Elmira 2018-2023 Strategic Plan Dashboard

The following dashboard displays the six Strategic Goals of the 2018-2023 Elmira College Strategic Plan and the objectives used to measure progress toward each goal. **This document shares an update on each objective's progress as of October 1, 2022, unless otherwise noted**.

Progress on Objectives is identified as:
- **In Progress - Needs Attention**: Indicates that additional attention and effort is needed if the 2023 target is to be achieved.
- **In Progress - On Target:** Indicates that this is an annual target thal has been met for the current fiscal year OR that current activities are resulting in significant progress on this target and it is projected that the 2023 target will be achieved.
- **Target Achieved:** Indicates that the initiative(s) associated with this target has been institutionalized OR that this is a one-time target and has been achieved.

Details on the progress of each objective are in an accompanying Dashboard Detail document. Click here to access the full document or jump to objective-specific information by clicking on an objective in the tables below.

Due to varying reasons, some objectives may not have been addressed or were altered mid-plan. These objectives are marked with double asterisks (**) and additional details are available in the Dashboard Detail document.

2018-2023 Strategic Plan Goals and Objectives

A. Provide student-centered academic programs that graduate students who are analytical, critical thinkers, and civic-minded leaders prepared for success in graduate school and employment in diverse careers.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Develop and implement new part-time, non-credit and graduate programs	X			
Revise freshman year academic experience			X	
Develop and implement recommendations for academic program redesign			X	
Prioritize and support faculty role as academic advisors and mentors			X	
Prioritize and support faculty development initiatives	X			
Expand opportunities for faculty-student research and collaboration		X		
Promote cultural and intellectual engagement on campus	X			

B. Empower and engage students through comprehensive and inclusive co-curricular experiences that promote academic success, involvement in experiential learning, health and wellness, teamwork, and the development of global thinkers who are respectful and responsible leaders.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Coordinate Enrollment Management and Athletics Plans and programs that support the institutional mission	X			
Implement and integrate EC traditions relevant to today's students		X		
Develop, implement, and enhance career services programs that improve the overall student experience and graduation rate of students		X		
Establish and sustain a minimum cumulative Grade Point Average for each athletic team **				X
Develop process for the installation of a turf field on campus **				X

C. Recruit, enroll, and retain motivated students who exemplify the characteristics and ideals consistent with our mission.

Objectives	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Increase freshman and overall enrollment	X			
Improve freshman retention rate		X		
Improve diversity of application pool from a geographic and socioeconomic standpoint **				X
Promote coordinated recruitment between athletics and admissions		X		

D. Achieve and maintain financial viability using relevant data to maximize revenues, minimize expenses and build a sustainable capital budget that includes development of a campus master plan to improve accessibility and enhance the physical space of the college.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Complete private placement of College debt			X	
Develop collaborative budget process		X		
Develop and implement an employee compensation plan		X		
Improve employee benefits and human resources efficiencies		X		
Develop a Campus Master Plan	X			
Develop a capital budget and reserves	X			
Enhance purchasing efficiency		X		
Benchmark financial ratios against NACUBO			X	

E. Cultivate and engage Elmira College's current and prospective stakeholders, specifically alumni, students, parents, foundations, corporations and community members in order to increase philanthropic support.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Increase budget-relieving annual support of the College from all sources		X		
Increase the membership of the Board of Trustees & the Alumni Board to capacity		X		
Secure 10 new major or planned gifts of at least $10,000 annually			X	
Improve the engagement of alumni from the most recent 30 classes				
Assess readiness and prepare for a potential major campaign		X		

F. Promote a campus culture that supports collaboration, effective communication, active engagement of the campus community, professional development, and outreach to the City of Elmira and surrounding area in an inclusive environment that respects its members.

Objective	In-Progress - Needs Attention	In-Progress - On Target	Target Achieved	Other, See Detail
Establish regular communication with the entire Elmira College Community		X		
Engage with the City of Elmira and surrounding area		X		
Develop an employee program that focuses on wellness, professional development and loyalty to the College		X		
Redesign website and other electronic media to improve marketability and overall web, social media presence		X		