### Phase I

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<tr>
<td>1.4 Investigate offering a business major</td>
<td>Name changed to Department of Economics &amp; Business</td>
<td>Economics &amp; Business courses available in Fall 2011</td>
<td>New Orientation Program to assist student transition</td>
<td>Evaluation of courses results</td>
<td>Forthcoming</td>
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<td>2.0, 1.0 Administer climate surveys</td>
<td>Administrative faculty and staff survey in fall 2011</td>
<td>Preparing for student survey administration in spring 2013</td>
<td>Continued launch of additional parts of “Man Up” Program</td>
<td>Implement professional development programs</td>
<td>Forthcoming</td>
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<td>2.8.1 Engage in a curriculum development review</td>
<td>Curriculum review started</td>
<td>Curriculum review continues</td>
<td>Curriculum review expected to be complete</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>Forthcoming</td>
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<td>2.8.3 Give more attention to freshman and sophomore years</td>
<td>Examine current programs and best practices</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>Implement professional development programs</td>
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<td>2.8.4 Enhance professional development and support of staff</td>
<td>Research</td>
<td>New Director of Academic Operations and Advisory Committee</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>Operate Interdepartmental Operations Committee</td>
<td>Forthcoming</td>
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<tr>
<td>3.8.1 Engage parents and alumni in recruitment process</td>
<td>New Orientation Program to assist student transition</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>Implement professional development programs</td>
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<tr>
<td>3.8.2 Enhance professional development and support of staff</td>
<td>Research</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>Operate Interdepartmental Operations Committee</td>
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<tr>
<td>3.8.3 Create a staff advisory committee</td>
<td>Research</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>Operate Interdepartmental Operations Committee</td>
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<tr>
<td>3.9.1 Strengthen and diversify Board</td>
<td>Research</td>
<td>Faculty speak at Board meetings</td>
<td>Trustees participate in C-Day</td>
<td>New Washington College Chairmen and Whitney G. Bowers</td>
<td>Forthcoming</td>
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<tr>
<td>3.9.2 Increase Board interaction with faculty and staff</td>
<td>Research</td>
<td>Faculty speak at Board meetings</td>
<td>Trustees participate in C-Day</td>
<td>New Washington College Chairmen and Whitney G. Bowers</td>
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<tr>
<td>3.9.3 Evaluate all aspects of Board operations</td>
<td>Research</td>
<td>Faculty speak at Board meetings</td>
<td>Trustees participate in C-Day</td>
<td>New Washington College Chairmen and Whitney G. Bowers</td>
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<td>3.9.4 Ensure a safe and secure campus</td>
<td>Emergency procedures, inCampus, and gun locker location</td>
<td>Conduct walls, building and hallway review of security strategy</td>
<td>New “Man Up With Admissions” Program for engagement</td>
<td>Implement professional development programs</td>
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<td>3.9.5 Reassess current strategy for student recruiting</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>New Interdepartmental Operations Advisory Committee</td>
<td>Operate Interdepartmental Operations Committee</td>
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<td>3.9.6 Reassess current strategy for institutional advancement</td>
<td>Research</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Implement alumni engagement plans</td>
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<td>3.9.7 Increase alumni participation from 25% to 50%</td>
<td>Research</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Implement alumni engagement plans</td>
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<td>3.9.8 Place additional emphasis on corporate giving</td>
<td>Research</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Implement alumni engagement plans</td>
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<td>3.9.9 Study use of debt financing</td>
<td>Research</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Comprehensive planning and best practice approaches</td>
<td>Implement alumni engagement plans</td>
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**Key:**
- Blue - Research: study and evaluation taking place before design and implementation actions
- Green - Start of implementation: partial implementation of actions
- Yellow - In process: implementation of actions continuously ongoing
- Orange - Future: actions to be identified and taken in the future (actions are forthcoming)
- Red - Complete: actions are complete
1.3 Help students become active citizens

1.5 Add programs so graduates become more competitive

1.6 Sponsor programs about career development

1.7 Create Office of Vocational Reflection

1.8 Increase international experience from 30% to 40%

1.9 Expand programs on global and cultural diversity

1.10 Expand leadership and development programs

2.A.3 Complete institutional and instructional technology plan

2.B.2 Focus on men’s education through initiatives

2.B.4 Develop strategies of teaching for liberal arts mission

2.C.1 Enhance programs in service learning, internships, etc.

2.C.2 Stress connections with post-graduation vocations

3.A.1 Attract at least 325 freshmen, 35 transfers, enroll 1,130

3.A.2 Establish arrangements with VA Community College system

3.A.3 Obtain more guaranteed-admission graduate programs

3.A.4 Examine ways to ensure access with increased scholarships

3.A.8 Increase interaction with nearby colleges (especially women’s)

3.B.1 Recruit and retain exemplary faculty with 80th percentile pay

3.D.1 Increase staffing and resources of Student Affairs

3.D.2 Develop “indirect approaches” and fitness programs

3.D.3 Sponsor new social activities during weekends

3.D.4 Reinvigorate the fraternity system

3.D.5 Link residential life programs to academic programs

3.D.6 Strengthen leadership skills of student leaders

3.D.7 Develop models for orientation/student life in freshman year

3.D.8 Develop innovative substance education programming

3.E.1 Strengthen programs with communities, nearby colleges, etc.

3.E.2 Establish collaboration with community leaders/ organizations

4.1 Market opportunities for recognition to donors

4.2 Engage parents in life of College

4.3 Develop innovative programs to increase alumni engagement

4.4 Involve students, parents, alumni, faculty, etc. in fundraising

5.3 Increase endowment from $131M to at least $200M

5.4 Increase giving to annual fund by 4-5% each year

5.6 Execute comprehensive campaign of at least $200M

Phase III

Goal Action Items (9 of 58)

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2.A.1 Revise facilities plan and create integrated campus core

2.A.2 Logistical academic buildings, residence halls, Fraternity Circle

3.A.6 Increase retention rate from 67% to 72%

3.A.7 Increase non-Virginia (40%) and minority (15%) students

3.B.1 Recruit and retain exemplary faculty with 80th percentile pay

3.D.8 Develop innovative substance education programming

4.1 Market opportunities for recognition to donors

4.2 Engage parents in life of College

4.3 Develop innovative programs to increase alumni engagement

5.3 Increase endowment from $131M to at least $200M

5.4 Increase giving to annual fund by 4-5% each year

5.6 Execute comprehensive campaign of at least $200M

5.9 Use summer programs, rentals, services to increase revenue