

**Missouri Valley College  
2017-2022 Strategic Plan**

<b>Strategic Priority 1: Enrollment Growth &amp; Sustainability</b> Develop and sustain systematic recruitment and retention initiatives that lead to enrollment growth and student success.		
<b>Objective 1</b>	<b>Increase the academic profile, preparedness, and test scores of incoming students.</b> [Increase Average ACT to 21 (2016 Baseline xx)] [Increase Average to 2.50 (2016 Baseline GPA 2.20)]	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Develop partnerships/collaborations with community colleges to increase transfer enrollment.	<ol style="list-style-type: none"> <li>1. At least 3 formal partnerships / collaborations in place by end of 2020.</li> <li>2. Increase transfer student enrollment by 3% by end of 2022</li> </ol>	Admission; Academic Affairs
2. Increase academic focused recruiting.	<ol style="list-style-type: none"> <li>1. Increase number of academic programs hosting or participating in targeted recruitment activities by 5%. [Baseline TBD]</li> <li>2. All faculty participate in recruiting workshop by end of second year of employment.</li> <li>3. Faculty will participate in all campus-wide recruitment activities (summer welcome, open houses, recruiting events/days).</li> <li>4. Research feasibility of new program recruitment for academically-related programs (i.e., speech &amp; debate, marching/pep band).</li> </ol>	Admission; Academic Affairs
3. Maximize opportunities for International Student enrollment.  Note: incoming HS GPA Grad rate i stud vs domestic Retention rate .... All higher	<ol style="list-style-type: none"> <li>1. Review and update contracts with international recruiting agencies by 2019.</li> <li>2. Increase International Student enrollment 3% by 2022. Baseline Fall 2016 enrollment numbers.</li> </ol>	Enrollment Management

4. Increase recruitment yield from private high schools with large international exchange programs.	<ol style="list-style-type: none"> <li>1. Develop and implement auto-accept commitment agreements with private schools with large international exchange programs.</li> <li>2. At least 3 agreements by 2021</li> </ol>	Enrollment Management
5. Implement efficient financial aid processes and metrics that maximize academic scholarship funds.	<ol style="list-style-type: none"> <li>1. Evaluate, examine, and collaborate with admissions, financial aid, athletics, and business office to create new packaging methods that consider academic performance, and involvement to implement for Fall 2018.</li> <li>2. Decrease number of financial aid packaging errors that result in a repackaging of students. Baseline Fall 2017 cohort (notes from financial aid emails).</li> </ol>	Financial Aid, Enrollment Management
<b>Objective 2</b>	<b>Improve first time full time retention rate by 5% (1% per year) as measured by Annual IPEDS Data [2015 Cohort Baseline 52%. Fall 2021 Goal 57%]</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. New student information system (that tracks attendance, communication outreach, appointments, and at risk flags to identify, track, and trend data utilizing analytics).	<ol style="list-style-type: none"> <li>1. Select SIS</li> <li>2. Identify funding plan</li> <li>3. Implementation of new system by 2022</li> </ol>	IT, Registrar
2. Advising Vikings: Develop and deploy academic advising model that includes ongoing training, and advising notes.	<ol style="list-style-type: none"> <li>1. Conduct Fall certification training and host 3 in-house professional development trainings for academic advising each semester.</li> <li>2. 75% of first time full time students will reporting meeting face-to-face with their academic advisor at least twice during their first year.</li> </ol>	Enrollment Management

3. Increase the average college GPA of FTFT students [Baseline Fall 2016 MVC GPA]	<ol style="list-style-type: none"> <li>1. Increase use of tutoring services offered by Learning Center.</li> <li>2. Increase use of tutor.com services.</li> <li>3. 75% of students report having access to required textbooks by the 2nd week of class.</li> </ol>	Enrollment Management
4. Increase retention of first generation and/or low EFC students.	<ol style="list-style-type: none"> <li>1. Evaluate, examine, and collaborate with admissions, financial aid, athletics, and business office to create new packaging methods ("e.g. Controlled cost over 4 year) that consider student financial need to implement for Fall 2018.</li> <li>2. All first generation and/or low EFC students will meet with a Student Success Counselor by the end of October of their first semester to create a Student Success Plan</li> </ol>	Enrollment Management, Financial Aid
<b>Objective 3</b>	<b>Improve Fall to Spring Persistence by 5% (1% per year). [Baseline Fall 2016 to Spring 2017 Persistence Rate TBD].</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Develop MVC internal marketing campaign ie "15 to finish" that includes degree plans, student led on track plans, academic advising documents, etc. to increase intentional dialogue regarding the graduation plan.	<ol style="list-style-type: none"> <li>1. Beginning Fall 2018, 85% of first year students will complete a degree plan by the end of their first semester on campus.</li> <li>2. Create and implement "Of Course" Campaign. "Of course you will graduate!" by Fall 2018.</li> </ol>	Enrollment Management, Student Success
2. Create freshman seminar workbook distributed to all enrolled students that includes 4 year plan, graduation, career planning worksheets, academic catalog, and worksheets for seminar assignments.	1. Implement workbook Fall 2017.	Enrollment Management, Student Success

3. Invest in Parent Programming / education to inform on important benchmarks (15 HRS to stay on track, retaking courses, ) Summer Welcome, Orientation, Family weekend, recruitment days, and online outreach)	<ol style="list-style-type: none"> <li>1. By 2022, at least 50% of parents of new students will participate in at least one parent educational program.</li> <li>2. By 2022, at least 25% of MVC students will have at least one parent attend a family-weekend event.</li> </ol>	Enrollment Management, Student Affairs
4. Increase support and resources for career planning and placement, internships.	<ol style="list-style-type: none"> <li>1. Creation of role and/or reallocation of personnel to focus on Career Planning and Placement</li> </ol>	Enrollment Management
5. Increase support and resources for retention of at-risk students.	<ol style="list-style-type: none"> <li>1. Review data and define “at-risk” categories for the College.</li> <li>2. Create Graduate Assistant Retention Specialist position with focus at-risk outreach.</li> <li>3. Review other resources</li> </ol>	Enrollment Management
<b>Objective 4</b>	<b>Increase 6-year Graduation Rate by 1% annually as measured by Annual IPEDS Data. [May 2016 Baseline TBD. May 2022 Goal TBD]</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Seek out grant opportunities to support student success initiatives.	<ol style="list-style-type: none"> <li>1. Identify 3 or more grant opportunities per year.</li> <li>2. Apply for 1 grant per year that would directly impact retention.</li> </ol>	Enrollment Management, Advancement
2. Expand Drive 45 recruitment to include an expedited graduation plan when enrolled in dual credit. 2017 Fall Cohort 30	<ol style="list-style-type: none"> <li>1. Increase student participation in the Drive 45 initiative by 4% by the end of 2022. [Average 1%/yr 2018-2021)</li> <li>2. Increased student enrollment in dual credit programs 4% by the end of 2022. [Average 1%/yr 2018-2021)</li> </ol>	Enrollment Management
<b>Objective 5</b>	<b>Increase MVC’s visibility and recognizability through expanded and enhanced marketing, social media, and promotions initiatives</b>	
1. Create and invest in marketing campaign that drives prospective students to the new web site	<ol style="list-style-type: none"> <li>1. Invest in USPS mailing campaign to High School Juniors and Seniors in our targeted areas.</li> </ol>	Enrollment Management, Marketing

	2. Develop Funnel if-then auto letter flow processes.	
2. Develop current student marketing campaign/outreach ie. "My Valley Experience" telling the student "why" story.	<ol style="list-style-type: none"> <li>1. Create Student Ambassador Program through the Admissions office to serve as hosts for on campus events/tours and to serve as the voice of the student for recruiting outreach. Goal = 25 student ambassadors. Baseline =0 as of Fall 2017</li> <li>2. Identify and utilize current students to recruit from their hometown/high school. Identify &amp; train select students from specific target areas. Goal 10 target student areas by Fall 2018; trained students by Fall 2019.</li> </ol>	Admissions, Enrollment Management, Marketing, Student Affairs, Academic Affairs
3. Evaluate current recruiting practice and update strategies to maximize social media strategies, google voice, and other efforts to increase outreach.	<ol style="list-style-type: none"> <li>1. Overhaul Admissions communication plan for Fall 2019 recruiting cycle (by May 2018)</li> <li>2. Develop Alumni/Stakeholder/HS Teacher/Counselor outreach recruiting campaign in the Drive 45 area &amp; State of Missouri. Goal 50 in this group by Fall 2019.</li> </ol>	Enrollment Management, Marketing

**Strategic Goal 2: Academic Culture & Expanded Opportunities**

Maintain an academic culture that values academic excellence, supports and challenges students at the undergraduate and graduate levels, and supports and develops faculty and staff.

<b>Objective 1</b>	<b>Create and maintain opportunities for students, staff, and faculty to develop professionally.</b>	
<b>Tactic</b>	<b>Key Performances Indicators</b>	<b>Office Responsible</b>

<p>1. Increase support, involvement, and recognition of undergraduate, graduate, and faculty research opportunities.</p>	<ol style="list-style-type: none"> <li>1. Increased student participation in undergraduate research experiences by 5% by 2022. {Baseline TBD}</li> <li>2. Increase participation in Student Research Symposium (SRS) <ol style="list-style-type: none"> <li>a. at least 1 student from each division &amp; graduate program.</li> <li>b. 10% increase in submissions by 2020.</li> </ol> </li> <li>3. Increase annual recognition awards for students.</li> <li>4. Academic Research Seminars (ARS) {Baseline TBD} <ol style="list-style-type: none"> <li>a. Increase ARS faculty/staff attendance 10% by 2020;</li> <li>b. Increase student attendance 2% by 2020.</li> </ol> </li> </ol>	<p>Academic Affairs</p>
<p>3. Increase professional development funds available to faculty and staff.</p>	<ol style="list-style-type: none"> <li>1. Increase professional development budget support by 10% by 2022.</li> </ol>	<p>Academic Affairs, VPB&amp;F</p>
<p>4. Grow MVC Honors Program.</p>	<ol style="list-style-type: none"> <li>1. Increase participation in the Honors Program 5% by 2020 and 10% by 2022.</li> </ol>	<p>Director of Honors Program, Academic Affairs</p>
<p><b>Objective 2</b></p>	<p><b>Build a cohesive online education program that meets student needs and complements face-to-face curriculum.</b></p>	
<p><b>Tactic</b></p>	<p><b>Key Performances Indicators</b></p>	<p><b>Office Responsible</b></p>
<ol style="list-style-type: none"> <li>1. Research opportunities for increased online offerings that meet student needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Gather data of offerings among peer institutions / comparable institutions to conduct comparison to current MVC offerings.</li> <li>2. Review online course rotation biannually to complement face-to-face offerings and implement (e.g., regular rotation of online courses will increase by 5% by 2019 and 10% by 2022)</li> <li>3. Determine a competitive online tuition,,implement by fall 2018, and review bi-annually.</li> </ol>	<p>Academic Affairs, VPB&amp;F, Online Coordinator</p>

2. Design information regarding online offerings that meet faculty and student needs.	<ol style="list-style-type: none"> <li>1. Online instructor guidebook available by 2017-2018.</li> <li>2. Online student guidebook available by 2018-2019.</li> <li>3. Add online course term offering timeline to course catalog by the 2018-2019 edition.</li> <li>4. Online course and degree program information updated on the website annually</li> <li>5. Online presence increased by engaging in at least one tactic (e.g. search engine optimization), by fall 2019</li> </ol>	Academic Affairs
<b>Objective 3</b>	<b>Recruit and retain qualified faculty and staff dedicated to the mission of the College.</b>	
<b>Tactic</b>	<b>Key Performances Indicators</b>	<b>Office Responsible</b>
1. Review overall employee benefits and compensation package annually.	<ol style="list-style-type: none"> <li>1. Increase faculty and staff satisfaction with benefits package (health insurance, retirement, short-term leave, and salary) by based on data collected the first, third, and fifth year of the plan.</li> <li>2. Implement one improvement in benefits every other year.</li> </ol>	VPB&F
2. Increase sustainable and consistent processes for recognizing academic and professional excellence among staff and faculty.	<ol style="list-style-type: none"> <li>1. VPAA shares faculty professional activities with <ol style="list-style-type: none"> <li>a. BoT at fall, winter &amp; spring meetings</li> <li>b. Campus 3x/year</li> </ol> </li> <li>2. Staff Association develops at least 2 recognitions.</li> </ol>	Academic Affairs; Staff Association
3. Develop comprehensive promotion and raise protocol for faculty and staff	<ol style="list-style-type: none"> <li>1. Protocol developed by Fall 2019</li> <li>2. Protocol implemented for 2020</li> </ol>	Academic Affairs, Faculty Senate;; President; VPB&F
4. Decrease overall faculty workload.	<ol style="list-style-type: none"> <li>1. Decrease average teaching load of FT faculty to 12 by 2022</li> <li>2. Decrease faculty overloads by 10% by 2022.</li> </ol>	Academic Affairs; VPB&F
5. Expand multi-year contracts	<ol style="list-style-type: none"> <li>1. 10% of qualified faculty on 2-year contracts by 2022</li> </ol>	Academic Affairs, Faculty Senate, Faculty
6. Increase # of faculty with terminal degrees	<ol style="list-style-type: none"> <li>1. Raise percentage of faculty with terminal degrees to 50% by 2020 and 55% by 2022</li> </ol>	Academic Affairs

	{Add baseline data}	
<b>Objective 4</b>	<b>Expand and maintain academic resources for students.</b>	
<b>Tactic</b>	<b>Key Performances Indicators</b>	<b>Office Responsible</b>
1. Increase access to academic support services for students.	<ol style="list-style-type: none"> <li>1. Review usage data and surveys to determine possible increased service hours of academic support areas (e.g., Murrell Memorial Library, the Library Commons, the Learning Center, Tutor.com) by 2020 (Related to SG3-O1-T2)</li> <li>2. Academic facility maintenance plan created annual by VP of Operations and VPAA.</li> <li>3. Create an academic need/want list; update annually with additions and needs met.</li> </ol>	<p>Academic Affairs: IEP, Library, Learning Center</p> <p>Faculty, Academic Affairs, Facilities</p> <p>Faculty</p>

<b>Strategic Goal 3: The MVC Experience</b>		
Cultivate a sense of belonging among faculty, staff, and students through services and experiences that are relevant, community-driven, transparent and responsive to the needs of the MVC Community.		
<b>Objective 1</b>	<b>Extend and enhance availability of highly utilized support services and student venues.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Regularly collect data from students on their needs and desires regarding support services and students venues.	<ol style="list-style-type: none"> <li>1. Increase Student Satisfaction with their MVC experience as determined by baseline data by the end of the plan.</li> <li>2. Review usage data and surveys to determine possible increased service hours of support services and student venues by 2020 (Related to SG2-O4-T1-St1)</li> </ol>	<p>Student Affairs, DIEP</p> <p>Academic Affairs</p>
2. Examine current status and create student lounge/ hang out spaces that are comfortable, clean, and encourage interaction.	<ol style="list-style-type: none"> <li>1. Monitor usage of the Malcolm Center, Bistro, Library, Learning Center</li> <li>2. Survey student preferred usage times and make changes based upon findings.</li> <li>3. Student Common Space improvement plan in place by fall 2019.</li> </ol>	Student Affairs, Academic Affairs



3. Focus and invest in delivering quality campus wide student support services (academic advising, career planning and placement, counseling, financial aid/literacy, health and wellness, orientation, activities/organizations) and effective means of engaging students.	<ol style="list-style-type: none"> <li>1. Implement annual customer service training for all faculty and staff.</li> <li>2. Students will report increase in customer service satisfaction determined by baseline data by the end of the plan.</li> </ol>	<b>DIEP, Student Affairs, Enrollment Management, Cabinet, Academic Affairs</b>
<b>Objective 2</b>	<b>Incorporate inclusive practices which support unique populations within the student body</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Extend the visibility of student groups on campus (websites, activities, etc.) and therefore increase student involvement.	<ol style="list-style-type: none"> <li>1. Annual promotional plans submitted to Office of Student Affairs from each student group.</li> <li>2. Annual training available to student groups on increasing visibility and promotion of groups.</li> <li>3. When surveyed, at least 50% of student will be able to identify at least 2 student groups on campus.</li> <li>4. Increase number of students being reported via student club and organization rosters from fall 2017 and throughout the time of the plan.</li> </ol>	Student Affairs, Student Organizations
2. Increase student representation on campus committees	<ol style="list-style-type: none"> <li>1. By 2018, identify committees on which student members will be included.</li> <li>2. 2019 - invite students to join those committees.</li> </ol>	Cabinet
<b>Objective 3</b>	<b>Establish effective communication channels among all parties on campus (originally SG2-1) Create regular opportunities for open and honest dialogue and feedback between administration, faculty, and staff</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Increase transparent communication and processes.	<ol style="list-style-type: none"> <li>1. Provide a communication (email / newsletter) on a regular (monthly) basis from the President's Office that includes relevant information from all major areas of the College</li> <li>2. Faculty, staff, and students report increases annually on satisfaction with campus communication and transparency.</li> <li>3. Two all employee meetings/year, lead by the President.</li> </ol>	<p>President, Academic Affairs, Marketing, Staff Association, Faculty Senate</p> <p>DIEP</p>

	4. Faculty Senate / BoT representatives provide updates following each meeting.	President, Academic Affairs, Marketing, Staff Association, Faculty Senate  Faculty Senate
2. Establish an easily accessible directory for student, faculty, and staff issues that includes clear descriptions of offices and positions	1. In place by Fall 2018	Marketing, Human Resources
<b>Objective 4</b>	<b>Increase opportunities for student engagement.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Implement the MobileUp app, a customizable app that will allow students to access MVC calendars, social media sites, events, documents and other relevant items.	1. Implement MobileUp app by Fall 2017. 2. Provide training opportunities for faculty and staff regarding use of the Master Calendar and the MobileUp app.	Student Affairs
2. Increase program offerings, activities, and celebrations for our international students.	1. Baseline 1 program per semester Fall 2016; Goal = 2 programs per semester	Enrollment Management, Student Affairs, International Coordinator, ESL Faculty?
3. Invest in " <b>first 8 week</b> " intensive student engagement opportunities to include non athletic events on evening and weekends.	1. Comprehensive program articulated and deployed Fall 2018.	Student Affairs, Enrollment Management and Student Success, Athletics
4. Identify and vet at least three possible student engagement tactics related to residence life.	1. Evaluation of logistical barriers to determine feasibility of living learning communities.	Student Affairs,, Enrollment Management

**Strategic Goal 4: Financial Strength & Sustainability**

Sustain a business model that ensures the College's continued strength and educational excellence.

<b>Objective 1</b>	<b>Identify alternative revenue-generating activities and programs that provide budget relief of 3% of the annual operating budget.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Perform a cost analysis of potential new activities and programs.	<ol style="list-style-type: none"> <li>1. Develop and complete a model by spring 2019.</li> <li>2. Apply model to potential activities (related to SG1-O2-T4, SG2-O2-T1-St1)</li> <li>3. Apply model to existing programs</li> </ol>	Enrollment Management, Athletics, Academic Affairs, VPB&F
2. Work with regional employers and community to determine types of degrees sought.	<ol style="list-style-type: none"> <li>1. Data collection complete by fall 2018.</li> <li>2. Submit materials for accelerated LPN to BSN program (by 2019)</li> <li>3. Vet possible additional Master's Degree programs (use model from SG4-O1-T1)</li> <li>4. Vet possible New Online Programs(use model from SG4-O1-T1)</li> </ol>	Enrollment Management, Academic Affairs, external market research consultant
3. Identify opportunities for increasing enrollment: summer, online enrollment, masters programs, other (Baseline = Fall 2016 Enrollment numbers)	<p>If supported by model (SG4-O1-T1):</p> <ol style="list-style-type: none"> <li>1. Increase enrollment in summer classes by 50% by 2022.</li> <li>2. Increase online enrollment by 3% by 2022.</li> <li>3. Increase number of graduate programs offered and overall enrollment.</li> </ol>	Enrollment Management, Academic Affairs
4. Identify new target enrollment groups	<ol style="list-style-type: none"> <li>1. Research feasibility, including costs of new program recruitment (i.e., e-gaming, dance/poms, ROTC, American Samoa)</li> <li>2. Research feasibility, including costs of new/additional athletic teams</li> </ol> <p>Use model (SG4-O1-T1)</p>	
<b>Objective 2</b>	<b>Increase by 3% philanthropic support for operations, new initiatives, and endowment growth.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Research and apply for grant opportunities.	<ol style="list-style-type: none"> <li>1. Develop an institutional plan related to grant-writing.</li> <li>2. Provide at least one professional development opportunity annually regarding grant writing.</li> </ol>	Advancement

	3. Increase grant applications by 10% by 2022	
2. Donor communication regarding college needs and accomplishments.	1. Implement donor communication plan by fall 2018. 2. Mailers for fundraising appeals.	Advancement
3. In-person visits with potential donors.	1. Increase visit by 10% by 2022.	Advancement
4.. Implement new giving options.	1. Increase donor participation in giving opportunities. 2. Increase in average gift size. 3. Increase membership in the President's and Baity Heritage Societies.	Advancement
<b>Objective 3</b>	<b>Ensure responsible use of human, financial, and physical facilities resources.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
Create hiring and onboarding process for new employee	1. Create hiring guide 2. Create onboarding checklists	Human Resources / Business Office
Create energy efficiency reports	1. Implement efficiency reports for all university buildings by Fall 2020.	Facilities
Annual accounting audit	1. Report findings of annual audit to campus community annually.	Faculty representatives, Staff Council

<b>Strategic Goal 5: Physical Space and Infrastructure</b>		
Maintain physical space and technology infrastructure to support students' and employees' diverse and changing needs.		
<b>Objective 1</b>	<b>Provide updated campus housing and educational facilities that ensure competitiveness with peer institutions.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Improve Student and Faculty knowledge of online reporting of issues to improve efficiency of repairs	1. Workshop/email/other instructions and training provided annually 2. Annual survey will report that at least 85% of students and faculty understand this process.	Facilities, IT
2. Visibility in buildings through preventive maintenance.	1. Building surveys done weekly by a maintenance employee.	Facilities

	2. List of preventive maintenance projects reported annually	
3. Service complete bulletins/emails with a greater than 90% of requests completed within 24 hours	1. Annual data will indicate 90% of requests are completed in within 24 hours.	Facilities
4. Additional indoor/outdoor practice facilities	1. Plan in place Fall 2017. 2. Complete by 2022. 3. Shorten time necessary to schedule practices (and hopefully increase students involved in evening study tables and student affairs activities)	Facilities, Athletics
5. Additional classroom space	1. Plan articulate by fall 2017. 2. Complete by 2022	Facilities, Academic Affairs
6. Rotational change of all classroom/bedroom/office furnishings	1. Plan articulate by spring 2018. 2. Implement plan fal 2018	Facilities, Academic Affairs, Residence Life
<b>Objective 2</b>	<b>Invest in technology that supports a safe and secure campus community.</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Increase internet access	1, Increase bandwidth by 2% annually 2. Upgrade wireless access points annually by 10%.	IT
2. Increase visibility of safety patrol on campus	1. Service Area Report will report increase.	Public Safety, Student Affairs
3. Key swipe system adopted and begin implementation by 2020	1. Implemented by 2020.	IT, Public Safety
4. Updated fire safety system in all buildings	1. At least 50% of buildings updated by 2022.	Facilities
5. Data security through completion of hard-wired fiber to 100% of campus facilities	1. Complete by 2022.	IT
6. Continue to harden systems to protect against internal and external threats	1. Plan articulated by 2018 and implemented by 2019	IT

<b>Objective 3</b>	<b>Improve customer service satisfaction rate with maintenance and technology support and services. [Baseline TBD]</b>	
<b>Tactics</b>	<b>Key Performance Indicators</b>	<b>Office Responsible</b>
1. Increase dedicated computer testing space by 5%	1. Completed by 2022	IT
2. Improve universal design in buildings	1. Plan for implementation completed by Fall 2019.	Facilities
3. Rotational change of all classroom/bedroom/office furnishings	3. Plan articulate by spring 2018. 4. Implement plan fal 2018	Facilities
4. Updated HVAC systems for all buildings	1. Plan articulate by fall 2018. 2. Implement plan fal 2019	Facilities