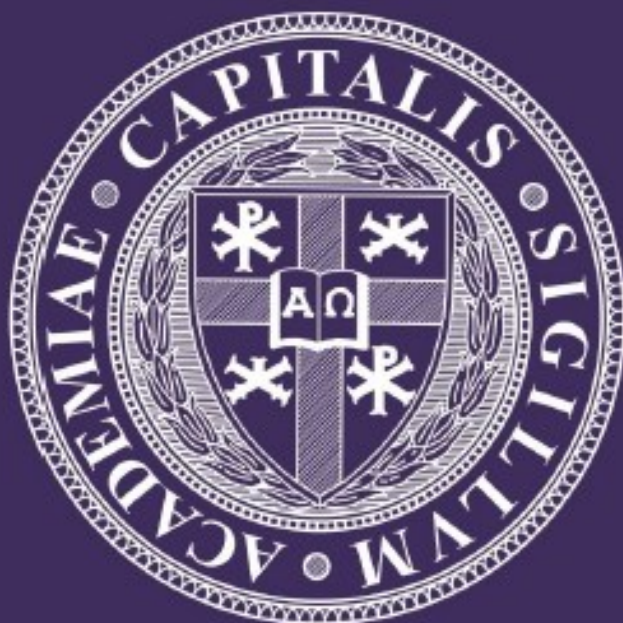


Capital University

Annual Priorities Update Report 2025 - 2026

Prepared for the
Capital University Faculty, Staff, & Administrators

May 26, 2026



www.capital.edu

PURPOSE

Grounded in Mission. Focused on Impact. Open to Possibility.

We will advance Capital University’s mission of transforming lives through academic, personal, and professional experiences—rooted in Lutheran values and open to the diverse needs of today’s students and society. Our purpose is to empower lives of meaning, leadership, and service through a university experience that equips students with the resilience, skills, and perspective to thrive in and contribute to a rapidly changing world

Strategic Planning. Engage in a collaborative, comprehensive five-year strategic plan development during the 2025-2026 Academic Year.

Strategic Enrollment. Continue forward momentum on strengthening enrollment through first-year, transfer, graduate, including at the Law School and Seminary, while expanding student success and cohort retention support.

Value Proposition. Solidify an overarching value proposition with tailored messaging for prospective students & families, talent attraction, alumni & donors, and corporate partners - emphasizing Capital’s distinctiveness and student/alumni success stories.

Branding & Reputation Building. Elevate Capital’s visibility by investing in messaging, media, and mission-driven moments that build pride and extend our influence - locally, regionally, and nationally.

Rooted and Open. Develop experiences for our community to learn our history, traditions, and Lutheran values, clarifying how these values connect to inclusion, integrity, and service.

Academic & Career Readiness. Explore and develop programs to strengthen our academic offerings and the career readiness of undergraduate and graduate students, including financial literacy and advocacy skills.

Internal Communication & Storytelling. Enhance internal communication and consistently share student, faculty, staff, and alumni stories to foster shared identity and strengthen Capital’s purpose.

 **Indicates Priority of Emphasis for 2025-2026 Academic Year**

PEOPLE

Student-Centered. Relationship-Rich. Mission-Driven.

We will foster a culture where students, faculty, staff, and alumni are known, valued, and supported. Capital will be a place of connection and growth, fostering learning, mentoring, leadership, and listening, where we invest in the capacity, development, and well-being of all who comprise the CapFam.

Promote Shared Governance. Determine avenues to strengthen shared governance, communication, and transparency within our community of learners.

Employee Investing. Position Capital competitively through a salary and benefits study, with a phased action plan for faculty, staff, and adjunct compensation, tied to overall institutional financial health.

Talent Attraction. Continue to attract high-quality faculty and staff, including critical leadership hires during the 2025-2026 academic year.

Quality of Life. Conduct baseline assessment and comparison leveraging the Great Colleges to Work For® survey and develop an action plan for future enhancements.

Profound Sense of Belonging. Continue our commitment to support each community member’s well-being and sense of belonging, ensuring that CapFam is intentionally lived out and inclusive.

Student-Ready Model. Invest in support systems and resources to meet students where they are, continually enhancing our commitment to being a student-ready and student-retaining campus.

Board Development. Collaborate with trustees and advisory boards to further their development and leverage their expertise.

Onboarding & Transitions. Create comprehensive onboarding and offboarding processes to ensure clarity, continuity, and connection for employees and students.

Staff Governance. Explore mechanisms for staff voice and shared governance to strengthen institutional decision-making.

PURSUIITS

Academic Excellence. Signature Experiences. Lifelong Readiness.

We will elevate Capital’s distinctiveness by integrating academic innovation, co-curricular learning, athletics, and professional pathways to ensure that every student is prepared for a purposeful life and career. Our engaged learning community will be rigorous, relevant, and rooted in the liberal arts while also expanding into high-demand fields and dynamic partnerships that enhance lifelong readiness.

Academic Innovation. Explore and develop new undergraduate majors and master’s programs that align with emerging workforce needs by integrating interdisciplinary learning, faculty creativity, and market-responsive programs.

Signature Experiences. Define, measure, and scale high-impact practices and distinctly Capital experiences, including undergraduate research, global learning, service, internships, and leadership programs to connect learning to purpose and impact.

Co-Curricular & Extra-Curricular Exploration. Strengthen a campus environment, including athletic expansion, that promotes student engagement, leadership development, and identity formation through vibrant co- and extracurricular opportunities.

International Student Support. Assess and enhance support systems for international students to increase retention, belonging, and successful transition.

Innovative Partnerships. Cultivate external partnerships with regional employers, nonprofits, and academic collaborators to create new pathways for student success, experiential learning, and community engagement.

Career & Professional Readiness. Establish a comprehensive career readiness framework and structured alumni mentorship and internship pipeline by integrating academics, co-curriculars, and industry pathways to prepare students with resilience, advocacy, and practical skills.

2025-2026 Capital University
Annual Priorities

PLACE

Rooted in Bexley. Engaged in Columbus. Visible in the Region.

We will steward and reimagine Capital’s physical, digital, and relational spaces to foster community, inspire innovation, and strengthen our role as an anchor institution. From Bexley and Downtown Columbus to Central Ohio and beyond, Capital’s sense of place will serve as a catalyst for experiential learning, civic engagement, and meaningful partnerships that expand our visibility and impact.

Campus Planning. Building on existing and recent work by delivering a comprehensive campus plan that includes addressing underutilized and abandoned spaces to inform the future strategic and comprehensive fundraising campaign.

Law School Facilities Plan. Develop and implement a sustainability-focused facilities strategy for discrete projects at the Law School to stabilize high-impact areas, address critical infrastructure needs, and ensure long-term viability of the downtown campus.

Residential Life & Student Spaces. Evaluate and enhance student housing and communal spaces to support a vibrant and engaging residential experience.

Virtual and Online Capacity Building. Assess and expand Capital’s digital infrastructure and instructional capabilities to support growth in online and hybrid offerings, enhance learning environments, and ensure accessibility across modalities.

Community Engagement. Strengthen institutional engagement with Bexley, Columbus, and Central Ohio through mutually beneficial partnerships, volunteerism, and applied learning opportunities.

Pride of the Purple. Explore pathways to elevate institutional pride and engagement across campus and within the Bexley and Columbus communities - fostering a shared sense of identity, connection, and celebration of Capital.

Digital Presence. Improve IT reliability, Wi-Fi, and Capital’s digital presence (faculty pages, departmental sites, online visibility) as essential components of “Place.”

RESOURCES

Stewardship with Strategy. Generosity with Vision. Growth with Integrity.

We will ensure the long-term vitality of Capital through bold fundraising, clear priorities, efficient resource use, and diversified revenue generation. With transparent decision-making, shared responsibility, and mission-aligned investment, we will strengthen our capacity to serve students, support our people, and fulfill our promise to future generations.

Financial Stability. Deliver a clear, actionable financial plan to reduce deficits, control costs, and increase non-tuition revenue, ensuring sustainable operations and budget alignment.

Endowment Growth. Advance long-term financial health by increasing endowed support through donor engagement and targeted campaigns.

Explore Alternative Revenue Sources. Identify and evaluate new revenue-generating opportunities, including partnerships, auxiliary enterprises, and academic innovation.

Comprehensive Plan Development. Conduct a feasibility study for a comprehensive campaign to support Capital’s strategic priorities and position the university for its third century.

Enhance Annual Giving. Strengthen and scale annual giving programs through segmentation, volunteer engagement, and alignment with impact-based messaging.

Leverage Initiative Resources. Expand the President’s Excellence Fund to seed innovation in enrollment, brand elevation, and academic development.

Develop GAP Program. Design and pilot a donor-supported “Close the Gap” scholarship initiative to provide stackable financial aid for students with unmet need.

Digital Stewardship. Streamline IT systems and software to improve efficiency and accessibility for students, faculty, and staff.

Sustainability and Stewardship. Integrate sustainability goals through AASHE Stars Reporting baseline into facilities, planning, and operations.

EXECUTIVE SUMMARY

As we conclude the 2025-2026 academic year, this Annual Priorities Update Report offers a transparent, institution-wide accounting of the work undertaken across all 38 institutional priorities identified in our Annual Plan. Developed in partnership with the University Leadership and Cabinet, the report demonstrates the breadth, depth, and discipline of progress made across our five guiding pillars - **Purpose, People, Pursuits, Place, and Resources** - and connects that progress to the launch of Capital's new five-year Strategic Plan, Capital Rising.

This year was defined by both ambition and execution. We launched and substantially completed an inclusive Strategic Planning process, conducted four successful Cabinet-level searches, advanced an institution-wide compensation and benefits study, selected an architecture partner to lead comprehensive Campus Planning, and delivered a powerful Inauguration Week that reached more than 79 million media impressions. We also strengthened Strategic Enrollment through expanded pipelines and predictive modeling, deepened our community partnerships across Bexley and Central Ohio, and made measurable progress toward financial sustainability through disciplined fiscal management and donor engagement.

Among our Priority Level 1 initiatives, several stand out as particularly mission-critical:

- **Strategic Planning (1.1)** moved from formation to full implementation, with the strategic plan, initiatives, and metrics set for Board adoption in June 2026 and a public dashboard launching to follow.
- **Strategic Enrollment (1.2)** advanced through 30,000 expanded lead acquisition, predictive modeling, new statewide transfer pathways with Washington State and Zane State, and a multi-channel yield campaign supporting the Fall 2026 entering class.
- **Value Proposition (1.3)** was sharpened through the Capital Rising visual identity, 14 distributed Capital Stories, and the integration of Lightcast career outcome data across program web pages this summer.
- **Employee Investing (2.2)** advanced through the selection of CBIZ and the completion of the Job Analysis Questionnaire process, with study results expected by July 2026 and a phased action plan to follow in the FY27 budget.
- **Talent Attraction (2.3)** successfully concluded with the appointments of Keirsten Moore as Provost, Stephanie Sanders as VP for Strategic Enrollment Management and Marketing, Marc Falkoff as Dean of the Law School, and Damon Brown as VPSE.
- **Co-curricular Pursuits (3.3)** expanded with the launch of Esports under a national-title-winning director, the Pep Band, and active Men's Tennis recruiting—each designed to strengthen recruitment and retention.
- **Campus Planning (4.1)** selected BHDP through a competitive RFP and is on schedule to deliver a comprehensive campus plan for Board approval in October 2026.
- **Community Engagement (4.5)** deepened with new civic leadership roles, Inauguration Week partnerships, and a commissioned economic impact study to quantify Capital's regional contribution.
- **Financial Stability (5.1)** moved forward through the Financial Sustainability Plan, EAB-led enrollment leveraging, and new athletic and academic offerings designed to grow net tuition revenue.
- **Comprehensive Plan Development (5.4)** is positioned for a campaign feasibility engagement with Johnson Grossnickle and Associates, building on regional alumni engagement and successful micro-campaigns.

These examples reflect the resilience, creativity, and dedication of our community. Even amid human and financial constraints, Capital is moving forward - guided by mission, strengthened by purpose, and inspired by the people who make up the CapFam. The at-a-glance summary that follows provides a quick status view of all 38 priorities, with detailed progress reports beginning thereafter.

I am deeply grateful to our faculty, staff, and administrators for their leadership and service, and to our Board of Trustees for their stewardship and partnership. Together, we are ensuring that the work we do today strengthens the Capital of tomorrow.

With pride in the purple,



Jared R. Tice, Ed.D.

President, Capital University

ANNUAL PRIORITIES AT-A-GLANCE

End-of-Year Status Snapshot | May 26, 2026 | 2025-2026 Academic Year

● On Track ● Some Disruption ● Major Disruption ● Completed ● Discontinued

Priority Level Distribution: Level 1 (Mission-Critical): 13 | Level 2: 18 | Level 3: 7

#	Priority	Lvl	Summary
PURPOSE Grounded in Mission. Focused on Impact. Open to Possibility.			
1.1	Strategic Planning	L1	Five-year plan moved from formation to full implementation; Board adoption set for June 2026.
1.2	Strategic Enrollment	L1	Expanded pipelines, predictive modeling, new transfer pathways, and multi-channel yield campaign for Fall 2026.
1.3	Value Proposition	L1	UVP white paper authored; Capital Rising visual identity launched; Lightcast career outcome data rolls out across program pages this summer.
1.4	Branding & Reputation Building	L2	125+ media appearances and 79M+ Inauguration Week impressions; cinematic brand film slated for Fall 2026.
1.5	Rooted and Open	L3	Seminary energy projects advanced; University Pastor search relaunched with May/June interviews.
1.6	Academic & Career Readiness	L2	HLC Assurance Argument drafted and Gardner First-Year Redesign completed; site visit October 5-6, 2026.
1.7	Internal Communication & Storytelling	L3	Capital You, SCE, and Capital Stories newsletters sustained; centralized email policy proposed for review.
PEOPLE Student-Centered. Relationship-Rich. Mission-Driven.			
2.1	Promote Shared Governance	L2	Town Halls, faculty/Board engagement, expanded Cabinet, and Presidential Open Office Hours established.
2.2	Employee Investing	L1	CBIZ selected and Job Analysis Questionnaire complete; study results expected July 2026.
2.3	Talent Attraction	L1	Four Cabinet-level or executive searches concluded: Moore (Provost), Sanders (SEM&M), Falkoff (Law), Brown (VPSE).
2.4	Quality of Life	L1	Great Colleges to Work For® survey administered with 56% participation; results July/August 2026.
2.5	Profound Sense of Belonging	L2	Restructured SCE/ODI vacancies caused short-term disruption; hirings anticipated mid-summer 2026.
2.6	Student-Ready Model	L2	Slate for Student Success launched with role-based dashboards; EdSights integration on schedule for summer.
2.7	Board Development	L2	Trustee Fellows program launched and Board effectiveness survey produced five committee action items.
2.8	Onboarding & Transitions	L2	CapCentral New Hire hub expanded; audits and IT coordination plan complete by late summer 2026.
2.9	Staff Governance	L2	Presidential 1:1s, monthly socials, Town Halls, and February staff/Board meeting completed.
PURSUIITS Academic Excellence. Signature Experiences. Lifelong Readiness.			
3.1	Academic Innovation	L2	MSW and redesigned MBA launched; Data Science pivoted to certificate, ABA paused due to retirements.
3.2	Signature Experiences	L2	97% of seniors engaged in HIPs; Pep Band launched with director hired and multiple Strategic Plan Initiatives submitted.
3.3	Co-curricular & Extra-curricular Pursuits	L1	Esports launched with national-title director and Esports Foundry partnership; Pep Band and Men's Tennis active.
3.4	International Student Support	L3	CGE staffing transitions complete; new orientation, workshops, and Columbus partnerships in place for Fall.
3.5	Innovative Partnerships	L2	New corporate partnerships (Cardinal Health, Loeb Electric); articulation agreements signed with Washington State and Zane State.

	#	Priority	Lvl	Summary
	3.6	Career and Professional Readiness	L1	490 students reached via 40 classroom presentations; 58+ employers engaged across three career fairs.
PLACE Rooted in Bexley. Engaged in Columbus. Visible in the Region.				
	4.1	Campus Planning	L1	BHDP selected through RFP; community input phase underway, final plan to Board October 2026.
	4.2	Law School Facilities Plan	L2	Carrels lighting and classroom tech upgrades complete; BHDP visioning session held May 2026.
	4.3	Residential Life and Student Spaces	L2	Cotterman and Schaaf activations underway for Fall 2026; accessibility study scheduled for summer.
	4.4	Virtual and Online Capacity Building	L3	Slate launched, AI Guidebook deployed, and AI Strategist Initiative submitted; Anthology contingency in place.
	4.5	Community Engagement	L1	President joined One Columbus Economic Development; commissioned SOML economic impact study for summer.
	4.6	Pride of the Purple	L2	SAAC and POTP planning FY27 signature events; Athletics Service Day and Bexley Chamber Day held.
	4.7	Digital Presence	L2	Network/Wi-Fi upgrade and Site Improve deployed; IMC ticketing system handling 281 requests since launch.
RESOURCES Stewardship with Strategy. Generosity with Vision. Growth with Integrity.				
	5.1	Financial Stability	L1	Financial Sustainability Plan developed; EAB enrollment leveraging expanded lead acquisition by 30,000.
	5.2	Endowment Growth	L1	Phase I Clowson Field complete; micro-campaigns advancing for Indoor Track, Nursing 75th, and AI support.
	5.3	Explore Alternative Revenue Sources	L3	Initial committee discussion held; deeper exploration deferred to Strategic Planning, finalizing September 2026.
	5.4	Comprehensive Plan Development	L1	Micro-campaigns underway nationwide; JGA to lead campaign feasibility and planning Summer/Fall/Winter 2026.
	5.5	Enhance Annual Giving	L2	Multi-channel solicitation calendar and Spring 2026 Day of Giving executed; shifting to fall model for FY27.
	5.6	Leverage Initiative Resources	L2	Presidential Excellence Fund seeded via Inauguration; ~\$1M in strategic initiatives identified for summer.
	5.7	Develop GAP Program	L2	Fund established with lead gift; Financial Aid actively assisting students; donor mailing planned for early summer.
	5.8	Digital Stewardship	L3	Network/Wi-Fi upgrade complete; new Dynamic Campus CIO installed; campus IT survey planned for August.
	5.9	Sustainability and Stewardship	L3	STARS registration complete and AASHE onboarding meeting held; full assessment runs 2026-2027.

Tracking Status Distribution:

● On Track: 33 ● Some Disruption: 5 ● Major Disruption: 0 ● Completed: 0 ● Discontinued: 0

Note: A Glossary of terms is listed at the back of this report that further defines priority level and tracking status for reference

Annual Priorities Update Report

May 2026

PURPOSE

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Priority 1.1 | Strategic Planning. Engage in a collaborative, comprehensive five-year strategic plan development during the 2025-2026 Academic Year.

Priority Status: Level 1 | Tracking Status: On Track | Update: May 11, 2026

Accountable: Jared Tice | Responsible: Strategic Planning Steering Committee

Summary: Capital launched and substantially completed a comprehensive five-year strategic plan development process, moving from Steering Committee formation in October 2025 through community-wide engagement, the selection of Envisio as the planning software platform, and the development of a priority framework with KPIs and metrics. Cascading plan development, training, and initiative intake are well underway, with full Board adoption targeted for June 2026 and a public dashboard launch to follow. Progress is on track and on schedule.

Updates:

- Solicited nominations and formed the Strategic Planning Steering Committee (October 2025)
- Steering Committee has formed sub-committees to focus work in Phase 1 and Phase 2 of the plan development process (November 2025)
- University-wide survey has been developed and distributed to inform the strategic plan development process (December 2025)
- Listening sessions for both faculty and staff have begun to gain additional insights into the strategic direction of the University (December 2025)
- Analyzed and identified key themes from survey results (December 2025/January 2026)
- Begin work on assessing and developing a draft peer and aspirant peer institutional list (December 2025/January 2026)
- Vetted and decided on strategic planning software provider (Envisio) (February 2026)
- Developed and affirmed a draft strategic plan priority framework with KPIs and KRIs for Board of Trustees and community feedback (February 2026)
- Distributed University Strategic Plan to all faculty and staff and introduced Phase 3 for Cascading Plan Development (March 2026)
- Designed and developed worksheets, training documents, and intake and vetting forms for each area to develop their strategic plan and initiatives (March/April 2026)
- Identified and began training initial faculty and staff to be trained in Envisio (March 2026)
- Developed metrics/measures aligned with KPIs/OKRS to track over the life of the strategic plan (April/May 2026)

Next Steps:

- Review and receive feedback on metrics from the Strategic Planning Steering Committee and Executive Committee of the Board of Trustees to finalize (May 2026)
- Review as a Cabinet all submitted initiatives for prioritization and feedback (May 2026)
- All approved plans and initiatives to be entered into Envisio and begin tracking by the end of May 2026

- Provide strategic plan, approved initiatives, and associated metrics to the Board of Trustees at their June meeting for full adoption (June 2026)
- Launch public dashboard and strategic plan implementation website (June 2026)

Priority 1.2 | Strategic Enrollment. Continue forward momentum on strengthening enrollment through first-year, transfer, graduate, including at the Law School and Seminary, while expanding student success and cohort retention support.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Stephanie Sanders | Responsible: Derek Faasse, Jake Wuensch, Emma Schultze, Mary Cannon, Nathan Bell, Jenn Folden

Summary: Strategic Enrollment advanced significantly through expanded predictive modeling, targeted paid social pilots reaching 163K viewers, a robust suite of yield and orientation communications, and the launch of the Statewide Direct Admission Pilot and new transfer partnerships with Washington State and Zane State. New systems, new markets, and a more disciplined funnel approach position Capital for a stronger Fall 2026 entering class while building infrastructure for sustained growth across undergraduate, graduate, Law, and Trinity programs. Priority is on track.

Updates:

- Created additional reporting capabilities in Slate to allow for better tracking throughout the funnel.
- Launched improved registration processes for non-degree students.
- Utilized Encoura Smart Score to prioritize outreach to accepted TUG students and encourage the most likely applicants to enroll.
- Collaborated with Marketing to create a new Matriculant Handbook to enhance onboarding for entering Law students.
- Launched a dedicated Class of 2030 Instagram page to deliver timely updates and key information, creating an additional digital touchpoint to engage and support incoming students throughout the enrollment process.
- Piloted paid social media advertisements for ABSN, MSW, TESL, MBA, and PDEL in targeted areas, reaching a total of 163k unique viewers with over 290k impressions.
- Developed first phase of Trinity recruiting materials.
- Launched additional texting outreach for graduate programs to increase conversion at various stages of the funnel.
- Enhanced Law School Admit Packets to improve student experience and brand awareness
- Created awareness and marketing materials for Summer Courses, including a course book, posters, social media, press release, and campus signage (enrollment is trending higher than 2025).
- Drafted first comprehensive campus-wide communications calendar with a focus on billing and financial aid messaging.
- Developed a new mini campaign for FAFSA awareness, included social, internal communications, and print materials; Produced an elevated video featuring a student and Financial Aid staff member to demystify the FAFSA process and drive application completion, supporting enrollment and removing a key financial barrier for prospective students.
- Created new print materials and emails for Endowed Scholarship application campaign.
- Developed a Nursing Education Assistance Loan Program (NEALP) awareness campaign (wanting to increase from 28 recipients for 25/26)
- Built a full-cycle event email cadence for all admission visit programming, including Fall Open Houses (October & November), a Junior Open House (March), and Yield events. Each event follows a 6-touch email sequence — from a 6-week save-the-date through a day-before reminder and post-event follow-up — with templated copy developed for each touchpoint.
- Summer 2026 Orientation Emails — Created a multi-track email and SMS communication plan guiding incoming FTIC and transfer students (and their families) from deposit through the first day of

classes, covering pre-orientation checklists, event reminders, a 6-module CAP 101 drip series, and Welcome Weekend communications.

- Admissions Final Deposit Push — Developed a spring 2026 multi-channel campaign to convert accepted students ahead of the May 1 deposit deadline, including a 5-email drip sequence for students, 2 parent emails, a deadline-day text, and a 5-post social media plan across Instagram and Facebook — covering themes like campus community, residential learning communities, and the Capital and Columbus value proposition.
- Crafted new outreach messaging for 2-year PTK students encouraging transfer to Capital.

Next Steps:

- Develop a comprehensive omni-channel marketing strategy that re-establishes the university's presence across both traditional and emerging media channels, with particular emphasis on high-visibility formats that have been underutilized or absent from the marketing mix for an extended period.
 - Audit current channel presence and identify gaps, then build an integrated plan spanning:
 - Out-of-home (OOH) advertising — billboards (static and digital), transit shelters, bus wraps, airport displays, and highway signage targeting key recruitment corridors and alumni markets
 - Cinema advertising — pre-roll and on-screen spots at movie theaters, timed to high-traffic seasons (summer blockbusters, holiday releases) aligned with enrollment cycles
 - Broadcast & streaming — local/regional TV, radio, podcast sponsorships, and connected TV (CTV/OTT) platforms
 - Print & direct mail — targeted direct mail for prospective student households, alumni magazines, and regional publications
 - Community & experiential — event sponsorships, college fairs, pop-up brand activations, and partnerships with local businesses
- Redesign and consolidate applications to create a more seamless and user-friendly application experience for prospective students across the university.
- Launch materials for the Statewide Direct Admission Pilot - including introduction, eligibility confirmation, next steps, and yield-focused storytelling. Sequence emails to align with key decision points (offer release, FAFSA completion, visit opportunities) and use clear, simplified language to reduce confusion between programs.
 - Equip high school counselors and families with ready-to-send emails and FAQ about Direct Admission, key deadlines, and how students can take action, ensuring consistent messaging across all influencers in the decision process.
- Implementation of analytics tracking across the capital.edu websites and Slate CRM for end-to-end conversion tracking and optimization.
- Develop expanded recruitment plan for travel in new markets to support enrollment growth; Build territory-level reports to give front-line recruitment staff more clear insight into trends; Collaborate between IMC and Undergraduate Admission to establish outreach plans for new markets.
- Create comprehensive plan for school counselor relations, including regular newsletter update cycle, on-campus and in-territory events, collateral specific to school counselors, and build out skills to develop relationships between Capital University and school counselors.
- Enhance use of Encoura Smart Score to better leverage prospect and inquiry outreach.
- Utilize use of Encoura Mindsets in outreach, both campaign-driven and individual by counselors and student callers.
- On May 19, presidents from Capital University, Washington State College of Ohio, and Zane State College will formally sign a set of transfer partnership agreements establishing clear academic pathways for students in high-demand fields, including business, social work, and health sciences. The agreements are designed to expand access, streamline transfer processes, and support student success from associate to bachelor's degree completion.
- Evaluate graduate and adult paid search and social media pilot to make improvements for 2026-27.
- Develop digital micro-campaigns that align with in-person graduate recruitment events.
- Launch expanded Graduate student orientation for Fall 2026.

- Continue building out Trinity Communication Flow, using existing Graduate communications as a foundation, and develop second phase of print materials.
- Further develop comprehensive campus-wide communications calendar with a focus on SCE communications and folding in graduate and Trinity messaging.
- Review and update Prospect and Admit email campaigns to better align with brand standards, Financial Aid updates, and Capital Law community updates.
- Review and update Law School Admitted Student Packets with more cohesive information and to adhere to brand standards.
- Collaborate with Marketing to update JD Admission portions of the website.
- Continue development of additional reporting opportunities in Slate, Informer, and Tableau.
- Blend athletics, esports, and the academic/Capital brand to ensure a cohesive and differentiated presence in the market for esports; Clearly define the vision for esports, along with identifying enrollment goals.
- New die-cut, travel piece, and viewbook for Fall 2026 TUG Admission travel.

Priority 1.3 | Value Proposition. Solidify an overarching value proposition with tailored messaging for prospective students & families, talent attraction, alumni & donors, and corporate partners - emphasizing Capital's distinctiveness and student/alumni success stories.

Priority Status: Level 1 | Tracking Status: On Track|

Accountable: Stephanie Sanders | Responsible: Jenn Folden, April Novotny

Summary: Capital sharpened its value proposition through a unified Capital Rising visual identity, distribution of 14 Capital Stories, and signature productions including the Chimes 100th anniversary documentary, Schumacher Gallery short film, and Inauguration Week multimedia coverage. Lightcast career outcome data will be integrated into program web pages this summer, and a Capital Rising microsite with a live strategic plan dashboard is in development. Priority is on track.

Updates:

- Produced a documentary on the Chimes student newspaper's 100th anniversary, highlighting Capital's century-long legacy of student voices and journalistic excellence.
- Produced a short film on the Schumacher Gallery, highlighting its museum-quality collections and history.
- Crafted and distributed 14 Capital Stories highlighting students, faculty, staff, and/or alumni
- Developed email and print campaign for Sound and Media Workshop and upcoming community Conservatory events.
- Developed a cohesive visual identity in alignment with the new value proposition and Capital Rising, including original artwork, custom infographics, and an Elm tree symbol, that unified the university's brand across all audiences and channels.
- Produced multimedia content to commemorate Inauguration Week (April 6–12, 2026), including video coverage, campus celebration, and commemorative tree planting, extending the reach of the milestone moment beyond campus.
- Built community partnerships with local Bexley and Columbus businesses and residents to amplify the inauguration and reinforce Capital's identity as an anchor institution in the region.
- IMC will worked closely with Jon Geyer, April Novotny, Provost Moore, deans, and others to identify more student/alumni success stories

Next Steps:

- Working with Lightcast to present career outcome data (i.e., average regional salaries, common job titles, etc.) on every program's web page to demonstrate to prospective families the outcomes of various degree paths. Rollout of this content will take place over the summer.
- Create a standalone microsite for the Capital Rising strategic plan, which will feature ongoing updates and a live dashboard of progress on the initiatives.

Priority 1.4 | **Branding & Reputation Building.** Elevate Capital's visibility by investing in messaging, media, and mission-driven moments that build pride and extend our influence - locally, regionally, and nationally.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Stephanie Sanders | Responsible: Jenn Folden, Stephanie Sanders

Summary: Capital's visibility grew substantially with 125+ media appearances from January through April, an Inauguration Week media reach exceeding 79 million impressions, and the production of a cinematic brand film slated for Fall 2026 release. Brand consistency was strengthened across digital platforms, Slate, and environmental signage, with a major 25th Anniversary creative campaign for the Capital Center now in development. Priority is on track.

- **Updates:**
- Appeared in the media over 125 times from January to April (this ranges across main Campus, Law School, and Trinity, and includes interviews throughout Central Ohio and the region).
- Media outreach for inauguration resulted in reach exceeded 79 million impressions, with eight media outlets inclusive of national syndication.
- Produced a cinematic brand film for Capital University, scheduled for release Fall 2026, designed to capture the authentic identity and spirit of Capital through elevated visual storytelling.
- Strengthened brand consistency, reach, and recognition by revising social media policy and aligning social media strategy and governance across all campus accounts, working to ensure a unified and impactful digital presence that supports broader visibility and reputation goals.
- Updated Slate branding to match updated website branding, uniting the application and Slate portals with the website to create a consistent flow.
- Met with Bexley zoning board for approval of tennis courts and scoreboard; Updated tennis courts and scoreboard signage.
- Marketing material for undergrad research, the dual degree engineering program, and future physicians program
- Updated Trinity communications with Trinity-specific branding and imagery.
- Swag orders for departments including new MSW t-shirts.
- Staged a branded residence/dorm room for admissions campus tour.
- Developed new print materials for Accessibility Services, new copy written for website.
- **Next Steps:**
- Collaborate with third-party for an on-site audit of existing signage types, styles, messages, and locations on the Bexley and law campuses.
- In partnership with athletics and the advancement office, IMC is leading creative development for the 25th Anniversary of the Capital Center, including logo design, a commemorative shirt, a branded passport program, a hype video, and a dedicated website page.

Priority 1.5 | **Rooted and Open.** Develop experiences for our community to learn our history, traditions, and Lutheran values, clarifying how these values connect to inclusion, integrity, and service.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Keirsten Moore, Rachel Wrenn | Responsible: TLS Faculty and Staff, Campus Pastor, Campus Partners

Summary: Foundational work to ground community life in Capital's Lutheran heritage progressed through Seminary engagement, a College Faculty Meditation on ELCA tradition, and the launch of five Seminary energy projects including the Interfaith Hub. The relaunched search for the University Pastor and Executive Director of Spiritual and Religious Life is underway with May/June 2026 interviews, and a NetVUE program development grant on vocational exploration is being resubmitted. Priority is on track.

Updates:

- Provost Moore and Dean Wrenn collaborated with the Associate Director for Student and Community Engagement Tristen Davis to revise the position description and launch the search for the University Pastor and Director of Campus Ministries (September 2025), which will strengthen leadership for values-based formation across the institution.
- Dean Wrenn presented the Seminary Dean's Report to the Capital University Board of Trustees (October 2025), highlighting opportunities to deepen connections to the wider university.
- The Seminary Faculty launched five "energy projects" engaging faculty and staff in revitalization efforts that reinforce institutional identity. Several align directly with this priority, including Capital Collaborations with internal partners and the development of an Interfaith Hub to support inclusive, values-informed community learning.
- Dean Wrenn offered a College Faculty Meditation on ELCA Tradition and Values (November 2025), creating shared language and understanding of the theological roots that shape our commitments.
- Submitted April 2026 NetVUE program development grant to invest in vocational exploration, led by Dr. Nate Whelan-Jackson and Associate Provost Mary Beth Bertrand, in collaboration with Director of Career Development Katie Lease, Associate Director of Student and Community Engagement Abbey Rutschilling, and Interim Dean Rachel Wrenn.

Next Steps:

- A draft of the Leadership Agenda for the next Dean of Trinity Lutheran Seminary is being circulated for input from internal and external stakeholders.
- Relaunched search for University Pastor and Executive Director of Spiritual and Religious Life with a revised leadership agenda. Campus interviews will occur May/June 2026.
- Aligned with strategic planning process, define a set of signature experiences, scalable and repeatable, that systematically introduce students, faculty, and staff to Capital's history, traditions, and Lutheran educational values.
- Received a revise and resubmit request for NetVUE program development grant, which will be resubmitted by deadline (May 26, 2026).
- Identify and pursue external funding to support the development, piloting, and integration of these experiences into onboarding processes and ongoing professional development.

Priority 1.6 | Academic & Career Readiness. Explore and develop programs to strengthen our academic offerings and the career readiness of undergraduate and graduate students, including financial literacy and advocacy skills.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Keirsten Moore | Responsible: Associate Provosts, Katie Lease, Program Chairs, Directors and Deans, Graduate Programs Committee, College Curriculum Committee, Director of Signature Learning

Summary: Capital advanced its HLC Mid-Cycle Evaluation through interdisciplinary writing teams and a Spring 2026 draft of the Assurance Argument, while completing a Gardner Institute First-Year Redesign that folded high-priority recommendations into Strategic Plan initiatives. The Law School strengthened first-year and advising programs, Career Development completed its full staffing transition, and Capital earned multiple Colleges of Distinction recognitions. Priority is on track, with HLC site visit set for October 5-6, 2026.

Updates:

- Advanced Capital University's Higher Learning Commission (HLC) 4-year Mid-Cycle Comprehensive Evaluation by establishing leadership (J. Hemmingsen, A. Karkowski, A. Stough-Hunter, T. Lahm) and interdisciplinary writing teams to develop the Assurance Argument, ensuring institutional self-assessment, reflection and accreditation that validates and strengthens program quality and integrity.
- Partnered with the Gardner Institute to conduct the First-Year Redesign self-study, led by Andrea Karkowski and Tom Snee. Formed a 9-member interdisciplinary steering committee aligned to the Institute's nine aspirational principles, convened principle teams with broad campus representation, conducted institutional philosophy review, drafted a revised First-Year Philosophy Statement; and administered student, faculty, and staff surveys.
- Completed a full professional staffing transition in Career Development with the hiring of Director Katie Lease (6/23/25) and Associate Director Kyra Csepe (12/1/25).
- Completed the Colleges of Distinction application and earned recognition as a College of Distinction, along with subgroup distinctions in Business, Education, Nursing, Career Development, and International.
- Trinity Lutheran Seminary leadership, faculty, and staff developed proposals, timelines, and budgets for five revitalization initiatives that also strengthen the broader university: Capital Collaborations, Graduate Certificates, Interfaith Hub at Trinity, Seminary without Walls, and Everyone at Trinity an Ambassador.
- Dr. Olga Shonia (Education) received a \$29,943 Ohio Department of Education grant, *Pathways to Wellness and Renewal: Preparing Every Educator to Support Every Learner*, focused on strengthening educator preparation and in-service capacity in student mental health and wellness.
- Formed the Capital Law School NextGen Bar Exam Committee to monitor national curricular best practices and emerging trends, ensuring our students are well prepared for the NextGen Bar Exam launching in Ohio in July 2028.
- The Law School revamped its first-year Foundational Lawyering Skills course, a two-semester program, which emphasizes academic, professional development, and lawyering skills. During the fall 2025 semester, students focused on learning analytical, problem-solving, writing, and oral advocacy skills. In spring 2026, all 1L students will concentrate on taking lifelong ownership of professional development, interviewing clients and negotiating on their behalf, and embracing cultural competency to become empathetic and skilled lawyers.
- All second-year students at the Law School received academic advising focused on selecting courses that align with students' career pathway interests and lawyering skill development. The Law School Academic Advising Program spans law students' three or four years in law school, with the full-time faculty, the Associate Dean for Academic Affairs, and the Assistant Dean of Professional Development providing group and individual advising.
- Capital University Law School submitted a proposal to the Ohio Attorney General's Office Prosecutor Training Program RFP and was named a finalist, with a request for clarification on targeted components. ([Ohio Attorney General awarded the grant to Cleveland State University.](#))
- Continued Gateway-to-Completion (G2C) revisions to the First-Year Seminar (Signature Learning) and other gateway courses.
- See also Priorities 3.1 and 3.6 for related work.
- Shared a full draft of the HLC Assurance Argument for community feedback in Spring 2026.
- Launch meeting for First-Year Redesign with the Gardner Institute on January 16, 2026, with work continuing through the spring semester to identify strengths, and action items. Completed the First Year Redesign process and held a Gallery Walk to prioritize the Action Items and Recommendations. Folded the high priority Action Items into Strategic Plan Initiatives.

Next Steps:

- Revise Assurance Argument and prepare community for site visit through Summer 2026; submit to HLC in September 2026; and host the site visit on October 5–6, 2026.
- Complete and submit Gardner Institute reports for the First Year Redesign.

- Convene an interdisciplinary team to evaluate undergraduate and graduate career readiness programs and develop a comprehensive plan (See Priority 3.5).

Priority 1.7 | Internal Communication & Storytelling. Enhance internal communication and consistently share student, faculty, staff, and alumni stories to foster shared identity and strengthen Capital's purpose.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Stephanie Sanders | Responsible: Jenn Folden, Laney Preston Alexander

Summary: Internal communication was strengthened through consistent Capital You, Student Experience Newsletter, Conservatory, and Nursing newsletters, alongside coordinated Strategic Planning communications and modernized inclement weather messaging. A more centralized email communication policy was proposed for review in May 2026, and new cross-campus storytelling collaborations are in development. Priority is on track.

Updates:

- Conservatory and Nursing - newsletter to faculty, staff, and alumni audiences
- Capital You – bi-weekly internal newsletter for faculty, staff, and students. Includes Capital Stories with new stories published weekly.
- Nursing 75th anniversary – invitation, newsletter
- Community messages to support Strategic planning
 - Strategic Planning community survey
 - Strategic Planning listening sessions
- Student Experience Newsletters – alternating bi-weekly newsletters distributed to students, faculty, and staff to share upcoming events, opportunities, and ongoing updates from the Division of Student Experience.
- Continued sharing and development of Community and Civic Engagement and Office of Diversity and Inclusion newsletters for opportunities and stories across campus.
- Updating inclement weather messaging
- Establishing clear internal communication processes to increase faculty/staff awareness, transparency, and connection
- Improved internal workflows in marketing to ensure that all news, events, and announcements are coordinated in deployment across print, email, web, and social media; revised the News portion of capital.edu to better communicate university press releases, announcements, and earned media featuring guest contributors from within Capital's fac/staff/students.
- Maintain and update Cap Central, central hub for HR.
- Weekly Capital Stories highlighting students, faculty, staff, and alumni.
- Proposed a more centralized, consistent policy around all campus email communication for University review (May 2026)

Next Steps:

- Proceed with internal communication policy and guidelines by asking Cabinet for review and approval.
 - New collaboration between The Chimes, WXCUC, ReCap, English Department, Media, etc. For Capital Stories.
 - Further develop a comprehensive campus-wide communications calendar with a focus on SCE communications and folding in graduate and Trinity messaging.
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PEOPLE

Student-Centered. Relationship-Rich. Mission-Driven.

We will foster a culture where students, faculty, staff, and alumni are known, valued, and supported. Capital will be a place of connection and growth, fostering learning, mentoring, leadership, and listening, where we invest in the capacity, development, and well-being of all who comprise the CapFam.

Priority 2.1 | **Promote Shared Governance.** Determine avenues to strengthen shared governance, communication, and transparency within our community of learners.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Tanya Poteet | Responsible: UFEC, Faculty Governance, Staff Council, Cabinet

Summary: Shared governance was strengthened through Fall and Spring Town Halls, faculty leadership meetings with Board leadership before October and February Board meetings, and the appointment of faculty representatives to each Board committee. An expanded monthly Cabinet now includes the Deans of Trinity and Law and the Chair of the College Faculty, and Open Office Hours have created routine access to the Office of the President. Priority is on track.

Updates:

- Held Fall semester Town Hall meetings following Board meetings to provide a forum for presenting Board actions and updates. Continued to hold Town Hall meetings during the spring semester.
- Leadership of the Board of Trustees and the President met with faculty leaders prior to the October Board meeting to engage in conversation and enhance connections between the Board and Faculty.
- Continued the practice of issuing university-wide communications from the president after Board meetings and around the Town Halls to provide key updates from the Board meetings.
- Prior to the February Board meeting, a forum for university staff to meet with Board leadership to engage in conversation about the work of the Board and the university.
- Worked with UFEC leadership to ensure at least one faculty representative was appointed to each Board committee, consistent with Board and faculty bylaws.
- Extended Cabinet once a month to include Dean of Trinity Lutheran Seminary, Dean of Capital Law School, and Chair of the College Faculty to discuss budget, enrollment, and strategic initiatives.
- Added Open office hours every other week for faculty and staff to drop into the Office of the President to create better access.

Next Steps:

- With faculty leadership elections at the end of the academic year, we will work with faculty to ensure continuity of faculty representation on Board committees and provide an orientation for new faculty representatives as needed.
- We will continue the practice from this year of having regular meetings between Board leadership and university constituencies to provide forums for communication and conversations. A meeting with faculty is planned prior to the October Board meeting, and a meeting with staff will be scheduled prior to the February Board meeting.
- Next year we will schedule regular communications from the Board to employees and from the university to the Board to improve transparency and heighten awareness of activities.

Priority 2.2 | **Employee Investing.** Position Capital competitively through a salary and benefits study, with a phased action plan for faculty, staff, and adjunct compensation, tied to overall institutional financial health.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Bill Mea | Responsible: Debbie Gaitten

Summary: Capital selected CBIZ following a competitive RFP process to conduct a comprehensive compensation and benefits study, with the Job Analysis Questionnaire process for all full-time staff completed in March 2026. CBIZ results are expected by July 2026, and the resulting phased action plan will be incorporated into the Financial Sustainability Plan and FY27 budget. Priority is on track.

Summary: Four critical Cabinet-level searches were successfully concluded during the academic year: Keirsten Moore (Provost), Stephanie Sanders (VP for Strategic Enrollment Management and Marketing), Marc Falkoff (Dean of the Law School), and Damon Brown (VPSE). Leadership agenda work for the Dean of Trinity Lutheran Seminary is finalizing, with the search posting targeted for July 2026 and conclusion by end of October. Priority is on track.

Updates:

- Prepared and distributed a Request for Proposal (RFP) to solicit proposals from seven compensation consulting firms. (October 2025)
- Met with potential proposing firms and required proposals to be submitted by the end of November. Five firms submitted proposals by the deadline. (November 2025)
- Reviewed proposals and selected CBIZ to perform the compensation and benefits study. (December 2025)
- CBIZ facilitated the Job Analysis Questionnaire process where all full-time staff employees (and their managers) were asked to provide input regarding the job descriptions for their positions. (March 2026) That information will be used to benchmark roles as well as create updated and consistently formatted descriptions across the University.

Next Steps:

- The study will be performed with input from the Expanded Budget and Planning Committee and the Cabinet, as well as other appropriate community members. The study will also include a phased action plan for implementing its recommendations. (CBIZ results will be provided by July 2026)
- The action plan will be prioritized and included in the Financial Sustainability Plan, as well as the FY 27 budget. (September 2026)

Priority 2.3 | **Talent Attraction.** Continue to attract high-quality faculty and staff, including critical leadership hires during the 2025-2026 academic year.

Priority Status: Level 1 | Tracking Status: On Track | May 14, 2026

Accountable: Jared R. Tice | Responsible: Search Committees & Debbie Gaitten

Updates:

- Received and reviewed proposals from multiple higher education search firms to consider for key searches this academic year. (September/October 2025)
- Determined to utilize a search firm for the Provost role and the Dean of the Law School Search and an in-house search for the Vice President for Student Experience (VPSE) (October 2025)
- Met with Human Resources to ensure proper procedures and invited chairs and/or co-chairs for each role to support the committee formation (October/November 2025)
- Publicly launched the searches for Provost (Academic Search), Vice President for Student Experience, and the Law School Dean (Academic Search) on the proper timeline.
- Screening candidates for Provost, VPSE, and Law School Dean began in January. On Campus interviews for all positions occurred February through April. Keirsten Moore appointed Provost in February. Stephanie Sanders was appointed as VP for Strategic Enrollment Management and Marketing in March. Marc Falkoff was appointed as Dean of the Law School in April. Damon Brown was appointed as VPSE in April 2026.
- Drafted leadership agenda for Dean of Trinity Lutheran Seminary at Capital University and socialized with Interim Dean, Provost, BOT leadership, Trinity Advisory Board, and Trinity faculty and staff for feedback (March – May 2026)

Next Steps:

- Finalizing leadership agenda for Dean of Trinity Lutheran Seminary at Capital University (May 2026)
- Finalizing Dean search timeline with proposed posting in July 2026; goal is to have search concluded by end of October 2026

Priority 2.4 | Quality of Life. Conduct baseline assessment and comparison leveraging the Great Colleges to Work For® survey and develop an action plan for future enhancements.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Debbie Gaitten | Responsible: Debbie Gaitten & Culture and Climate Committee

Summary: Following an evaluation of two competing survey platforms, Capital selected and administered the Great Colleges to Work For® survey in March 2026, achieving 56 percent employee participation. Results will be shared with the community in July and August 2026, and an action plan for implementing future enhancements will follow in September. Priority is on track.

Updates:

- Met with representatives from Engage to understand its product Top Workplaces, a competitor of Great Colleges to Work For®. Received a related proposal to use to compare to Great Colleges to Work For®. (September 2025)
- Meet with a representative of ModernThink, the company that runs Great Colleges to Work For®, to understand its product and to receive a related proposal. (January 2026)
- Selected Great Colleges to Work For® survey.
- Employees were invited to participate in the survey. (March 2026) Our employee participation rate was 56 percent.

Next Steps:

- Results will be shared with Capital in July and August 2026. (July/August 2026)
- Based on the results of the survey, create an action plan for implementing future enhancements. (September 2026)

Priority 2.5 | Profound Sense of Belonging. Continue our commitment to support each community member's well-being and sense of belonging, ensuring that CapFam is intentionally lived out and inclusive.

Priority Status: Level 2 | Tracking Status: Some Disruption | May 15, 2026

Accountable: Jon Geyer | Responsible: Student and Community Engagement and Office of Diversity and Inclusion

Summary: Capital expanded visibility and coordination of student support services across the Center for Health and Wellness, Student Success, ODI, and early alert efforts, while restructuring vacant SCE and ODI roles to better serve students. Vacancies have created some short-term disruption, with anticipated hirings targeted for mid-summer 2026, and a centralized student support landing page is in development with IMC. Priority is experiencing some disruption but is being actively managed.

Updates:

- Increased visibility and coordination of student support services, including mental health resources through the Center for Health and Wellness, Student Success, the office of Diversity and Inclusion, and early alert and intervention efforts across divisions.
- Continued to promote campus-wide efforts that support well-being, belonging, and inclusive engagement through intentional programming and outreach.
- Restructure of vacant roles in SCE and ODI to better meet the needs of students and focus on belonging, but has created some disruption with vacancies. Anticipated hirings for roles will be in mid-summer 2026.

Next Steps:

- Establish a landing page for student support resources such as emergency aid, early alert, cap cupboard, center for health and wellness, and connection to community resources. Initial meeting and timeline creation with IMC summer 2026.
- Establish a regular Community of Practice meeting to share inclusive practices in the classroom, share training and resources that focus on well-being and a sense of belonging, and support ongoing development of campus culture focused on belonging and success.
- Expand communication about resources available to faculty, staff, and students. Specifically, those focused on well-being and belonging.
- Strategically use peer-to-peer communication efforts to connect students to campus resources focused on holistic well-being (Student Success, Academic Success, the Center for Health and Wellness, the SCE, etc.).
 - Ongoing evaluation of student leader training programs to ensure a focus on resource connection and skill building around peer referral to support.

Priority 2.6 | **Student-Ready Model.** Invest in support systems and resources to meet students where they are, continually enhancing our commitment to being a student-ready and student-retaining campus.

Priority Status: Level 2 | Tracking Status: On Track | Updated May 15, 2026
Accountable: Jon Geyer | Responsible: Student Success Teams

Summary: Slate for Student Success launched in Fall 2025 with dedicated dashboards for coaches, advisors, and Student Success Advisors, and EdSights data integration is on schedule for completion in early summer 2026. A Year One evaluation with stakeholders will inform platform enhancements and risk-level assignment workflows for the coming year. Priority is on track.

Updates:

- Launched SLATE for student success at the start of Fall 2025
- Addition of dedicated dashboards for Athletic Coaches, Academic Advisors, and Student Success Advisors
- Developed workflow for early alerts
- Integration of EdSights data into Slate has begun. Coordination with Dynmaic Campus on mapping has occurred. Project on schedule to be completed early summer 2026.
 - Manual process for data input was implemented January 2026 which has allowed EdSights data to be integrated into established alert workflow.

Next Steps:

- Year one evaluation of SLATE with key stakeholders to determine gaps, set goals for next year, and create project list for platform enhancements. Deliverable summer 2026.
- Enhance automation and communication flows to create efficiency for case managers.
- Leverage data points to create and assign risk level for students based on institutional inputs.

Priority 2.7 | **Board Development.** Collaborate with trustees and advisory boards to further their development and leverage their expertise.

Priority Status: Level 2 | Tracking Status: On Track | Updated May 14, 2026
Accountable: Tanya Poteet | Responsible: Tanya Poteet, Laney Preston Alexander, April Novotny

Summary: The Trustee Fellows program was established and engaged former Board leaders through an Inauguration Week luncheon and strategic plan briefing, while the Board effectiveness survey produced five action items now assigned to Board committees. A Board committee effectiveness survey will be conducted this summer, alongside development of a Trinity Advisory Board charter and a broader board governance toolkit. Priority is on track.

Updates:

- Established the Trustee Fellows program to engage former Board leaders for continued support of the University.
- Conducted and analyzed the Board of Trustees board effectiveness survey results, developed 5 action items, assigned each action item to a Board committee for follow up action.
- Held a luncheon during Inauguration week for the Trustee Fellows to engage and provide updates on the strategic plan and other university initiatives.
- Worked with the Trinity Seminary Advisory Board to develop a board charter.

Next Steps:

- Over the summer, will conduct the survey on Board committee effectiveness to assist the Board in evaluating and improving the committees.
- Develop a toolkit to assist boards in structuring their work.

Priority 2.8 | Onboarding & Transitions. Create comprehensive onboarding and offboarding processes to ensure clarity, continuity, and connection for employees and students.

Priority Status: Level 2 | Tracking Status: On Track | Updated May 15, 2026

Accountable: Debbie Gaitten (Employees) | Responsible: Debbie Gaitten (Employees) & Jon Geyer (students)

Summary: Human Resources expanded the CapCentral New Hire hub, refined Summer Orientation, Cap 101, and Welcome Weekend content based on community feedback, and added an August orientation date to better serve out-of-state students. Audits of employee onboarding and offboarding processes are underway, with implementation improvements—including coordinated HR and Dynamic Campus IT processes—targeted for late summer 2026. Priority is on track.

Updates:

- Using CapCentral (Capital's SharePoint site), Human Resources developed a dedicated site for all HR matters, including a section dedicated to New Hires. New employees are informed of this site upon hire. This central hub provides information on policies, benefits, contacts, and other key resources. (Early 2025)
- Made edits to Summer Orientation, Cap 101, and Welcome Weekend content and schedules based on community and student feedback, best practices, and campus resources.
- Planned Winter Welcome (spring orientation) for Spring 2026 semester to be held on January 5.
- Using Cap 101, Welcome Weekend, and the Transition Team through Smooth Transitions Peer Mentors and Welcome Weekend Orientation Leaders, supported and facilitated the transition to college for incoming new FTIC and transfer students.
- CAP 101 updates for summer 2026 have been completed, and final adjustments being completed by May 2026. Distribution schedule has been altered to roll out CAP 101 after a student attends a summer orientation session.
- August orientation date has been added to accommodate out of state students and others unable to attend other sessions through the summer.

Next Steps:

- Perform an audit of employee onboarding processes and make recommendations for improvements. (May 2026)

- Perform an audit of employee offboarding processes and make recommendations for improvements. (May 2026)
- HR and Dynamic Campus are currently having ongoing meetings to determine how to better onboard and offboard employees from an IT perspective (July 2026)
- Based on audit results and IT meetings, develop an implementation plan for improvements to onboarding and offboarding processes. (August 2026)
- Explore adding a Presidential Welcome video to the New Hire page in CapCentral. (July 2026)
- Explore using the Culture & Climate Committee to further welcome and introduce new hires to the campus community. (July 2026)
- Debbie Gaitten and DeVante Draine are discussing the possibility of having his office conduct regular campus tours for new hires. (July 2026)

Priority 2.9 | Staff Governance. Explore mechanisms for staff voice and shared governance to strengthen institutional decision-making.

Priority Status: Level 2 | Tracking Status: On Track | Updated May 14, 2026

Accountable: Jared Tice | Responsible: Tanya Poteet, Laney Preston Alexander

Summary: Staff voice was strengthened through Presidential 1:1 meetings, departmental engagement, monthly faculty/staff socials, consistent Town Halls, and strategic placement of staff representation on Strategic Planning and key searches. A staff/administrator meeting with Board leadership was held in February 2026, and engagement initiatives including Presidential Pop-ups, Donuts and Dialogue, Purple Fridays, and Coffee Hours will continue into the next academic year. Priority is on track.

Updates:

- Presidential commitment to meeting 1:1 with all employees and listening to their thoughts, concerns, and questions.
- President actively engaging with administrative departmental meetings to better understand needs, challenges, and opportunities within the department.
- President actively and intentionally attending various events on the Bexley, Trinity and Law School to ensure we are covering all areas.
- Consistent faculty & staff socials for employees – working to hold about one event per month.
- Held consistent Town Halls & direct communications throughout the 2025-26 academic year.
- Strategically placed staff/administrator representation on strategic planning (1.1) and key searches (2.3) for additional representation
- Staff/Administrator meeting with Board leadership prior to February 2026 meeting completed on Feb 25, 2026
- Held end of the year picnic for all employees as a continued employee engagement initiative

Next Steps:

- Continue 1:1 meetings throughout the next academic year.
 - Continue employee engagement initiatives - founders day celebrations
 - Will continue to hold a variety of open dialogue sessions for faculty and staff such as: Presidential Pop ups, Donuts and Dialogue, Purple Fridays, Coffee hours.
 - Will include opportunities for staff input into strategic initiatives such as master planning and campaign planning.
 - Town Halls will continue next year as a mechanism to provide updates on university work and an opportunity for questions and input.
 - President will continue open hours for all employees to drop in
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PURSUIITS

Academic Excellence. Signature Experiences. Lifelong Readiness.

We will elevate Capital's distinctiveness by integrating academic innovation, co-curricular learning, athletics, and professional pathways to ensure that every student is prepared for a purposeful life and career. Our engaged learning community will be rigorous, relevant, and rooted in the liberal arts while also expanding into high-demand fields and dynamic partnerships that enhance lifelong readiness.

Priority 3.1 | **Academic Innovation.** Explore and develop new undergraduate majors and master's programs that align with emerging workforce needs by integrating interdisciplinary learning, faculty creativity, and market-responsive programs.

Priority Status: Level 2 | Tracking Status: On Track, Some Disruption |

Accountable: Keirsten Moore | Responsible: Program Chairs, Directors and Deans, Graduate Programs Committee, College Curriculum Committee

Summary: Capital launched the MSW and redesigned MBA with 4+1 pathways and advanced multiple new undergraduate majors and minors through the College Curriculum Committee for the 2026-27 Bulletin. Graduate program development saw a strategic pivot for Data Science (to a Business Analytics certificate/MBA specialization), continued progress on Art Therapy, and a pause on Applied Behavior Analysis due to VRP-related retirements, while a market and needs assessment is underway for future graduate nursing pathways. Priority is on track with some disruption being actively managed.

Updates:

- Launched the MSW (ASAP and Traditional) and redesigned MBA for 2025–26, each offering a 4+1 pathway for Capital undergraduates.
- Undergraduate curricular revisions and proposals currently under review by the College Curriculum Committee for the 2026–27 Bulletin, supporting continuous academic program improvement. Proposals include:
 - **New Majors/Minors:** Dual Primary and Intervention Specialist Major and Licensure (PK–5); Music Minor; Music Technology Minor; Jazz Studies Minor
 - **Significant Revisions:** Sociology (major and minor); Criminology (major and minor); Nursing (TUG and ABSN)
- Graduate Program Development:
 - **Data Science (Launch Goal: Fall 2027):** Experiencing delay due to the impact of rapidly shifting U.S. policy on international student recruitment; reevaluating the target audience and exploring a 4+1 model for domestic undergraduates. Proposal under internal review.
 - **Art Therapy (Launch Goal: Fall 2027):** Rachel Nelms collaborating with Clinical Mental Counseling faculty on program development. Evaluating pro forma.
 - **Applied Behavior Analysis:** Development paused due to significant faculty retirements in the psychology department with VRP.
- Suspended admission to the MSN due to persistent low enrollment. Conducting a market and needs assessment and feasibility analysis for alternative graduate nursing pathways.
- Completed College Curriculum Committee review and prepare approved undergraduate program revisions and new majors/minors for inclusion in the 2026–27 Bulletin.
- Data Science, Art Therapy Masters and exploration of Nursing graduate programs have all been submitted as Strategic Plan Initiatives.
- Year 2 for offering Sports Business major shows strong prospective student deposits.
- Innovative 90-credit hour degree programs have been submitted as Initiatives in the University Strategic Plan.

Next Steps:

- Revise Data Science degree to graduate Business Analytics certificate/MBA specialization due to disruption in international education marketthe Data Science degree to graduate with a Business

Analytics certificate/MBA specialization due to disruption in the gh internal review in AY 26-27 and then HLC and ODHE review as needed.

- Move Art Therapy proposal through internal review in AY 26-27, positioning both for subsequent HLC and ODHE review and approval processes.
- Utilize strategic planning process to prioritize academic program development, considering resource needs, market and needs assessment, ROI.
- Conduct the market and needs assessment for future graduate nursing programs within the strategic planning framework, including institutional conversations about demand, capacity, physical infrastructure, and other resource needs to shape the direction.
- Begin outlining a multi-year academic innovation roadmap, grounded in strategic planning, that prioritizes program opportunities based on workforce needs, institutional strengths, and resource implications.
 - Strengthen employer and alumni engagement channels to validate workforce trends and inform program design.
 - Identify early opportunities for external funding (e.g. advancement partners, grants, external collaborators) to support program development.
- Explore feasibility of selected 90 credit/3 year undergraduate degree programs in consideration of Section 3345.89 of the ORC that requires State institutions to develop an accelerated program by Fall 2027.
- Collaborate with Enrollment Management and Marketing to develop initial launch strategies for programs approaching approval, including target audience and persona identification, messaging, and recruitment timelines.

Priority 3.2 | Signature Experiences. Define, measure, and scale high-impact practices and distinctly Capital experiences, including undergraduate research, global learning, service, internships, and leadership programs to connect learning to purpose and impact.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Keirsten Moore | Responsible: Signature Learning Director and Committee, Chairs and Deans, Directors of Career Development, Center for Global Education, Student and Community Engagement

Summary: Capital cataloged and earned national recognition for its high-impact practices through the Colleges of Distinction designation, with 97% of seniors reporting engagement in at least one HIP—exceeding peer institutions. The Pep Band launched with a director hired, and multiple Strategic Plan Initiatives were submitted to scale Signature Experiences including undergraduate research support, global opportunities, the Interfaith Hub, and an Experiential Learning Director position. Priority is on track.

Updates:

- Cataloged Capital's high-impact practices (HIPs) in the Colleges of Distinction application and earned recognition as a College of Distinction, along with subgroup distinctions in Business, Education, Nursing, Career Development, and International, affirming the strength and breadth of our HIPs.
- Signature Learning Committee approved allowing a university-approved study abroad program of at least four weeks to satisfy the Global Systems requirement, expanding students' options for meeting Signature Learning outcomes through immersive global experiences.
- Continuing NSSE first-year and senior surveys to assess participation in HIPs. Data from senior students show high participation in HIPs including service-learning, research with faculty, internships, and field experiences, with 97% of seniors reporting engagement in at least one HIP, exceeding peer institutions.
- Developed and approved a proposal for a Capital Pep Band, establishing a new co-curricular Signature Experience that supports student leadership development, fosters belonging and community engagement, and offers a scalable experiential learning opportunity.

- Strategic Plan Initiatives submitted for Trinity Lutheran Seminary Interfaith Hub, Undergraduate Sales Competition Program, SOML Internship Access Grant Program, Support for Student Research and Scholarship, Funding for Student Ensemble Travel, Global Opportunities for Every Student (GOES), Experiential Learning Director/ Create a Signature Experiences Position and Rename “Signature Experiences”.
- Pep Band is launched, director hired.

Next Steps:

- Continue to analyze NSSE first-year and senior data to establish clear baselines for participation in HIPs. Use this analysis to identify preliminary benchmarks that can inform the Strategic Plan’s academic and student experience goals.
- Begin developing a conceptual framework for scaling access to HIPs and Signature Experiences, focusing in the next six months on defining essential components, mapping where Signature Experiences already occur, and identifying where student access varies across programs.
- Identify near-term opportunities to communicate the value and impact of HIPs and Signature Experiences in marketing and recruitment story telling. Use this discovery phase to integrate into the strategic plan a longer-term communication and engagement strategy.

Priority 3.3 | **Co-curricular and Extra-curricular Exploration Pursuits.** Strengthen a campus environment, including athletic expansion, that promotes student engagement, leadership development, and identity formation through vibrant co- and extracurricular opportunities.

Priority Status: Level 1 | Tracking Status: On Track | Updated May 15, 2026

Accountable: Darrell Bailey, Sophia Wilson | Responsible: Student-Athletes, Coaches, and Director of Athletics

Summary: Capital expanded its athletic and co-curricular footprint with the launch of Esports (including a national-title-winning director and Esports Foundry partnership for a Blackmore Library facility), the Pep Band, and active Men’s Tennis recruiting. Women’s Flag Football is under review for a future start, and SCE-Athletics collaboration is deepening through revised position descriptions and shared leadership development pathways. Priority is on track.

Updates:

- The Men’s Tennis program has been promoted to the community and under the current Head Coach, active recruitment of male tennis players has already begun for Fall competition.
- Pep Band funding has been accomplished and recruitment through the Conservatory is underway for Fall start.
- Esports program launched and the national title winning director announced and partnered with Esports Foundry to build a state-of-the-art facility in Blackmore Library
- A Women’s Flag Football review of the local area is underway to discuss when it would be a good time to start considering potential field space concerns.
- Regularly share programs, events, and leadership development opportunities on campus with students, faculty, and staff. Share key communication about engagement opportunities and experiences open to all students to promote engagement across campus.
- Intentional updates made to Assistant Director of SCE position description to represent connection to and support of Athletics.

Next Steps:

- Women’s Flag Football will need a Pro Forma and discuss the best possible start time for the competition and when to hire a coach. This process will be presented by the end of the summer for review and planning.

- Continue to identify key extracurricular opportunities for students to participate in and gain leadership experience across campus. Working directly with athletics and other divisions on campus, identifying specific opportunities to partner in Community Engagement work, participation, and education with teams and students across campus. Create more opportunities for Athletics to partner with campus community for joint participation in community service events and activities.
- Set monthly meetings with staff from athletics and the SCE to work collaboratively to identify opportunities for all students to engage with programs and learning opportunities across campus.
 - Potentially provide a SAAC Executive Board Representative to be a part of the monthly meetings for input.
- Working directly with athletics, identify opportunities to collaboratively connect student athletes with leadership development opportunities and programs. Explore opportunities to establish a student athlete's leadership pathway through collaborative programs with athletics and the SCE to support leadership development opportunities across campus.

Priority 3.4 | International Student Support. Assess and enhance support systems for international students to increase retention, belonging, and successful transition.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Keirsten Moore, Jon Geyer | Responsible: Maria del Mar Aponte

Summary: Center for Global Education staffing transitions are complete with Maria del Mar Aponte as Director, Nick Gatlin in the IEP directorship, and Katherine Horstkotte onboarding in May as Assistant Director. International student needs have been integrated into the First-Year Redesign, and new orientation procedures, Handshake workshops, and Academic Success partnerships are in place to support fall 2026. Priority is on track.

Updates:

- Responded to the retirement of two of the Center for Global Education's three professional staff members by hiring Maria del Mar Aponte as Director (7/21/25) and extending retiring Intensive English Program Director Tilloretta Pope through December 2025 to ensure continuity of support for international students. Nick Gatlin will assume the Intensive English Program directorship on January 5, 2026, providing a stable staffing transition for the unit.
- Integrated international student needs into our Gardner Institute First-Year Redesign efforts. Director Maria del Mar Aponte serves on the steering committee as the principal lead for the principle on "Global Awareness." International Admission Counselor Tessa Perry also serves on the First-Year Redesign team for the "All Students" principle to ensure international perspectives inform broader first-year student success improvements.
- Boosted campus visibility of international students and International Education Week through a targeted social media strategy and content revamp.
- Strengthened IEP student support with brown-bag lunch sessions to connect IEP students and staff with campus resources and foster community.
- Engaged in campuswide inclusion initiatives by participating in ODI's "Where Have You Been?" event to highlight global experiences and cultural exchange.
- Worked with Career Development to develop a workshop for international students on handshake and resume building.
- Academic Success partnership for fall launch of Table Talks for our IEP program.
- Orientation for international students will occur before campus in person orientation days.
- Expanded collaboration with admissions, registrar, student life, housing, to better support international students.

Next Steps:

- Execute and evaluate new orientation procedures for international students.
 - Continue to support international student and IEP student involvement on campus.
 - Evaluate programming for international students for upcoming academic year. Integrate students into the Columbus community for a more intentional experience.
 - Training and development of new Assistant Director CGE/International Admission counselor: Katherine Horstkotte to onboard week of 5/18/2026.
 - Work with Intensive English Program (IEP) Director on developing intentional Columbus partnerships for the IEP program.
-

Priority 3.5 | Innovative Partnerships. Cultivate external partnerships with regional employers, nonprofits, and academic collaborators to create new pathways for student success, experiential learning, and community engagement.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Keirsten Moore, Mary Beth Bertrand | Responsible: Mary Beth Bertrand and campus partners

Summary: Capital expanded corporate partnerships with Canal Winchester Schools, Loeb Electric, and Cardinal Health, and signed articulation agreements with Washington State College of Ohio and Zane State College to grow community college transfer pathways. New AGE and TUG students are enrolling through partner organizations, and a Partnership Committee will be developed to coordinate cross-divisional engagement with academic, career, and advancement teams. Priority is on track.

Updates:

- Continued expansion of corporate partnerships with the renewal of current partnerships and addition of Canal Winchester Local Schools, Loeb Electric, and Cardinal Health since the start of the fiscal year.
 - Accounted for 19 new AGE students for the 2025-26 academic year and 10 new TUG students.
 - Strong internship pipeline with Nationwide Children's Hospital.
- Established new partnerships with community colleges for 2+2 agreements
 - Columbus State CC, Clark State CC, Hocking College, Marion Tech, Owens CC, Sinclair CC, Washington State CC, and Zane State
 - Majority of 2+2 transfer agreements are with business, health sciences, and social work
- Signed articulation agreements with Washington State College of Ohio and Zane State College
 - Media Signing day May 19th with both colleges at Zane State
- Dr. David Reed (Computer Science, co-PI) continues work on a National Science Foundation grant in collaboration with Case Western Reserve University for *IUSE CUE-P: Ohio Pathways to Undergraduate Computing Success*. The \$237,724 award, active through April 2028, is supporting the development of a statewide consortium of colleges and industry partners to create curricular pathways in computing and grow Ohio's pipeline of computer science professionals.
 - Hosted Computer Science transfer event on February 24th
- Kris Bjorke leads a \$1,250,000 Lilly Endowment grant, *Age to Age: Curating Congregational Rituals to Form Faith With and Within Children*, funded through 2028. This project partners with congregations, particularly those without paid children's ministry staff, to train and equip them to expand their capacity for children's ministry and strengthen faith formation in intergenerational settings.
- Mary Beth Bertrand joined the Bexley Area Chamber of Commerce Board to deepen the connection with Bexley and local businesses.

Next Steps:

- Continue expansion of corporate partnerships.
 - Determine additional opportunities for collaboration, beyond enrollment (classroom visits, course development, mentorship opportunities, advancement, etc.)
 - Continue collaboration with Enrollment and Marketing teams to strengthen student recruitment with partner organizations and advance story telling around partnership outcomes.
 - Continue signing of articulation contracts for community colleges
 - Continue collaboration with Enrollment and Marketing teams to increase presence on community college campuses.
 - Collaborate with Career Services to increase internship pipeline at corporate partners.
 - Develop a partnership committee consisting of representatives from academic affairs, career development, alumni relations, etc. to create a comprehensive partnership plan.
-

Priority 3.6 | Career and Professional Readiness. Establish a comprehensive career readiness framework and structured alumni mentorship and internship pipeline by integrating academics, co-curriculars, and industry pathways to prepare students with resilience, advocacy, and practical skills.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Keirsten Moore | Responsible: Director of Career Development; Chairs, Deans & Directors

Summary: Career Development completed its full professional staffing transition and delivered substantial growth, with 40 classroom presentations reaching 490 students, three major-specific career fairs engaging 58+ employers and 200 students, and a four-pillar framework anchoring year-by-year career readiness milestones. Students achieved strong industry-aligned outcomes including a national Moot Court championship, and a campus-wide career fair and AAC&U AI Institute proposal are planned for fall. Priority is on track.

Updates:**Infrastructure & Staffing**

- Completed a full professional staffing transition in Career Development with the hiring of Director Katie Lease (6/23/25) and Associate Director Kyra Csepe (12/1/25).
- Expanded student support capacity through the hiring, training, and retention of Peer Career Advisors, including onboarding an additional PCA during the spring semester and successfully recruiting three new PCAs for Fall 2026 while retaining two returning student staff members
- Designed and facilitated classroom presentations for students on résumé and cover letter writing, interviewing, graduate school preparation, networking, internship/job search strategies, and career readiness topics. Delivered a total of 40 classroom presentations during the 2025–26 academic year, reaching approximately 490 unique students.
- Developed and delivered an upper-division seminar in the School of Management and Leadership outlining class-level career readiness milestones and preparing students for internship and job searches; the seminar served 22 students.
- Designed and facilitated a résumé and job search program for international students focused on navigating the job search and interviewing processes with greater confidence and clarity.
- Led a professional development workshop for student-athletes, including an alumni panel, helping participants articulate transferable skills and understand workplace expectations; the session served 35 student-athletes.
- Co-led programming in partnership with Accessibility Services and Opportunities for Ohioans with Disabilities, including workshops and a live webinar focused on navigating disabilities and accessibility needs in professional settings, addressing legal rights, disclosure considerations, workplace culture, and job market navigation strategies in the fall and spring semesters.
- Expanded major-specific employer engagement opportunities through three targeted career fairs during the academic year, serving students in Business, Communication, Public Relations, pre-law, Creative and Social Impact, STEM, and Healthcare-related fields. Across these events, more than 58

employers were engaged and approximately 200 students participated in internship, networking, and full-time employment exploration opportunities.

- Collaborated with School of Management and Leadership faculty to design a required, comprehensive career preparation program for business students, including keynote speakers, networking events, and a dedicated career fair. Implementation has been paused to align with the emerging university strategic plan.
- Attended the national NetVUE conference to explore vocational discernment in higher education and identify opportunities to strengthen curricular and co-curricular programming at Capital.
- Served on a committee developing a professional development grant proposal through NetVUE focused on defining vocation within the Capital community and integrating vocation-centered learning into the Signature Learning curriculum.
- Developed four core pillars to guide Career Development services and programming: Purposeful Career Decision-Making; Professional Branding and Documentation; Career Search and Post-Graduate Readiness; and Professional Networking and Experiential Learning.
- Established year-by-year student career readiness milestones aligned with the four pillars, including career exploration, informational interviewing, career fair participation, and mock interview completion.
- Met with partner organizations along with Associate Provost for Strategic Initiatives to identify internship and career opportunities for Capital students.
- The Law School's Office of Professional Development introduced new resources, including online tools and programs, to help first-year law students navigate the evolving landscape of private practice hiring.
- Students advanced their career and professional readiness this fall through industry-aligned competitions, performances, and publications supported by expert faculty and mentors. Examples include:
 - The Law School's Moot Court and Mock Trial Program had a successful spring competition season. One mock trial team and 7 moot court teams participated in competitions across the country. Ben Eberly, Jordan Kulis, and Tyler Moorefield celebrated a national championship victory at the Sutherland Cup National First Amendment Moot Court Competition in Washington, D.C., and Meghan Skeldon, Elise Gucker, and Savannah Montgomery earned Third Best Brief at Capital's own National Child Welfare and Adoption Law Moot Court Competition.
 - Conservatory of Music students competed in the 2025 Ohio National Association of Teachers of Singing Competition and earned the following awards:
 - Beaux Baldwin- Richard Miller Award for Fine Singing winner; 1st Place, Senior Classical
 - Max Kramer- 2nd Place Upper Musical Theatre; Honorable Mention Senior Classical
 - Maya Carpenter- 1st Place Upper Musical Theatre; Honorable Mention Junior Classical
 - Luke Bolyard- 2nd Place Junior Classical
 - Drew Hartley- 2nd Place Lower Musical Theatre
 - Kennie Silber- 2nd Place First Year Classical
 - Isaac Fleece- 3rd Place Adult Avocational Classical
 - Capital University Big Band was awarded a performance at the Ohio Music Education Association through a juried recording process and will perform January 29, 2026.
 - Capital University Debate Team achieved success in the following tournaments in Fall 2025:
 - Slippery Rock University Tournament: Rinee Singh and Rebecca Peters placed 3rd overall in Team Crossfire Debate; Jones Philip earned 4th Best Overall Speaker and 4th Place in Varsity Rapid Fire Debate.
 - Ohio Collegiate State Tournament at Otterbein: Rebecca Peters ranked 6th Overall Best Speaker in IPDA Debate; Chloe Nichols ranked 5th Overall Best Speaker in IPDA Debate.
- The Chimes, Capital's student newspaper, earned four national awards from the College Media Association's Pinnacle Awards at its October conference, including:

- Third Place, Division III- Periodic Newspaper of the Year
- Second Place, Division III- Newspaper Front Page (Adrian Suppes, Leo Franck, Ariana Herrera)
- Second Place, Division III- Infographic (Adrian Suppes)
- Third Place, Division III- Headline (Hafsa Siddiqui)
- The Signature Learning Director, Director of Career Development, and Interim Provost attended the Council of Independent Colleges March 2026 NetVUE conference on “Vocation: An Itinerary of Hope for Higher Education.”

Next Steps:

- Plan and launch a larger-scale, campus-wide career fair serving students across all majors during the fall semester.
- Use the strategic planning process to facilitate a multi-year implementation plan that sequences new programming, staffing, communication, and faculty development needs tied to the career readiness framework.
 - Outline an employer- and alumni-engagement strategy in support of the framework. Focus this year on identifying goals and strengthening existing relationships.
- Conduct an audit of the Career Development website and develop updated student-facing resources and materials.
- Formalize team and submit proposal to participate in the AACU Institute on AI, Pedagogy, and the Curriculum utilizing funding secured from a generous alumnus.

PLACE

Rooted in Bexley. Engaged in Columbus. Visible in the Region.

We will steward and reimagine Capital’s physical, digital, and relational spaces to foster community, inspire innovation, and strengthen our role as an anchor institution. From Bexley and Downtown Columbus to Central Ohio and beyond, Capital’s sense of place will serve as a catalyst for experiential learning, civic engagement, and meaningful partnerships that expand our visibility and impact.

Priority 4.1 | Campus Planning. Building on existing and recent work by delivering a comprehensive campus plan that includes addressing underutilized and abandoned spaces to inform the future strategic and comprehensive fundraising campaign.

Priority Status: Level 1 | Tracking Status: On Track |
Accountable: Bill Mea | Responsible: Campus Planning Task Force

Summary: Capital formed a Campus Planning Task Force, conducted preparatory research, and selected BHDP through a competitive RFP process in April 2026 to lead a comprehensive campus planning effort aligned with the new Strategic Plan. Community forums, draft integration, and Board feedback will move the plan through the summer for a final draft in September and Board approval in October 2026. Priority is on track.

Updates:

- Formed a Campus Planning Task Force, including two faculty members recommended by UFEC, a student, and Law School and Trinity representatives. (November 2025)
- Accumulated former campus plans, similar facilities studies, and deferred maintenance studies to be used as input into the current planning process. (November 2025)
- Developed a preliminary timeline with a goal of presenting a final plan to the Board of Trustees at the October 2026 meeting. This timeline will allow for use of the new Strategic Plan (Priority 1.1) to help inform the Campus Plan. (November 2025)

- Prepare and distribute a Request for Proposal (RFP) to solicit proposals from architecture and planning firms. Review proposals and select the firm to create the Campus Plan. This was completed in April 2026 with the selection of BHDP. (April 2026)

Next Steps:

- Hold a kick-off meeting, campus forums, and constituent meetings to gather input from the community. (May and June 2026)
- Develop first thoughts and big ideas. Receive draft Strategic Plan and begin integrating into an initial draft of the Campus Plan. (June 2026).
- Receive feedback from the Board of Trustees (June 2026).
- Continue refining the Campus Plan, including prioritization and development of order-of-magnitude estimates of costs for implementation. (Summer 2026)
- Produce final Campus Plan draft and share with the community. Prioritize projects emerging from the plan. (September 2026)
- Obtain approval of Campus Plan from the Board of Trustees. (October 2026)

Priority 4.2 | Law School Facilities Plan. Develop and implement a sustainability-focused facilities strategy for discrete projects at the Law School to stabilize high-impact areas, address critical infrastructure needs, and ensure long-term viability of the downtown campus.

Priority Status: Level 2 | Tracking Status: Some Disruption |
Accountable: Joseph Grant, Shawn Cleveland | Responsible: Bill Mea and Facilities

Summary: Discrete projects advanced at the Law School including study carrel lighting and electricity, classroom technology upgrades, and a donor appreciation campaign featuring student thank-you notes. A Law School visioning session with BHDP was held in May 2026, and project-specific donor identification and mini-campaigns continue for priority needs. Priority is experiencing some disruption but is being actively managed through phased project work.

Updates:

- Provide lighting and electricity for the study carrels in the library. (December 2025)
- Upgrade classroom technology in classrooms 208, 241, 242, and 245. (December 2025)
- Identified donors to fund the carrels project. (December 2025)
- Collaborated with IMC and Development to create a donor appreciation campaign with law students writing personalized thank-you notes to donors for contributions to the carrels project.
- Held Law School visioning session with BHDP. (May 2026)

Next Steps:

- Leverage the existing Law School plan to identify priority needs and develop a phased, funded plan to address the needs.
- Identify donors for requests before December 31 for the carrels project.
- Identify donors for requests before January 12 for classrooms technology project.
- Develop mini-campaigns for priorities and needs as they are identified.
- Creation of project-specific website and materials to use as each project is identified.

Priority 4.3 | Residential Life and Student Spaces. Evaluate and enhance student housing and communal spaces to support a vibrant and engaging residential experience.

Priority Status: Level 2 | Tracking Status: On Track |
Accountable: Jon Geyer | Responsible: Tom Snee, Sophia Wilson, Dustin Rudegear

Summary: Occupancy planning for Fall 2026 is complete, with activation of Cotterman first floor east and Schaaf Hall lower level underway and the Lohman Complex slated for Fall 2027 activation in alignment with

the broader Campus Plan. A space assessment of common areas has been completed and shared with BHDP, and an accessibility study with Accessibility Services is scheduled for summer. Priority is on track.

Updates:

- The office of residential and commuter life completed an occupancy study to understand need to activate the Lohman Complex for the 26-27 academic year.
- Multiple occupancy strategies were generated, with a specific focus on the various spaces currently offline: Lohman Complex, Schaaf basement, Cotterman first floor east.
- Worked with the VP for business and finance and the directors of facilities management to determine final occupancy strategy for Fall 2026.
- Activation of Cotterman first floor east underway to be completed for occupancy Fall 2026.
- Activation of Schaaf Hall lower level underway to be completed for occupancy Fall 2026.
- Completed space assessment of common spaces in both residence and across campus. Executive summaries created to be shared with BDHP as part of Campus Planning efforts (priority 4.1)

Next Steps:

- Strategy for activation of the Lohman Complex in Fall 2027. Should be in line with planning occurring in priority 4.1.
- Office of residential and commuter life to complete a study with the office of accessibility services assessing and comprising a complete listing of accessible residential spaces. Scheduled to occur through summer months 2026.

Priority 4.4 | Virtual and Online Capacity Building. Assess and expand Capital's digital infrastructure and instructional capabilities to support growth in online and hybrid offerings, enhance learning environments, and ensure accessibility across modalities.

Priority Status: Level 3 | Tracking Status: Some Disruption |

Accountable: Keirsten Moore | Responsible: Associate Provosts, Director of Learning Technologies and Digital Design, University Faculty Technology Committee

Summary: Capital strengthened its digital learning infrastructure through the Slate for Student Success launch, an AI Guidebook and faculty professional development, planning for the Project Indigo (iPad) program transition, Coursedog Academic Scheduling implementation, and contingency planning for Anthology suite components. An AI Strategist Strategic Initiative has been submitted, and a team will be formalized to participate in the AAC&U Institute on AI, Pedagogy, and the Curriculum. Priority is experiencing some disruption but is being actively managed.

Updates:

- Strengthened digital infrastructure for student success and retention with the launch of Slate for Student Success in Fall 2025.
- Brought faculty and staff together to build confidence and shared understanding around the use of AI in teaching and daily work. This included launching an AI Guidebook ([AI Guidebook](#)), offering two professional development sessions at the Fall Community Forum, securing a state grant that supported AI OWL training for 15 faculty and staff, and hosting a CELT book group on *The Opposite of Cheating: Teaching for Integrity in the Age of AI*. Collectively, this work supported early capacity-building on campus and helped faculty and staff become more familiar with the practical and pedagogical implications of AI.
- Began transition planning to end the iPad program for incoming undergraduate students (Project Indigo) in Fall 2026. An iPad needs assessment was completed with faculty and staff, and a task force is now working to identify the specific academic technology and support structures that will be required beginning in the 2026–27 academic year.

- The Registrar implementation team for Coursedog Academic Scheduling has worked throughout the semester with campus partners to support implementation during spring 2026 to build the fall 2026 course schedule. This will improve course scheduling automation, classroom space utilization, and efficiency.
- Library setup for a mobile friendly app compatible with our new library catalog and discovery service will be completed in December 2025, enhancing digital accessibility for students and faculty.
- Sent a team of staff and faculty to the 2026 AAC&U CLASS conference (April 2026) to learn about other universities' responses to AI and to provide recommendations for further guiding an institutional response and professional development.
- Implemented recommendations from the iPad task force for student and classroom academic technology.
- Implemented plan for potential replacement to components of the Anthology suite (e.g., Engage, Portfolio, Outcomes) considering the company's bankruptcy filing, ensuring continuity of student engagement and assessment tools.
- Submitted Strategic Initiative for an AI Strategist.

Next Steps:

- Partner with the University Faculty Technology Committee to identify near-term digital infrastructure, staffing, and instructional capabilities needs that support high-quality online and hybrid learning. This preliminary assessment will inform the university's emerging strategic plan.
 - Review the current portfolio of online and hybrid offerings to understand capacity, curricular needs, and potential areas for redesign or investment.
- Begin setup of the integrated library tool for Canvas in partnership with Library services, the Law School library, and CELT.
- Continue AI readiness by identifying curricular and career-readiness touchpoints where AI literacy, ethics, and applied skills can be incorporated into learning experiences.
- Formalize team and submit proposal to participate in the AACU Institute on AI, Pedagogy, and the Curriculum.

Priority 4.5 | Community Engagement. Strengthen institutional engagement with Bexley, Columbus, and Central Ohio through mutually beneficial partnerships, volunteerism, and applied learning opportunities.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Jared Tice | Responsible: Mary Beth Bertrand, Laney Preston Alexander

Summary: Capital deepened its role as a community anchor through Inauguration Week partnerships, the President's open community forum with the City of Bexley, membership on the One Columbus Economic Development board, hosting the Kiwanis of Columbus, and new business partnerships with Columbus Brewing Company and Le Méridien Columbus. A commissioned economic impact study through the School of Management and Leadership will quantify Capital's regional contribution this summer. Priority is on track.

Updates:

- Partnerships exist with 15 organizations within Central Ohio to expand educational access for employees and their dependent children and improve internship and career opportunities for Capital students.
- Provided professional development training for the Columbus Zoo (mentorship program), ADAMH Board, and Field Fastener.
- MB Bertrand joined the Bexley Area Chamber of Commerce Board to strengthen the collaboration between Bexley and Capital.
- Introduced faculty members to contacts at NCH and Bridgeway Academy to determine potential field placement opportunities.
- Participated and sponsored a Duckpin Bowling team with the Bexley Chamber as a way to meet and grow relationships with others.
- President provided an open community forum to the City of Bexley (February 2026)

- President joined One Columbus Economic Development (February 2026)
- Established local partnerships with area restaurants and businesses that have provided meeting spaces for employees and discounts for those to gather (Columbus Brewing Company, Le Meridian Columbus).
- Continue meeting with local university presidents near us.
- Support City of Bexley by hosting local events on Capital University's Main Lawn.
- Attended and had booth at the State of Bexley community forum (February 2026)
- Hosted Kiwanis of Columbus on Capital University Campus. President Tice was event speaker. (March 2026)

Next Steps:

- Commissioned economic impact study of Capital University through School of Management and Leadership to better tell our economic impact to business leaders, elected officials, and other stakeholders (Summer 2026)
- Work with partner organizations to add Capital faculty/administrators to local boards.
- Determine opportunities for Capital and Bexley businesses to collaborate through the Chamber.
- President will continue annual open community forums
- Continue outreach to local area businesses such as: Innovation Lab

Priority 4.6 | Pride of the Purple. Explore pathways to elevate institutional pride and engagement across campus and within the Bexley and Columbus communities – fostering a shared sense of identity, connection, and celebration of Capital.

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Darrell Bailey | Responsible: Pride of the Purple Organization (Advisor); SAAC, Student Engagement, and Athletics Department

Summary: The Student-Athlete Advisory Committee and Pride of the Purple began joint planning for FY 2026-27 signature events and game-day engagement, the Athletics Service Day was held at the Mid-Ohio Food Collective, and Bexley Chamber Day created strong community connection at a Men's Basketball game. SCE and Athletics are coordinating closely on themed nights, gameday giveaways, attendance tracking, and shared promotion through Engage, Corq, the Student Experience Newsletter, and social media. Priority is on track.

Updates:

- The Student-Athlete Advisory Committee last met in (April 2026) to discuss their plans for the FY2026-27 academic year. The conversations were geared toward the new incoming Executive Board Members and some conversations regarding signature events for the new year.
- This included game day engagement activities and campus connection opportunities.
- The Athletics Department completed their Athletics Service Day at the Mid-Ohio Food Collective, along with several sport teams in support of their specific interest within the community.
- There was collaboration with the Bexley Chamber Day (December 16th at a Men's Basketball Game). This was an opportunity to showcase some of our internal partners and provided a chance for youth teams to compete at halftime.
- All Athletic events are available in the weekly Stall Talk.

Next Steps:

- Members of both SAAC, SAAC Advisor, and POTP will meet with Athletics SIDs to formulate a plan for community service events. There will also be a need to discuss further collaboration with community engagement to come up with more ideas for campus connection.
- Athletics will look to obtain a schedule of teams that have and will have additional community service events that make the connection between Capital Athletics and the local Bexley and Columbus Community.

- Awaiting a copy of agenda information from Bexley Chamber Director with more detailed information.
- Have SCE Associate Director meet with Pride of the Purple and SAAC student representatives to establish connections and opportunities to encourage student attendance at athletic events. Opportunities may include themed nights with fraternity and sorority life, gameday giveaways, ongoing attendance tracking and incentives to build engagement and pride in Capital Athletics.
 - There may be an opportunity for Athletics (SAAC) to provide a direct representative to regularly attend meetings with student organizations or student government to provide input and obtain more information from campus partners.
- Work directly with athletics to incorporate all athletic events into Engage to ensure students can view them on Corq.
- Work directly with athletics to promote athletic events and promote programs and opportunities across campus in the Student Experience Newsletter and SCE and Athletics Social Media Accounts.
- Identify key games and scheduled times to work collaboratively with athletics to increase engagement at athletic events.
- Athletics will ensure special gameday events will be highlighted/identified on the Athletics website to promote the scheduled event for all.

Priority 4.7 | Digital Presence. Improve IT reliability, Wi-Fi, and Capital's digital presence (faculty pages, departmental sites, online visibility) as essential components of "Place."

Priority Status: Level 2 | Tracking Status: On Track |

Accountable: Bill Mea and Stephanie Sanders | Responsible: Bill Mea and Stephanie Sanders

Summary: Capital completed its Network and Wi-Fi upgrade, installed a new Dynamic Campus CIO, deployed Site Improve for accessibility and SEO monitoring, and launched an IMC ticketing system that has handled 281 requests since opening. A campus IT services survey is being developed with the University Faculty Technology Committee to inform an implementation plan, with a Capital Rising strategic plan microsite and refreshed News and faculty pages also in development. Priority is on track.

Updates:

- The Network and Wi-Fi upgrade project was completed in June 2025, with additional refinements completed in August 2025. (August 2025)
- Dynamic Campus installed a new Chief Information Officer in October 2025 to improve service and reliability. (October 2025)
- Faculty rectory updates to feature department chairs/deans/directors. on departmental listing pages, as well as short descriptions of each department
- Updated the Colleges of Distinction landing page to reflect current branding and award badges applied throughout the website where appropriate
- Ongoing search engine optimization to raise organic search rankings
- Refreshed photography across all department and program pages
- Investing in video storytelling and optimizing the university YouTube channel for SEO
- Focus on growing our social media presence to highlight life at Capital

Next Steps:

- Dynamic Campus to survey the campus community regarding IT services and functionality. The survey will be created in conjunction with the University Faculty Technology Committee. (August 2026)
- Utilizing the results of the survey, develop an implementation plan for improvements. (September 2026)
- Rebuilding and updating our News page to better reflect earned media hits and internal announcements more reliably
- Ongoing effort to get faculty bios for all faculty as well as exploring how to raise the profiles of our faculty and their work

RESOURCES

Stewardship with Strategy. Generosity with Vision. Growth with Integrity.

We will ensure the long-term vitality of Capital through bold fundraising, clear priorities, efficient resource use, and diversified revenue generation. With transparent decision-making, shared responsibility, and mission-aligned investment, we will strengthen our capacity to serve students, support our people, and fulfill our promise to future generations.

Priority 5.1 | Financial Stability. Deliver a clear, actionable financial plan to reduce deficits, control costs, and increase non-tuition revenue, ensuring sustainable operations and budget alignment.

Priority Status: Level 1 | Tracking Status: On Track |

Accountable: Bill Mea | Responsible: Bill Mea, Derrick Antwi and the Expanded Budget and Planning Committee

Summary: The Board approved the FY26 budget with multi-year projections, and Capital partnered with EAB to expand lead acquisition by 30,000 and rebrand merit scholarships for Fall 2026 enrollment. Esports was added and Flag Football is being evaluated for 2027-28, and updated financial projections informed a Financial Sustainability Plan for Board discussion in February 2026, with a revised Strategic Enrollment Plan and revenue diversification initiatives finalizing through summer. Priority is on track.

Updates:

- The Board of Trustees approved the FY 26 budget and included in the FY 26 budget document were financial projections through FY 30. The FY 26 budget has a \$3.7 million deficit, and future years include deficits ranging from \$2.2 million to \$4.2 million. (September 2025)
- Worked with EAB, Capital's recruiting and financial aid leveraging partner, to develop a plan to increase new-student enrollment and related net tuition revenue for the Fall 26 traditional undergraduate class. Enhanced lead acquisition by 30,000. Rebranded merit scholarships for better articulation of value proposition. (November 2025)
- Restored Men's Tennis as an athletic offering and worked with Conservatory faculty to begin a Pep Band, both of which are designed to improve recruitment and increase retention. (November 2025)
- Evaluated the addition of Flag Football and Esports to improve recruitment and increase retention. It was determined to immediately add Esports, and a director was hired. An Esports facility is currently being developed in the basement of the Blackmore Library. The implementation of Flag Football is being considered for 2027-2028. (January 2026)
- Updated financial projections based on enrollment initiatives and known expense commitments. Used these base results, together with the Strategic Enrollment Plan, to create a Financial Sustainability Plan for Board discussion at the February 2026 meeting. (February 2026)

Next Steps:

- Finalize the revised Strategic Enrollment Plan with explicit targets for first-year, transfer, international, graduate, and adult learners for the June 2026 Board meeting. (June 2026)
- Finalize a series of initiatives to diversify revenue streams, including corporate partnerships and early philanthropic concepts. (September 2026)

Priority 5.2 | Endowment Growth. Advance long-term financial health by increasing endowed support through donor engagement and targeted campaigns.

Priority Level 1 | Status: On Track |

Accountable: April Novotny | Responsible: Development Team

Summary: Advancement secured strong donor engagement through the completion of Clowson Field Phase I fundraising, the launch of the Indoor Track Multiuse Facility public phase, the School of Nursing 75th Anniversary campaign, and major gift solicitations for Conservatory initiatives, undergraduate Chemistry

equipment, and AI support. Summer and Fall 2026 will bring the Capital Center 25th Anniversary engagement series, the indoor track ribbon cutting, and final solicitation pushes for the Class of 1965 endowed scholarship. Priority is on track.

Updates:

- University Advancement has placed strong effort into Alumni Engagement events that support the current priorities and initiatives that set to advance the mission of the institution. (Ongoing)
- Completed fundraising for Phase I of the Clowson Field Renovations (Summer 2025)
- Solicited and secured support for new Reading Center for Education Department (Summer 2025)
- Sent highlights of Homecoming that included photos from various events including the Nursing 75th Anniversary, 60th Reunion, Alumni Awards, and Athletic Hall of Fame (Fall 2025)
- Hosted the Nursing 75th Reunion over Homecoming Weekend, which included a 200-person engagement event, a panel of Leaders in Nursing, Corporate Engagement strategy, and tour of the School of Nursing to highlight ongoing renovations and future needs of the department (October 2025)
- Launched Give Campus campaign for School of Nursing 75th Anniversary and secured both major and annual giving support (Ongoing)
- Solicited and secured support for all new equipment in undergraduate Chemistry (Fall 2025)
- Traveled around Ohio and the U.S. soliciting lead gifts for the new Indoor Track Multiuse Facility (Ongoing)
- Traveled around Ohio and the U.S. soliciting lead gifts for Conservatory initiatives, including but not limited to the Level the Playing Field fund, Pep Band, and Conservatory Travel (Early Winter 2025)
- Writing e-solicitation for Nursing 75th that will be sent to maximize year-end giving utilizing the Give Campus platform (Winter 2025/2026)
- Sending corporate stewardship to continue engagement with the School of Nursing (Winter 2025/2026)
- Working with the Dean of Nursing to pen a handwritten note encouraging support, to be sent in early 2026 (January 2025)
- Planning Wilf Schnier Alumni Invitation to steward the gift of current donors, honor the legacy of track and cross-country legend Wilf Schnier, and launch the public phase of the indoor track facility (January 2026)
- Solicited and secured support for Artificial Intelligence Support on-campus (Ongoing)

Next Steps:

- Plan and execute celebratory events for the 25th anniversary of the Capital Center athletic complex to deepen donor affinity and engagement (Summer/Fall 2026).
- Leverage campus-wide engagement opportunities tied to the 25th anniversary, including the indoor track ribbon cutting, to cultivate and steward prospective endowed donors (Early Fall 2026).
- Draft and deploy final major gift/leadership-level solicitation letter for the indoor track project to secure remaining campaign commitments (Summer 2026).
- Partner with former Dean Doris Edwards to finalize and distribute a leadership support request letter in honor of the 75th anniversary of the School of Nursing (Summer 2026).
- Develop and send a final “push” communication from the University to the Class of 1965, emphasizing participation and completion of their endowed class scholarship during their 60th reunion year (Summer 2026).
- Revisit conversations with Bexley and City of Columbus Parks & Recreation to continue momentum for Clowson Field Phase II renovation (Ongoing)
- Continue work with campus leaders to establish giving priorities for specific departments (Ongoing)
- Continuing to develop strong stewardship plans for major donors that lead to renewed and strengthened support (Ongoing)

Priority 5.3 | Explore Alternative Revenue Sources. Identify and evaluate new revenue-generating opportunities, including partnerships, auxiliary enterprises, and academic innovation.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Bill Mea | Responsible: Bill Mea, Derrick Antwi and the Expanded Budget and Planning Committee

Summary: Initial discussions of alternative revenue sources took place in the Expanded Budget and Planning Committee, with deeper exploration deferred to the Strategic Planning process. A series of revenue-diversification initiatives including corporate partnerships and early philanthropic concepts will be finalized in September 2026.

Updates:

- Discussed alternative revenue sources at an Expanded Budget and Planning Committee meeting. (December 2025)

Next Steps:

- Alternative revenue sources will be further explored as part of Strategic Planning. (September 2026)
- Finalize a series of initiatives to diversify revenue streams, including corporate partnerships and early philanthropic concepts. (September 2026)

Priority 5.4 | **Comprehensive Plan Development.** Conduct a feasibility study for a comprehensive campaign to support Capital's strategic priorities and position the university for its third century.

Priority Status: Level 1 | Status: On Track |

Accountable: April Novotny & Ashley Waltermeyer | Responsible: Development Team

Summary: Capital conducted micro-campaigns for the School of Nursing 75th Reunion and Indoor Track Facility to gauge alumni propensity for a larger comprehensive campaign, alongside regional engagement events to deepen relationships across the country. Johnson Grossnickle and Associates will be engaged to lead campaign readiness, feasibility, and implementation planning, and a third-party planned giving vendor will be evaluated and secured this summer. Priority is on track.

Updates:

- Research additional third-party vendors to ensure strength of campaign resources (Completed)
- University Development is traveling the country soliciting for micro campaigns, ranging from the School of Nursing 75th Reunion to the Indoor Track & Multiuse Facility, with the goal of identifying the propensity and eagerness of Capital Alumni & friends to support larger scale campaigns (Ongoing)
- University Advancement is planning regional engagement events to further strengthen relationships with alumni across the country (Ongoing)
- Design and pilot a donor supported "Close the Gap" scholarship initiative to provide stackable financial aid for students with unmet need. (Ongoing)

Next Steps:

- Engage Johnson Grossnickle and Associates to lead campaign readiness, feasibility, and implementation planning, including early-stage campaign strategy development and execution support (Summer/Fall/Winter 2026).
 - University Advancement to travel to regional engagement events prioritizing a combination of Presidential Engagement and individual meetings to further assess interest in campaign (Ongoing)
 - Assess internal readiness for campaign efforts (Ongoing)
 - Evaluate, select, and secure a third-party vendor to expand planned giving capabilities, streamline donor tools, and increase pipeline for legacy commitments (Summer 2026).
 - Advancement to work with President's Cabinet to identify priorities for future campaign and begin sharing out through strategic communication (Ongoing)
-

Priority 5.5 | Enhance Annual Giving. Strengthen and scale annual giving programs through segmentation, volunteer engagement, and alignment with impact-based messaging.

Priority Status: Level 2 | Status: On Track |
Accountable: April Novotny | Responsible: Elinor Fortescue

Summary: Annual giving was strengthened through a multi-channel FY25-26 solicitation calendar, new phone engagement software, an impact-focused mail appeal narrative, and a successful Spring 2026 Day of Giving positioned as a campus-wide initiative. Next steps include moving Day of Giving to fall, launching an employee giving campaign, expanding GiveCampus for athletics, and building a structured student philanthropy and senior class giving program. Priority is on track.

Updates:

- Partnered with Development team to recruit volunteers for Day of Giving initiatives to support donor engagement and build sustainable annual participation. (Spring 2025)
- Partnered with Athletics on mini-campaign direct mail and online solicitation efforts supporting program priorities. (Fall 2025)
- Collaborated with Development on additional targeted solicitations, including the Nursing 75th Anniversary campaign. (Ongoing)
- Transitioned mail appeal messaging to an impact-focused narrative aligned with institutional strategy (“one campus, one community”). (Fall 2025)
- Implemented new phone engagement software (calling, texting, and video) to consolidate systems and enhance alumni donor outreach. (Fall 2025)
- Built and launched a multi-channel FY25–26 solicitation calendar integrating digital, print, and online components. (Summer 2025)
- Executed Day of Giving (Spring 2026), including volunteer activation, athletics partnership, and expanded campus engagement efforts.
- Strengthened Day of Giving positioning as a campus-wide initiative supporting both Athletics and institutional annual funds. (Spring 2026)

Next Steps:

- Transition Day of Giving to a fall, campus-wide engagement model with expanded student, faculty, and staff participation and on-campus activation. (Fall 2026)
- Expand use of GiveCampus for year-round athletics fundraising, including coach/advocate training and ongoing support. (Summer/Fall 2026)
- Launch an employee giving campaign (direct mail and GiveCampus) to strengthen internal participation and build a pipeline of employee donors. (Summer 2026)
- Develop donor journey mapping to support retention, reactivation, and upgrade strategies across annual giving segments. (Summer 2026)
- Pilot an impact storytelling series in collaboration with IMC to deepen donor connections and highlight institutional priorities. (Summer/Fall 2026)
- Build a structured student philanthropy and senior class giving program to strengthen the long-term donor pipeline. (Fall 2026)

Priority 5.6 | Leverage Initiative Resources. Expand the President’s Excellence Fund to seed innovation in enrollment, brand elevation, and academic development.

Priority Level 2 | Status: On Track |
Accountable: Jared Tice | Responsible: Development Office & Cabinet

Summary: The Office of the President identified priority funding opportunities through Cabinet collaboration and listening sessions, supporting investments in laboratory equipment, Law School carrels, faculty professional development, Esports Foundry, JGA campaign consulting, an Economic Impact Study,

Conservatory travel, and Lightcast career data. Presidential Excellence Fund resources were raised through inauguration activities including the Presidential Gala, with a goal of identifying approximately \$1 million in strategic initiatives the fund can seed in summer 2026. Priority is experiencing some disruption but is being actively managed.

Updates:

- Evaluated current discretionary funds at the start of the FY 26 Fiscal Year (July 2025) to determine baseline for leveraging existing funds
- Working with Cabinet and through listening sessions, the Office of the President identified a potential priority list of funding opportunities to enhance enrollment, student experience, reputation building, and faculty development (Fall 2025). Identified funding resources include, but are not limited to the following:
 - Laboratory equipment needs
 - Law School Study Carrel Upgrades
 - Professional development support for faculty
 - Enrollment enhancements including inclusion in Colleges of Distinction
 - Use of a third-party for key searches (Provost, Law School Dean)
 - Pep Band startup and support cost
 - Third-party software to support alumni
- In Spring 2026, identified funding resources include, but are not limited to the following:
 - Supporting the Esports consulting build (Esports Foundry)
 - Supporting comprehensive fundraising campaign consultants (JGA)
 - Support Economic Impact Study of the University
 - Supporting Conservatory of Music travel
 - Supporting Employer salary data by role for University website (Lightcast)
- Presidential Excellence Fund resources were raised through the inauguration activities, especially sponsorship of the Presidential Gala.
- The President's Excellence Fund was added to the main donation portal of the University for ease of access and giving (Spring 2026)
- Established a vetted and systematic resourcing request structure for the University (March 2025)
-

Next Steps:

- Continue to identify funding priorities, aligning needs with annual priorities and developing strategic plan priorities into the early part of summer 2026, with goals of identifying approximately \$1 million in strategic initiatives the excellence fund can seed.
- Continue to use the Presidential Excellence Fund to seed strategic initiatives while engaging donors to create a revolving fund to seed innovative (ongoing)

Priority 5.7 | **Develop GAP Program.** Design and pilot a donor supported "Close the Gap" scholarship initiative to provide stackable financial aid for students with unmet need.

Priority Level 2 | Status: On Track |

Accountable: April Novotny | Responsible: Brett Scott & Development Team

Summary: The "Close the Gap" scholarship fund was established with a lead gift secured, and Financial Aid is actively utilizing funds to assist students facing unexpected financial barriers. A donor solicitation mailing targeting alumni who themselves received scholarships at Capital is in development, along with a student resource guide and an evolving marketing strategy. Priority is on track.

Updates:

- Fund established and lead gift secured (Summer 2025)

- Financial Aid utilizing funds to assist students facing unexpected financial barriers that threaten their ability to stay enrolled (Ongoing)

Next Steps:

- Create implementation and evolving marketing strategy (Ongoing)
- Develop solicitation mailing targeting donors most inclined to have been provided scholarships themselves while at Capital, providing multi-year commitment opportunities (Early summer 2026)
- Partner with Student Experience to establish student resource guide on Capital University Website (Fall/Winter 2026)
- Development Team continues to solicit gifts for “Close the Gap” while on the road for regional events and other travel (Ongoing)

Priority 5.8 | Digital Stewardship. Streamline IT systems and software to improve efficiency and accessibility for students, faculty, and staff.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Bill Mea | Responsible: Dynamic Campus and University Faculty Technology Committee

Summary: The Network and Wi-Fi upgrade was completed and Dynamic Campus installed a new Chief Information Officer in October 2025 to improve service and reliability. A campus community IT survey will be conducted with the University Faculty Technology Committee in August 2026 to inform an implementation plan for further improvements.

Updates:

- The Network and Wi-Fi upgrade project was completed in June 2025, with additional refinements completed in August 2025. (August 2025)
- Dynamic Campus installed a new Chief Information Officer in October 2025 to improve service and reliability. (October 2025)

Next Steps:

- Dynamic Campus to survey the campus community regarding IT services and functionality. The survey will be created in conjunction with the University Faculty Technology Committee. (August 2026)
- Utilizing the results of the survey, develop an implementation plan for improvements. (September 2026)

Priority 5.9 | Sustainability and Stewardship. Integrate sustainability goals through AASHE Stars Reporting baseline into facilities, planning, and operations.

Priority Status: Level 3 | Tracking Status: On Track |

Accountable: Bill Mea | Responsible: Danny Burkholder

Summary: Capital registered to participate in the AASHE STARS program in January 2026 and met with AASHE staff in April to establish the institution within the framework. The full assessment process will be conducted across 2026-2027, with assessment results informing a plan for improvement in 2027-2028. Priority is on track.

Updates:

- The Sustainability Tracking, Assessment & Rating System™ (STARS®) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. STARS is intended to engage and recognize the full spectrum of higher education institutions, from community colleges to research universities. The framework encompasses long-term sustainability goals for

already high-achieving institutions, as well as entry points of recognition for institutions that are taking first steps toward sustainability.

- Registered to participate in STARS. (January 2026)
- Met with AASHE staff to establish Capital as part of the program and learn how to complete the assessment. (April 2026)

Next Steps:

- The assessment work will take approximately one year, which will be done during 2026-2027.
 - Use assessment results to create a plan for improvement. (2027-2028)
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GLOSSARY OF TERMS

ARCI Model of Accountability: The ARCI Model is a framework used to clarify roles, responsibilities, and decision-making authority for strategic initiatives and operational work. ARCI ensures that every project & priority has clearly defined ownership, eliminates ambiguity, and strengthens coordination across teams and divisions.

Accountable (A): Person or stakeholder who is the “owner” of the work – typically only one cabinet-level officer of the University. They are ultimately answerable for the outcome.

Responsible (R): People or stakeholders who do the work. Several cross-functional leaders can be jointly responsible. They execute tasks, develop deliverables, and carry out the actions to achieve results.

Consulted (C): People or stakeholders who need to give input before the work can be done and signed off on. These people are “in the loop” and active participants. This role is two-way: they are engaged in dialogue to inform the work.

Informed (I): Individuals or groups who need to be kept aware of progress, decisions, and outcomes, but are not directly involved in execution or decision-making.

Key Performance Indicator (KPI): A measurable value that indicates how effectively an institution is achieving its key strategic priorities/objectives. KPIs help track progress over time towards strategic goals.

Key Result Indicator (KRI) is a clearly defined outcome that demonstrates a specific action has been completed or a key milestone has been achieved. Action-based KRI serves as evidence of completion, often binary in nature (achieved/not achieved).

Priority Status: Reflects the relative importance, urgency, and institutional impact of each strategic initiative within the annual plan. It communicates the degree to which an initiative is essential to the University’s mission, long-term strength, and operational health. Priority Status also guides sequencing, resource allocation, accountability, and delivery expectations.

Priority Level 1: Initiatives are essential to the University’s overall strength, health, and strategic momentum. They represent must-deliver commitments that directly advance institutional mission, financial sustainability, enrollment growth, or core academic and student success outcomes. These priorities require on-time, high-quality execution, cross-campus alignment, and presidential and cabinet-level attention. Failure to advance or complete Priority 1 initiatives would have a material impact on the University.

Priority Level 2: Initiatives play a significant role in supporting and sustaining University operations, strengthening processes, or reinforcing progress toward long-term goals. While not mission-critical, they are important to the institution’s overall effectiveness and reputation. Priority 2 initiatives should move forward in a timely manner, but timelines may be adjusted without jeopardizing institutional health.

Priority Level 3: Initiatives offer value to the University by providing insights, enhancements, or exploratory work. They inform decision-making, support innovation, and improve understanding of opportunities, but they are not essential to delivering on core mission commitments. Delays, deferral, or discontinuation of Priority 3 initiatives would not be detrimental to the University or its strategic trajectory.

Tracking Status: A feature that indicates the current state of an action item within a plan. It helps users quickly see whether tasks are on schedule, at risk, or completed

On Track: Denotes that a priority is progressing as planned and is expected to be completed by the target date.

Some Disruption: Highlights a priority experiencing minor issues that could cause delays if not addressed.

Major Disruption: Signifies a priority facing significant challenges that are likely to cause delays or prevent completion on time.

Discontinued: Used for priorities that have been permanently halted and will not be completed.

DIRECTORY

President's Cabinet:

Jared Tice, President
Laney Preston Alexander, Executive Assistant to the President
Darrell Bailey, Director of Athletics and Recreation
Jon Geyer, Associate Dean for Community Responsibility and Success
Leigh Johnson, Department Chair Mathematics, Computer Science and Physics, UFEC Chair
Liam O'Loughlin, Associate Professor, AAUP Chapter President
Bill Mea, VP for Business & Finance / CFO
Keirsten Moore, Provost & Vice President for Academic Affairs
April Novotny, VP for Advancement & Chief Development Officer
Tanya Poteet, Board Secretary
Stephanie Sanders, VP for Strategic Enrollment & Marketing

Additional Faculty and Staff:

Rachel Wrenn, Interim Dean, Trinity Lutheran Seminary, Associate Professor
Derek Faasse, Director of Undergraduate Admission
Jake Wuensch, Director of Graduate Admission
Emma Schultze, Assistant Dean of Admission
Mary Cannon, Director of Financial aid
Nathan Bell, Director of Enrollment Operations & Technology
Jenn Folden, Director of Marketing
Katie Lease, Director of Career Development
Debbie Gaitten, Director of Human Resources
Tristan Davis, Associate Director of Student and Community Engagement
Mary Beth Bertrand, Associate Provost for Strategic Initiatives
Maria del Mar Aponte, Director of the Center for Global Education
Joseph Grant, Interim Dean for Capital Law School
Shawn Cleveland, Director of Regional Development
Ashley Waltermeyer, Senior Director of Regional Development and Campaign Advisor
Brett Scott, Director of Regional Development
Elinor Fortescue, Director for Annual Giving Program
Danny Burkholder, Controller
Dustin Rudegear, Associate Director of Athletics
Tom Snee, Director of Residential and Commuter Life

Committees/Groups:

Trinity Lutheran Seminary Faculty and Staff
Associate Provosts
Program Chairs
Directors and Deans
Graduate Programs Committee
College Curriculum Committee
Director of Signature Learning
University Faculty Executive Committee (UFEC)
Faculty Governance
Staff Council
Culture and Climate Committee
Student and Community Engagement
Office of Diversity and Inclusion

Student Success Teams
Signature Learning Director and Committee
Center for Global Education
Athletic Department
Campus Planning Task Force
Director of Learning Technologies and Digital Design
University Faculty Technology Committee
Pride of the Purple Organization (Advisor)
Student –Athlete Advisory Committee (SAAC)
Expanded Budget and Planning Committee