

4. Strengthen financial sustainability	Where We Are Now?	Where Do We Want To Be After the First Year?	Where Do We Want To Be After Five Years?	Who Is Responsible?
Work to create a new Alumni/ae Advancement Officer's position for Emmanuel College	No work done to date; there have been a number of conversations. The official review of the Executive Director of Advancement position at Victoria (conducted David Palmer and David Silcox) recommended that this position be created.	Create a plan for how this position might be financed and establish a timetable for implementation.	Emmanuel College should have a dedicated Alumni/ae Advancement Officer's position in place and operating	Principal's Office Executive Director of Advancement President of Victoria
Design a capital campaign to develop new resources in areas compatible with this strategic plan	Vision, Mission, and Values, and Strategic Plan are now approved and in place. A few of Emmanuel's needs are currently in place within Victoria University's campaign (especially the goal of a new chair in Muslim Studies).	Initiate conversations with the Executive Director of Advancement's Office about the creation of a specific five-year capital campaign for an Emmanuel College to begin in 2012-2013.	Meet third-year goals for the five-year capital campaign	Principal's Office Executive Director of Advancement
Increase both enrollment and contributions to the annual fund	Total enrollment across all programs has decreased each year at Emmanuel College over the course of most of the past decade; current annual fund totals stand at about \$42,000	Reverse the declining trend in enrollment; enroll more students in 2011-12 than were enrolled in 2010-2011; increase the annual fund contributions over the amounts collected in 2010-2012.	A demonstrated growth in student enrollment (when considered across all programs – particular programs may actually become smaller or be phased out (MRE?), while others experience growth); sustained improvement in annual fund.	Admissions Counsellor and Recruitment Coordinator  Annual Fund Coordinator in Alumni/ae and Advancement Office