The Fritz and Dolores Russ College of Engineering and Technology
Contents
Message from the Dean: ................................................................................................................. 2
The Russ College’s Vision, Mission, and Values ........................................................................... 3
  Vision ........................................................................................................................................ 3
  Mission ...................................................................................................................................... 3
  Core Values ............................................................................................................................ 3
  Diversity Statement .................................................................................................................. 3
Our Four Pillars .............................................................................................................................. 3
Pillar One ...................................................................................................................................... 4
  Goal 1: ...................................................................................................................................... 4
  Goal 2 ....................................................................................................................................... 5
  Goal 3: ....................................................................................................................................... 5
Pillar Two ...................................................................................................................................... 8
  Goal 1: ...................................................................................................................................... 8
  Goal 2: ....................................................................................................................................... 9
Pillar Three .................................................................................................................................... 11
  Goal 1: ...................................................................................................................................... 11
  Goal 2: ...................................................................................................................................... 12
Pillar Four ...................................................................................................................................... 13
  Goal 1: ...................................................................................................................................... 13
  Goal 2: ...................................................................................................................................... 14
  Goal 3: ...................................................................................................................................... 15
Message from the Dean:

I am pleased to present the 2023-2027 strategic plan for the Russ College of Engineering and Technology; this plan is the culmination of a year-long collaborative effort by several stakeholders, students, staff, faculty, college leadership and the Board of Visitors. It is an effort initiated and led by my predecessor, Dean Mei Wei. As the interim dean, I worked with the associate deans, department chairs and the faculty taking a near-complete document to the finish line. As such, I would like to acknowledge Dean Wei’s vision, efforts and contribution to this document. I am particularly grateful to our Board of Visitors for actively participating in the process and sharing their invaluable experiences to make this a visionary and implementable document with specific goals and metrics.

The foundation of the plan is built on four pillars: serving the educational needs of our constituencies and the communities we serve; enabling high impact research and fostering innovation; offering online degrees and opportunity for professional education; and growing and sustaining our endowment.

This strategic plan will be a guiding beacon for the college for the next five years. Like any plan, this is a living document and subject to change as the external and internal factors, assumptions and circumstances evolve.

Sincerely,

Maj Mirmirani, Ph.D.
Interim Dean
The Russ College’s Vision, Mission, and Values

Vision
As a student-centered public institution, we will lead in future-facing, transformative education and innovative research to advance our students’ knowledge, leadership, skills, and use of technology for the betterment of society.

Mission
Through our future-driven student education, innovative research and community engagement, we prepare our students to be creative citizens and future leaders who can improve our engineering profession, and positively contribute to the Appalachian region, the state of Ohio, the nation and the world at large.

Core Values
- Act with Integrity
- Create Impact
- Pursue Intellectual Merit
- Build Community
- Provide Value
- Embrace Inclusion

Diversity Statement
Our faculty, staff, and students will collaboratively build an educational environment that identifies and removes barriers that historically have limited access to engineering and technology careers while also developing professionals who proactively design and create inclusive products, systems, and environments that broaden participation in the full benefits of modern society.

Our Four Pillars
- Pillar One: Meet the educational needs of an increasingly diverse, mobile, and technologically advanced society
- Pillar Two: Promote high-quality research with a global impact
- Pillar Three: Create opportunities for continued professional growth
- Pillar Four: Stewarding and Growing Support for the Russ College of Engineering and Technology
Pillar One

Meet the educational needs of an increasingly diverse, mobile, and technologically advanced society

Goal 1: Increase undergraduate and graduate student enrollment so that the student profile of the College meets societal needs and reflects the talent profile of the state.

Action plans:

1. Strategically grow our enrollments in both undergraduate and graduate programs by focusing on recruiting and retaining a highly qualified, well-rounded, and culturally and ethnically diverse cohort of students.
   **Owner:** Russ College Enrollment Team, Enrollment Management
   **Metric:** Increase undergraduate enrollment to 1800 students by 2027. Increase total graduate student enrollment to 530 by 2027. Increase the high school GPA of incoming students to 3.9 by 2027.

2. Continue expanding the pool of financial incentives available to attract and retain the highest-quality, most diverse student pool possible.
   **Owner:** Undergraduate and graduate enrollment teams, Development team
   **Metric:** Increase the # of scholarships to over 300 Russ College-only scholarships. Increase the average value of scholarships to more than $3000 per student. Increase the average graduate stipend to $8000 per semester.

3. Increase the scope and reach of the college’s marketing and recruitment efforts by enhancing and targeting materials for undergraduate students and their families.
   **Owner:** College and University Enrollment Management teams, UCM Liaison
   **Metric:** Attract at least 300 students per year to campus.

4. Build a more diverse student population.
   **Owner:** DEIAB committee, Dean, College and University Enrollment Management teams
   **Metric:** Our percentage of degrees awarded to women matches or exceeds the national average for our degree programs. (Compare to ASEE data where available.) Our percentage of degrees awarded to underrepresented minorities matches or exceeds the national average for our degree programs. (Compare to ASEE data where available.) Our percentage of bachelor’s degrees awarded to first-generation college students matches the percentage of students pursuing bachelor’s degrees in the state of Ohio who are first-generation college students.
Goal 2. Ensure that curricular design and offerings align with the current needs of society and emerging trends in industry and provide students with both technical capabilities and professional competencies to lead the next generation in engineering and technology.

Action Plans:
1. Revise existing majors and support the creation of new majors or degree programs to meet student demand, address emerging trends, respond to technological advancements, and address societal needs.
   Owner: Associate Dean for Academics; Department Chairs; College Curriculum Committee
   Metric: Survey of faculty indicates that the majority of faculty view college offerings as up-to-date.

2. Develop experiential learning opportunities throughout the curriculum.
   Owner: Associate Dean for Academics and Student Success Advisors
   Metric: >75% of all students participate in some form of experiential learning which may include a co-op, internship, or research experience, or a similar experience prior to graduation.

3. Provide college-wide programming related to diversity, equity, inclusion, accessibility and belonging for students and faculty and staff.
   Owner: Assistant Dean for Student Services, DEIAB committee
   Metric: Hold 2 DEIAB-related college-wide events per year. Number of students and faculty and staff participating cumulatively, with a target of at least 30% of students and at least 50% of faculty and staff participating in at least one event annually.

Goal 3: Ensure long-term student success by providing exceptional technical and professional education and services that cultivate leadership qualities.

Action Plans:
1. Utilize all available resources to ensure our students succeed academically, including building an impactful first year experience for our undergraduate student population.
   Owner: Associate Dean for Academics
   Metric: Percent of first year students passing the learning community >90%

2. Enhance learning opportunities for our students through improved laboratory and applied learning experiences.
   Owner: Dean’s office; Department chairs
   Metric: Lab Investments > $400K annually Qualitative review of labs judged as up-to-date

3. Provide continuous faculty development opportunities, including better use of course delivery platforms (experiential, online, hybrid, etc.), curricular development, and industry engagement and the use of the Center for Teaching and Learning to improve faculty teaching where necessary.
   Owner: Associate Dean for Academics; Department Chairs
   Metric: Qualitative: Faculty survey results indicate faculty development rated as "effective."

4. Implement the Ohio Guarantee Plus by increasing the use of professional student success advisors to assist in academic advising, drive retention and increase degree completion rates.
   Owner: Assistant Dean for Academics
Metric: Average time to graduation <4.5 years.

5. Create engineering and technical certificate programs in emerging areas of technology targeted for industry that will enable the pursuit of graduate studies.
   Owner: Associate Dean for Academics
   Metric: Qualitative student survey during exit surveys to rate engineering technical certificates as "effective" for purpose of employment or pursuing a graduate degree.

6. Create Professional Competencies credentials to provide added value for students to supplement their undergraduate degree with professional skills.
   Owner: Associate Dean for Academics; Department Chairs
   Metric: Qualitative student survey during exit surveys to rate engineering professional competencies as "effective" for purpose of securing employment or pursuing a graduate degree.

7. Develop a micro-grant program with a simple application and approval process that funds DEIAB related events and activities initiated by student groups or by faculty or staff.
   Owner: Assistant Dean for Student Services, DEIAB committee
   Metric: Number of events held annually; number of students, staff and faculty attending cumulatively, with a target of at least 30% of students and at least 50% of faculty and staff participating in at least one event annually.

8. Annually review first-year success rates for undergraduates, 6-year graduation rates for undergraduates, and time to graduation for graduate students, both overall and with respect to sex, first-generation status, and underrepresented minority status.
   Owner: Associate Dean for Academics, Associate Dean for Graduate Education and Research, DEIAB committee
   Metric: Rates should not vary significantly by sub-group from the overall rates. A comparison target is needed for the overall rates.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Goal</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate enrollment</td>
<td>1570 and 95 at the regional campuses</td>
<td>40 increase per year; 1800 main campus and 1900 including regional campuses in 2027</td>
<td>Undergraduate enrollment team</td>
</tr>
<tr>
<td>Average GPA of incoming first-year students</td>
<td>3.78</td>
<td>Increase to 3.9 by 2027</td>
<td>Associate Dean for Academics</td>
</tr>
<tr>
<td># of undergraduate scholarships</td>
<td>495 total scholarships</td>
<td>50% of first-year students receive a scholarship by 2027</td>
<td>Associate Dean for Enrollment Management</td>
</tr>
<tr>
<td>Average scholarship value per undergraduate student</td>
<td>$3,406</td>
<td>One third of students would receive $3,500 per student by 2027</td>
<td>Associate Dean for Enrollment Management</td>
</tr>
<tr>
<td># of prospective undergrad on-campus visits</td>
<td>518</td>
<td>600 unique students per year by 2027</td>
<td>Assistant Director of Recruitment</td>
</tr>
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<td>------------------------------------------</td>
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</tr>
<tr>
<td>Investment in undergrad lab upgrade</td>
<td>$400,000 in 2021-22</td>
<td>By 2027 increase to $400,000 per year for small and medium-sized equipment upgrades</td>
<td>Chief Financial and Administrative Officer</td>
</tr>
<tr>
<td>Average time to graduate (undergrad) Typical metric is 4- or 6-year graduation rate</td>
<td>4.6 years</td>
<td>3-year average of 4.5 years</td>
<td>Associate Dean for Academics, Assistant Dean for Student Services</td>
</tr>
<tr>
<td>% participating in co-ops, internships or research</td>
<td>68.1% FY 2020-21</td>
<td>75% by 2027</td>
<td>Assistant Dean for Student Services</td>
</tr>
<tr>
<td>M.S. residential enrollment</td>
<td>89</td>
<td>95 Fall final enrollment</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>M.S. online enrollment</td>
<td>280</td>
<td>310 Fall final enrollment</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Ph. D enrollment</td>
<td>109</td>
<td>125 Fall final enrollment</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Ratio of Grad Students to Tenure Track Faculty</td>
<td>7.5</td>
<td>8.25</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Minimum stipend for Grads (RA) $6500 MS (RA) $7000 PhD</td>
<td>Increase MS to $7,500 per semester by 2027 Increase PhD to $8,500 per semester by 2027</td>
<td>Associate Dean for Research and Graduate Studies</td>
<td></td>
</tr>
<tr>
<td>Percentage of female UG students recruited</td>
<td>17%</td>
<td>22% Enrolled (ASEE)</td>
<td>Associate Dean for Academics/DEIAB committee chair(s)</td>
</tr>
<tr>
<td>Percentage of underrepresented students recruited</td>
<td>TBD</td>
<td>Enrolled students reflect the changing nature of society in order to broaden student’s understanding of diverse identities, cultures, and perspectives</td>
<td>Associate Dean for Academics/DEIAB committee chair(s)</td>
</tr>
</tbody>
</table>
Pillar Two

Promote high-quality research with a global impact

Goal 1: Build research strategies that support existing high-quality research programs while also investing in new and emerging research areas.

Action Plans:
1. Promote interdisciplinary research.
   **Owner:** Center and Institute Directors; Russ College Dean’s Office
   **Metric:** Number and dollar amount of interdisciplinary awards; total research awards

2. Promote multi-university, college, and departmental collaborative research
   **Owner:** Center and Institute Directors; Russ College Dean’s Office
   **Metric:** Number and dollar amount of collaborative awards; total research awards

3. Provide seed funds to support faculty to pursue external grants and especially large grants.
   **Owner:** Dean and Associate Dean for Research and Graduate Education
   **Metric:** Number of applications and success rate of these applications

4. Create industry/university/federal Centers of Excellence in emerging technology domains.
   **Owner:** Dean; Associate Dean for Industry Partnerships; Associate Dean for Research and Graduate Education
   **Metric:** Number of new Centers of Excellence created; number and total dollar amount for research awards from industry

5. Mentor junior faculty in grant writing and help them identify grant opportunities.
   **Owner:** Associate Dean for Research and Graduate Education
   **Metric:** Develop an orientation for new faculty to include research processes and procedures.

6. Encourage researchers to become distinguished in their field through all manner of scholarly endeavors
   **Owner:** Russ College Dean’s Office; Department chairs
   **Metric:** # Peer-reviewed journal publications, books, and book chapters (Digital Measures); #patents; editor; conference chair; and similar measures.

9. Recruit and retain talented faculty members, especially female and minorities.
   **Owner:** Dean; Leadership Council; DEIAB committee
   **Metric:** Faculty retention rate; #female and minority faculty recruited and retained

10. Emphasize tenure track cluster hires both within the Russ College and amongst other colleges as a means of developing critical mass between technical domains of state and national importance.
    **Owner:** Dean and College Leadership Team
    **Metric:** Number of cluster hires
Goal 2: Create an innovative, inclusive, and collaborative environment that supports research and creative activities in the College.

Action Plans:

1. Brand and market strong existing research capabilities and new emerging research that lie within the Russ College.  
   **Owner:** Center and Institute Directors; UCM; Russ College Communication Specialist  
   **Metric:** Number of new industry/ nonprofit/ government partnership agreements by fiscal year

2. Identify impediments to research growth and find solutions to reduce these barriers.  
   **Owner:** Dean, Russ College Associate Dean for Research and Graduate Education; Russ College Research Committee; VPR’s Office  
   **Metric:** Number of obstacles being identified and addressed

3. Develop a working group with Russ College and the Office of Research and Sponsored Programs and the university Technology Transfer Office to increase communication and identify best practices for initiating and completing industry/university agreements.  
   **Owner:** Associate Dean for Industry Partnerships; VPR’s Office  
   **Metric:** Time needed to review and approve contracts

4. Align college Promotion and Tenure guidelines to incentivize innovation and interdisciplinary research and collaboration.  
   **Owner:** Russ College P&T Committee; Russ College Leadership Team  
   **Metric:** P&T committee recommends changes to include greater emphasis on innovation and interdisciplinary work.

5. Incorporate DEIAB into professional expectations and advancement by proactively considering DEIAB in advertising new positions and by explicitly recognizing DEIAB activities as part of the application process, the annual review process, and the promotion and tenure process for faculty and for research staff.  
   **Owner:** Russ College P&T Committee; College DEIAB Committee  
   **Metric:** Diversity of applicant pools for positions; Diversity of new faculty hires and research staff hires college-wide

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Goal</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total research expenditure</td>
<td>$11.3M FY21</td>
<td>$15M</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Total research awards</td>
<td>$11.8M FY21</td>
<td>$15M</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Category</td>
<td>FY21</td>
<td>FY27</td>
<td>Responsible Officer</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------</td>
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<td>-------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Percentage and dollar amount of awards that interdisciplinary, multi-department, multi-college, multi-university, and multi-consultant</td>
<td>48% and $5.62M</td>
<td>50% and $7.5M</td>
<td>Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs</td>
</tr>
<tr>
<td>Number of grant applications submitted</td>
<td>FY 21: 200</td>
<td>250</td>
<td>Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs</td>
</tr>
<tr>
<td>Success rate of grant applications</td>
<td>53%</td>
<td>65%</td>
<td>Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs</td>
</tr>
<tr>
<td>Number of new centers of excellence created</td>
<td>1 (ICMT)</td>
<td>2 new centers added</td>
<td>Associate Dean for Research and Graduate Studies/ Associate Dean for Industry Partnerships and Outreach</td>
</tr>
<tr>
<td>Number of cluster hires</td>
<td>New Initiative. No historical data</td>
<td>5 clusters with 15 tenure-track faculty lines in the Russ College possibly partnered with other colleges in emerging areas of strength</td>
<td>Dean/ Chief Financial and Administrative Officer</td>
</tr>
<tr>
<td>Number of Strategic Partnerships with industry</td>
<td>2</td>
<td>1 new Strategic Partnership per year</td>
<td>Dean/ Associate Dean for Industry Partnerships and Outreach; Development Team</td>
</tr>
<tr>
<td>Dollar value and number of grants awarded to junior faculty</td>
<td>$824k, FY21</td>
<td>$1.05M by FY27</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Number of peer-reviewed articles, books/book chapters, patents</td>
<td>89 articles, FY 21</td>
<td>120 articles by FY 27</td>
<td>Associate Dean for Research and Graduate Studies</td>
</tr>
<tr>
<td>Tenured faculty retention rate</td>
<td>87% FY 21-22</td>
<td>95% over a three-year rolling average</td>
<td>Dean/ Chief Financial and Administrative Officer</td>
</tr>
<tr>
<td>Develop recruitment materials and programming that addresses the needs of traditionally-underrepresented faculty</td>
<td>Needs definition</td>
<td>Develop programmatic infrastructure to create a culture that welcomes and supports a diverse population of students, staff and faculty</td>
<td>Russ College Dean/ Chief Human Resources Officer/ DEIAB Committee</td>
</tr>
</tbody>
</table>

**Pillar Three**

Create opportunities for continued professional growth

**Goal 1:** Support and expand current high-quality in-demand Professional Online programs and develop additional in-demand Online and Hybrid Masters and certificate programs to meet the need for professional education for students and industry.

**Action plans:**

1. Establish the Office for Professional Education (PE) that will:
   a. Support Russ College Departments by providing support in marketing, recruiting, MOU development between partners and clients, and scheduling.
   b. Work with departments to identify and develop needed professional graduate certificates and programs (online and hybrid) that align with the college’s capabilities and strategic plans.
   c. Work with other Ohio University colleges engaged in professional education to identify lessons learned and recommendations and potential collaborations.
   d. Evaluate the challenges and requirements associated with expanding these offerings and make recommendations for the Russ College.
   **Owner:** Dean, Director of Professional Development, Associate Dean for Industry Partnerships
   **Metric:** Office created, business model developed, resourced and functioning by November, 2022

2. Establish business model for the unit, including: budget, priority identification, implementation systems, financing model, marketing and branding
   **Owner:** Dean, Director of Professional Development; UCM
   **Metric:** Budget model developed for managing Office for Professional Education (PE); Number of students responding to marketing/branding; the unit is self-sustainable financially

4. Create Affinity Corporate Partnership Program for PE
   **Owner:** Office of Professional Education, Dean
   **Metric:** Develop an Affinity Corporate Partnership Program that provides scholarship discounts to members; partnership representatives; and dedicated advisors to assist students

5. Leverage industrial partners and industry groups to understand the changing needs for PE and provide for PE needs
   **Owner:** Office of Professional Education
   **Metric:** Number of industry partners engaged annually
6. Continue to explore offerings by other colleges and universities to understand the current market, competition, and identify opportunities
   **Owner:** Office of Professional Education
   **Metric:** Conduct market analysis to identify competition, visit benchmark programs, investigate market segments and report findings yearly.

**Goal 2:** Work with Ohio University Lancaster ENGT program and the Fairfield County Workforce Center (FCWC) to assist in the expansion of Workforce and Professional Development (W&PD) for the ENGT program at OU-L.

**Action plans:**
In coordination with the Dean of Ohio University Lancaster, build upon the Workforce and Professional Development efforts at the Fairfield County Workforce Center (FCWC)

1. Update ENGT program to include current industry needed robotics and automation technology.
   **Owner:** Office of Professional Education; Russ College Dean’s Office; ETM Department
   **Metric:** Update the OU-L curricula to attract larger numbers of students. Number of students enrolled; number of students graduated; revenue generated

2. Create financial aid eligible short-term certificate in technical manufacturing to support industry need of entry-level automation and mechatronics technologists.
   **Owner:** Office of Professional Education; Russ College Dean’s Office; Dean OU-L; ETM Department; Enrollment Management
   **Metric:** Develop certificates that will attract and retain students to the FCWC

3. Move part of the OU-L ENGT program labs to the FCWC to facilitate training and provide more exposure of the program and offerings
   **Owner:** Dean OU-L; Office of Professional Education; Department of ENGT
   **Metric:** Number of courses transferred to the FCWC

4. Work with the university to change old policies to allow and foster W&PD activities, including standalone financial aid eligible associate-level certificates.
   **Owner:** Office of Professional Education; Russ College Dean’s Office; Dean OU-L
   **Metric:** Number of W&PD activities and certificates developed and offered.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Goal</th>
<th>Owner</th>
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</thead>
<tbody>
<tr>
<td>Creation of new office of Professional Education that is scalable based on needed growth</td>
<td>Office with 0.1 staff per 100 professional Ed Students</td>
<td>Target 3 staff to start</td>
<td>Dean/ Director of Professional Development</td>
</tr>
<tr>
<td>Increased online professional academic program enrollments</td>
<td>264 – End of Fall</td>
<td>Increase of 20 % in enrollment in online professional programs in two years.</td>
<td>Director of Professional Development/ Associate Dean for Research and Graduate Studies/ Department Chairs</td>
</tr>
<tr>
<td>Viable certificate programs</td>
<td>7 Current online graduate certificate offerings</td>
<td>4 new online undergraduate/graduate standalone professional certificates in two years</td>
<td>Director of Professional Development/Department Chairs Russ College/Associate Dean for Research and Graduate Studies</td>
</tr>
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</tr>
<tr>
<td>Creation and number of enrollments in a Russ College Corporate/Organization Affinity Program</td>
<td>Creation of Russ Affinity Program</td>
<td>80 affinity students in Russ College online professional programs in two years</td>
<td>Director of Professional Development/ Russ College Professional Development Recruiting Title TBD</td>
</tr>
<tr>
<td>Increased revenue growth that sustains the PE office and grows department and college revenue</td>
<td>New</td>
<td>Positive net revenue stream from combined Russ College professional education programming.</td>
<td>Director of Professional Development/ Dean</td>
</tr>
</tbody>
</table>

**Pillar Four**  
**Stewarding and Growing Support for the Russ College of Engineering and Technology**

**Goal 1:** Support growth of undergraduate student body by increasing scholarships and recruitment capacity, updating undergraduate and graduate level learning laboratories, funding experiential learning opportunities, and securing named spaces within the Russ Research Opportunity Center (RROC).

**Action Plans:**

1. **Grow scholarship endowment between FY23-27, focusing on principal level prospects (Donors capable of $1M+ commitments over a five-year period), allowing for additional funding each year for undergraduate scholarships.**  
**Owner:** Development Team  
**Metrics:** Increase unique donors by 10% between FY23-27, exceeding 1,000 unique donors by FY27. Grow run rate in support of student scholarships to $1M annually by the end of FY27.

2. **Create recruitment endowment of $1M between FY23-27 that allows for restricted dollars for increased outreach and support of underrepresented students, particularly female and minority students, as it pertains to foundation account guidelines.**  
**Owner:** Development Team  
**Metric:** Secure major gifts of $200K per fiscal year through FY23-27 to be allocated in the creation of a new recruitment endowment.

3. **Focus on securing $3M between FY23-27 to fully renovate undergraduate and graduate learning laboratories in Stocker Center to attract and retain high performing students.**
Goal 2: Broaden and strengthen core constituency relationships through strategic engagement opportunities across Russ College.

Action Plans:

1. Leverage meaningful relationships with donors and alumni across Russ College to create and sustain increased development partnerships leading to higher levels of major gift support.
   Owner: Development Team
   Metric: Development officers will conduct a minimum of 250 visits per fiscal year (1,250 visits between FY23-27) to grow and develop major gift pipeline and to foster significant partnerships across all academic departments and centers.

2. Create and sustain engagement-based events that support the philanthropic priorities of the Russ College by engaging the Deans and Leaders in priority markets.
   Owner: Development Team
   Metric: Plan and execute two engagement-based events per calendar year, one each academic semester between FY23-27 that showcases how philanthropic support shapes the mission and vision of Russ College.

3. Establish class agent-based programs around major philanthropic initiatives, i.e., 50th Class Anniversary.
   Owner: Development Team
Metric: Class agent-based program to be rolled out in FY23 with five class agents, ten in FY24, 15 in FY25, and 20 in FY26, with 20 agents moving forward through FY27; Class agents will reach out and engage with their classmates to promote a culture of philanthropy.

4. Utilize Leadership Annual Giving (LAG) to grow pockets of Russ College priorities, i.e. Baja Racing Project Support Fund, Robe Leadership Institute.
Owner: Development Team
Metric: Have at least two LAG campaigns in FY23 along with increasing email solicitations from Russ College to five LAG campaigns per year through FY24-27.

Goal 3: Enhance corporate and foundation partnerships within the Russ College to maximize philanthropic activity and output, as well as to increase experiential learning and career pathways for all students.

Action Plans:

1. Work to create new professorships for Artificial Intelligence and Cyber Security ($1M minimum for each) in order to enhance corporate partnerships and to remain on the cutting edge of educational opportunities.
Owner: Russ College Faculty; Russ College Dean’s Office; Development Team
Metric: Enhance corporate partnerships through the creation of new professorships for Artificial Intelligence and Cyber Security ($1M minimum for each) through FY23-27.

2. Assess existing corporate/foundation relationships with faculty and work to cultivate those relationships through gifts-in-kind and corporate/foundation support opportunities.
Owner: Russ College Faculty; Russ College Dean’s Office; Development Team
Metric: Development office will actively collaborate with faculty to solicit and secure viable GIK opportunities while stewarding corporate relationships. Increase GIK activity from $38K (FY17-FY22) to $250K by FY27.

3. Leverage existing corporate and foundation relationships to help build out RROC labs.
Owner: Russ College Faculty; Russ College Dean’s Office; Development Team
Metric: Development office will actively deliver at least four separate $100,000 plus corporate and foundation proposals per year through FY23-FY27.

4. Increase key corporate relationships by utilizing student leaders, top researchers, and college leadership by hosting lunch and learn, engagement opportunities, and giving access to top talent early.
Owner: Russ College Faculty; Russ College Dean’s Office; Development Team
Metric: Creation of top 20 corporate relationships/alumni owned companies. Work to engage with at least three organizations a quarter to host students/faculty/leadership to foster increased relationships.

<table>
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<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Goal</th>
<th>Owner</th>
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<tbody>
<tr>
<td>Unique donors: increase donor count by 10% each fiscal year from FY23 through FY27</td>
<td>623 unique donor average over past 5 fiscal years</td>
<td>Exceed 1,000 unique donors by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Initiative</td>
<td>Year</td>
<td>Goal Description</td>
<td>Responsible Party</td>
</tr>
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</tr>
<tr>
<td><strong>Student-based scholarships:</strong> expand run rate for student-based scholarships by end of FY27</td>
<td>FY22</td>
<td>$652K for FY22 Secure $1M for student-based scholarships annually by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Recruitment endowment: secure $200K each fiscal year from FY23 through FY27</td>
<td>N/A</td>
<td>Raise $1M for recruitment endowment, particularly for underserved populations in Russ College by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Feasibility study: conduct Stocker Lab feasibility study in FY23</td>
<td>N/A</td>
<td>Raise a minimum of $3M for three learning laboratories in Stocker Center by FY27</td>
<td>Dean’s Office &amp; Development Team</td>
</tr>
<tr>
<td>Experiential learning endowment: expand run rate for experiential learning by end of FY27</td>
<td>N/A</td>
<td>Raise $400K for experiential learning initiatives annually by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Naming opportunities for RROC: secure major gift level support</td>
<td>N/A</td>
<td>40% of named spaces in RROC secured by FY24</td>
<td>Dean’s Office</td>
</tr>
<tr>
<td>Development meetings: visits with major gift prospects for Russ College</td>
<td>125 visits</td>
<td>Conduct a minimum of 1,250 visits by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Engagement-based events: increasing opportunities for major gift level support</td>
<td>N/A</td>
<td>Two engagement-based events for Russ College each calendar year</td>
<td>Development Team</td>
</tr>
<tr>
<td>Class agents: leveraging class agents to increase philanthropic activity for Russ College</td>
<td>N/A</td>
<td>20 class agents secured by FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>Leadership annual giving: increasing donor pipeline for Russ College</td>
<td>N/A</td>
<td>Two crowdfunding campaigns for Russ College by FY23; Five crowdfunding campaigns from FY24-FY27</td>
<td>Development Team</td>
</tr>
<tr>
<td>New professorship lines: creation of professorships for Artificial Intelligence</td>
<td>N/A</td>
<td>Secure a minimum of $1M for both Artificial Intelligence and Cyber Security professorships</td>
<td>Russ College Faculty, Dean’s Office &amp; Development Team</td>
</tr>
<tr>
<td>and Cyber Security programs</td>
<td>Gift-in-kind activity: increase gift-in-kind opportunities</td>
<td>$38K raised between FY17-FY22</td>
<td>Secure a minimum of $250K in gift-in-kind activity by FY27</td>
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<tr>
<td>Corporate and foundation activity: increase pipeline for Russ College</td>
<td>$102K average over past five fiscal years</td>
<td>Deliver a minimum of four separate $100K+ proposals per fiscal year for corporate and foundation relations</td>
<td>Russ College Faculty, Dean’s Office &amp; Development Team</td>
</tr>
<tr>
<td>Top 20 corporate relationships: devise and leverage list of top alumni owned companies</td>
<td>N/A</td>
<td>Engage with a minimum of three organizations per quarter to foster increased philanthropic activity</td>
<td>Russ College Faculty, Dean’s Office &amp; Development Team</td>
</tr>
<tr>
<td>Develop/Grow funding mechanism for student professional and affinity organizations</td>
<td>$50k funding secured for student professional and affinity organizations</td>
<td>Russ College Faculty, Dean’s Office &amp; Development Team</td>
<td></td>
</tr>
</tbody>
</table>