

The Thiel Commitment

Statement of Vision: *Thiel College is committed to developing and delivering innovative academic and co-curricular programs incorporating ethical and global perspectives, providing opportunities for students to discover and prepare for leadership in their chosen careers, enrolling students from the global populations, celebrating diversity within its community, and cultivating thriving living/learning communities.*

Statement of Mission: *Thiel College, an academic institution in the Lutheran tradition, empowers individuals to reach their full potential by assuring educational excellence, stimulating global awareness, promoting ethical and responsible leadership, and preparing students for careers so that lives inspired by truth and freedom may be committed to service in the world.*

Statement of Identity: *Thiel College, an independent institution related to the Evangelical Lutheran Church in America, and established in Western Pennsylvania in 1866 as a co-educational institution, educates students in the liberal arts and professional studies for service to society.*

The Thiel College 2011-2016 Strategic Plan

Vision, Mission, Identity: A Unified Commitment to Excellence

The Thiel Commitment reflects a campus-wide commitment to a personalized, motivating, challenging and relevant education for every student and to the delivery of superior programs and services that respond to individual student needs. Uniquely within higher education, **The Thiel Commitment** involves and engages all stakeholders—students, parents, faculty, staff, trustees, alumni and friends—in a mutual and reciprocal commitment to optimal personal and academic growth for every student, culminating in achievement of the baccalaureate degree within four years.

Students commit to enthusiasm and diligence within and beyond the classroom, challenging themselves to take advantage of a broad array of opportunities and activities. Parents commit to continuing support of their student's drive toward worthy goals and excellence in accomplishment. Faculty members commit to offer challenging courses, expertly taught to help every student learn, and to accurate and personalized advising. The staff of the College commits to excellence in programming and services emphasizing student leadership and citizenship. Trustees commit to best practice governance and effective fiscal oversight, providing students, faculty and staff with appropriate resources, facilities and infrastructure. All stakeholders commit to fostering a challenging teaching and learning environment within a supportive culture that cares for students, one student at a time, and builds the community-wide optimism and confidence that energizes the art of the possible.

The Thiel Commitment unites the College and all its students in powerful teaching and learning experiences distinguished by four major emphases that serve as pillars supporting and sustaining a unified vision of all aspects of the Strategic Plan:

- I. COMMITMENT TO ACADEMIC EXCELLENCE AND RELEVANCE
- II. COMMITMENT TO A CULTURE OF CARING AND CONFIDENCE
- III. COMMITMENT TO ENHANCED FACILITIES AND INFRASTRUCTURE
- IV. COMMITMENT TO SUPERIOR DELIVERY OF PROGRAMS AND SERVICES

Pillar I: Academic Excellence and Relevance

In a world increasingly defined by change, challenge and complexity, liberal arts education remains the gold standard in America for baccalaureate-level preparation of enduring relevance. Liberal arts education aspires to transformation, seeking to draw from each learner a personal best in word and deed. The overarching goal of this enriched learning is that all may thrive to the full extent of individual capacity as free agents and problem solvers in the interconnected worlds of work, family and citizenship. The emphasis on academic excellence and relevance will achieve the following:

1. **The Kenneth and Marianna Brown Dietrich Honors Program**—a signature initiative that recruits and retains especially well-prepared students; that provides unique opportunities for academic challenge, intellectual exploration, critical reflection and creative expression to students from all disciplines in support of honors-level accomplishment in scholarship, leadership and service; that is differentiating for Thiel; and that models an academic culture of high achievement for the College as a whole.
2. **A Core Curriculum**—that excites and challenges students; that structures college learning appropriately; that supports and entices students through all four years; that stresses connections within and among disciplines; that applies liberal learning to real world tasks; and that fosters a strong academic work ethic.
3. **Majors and Minors**—that equip students with in-depth knowledge and understanding in specific disciplines; that prepare students for graduate study and careers; that ensure exposure to established theories as well as current ideas and practices; that support interdepartmental and interdisciplinary collaborations; and that inculcate the knowledge, skills and attitudes that prepare students to be effective practitioners in a field of study.
4. **Teaching and Advising**—that ensure every student's academic, personal and vocational needs and expectations are addressed; that foster a climate of high expectations; that encourage and challenge every student; and that continuously improve by design through faculty-led programs addressing expressed needs and aspirations of students and the faculty.
5. **A Career Services Program**—that exemplifies best practice career services in a liberal arts college so that Thiel graduates achieve initial and long-term career goals after graduation; that collaborates with alumni, trustees and friends of the College to gain access to high-profile, high-engagement internships for qualified students; that ensures ongoing relevance through continuously scanning the horizon for employment, societal and technology trends and opportunities; and that engages faculty and staff to ensure that on-campus activities support future career goals of students.
6. **A Student/Faculty Research Program**—that provides students with faculty mentors to guide their research; that provides resources to support students and their faculty mentors; that sponsors an annual on-campus conference to showcase research projects; and that supports the top projects for presentation at undergraduate research conferences regionally and nationally.
7. **Langenheim Library and The Learning Commons**—that serves as a principal site for research and supplemental learning on campus through peer-tutoring and competency-based individual and group instruction led by LL/TLC staff; that houses a teaching and learning center; that houses a presentation literacy lab; that is fully updated in teaching and learning technologies; that features periodical and book holdings, as well as programming, supportive of a heightened undergraduate research profile; that fosters learning-centered collaborations among students, faculty and staff; and that is comfortable and inviting.
8. **Vocational Leadership**—that expresses Thiel's Lutheran heritage by emphasizing vocation as the higher calling of humans to serve one another and engage responsively with the world; that values student effort and accomplishment as itself a calling to lead and to serve, as formative of and integral to one's whole life and work; and that seeks to inspire passion and excellence in the development of vocational values, ethics and leadership.

Pillar II: Culture of Caring and Confidence

Fostering a sense of community creates an environment that encourages student growth in knowledge, faith and social responsibility. A carefully designed, personalized set of out-of-class experiences complements classroom education, providing the blend of challenge, support and opportunity that most engages students and builds their confidence. Collaboration among the offices and individuals responsible for student success will be emphasized to complete the following initiatives.

1. **Fostering shared responsibility**—that values an ethos of accountability and collaboration such that everyone—students, faculty, staff, parents and trustees—is working together to ensure student success; and that reinforces **The Thiel Commitment** with *The Thiel Pledge* whereby students, faculty, staff, parents and trustees annually reaffirm their commitment to high standards of effort and accomplishment, to a respect for learning in all fields of human endeavor, to the ethical application of this learning, to individual and collective responsibility for success in every worthy endeavor, in and beyond the classroom, and to recognition of the contributions others make to our success.
2. **Inspiring a life-long desire to learn and to serve**—that combines disciplinary and interdisciplinary learning infused with great ideas in the arts, sciences, humanities and social sciences; that emphasizes the intellectual skills of critical thinking, synthesis and problem solving, as well as rhetorical and communication skills; that benefits by complementary programming between Student Life and Academic Affairs; that is committed to civic engagement, manifest in empathy for others, especially the less fortunate, and a desire to serve others; and that engages the Greenville community as the focus for civic engagement and service learning projects conducted by students in collaboration with faculty and staff.
3. **Celebrating diversity and a global perspective**—that is championed by expanding the focus on issues related to sustainability, global economic development and the environment; that supports global/international courses and programs; that supports collaborative development of broadly accessible study abroad/study away experiences; that educates the campus community about the richness of diversity in intellectual thought, in religion and spirituality, in the arts, in cultures and in personal life; and that enhances and expands recruiting international students to create an even more diverse student body.
4. **Embodying Judeo-Christian values and ethics**—that express Thiel's Lutheran heritage through the welcoming of individuals of all faiths and backgrounds, the affirmation of dignity for each individual, a commitment to service, to the free and open exploration of ideas and to the development of individual talents; that provides an active campus ministry of chapel services and other religious programs; that coordinates faculty and staff providing programming for students wishing to explore ethical and social issues and ideas from a less overtly religious perspective; that recognizes and values differing interpretations of religion and spirituality, and that strives to understand, embrace and promote spiritual development; and that supports the academic study of spiritual and ethical development across the disciplines of the College.
5. **Balancing excellence in athletics with excellence in academics and community service**—that affirms through the Athletics Vision Statement the national Division III philosophy that athletics are a vehicle to promote vigorous competition tempered with good sportsmanship, to develop and refine leadership skills and to establish a lifelong commitment to health and wellness; that aspires to competitive success in all sports; and that challenges all student-athletes to reach their full potential as individuals, as students and as athletes, who upon graduation will make valuable contributions to their families, churches, communities and alma mater.

Pillar III: Facilities and Infrastructure Expansion/Enhancement

Because Thiel students, faculty and staff deserve high-quality academic, athletic, artistic, social and residential buildings, grounds and facilities, the Board of Trustees endorses a comprehensive expansion and upgrading of classroom buildings, science laboratories, athletic facilities, art, music and theater venues, indoor and outdoor social spaces, residence halls and infrastructure, including information technology. This emphasis includes two key initiatives:

1. **A Campus Master Plan**—that identifies and prioritizes the long-term expansion and enhancement needs for facilities and infrastructure including accelerating renovation and new construction by increasing bond indebtedness; that addresses required financial resources and staffing for deferred maintenance; and that identifies strategies for campus beautification to enhance the aesthetic appeal of the campus.
2. **A Capital Campaign**—that secures resources for the enhancement of facilities and infrastructure; and that engages the Board of Trustees and other donors in support of enhancing and expanding facilities and infrastructure.

Pillar IV: Superior Delivery of Programs and Services

An integral component of **The Thiel Commitment** is excellence in execution. Building upon and sustaining the success and entrepreneurial spirit of the Imagining Thiel projects of 2009-11, the College models the principles of continuous improvement as the way to evolve from a very good college to a regionally and nationally respected institution that merges the best of the liberal arts tradition with career relevance and global citizenship. **The Thiel Commitment** makes a profound and enduring impact through doing the best job possible day-in and day-out to ensure superior delivery of all programs and services for students.

1. **Excellence in teaching, learning and advising**—that encourages and supports faculty development in research, teaching and advising through colloquia on and off campus and through individual and team mentoring and collaboration; that continues to monitor student learning and seeks the most useful means through which to relate student learning outcomes to content, pedagogies and advising; and that manifests collective pride in extraordinary achievements in teaching, learning and advising.
2. **Excellence in caring and confidence-building**—that synchronizes programs, practices and services to ensure advancement of key opportunities for individual student learning, development and engagement; that fosters a culture of open communication, trust and teamwork; that instills pride for individual contributions, appreciation for the work of others and collective resolve for excellence in the Thiel approach to the total student experience in clubs and organizations, residence life, athletics, performing arts, diversity and global awareness, ethical and spiritual well-being and leadership.
3. **Excellence in operations**—that encourages administrative staff to develop exemplary service and operational excellence by setting best practice as the norm; that requires each administrative area to conduct regular reviews of its programs and services to assess their effectiveness and then to develop plans to enhance programs and services as part of an ethos of continuous improvement; and that insists on high-quality facilities operations and infrastructure to support curricular and co-curricular offerings; that rewards accomplishment in all these areas.
4. **Excellence in professional development**—that enables faculty members to enhance teaching and advising and supports their research interests; that equips staff with the knowledge and skills to enhance and expand the scope and effectiveness of their duties and responsibilities; and that strengthens the sense of community and mutuality among faculty and staff.
5. **Excellence in life/work quality**—that attracts and retains outstanding faculty and staff; and that unites the entire campus community in embracing the principles of the “Great Colleges to Work For” project, conducting an annual review of quality of life/work issues and using the guidelines to develop programs to ensure that all employees feel appreciated and empowered as valued colleagues working together at an institution that provides a sense of belonging, meaning, recognition and reward.

The Vision In Action—Goals and Outcomes

The Thiel Commitment: The Thiel College 2011-2016 Strategic Plan joins students and their families, faculty, staff, alumni, trustees and the citizens of Greenville, Pa., in the shared vision of Thiel College as an institution of higher education that provides transformative learning and prepares its graduates for lives of meaning, purpose and significance. The following goals will be achieved through the effective implementation of the strategic plan's four pillars of **Academic Excellence and Relevance**, a **Culture of Caring and Confidence**, **Facilities and Infrastructure** and the **Superior Delivery of Programs and Services** by fall 2016:

1. **Enrollment**—increases in the size, diversity, retention rate and academic profile of the student body.
2. **Teaching and Learning**—progress in professional development, student success, curriculum development and attracting and retaining faculty.
3. **Student Engagement, Community Service and Civic Engagement**—increases in student participation in co-curricular clubs, athletic teams and community service/involvement in the Greenville area.
4. **Fundraising**—increases in alumni giving rates, growth of annual fund and endowment giving, and capital improvements.
5. **Financial**—improvements to faculty/staff compensation, management of endowment growth and financial aid.
6. **Facilities and Infrastructure**—a campus master plan aimed at enhancing facilities and infrastructure.
7. **Operational Excellence**—enhancements to staff professional development, maintenance of the Imagining Thiel initiative, improvements to information systems and data collection and utilization, and enhancements to workplace atmosphere based on the *Great Colleges to Work For* principles.

Goals and Outcomes

The following goals or expected outcomes will result from the effective implementation of **The Thiel Commitment: The Thiel College 2011-2016 Strategic Plan.**

Strategic Goals—The Four Pillars of the Strategic Plan
I. COMMITMENT TO ACADEMIC EXCELLENCE AND RELEVANCE
Overall headcount enrollment will increase from 999 in Fall 2009 to over 1,200 in Fall 2016.
a. New first year domestic students will increase to over 350 by Fall 2016.
b. New traditional tuition-paying international students will increase to 20 by Fall 2016.
c. The average academic profile of new first year students will improve from 3.0 to 3.2 GPA and 930 to 980 SAT from 2009 to 2016.
d. First- to second-year retention will increase from 62% in Fall 2009 to over 75% by Fall 2017. Similarly, retention from first to third and first to fourth year will support long term goals of 65% (1-3) and 57% (1-4) respectively.
e. The Fall 2016 cohort at Thiel College will graduate at a rate higher than 50% (six-year graduation rate).
By 2016, 95% of all graduates will be employed or in graduate school within six months of graduation.
By 2016, academic excellence and relevance will be enhanced by each academic department setting and achieving goals related to employment or graduate school acceptance for students and academic performance of students (retention, GPA, academic outcomes determined by faculty) that improve on current performance yet are unique to each department.
II. COMMITMENT TO A CULTURE OF CARING AND CONFIDENCE
By 2016, every Thiel graduate will participate in at least 4-6 meaningful student engagements prior to graduation (internship, study abroad/study away, athletics, clubs and organizations, Greek life, and community service)
By 2016, Thiel College and the Greenville Community will exemplify best practice in college-community relations, provide ongoing opportunities for community service and service learning, and enable Thiel students to fulfill internship requirements.
III. COMMITMENT TO ENHANCED FACILITIES AND INFRASTRUCTURE
By 2011 and every year thereafter, Thiel College will show a surplus in its annual operating budget.
By 2016, Thiel will complete a comprehensive campaign of \$50 million (or amount TBD) to fund the Strategic Plan and the Campus Facilities Master Plan.
a. Thiel will have developed a Campus Facilities Master Plan that includes academic, recreational and residential spaces.
b. The Thiel Fund will increase from \$770,000 in 2008-09 to \$1 million by 2016 and the number of donors will increase by 10%.
c. Alumni giving percentage will increase from 25% in 2011-12 to more than 29% in 2015-16.
d. The endowment will increase from \$21 million in 2009-2010 to over \$35 million in 2015-16.
IV. COMMITMENT TO SUPERIOR DELIVERY OF PROGRAMS AND SERVICES
By 2016, Thiel College will achieve operational excellence through superior delivery of all academic, student life programs, service programs, administrative services and Thiel College operations.

Operational Goals	Annual Benchmarks	Responsibility
1. Overall headcount enrollment will increase from 999 in Fall 2009 to 1,200 in Fall 2016. <i>A comprehensive enrollment management and marketing strategy focusing on recruitment of new students and retention of current students will be finalized by end of 2012, then reviewed and refined annually to achieve annual benchmarks.</i>	2012-13 1081 - Actual 2013-14 1100 - Actual 2014-15 1074 - Actual 2015-16 1130 2016-17 1200	Enrollment, Academic Affairs, Student Life
a. New first year domestic students will increase to over 390 by Fall 2016.	2012-13 295 - Actual 2013-14 299 - Actual 2014-15 275 - Actual 2015-16 350 2016-17 390	Enrollment
b. New traditional tuition-paying international students will increase to 30 by Fall 2016.	2012-13 3 - Actual 2013-14 4 - Actual 2014-15 5 - Actual 2015-16 20 2016-17 30	Enrollment
c. The average academic profile of new students will improve from 3.0 to 3.2 GPA and 930 to 980 SAT from Fall 2009 to Fall 2016.	Fall 2012 actual: 3.18 / 956.4 2012-13 3.10 940 2013-14 3.13 950 2014-15 3.15 960 2015-16 3.17 970 2016-17 3.20 980	Enrollment, Academic Affairs
d. First-to second-year retention will increase from 62% in Fall 2009 to over 75% by Fall 2017. Similarly, retention from first to third, and first to fourth year will support long term goals of 65% (1-3) and 57% (1-4) respectively.	2012-13 67% 2013-14 69% 2014-15 71% 2015-16 73% 2016-17 75%	Enrollment, Academic Affairs, Student Life
e. By Fall 2014, Thiel College will have selected and implemented appropriate software to assist with advising, tracking, and retention of students.	2013-14 Select software, begin advisor and mentor training 2014-15 Full implementation 2015-16 Review and refine	Academic Affairs, Student Life, Chief Information Officer
f. The Fall 2016 cohort at Thiel College will graduate at a rate higher than 50% (six-year graduation rate).	2012-13 35% 2013-14 38% 2014-15 42% 2015-16 46% 2016-17 50%	Enrollment, Academic Affairs, Student Life
2. By 2017, 90% of all graduates will be employed or in graduate school within six months of graduation.	2012-13 62% 2013-14 75% 2014-15 82% 2015-16 87% 2016-17 90%	Academic Affairs, Student Life, Alumni

<p>a. By Spring 2014, the Career Development Center will have developed a comprehensive plan for enhancing career development. <i>The plan will include strategies to track alumni outcomes, job and graduate school placement, and provide enhanced co-operative, internship, and support programs. The plan will be reviewed and refined annually to achieve annual benchmarks.</i></p>	<p>2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine</p>	<p>Academic Affairs, Student Life, Alumni</p>
<p>b. In order to achieve a 90% placement rate by 2017, the Career Development Center will develop 20 new strategic partnerships with employers and Thiel College alumni by Spring of 2017. These partnerships will provide experiential learning opportunities (internships, laboratory assistantships, job shadowing) and fulltime job placements according to student abilities and interests, and will help support College experiential learning objectives and placement outcomes.</p>	<p>2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine 2016-17 Assess and Enhance</p>	<p>Academic Affairs</p>
<p>3. By 2016, academic excellence and relevance will be enhanced by each academic department's having set and achieved strategic goals related to student enrollment and academic success (GPA, retention, graduation rates), and success after graduation (employment or graduate school acceptance).</p>	<p>2013-14 Plan/Partial Implementation 2014-15 Full Implementation 2015-16 Review and Refine 2016-17 Improve/Enhance</p>	<p>Academic Affairs</p>
<p>a. By Spring 2014, each academic department will have assessed its performance in terms of number and quality of students enrolled, retention in the major/in the College, and percentage of graduates accepted to graduate school.</p>	<p>2013-14 Plan/Partial Implementation 2014-15 Full Implementation 2015-16 Review and Refine 2016-17 Improve/Enhance</p>	<p>Academic Affairs</p>
<p>b. By Fall 2015, each academic department will have reviewed its curricula and pedagogies for majors and minors with reference to the Austen Group Report findings on demand/cost/yield. Progress will be reported to the VPAA and tracked annually.</p>	<p>2013-14 Analysis #1+Review of findings 2014/15 Improvements Reports/Analysis #2 2015/16 Review and Refine</p>	<p>Academic Affairs</p>
<p>c. By Spring, 2015, each academic department will have completed a second round of Student Learning Outcome (SLO) assessments, compared results with round one, and revised improvement plans as needed.</p>	<p>2014-15 SLO #1 2015-16 SLO #2 2016-17 Repeat annually/ review and refine</p>	<p>Academic Affairs</p>
<p>d. In Fall 2014, Thiel College will begin implementation of its new core curriculum. By Spring 2015, pre-designed new core assessments will be implemented and assessments for all aspects of the new core will be in place. By Fall 2016, the new core will have been fully implemented. Assessments--of faculty participation, student enrollment, student learning outcomes, and evaluations by students and faculty--will be conducted and reviewed annually to ensure optimal academic excellence and relevance in the new core. Refinements will be implemented as appropriate.</p>	<p>2014-15 Implementation/Early Assessment 2015-16 Implementation Continues/All Assessments in Place 2016-17 Full Implementation/ Full Assessment 2017-18 Assess/Refine/Enhance</p>	<p>Academic Affairs</p>

e. In 2013/14, the College began implementation of the new Dietrich Honors Institute (curriculum and co-curriculum) based upon a comprehensive plan developed in 2012/13, when goals for student enrollment were set and exceeded expectations. The goal for student enrollment by 2016/17 is 200. As implementation continues in 2014/15, the DHI will assess student retention, student learning outcomes, staffing, programming, recruiting, and marketing to ensure academic excellence within the DHI and to enhance its impact upon College-wide improvement in enrollment, retention, and overall academic climate.	2013-14 2014-15 2015-16	Partial Implementation Implementation Continues/ Assessment Begins Major Assessment/ Revised Goals	Academic Affairs
f. Student-faculty research goals (number of collaborative projects undertaken annually/number results in presentation or publication) will be established by Spring 2015 and assessed annually.	2013-14 2014-15 2015-16	Academic Depts. Establish Benchmarks and Goals/College-wide student research symposium established/ Thiel Forums include student presentations Department Goals 2 nd student research symposium Assess/Review/Refine	Academic Affairs
g. By Spring 2014, academic advising and Thiel Learning Commons goals related to quantity, quality, and results of student contacts will be established and assessed annually.	2013-14 2014-15 2015-16 2016-17	TLC semester reports student outcomes; MAP-Works begins implementation to enhance timing, targeting, and quality of advising; Fall-to-fall retention of incoming 2013 first-year students will improve significantly. Revision of <i>Advising Handbook</i> ; MAP-Works training continues Comprehensive Review: TLC&MAP-Works Assess/Refine/Enhance	Academic Affairs
h. By Fall 2016, the Langenheim Library will have undertaken a thorough review of its mission, staffing, and operational goals. Appropriate models for contemporary delivery of research resources and student instruction in research literacy will be explored and adapted as appropriate.	2013-14 2014-15 2015-16	Preliminary Review Conducted Improvements Implemented Major Review	Academic Affairs
4. By 2016, every Thiel graduate will participate in at least 4 to 6 meaningful student engagements (internship, study abroad/study away, athletics, clubs and organizations, the arts, Greek life, community service). <i>An exemplary program of meaningful student engagement with specific goals will be designed and implemented.</i>	2011-12 2012-13 2013-14 2014-15 2015-16	Assess Program Develop Plan Implementation Review and Refine Improve/Enhance	Student Life, Academic Affairs

<p>a. By Fall 2012, Thiel College will implement an accurate process for determining student involvement in co- and extra-curricular programs, setting goals for tracking and evaluating outcomes for student involvement, and then tracking student involvement. <i>The Vice President of Student Life in collaboration with Student Life staff will use best practice in tracking student engagement to develop and monitor the database; to set goals for student involvement; and to review and refine student involvement annually.</i></p>	<p>2012-13 Assess Program 2013-14 Develop Goals 2014-15 Track Involvement 2015-16 Review and Refine</p>	<p>Student Life, Academic Affairs</p>
<p>b. By Fall 2014, Thiel College will develop and enhance initiatives that integrate the Lutheran heritage of emphasizing vocation as the higher calling of humans to serve one another and engage responsibly with the world. <i>Campus Pastor will work with other members of the faculty and staff to accomplish this goal.</i></p>	<p>2013-14 Assess and Plan 2014-15 Implement Initiatives 2015-17 Review and Refine</p>	<p>Student Life, Academic Affairs</p>
<p>c. By Fall 2016, improve the quality of recognized and active clubs and organizations. <i>The VP of Student Life in collaboration with Student Life staff and Student Government will oversee an initiative to improve the overall quality and quantity of student clubs and organizations, including goals and benchmarks. VP of Student Life will monitor quality of clubs and organizations as well as review and revise the plan to increase student engagement in clubs and organizations.</i></p>	<p>2012-13 Review SGA Bylaws 2013-14 Develop Goals 2014-15 Develop Plan 2015-16 Review & Refine</p>	<p>Student Life</p>
<p>d. By Fall 2016, improve the overall quality of the Greek life system and the number of students participating. <i>Student Life, in collaboration with the Greek Councils, will oversee efforts for improving the overall quality of the Greek system with an emphasis on academics, service, leadership, recruitment, retention, and conduct; membership will move from the 269 members to more than 300 by 2016; Students Life and Academic Affairs will annually review and revise strategies for improving all chapters' GPA.</i></p>	<p>2012-13 Assess and Plan 2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine</p>	<p>Student Life</p>
<p>e. At least half of Thiel College's athletic teams will consistently achieve a team GPA of 3.0 or better by 2016.</p>	<p>2012-13 55% teams 2013-14 64% teams 2014-15 44% teams 2015-16 48% teams 2016-17 50% teams</p>	<p>Athletics</p>
<p>f. Thiel College will increase the number of athletes on the President's Athletic Conference Academic Honor Roll by 2016 to consistently 75 or higher.</p>	<p>2012-13 80 2013-14 83 2014-15 69 2015-16 73 2016-17 75</p>	<p>Athletics</p>
<p>g. Thiel College will consistently achieve an overall yearly winning percentage of .500 or above.</p>	<p>2012-13 .503 2013-14 .359 2014-15 .470 2015-16 .490 2016-17 .500</p>	<p>Athletics, President, Cabinet</p>
<p>5. By 2016, Thiel College will achieve operational excellence through superior delivery of all academic and student life programs and services. <i>Existing and ad hoc committees of faculty and staff will define measures of operational excellence and design a plan to achieve the measures; the Cabinet will oversee implementation of the plan as well as review and refine the plan.</i></p>	<p>2011-12 Define Measures 2012-13 Develop Plan 2013-14 Implement Plan 2014-15 Review and Refine 2015-16 Improve/Enhance</p>	<p>Cabinet, Faculty, Staff</p>
<p>a. Starting Spring 2012, Thiel College will administer an employee satisfaction survey using the "Great Colleges to Work For" categories as a starting point. By Fall 2013, Thiel will have developed and started to implement a comprehensive employee satisfaction program with annual benchmarks. <i>Using an existing or ad-hoc committee, guidelines based upon survey results will be developed to achieve appropriate goals.</i></p>	<p>2012-13 Develop Plan 2013-14 Implement Plan 2014-16 Review and Refine</p>	<p>Administration, Employees</p>

b. By Fall 2013, Thiel will have designed and developed a new external website that uses appropriate content management systems. Specific goals for faculty and staff to engage in this process and be actively involved in content development will be important. <i>The Chief Information Officer and President will oversee design and implementation of websites.</i>	2012-13 2013-14 2014-16	Design Websites Implement Review and Refine	Chief Information Officer, Faculty, Staff
c. By Fall 2014, Thiel will have designed and developed an internal website (portal) that allows for internal communication and most technology resources to be accessed from a single location. Specific goals for faculty and staff to engage in this process and be actively involved in content development will be important. <i>The Chief Information Officer and President will oversee design and implementation of websites.</i>	2013-14 2014-15 2015-16	Design Websites Implement Review and Refine	Chief Information Officer, Faculty, Staff
d. By Fall 2013, Thiel will have developed plans to enhance professional development programs for faculty and staff. <i>The Cabinet will assess current professional development programs and develop a plan to enhance performance through effective and efficient programs of professional development for faculty and staff; then implement, review and refine programs.</i>	2012-13 2013-14 2014-16	Develop Plan Implement Plan Review and Refine	Cabinet
e. By Fall 2013, Thiel will have developed plans for a quarterly supervisor training/development program. <i>The HR Department will develop a plan for quarterly supervisor training to cover areas of policy and procedure Compliance, internal communication and professional development.</i>	2012-13 2013-14 2014-16	Develop Plan Implement Plan Review and Refine	Human Resources
f. By Fall 2013, Thiel will have developed a new Employee Orientation program. <i>The HR Department will develop a plan for an on-line New Employee Orientation program to include a mentoring program with cross-departmental mentors.</i>	2012-13 2013-14 2014-16	Develop Plan Implement Plan Review and Refine	Human Resources
g. By 2014, Thiel will have identified a cohort benchmark group and developed and started to implement a compensation plan that takes into account salary, retirement, fringe benefits and internal and external equity (with link to national, regional and local markets).	2012-13 2013-14 2014-16	Develop Plan Implement Plan Review and Refine	Finance
h. Thiel will continue the “Imagining Thiel” initiative to sustain an environment supportive of new idea/program development by employees with at least \$10,000 allocated each year. <i>The President will provide guidelines and encourage submission of projects for “Imagining Thiel” initiative, review submissions, select recipients, and report results at the annual opening of school retreat.</i>	2012-13 2013-16 2013-16	Provide Guidelines Select Projects Communicate Results to campus	President, Cabinet
i. By Fall 2015, Thiel will have developed and implemented a plan to strengthen a culture of caring and confidence through its Lutheran heritage of welcoming individuals of all faiths and backgrounds, affirming the dignity for each individual, a commitment to service, free and open exploration of ideas, development of individual talents, and the study of religion and ethics. <i>A committee of faculty and staff will develop a plan with specific goals to enhance a culture of caring and confidence consistent with Thiel’s Lutheran heritage, will oversee implementation as well as an annual review and revision of the plan.</i>	2014-15 2015-16	Develop Plan Implement Plan	President, Student Life
j. By 2013, Thiel will begin to automate centrally generated reports and data collection (move from manual to automated/auto refreshed). <i>Chief Information Officer and VP for Finance and Management will assess data collection, design new processes and systems to automate data collection and report generation, implement these processes and systems, and review and refine.</i>	2012-13 2013-14 2014-15 2015-16	Assess Develop Plan Implement Plan Review and Refine	Chief Information Officer, Academic Affairs

<p>k. By 2014, Thiel College will create regular, reliable reports to show key indicators by academic department and major (recruitment, retention, student profile, workload, etc.). <i>The Chief Information Officer and VP for Academic Affairs will assess data collection, design new processes and systems to create regular and reliable reports of key academic indicators by department and major, implement these processes and systems, and review and refine these reports and the decision-making associated with the reports.</i></p>	<p>2012-13 Assess 2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine</p>	<p>Chief Information Officer, Academic Affairs</p>
<p>l. By Fall 2014, Thiel will have a robust calendar infrastructure that supports internal scheduling of facilities and events, and improves the communication of events open to the public. <i>The VP of Student Life and Chief Information Officer will develop a committee of campus representatives to determine specific features, responsibilities, and planning related to this process.</i></p>	<p>2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine</p>	<p>Student Life, IT</p>
<p>6. By June 30, 2011, and every year thereafter, Thiel College will show a surplus in its annual operating budget.</p>	<p>2011-12 Develop Model 2012-13 Monitor Budget 2013-16 Review and Refine</p>	<p>Finance</p>
<p>a. Starting in 2012, Thiel will develop a multi-year annual operational budget forecasting model that allocates resources consistent with the Strategic Plan. <i>The VP for Finance and Management and the President will develop the financial model consistent with the Strategic Plan, monitor the budget carefully, and review and revise the budgeting process to ensure a balanced budget or surplus.</i></p>	<p>2011-12 Develop Model 2012-13 Monitor Budget 2013-14 Implement Model 2014-16 Review and Refine</p>	<p>President, VP Finance</p>
<p>b. Starting in 2012, Thiel College will reduce the annual endowment draw from 7% in Fall 2009 to 5% in Fall 2016.</p>	<p>2011-12 6.5% Draw 2012-13 6% Draw 2013-14 5.75% Draw 2014-15 5.5% Draw 2015-16 5.25% Draw 2016-17 5% Draw</p>	<p>President, VP Finance</p>
<p>c. By Fall 2012, Thiel will develop a comprehensive plan for tuition increasing and discounting. <i>The VP for Finance and Management, VP for Enrollment Management, and President develop a comprehensive plan for tuition increases and discounting.</i></p>	<p>2012-13 Develop Model 2013-14 Continue Development 2014-16 Review and Refine Based on Market Conditions</p>	<p>President, VP Finance, Dean of Enrollment</p>
<p>d. Develop/maintain a rolling 3-year forecast of prioritized capital and maintenance needs that could include replacement cycle items (e.g., desktop technology, cars, etc.) and enhanced IT Infrastructure (internet connections, wireless, telephone, etc.).</p>	<p>2012-13 Categorize/Prioritize Deferred Maintenance Schedule 2013-16 ID Top Projects, Fund and perform projects, Revise based on completion and identification of new needs.</p>	<p>Information Technology</p>
<p>7. By 2016, Thiel College and the Greenville Community will exemplify best practice in college-community relations, provide ongoing opportunities for community service and service learning, and enable Thiel students to fulfill internship requirements. <i>The VP of Student Life will work with a special committee of faculty, staff, students and community leaders to design and implement an exemplary community development program incorporating community service, service learning, and internships. The VP of Student Life will oversee the program, and review and revise the program annually.</i></p>	<p>2012-13 Network with Community Leaders 2013-14 Development Partnerships 2014-15 Develop Plan 2015-16 Implement Plan</p>	<p>Cabinet, College, Community</p>

a. By Fall 2016, successfully track and identify service projects and hours, and implement a plan to improve and/or increase service projects in the Greenville community. <i>The VP of Student Life will develop a strategy to increase and improve service projects with an emphasis on the Greenville community, then review and revise the program annually.</i>	2012-13 Assess Practices 2013-14 Develop Plan 2014-15 Implement Plan 2015-16 Review and Refine	Student Life
b. By 2016, Thiel will implement an outreach plan for improving and/or strengthening relationships with regional religious networks. <i>The Campus Pastor, in full collaboration with Admissions, will lead an initiative to foster relationships with regional religious networks, create compelling activities and events, and pursue shared projects which enhance the missions of the College and churches.</i>	2014-15 Develop Plan 2015-16 Implement Plan	Campus Pastor, Admissions
8. By 2016, Thiel will undertake a comprehensive expansion and upgrade of campus facilities and infrastructure, funded by a comprehensive campaign and increased college fundraising activities.		
a. The \$60 million figure has been identified as a placeholder figure pending more detailed projection of campaign costs and completion of the feasibility study.	2012-13 Campus Plan 2013-14 Feasibility Study 2014-15 Leadership Phase 2015-17 Public Phase	Advancement
b. Thiel will develop a Campus Facilities Master Plan that includes academic, recreational and residential spaces. <i>The Campus Facilities Master Plan will be completed by December 15, 2012, including four phases with priorities for each phase that could accelerate renovation and new construction by increasing bond indebtedness; the Board of Trustees will review, refine and approve the Campus Facilities Master Plan at its February 2013 Meeting; then the Master Plan will be reviewed and refined annually to achieve annual benchmarks.</i>	2011-12 Complete Plan 2013-16 ID Top Projects, Fund and perform projects, Revise based on completion and identification of new needs.	Finance
c. The Thiel Fund will increase from \$770,000 in 2009 to more than \$1 million by 2016.	2010-11 \$1,010,949 2011-12 \$787,020 2012-13 \$805,339 2013-14 \$808,516 2014-15 \$950,000 2015-16 \$975,000 2016-17 \$1,000,000	Advancement
d. The number of donors will increase by 10% in 2016.	2010-11 16.6%-Actual 2011-12 -17.9%-Actual 2012-13 -12.7%-Actual 2013-1 5.60%-Actual 2014 8% 2015 9% 2016 10%	Advancement
e. Alumni giving percentage will increase from 25% in 2009 to more than 29% in 2016. <i>An annual fund strategy will be implemented in 2014-2015 to address alumni participation.</i>	2010-11 26.0% 2011-12 23.2% 2012-13 20.8% 2013-14 21.2% 2014-15 28% 2015-16 29%	Advancement
f. The endowment will increase from \$21 million in 2009-2010 to over \$35 million in 2016. <i>A strategy to increase the endowment, including a combination of fundraising and investment strategy, will be finalized in 2013, then reviewed and refined annually to achieve annual benchmarks.</i>	2011-12 \$25 million - actual 2012-13 \$28 million - actual 2013-14 \$31 million - actual 2014-15 \$33 million 2015-16 \$35 million	Advancement



PILLAR I: COMMITMENT TO ACADEMIC EXCELLENCE AND RELEVANCE

The Kenneth and Marianna Brown Dietrich Honors Institute (goal 3e)

- New enrollment (F'14) 60
- Total enrollment to date 131
- Total enrollment goal by 2016 200
- Six DHI students/Director Thompson traveled to Italy (Summer '13).
- Over 75% of new DHI students selected Honors Housing in Hodge Hall.
- New DHI quarters in refurbished Greenville Hall include dedicated collaborative space for DHI students.
- New honors laboratory science course approved (*Emerging Reality: Universe, Life, Mind*).

Core Curriculum (goal 3d)

- Two Hodge Institutes were held in summer '14 to prepare faculty for new core implementation; two more are planned for summer '15.
- Core student learning outcomes goals (SLO) currently in revision for compliance with MSCHE recommendations.
- Dr. David Buck, History, has been appointed assistant dean, core curriculum, to lead curricular and pedagogical development for the new core and to ensure compliance with Middle States assessment protocols.
- First implementation of SLO assessment F'14.
- Full implementation, all courses and all assessments—AY 16/17

Majors and Minors (goals 3a, 3b, 3c, & 5k)

- All academic departments completed reports on departmental goals and outcomes related to student enrollment and quality of enrollment, graduates within the major (s), student experiential learning, and student placement-- AY 13/14.
- All academic departments completed round one of student learning outcomes assessment, S'14.
- Review/revise process underway of round one SLO components; round two in S' 15.
- Austen Group Reports on demand, cost, and yield of all majors and minors shared with department chairs; responses from departments due to VPAA 12-15-14.

Faculty/Student Research (goal 3f)

- First college-wide Student Research Symposium, Johnson Center, drew 35 student presentations, S '14
- Second SRS, to be held in the Pedas Communication Center, announced for S '15.
- Thiel Forums in 2013/14 featured eight faculty presentations and five student performance/presentations.
- Application for NSF grant to support student research in STEM fields under discussion (Academic Affairs/Advancement).
- Faculty/Student Summer Research Institute under discussion

Career Development (goals 2a and 2b)

- To facilitate goal of 90% placement of all graduates within six months of graduation, by 2017, the Career Development Center will develop 20 new strategic partnerships with employers and Thiel alumni. These partnerships will provide experiential learning opportunities (internships/job shadowing/lab assistantships) and fulltime job placements.
- Partnership outcomes will be tracked separately and noted on Career Development webpages, and partners will perform an advisory function for the Career Development Center.

PILLAR II: COMMITMENT TO CULTURE OF CARING AND CONFIDENCE

MAP-Works (goals 3d, 1e: student retention)

- Following a pilot year, the retention-based software platform, Map-Works, is being fully launched this year. This software helps to improve communication and intervention efforts across campus areas.
- First-to-second-year retention has improved from 58.4% in 2010/11 to 69.0% in 2014/15.
- All faculty members and all appropriate staff members will be expected to use MAP-Works as a standard academic advising tool.
- Academic Affairs and Student Life will collaborate to increase student participation in transition surveys and student profiles associated with MAP-Works.

Student Engagement (goals 4, 4a)

- Based on data collected, Student Life will begin running participation reports to be posted on co-curricular transcripts. Reports will also spur intervention with students who show minimal engagement/participation.
- The Freshman Challenge program creates small teams within the first-year class. Each team is paired with a peer leader and works to complete challenges for social participation, engagement with an academic advisor, and timely class registration. Winning teams earn various perks and prizes.
- The co-curricular transcript will be included in the new intranet platform, *The Hub*, launched this year by IT.

Lutheran Heritage (goals 4b, 5f, 7b)

- The Chapel is now staffed by student employees and student volunteers, and we continue efforts to create a more inclusive and inviting environment for all within the campus community.
- This year's worship theme is *Make a Joyful Noise—Chime In!* Students who attend worship are provided bells with "Campus Ministry" inscribed on them as a reminder that they can chime in by sharing their gifts and talents through campus ministry.
- Regular worship services are held each Wednesday at 4:00 p.m., and a special *Candles in the Round* program is conducted on Sunday evenings.
- Pastor Jayne has been meeting with enrollment staff on strategies for connection to potential new students and on building relations with the church community.
- Pastor Jayne has also continued to provide students with experiences related to the ELCA.

Athletics (goals 4f, 4g, 4h)

- 14 of 22 athletic programs (63%) had a 3.0 or higher cumulative team GPAs for 2013/14.
- 83 student-athletes named to PAC Academic Honor Roll for 2013-14 (semester-of-competition GPA of 3.6 or higher).
- Overall win percentage of all athletic teams combined for 2013-14 was .359

Co-Curricular Offerings (goals 4c, 4d, 4e)

- New clubs and organizations continue to be explored and/or developed. This semester we have added new sailing and Aikido clubs.
- Student Life is introducing a new online community service platform, *Noble Hour*, which will allow us to track, verify, and promote service opportunities for students and also to run impact reports, including financial impacts as well as service hours.

Great Colleges to Work For (goal 5a)

- The GCTWF Taskforce has been reassembled this year with new membership, including an additional faculty position to better balance faculty with staff representation.
- The taskforce will focus on implementing previously approved recommendations and improving responses to survey prompt 58: “There is a sense that we are all on the same team at this institution.” Cabinet members will work with employees within their individual areas of supervision to address division-specific survey issues.
- President VanAken is meeting, in small groups or individually, with every Thiel employee to discuss GCTWF issues.

PILLAR III: COMMITMENT TO ENHANCED FACILITIES AND INFRASTRUCTURE

Campus Enhancement Projects (goal 8b)

- The James Pedas Communication Center was completed on schedule and dedicated on October 4, 2014.
- Of the \$22M in other facilities improvements since July, 2009, the following, at a cost of more than \$1M, have been made during the past year:
 - A renovation of 12 bathrooms in the Davis Square Apartments has been completed, with plans to complete the remaining 24 bathrooms in the spring/summer of 2015.
 - A new boiler system has been installed in the Academic Center; this will enhance the new chiller system installed last summer. A plan to update the temperature delivery system is underway for spring/summer 2015.
 - Renovation of Greenville Hall first- and second-floor classrooms, offices, and hallways included a Dietrich Honors Institute lounge and classroom, as well as new paint and flooring in the third-floor hallway.
 - Pedas-style interior signage will be duplicated across campus. Signage on the first floors of Roth and Greenville Hall has also been completed.

- Athletic facility upgrades include renovation of the entrance foyer; carpet in the weight/cardio room; renovation of two women's locker rooms; new flooring, lockers and paint in the Tomcat locker room.
- Renovation of the Beaver Building for use by the Art Department continues.
- With the completion of the Records Office, renovation of the first floor of Roth Hall is complete. Other areas in the building to follow as time and budget permit.
- Landscape projects have been completed across campus, including sidewalks, parking lots, Flo West front entrance, and tree trimming and removal.
- New entrance roof and porch on the east end of Sawhill Residence Hall, with plans for renovation of the west end patio.
- New air curtains have been installed at the entrance of the Academic Center to help cut heating and cooling costs and provide greater comfort for teaching and learning.
- New couches installed in the AC Lobby and near the retaining wall at the AC entrance.
- Two new king crimson trees planted outside of HMSC, dedicated to the Faculty and Staff of 2014.

PILLAR IV: COMMITMENT TO SUPERIOR DELIVERY OF PROGRAMS AND SERVICES

Finance and Management (goal 3)

- Human Resources and Student Life collaborated to launch a training program on preventing sexual violence and discrimination.
- A task force has been developed to address Title IX/Clery compliance. Task force members are receiving extensive training in this area.
- The student employment application process has been updated, streamlined, and expedited. Applications are processed within HR so that they are more informative to hiring managers.
- Additional background screens and safety training have been developed for faculty and staff using college vehicles and/or transporting students.
- The process of selecting a vendor for outsourcing textbooks and course materials is entering its final stages. The three vendors still under consideration will be invited to campus to speak with representatives of all departments that could be impacted by this change. A decision will be made before January 1, 2015, and will be implemented effective at the pre-registration stages for the fall 2015 semester.
- Drafts of policies on parental, maternity, and adoption leave have been reviewed and revised and are circulating appropriately for college-wide discussion, recommendation, and approval.

Advancement (goals 8a, 8c, 8d, 8e)

- Theresa M. Law, JD, CFRE, was hired as Vice President for College Advancement in March 2014. Marketing and communications functions were moved to Advancement in July 2014. Successful searches for the Director of Alumni Relations (Kraig Smith), Director of Major Gifts (Al Gesler), Director of Prospect Research (Justin Hite), and Graphic Designer (Joshua Ebel) have been completed. A search is underway for a Director of Marketing and Communications, with interviews scheduled for October, 2014.
- Based upon results of a feasibility study conducted in fall 2013, an initial comprehensive campaign goal has been set at \$60M, with \$46M realized to date, and a goal of \$50M by the end of FY15. Individual project goals of \$12M toward the construction of a new science center, \$1.5M toward construction of a track facility, and \$1M to endow the David Miller Chair in Accounting have been established, pending approval of the Board of Trustees. The volunteer campaign cabinet, Dr. Barry Stamm, Chair, held its kickoff meeting on October 4, 2014. A campaign case statement will be presented to the Board of Trustees in November, 2014, with a public announcement anticipated in fall, 2015.
- Planning has begun for the 2016 sesquicentennial celebration of Thiel's founding, alongside key campaign activities related to the sesquicentennial.
- Plans for achieving a \$900,000 goal for the Thiel Fund in FY15 are in place including several new activities (Thiel Fund kickoff event, match days, etc.).
- An expanded slate of alumni relations events is in place for FY 15, with 18 off-campus events planned for June-December 2014, and enhanced on-campus alumni relations events for Honors Convocation and the Thiel Choir Christmas Concert.

Enrollment Management (goals 1a, 1b, 1c, 6c)

- Larry T. Vallar was hired as the new Vice President for Enrollment Management in August 2014.
- 2016 enrollment headcount goal remains at 1200, with a benchmark target of 1130 students in 2015.
- 2016 first-year domestic headcount goal remains at 390, with a benchmark target of 350 in 2015.
- 2016 traditional, tuition-paying international student headcount goal remains at 30, with a benchmark target of 20 in 2015.

Professional Development (goal 5c)

- Twenty-six faculty members participated in two Hodge Institutes devoted to teaching and learning in the core curriculum, including the development of student learning outcomes for all new core courses.
- \$25,000 annually was added to faculty development funding (September 2014), to be distributed under guidelines developed by the Faculty Executive Committee, in consultation with the faculty at large.
- Michael Sweet, Northeastern University, Boston, visits campus on April 6, 2015, to facilitate a faculty workshop on team-based learning.

Information Technology (Goals 4f, 4g, 4h)

- Solution Center completed, focused on customer service, with five Founders' Day staff awards in last two years.
- Wireless networking has been added to all residence halls.
- Bandwidth has been quintupled, while realizing cost savings.
- Fall 2014 launch of *Thiel Hub* provides single sign-on access to the majority of our technology resources from any device.

STUDENTS

First-time, Full-time Freshmen (includes international freshmen)

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Thiel 2016 Goal	Thiel 2016 Pillar
Fall Applications	1,578	1,328	1,439	1,265	1,877	2,596	2,326	2,555	2,563	2,600	Academic Excellence and Relevance
Fall Acceptances	1,204	999	1,025	907	1,268	1,654	1,510	1,684	1,794	1,800	Academic Excellence and Relevance
Average SAT Combined Score	926	933	938	930	936	951	956	969	965	980	Academic Excellence and Relevance
Average High School GPA	2.97	2.90	3.02	3.00	2.99	3.07	3.18	3.27	3.21	3.20	Academic Excellence and Relevance
Number of States	9	11	12	11	14	15	19	16	14	20	Academic Excellence and Relevance

Fall New Student Enrollment

Fall Domestic Freshmen	350	353	304	260	342	370	295	299	275	350	Academic Excellence and Relevance
Fall Transfers	49	31	41	38	46	48	32	26	15	40	Academic Excellence and Relevance
Fall International Freshman (Tuition Paying)	15	10	13	11	9	1	3	4	5	20	Academic Excellence and Relevance
Fall IREX Students	0	0	0	0	0	0	0	1	1		Academic Excellence and Relevance
International Exchange Students	10	9	9	12	17	20	24	25	26	20	Academic Excellence and Relevance
Total	424	403	367	321	414	439	354	355	322	430	Academic Excellence and Relevance

Fall Returning Student Head Count

	855	816	770	678	681	670	727	745	752	770	Academic Excellence and Relevance
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Fall Student Population, New and Continuing

Full-time	1,205	1,144	1,074	942	1,036	1,065	1,038	1,061	1,039		Academic Excellence and Relevance
Part-time	74	75	63	57	59	44	43	39	35		Academic Excellence and Relevance
Total	1,279	1,219	1,137	999	1,095	1,109	1,081	1,100	1,074	1,200	Academic Excellence and Relevance

Full-time Equivalent (FTE)

	1,237	1,174	1,105	962	1,062	1,083	1,056	1,076	1,057		Academic Excellence and Relevance
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Demographics (Fall)

Other Student Data

Combined Athletic Rosters (see Note 2)	442	404	438	395	431	422	458	428	440		Caring and Confidence
Teams with 3.0 average GPA or higher	8%	41%	47%	59%	41%	32%	55%	64%	---	50%	Caring and Confidence
Overall Athletics Win/Loss Percentage	35%	38%	36%	42%	37%	41%	50%	36%	---	50%	Caring and Confidence
Athletic Conference Academic Honor Roll Awards	44	46	49	67	80	57	80	83	---	75	Caring and Confidence
Greek Life Participation	217	171	197	199	234	296	276	295	325	300	Caring and Confidence
Persistence Rates for First-time, Full-time Students											
First to Second Semester	83.0%	78.5%	82.7%	86.3%	81.2%	87.6%	88.3%	86.8%	---		Academic Excellence and Relevance
First to Second Year	56.4%	58.1%	60.6%	67.2%	58.4%	67.4%	65.4%	69.0%	---	75.0%	Academic Excellence and Relevance
First to Third Year	40.0%	43.2%	48.6%	52.8%	48.2%	57.7%	55.4%	---	---	65.0%	Academic Excellence and Relevance
First to Fourth Year	34.2%	40.5%	45.1%	48.7%	46.7%	56.1%	---	---	---	57.0%	Academic Excellence and Relevance
Four-Year Graduation Rate	23.6%	27.0%	27.1%	27.0%	26.8%	---	---	---	---	45.0%	Academic Excellence and Relevance
Six-Year Graduation Rate	32.1%	34.7%	36.0%	---	---	---	---	---	---	50.0%	Academic Excellence and Relevance

FINANCIAL (in thousands)

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Est		
Total Audited Unrestricted Revenues	\$23,033	\$22,950	\$22,245	\$21,325	\$24,512	\$24,330	\$25,183	\$25,781	\$25,144		Facilities and Infrastructure
Change in Fixed Assets	\$2,053	\$2,620	\$697	\$630	\$3,745	\$4,140	\$2,891	\$9,171	\$2,000		Facilities and Infrastructure
Change in Unrestricted Net Assets	\$771	\$948	(\$809)	(\$754)	\$1,520	\$717	\$663	\$603	\$28		Facilities and Infrastructure
Total Net Assets	\$38,123	\$36,519	\$30,775	\$34,128	\$36,920	\$35,904	\$41,931	\$48,930	\$50,000		Facilities and Infrastructure
Total Long-Term Debt	\$19,008	\$18,171	\$17,194	\$16,126	\$19,607	\$20,107	\$21,007	\$22,111	\$23,944		
Total Endowment - Thiel Managed Funds	\$27,311	\$25,742	\$19,676	\$20,881	\$24,313	\$23,767	\$27,104	\$31,127	\$33,000	\$35,000	Facilities and Infrastructure
Total Endowment - Thiel and Externally Managed Funds	\$27,311	\$25,742	\$19,676	\$20,881	\$24,313	\$23,767	\$27,104	\$31,127	\$33,000	\$65,000	Facilities and Infrastructure
Endowment Draw	7%	7%	7%	7%	7%	6.50%	6.00%	5.75%	5.50%	5.0%	Facilities and Infrastructure

ADVANCEMENT (in thousands, except alumni data)

Giving - Assets Booked (total gifts and pledges)	\$7,477	\$3,953	\$3,689	\$4,958	\$5,099	\$2,322	\$3,644	\$5,147	\$6,000		Facilities and Infrastructure
Giving - Cash Received	\$6,507	\$4,495	\$3,954	\$3,106	\$4,015	\$3,681	\$4,066	\$4,097	\$5,000		Facilities and Infrastructure
Thiel Fund/Annual Fund	\$689	\$750	\$771	\$900	\$989	\$787	\$805	\$808	\$950	\$1,000	Facilities and Infrastructure
Total Living Alumni	10,475	10,445	10,448	10,336	10,759	10,544	10,575	10,722	10,750		Facilities and Infrastructure
Alumni Giving Rate	28.7%	27.2%	27.6%	25.4%	26.0%	23.2%	20.8%	21.2%	24.0%	29.0%	Facilities and Infrastructure
Alumni Donors	3,002	2,838	2,888	2,625	2,798	2,453	2,207	2,282	2,580		Facilities and Infrastructure
Total Donors	3,733	3,475	3,523	3,390	3,954	3,244	2,832	2,992	3,250		Facilities and Infrastructure
Thiel 2016 Campaign Total (In Thousands)	---	---	---	\$8,453	\$13,054	\$28,248	\$31,905	\$45,229	\$51,000	\$60,000	Facilities and Infrastructure

10/14/2014

Descriptions on back side of this document

SIGNIFICANT INDICATORS - DATA DEFINITIONS

STUDENTS

Fall admissions counts (applications and acceptances) are compiled by the Admissions Office and reported in the Common Data Set (see note below). Counts for applications, acceptances and enrollments are reported as of the fall census date.

Fall New Student Enrollment figures are compiled by the Registrar on the fall census date and are reported in the Common Data Set.

The "Minority Students" line includes all U.S. citizens who designate themselves as black, non-Hispanic, American Indian or Alaska Native, Asian or Pacific Islander, or Hispanic.

EMPLOYEES

Faculty and Staff are counted as of September 1 of each year. The information is provided by the Human Resources Office using templates developed for and used in reporting of employee information for ELCA.

Part-time faculty includes adjuncts and other instructors paid solely for part-time instruction.

Fall Student-to-Faculty Ratio is calculated using the Common Data Set procedure: dividing the number of full-time students plus one-third the number of part-time students by the number of full-time faculty plus one-third the number of part-time faculty.

Full-time and Part-time Staff includes all administrative, clerical and trades employees. Staff does not include contracted employees (e.g. food services).

COST OF ATTENDANCE

The discount rate is computed by the Business Office based on total institutional gift assistance awarded.

FINANCIAL

The Total Audited Unrestricted Revenues is reported net of Financial Aid.

Total Endowment is reported as of the end of the most recent fiscal year and is taken from Institutional Advancement reports.

ADVANCEMENT

Total Living Alumni includes graduates and non-degree alumni who attended Thiel at least two terms. This includes living and address-validated alumni as of June 30 in the reporting year (permits inclusion of current year graduates).

Note: The Common Data Set (CDS) initiative is a collaborative effort among data providers in higher education and publishers including the College Board, Peterson's, and U.S. News & World Report. The goal of the collaboration is to improve the quality and accuracy of information, as well as to reduce the reporting burden of data providers.