

SUNY Cortland
Division of Institutional Advancement Strategic Plan (2007-2012)

GOAL	Alignment with College-wide, Division or Other Planning Goals	SUBGOAL/OBJECTIVE	Action Required or Activities or Strategies	Indicator of Success or Assessment Measures and Criteria	Target Completion Date	Resources Needed	Person Responsible for Oversight
Provide leadership in the full implementation of SUNY Cortland's Integrated Marketing Plan.		<p>1. Develop a timeframe for roll out of MAPs.</p> <p>2. Develop proposals for:</p> <p>2. a. Restructuring of positions required to support integrated marketing.</p> <p>2. b. Funding required to support integrated marketing.</p> <p>3. Generate enthusiasm, understanding and support by President's Cabinet related to the IMC.</p> <p>4. Develop a plan for the potential re-design of <i>Columns</i> that reflects SUNY Cortland's marketing concepts and messages.</p>	<p>1.a. Re-organize marketing functions on campus to a centralized single-source authority (MAP #1)</p> <p> i. Create Marketing Steering and Advisory Committees</p> <p>1.b. Outbound Communications Continuity Project (MAP #5)</p> <p>1.c. Creative Concept Photography for use in MAP projects</p> <p>1.d. Search Engine Marketing (MAP #2).</p> <p>1.e. Admissions Viewbook.</p> <p>1.f. College Logo Development.</p> <p>1.g. Logo Style Manual Development</p> <p>1.h. Brand Style Manual Development</p> <p>1.i. Web site re-design (MAP #3)</p> <p>1.j. Font licenses</p> <p>1.k. Internal Communications Continuity Project (MAP #6)</p> <p>1.l. Integrated Marketing Communications Campaign Roll-out</p> <p>1.m. Campus Signage Continuity Project (MAP #4)</p>	<p>1.a. A coordinator of marketing is identified with responsibilities for developing , coordinating and implementing an integrated marketing campaign</p> <p> i. President appoints committee members</p> <p>1.b.</p> <p> i. Funding approval</p> <p> ii. Collection of materials, evaluation and Stamats site visit</p> <p> iii. Report recommendations</p> <p>1.c.</p> <p> i. Funding approval</p> <p> ii. Photography and art direction</p> <p>1.d.</p> <p> i. Funding approval</p> <p> ii. Research, writing assessment, SEO development</p> <p> iii. Activate pay-per-click use</p> <p>1.e.</p> <p> i. Funding approval</p> <p> ii. Research, design, writing</p> <p> iii. Printing</p>	<p>1.a. March 2007</p> <p> i. March 2007</p> <p>1.b.</p> <p> i. March 2007</p> <p> ii. April 2007</p> <p> iii. May 2007</p> <p>1.c.</p> <p> i. March 2007</p> <p> ii. May 2007</p> <p>1.d.</p> <p> i. March-April 2007</p> <p> ii. May 2007</p> <p> iii. May-June 2007</p> <p>1.e.</p> <p> i. March 007; April 2007</p> <p> ii. April 2007-August 2007</p> <p> iii. Sept. 2007</p> <p>1.f.</p> <p> i. March 2007</p> <p> ii. May-June 2007</p> <p> iii. June-August 2007</p> <p>1.g.</p> <p> i. March 2007</p> <p> ii. August 2007</p> <p>1.h. June-Sept. 2007</p>	<p>1.a. Interim reassignments for APEM, IAPEM, Coordinators of Advisement and Transition</p> <p> i. No financial resources required</p> <p>1.b. \$9,900 Consultation and assessment report</p> <p>1.c. \$14,784 Photographer, assistant and art director photo shoots</p> <p>1.d. \$58,400 On-line marketing assessment, six month management, 15 month pay-per-click budget</p> <p>1.e. \$31,900 Design and write copy</p> <p>1.f. \$22,100 Logo Design</p> <p>1.g. \$8,250 Logo Style Manual</p> <p>1.h. No associated cost</p>	<p>1. Assoc. Provost Enroll. Man.</p> <p>2. Assoc. Provost Enroll. Man.</p> <p>3. VPIA</p> <p>4. Assoc. Provost Enroll. Man.</p> <p>5. Assoc. Provost Enroll. Man., Dir. Public Relations, Executive Dir. Alumni Affairs</p>

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Provide leadership in the full implementation of SUNY Cortland's Integrated Marketing Plan.			<p>1.n. Develop Strategic Creative Council for ASC/College Store for merchandizing on-brand concepts (MAP #10)</p> <p>2. a. Develop coordinator and clerical support positions to support marketing functions</p> <p>2. b. Develop operating budget for support beyond MAP and initiative expenses</p> <p>3. a. Develop email sequences of vignettes that illustrate brand attributes (e.g. Champion, Hands-on-Learning, Quality of Student Life, Athletics, Teacher Education) for weekly distribution to President's Cabinet and Council members</p> <p>3. b. Develop agenda items for Vice President Cabinet discussions. Topics should include on-brand story gathering, individualized unit expression, IMC compliance, etc.</p> <p>3. c. Incorporate IMC concepts (theme, attributes, etc.) into the President's charge for the Annual Report.</p> <p>3. d. Develop a brochure that outlines the IMC concepts (theme, attributes, etc.) into President's charge for the Annual Report.</p>	<p>1.f. i. Funding approval ii. Design, review, alterations iii. Logo approval and delivery</p> <p>1.g. i. Funding approval ii. Manual creation (following logo approval)</p> <p>1.h. Marketing Advisory and Steering Committee develop manual (following logo approval)</p> <p>1.i. i. Secure funding for 2008-2009 ii. Develop RFP iii. Award contract iv. Begin design collaboration v. New design roll-out</p> <p>1.j. i. Secure funding for 2008-2009 ii. Develop plan for purchase and installation with Info. Res. iii. Install for Publications and Elect. Media staff use iv. Campus-wide installation</p>	<p>1.i. i. April 2007 ii. May-June 2007 iii. July 2007 iv. Aug. 2007 v. Oct.-Nov. 2007</p> <p>1.j. i. April 2007 ii. May 2007 iii. July 2007 iv. Sept. 2007</p> <p>1.k. i. April 2007 ii. July-Aug. 2007 iii. Sept. 2007</p> <p>1.l. i. April 2007 ii. June-Sept. 2007 iii. Aug.-Oct. 2007</p> <p>1.m. i. April 2008 ii. July 2008 iii. Sept. 2008 iv. Oct. 2008-June 2009</p> <p>1.n. i.Oct.-Dec. 2007 ii. Aug. 2008</p> <p>2. 2007-2008</p>	<p>1.i. \$150,000 Web re-design</p> <p>1.j. \$5,000 Americana/Agenda font licenses</p> <p>1.k. \$9,900 Internal communications consultation and assessment report</p> <p>1.l. \$3,000 Misc. expenses</p> <p>1.m. \$9,900-\$235,000 Consultation and implementation expenses</p> <p>1.n. No financial resources needed</p> <p>2. \$ TBD</p> <p>3. a. No financial resources required</p> <p>3. b. No financial resources required</p> <p>3. c. No financial resources required</p> <p>3. d. TBD</p> <p>3 e. Sept.-Dec. 2007</p> <p>3. f. Nov. 2007</p>	

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Provide leadership in the full implementation of SUNY Cortland's Integrated Marketing Plan.			<p>3. e. Develop a "Breakfast of Champions" format for Cabinet/Council members to take department heads to breakfast with an attribute theme for discussion (information gathering format)</p> <p>3. f. Develop a message for telephone calls on hold that is related to on-brand concepts.</p> <p>4. a. Determine the feasibility and interest of a re-designed <i>Columns</i> format.</p> <p>4. b. Secure funding for 2008-2009 to support the re-design project (if a new format is endorsed).</p> <p>4. c. Develop a scope of work for design and launch planning.</p> <p>4. d. Develop and finalize a new format and design from alumni input.</p> <p>4. e. Roll-out; printing</p>	<p>1. k. i. Secure funding for 2008-2009 ii. Collection of materials iii. Report recommendations</p> <p>1. l. i. Secure funding for 2007-2008 ii. Develop itinerary for roll-out, announcement and celebration iii. Roll-out activities</p> <p>1. m. i. Secure funding for 2008-2009 ii. Initiate assessment of campus signage iii. Develop interior/exterior re-signing plan for compliance with logo/word mark iv. Implement recommendations for sign conversions</p> <p>1. n. i. Develop plan for sharing integrating concepts and identifying Council reps. ii. Implementation of new merchandizing designs</p>	<p>3. a. May 2007</p> <p>3. b. May 2007</p> <p>3. c. May 2008</p> <p>3. d. August 2007</p> <p>3. e. Sept.-Dec. 2007</p> <p>3. f. Nov. 2007</p> <p>4. a. Feb. 2008</p> <p>4. b. April 2008</p> <p>4. c. May 2008</p> <p>4. d. Sept.-Oct. 2008</p> <p>4. e. Oct. 2008 - Mar. 2009</p>	<p>4. a. Nov. 2007</p> <p>4. b. April 2008</p> <p>4. c. May 2008</p> <p>4. d. Oct. 2008</p> <p>4. e. Oct. 2009 - Mar. 2009</p>	

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Provide leadership in the full implementation of SUNY Cortland's Integrated Marketing Plan.				<p>2. a. Marketing coordinator position will be funded with clerical support shared with Leadership Gifts and Planned Giving</p> <p>2. b. Budget lines will be established with PSR and OTPS allocations</p> <p>3. President's Cabinet and Council members will engage in open dialog about the IMC campaign (illustrate in speeches, meeting agendas/discussions, correspondences, etc. Support for the campaign will be provided with a top down visionary perspective. On-brand initiatives will emanate from Cabinet/Council members.</p> <p>4. a. A proposal for a new format will be brought to the Alumni Association Board for consideration</p> <p>4. b. Funding proposal approved</p> <p>4. c. Contract written and vendor chosen</p>			

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Provide leadership in the full implementation of SUNY Cortland's Integrated Marketing Plan.				4. d. New design layout and creative concepts reviewed and approved via alumni input 4.e. New <i>Columns</i> printed and distributed			

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<p>Successfully launch a comprehensive capital campaign.</p>		<p>1. Hire consultant for campaign feasibility study.</p> <p>2. Advocate for the development of an updated institutional strategic plan for the College.</p> <p>3. Develop a comprehensive stewardship program.</p> <p>4. Develop a case statement.</p> <p>5. Identify the wants/needs of the College so money can be raised for private support.</p>	<p>1. a. Draft letter</p> <p>1. b. Ask CASE for consultant list – May 1</p> <p>1. c. Ask SUNY for consultant list</p> <p>1. d. Develop Ad hoc Committee to review.</p> <p>2. a. Discuss at Cabinet (suggest we do it at Raquette Lake Retreat)</p> <p>3. a. Hold series of meetings to review current stewardship strategies – Spring 2007</p> <p>3. b. Develop new strategies, determine best approaches and implement changes – Fall 2007</p> <p>4. Case Statement written and approved by Foundation Board</p> <p>5. a. Interview areas which support College’s strategic goals – Spring 2007</p> <p>5. b. List areas of needed support – Spring 2007</p> <p>5. c. Review list with all gift officers – Spring 2007</p>		<p>1. a. Fall 2007</p> <p>1. b. May 1, 2007</p> <p>1. c. May 1, 2007</p> <p>1. d. Spring 2007</p> <p>2. a. June 2007?</p> <p>3. a. Spring 2007</p> <p>3. b. Fall 2007</p> <p>4. Spring 2008</p> <p>5. a. Fall 2007</p> <p>5. b. Fall 2007</p> <p>5. c. Spring 2008</p>		<p>1. VPIA, Foundation Board</p> <p>2. VPIA</p> <p>3. VPIA</p> <p>4. VPIA</p> <p>5. VPIA</p>

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<p>Create a campus culture that understands and values the relationship between alumni and the College.</p>		<p>1. Provide opportunities to build campus-initiated “tradition” for students which work to build affinity to the College, its history and its alumni.</p> <p>2. Develop programs to utilize alumni in student programming.</p> <p>3. Create online community.</p> <p>4. Develop guidelines for/interaction with alumni to include departmental fundraising.</p> <p>5. Create faculty publication that outlines the function, purpose, etc. of the Alumni Association at SUNY Cortland.</p> <p>5. Alumni Affairs staff attends all department meetings on bi-annual basis – describe program.</p>	<p>1. To invest the time and resources to develop a homecoming weekend that includes events that are appealing to students</p> <p>1. a. To bring back Greek organizations and /or affinity group(s) for homecoming that create the best chance for increasing young alumni participation</p> <p>1. b. To actively participate on the campus Homecoming Planning Committee</p> <p>1. c. To set aside funding in the alumni budget for Homecoming Weekend</p> <p>2. To organize four to six alumni panels for students each year</p> <p>3. Review potential providers</p> <p>4. To continue to improve upon the two a year newsletter approach</p> <p>5. Contact three Deans to schedule bi-annual meetings with Dean’s Council</p>	<p>1. The number of alumni who return to campus</p> <p>1. a. Number of students and student groups who participate in Homecoming.</p> <p>2. Alumni and student participation.</p> <p>3. Select provider by Fall 2007.</p> <p>4. Number of departments that utilize the recommended newsletter format on line.</p> <p>5. Establishing meetings and attending.</p>	<p>1. Fall 2008</p> <p>2. Spring 2008</p> <p>3. Summer 2008</p> <p>4. Spring 2008</p> <p>5. Spring 2008</p>	<p>1. \$5-\$10k alumni funds and staff.</p> <p>2. Staff time</p> <p>3. \$34,000 plus staff</p> <p>4. Staff time</p> <p>5. Staff</p>	<p>1. Executive Dir. Alumni Affairs</p> <p>2. Executive Dir. Alumni Affairs</p> <p>3. Executive Dir. Alumni Affairs</p> <p>4. Executive Dir. Alumni Affairs, Dir. Cort. Fund</p> <p>5. Executive Dir. Alumni Affairs</p> <p>5. Executive Dir. Alumni Affairs</p>

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<p>Incorporate new and existing technology to successfully communicate with constituents.</p>		<ol style="list-style-type: none"> 1. Implement IA newsletter. 2. Implement On Base project. 3. Implement content management system. 4. Be involved in and develop division plan to implement campus technology changes. 5. Support professional development of staff to determine best uses of technology to achieve departmental and divisional goals. 6. Add RSS feeds, blogs, virtual tours, etc. to Web. 	<ol style="list-style-type: none"> 1. a. Conduct searches for newsletter and writer and identify internal staff resources 1. b. Create newsletter design that is on brand 1. c. Communicate with campus community about newsletter/survey 2. Scanners are purchased with initial meeting completed. Training and specific access privileges and responsibilities not yet defined. 3. Research content management systems 4. a. Discuss structure of tech: advisory group at Cabinet to ensure IA is represented. 4. b. Allocate budget for tech training 5. a. Create RSS feeds, conduct research about blogs, hire freelancer 5. b. Allocate budget for tech training \$1,500 year each year 	<ol style="list-style-type: none"> 1. a. Newsletter is up and running 1. b/ Periodic surveys will follow newsletter launch 2. Eliminate paper files, lessen chance of duplicate constituent information, ability to share information more efficiently 3. Content management system is up and running, staff training has taken place 5. RSS feeds, blogs, virtual tours will be added to the Web site 	<ol style="list-style-type: none"> 1. June 1, 2008 2. Sept. 2007 implementation date. Ongoing process. 3. Jan. 1, 2008 5. Oct. 30, 2007-Aug. 15, 2008 	<ol style="list-style-type: none"> 1. \$32,585 for funding full-time newsletter and writer positions 2. Current staff responsibility, work study students 3. \$50,000 for content management system software and server 4. b. \$1,500 each year 6. \$5,000 for freelancer to create virtual tour 	<ol style="list-style-type: none"> 1. Dir. Pub. & Elec. Media, Executive Dir. Alumni Affairs, Dir. Public Relations, VPIA 2. Database Admin. 3. Dir. Pub. & Elec. Media 4. VPIA 4. VPIA 5. Dir. Pub. & Elec. Media

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Develop a governmental relations plan for the College.		1. Establish a formal process and a timeline for determining College's governmental relations' needs/goals and securing legislative endorsement for them on an annual basis.	<p>a. Schedule quarterly meetings with the President to discuss the College's federal and state governmental short-term and long-term objectives and priorities based on campus needs and Memorandum of Understanding terms.</p> <p><i>Federal Relations</i></p> <p>b. Work with the President and the Assistant Vice President for Research and Sponsored Programs in determining the 3-5 concepts that will be pursued for federal funding for that given year. The assistant vice president will both identify faculty/staff who will conduct the research and will also complete the appropriate forms. This process needs to be completed by May.</p> <p>c. Create a one-page abstract detailing each concept.</p> <p>d. Work with the President's Office in scheduling visits to the local and Washington, D.C. offices of the two New York State senators and the Congressman representing SUNY Cortland. The purpose of the visits is to explain the significance of the proposed concepts.</p> <p>e. Keep SUNY abreast of our proposals through regular contacts with the Government Relations Office. Coordinate actions with SUNY office in Washington, D.C.</p>	<p>a. Actions are accomplished within the set deadlines</p> <p>b. Concepts reflect College needs and MOU objectives</p> <p>c. One or more of the proposed concepts are funded</p>	October 2009	Travel costs to accompany the President during office visits to the College's Senate and Congressional representatives in Central New York and Washington, D.C.	1. Dir. Public Relations

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Develop a governmental relations plan for the College.			<p>f. Based upon feedback from the legislators and their staff members, narrow the number of proposals to those most likely to be supported for funding. Send the revised list by September to the respective legislators and to the SUNY System Government Relations Office.</p> <p>g. Follow-up visits to the three offices should be made in October.</p> <p><i>State Relations</i></p> <p>h. Attend the SUNY Government Relations Summit in January/February to be briefed about the Governor's budget and its impact upon SUNY and to learn about SUNY's priorities with regard to the impending state budget</p> <p>i. Work with President's Office in scheduling Cortland Coalition campus meetings with the College's state Senate and Assembly representatives in February and March.</p> <p>j. Coordinate College's participation in SUNY Day each spring.</p> <p>k. Maintain regular contact with the local Senate and Assembly members' regional staff.</p>				

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Forecast the financial needs of the Alumni Association and the Foundation to ensure stability.		<ol style="list-style-type: none"> 1. Conduct thorough analysis of financials of Foundation and Alumni Association to determine current and projected conditions. 2. Secure long range commitment from campus to insure current level funding for state supported positions and initiatives. 3. Identify revenue streams for the Alumni Association which will support financial stability. 4. Identify priorities of the College in order to effectively share with prospective donors. 5. Identify College financial needs, create appropriate giving opportunities and use database to match inclination with specific financial needs. 6. Ask fundraisers to provide revenue projections for budget development. 	<ol style="list-style-type: none"> 1. To review on a quarterly basis (PeachTree accounting system) expenditures and revenues for Alumni Program and House. 2. Discuss at Cabinet to secure commitment. 3. a. Continue to investigate the potential for maintaining and/or increasing revenue support from US Bank (affinity credit card). Liberty Mutual (affinity home/auto insurance). College laundry (ASC). Alumni Voluntary fee. 3. b. Re-establish a revenue plan for Foundation support based upon agreed upon cost sharing (1992 plan) between Alumni Assoc. and Fdn. 3. c. To increase The Alumni house endowment to \$1.5 million. 4. a. Encourage strategic planning exercise by leadership. 4. b. Interview area heads which relate to campus strategic initiatives. 4. c. Develop written piece for all fund raisers. 5. a. Discuss strategic needs with Cabinet. 5. b. Develop plan for giving opportunities with staff and Foundation Board. 	<ol style="list-style-type: none"> 1. Accuracy of the financial data (expenditures and revenues) when compared to proposed budget and expenditures and revenues from previous year. Also, are spending/revenue patterns identifiable making it easier to make accurate/future prediction. 3. The amount of revenue that is predictable through long term agreements and experience. 	<ol style="list-style-type: none"> 1. 2007-2008 fiscal year. 2. Summer 2007 3a. US Bank - Summer 2010. Liberty Mutual - Jan. 2008. Laundry - Summer 2007. Alumni Volunteer Fee - March 2008. 4. a. Summer 2007 4. b. Fall 2007 4. c. Fall 2007 5. b. Fall 2007 6. Ongoing 		<ol style="list-style-type: none"> 1. Executive Dir. Alumni Affairs, Man. Fin. Ops. 2. VPIA 3. Executive Dir. Alumni Affairs 4. VPIA 5. VPIA 6. VPIA

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Forecast the financial needs of the Alumni Association and the Foundation to ensure stability.			6. Discuss with individuals, as needed.				

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<p>Improve lines of communication between and among IA staff and functions.</p>		<p>1. Clarify staff roles and responsibilities.</p> <p>2. Begin systems documentation for processes in each department of IA. All directors/managers should attempt to complete this documentation through the year for each process then VPIA would work with them to improve process.</p> <p>3. Create an online project/event Executive system that entire IA staff can view.</p> <p>4. Conduct regular meetings between departments.</p> <p>5. Meet regularly with IA directors to determine publications and Web needs.</p> <p>6. To hold bi-monthly meetings with all IA staff to review current and future alumni communications.</p>	<p>1. Review all performance programs and share across the Division.</p> <p>2. Create list of annual projects, deadlines and production methods</p> <p>3. a. Attend FileMaker Pro session at SUNY CUAD</p> <p>3. b. Obtain FileMaker Pro training</p> <p>3. c. Enter data in FileMaker Pro</p> <p>3. d. Purchase and install FileMaker Pro.</p> <p>4a. Develop interdepartmental meeting schedule.</p> <p>4b. Set schedule for 2007-08.</p> <p>5. Set up annual meeting with directors at start of calendar year</p>	<p>2. Systems documentation will be complete.</p> <p>3. FileMaker Pro will be installed, staff trained, and data entered; System will be up and running</p> <p>5. Meetings will be scheduled and take place</p>	<p>1a. Spring 2008</p> <p>2. Aug. 15, 2008</p> <p>3. Dec. 20, 2007</p> <p>4b. Summer 2007</p> <p>5. Dec. 20, 2007</p> <p>4a. Summer 2007</p>	<p>3. a. \$540 for FileMaker Pro software</p> <p>3. b. \$1,000 for staff training on FileMaker Pro software</p>	<p>1. VPIA</p> <p>2. All Directors/Managers</p> <p>3. Dir. Pub. & Elec. Media</p> <p>4. VPIA</p> <p>5. Dir. Pub. & Elec. Media</p> <p>6. VPIA</p>