

Strategy 1.2 Elevate the institutional research infrastructure and reputation

Initiative 1.2.1 Fully support development of new research/ scholarship focused degree programs

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Add new research-focused graduate degrees based on market need and direct interactions with industry and government.	DCGS; VPAP	August 2025	ongoing	Metric 1: Develop one new researched-focused graduate degree by May 2026. Metric 2: Monitor enrollment in research-focused degree programs annually.
Encourage the full use of available Graduate Teaching Assistants (GTAs).	DCGS; VPR; VPFSI (Director, Center for Teaching and Mentoring)	January 2026	ongoing	Metric 1: Track number and percentage of GTAs serving as instructors of record or actively engaged in classroom instruction each semester and annually. Target: Year-over-year increase. Metric 2: Student evaluations of teaching related to GTA-led instruction. Metric 3: -Course load redistribution analysis before and after implementation of GTA as instructor of record. Metric 4: Track number of GTA who complete training courses through the Center for Teaching and Mentoring.

Initiative 1.2.2 Invest appropriately in faculty and their scholarship

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Encourage deans to consider cluster hires over multiple years in targeted growth areas.	UP VPR	August 2025	ongoing	Metric 1: Track number of research cluster hires approved annually Metric 2: Track total external grant dollars secured annually tied directly to cluster hires
Explore ways to increase faculty travel funding for conferences, workshops, training, professional development, non-instructional assignments (NIAs), and internal seed grants for scholarship.	VPAAR; VPR	August 2025	ongoing	Metric 1: Track -amount of funding allocated annually for the activities cited in the action item. Metric 2: -Administer faculty survey on the impact of each of these activities on their scholarship Target:- Increase faculty research and creative productivity (e.g., peer-reviewed papers) and external funding.

Initiative 1.2.3 Adjust policies and staffing structures to support excellence in research and creative activity

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Provide training and professional development for all department chairs and school directors in areas of research and creative activity.	VPFSI (Director, Center for Teaching and Mentoring)	August 2025	ongoing	Metric 1:-Track number of training sessions per year and chair attendance rate Metric 2: -Administer chair satisfaction and self-assessment survey
Create reporting mechanism for assessment of reassigned time.	VPAAR; VPFSI	August 2025	ongoing	Metric 1: Track use of reassigned time; ensure that reassigned time led to goal/output

Priority 2 Strengthen the community so all learners work and thrive.

Strategy 2.1 Ensure holistic academic and career supports for all students.

Initiative 2.1.1 Continually assess and adapt learner support structures to ensure students are equitably and optimally supported.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Conduct a landscape analysis to learn what supports are currently provided to students and resources allocated and determine if current needs are being met.	VPSS Deans VPSA VPEM	August 2025	December 2026	Completion of: -Collection of mental health supports, financial or hardship supports, career supports needs to occur. -Decisions about how to use complete landscape analysis information are made.
Provide a hub/clearinghouse/ toolkit that informs instruction, support services, and student agency.	VPSS Deans VPSA VPEM VP ITD	August 2025	April 2027	Completion of these steps: -Identify where information is currently housed. -Determine how we can create a distinct location for students (e.g., student handbook, website, combination) - hub. -Hub is available and easily accessible for students -It is succinct and how to access support is clearly delineated. -Details for accessing are provided for faculty to integrate into D2L, available for Facebook and/or parent access -A communication plan is developed and implemented. Communication is sent to Univ employees and students.

Initiative 2.1.2 Expand, coordinate, and communicate support services through intentional onboarding and offboarding processes.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Annually educate the campus on retention being the responsibility of all.	VPSS Deans VPSA	August 2025	Metric reports are shared based on academic calendar	List of key metrics with our performance on the metrics are provided to the campus community with a clear message that everyone plays a role in improvement. -Calendar will be developed for distribution of “education” activities (by December 2026).
Comprehensively support collection of first destination data for graduates.	VPSA VPIEPR VPUA	August 2025	Ongoing	Data collection piloted in fall 2025, with full collection spring 2026. -Implement a communication plan for distributing data collected each academic year to the university. -Identify a strategy for collecting data across all programs (by April 2027).
Develop a plan for how space can be strategically reallocated to centralize student support services.	VPSS VPSA AVP Facilities Manager-ASP	August 2025	April 2027	Completion of task. -Convene a space taskforce by December 2026. -Workforce will identify what “student support services” are included and develop the plan (by April 2027).

Initiative 2.1.3 Fully integrate internships, applied experiences, and career services into the student learning experience.

Action	Responsible	Begin Date	End Date	Outcome/Metrics/KPIs
Identify and develop connections with alumni to more fully integrate them into academic, educational, and career development.	VPSA VPUA	August 2025	Ongoing	-Convene a taskforce to collect information about how alumni are engaged across academics, athletics, alumni affairs, and other entities. (work completed April 2027). Inform and discuss with the campus community how departments and programs are engaging with alumni (by April 2027).
Strategically analyze and determine next steps for creating a centralized system for internships, applied experiences, and career services.	Deans VPSA VPPE AVPIEPR	August 2025	April 2027	-Analyze the spring 2026 follow-up survey from the internship luncheon to determine next steps for a centralized system.