experts achieving media citations

- STRATEGY: Create an interactive university speakers bureau
- LEAD: Office of Communications & Marketing
- TIMELINE: Ongoing
- SUCCESS METRIC: Number of speakers on list; media distribution; improvement in number of media hits featuring faculty/staff as experts
- RESOURCES:
STRATEGIC PILLAR: THE DILLARD STUDENT (5)

OBJECTIVE: Recruit and enroll students who fit Dillard profile for mutual success, shaped around key demographics

- STRATEGY: Significantly improve student financial aid
- LEAD: Enrollment management
- TIMELINE: Spring 2018
- SUCCESS METRIC: Fall 2018 freshman class of 500 students, with average GPA of 3.0 and ACT of 20
- RESOURCES: $2M + annually

- STRATEGY: Explore new pipelines to increase international student population
- LEAD: Admissions
- TIMELINES: Spring 2018
- SUCCESS METRIC: 5% international student body by 2018
- RESOURCES: TBD

- STRATEGY: Achieve more of a gender balance by increasing male population
- LEAD: Admissions/ Academic Affairs
- TIMELINE: Spring 2018
- SUCCESS METRIC: 35% male by 2018
- RESOURCES: TBD

- OBJECTIVE: Define and implement a unique Dillard undergraduate experience
- STRATEGY: All students will complete a research experience
- LEAD: Academic Affairs/ Deans/ Chairs
- TIMELINE: Spring 2018
- SUCCESS METRIC: Completion of research/ Research week activities
- RESOURCES: TBD

- STRATEGY: Assess student support services
- LEAD: Student Success/ FYE
- TIMELINE: Spring 2016
- SUCCESS METRIC: Written plan of action
- RESOURCES: Consultants
STRATEGIC CORNER STONE: RENEW

- STRATEGY: Implement parent programs and services
- LEAD: Student Success
- TIMELINE: Fall 2016
- SUCCESS METRIC: Implemented programs/services
- RESOURCES: TBD

STRATEGIC PILLAR: DILLARD WORKFORCE (6)

Objective: Develop a position statement for all applicants/recruits that explains what kind of person will be successful at Dillard, including questions to match their values and our reality

- STRATEGY: Review all surveys, focus groups, etc. to identify common conflicts between Dillard realities and faculty-staff expectations (i.e. current salary ranges versus expectations of Tulane salaries)
- LEAD: HR; Cabinet
- TIMELINE: Spring 2016
- SUCCESS METRIC: Development of list
- RESOURCES: None

- STRATEGY: Develop position statement or statement of values for potential employees
- LEAD: Mission and values committee
- TIMELINE: Spring 2016
- SUCCESS METRIC: Completion of statement and wide dissemination
- RESOURCES: None

Objective: Develop a healthy balance of faculty with teaching and research capabilities

- STRATEGY: Review faculty demographics and strengths; set objectives
- LEAD: Academic Affairs; Deans
- TIMELINE: Fall 2016
- SUCCESS METRIC: Completion of review
- RESOURCES: None

- STRATEGY: Utilization of desired faculty profile in hiring of future faculty
- LEAD: Academic Affairs; Deans; HR
- TIMELINE: Spring 2017
- SUCCESS METRIC: Successful hires; shaping of faculty based on preferred profile
- RESOURCES: Existing salaries although new sources may be required
STRATEGIC PILLAR: SIGNATURE PROGRAMS (7)

**OBJECTIVE: Identify signature academic programs**
- STRATEGY: Design and announce signature program process
- LEAD: Academic Affairs
- TIMELINE: December 2014
- SUCCESS METRIC: Announcement
- RESOURCES: None

- STRATEGY: Receive submissions for signature program candidates
- LEAD: Academic Affairs
- TIMELINE: February 2015
- SUCCESS METRIC: Submissions
- RESOURCES: None

- STRATEGY: Proposals reviewed by committee and stakeholders
- LEAD: Academic Affairs
- TIMELINE: March 2015
- SUCCESS METRIC: Completion of review
- RESOURCES: Minimal

- STRATEGY: Announce 2-3 signature programs
- LEAD: Academic Affairs/ President
- TIMELINE: May 2015
- SUCCESSFUL METRIC: Completion
- RESOURCES: None

**OBJECTIVE: Build signature programs**
- STRATEGY: Complete outside program reviews
- LEAD: Selected programs
- TIMELINE: Fall 2015
- SUCCESS METRIC: Consultant reports
- RESOURCES: < $15,000
STRATEGIC CORNER STONE: REALIZE

- STRATEGY: Develop and launch targeted marketing of signature programs
  - LEAD: Selected programs; Institutional Advancement
  - TIMELINE: Fall 2015
  - SUCCESS METRIC: New marketing materials
  - RESOURCES: $50,000+

- STRATEGY: Launch targeted fundraising (foundations and individual) for signature program development
  - LEAD: Institutional Advancement; selected programs
  - TIMELINE: Spring 2016 and ongoing
  - SUCCESS METRIC: New sources of revenue for signature programs

STRATEGIC PILLAR: THE SUCCESSFUL STUDENT (8)

OBJECTIVE: Improve career readiness of students
- STRATEGY: Develop a Student Internship Center
  - LEAD: Career Center Director
  - TIMELINE: Spring 2016
  - SUCCESS METRIC: Program is implemented as a center of excellence
  - RESOURCES: $50,000

- STRATEGY: Implement career software program that connects students and employers
  - LEAD: Career Center
  - TIMELINE: January 2015
  - SUCCESS METRIC: Data obtained to assess student career success
  - RESOURCES: < $5K per year

OBJECTIVE: Create an Effective Post-Graduation Assessment Program
- STRATEGY: Establish a comprehensive pre and post-graduation assessment plan to evaluate student achievements
  - LEAD: V.P. of Student Success/ Director of Career Center
  - TIMELINE: Spring 2015
  - SUCCESS METRICS: Enroll in National Clearinghouse Database Graduate School Entrance and Completion Rates; Review data obtained to assess student success.
  - RESOURCES: Approximately $15,000 per year

- STRATEGY: Create an Alumni Data Reporting System Online
  - LEAD: Alumni Director
  - TIMELINE: Spring 2016
  - SUCCESS METRICS: Implement web-based system to initiate student contact for future career development and career sharing; All Freshmen begin a Linked-In account as part of the Freshmen Program allowing for supporting and sharing of professional career activities.
  - RESOURCES: $50,000
STRATEGIC PILLAR: 21ST CENTURY TEACHING & LEARNING (9)

OBJECTIVE: Identify and secure resources to implement 21st century learning (defined as an educational pedagogy that utilizes technology to deliver core academic skills instruction, using real-world and project-based methods for 21st century students)

- STRATEGY: Actively assist faculty in grant development and submission
- LEAD: Callier/ Sponsored programs/ Deans/ Chairs
- TIMELINE: Spring 2016
- SUCCESS METRIC: Awarding of grants
- RESOURCES: Training

- STRATEGY: Provide consistent professional development for faculty
- LEAD: Y Page/ Academic Affairs
- TIMELINE: Fall 2014 and on-going
- SUCCESS METRIC: Offering of sessions (esp. part of faculty-staff institute)
- RESOURCES: Consultants (< $25K annually)

- STRATEGY: Implement 3 faculty learning communities around 21st century teaching & learning
- LEAD: Academic Affairs
- TIMELINE: Fall 2015
- SUCCESS METRIC: Groups engaged in discussing (1) Student response systems and polling in the classroom to improve student engagement, (2) Google for Education & (3) Flipping the classroom for collaborative Authentic Learning in the 21st Century.
- RESOURCES:

OBJECTIVE: Launch 21st century strategies

- STRATEGY: Identify faculty willing to design and implement at least one blended learning course
- LEAD: Tyger/ Academic Affairs
- TIMELINE: Spring 2015
- SUCCESS METRIC: Course offering
- RESOURCES: Training

- STRATEGY: Launch online course
- LEAD: Tyger/ Academic Affairs
- TIMELINE: Summer 2015
- SUCCESS METRIC: Course offering
- RESOURCES: Training/ Infrastructure
STRATEGIC PILLAR: QUALITY OF LIFE (10)

OBJECTIVE: Develop a campus culture that understands college costs, works to manage those costs, understand the value of the Dillard experience, and works to offer a high quality, affordable experience.

- STRATEGY: Conduct higher education finance 101 sessions with faculty, staff and students
- LEAD: Fiscal Affairs; Academic Affairs; President
- TIMELINE: During Spring 2014
- SUCCESS METRIC: Completion of sessions
- RESOURCES: Minimal

- STRATEGY: Periodically share Dillard comparisons for salaries using IPEDS and CIC data
- LEAD: Fiscal Affairs; President
- TIMELINE: Fall 2012 and continuing
- SUCCESS METRIC: Sharing of information with expectation of more realistic expectations
- RESOURCES: None

Objective: Strengthen the on campus experience for students

- STRATEGY: Continue to review, assess and improve campus dining experience, including exploration of branded food concepts, meal plans, and dining hours
- LEAD: SGA/ Student Success
- TIMELINE: Spring 2015 and on going
- SUCCESS METRIC: revised options
- RESOURCES: Adjusted cost of meal plan as needed

- STRATEGY: Review and explore relationships with off campus dining options, including catering opportunities
- LEAD: SGA; Fiscal Affairs
- TIMELINE: Fall 2015
- SUCCESS METRIC: Presentation of options for review
- RESOURCES: Minimal

- STRATEGY: Begin conversations about future housing options, with a target of housing 60% of an 1,800 student body
- LEAD: Dean of Students
- TIMELINE: Spring 2016
- SUCCESS METRIC: Plan for residential growth
- RESOURCES: None initially

- STRATEGY: Expand intramural opportunities, including expanded use of campus green spaces, enhanced access to existing spaces (pool, rec center, Henson), & promotion of activities
- LEAD: Director of recreation; Dean of Students; SGA
- TIMELINE: Spring 2016
- SUCCESS METRIC: Introduction of new opportunities; establish baseline metrics and measure use going forward
- RESOURCES: TBD
Objective: Strengthen quality of life for faculty and staff
- STRATEGY: Investigate alternate health insurance options
- LEAD: HR/ Fiscal Affairs
- TIMELINE: By Fall 2015; implement January 2016
- SUCCESS METRIC: New proposals to determine best plan
- RESOURCES: None

- STRATEGY: Reduce bureaucracy and streamline operations
- LEAD: President
- TIMELINE: Spring 2015 and ongoing
- SUCCESS METRIC: Survey students, faculty and staff to validate progress
- RESOURCES: <$20K for consultants

- STRATEGY: Improve incentives for faculty and staff to secure grants, including fairer use of indirect costs
- LEAD: Sponsored programs/ Fiscal Affairs
- TIMELINE: Spring 2015 and ongoing
- SUCCESS METRIC: Increased number of grants awarded
- RESOURCES: None

- STRATEGY: Work to create an entrepreneurial faculty and staff
- LEAD: Cabinet
- TIMELINE: Fall 2016
- SUCCESS METRIC: Provide professional development opportunities which help faculty and staff create new ways to resource their work outside of existing institutional dollars

- STRATEGY: Develop range of incentives to retain HIGH performers
- LEAD: Cabinet; HR
- TIMELINE: Fall 2015
- SUCCESS METRIC: Development of incentives
- RESOURCES: TBD
STRATEGIC PILLAR: FACILITIES & GROUNDS (11)

OBJECTIVE: Strengthen physical infrastructure

- STRATEGY: Conduct assessment of residential facilities
  - LEAD: Facilities/Student Success
  - TIMELINE: Spring 2015 and ongoing
  - SUCCESS METRIC: Report with action items
  - RESOURCES: Consultant if needed

- STRATEGY: Develop best practice police department
  - LEAD: Chief of police/ VPSS
  - TIMELINE: Spring 2018
  - SUCCESS METRIC: Outside assessment Spring 2018
  - RESOURCES: Consultants (<$10K)

- STRATEGY: Improved maintenance with special focus on residential areas (cleaning, deferred maintenance, etc.)
  - LEAD: Facilities/VPB&F
  - TIMELINE: Spring 2015 and ongoing
  - SUCCESS METRIC: Campus surveys/ Outside evaluators
  - RESOURCES: Consultants (<$10K)

- STRATEGY: Complete entire campus high speed wireless conversion
  - LEAD: Konyaole/ IT
  - TIMELINE: Spring 2015
  - SUCCESS METRIC: Completion of project
  - RESOURCES: $300-500K

- STRATEGY: Assess options for campus parking
  - LEAD: DU Police/ Student Success/ Facilities
  - TIMELINE: Report by Fall 2015
  - SUCCESS METRIC: Completion of report (Phase 1); ultimately improve parking options
  - RESOURCES: Initially <$10K (consultants); costs TBD to add/improve parking
OBJECTIVE: Develop a campus culture of physical plant pride
- STRATEGY: Implement an active campus pride campaign
- LEAD: Facilities/Student Success
- TIMELINE: Spring 2016
- SUCCESS METRIC: Internal assessment
- RESOURCES: Marketing ($10-20K)

- STRATEGY: Enhance, expand and market sustainability efforts, with special attention to hazard mitigation efforts for flood reduction
- LEAD: Facilities/Communications & Marketing
- TIMELINE: Spring 2018
- SUCCESS METRICS: Press recognition/Completion of hazard mitigation programs
- RESOURCES: Hazard mitigation- grant funded ($15M+)

STRATEGIC PILLAR: ALUMNI & PRIVATE SUPPORT (12)

OBJECTIVE: Increase external funding provided for student aid by $1 million per year
- STRATEGY:
- LEAD: Institutional Advancement
- TIMELINE: Summer 2018
- SUCCESS METRIC: Raise $400K per year for SAFE fund
- SUCCESS METRIC: Raise $500K per year for general/restricted scholarships
- SUCCESS METRIC: Raise $100K per year in endowed scholarships
- RESOURCES: TBD

OBJECTIVE: Secure $1 million per year from alumni with at least a 25% giving rate
- STRATEGY: Implement Key Cities strategy to engage alumni
- LEAD: Institutional Advancement
- TIMELINE: Fall 2014
- SUCCESS METRICS: Completion of visits; reaching $1M/25% goals
- RESOURCES: Travel/publications

- STRATEGY: Employ an alumni major gifts cultivation strategy
- LEAD: Institutional Advancement
- TIMELINE: Spring 2015
- SUCCESS METRICS: $1M/25% goals
- RESOURCES: Travel

- STRATEGY: Target the annual fund appeals to donor type, i.e. consistent givers, lapsed givers, never givers
- LEAD: Institutional Advancement
- TIMELINE: Spring 2015
- SUCCESS METRICS: $1M.25% goals
- RESOURCES: Marketing
OBJECTIVE: Increase alumni engagement

- STRATEGY: Host alumni forums on campus and in key cities to inform of university progress and activities
- LEAD: Alumni Affairs
- TIMELINE: Fall 2014
- SUCCESS METRICS: 25% giving
- RESOURCES: Marketing/ Hospitality (<$20K)

- STRATEGY: Conduct an annual conference call for alumni to hear key university administrators address major goals and strategies and explain how alumni can help
- LEAD: Alumni Affairs
- TIMELINE: Spring 2014
- SUCCESS METRICS: 25% giving
- RESOURCES: Call IT (< $5K)

- STRATEGY: Formalize an alumni recruiting program that includes incentives for success
- LEAD: Enrollment Management/ Alumni Affairs
- TIMELINE: Fall 2015
- SUCCESS METRICS: Set baseline data for alumni-recruited students and then set subsequent goals
- RESOURCES: TBD

- STRATEGY: Enhance the work of the Pre-alumni Council to get students engaged in fundraising and collaborating with alumni on other projects
- LEAD: Alumni Affairs
- TIMELINE: Fall 2014
- SUCCESS METRICS:
- RESOURCES: TBD