

CEDARVILLE UNIVERSITY
STRATEGIC PLAN - 2006-2008

ACADEMIC PLAN

GOAL: Build a nationally prominent program array, driven by the University's mission and conservative evangelical distinctiveness to prepare Christian leaders to engage and influence their world.

1. While maintaining and expanding the excellence of current programs, develop a targeted number of new programs in high-impact, society-influencing "gate-keeping" areas such as those related to professions in the media and public life consistent with the University's mission and conservative evangelical distinctiveness, and also consistent with institutional growth patterns, warranted by market demand, resourced to guarantee excellence, and whose progress will be assessed against established standards of excellence.
 - The deans council will begin to conduct feasibility studies for the following programs, listed in order of priority: Media—journalism, film; Music—worship leader, music business, contemporary music; Asian languages; Caring professions—public health, physical therapy; and, Geology by January 2007.
 - The administrative council will explore during the 2006-2007 academic year the feasibility of initiating a program in pharmacy.
2. The associate vice president for academic administration will begin to implement regular, extensive reviews of existing academic programs and courses of study based on their compatibility with the University's mission and conservative evangelical distinctiveness, institutional growth patterns, market demand, resource availability, and assessment of outcomes derived from established standards of excellence by August 2007.
3. The academic vice president will develop and implement an appropriate philosophy and governance structure for graduate education at Cedarville University by implementing the memorandum "The Future of Graduate Programs and the MSN at CU" and "Principles for the Development of Graduate Programs" by January 2007.
4. Establish select high-impact, society-influencing academic research centers consistent with the University's mission and conservative evangelical distinctiveness and compatible with criteria and procedures that will ensure proper governance and financial sustainability.
 - Using the new Academic Research Center guidelines, the deans council will complete the review of proposals for the Center for Bioethics and the Center for Origins by January 2007.

- The deans council will resolve the status of the Center for Business Innovation by October 2006.
- The deans council will consider initiating feasibility studies for the Center for the Integration of Faith Learning and Life and the Center for Popular Culture by September 2007.

GOAL: Pursue a leadership role in the Christian higher education community by modeling the communication, understanding, and utilization of biblical integration across the curriculum.

1. The associate vice president for academic administration will design a process to ensure the inclusion of effective biblical integration in all University courses of study as part of regular, academic program reviews.
2. Establish and provide a process to achieve faculty development benchmarks in theological comprehension and the integration of faith and learning.
 - Working through appropriate campus leaders, the academic vice president will work on and, where appropriate, bring closure to the following areas during the 2006 – 2007 academic year.
 - i. Resolution of the truth and certainty issue.
 - ii. Development of an appropriate model for theological and integrative training.
 - iii. Continuation and expansion of integrative theological seminars.

GOAL: Advance the importance of the liberal arts and improve the quality of the general education core in the context of a comprehensive University.

1. The deans council will organize an assessment of the liberal arts components in the current curriculum during the 2007-2008 academic year for the purpose of making adjustments to achieve effective inclusion across the curriculum of the skills that arise from an education in the liberal arts.
2. The deans council will organize an analysis of the compositional philosophy and the specific course content of the core curriculum during the 2007-2008 academic year for the purpose of making appropriate changes to ensure all students achieve the goals of the core curriculum requirements.

GOAL: Improve teaching and learning.

1. Set standards for and assess the achievement of success in teaching and learning: The director of the Center for Teaching and Learning will implement the Center during the 2006 – 2007 academic year.

2. Define, secure, and evaluate appropriate faculty development support for effective teaching: The Center for Teaching and Learning will begin to develop the agenda for faculty development by September 2007.
3. Implement a fully functioning faculty development program in the Center for Teaching and Learning: The director of the Center for Teaching and Learning will implement the Center during the 2006 – 2007 academic year.
4. Establish appropriate faculty performance criteria.
 - The deans council will develop discipline-specific faculty performance criteria by May 2007.
 - The associate vice president for academic administration will gather data from the faculty in order to assist the deans council in formalizing a process to use in developing the criteria.
 - The academic departments will provide discipline-specific input to the deans council as part of the process.
5. Complete a needs assessment of academic facilities and support resources and develop a flexible planning process to identify, design, and fund appropriate facilities and support services.
 - The academic vice president will initiate work on the first step of the May 2006 facilities development strategy by May 2007.

GOAL: Increase student success and retention.

1. Establish a first-year experience (FYE) program for students: The director of academic assistance will test-drive FYE activities with undeclared majors in fall 2006 and create a FYE task team that will prepare a program pilot for fall 2007 in August 2006.
2. Develop and implement a plan to ensure more effective academic advising: The director of academic assistance will develop a proposal by January 2007 including the following items: a definition of academic advising at CU, how it should be carried out, and how it should be evaluated.
3. Maintain a dynamic academic intervention system: The division will continue the current “at-risk” process, until the completion of numbers 1 and 2.

GOAL: Enhance effective division operational, communication, and resource allocation strategies.

1. Design opportunities for collaboration within and between departments and schools while promoting and preserving the identity of each of these governing

units: The academic vice president will promote the development of school-level plans during the 2007 – 2008 school year aimed at implementing this initiative.

2. The academic vice president will propose an appropriate curricular advancement and approval process, including the redesign of the university curriculum committee, by September 2006.
3. Re-design the process of budget formulation and management to ensure effective resource allocation and utilization consistent with the division strategic plan.
 - The deans council, under the leadership of the academic vice president, will redesign the process with the following features to take effect in fall 2006:
 - i. Using a timetable that begins the divisional budget process in August of each fiscal year.
 - ii. Utilizing unified school budgets in the creation of the division budget.
 - iii. Following a collaborative approach in the creation of school and division budgets.
 - The deans council, under the leadership of the academic vice president, will assess during the 2007 – 2008 academic year the feasibility and prudence of zero-based budgeting.

ENROLLMENT MANAGEMENT PLAN

GOAL: Develop and implement a positioning strategy to raise the University's stature and prominence within the national, conservative, evangelical community.

1. The director of marketing services, in conjunction with the vice presidents for advancement and enrollment management, will form and lead a strategic marketing team for the University to formulate a marketing positioning strategy that will deliberately communicate the desired image and enhance awareness among our various key constituencies. The team will form in September 2006 and meet semi-monthly during the academic year.
2. The public relations team will implement a comprehensive advertising strategy to increase awareness of Cedarville University among conservative evangelical students and influencers nationwide. Annual plans will be prepared by April of each year.
3. Throughout the 2006-2008 planning timeframe, the public relations team will continue targeted efforts to increase news and media coverage of Cedarville University at the local, regional, and national level.

4. The conference and event services team will continue to evaluate the effectiveness of current conference and event programs while pursuing strategic new event opportunities sponsored by or serving conservative evangelical constituencies. A comprehensive event audit will be completed by December 2006.
5. The church and school relations team will implement the Church Matching Grant program with the goal of building relationships with churches and increasing scholarships for students. The process will be in place by September 2006, with a program review conducted annually in September.
6. Throughout the 2006-2008 planning period, the marketing services department will increase the resources and services provided to our church constituency including marketing of the re:View curriculum, introducing new initiatives in conjunction with the Center for Biblical Studies, launching a church resources Web portal, developing a worldview conference program for Christian schools, scheduling music department tours, representing the University at the SBC Convention, and providing accurate, relevant, decision-focused data on churches and schools.
7. The director of marketing services will research and make a recommendation regarding the University's current identity (logo) program by May 2008.

GOAL: Refine recruitment, retention, pricing, and financial aid strategies to optimize enrollment.

1. The admissions department will achieve the following new student undergraduate enrollment goals:

	Fall '07	Fall '08
New 1 st Time Freshmen	780	800
Transfers	130	135
Total	910	935

This is an on-going, daily objective with a completion date of "Getting Started Weekend" for the fall of 2007.

2. The financial aid department will present to the Administrative Council (each summer for their annual retreat) a document addressing the need for introducing new scholarships. The document will also recommend any changes needed in current scholarships in order to improve Cedarville's competitiveness and increase enrollment yield for new and returning students.
3. Admissions will continue efforts to increase ethnic diversity. This is an on-going, daily objective which will be assessed on the census date each academic year.
4. The enrollment management team will enhance recruitment operations through the following new initiatives:

- The admissions department will intensify recruiting efforts directed toward students within a 500 mile radius. This is on-going, with the addition of two new admissions counselors to assist in reaching this goal
 - Beginning September 2006, the church and school relations department will support admissions with increased recruitment travel and representation in targeted geographic suburban markets (ie: Dayton, Cincinnati, Columbus, Cleveland, Grand Rapids, Philadelphia, Indianapolis, and Chicago). This is an on-going objective with travel strategies meetings between departments being held August 2006.
 - Throughout the 2006-2008 planning cycle, the admissions and church and school relations departments will identify new emerging growth areas in the U.S. (ie: Lexington/Louisville; Knoxville/Chattanooga/Nashville; Charlotte/Raleigh/Durham; Dallas/Ft. Worth; Richmond/Fredericksburg/Norfolk; Spartanburg/Greenville; NW Atlanta).
 - The admissions department will add admission counselors and visit team professionals to enhance services and expand reach. This goal was completed in August 2006.
5. During 2006-2007 and 2007-2008 academic years, the graduate admissions department will increase enrollment and introduce new recruitment strategies.

GOAL: Develop marketing strategies for new and existing academic degree programs that strengthen and expand the mission of the University.

1. The vice president for enrollment management will act as facilitator to produce research and demonstrate need for additional undergraduate or graduate degree programs. The vice president for enrollment management will collaborate with academic vice presidents, deans, and faculty to produce on an on-going basis needed research as new potential undergraduate and graduate programs are identified.
2. The enrollment management team will research and make recommendations regarding the development of an online academy targeting top academic Christian high school students in the U.S. and world. Completed in spring 2006.
3. The marketing services and admissions departments will implement marketing strategies for targeted academic programs by May 2008.

GOAL: Equip the Cedarville family to serve as effective ambassadors for the University.

1. The marketing services team will develop tools to encourage cross-divisional communication by May 2007.

2. The director of marketing services will develop an integrated, annual communication plan by May 2007.
3. The marketing services team will provide opportunities for the University family to be involved as ambassadors for the University throughout the 2006-2008 planning period.

STUDENT LIFE PLAN

GOAL: Help Cedarville University achieve its stated enrollment goals including growth of up to 25 additional undergraduates per year; increases in the number of graduate students; and the development of a more diverse student body.

1. The student life division will continue to carefully monitor student satisfaction and track trends in the expectations of prospective students to ensure that student life policies are effective at creating an environment that facilitates spiritual growth and academic success, and appealing to the type student we wish to attract and retain. (Annually)
2. The current diversity statement task team will recommend that a standing diversity task team be established to assess our progress and to recommend programming to achieve diversity related goals. If approved, the vice president for student life and the dean for student life programs will assume key roles on this team. (Currently awaiting trustee approval, annual once approved)

GOAL: Ensure that every on-campus student has a positive residence life experience characterized by good facilities and an environment that promotes spiritual development and academic success.

1. During the 2006-2010 planning period the vice president for student life and the dean of students will work with the business division to significantly increase the quality of the following older residence halls: Lawlor - 2006, Printy - 2007, Willetts -2008, Maddox - 2009. In each case, we will seek to create greater equity between older residence halls and the newer facilities, and we will be especially attentive to factors which facilitate comfort and community.
2. The dean of students will collect assessment and retention data by dorm to track student satisfaction and the impact of these changes. (Conducted Annually)
3. Under the direction of the vice president for student life and the dean of students we will begin to develop plans for a new dorm to be completed when over-capacity exceeds 400. Current enrollment trends suggest that it is unlikely that such a dorm will be needed before 2012.
4. Under the direction of the vice president for student life and the dean of students we will begin to explore the possibility of converting all or a portion of "The Hill" to apartment style housing designed to meet the needs of married students, non-traditional students, and graduate students. Such a change would meet an

ongoing need; however it would also result in a decrease in revenue from these facilities. (After 2010)

GOAL: Work with the academic division to facilitate a more active and enriching educational experience for our students resulting in higher student retention and success.

1. The director of career services will work with the director of the travel study program to increase student awareness of travel study programs. The role of the student life division is strictly supportive. We will use the resources at our disposal to help market these programs seeking higher levels of student participation. We will also provide forums for students returning from these programs to share their experiences with fellow students. (Currently underway, progress assessed annually)
2. It is our understanding that primary responsibility for the creation and implementation of a Year One program rests within the academic division. We will support this program in any way deemed appropriate by the academic office overseeing this program. (Pilot study 2006, program launch 2007)
3. The dean for student life programs will work with the academic division to develop one or two for credit courses dealing with diversity related themes. The courses that we are currently discussing include one that would deal with the history of how race has been treated in film, the other would be an interactive course designed around a bus trip to civil rights sites. (2007 or 2008)

GOAL: Maintain a culture known for its intentional focus on spiritual growth.

1. The dean for student life programs will continue to develop educational programming that stimulates biblically-based, critical thinking about important social issues. The student life division is already working on a flexible four-year cycle of topics including stewardship, spiritual disciplines, sexual purity, media discernment, diversity, and mental health issues. (Annually)
2. The vice president for student life will ensure that changes will not occur in any standard of conduct clearly linked to Biblical mandates and through the dean of students, all resident directors will be equipped and held responsible for the spiritual oversight of their students. The emphasis on spiritual growth will be integrated in residence life programming, consistent with the approach of our Bible minor, and intentional in nature. (Annually)

GOAL: Improve our service to important subgroups such as married students, non-traditional students, students of color, and students with special needs.

1. When funding is available we will add an associate dean position in residence life with specific responsibility for these groups. Approximately 2/3 of the funding is already available though restructuring within our division. A very high priority will

be placed on identifying strong candidates who would increase the diversity of our division. (Based on availability of funding, earliest date would be 2007)

2. With cooperation from the business division we will incorporate changes in our residence hall facilities to better meet the needs of students who are physically challenged. This will primarily involve the creation of special restrooms in strategic locations, and close cooperation with staff in the Academic Assistance Center. (2007)
3. In order to ensure appropriate accessibility, an ADA coordination committee consisting of the following individuals will be formed to consider all requested residence life accommodations from students with disabilities:

Coordinator of Disability Services
Director of University Medical Center
Dean of Students
Dean for Student Programs

These requests will be communicated to the Administrative Council by the vice president for student life. (Annually)

GOAL: Help to foster a stronger sense of community both on and off campus with special emphasis on serving faculty, staff, neighbors in the Cedarville area and parents of current students.

1. Create a new position (dean for community and family programs) through restructuring (no new salary implications) to oversee and develop new programming in the following areas: programs for parents/families of current students, programs and events for faculty and staff families, outreach opportunities to our immediate neighbors within Cedarville linking student organizations to specific needs within the community. (Process began in 2006)

GOAL: Expand Cedarville's Leadership Institute to better meet the needs of students and graduates who already demonstrate unusual leadership ability.

1. Develop a concentrated event for gifted student leaders. Our current program does a good job meeting the needs of freshmen and sophomore aspiring leaders. It has not had a significant impact on students who are already gifted leaders. (\$5,000) (Based on availability of funding)
2. In conjunction with alumni relations, develop a leadership society that would link particularly gifted student leaders (top 2- 5 per year) to graduates with unique leadership ability creating an ongoing network of CU graduates in positions of leadership. (\$5,000-10,000) (Based on availability of funding)
3. Develop a leadership lecture series bringing Christian leaders of national reputation to campus. (\$5,000 - \$50,000) (Based on availability of funding)

* All goals listed under the Leadership Institute are contingent upon additional funding, either through normal budgeting, or outside gifts. Approximate costs are listed above. In addition to the costs listed above we would need some additional student labor.

CHRISTIAN MINISTRIES

GOAL: Keep chapel a vibrant, meaningful, popular experience for the University family.

1. The vice president for Christian ministries will conduct (at least) an annual student assessment of the chapel program for consideration of changes in overall programming and/or specific items in daily chapel.
2. The vice president, along with the counsel of the president, will be responsible to lead the search for appropriate chapel speakers that will effectively connect with our students.
3. During the 2006-2007 academic year, a decision will be made concerning the advisability of moving the department of production services into our division.

GOAL: Further develop discipleship/spiritual formation.

1. The director of discipleship ministries and the vice president will be responsible to develop a proposal for a women's ministries program to more purposefully address female students' spiritual, social, emotional, and leadership issues.
2. The vice president, in cooperation with the division directors, will develop a proposal for a director of women's ministries position. The proposal is to be developed by fall semester 2007.
3. The director of discipleship ministries (and newly proposed director of women's ministries) will maintain and further develop presently organized student prayer groups (Elijah's Fire, Women's Prayer Force, and Chapel Prayer Team).
4. The directors of discipleship ministries and women's ministries will put an organized mentorship program in place.

GOAL: Advance training/ministry opportunities in specialty areas.

1. Bring OneVoice under the supervision of a recognized HeartSong touring teams department before 2006 – 2007 academic year.
2. Director of HeartSong touring teams to reorganize the department during the summer of 2006 to include OneVoice in supervision, marketing, and itinerary work.

3. Hire an African-American staff member by the beginning of the 2006 – 2007 academic year as the director of OneVoice.
4. The director of Missions Involvement Services (MIS) will develop a proposal for a new position of assistant director of MIS by the fall of 2007 to enhance MIS team and leadership recruitment, train teams, and upgrade language and cultural proficiencies for all teams.
5. Aid in the development of a multi-disciplinary contemporary worship leader academic major by the fall of 2008.
6. Encourage the expansion of foreign language competencies by offering foreign language majors in Arabic, Chinese, French, and German.

GOAL: Develop a deeper, purposeful marketing emphasis in cooperation with the University as a whole.

1. The directors of touring teams will be more aggressive in targeting minority students, churches, camps, and organizations.
2. The assistant to the director of HeartSong touring teams will work directly with minority churches in coordination with the directors of touring teams.
3. The assistant director of HeartSong touring teams will be directly involved in representing the division in overall marketing strategies in coordination with marketing services, alumni relations, and the President's office.
4. The assistant director of HeartSong touring teams will work with the president throughout to assist him in public relations relating to his speaking ministry and the promotion of the DVD worldview study, re:View.
5. The assistant director of HeartSong touring teams will, during the 2006 – 2007 academic year, study and implement new initiatives to increase overall effectiveness of touring teams.

GOAL: Evaluate the Cedarville University speakers bureau effectiveness and future.

1. The director of community ministries will study the speakers bureau usage and feedback. Study to be completed by the end of the 2006 – 2007 academic year.

ADVANCEMENT PLAN

GOAL: Raise \$500,000 annually for need-based scholarships and \$3-4 million annually for capital projects.

1. The division will adopt a donor management and tracking model by October 2006. The vice president will assign representatives to specific donors and help orchestrate the interactions with them.
2. The vice president will develop the case and solicitation strategy for the Biblical Studies Center and scholarship initiative by September 2006.
3. The division will implement an aggressive prospect research stance, evaluating all current database names, particularly parents, grandparents, and alumni, and using this research to determine the strategies of interacting with the prospects by January 2007.
4. Using prospect and donor feedback, the division will adjust its communication and publications plans to enhance constituent to reinforce the campaign case and CU message by December 2006.
5. The vice president will employ a major gifts director for specific work with major donor prospects by January 2007.

GOAL: Raise \$950,000 in the annual, unrestricted giving.

1. The division will change the name of the annual fund to the Cedarville Fund by September, 2006.
2. The vice president will employ a new director by January 2007.
3. The Cedarville Fund director will renew the use of phone calls to connect with and solicit constituents by March 2007.
4. The Cedarville Fund department will review all development strategies and communication, including clubs and the use of premiums, integrating a fresh approach and case October 2006.
5. The Cedarville Fund director will develop and utilize fund-raising goals for each constituent group by March 2007.
6. The Cedarville Fund department will continue to present the Cedarville Fund as the "front door" of financial support and giving donors the opportunity to direct their gifts to appropriate areas of interest.
7. The Cedarville Fund director will coordinate with the enrollment management division the maintaining of relationships with donor churches to prevent further attrition by March 2007.

8. The Cedarville Fund director will expand solicitation to all constituents by October 2006.

GOAL: Raise \$50,000-\$100,000 annually for academic research center operations, \$50,000-\$100,000 annually for academic program support, and \$120,000 for athletic program support.

1. The vice president will meet with the deans council to clarify roles in fund-raising and to outline strategies for achieving their fund-raising goals by December 2006.
2. Development officers will provide orientation and training for faculty involved in fund-raising activity by January 2007.
3. The director of athletic advancement will improve the coordination of solicitation from members of the athletic department, himself, and CDR Radio Network.

GOAL: Increase CDR Radio Network gross revenues to \$750,000.

1. The vice president and general manager will enhance the training and coordination of area representatives to increase their effectiveness and support obtained, giving special attention to their role as university representatives by December 2006.
2. The general manager will review and adjust underwriting packages and program support expectations by September 2006.
3. The general manager will employ area representatives to support areas served by the new translators by November 2006.

GOAL: Increase scholarship distributions to students by 20% annually.

1. The division will move scholarship compliance functions to advancement services to free up more time for donor relations work by January 2007.
2. The director will hire an additional development officer to concentrate on raising endowed and annually-funded scholarships by August 2007.
3. The director will increase the awareness of gift planning and scholarship opportunities through additional targeted mailings to prospects and articles in University publications as well as seminars in churches by March 2007.
4. The director will reinforce the role of the Gibson Society by following up with current members and promoting awareness of the opportunity on a consistent basis by December 2006.

GOAL: Continue to increase the effectiveness of CDR Radio Network/Media Ministries as an extension of the mission of the University.

1. The CDR Leadership Group and vice president will integrate the data obtained through the 2006 research initiatives to create an appropriate paradigm for media ministry and adjust CDR operations and image to maximize its effectiveness in complementing and advancing the University's mission of equipping Christ-centered leaders by October 2006.
2. The general manager will bring the remaining translator sites on line by May 2007.
3. The vice president will hire a successor for the retiring general manager by February 2007.
4. The vice president and CDR Leadership Group will determine the technical format and direction of future broadcasting for approval by the Administrative Council by January 2007.

GOAL: Increase alumni involvement (involvement constitutes all levels of interaction with Cedarville University including visiting campus, attending an event, communicating with alumni relations, recommending prospects and employers, hosting CU representatives, contributing financially, etc.)

1. The alumni relations director will establish a system to track alumni involvement, identifying the various forms of involvement and working with other divisions to promote and track this activity (i.e., alumni who bring prospects to campus, alumni who host teams in their church, alumni who speak to classes on campus) and will work with advancement services to develop the appropriate process to record this data electronically by May 2007.
2. The alumni relations director will reorganize staff functions to provide a new emphasis on serving alumni by life segment, particularly those who have graduated in the last five years, through services and programming by September 2006.

GOAL: Create a records and contacts management system that provides CU users with reliable, accurate, complete, and easily accessible data describing parents, friends, donors, foundations, corporations and other adult publics.

1. Working with computer services, the director of advancement services will lead the full integration of the electronic database into daily operations by May 2007.
2. The vice president will employ a new director of advancement services by July 2006.
3. The director of advancement services will work with respective departments in the division to develop a written gift acceptance policy by May 2007.

FINANCIAL PLAN

GOAL: Financial resources will be prudently managed using conservative financial principles in an ethically-based environment.

1. The budget director will oversee the monitoring of the general operating budget to assure that the University ends each fiscal year with a balanced budget, demonstrating the University's commitment to living within its means.
2. The controller will oversee the monitoring of the University's accounting system to assure the accurate and timely recording of financial transactions, and the preparation of applicable schedules necessary for independent auditors to issue an unqualified opinion on the University's audited financial statements on an annual basis.
3. The controller will implement the recommendations of the independent auditors to improve the documentation and communication of existing financial policies and procedures by June 2008.
4. The director of human resources will oversee the development of a compliance and ethics program that includes an appropriate organizational structure, a misconduct reporting process, and an effective manager training program by June 2007.

GOAL: The University's financial condition will be clearly communicated to the trustees, president, and administrators.

1. The vice president will, for each trustee meeting, prepare a variety of informative reports to assist the trustees in fulfilling their financial oversight responsibilities (i.e., an analysis of year-end results of operations, cash flow reports, Capital Reserve status report, capital project status report, etc.)
2. The vice president will arrange for the trustees to meet, on an annual basis, directly with the independent auditor, investment consultant, general counsel, and any other individuals to assure the trustees have opportunity to fully develop their understanding of a particular financial topic.

GOAL: The campus will be maintained in a safe and orderly manner by minimizing occupational, fire-safety, security, and environmental risks.

1. The director of campus safety will review daily and monthly incident logs for trends and problem areas, and perform annual statistical analysis.
2. The director of campus safety will review injury reports on a quarterly and annual basis, and perform statistical analysis and compare with OSHA incident and severity rates.

3. The director of campus safety will oversee the evaluation of the appropriateness of establishing an employee background system by June 2007.
4. The director of campus safety will, in conjunction with the Christian ministries division, oversee the establishment and writing of a travel abroad policy for those individuals involved in MIS, education internships, and other related programs in foreign countries by June 2007.

GOAL: Investment objectives and policies will be established that are appropriate for an institution like Cedarville University.

1. The controller will hold quarterly meetings with the investment consultant and gift planning personnel to review investment activity in light of stated objectives.
2. The controller will oversee the preparation of a weekly cash flow report that will show the amount of cash held in short-term investments, projected weekly expenditures, and the amount of cash, if any, required to be funded through borrowing under the University's operating line of credit with KeyBank.

GOAL: A competitive compensation plan will be maintained for salary and benefits.

1. The director of human resources will continue to evaluate new medical plan designs in an effort to keep medical costs close to the averages of Anthem's Midwest "book of business," and to keep the University's medical plan competitive to aid in attracting and retaining quality faculty and staff.
2. The director of human resources will oversee the preparation of an annual salary market study for each staff position to assure that actual salary and wages for staff members are within acceptable market ranges both individually and in total.

GOAL: Facilities, required to adequately deliver the various academic programs, will continue to be provided through the design and construction of new buildings or the retrofit of existing buildings.

1. The vice president will work with architects, contractors, and academic departments to facilitate the design of the Biblical Studies Center by January 2007.
2. The vice president will work with the academic vice president to determine an appropriate retrofit to meet the space needs of the graphic design program. (Completed)
3. The director of physical plant will oversee the development of a long-range plan for required upgrades to the infrastructure in order to minimize interruptions of service and assure adequate capacity for future development.

GOAL: The parity between newer and older dormitories will be improved.

1. The vice president, in conjunction with the student services division, will oversee the development of a long-range plan for upgrading older dormitories.
(Completed - Began with Lawlor – Printy, Willetts, and Maddox will follow)
2. The director of physical plant will oversee the major renovation and upgrade of Lawlor Hall during the summer of 2006.
3. The director of physical plant will oversee the replacement of carpet in Brock Hall during the summer of 2006.

GOAL: Deferred maintenance will be kept to a minimum.

1. The director of physical plant will oversee the development of a formal process that will reduce the outstanding period for work orders to no more than five days and will include a timely notification to the submitting individual by June 2007.
2. The director of physical plant will oversee the development of a comprehensive preventative maintenance and campus renewal program to assure major repair and replacement items are completed in a timely manner. (On-going)
3. The director of physical plant will oversee the restoration of the exterior of Collins Hall and Alford Auditorium in order to prevent deterioration of these buildings during the summer of 2006.