

The Fritz and Dolores Russ College of Engineering and Technology

Strategic Plan FY
2023-27

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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.

Metric	Baseline	Goal	Owner
Undergraduate enrollment	1570 and 95 at the regional campuses	40 increase per year; 1800 main campus and 1900 including regional campuses in 2027	Undergraduate enrollment team
Average GPA of incoming first-year students	3.78	Increase to 3.9 by 2027	Associate Dean for Academics
# of undergraduate scholarships	495 total scholarships	50% of first-year students receive a scholarship by 2027	Associate Dean for Enrollment Management
Average scholarship value per undergraduate student	\$3,406	One third of students would receive \$3,500 per student by 2027	Associate Dean for Enrollment Management

#of prospective undergrad on-campus visits	518	600 unique students per year by 2027	Assistant Director of Recruitment
Investment in undergrad lab upgrade	\$400,000 in 2021-22	By 2027 increase to \$400,000 per year for small and medium-sized equipment upgrades	Chief Financial and Administrative Officer
Average time to graduate (undergrad) Typical metric is 4- or 6-year graduation rate	4.6 years	3-year average of 4.5 years	Associate Dean for Academics, Assistant Dean for Student Services
% participating in co-ops, internships or research	68.1% FY 2020-21	75% by 2027	Assistant Dean for Student Services
M.S. residential enrollment	89	95 Fall final enrollment	Associate Dean for Research and Graduate Studies
M.S. online enrollment	280	310 Fall final enrollment	Associate Dean for Research and Graduate Studies
Ph. D enrollment	109	125 Fall final enrollment	Associate Dean for Research and Graduate Studies
Ratio of Grad Students to Tenure Track Faculty	7.5	8.25	Associate Dean for Research and Graduate Studies
Minimum stipend for Grads	(RA) \$6500 MS (RA) \$7000 PhD	Increase MS to \$7,500 per semester by 2027 Increase PhD to \$8,500 per semester by 2027	Associate Dean for Research and Graduate Studies
Percentage of female UG students recruited	17%	22% Enrolled (ASEE)	Associate Dean for Academics/ DEIAB committee chair(s)
Percentage of underrepresented students recruited	TBD	Enrolled students reflect the changing nature of society in order to broaden student's understanding of diverse identities, cultures, and perspectives	Associate Dean for Academics/ DEIAB committee chair(s)

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 DEAIB 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

Metric	Baseline	Goal	Owner
Total research expenditure	\$11.3M FY21	\$15M	Associate Dean for Research and Graduate Studies
Total research awards	\$11.8M FY21	\$15M	Associate Dean for Research and Graduate Studies

Percentage and dollar amount of awards that interdisciplinary, multi-department, multi-college, multi-university, and multi-consultant	48% and \$5.62M FY21	50% and \$7.5M	Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs
Number of grant applications submitted	FY 21: 200	250	Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs
Success rate of grant applications	53%	65%	Associate Dean for Research and Graduate Studies/ Assistant Vice President for Research and Sponsored Programs
Number of new centers of excellence created	1 (ICMT)	2 new centers added	Associate Dean for Research and Graduate Studies/ Associate Dean for Industry Partnerships and Outreach
Number of cluster hires	New Initiative. No historical data	5 clusters with 15 tenure-track faculty lines in the Russ College possibly partnered with other colleges in emerging areas of strength	Dean/ Chief Financial and Administrative Officer
Number of Strategic Partnerships with industry	2	1 new Strategic Partnership per year	Dean/ Associate Dean for Industry Partnerships and Outreach; Development Team
Dollar value and number of grants awarded to junior faculty	\$824k, FY21	\$1.05M by FY27	Associate Dean for Research and Graduate Studies
Number of peer-reviewed articles, books/book chapters, patents	89 articles, FY 21	120 articles by FY 27	Associate Dean for Research and Graduate Studies
Tenured faculty retention rate	87% FY 21-22	95% over a three-year rolling average	Dean/ Chief Financial and Administrative Officer

Develop recruitment materials and programming that addresses the needs of traditionally-underrepresented faculty	Needs definition	Develop programmatic infrastructure to create a culture that welcomes and supports a diverse population of students, staff and faculty	Russ College Dean/ Chief Human Resources Officer/ DEIAB Committee
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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.

Metric	Baseline	Goal	Owner
Creation of new office of Professional Education that is scalable based on needed growth	Office with 0.1 staff per 100 professional Ed Students	Target 3 staff to start	Dean/ Director of Professional Development
Increased online professional academic program enrollments	264 – End of Fall	Increase of 20 % in enrollment in online professional programs in two years.	Director of Professional Development/ Associate Dean for Research and Graduate Studies/ Department Chairs

Viable certificate programs	7 Current online graduate certificate offerings	4 new online undergraduate/graduate standalone professional certificates in two years	Director of Professional Development/Department Chairs Russ College/ Associate Dean for Research and Graduate Studies
Creation and number of enrollments in a Russ College Corporate/ Organization Affinity Program	Creation of Russ Affinity Program	80 affinity students in Russ College online professional programs in two years	Director of Professional Development/ Russ College Professional Development Recruiting Title TBD
Increased revenue growth that sustains the PE office and grows department and college revenue	New	Positive net revenue stream from combined Russ College professional education programing.	Director of Professional Development/ Dean

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.

Owner: Russ College Dean's Office and Development Team

Metric: Conduct Stocker Center feasibility study update in FY23. Fund three, at a minimum, learning laboratories by FY27, one in FY24, FY25, and FY26, etc.

4. Create experiential learning endowments between FY23-27 that focuses on internship support, research opportunities and lab experiences for undergraduate and graduate students.

Owner: Development Team

Metric: Secure major gifts in direct support of funding experiential learning endowments; Grow run rate in support of experiential learning endowments to \$400K annually by the end of FY27.

5. Secure naming opportunities in the RROC between FY23-27.

Owner: Russ College Dean's Office and Development Team

Metric: 50 approved naming opportunities in RROC totaling \$8.1M, with at least 40% of available named spaces completed by FY24.

6. Grow endowment funding for student professional and affinity organizations

Owner: Russ College Dean's Office and Development Team

Metric: Funding secured for student professional and affinity organizations.

7. Track and communicate how the endowment is being spent, and the impact it has made on the college.

Owner: Russ College Dean's Office and Development Team

Metric: One annual summary to college staff and faculty

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.

- 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:

- 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.
- 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.
- 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.
- 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.

Metric	Baseline	Goal	Owner
Unique donors: increase donor count by 10% each fiscal year from FY23 through FY27	623 unique donor average over past 5 fiscal years	Exceed 1,000 unique donors by FY27	Development Team

Student-based scholarships: expand run rate for student-based scholarships by end of FY27	\$652K for FY22	Secure \$1M for student-based scholarships annually by FY27	Development Team
Recruitment endowment: secure \$200K each fiscal year from FY23 through FY27	N/A	Raise \$1M for recruitment endowment, particularly for underserved populations in Russ College by FY27	Development Team
Feasibility study: conduct Stocker Lab feasibility study in FY23	N/A	Raise a minimum of \$3M for three learning laboratories in Stocker Center by FY27	Dean's Office & Development Team
Experiential learning endowment: expand run rate for experiential learning by end of FY27	N/A	Raise \$400K for experiential learning initiatives annually by FY27	Development Team
Naming opportunities for RROC: secure major gift level support	N/A	40% of named spaces in RROC secured by FY24	Dean's Office
Development meetings: visits with major gift prospects for Russ College	125 visits	Conduct a minimum of 1,250 visits by FY27	Development Team
Engagement-based events: increasing opportunities for major gift level support	N/A	Two engagement-based events for Russ College each calendar year	Development Team
Class agents: leveraging class agents to increase philanthropic activity for Russ College	N/A	20 class agents secured by FY27	Development Team
Leadership annual giving: increasing donor pipeline for Russ College	N/A	Two crowdfunding campaigns for Russ College by FY23; Five crowdfunding campaigns from FY24-FY27	Development Team
New professorship lines: creation of professorships for Artificial Intelligence	N/A	Secure a minimum of \$1M for both Artificial Intelligence and Cyber Security professorships	Russ College Faculty, Dean's Office & Development Team

and Cyber Security programs			
Gift-in-kind activity: increase gift-in-kind opportunities	\$38K raised between FY17-FY22	Secure a minimum of \$250K in gift-in-kind activity by FY27	Russ College Faculty, Dean's Office & Development Team
Corporate and foundation activity: increase pipeline for Russ College	\$102K average over past five fiscal years	Deliver a minimum of four separate \$100K+ proposals per fiscal year for corporate and foundation relations	Russ College Faculty, Dean's Office & Development Team
Top 20 corporate relationships: devise and leverage list of top alumni owned companies	N/A	Engage with a minimum of three organizations per quarter to foster increased philanthropic activity	Russ College Faculty, Dean's Office & Development Team
Develop/Grow funding mechanism for student professional and affinity organizations		\$50k funding secured for student professional and affinity organizations	Russ College Faculty, Dean's Office & Development Team