INTRODUCTION TO THE MENLO COLLEGE STRATEGIC PLAN: 2019-2022

This Strategic Plan finds us at a pivotal moment of our history. As we near 100 years after the founding of Menlo College in 1927, we aspire to build on our solid foundation of educational excellence to achieve recognition as one of the most innovative and respected small colleges in the country. This Plan builds on a deep and comprehensive analysis of challenges and opportunities, and its creation involved our broad academic community: students, faculty, alumni, management, and trustees. In linking this plan to a multi-year budget, we have looked in detail at the resources we can deploy to meet these challenges.

Because of the dynamic nature of higher education, Menlo College must plan for and react effectively to environmental changes in order to fulfill its mandate. This plan takes advantage of the challenges and opportunities that lie ahead. It effectively leverages our resources, and empowers the talented and highly committed members of our community. Collectively, the initial development of this plan, and subsequent updates, has been an enriching experience for all of us who have devoted significant time to the process. The goals are ambitious but realistic, and reflect shared optimism about the future success of Menlo College.

Vision: Menlo College’s vision is to redefine undergraduate business education with a focus on readiness, adaptability, and innovation, so that students can apply 21st century skills to make a positive impact on the world.

Mission: At Menlo College, we ignite potential and educate students to make meaningful contributions in the innovation economy.

Our students thrive in an environment that values: diversity, small class sizes, experiential learning, engaged and student-centered faculty, holistic advising and mentoring, exceptional student success resources, robust athletics programs and student leadership activities, and opportunities to engage with the Silicon Valley ecosystem. Our graduates are able to learn throughout their lives and to think analytically, creatively, and responsibly in order to drive positive change in organizations and communities. Our faculty mentor students by identifying potential, cultivating students’ individual talents, and helping them build a roadmap to support their success. We support our faculty in producing scholarship that informs teaching, theory development, and professional practice.

Collectively, the following represents the core values that inform our mission statement. At Menlo College, we:

● Value diverse ideas and celebrate our differences
● Treat all people with fairness and equity
- Develop the full potential in each person
- Support a range of teaching and learning styles
- Continually improve the educational process
- Consider one’s responsibilities to others
- Act with integrity

THE MENLO COLLEGE GRADUATE

Menlo College is in the business of transforming lives. Through our strong educational programs, residential setting, and extensive co-curricular and experiential engagement, we produce graduates who are well-prepared to compete effectively across the world. The Menlo College graduate can be identified by the following attributes:

- Writes and communicates verbally in a clear, compelling, and concise manner
- Thinks critically, collaboratively, and creatively
- Uses quantitative reasoning and demonstrates information literacy
- Demonstrates empathy and embraces diversity
  - Understands different perspectives and motivations
  - Treats all people with fairness and equity
  - Considers one’s responsibilities to others and the community
- Demonstrates an understanding of the role of innovation in the workplace, start-ups and mature organizations alike
- Exercises ethical strength in decisions and actions

INFORMING OUR GOALS

Silicon Valley as a Concept

Menlo College is located geographically in the heart of Silicon Valley, an area known worldwide for its technology, innovation, and new business models. The College is near many leading venture capital firms, incubators, and innovation hubs that have helped launch many of the startups that have, in turn, launched new industries. What we found was a special trait that distinguishes Silicon Valley’s firms from ordinary companies: the ability to integrate their innovation strategies with their business strategies.
Today, Silicon Valley is as much a concept as it is a physical location. The evolution of Menlo College’s location has shown us new models for how to start, grow, operate, and create successful businesses. It is becoming clear that the new business models are not only important for startups here in Menlo’s backyard, but applicable to any organization in the world. As countries seek to create their own innovation hubs, it has also become clear that change and entrepreneurship can happen in any organization, new or established. Adopting an entrepreneurial mindset is critical for success and is cultivated in our students through our outstanding curricular and co-curricular opportunities.

Being in the middle of one of the world’s business hotspots gives the College an opportunity that needs to be utilized to a greater degree than it has in the past. A fundamental opportunity for Menlo College is to be “Silicon Valley” relevant. If we continue to embrace the entrepreneurship concept as the underpinning of everything we do, we will find our graduates have opportunities to exercise the skills and experiences they gain from Menlo in innovative hubs around the world. And the value of our approach will expand with the geographic reach of our graduates.

We are committed to having Menlo reflect the innovative spirit of our Silicon Valley location, and to continually adapt to prepare students for the dynamic environment in which they will contribute. Menlo College will continue to nurture its unique thought leadership in advancing diversity and ethics as central to enhancing innovation and enabling change.

To get there, Menlo will continue to:

- Transform the classroom experience - synergizing business and social science theory with practice by stronger integration of course design and teaching methods
- Enhance learning outside of the classroom through high-impact practices such as our award-winning internship program, study abroad, undergraduate research, student leadership opportunities, and community service
- Actively listen and learn from Silicon Valley’s shortcomings, and be a thought leader for continuous organizational model changes by showing active and participative development
- Embrace the diversity of our student body – developing the skills of our students to work effectively with others with very different values, experiences and expertise; and providing them with opportunities to showcase their talents and diverse perspectives in the real world

**An Entrepreneurial Mindset**

Menlo College is dedicated to helping people understand the world in which we exist, and to develop the insight and confidence to imagine the world of the future. Our students need to be plugged-in to the global economy and understand what skills are needed in the market. No matter what jobs or organizations our graduates choose they will need to be more entrepreneurial throughout their
careers. By definition, that requires an entrepreneurial mindset: an ability to approach problem-solving with an embrace of the possibility. If we tackle our challenge effectively, Menlo graduates will not only meet the challenges of the 21st century workplace, they'll solve them.

To assure that Menlo College is a desired college destination, we need to:

- Build an environment where we have a learning and mentoring culture among our faculty and staff that transfers to our students
- Ensure our operations set an example of adapting with as much agility as the business environments our students will seek and lead in the future
- Aggressively develop our curriculum, the faculty (both full and part-time professors), our facilities, marketing approach, and our linkage with co-curricular activities
- Highlight the key areas where Silicon Valley differs, and where it fits, with traditional businesses, in order to make our students adequately prepared to be successful wherever they work after college

When our students leave Menlo, they should walk out with the experience and confidence that they have received a top-notch education that has prepared them to contribute to and/or lead any organization around the world that is looking for the best of the best.

**Employer Expectations, Career Readiness, and the Menlo College Education**

By creating an environment of innovation, critical thinking, and team building across a diverse student body, Menlo addresses employer expectations for career readiness. Several recent surveys have indicated that employer expectations have changed. Employers have been vocal about the need for business schools, and colleges and universities in general, to provide graduates with skill sets needed to function in a rapidly changing world. A study for the Association of American Colleges and Universities (AAC&U) found that employers emphasize ability to “contribute to innovation,” and “capacity to think critically, communicate clearly and solve complex problems” over a candidate’s specific major. Significantly, the AAC&U study found that employers emphasized these skills along with information literacy and “teamwork skills in diverse groups” above quantitative skills.¹

Similarly, a study for Hult International Business School reported that employers found business schools do not place sufficient emphasis on building critical skills and abilities such as team skills, cross-cultural competency, critical thinking, and ability to deal with ambiguity and uncertainty. Menlo’s distinctive focus on business ethics education is integral to the development of the skills needed - including the *moral muscle* - to address the challenge of achieving social and economic sustainability. The complementary psychology studies offered at Menlo College also strengthen the distinctive education that Menlo provides: a well-rounded general education core, the opportunity to better understand the human mind and behavior, real-world experience through an internship,
and business education that is directly responsive to the need for creative, entrepreneurial approaches to address challenges that cross all sectors and industries.

Executives interviewed for the Hult study indicated that business schools did not adequately ensure that students are learning the skills and concepts taught. The study also found that schools overemphasize theory at the expense of real world experiences. Menlo College strives to provide students with theoretical foundations and multiple opportunities to apply theories to real world experiences. Studies such as those reported by Hult speak to a complex challenge: how to add new competencies without abandoning traditional strengths. Menlo College’s positioning as a well-rounded business-focused undergraduate college has the potential to create new opportunities to grow both the value of our brand and our enrollment.

These changing conditions pose both significant challenges and great opportunities for Menlo College. Collectively, they create the context for **Defining the Future of Menlo College: Strategic Plan 2019-2022.** The Strategic Plan goals and objectives outlined below will require innovative approaches to:

- Continue to expand enrollment by providing access to underrepresented populations and ensuring their success at Menlo
- Provide a solid financial foundation to support future growth
- Ensure our curriculum prepares our students for effectiveness in a rapidly changing workplace
- Solidify the Menlo brand and build recognition regionally and globally
- Enhance and differentiate the Menlo student experience within the increasingly competitive landscape of higher education
- Ensure the long-term viability of Menlo College through robust alumni engagement and development efforts

The 2019-2022 timeframe of the Menlo College Strategic Plan is a nod to the imperative to continually evaluate, adapt, and lead the College with an entrepreneurial mindset. By achieving the goals outlined below, Menlo College will enter its second century as a thriving, innovative environment for student success.
# Defining the Future of Menlo College: Strategic Plan 2019-2022

## Goal 1: Optimize enrollment at Menlo College

### Objective 1.1: Prioritize retention and graduation to achieve 3% improvement in retention and 3% improvement in graduation rate

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| May 2022       | VP for Student Success | ● Refine data collection and establish baselines during 2019-2020 in order to be able to establish retention and graduation rate goals for each academic year  
● Proactive responses to all Jenzabar early alerts on students within 48 hours by spring 2020  
● 15-20 students will participate in MCRSP annually  
● Mentor program will launch fall 2020 | ● $1.8M grant secured to pay for retention activities from 2018-2023  
● Financial aid will require fundraising  
● Faculty mentor training led in-house; allocate faculty lead to collaborate with director of advising; small budget set aside for each mentor for meetings  
● Resources to facilitate a Posse Plus Retreat |

### Action Plan:
- Eliminated remedial math and English courses in 2019
- Implemented Intensive Math and Writing Labs (IMWL) in 2019
- Implemented Faculty Mentor Program in fall 2019
- Implementing Jenzabar Advising & Retention Module in fall 2019--early alerts will be active by November 2019 and risk modeling will be active by Summer 2020
- Continue to refine First-Year Experience (FYE) to better prepare students for college
- Research possibility of campus-wide retreat focused on inclusion, resilience, and community
- Renew "Keep Me Menlo" retention fund
 Allocate financial aid more appropriately to ensure families can afford the cost of attendance and more intentionally recruit students that are a good fit with Menlo

<table>
<thead>
<tr>
<th>Objective 1.2: Strategize well-matched student recruitment to increase enrollment to 1,000 students by 2022</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2021</td>
<td>VP of Enrollment and Athletics</td>
<td>● FTE enrollment in 2022: 1,000 at a discount rate not to exceed 52% on average for all students ● Achieve HSI status by 2022 (depending on eligibility) (Update: Achieved HSI &amp; AANAPISI status in 2019)</td>
<td>● Increase staff to adequately support the volume of new prospects ● Align budget to accommodate increased enrollment (housing, staff, services)</td>
<td></td>
</tr>
</tbody>
</table>

**Action Plan:**
- *Research waivers for eligibility requirements to achieve Hispanic-Serving Institution (HSI) status by 2022*
- Develop pilot network of target schools and assign brand ambassadors to those schools. Identify opportunities for faculty and students to be visible in events at target schools
- Develop and implement a strategy to capitalize on connection with DECA
- *Developed financial aid initiatives that specifically target students with greater financial need (e.g., California Opportunity Grant)....this goal is directly tied to our goal of reaching HSI status*
- *Created operational plan to accommodate growth... completely changed organizational structure to accommodate growing demands of prospects*
- *Optimize relationships with international recruiting partners...have reached out to several recruiting agencies to start relationships*
- *Developed and implemented specific social media campaigns to drive enrollment in a very systematic way*
- *Continue to improve and roll out marketing plan created by Marketing Menlo College team*
- *Revamped campus visit and admissions events to provide a better experience to prospective students and their families to include virtual tours*
- *Restructured the admissions office to allow counselors to spend more time recruiting and less time processing paperwork*
- *Provided training workshops to the admissions staff on an ongoing basis*
- *Updated targeted customer personas to better define our target audience, and personalize marketing and recruiting efforts to increase conversion*
- Revamped prospective student communication workflow campaigns
- Revamped digital marketing initiatives (search engine and social media) and perform regular optimization work
- Created and implement Menlo College’s key selling points

## Goal 2: Create a 21st Century curriculum

<table>
<thead>
<tr>
<th>Objective 2.1: Redesign the General Education curriculum to engage students and to develop 21st century skills and knowledge</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| | | Provost, Arts and Sciences Dean | - Gen Ed Design Phase 1 (April 2021)  
- Implementation of revised Gen Ed curriculum (2021-2022)  
- Design Phase 2 - Leverage Gen Ed initiative to enhance business curriculum (2020-2021)  
- Increased student satisfaction with curriculum as measured by Ruffalo Noel Levitz SSI and NSSE surveys  
- Measure effectiveness of general education review (2022) | Consultants, as appropriate  
- Course releases for faculty lead  
- AAC&U Summer Institute registrations  
- Course Design Workshop  
- Faculty- staff task forces  
- Institutional Effectiveness (for peer benchmarking) |

### Action Plan:
- *Formed 21st C Gen Ed Core Curriculum Task Force in 2018 to review general ed and core curriculum; focused on distinctive competencies of a Menlo graduate (fall 2018)*
- *Provided professional development through AAC&U to engage faculty in the process of general ed redesign (spring 2019)*
- Explore with faculty the possibility of ethical reasoning as an Institutional Learning Outcome
- *Faculty Senate, Curriculum Community and Academic Affairs will work on opportunities to innovate curriculum (e.g., offer minor degree programs) even as 21st C committee is ramping up (2019-20)*
Assess general education and core curriculum needs through surveys and data gathering. Survey students, alumni, faculty and employers (summer-fall 2019)

- Gen Ed Program Review Team formed (December 2019)
- Gen Ed Program Review Plan Created (January 2020)
- Hire new Dean of Arts and Sciences who will have Gen Ed redesign in responsibilities (April 2020)
- Gen Ed Program Review completed by May 2020
- External Gen Ed Program Review completed by Fall 2020
- Collaborate with the Office of Internships and Career Services to ensure career readiness for the 21st century (NACE Career Readiness competencies)
- Review course prerequisites throughout Menlo College curriculum to identify opportunities for streamlining pathways to majors
- Pilot first-year learning communities with two sections of STS100 and ENG100 in fall 2020
- Evaluate Carnegie Statway and Quantway as potential math curriculum for fall 2020
- Conduct Gen Ed Program revamp (2020-21)
- Implement Gen Ed Program revamp (2021-22)

Objective 2.2: Reinvigorate the Business Core and develop new business curricula to address emerging opportunities.

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| See Key Outcomes | Provost, Business School Dean | - Analysis of proposed new curriculum and programs, e.g. data analytics, social science, DEI (2020-21)  
- Pilot executive education and certificate programs e.g., blockchain, artificial intelligence, real estate, venture capital (2020-21)  
- Create minors in existing program areas, such as entrepreneurship, real estate, and sports management (2020-22)-21  
- Review and update Business Core Curriculum requirements based on 21st century skill, competency, and knowledge requirements (2020-21)  
- Conduct internal and external review for each of the existing majors (Per rotating schedule) | - Curriculum Committee  
- Institutional Effectiveness (for surveys, leading indicators)  
- Task forces  
- Fundraising  
- Marketing  
- Alumni Engagement and Development  
- Admissions  
- Faculty hires |
<table>
<thead>
<tr>
<th>Action Plan:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- <em>Launch Provost’s Advisory Council in 2019 to inform curriculum development and student support needs to meet the needs of an innovation economy (Spring 2019)</em></td>
</tr>
<tr>
<td>- <em>Launch Management Program Review in August 2019</em></td>
</tr>
</tbody>
</table>
- Analyze career growth areas to enhance academic program growth planning and identify key competencies in high demand (e.g., data analytics, digital marketing, cyber security, business development) and determine next steps
- Continue to grow key academic programs and areas: entrepreneurship, sports management, real estate. Benchmark progress (e.g. number of students in classes, in concentrations, reasons given for enrolling, satisfaction)
- Launch task forces to explore new graduate degree programs in information systems and financial technology (2020-21)
- **Assess and develop potential academic partnerships with Plug and Play Tech Center; BootUp Ventures; and Gooddler Foundation (2019-20)**
- Pilot executive education programs with possible partners e.g. Hitachi and Salesforce (2020-22)
- Assess and explore sustainable business, social impact as areas for growth (2019-20)
- Consider ways to leverage Arts & Science program areas (e.g., math for data analysis; social science for diversity, equity and inclusion; conflict resolution and collaboration; psychology for business) (2020-21)
- Review Business Core and implement innovations in collaboration with Gen Ed program review. (2020-21)
- **Hire faculty in accounting (fall 2020)**
- Assess and determine direction for International Management Concentration (Summer-Fall 2021)
- Build the Haier Center with a focus on innovative management (2020-24)

### Objective 2.6: Develop a stronger infrastructure in academic affairs to support student success and innovation

<table>
<thead>
<tr>
<th>Objective 2.6: Develop a stronger infrastructure in academic affairs to support student success and innovation</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| 2019-2020 | Provost | • Reorganized Academic Affairs Department  
• Allocate responsibility and accountability in curriculum management, general education-core curriculum  
• Enhance Faculty Review Criteria and Process  
• Follow Program Review schedule | • Hire Dean  
• Provide course releases to enable engagement  
• Utilize consultants, as appropriate  
• Recruit additional expertise for 2019-2020 |

**Action Plan:**

- Continue to develop and provide support for assessment and program review, to enable data-driven decision making about academic offerings
- Align classroom environment and equipment and develop curriculum guidelines to encourage and reward experiential learning
- **Relaunch dean search in fall 2019**
- **Hire business and arts and sciences dean for 2020-21**
- Faculty Personnel Committee to review and recommend on faculty review criteria and process.

### Objective 2.5: Enhance learning outside of the classroom

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| See Key Outcomes | VP for Student Success | - Launch international internship opportunities by 2022  
- Offer undergraduate research opportunities to at least six students by 2020-2021  
- Market High Impact Practices (HIP) available at Menlo through Admissions materials  
- Establish target HIP engagement for each student (2021-2022)  
- Offer co-curricular transcripts by (2020-2021)  
- Develop succession plans for student-led Techstars Startup Weekend and TEDxMenloCollege (ongoing)  
- Launch Mentor Program in fall 2020 | - Resources for students to compete in external competitions or events  
- Menlo sponsorships of key events that help promote the college (TEDx, SWSV)  
- Ongoing $4,000 annually for UIF program  
- Potential funding for co-curricular transcripts  
- Small fund to support student participation in conferences to showcase research |

**Action Plan:**
- Expand Study Abroad and research feasibility of international service projects through Rotary International
- Collaborate with CEA to adapt curriculum to be able to offer international internship opportunities
- Expand High Impact Practices available at Menlo to include undergraduate research opportunities; research best program model for Menlo during 2020-2021 for implementation in 2021-2022; build out co-curricular transcripts in student app
- Expand opportunities such as University Innovation Fellows, DECA, Startup Grind, Startup Weekend, TEDxMenloCollege
- Build in the capacity to support students in external competitions and identify faculty champions (Bloomberg, DECA, Net Impact, etc.)
- Enhance learning opportunities for student clubs to provide structure and sustainability for clubs

### Objective 2.4: Create a learning

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Plan:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Initiate workshops on “learning-centered” teaching and other emerging approaches to courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Enhance learning through experiential pedagogies in the classroom.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Create faculty colloquium on teaching and learning</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Identify IT and other classroom capabilities required to support emerging strategies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Create opportunities for experimental courses, workshops, and other learning opportunities (for example 1 and 2 credit “developmental” courses)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Create more student-centered and collaborative classroom set ups</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Goal 3: Create and articulate a cohesive brand and communications strategy

<table>
<thead>
<tr>
<th>Objective 3.1: Define underlying campus-wide marketing strategy to improve recruitment, retention, and</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dec 2021</td>
<td>Senior Director of</td>
<td>● Campus stakeholders</td>
<td>● Marketing Manager</td>
</tr>
</tbody>
</table>
### Action Plan:
- Conduct audience research and characterize Menlo’s target markets
- Define and segment the ideal customer journey by audience (prospective students, current students, alumni, engaged alumni, donors)
- Drive partnerships, increase communications, and share resources between decentralized marketing functions on campus to ensure cohesive and smooth customer transitions (enrollment management -> student affairs/athletics -> alumni engagement)

### Objective 3.2: Develop a College-wide communications strategy; streamline planning and execution of cross-functional collaborative messaging

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2021</td>
<td>Communications Manager</td>
<td>- Communications from any College representative serve to consistently reinforce the way recipients think, feel, and act with respect to the brand</td>
<td>Marketing and Communications Task Force</td>
</tr>
</tbody>
</table>

### Action Plan:
- Determine and interview representative internal stakeholders to pool best practices for communicating with specialized segments within primary target audiences
- Form a cross-functional working group to identify common goals and shared resources
- If necessary, identify, research and match most effective communications content and channels to target audiences
- Investigate feasibility of coordinating outgoing campus communications by content, timing, and audience
- Create partnerships and project-based groups focused on harmonizing mass communications platforms (social media, newsletters, emails)
- Create SOPs for staff and faculty

### Objective 3.3: Enhance Menlo College brand consistency and recognition

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
## Objective 3.4: Create and implement a brand awareness strategy

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Ongoing; initial results by June 2022 | Marketing Manager | - The broader Menlo community develops loyalty and an unwavering connection to the college  
- The most highly engaged members of the community act as brand ambassadors of their own volition | Marketing and Communications Task Force  
Student Ambassador team  
Alumni evangelists |

### Action Plan:
- Establish a Marketing and Communications Task Force to help ensure all campus functions are represented, prioritized and educated
- Leverage and update key resources provided by Andy Cunningham and Cunningham Collective: messaging architecture, key selling points, logos, guidelines, and branding resources
- Manage process to develop and utilize a unified brand voice, tone and approach

## Objective 3.5: Design a set of metrics

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Action Plan:
- Delve deeper into specialized audience segments and branding sub focuses by working closely with campus staff, faculty, and student groups who hold these key relationships
- Assist key relationship holders to 1) define and refine their sub focus 2) identify and capitalize on their knowledge as it relates to specialized audience segments 3) incorporate brand messaging
- Partner with appropriate stakeholders to build on successful campaigns, initiatives, events, and direct programming focused on the above segments
- Establish process to prioritize and close gaps in campaigns and messaging to target audiences
- Systematize communications with and campaigns directed at existing evangelists within the broader Menlo community to widen overall reach
### Action Plan:
- Match analytical tools to brand goals
- Ensure campaigns, initiatives, events, and direct programming have measurable objectives
- Determine appropriate KPIs
- Incorporate relevant supplementary metrics

### Goal 4: Enhance the student experience at Menlo College

**Objective 4.1: Nurture multiculturalism at Menlo**

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| 2020-2022      | Dean of Student Affairs, Social Justice Task Force | - Identify baseline for campus climate using SSI/NSSE, to set goals  
- Build multicultural programming around student interest as measured by student survey  
- Outcomes of Social Justice at Menlo College will be achieved | - Social Justice Task Force and Student Affairs will propose programming budget for each fiscal year  
- Senior Director of Diversity |

**Action Plan:**
- See *Social Justice at Menlo College Action Plan*
<table>
<thead>
<tr>
<th>Objective 4.2: Institutionalize commitment to student wellness</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
|                                                             | 2019-2022      | Dean of Student Affairs | ● Reduce number of students on mental health counselor waitlist (2019-2020)  
● Students will be able to access basic health supplies through SA (2019-2020)  
● Increase awareness of health and wellness on campus (ongoing) | ● Funding for SGA Wellness position and programming  
● Space for additional counselor |

**Action Plan:**
- *Hire additional PsyD intern to increase capacity of mental health services on campus to serve an additional 10-15 students per week by fall 2019*
- *Create director of student wellness position on SGA to further develop campus-wide wellness programs by fall 2019*
- *Incorporate physical health products into Resource Center by fall 2019*

<table>
<thead>
<tr>
<th>Objective 4.3: Improve housing experience and increase housing options</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
|                                                                   | 2019-2022      | Dean of Student Affairs  
Vice President for Student Success | ● Optimize housing options for students (fall 2019)  
● Streamline housing application and placement process (spring 2019)  
● Increase number of beds on campus to accommodate all students seeking on-campus housing (fall 2021)  
● Create common norms and standards for residents to maintain and safe and clean | ● Funding to upgrade existing student lounges  
● Donor funding pledged for new residence hall pending Town of Atherton approval |
Action Plan:
- Use data to more strategically place students
- Develop new housing application with specific deadlines and guidelines for placement
- Develop new plan for residence hall space use
- Identify and secure off-campus housing options for students
- Implement and fine-tune Jenzabar housing platform to help streamline and track housing assignments

Goal 5: Integrate alumni relations efforts with campus life; diversify fund development approaches; increase contributed income

<table>
<thead>
<tr>
<th>Objective 5.1: Help ensure a seamless experience from student to alumnus/a to donor</th>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Dec 2019 & ongoing | Senior Director of Alumni Engagement and Development | - The alumni experience builds upon a strong recruitment/student experience  
- Students know the meaning of being an alum before graduation  
- Alums are not surprised by the expectations placed upon them | - Some staff time from all departments around campus is dedicated to collaborating and communicating with Alumni Engagement & Development  
- Marketing Manager  
- +1 FTE Alumni Engagement Associate  
- 0.5 FTE Student Worker |

Action Plan:
- Develop well-articulated Menlo/Customer journey
- Foster long-term relationships between each student and the institution through intentional programming
- Coordinate efforts among all campus stakeholders (faculty, career services, alumni office, student clubs, athletics, library, IT) involved with networking, mentoring, guest lecturing and other volunteering involving alumni
- Demystify the alumni office for students and possibly prospective students
- Formalize avenues for continuous feedback loops regarding student/alumni/donor experience

### Objective 5.2: Reframe alumni relations as brand loyalty

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Ongoing iterative effort | Senior Director of Alumni Engagement and Development | - Alumni remain engaged with the campus physically, mentally, emotionally, financially | - Marketing Manager  
- +1 FTE Marketing Associate |

**Action Plan:**
- Develop and implement a marketing campaign aimed at developing and maintaining brand loyalty
- Develop brand identity for the alumni engagement and development office
- Align and coordinate alumni engagement and development marketing efforts with those of the main campus

### Objective 5.3: Create and maintain processes which ensure the alumni experience and fundraising efforts are not disrupted by staffing changes

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| June 2022 with ongoing reinforcement of guiding principles | Senior Director of Alumni Engagement and Development, Director of Development Operations | - Consistent staff who have adequate resources to fulfill their position responsibilities | - Incremental increase in operational budget of alumni engagement and development office  
- Database Manager  
- Data Entry Specialist  
- 0.5 FTE Student Worker |

**Action Plan:**
- Establish resilient soft infrastructure; create Standard Operating Procedures
- Establish and maintain campus-wide fundraising culture
- Align technological tools with long-term strategic goals

### Objective 5.4: Maintain a strong traditional fundraising arsenal

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Dec 2019 for implementation | Senior Director of Alumni Engagement and Development | - The alumni engagement and development office is able to generate | - +1 FTE field fundraiser  
- +1 FTE stewardship officer |
ongoing iterative effort to build accurate revenue forecasts and meet revenue targets

Action Plan:
- Establish, implement, and maintain systematic prospect research and donor acquisition activities
- Establish, implement, and maintain a wide variety of cultivation tools, which appeal to specific market segments (related to Objective 5.1)
- Utilize appropriate channels for targeted alumni and donor segments to solicit funds
- Establish, implement, and maintain a comprehensive stewardship program tailored to various alumni segments and donor levels
- Establish, implement, and maintain a major gifts program
- Establish, implement, and maintain a planned giving program
- Maintain a healthy balance of ‘long-shot’ donor prospects and funding opportunities

Objective 5.5: Increase strategic connections and partnerships with Silicon Valley organizations, corporations, and foundations

<table>
<thead>
<tr>
<th>Target Date(s)</th>
<th>Overall Accountability</th>
<th>Key Outcomes</th>
<th>Resources</th>
</tr>
</thead>
</table>
| 2019-2022      | Provost, Senior Director of Alumni Engagement and Development, Academic Deans, President | • New revenue stream(s) identified (2021)  
• Establish Haier Center (2020)  
• Bootup Ventures agreement in place (2020) | • Project Manager  
• Partnerships should be financially self-sustaining and provide ROI for the College |

Action Plan:
- Expand existing partnerships with organizations with shared goals such as SV Academy
- Define ideal partnership parameters and goals
- Identify a cross-departmental team to pursue organic leads for executive education, such as Haier, BootUp Ventures, and Hitachi
- Continue to host events with strong brand recognition such as TEDxMenloCollege and Techstars Startup Weekend Silicon Valley