

STRATEGIC PLAN

2019-2024



University
of Evansville

Mission Statement

*To empower each student
to think critically, act bravely,
serve responsibly, and live
meaningfully in a changing
world.*

CORE VALUES

Integrity

We promote academic and personal integrity to establish a culture of trust. Academic integrity begins with all students pledging to abide by our honor code and extends to faculty, staff, and administration adhering to our code of conduct. It culminates in an expectation of professionalism, transparency, and respect in all interactions. Personal integrity includes practicing informed, ethical decision-making and respecting the ideas, rights, boundaries, and beliefs of others. Each member of our community is accountable and prepared to act as a responsible citizen of the world.

Innovation

We recognize the value of interdisciplinary teamwork, creative problem solving, global immersion, and learning experiences at home and abroad. We recognize the value of learning from failure. We have the freedom, flexibility, and motivation to create experiences that help our students think critically and act bravely. Each member of our community is challenged to discover novel solutions to modern problems and to become a catalyst for progress.

Intellectual Curiosity

We strive to develop lifelong learners. We introduce students to a variety of ideas that sharpen existing interests and awaken latent ones. We challenge students to stretch their minds, while supporting them with strong faculty engagement. Research, experiential learning, and community outreach foster intellectual curiosity while exposure to new ideas and technologies broadens our students' view of the world and what might be possible.

Inclusive Community

We value openness and collaboration, and recognize that inclusion leads to personal growth. Our commitment to actively fostering a diverse range of cultures and perspectives reflects the characteristics required to thrive in an increasingly global society. The University demonstrates and benefits from inclusion by welcoming all.

Education for the Whole Person

We cultivate intellectual, moral, social, physical, emotional, and spiritual wellness through engagement and discovery. We value the liberal arts, sciences, and professional programs as paths to intellectual and personal growth, and we encourage the integration of knowledge across disciplinary lines. We promote engagement in organizations, programs, and the community as essential to personal development. We equip individuals to examine their world, articulate their values, and develop the character needed to live healthy lives of meaning and purpose.

VISION STATEMENT

The University of Evansville – a leading private university in the Midwest – is recognized nationally for developing students' personal and professional competencies, cultivating critical and creative thinkers, and producing ethical, global citizens equipped to thrive in a world of complexity and change. We accomplish this by attracting and retaining talented and motivated students who succeed within a diverse, supportive, and sustainable environment.

STRATEGIC GOALS

GOAL ONE

Grow and diversify resources.

GOAL TWO

Strengthen our academic excellence and enhance student experiences to cultivate a culture that inspires curiosity, discernment, and a love and skill of learning.

GOAL THREE

Lead innovative and transformative campus and community engagement.

GOAL FOUR

Manage all of our resources and assets responsibly and sustainably.

GOAL FIVE

Create a diverse, inclusive, and equitable campus climate that engenders trust and encourages mutual respect and collaboration.

GOALS AND OBJECTIVES

GOAL ONE: *Grow and diversify resources*

- I.A** Develop programs and curricula capable of increasing total enrollments to 3,000 students by 2026.
- I.B** Support the Office of Admission in recruiting students to the University of Evansville and meeting the goal of 3,000 students by 2026.
- I.C** Launch a comprehensive campaign that secures capital, instructional, and endowment resources for the University, and empower all members of the community to participate in the campaign.
- I.D** Use funds from the campaign and from other sources to create a vibrant, modern, and efficient physical plant.
- I.E** Increase enrollment at Harlaxton College to a yearly total of 450 students.

GOAL TWO: *Strengthen our academic excellence and enhance student experiences to cultivate a culture that inspires curiosity, discernment, and a love and skill of learning*

- II.A** Increase opportunities for students to engage in experiential learning.
- II.B** Enhance both traditional and innovative learning opportunities for the UE community.
- II.C** Develop academic structures and pedagogy that promote student creativity, ingenuity, and well-being.
- II.D** Strengthen our commitment to an internationally focused education.

GOAL THREE: *Lead innovative and transformative campus and community engagement*

- III.A** Engage campus and community stakeholders in robust programming and meaningful relationships.
- III.B** Add value to the UE experience through collaboration across campus and through strategic external partnerships.
- III.C** Create an environment of lifelong learning by enhancing education and professional development.
- III.D** Build UE's reputation through strategic, integrated storytelling.
- III.E** Promote and sustain the Center for Innovation & Change.
- III.F** Support a vibrant campus life and culture to make UE a fun place to learn, work, and live.

GOAL FOUR: *Manage all of our resources and assets responsibly and sustainably*

- IV.A** Develop a respectful environment in which we value and invest in our internal stakeholders.
- IV.B** Create a comprehensive, participatory, and sustainable budget environment.
- IV.C** Dedicate attention and resources toward sustainable management of existing and new facilities.
- IV.D** Facilitate educational and operational functions with efficient and effective technology.

GOAL FIVE: *Create a diverse, inclusive, and equitable campus climate that engenders trust and encourages mutual respect and collaboration*

- V.A** Develop and implement initiatives that cultivate mutual understanding of the differences and commonalities in our respective cultures.
- V.B** Create an Office of Multicultural Affairs.
- V.C** Create initiatives for the recruitment of diverse students, faculty, and staff.

2019-2024 STRATEGIC PLAN

TIMELINE OF ACTION STEPS

Ongoing and Recurring Action Steps		Responsibility
I.A.3	Expand number of high school students in dual-credit courses and recruiting efforts to all dual-credit students, including online opportunities.	Provost/VPPEM
I.A.4	Measure 4+1 agreements each semester.	Provost
I.A.5	Establish 4+1 programs within our current graduate and undergraduate offerings.	VPPEM
I.C.1	Secure funding and sustainability support for the buildings and programs defined by the comprehensive campaign.	VPDAR
I.C.2	Hold events to educate students on the impact of philanthropy and involve them in donor recognition.	VPDAR / VPSPA
I.C.3	Use faculty and staff meetings and conferences to educate employees on their role in development activities.	VPDAR / Provost
II.A.5	Explore ways to create major-specific experiential learning opportunities for all students.	Career Development Center / Deans Council
II.B.2	Develop ongoing training resources to address ADA and teaching best practices in online instruction.	Center for Advancement of Learning
II.B.4	Use faculty conferences and faculty meetings to focus on innovative teaching techniques.	Provost / Deans Council
II.C.4	Provide training opportunities for faculty and staff through Academic Services and Student Affairs to address cultural, emotional, and financial challenges that affect the academic success of students.	Academic Services
II.D.1	Develop international programs outside of Harlaxton that can also coordinate with the ISEP consortium and ensure continuity of course offerings at UE.	Executive Director of International Programs

III.B.5	Expand and promote UEngage as a platform for calendaring and event-management across the University.	OTS / Student Engagement
III.D.2	Expand use of MeritPages software to amplify the UE story.	VPPEM
III.E.1	Create endowed fund to support the Center for Innovation & Change.	VPDAR / Provost
III.E.3	Document changemaking and innovation efforts in academic and other departments across campus.	VPOps
III.F.2	Create more spaces for social interaction on campus and in surrounding areas.	VPFA
III.F.5	Charge residential life with creating distinctive communities that develop loyalty and create fun events for students to participate in.	Residence Life
IV.B.1	Work toward a contingency fund of 2% of unrestricted revenue and deferred maintenance fund of .5% of the replacement value of all property by adding .5% of unrestricted revenues and .25% of property replacement value each year to the budget in these categories.	VPFA
IV.B.2	Reduce endowment spend rate by .20% annually beginning in 2019-20 until we reach the NACUBO average spend rate.	VPFA
IV.B.7	Establish clear strategies to encourage broader discussion and feedback between the budget committee and individual departments regarding resource allocation.	VPFA
IV.B.8	Hold open forums following the Board of Trustees meetings (three times per year) to provide an update on the University's current financial position.	VPFA
IV.C.7	Identify and implement campus beautification initiatives that include grounds, building exteriors, and signage.	VPFA
IV.C.17	Develop, promote, and analyze environmentally sustainable practices for individual and campus-wide management of physical resources.	VPFA

V.A.1	Invite visiting scholars and artists from under-represented communities who have distinguished themselves within their professional fields (Lecture Series, Visiting Instructors, Artists-in-Residence, Guest Artists).	Chief Diversity Officer / Office of Community Engagement
V.A.3	Have EDI Training through the Office of Diversity at least twice a year at faculty and staff orientation.	CDO
V.A.4	Expand the Summer Diversity Dialogue to a full-year program.	CDO
V.A.6	Pursue funding opportunities to create a collective grant to encourage faculty to incorporate EDI into their course curriculum and to encourage collaboration across campus and in the community.	Provost / VPDAR
V.C.1	Recruit minority alumni to be admission ambassadors.	VPEM
V.C.2	Enhance the Fellows program by increasing membership of high schools to include those beyond Indiana.	VPEM

Fall 2019		Responsibility
I.A.1	Launch Master of Engineering Program.	Provost
I.B.3	Budget \$40,000 as a one-time expense to support a digital marketing platform.	VPEM
I.B.4	Hire international admission counselor.	VPEM
I.B.6	Begin creating digital academic viewbooks.	VPEM
I.B.8	Develop Academic Quality Index.	VPEM
I.E.1	Complete Harlaxton 2070 report.	Center for Innovation & Change
II.A.1	Increase student research budget by \$75,000.	Provost
II.B.1	Hold first majors/minors fair.	Provost / Academic Advising
II.C.1	Develop Pathways to UE Success program.	Academic Services
II.D.2	Convene task force to create certificate program in international cultures.	Executive Director of International Programs

III.B.1	Include "Upcoming Events and Possible Collaborations" agenda item on VP Ops and Deans Council at least once a month.	VPOps / Dean's Council / Office of Community Engagement
III.B.3	Discuss in VP Ops a process for sharing employer and alumni contacts among different areas of the University.	VPOps
III.F.1	Form "Powerful Moments" task force to strengthen morale and connections to campus.	VPSA
IV.A.1	Conduct a transparent and trustworthy salary compensation study on an individual position basis using comparable, comprehensive institutions and accreditation data, where applicable.	VPFA /Provost
IV.A.3	Design sick-bank for employees.	HR
IV.A.5	Create staff and administrators morale survey.	SAA
IV.A.7	Research and plan implementation of employee community service plan.	HR
IV.B.11	Create a task force to develop a spending policy for purpose-restricted gifts.	VPFA / VPDAR
IV.C.1	Establish task force and begin review of student housing options and the feasibility of graduate and family housing opportunities, including a market analysis of area housing alternatives.	VPSA
IV.C.9	Install additional lighting for improved security on campus grounds.	VPFA
IV.C.11	Create task force to study accessibility on campus buildings.	VPFA
IV.D.1	Create a task force to evaluate and streamline all campus online forms and implement appropriate solutions.	VPFA / OTS
IV.D.3	Survey campus technology training needs.	OTS
V.A.7	Create plan to bring historically minority fraternities and sororities to campus.	CDO

Spring 2020		Responsibility
I.E.1	Begin implementing Harlaxton 2070 recommendations.	VPOps
II.D.2	Launch certificate program in international cultures.	Provost
III.B.2	Propose a process for sharing employer and alumni contacts among different areas of the University.	Provost/Deans
III.B.4	Create a Collaboration Center on campus for the sharing of ideas among faculty and staff.	VPSA / Provost / ECTE
III.C.2	Create Professional Development Task Force.	Director of the Center for Advancement of Learning
III.D.1	Roll out comprehensive integrated marketing strategy.	VPEM
III.F.3	Begin annual assessment of student, staff, and faculty interests and satisfaction with campus life and culture.	VPSA
III.F.3	Complete feasibility study on club sports	VPSA
IV.A.2	Create a salary increase model that considers market, merit, and equity (compression) factors as well as across-the-board cost-of-living increases.	VPOps
IV.A.3	Implement sick-bank for employees.	VPOps
IV.A.5	Administer the staff and administrator's morale survey for first time.	SAA
IV.A.7	Create employee community service policy.	HR
IV.B.5	Develop a standard program development and review model, including financial and market analyses of existing and proposed programs.	HR / VPSA
IV.C.1	Continue review of student housing options and the feasibility of graduate and family housing opportunities, including a market analysis of area housing alternatives.	VPSA
IV.C.4	Update and prioritize deferred maintenance list.	VPFA
IV.C.5	Establish a University Space Planning Committee to review and approve space allocation.	VPFA

IV.C.9	Continue work of building-accessibility task force and create implementation guidelines, timeline, and budget.	VPFA
V.C.3	Create and implement a set of search protocols to ensure the consideration of diverse candidates for all positions.	HR

Fall 2020		Responsibility
I.A.1	Conduct market research for MA in Medical Science degree.	Provost
I. A 2	Select a space for a Lecture Capture Classroom.	Distance Learning Committee
I.B.1	Hire new admission counselors.	VPEM
I.B.2	Purchase 350,000 additional names.	VPEM
I.B.3	Budget \$80,000 as a one-time expense to support a digital marketing platform.	VPEM
I.B.7	Create virtual peer ambassador platform.	VPEM
I.E.2	Launch all new Harlaxton initiatives.	VPOps
II.A.1	Increase student research budget by \$100,000.	Provost
II.C.1	Launch Pathways to UE Success program.	Academic Services
II.C.7	Create a task force to plan and propose a University-wide Scholarship and Creative Works Day.	Provost / Deans Council
III.B.3	Implement a process for sharing employer and alumni contacts among different areas of the University.	VPOps
III.C.1	Create a task force with representation from administrators, faculty, and staff to research on-campus continuing education needs.	Provost
III.C.2	Create a task force to design process for offering Continuing Professional Education Credit for on-campus events.	Director of the Center for the Advancement of Learning
III.F.1	Assign \$10,000 from the Activity Fee to create a powerful moments fund.	VPSA
IV.A.2	Implement salary model with a 1% total salary increase.	VPOps
IV.A.4	Begin funding employee professional development fund at \$25,000.	VPFA

IV.A.7	Implement employee community service policy.	HR
IV.A.8	Create a task force for community wellness program.	HR / VPSA
IV.C.2	Begin implementing results of Housing Task Force.	VPSA
IV.C.3	Create a task force to explore the feasibility of increasing the student residency requirement.	VPSA
IV.C.4	Begin incorporating deferred maintenance funds in annual budget.	VPFA
IV.C.6	Begin work of the University Space Planning Committee.	VPFA
IV.D.2	Survey campus technology needs and create plan for continuous acquisition/replacement cycle.	OTS
V.A.2	Begin offering the Multicultural Development Inventory to new employees every year and to current employees every three years.	HR
V.A.7	Invite three historically minority Greek organizations to campus.	CDO
V.B.1	Launch the Office of Multicultural Affairs.	VPOps
V.C.5	Hire new admission counselor with responsibility for recruiting diverse students.	VPEM

Spring 2021		Responsibility
I.A.2	Create Lecture Capture Classroom.	Distance Learning Committee
II.C.2	Develop plan for offering high-need courses in nontraditional formats.	Academic Services
II.C.3	Develop an intentional part-time pathway for students at risk.	Academic Services
III.B.2	Create plan for team teaching, including protocols on stipend and course load.	Provost/Deans
III.C.2	Propose a process for offering Continuing Professional Education Credit for on-campus events.	Director of the Center for the Advancement of Learning

IV.B.11	Implement spending policy for purpose-restricted gifts.	VPAA / VPDAR
IV.C.9	Install external cameras for improved security on campus grounds.	VPFA
IV.C.12	Complete installation of defibrillators in non-residential campus buildings.	VPFA
IV.C.14	Complete collaboration with the City of Evansville for the expansion and updating of the Walnut and Weinbach corridors surrounding campus.	VPFA
IV.C.15	Complete first biennial parking analysis.	VPFA
IV.C.16	Identify and appoint building stewards to report maintenance needs each month and review environmental opportunities and impacts.	VPFA
IV.D.1	Propose solution for streamlining campus forms.	VPFA / OTS
V.C.4	Develop pre-welcome week workshops for diverse populations to prepare them for a successful college experience.	VPFA/Office of Diversity Initiatives

Fall 2021		Responsibility
I.A.1	Begin planning and market research for Doctor of Nurse Practitioner program.	Provost
I.A.2	Hire second instructional technologist.	Distance Learning Committee
I.B.3	Budget \$120,000 as a recurring expense to support a digital marketing platform.	VPFA
I.B.5	Begin appointing recruitment/retention specialists in selected academic departments.	VPFA / Provost
I.B.6	Begin printing and mailing academic view-books.	VPFA
II.A.1	Increase student research budget by \$100,000.	Provost
II.A.2	Increase honors budget by \$25,000.	Provost

II.B.3	Increase faculty travel budget by \$25,000.	Provost
II.C.5	Identify high risk majors and develop pilot programs to prevent student attrition.	Academic Services
II.C.6	Create and implement Transition-to-UE workshop during Welcome Week.	VPSA / Academic Services
II.D.3	Begin Offering ECTE training sessions to improve collaborations between domestic and international students in the classroom.	ECTE / Executive Director of International Programs
III.A.3	Create new position in Center for Career Development.	VPSA
III.B.2	Implement team teaching protocols.	Provost/Deans
III.C.2	Implement a process for offering Continuing Professional Education Credit for on-campus events.	Director of Continuing Education
III.C.3	Begin hosting professional conferences through the Office of Community Engagement.	Office of Community Engagement
III.D.3	Create new positions for Director of Strategic Communications and content writer	VPEM
IV.A.2	Implement salary model with a 2% total salary increase.	VPOps
IV.A.4	Increase employee professional development fund by \$25,000.	VPFA
IV.C.3	Implement recommendations of Residency Requirement Task Force.	VPOps
IV.C.5	Re-establish capital budgets for VP allocation with priority given to facilities and grounds to purchase necessary updated equipment.	VPFA
IV.C.12	Conduct training on defibrillators installed in Spring 2021.	VPFA
V.B.3	Expand I-House program to include domestic diversity of UE community, including first generation students.	Diversity and Institutional Accountability Council
V.C.4	Launch pre-welcome week workshops for diverse populations to prepare them for a successful college experience.	VPSA/Office of Diversity Initiatives

Spring 2022		Responsibility
I.C.2	Complete Wellness and Recreation Center.	VPDAR / VPSPA
II.C.7	Launch a University-wide Scholarship and Creative Works Day.	Provost / Deans Council
III.A.1	Create task force to design Office of Community Engagement and Social Responsibility.	VPPEM
IV.A.8	Roll out community wellness program.	HR / VPSPA
IV.C.8	Upgrade security systems to ensure all campus buildings, including residence halls, are accessible using digital cards, can be locked remotely, and include camera monitors.	VPFA
IV.C.9	Conduct a comprehensive security audit that includes lighting, cameras, and emergency notification systems and implement the results.	VPOps
IV.D.1	Convert all forms to electronic format compatible with Colleague.	VPFA / OTS

Fall 2023-Spring 2024		Responsibility
I.A.1	Launch 1-2 additional graduate programs.	Provost
II.A.2	Increase honors budget by \$25,000.	Provost
II.A.3	Review and implement internship/co-op rate structure.	Provost / VPFA
II.A.4	Implement a formal process for encouraging on-campus internships.	Career Services Center / Deans Council
II.B.3	Increase faculty travel budget by \$25,000.	Provost
IV.A.4	Increase employee professional development fund by \$25,000.	VPFA
IV.D.4	Hire Security Specialist and Application Analyst.	VPFA

DASHBOARD OF KEY PERFORMANCE INDICATORS

- I.A.1** # graduate students enrollment
- I.A.2** # courses offered with at least 51% of the content online
students enrolled in a course with 51% of content online
- I.A.3** # students enrolled in dual-credit courses
- I.A.5** # 4+1 programs
schools with dual-credit agreements with UE
- I.B.1** # total enrollment
- I.B.2** # applications received
admits
enrolled
- I.B.3** # inquiries
applications
campus visits
- I.B.4** # applications from international students
international students enrolled
- I.B.5** # new enrollment in departments with recruitment/retention specialists
% retention in departments with recruitment/retention specialists
- I.B.7** % yield
- I.B.8** % yield
- I.C.1** \$ raised in campaign
- I.C.2** % of student participation in campaign
- I.C.3** # of new prospects from employees
of gifts through Pep & Vim
- I.D.2** \$ from conference and special events rentals
- I.E.2** # of students at Harlaxton
\$ of revenue from Harlaxton

- II.A.1** # of student research projects funded
% of student research projects funded
- II.A.3** % of students with internships
- II.A.4** % of students with internships
% students in major-specific experiential learning opportunities
- II.B.1** # of students undeclared after one year
- II.C.1** % student retention rate
% students completing Pathways for UE Success
- II.C.2** % student retention rate
- II.C.3** % student retention rate
- II.C.4** % student retention rate
NSSE data on satisfaction with social, cultural, financial issues
- II.C.5** % retention rate of students in programs identified as high-risk
- II.D.1** # students in ISEP programs
- II.D.2** # students completing certificate program in International Culture
- III.A.3** # of Career Center Programs
% Placement Rate
Score on NSSE ADV02i
- III.B.2** # team-taught courses
of students in team-taught classes
- III.C.3** # professional conferences held on campus
- III.D.2** # of news stories involving UE
total credit lines involving UE
- III.E.1** \$ in Center for Innovation & Change endowment fund
- I.E.2** \$ raised through the Center for Innovation & Change
- III.F.2** NSSE environmental data
- III.F.5** Results from Annual Assessment created in III.F.3
- IV.A.6** Data from Faculty Senate and SAA Assembly morale surveys

- IV.A.7** # of hours of volunteer work by employees
of employees doing volunteer work
- IV.A.8** # enrolled in community wellness program
- IV.B.7** Budget information from faculty and SAA morale surveys
- IV.B.9** Cumulative percentage of operational budget having under-gone
zero-based budgeting during five-year period
- IV.C.2** % residential spaces occupied
% students living on campus
\$ room and board revenue increases
- IV.C.7** Satisfaction with grounds on prospective student surveys
Satisfaction with environment on employee morale surveys
- IV.C.16** # of work orders submitted
of work orders completed
- IV.C.17** \$ saved through sustainable practices (cumulative)
- IV.D.3** # of employees attending technology training sessions
- V.A.1** # presentations from underrepresented communities
- V.A.3** # EDI Training Sessions
- V.A.4** # Diversity Dialogue sessions held
- V.A.6** \$ raised for EDI Grants
- V.A.7** % retention rate for minority students
- V.C.1** # of minority admission ambassadors
% minority enrollment
- V.C.3** Faculty and staff diversity data
- V.C.4** % minority FTF retention
- V.C.4** % minority FTS retention
- V.C.5** # minority enrollment
% minority enrollment

STRATEGIC PLAN BUDGET GUIDE

Bold = Recurring Cost

Plan	Action Step	19-20	20-21	21-22	22-23	23-24
I.A.1	Fund market research for new grad programs		\$15,000	\$15,000		
I.A.2	2nd instructional technologist position			\$50,000		
I.A.4	Establish graduate studies office				\$20,000	
I.B.1	Additional admission counselors		\$55,380			
I.B.2	Additional name buys		\$437,500			
I.B.3	Comprehensive digital marketing campaign	\$40,000	\$80,000	\$120,000		
I.B.4	International admission counselor	\$42,880				
I.B.6	Academic view books			\$75,000	\$25,000	
I.B.7	Virtual ambassador platform		\$35,000			
I.B.8	Academic quality index	\$6,000				
I.C.4	Conference and rentals position			\$60,300		
II.A.1	Increase student research funds	\$75,000	\$100,000	\$100,000	\$100,000	
II.A.2	Increase honors funding			\$25,000	\$25,000	\$25,000
II.B.3	Increase faculty travel budgets		\$25,000	\$25,000	\$25,000	\$25,000
III.A.1	Dir. of community engagement and social responsibility				\$50,000	
III.C.3	Career development position			\$75,000		

Plan	Action Step	19-20	20-21	21-22	22-23	23-24
III.D.3	Director of strategic communications		\$83,200			
II.D.3	Content writer		\$51,200			
III.F.2	Powerful moments fund		\$10,000			
IV.A.1	Access to CUPA data	\$2,500				
IV.A.2	Salary increases		\$266,948	\$539,236	\$817,022	
IV.A.3	Employee morale improvement Fund		\$10,000			
IV.A.4	Employee professional development funds		\$25,000	\$25,000	\$25,000	\$25,000
IV.C.9	Lighting improvements		\$34,500			
IV.C.12	Defibrillators in non-residential buildings		\$15,000			\$60,000
IV.D.4	Server/security specialist				\$80,400	
IV.D.4	Application analyst					\$67,000
V.A.3	Intercultural development inventory		\$6,750			
V.C.5	Diversity recruiter		\$53,380			

PHASE ONE WORKING GROUPS

MISSION AND VALUES GROUP

(Co-chairs Erin Lewis and Derek Jones)

Jack Barner	Anne Fiedler	Harold P. Matthews
Severine Bates	Tammy Gieselman	John Meredig
Lora Becker	Sharon Gieselmann	Zac Parsons
Paul Bone	Lisa Marie Hale	Lindsay Roberts
Jeffrey Braun	Kenton Hargis	Mike Roscoe
Edward Bujak	Chad Hart	Samantha Scott
Amanda Campbell	Derek Jones	Bob Szurgot
JC Campbell	Debbie Kassenbrock	Mark Valenzuela
Andrew Carter	Mary Kessler	LaNeeça Williams
Cindy Crowe	Jerrilee LaMar	Danielle Williams
Edward Curran	Erin Lewis	Angie Wooton
Shane Davidson	Jessie Lofton	
Heather Fenton	Ray Lutgring	

VISION AND STRATEGIC GOALS GROUP

(Co-chairs Catie Taylor and Rob Shelby)

Joe Atkinson	Mark Kopta	Stacey Shanks
Kelly Bargeloh	Cherie Leonhardt	Rob Shelby
Robert Birkle	Dennis Malfatti	Karen Stenstrom
Diane Brewer	Todd Matteson	Kristen Strandberg
Jennifer Briggs	Megan McCombs	Cheri Stratman
Chun-Ming Chen	Kim McDonald	Heidi Strobel
Bob Dale	Abby Michel	Bill Stroube
Mark Davis	Kristy Miller	Catie Taylor
Johnna Denning-Smith	Wes Milner	Robb Waltner
Donnie Dunville	Jaley Montgomery	Gene Wells
Geoff Edwards	Rania Mousa	Ian Welsh
Amy Esche	Leslie Pleasant	Abigail Werling
Tracey Folden	Eric Renschler	Shane White
Jill Griffin	Liz Riffert	Kim Winsett
Becky Hamilton	Diana Rodriguez	Jessica Zhang
Thomas Josenhans	Quevedo	
Kyle Kiesel		

PHASE TWO WORKING GROUPS

GOAL ONE

(Co-chairs Lindsay Roberts and Alanna Keenan)

Lorena Andueza	Megan King	S. Immanuel Selvaraj
Jack Barner	Marisa E. Knox	Ying Shang
Leslie Barton	Mark Kopta	Bill Stroube
Holly Carter	Jerrilee LaMar	Jeff Tilly
Brian Conner	Michelle Lehman	Ian Welsh
Darrion Culler	Megan McCombs	Tyler White
Shane Davidson	Kristy Miller	LaNeeca Williams
Ann Fiedler	Greg Rawski	Atefeh Yazdanparast
Kenton Hargis	Marshall Ray	Carissa Young
Paula Heldt	Eric Renschler	
Alanna Keenan	Lindsay Roberts	

GOAL TWO

(Co-chairs Jennifer Briggs and Doug Stamps)

Jim Allen	Kristie Hochwender	Stacey Shanks
Robert Baines	Derek Jones	Megan Sicard
Jennifer Briggs	John K. Layer	John Stamm
Shannon Bryant	Ray Lutgring	Joyce Stamm
Kaylynn Carver	Katie Mullins	Douglas Stamps
Chun-Ming Chen	Ashley Nels	Jane Tafolla
Brad Clark	Greg O'Connor	Katie Thomas
Angie Dawson	Lesley Pleasant	Jennifer Troutman
Cris Hochwender	Francie Renschler	Gene Wells

GOAL THREE

(Co-chairs Geoff Edwards and Bethany Huebner)

Kelly Bargeloh	Jill Griffin	Cathy Renner
Lora Becker	Chad Hart	Liz Riffert
Tom Benson	Bethany Huebner	Sean Riley
Amanda Campbell	Thomas Josenhans	Brooksie Smith
Dianna Cundiff	Mary Kessler	Karen Stenstrom
Johnna Denning-Smith	Nancy Lee	Chris Sweeney
Sylvia DeVault	Wes Milner	Katherine Taylor
Molli Duckworth	Kim Moors	Mark Valenzuela
Geoff Edwards	Brent Noble	Abigail Werling
Cindy Felts	Zac Parsons	Jessica Zhang

GOAL FOUR

(Co-chairs Kim Winsett and Martha Stilwell)

Michele Adams	Ian McDonald	Donna Teague
Davies Bellamy	Kim McDonald	Michael Tessier
Stephen Boulmetis	Joni McFelea	Mark Valenzuela
Sharon Gieselmann	Abby Michel	Robb Waltner
Scott Gilreath	Wes Milner	Karla Whitaker
George Iber	Tony Richardson	Kim Winsett
Ben Johnson	Kenneth Steinsultz	Tyler Wintermute
Lori LeDuc	Martha Stilwell	
Erin Lewis	Catie Taylor	

GOAL FIVE

(Co-chairs JC Campbell and Todd Matteson)

Debbie Brenton	Lori Johnson	Rob Shelby
Diane Brewer	Janel Miley Knipple	Valerie Stein
JC Campbell	Marisa E. Knox	Kenneth Steinsultz
Billie Chandler	Mary Lombardo-Graves	Kristen Strandberg
Dana Clayton	Todd Matteson	James Sullivan
Manolo Concepcion	Amy McBride	Emily Wilderman
Edward Curran	Moumita Mukherjee	Fred Wilson
Johnna Denning-Smith	Angela Reshad	Pengcheng Xiao
Tracey Folden	Diana Rodriguez	
Lisa Marie Hale	Quevedo	
Kate Hogan		