

KUTZTOWN UNIVERSITY VISION STATEMENT AND LINKED GOALS¹

INITIATIVE I - We shall be the region's center for excellence in academics by

A. Building strong undergraduate and graduate programs that foster learning and reaffirm our commitment to a substantive, diverse, and vibrant environment

Goal 1 -Maintain or work toward accreditation in all Colleges/Service areas (Academic Affairs Division)

Strategy - *Construct an accreditation plan based on the requirements of the accrediting body*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			1-5 years

Goal 2 - Conduct Program Reviews Cyclically (Academic Affairs Division)

Strategy - *Following state system and KU guidelines, do program reviews of appropriate programs.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			According to Yearly Schedule		

Goal 3 - Add/Delete/Revise/Enhance Academic Programs Yearly (Academic Affairs Division)

Strategy - *1.) Review programs/courses to regularly to address Curricular needs based on environmental scan. 2.) Delete courses not offered for over five years.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X

Goal 4 - Support General Education Reform (Academic Affairs Division)

¹ Note that the numbering of goals is not intended to be a priority ranking. The scheme is only used for communications purposes only!

Strategy - *Work with general Education Committee to Restructure the General Education curriculum*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
			X		

Goal 5 - Improve Review of Curriculum Proposals (Academic Affairs Division)

Strategy - *1.) Map curricular process, identify inefficiencies and oversight issues 2.) Collaborate with UCC to assure greater care, correctness, and control in order to pass higher quality curriculum in a more efficient overall manner*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
			1.) X		
			2.) X		

Goal 6 - Institutionalize Outcomes Assessment Process (Academic Affairs Division)

Strategy - *Operationalize Middle States Plan for Outcomes Assessment across programs*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
			X		

Goal 7 - Enhance Teaching Excellence (Academic Affairs Division)

Strategies - *1.) Scan environment to see where active learning is being done/not done. 2.) provide incentives to increase active learning opportunities. 3.) Work with APSCUF to develop advisement assessment instrument.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X
3.) X		3.) X			3.) X

Goal 8 - Increase Recruitment, Hiring, and Retention of Underrepresented Faculty and Staff (Academic Affairs Division)

Strategies - *1.) Plan aggressive recruiting approach. 2.) Conduct survey of faculty who leave to learn reasons. 3.) Begin to address those reasons.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		

2.) X			2.) X		
3.) X			3.) X		

Goal 9 - Implement New Faculty Hiring Guidelines (Academic Affairs Division)

Strategies - *Work with Chairs, Search Committee Chairs, and Office of Social Equity on implementation of new Faculty Hiring Guidelines, which give more authority, flexibility, and responsibility to the Search Committee and Dean to conduct affirmative action search.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 10 - Increase Educational/Experiential opportunities for Faculty and Staff (Academic Affairs Division)

Strategy - *Work with Chairs and appropriate offices across University to plan and run workshops and other events designed to increase awareness and understanding of diversity issues.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 11 - Establish a strong relationship with the various colleges of the university in order to provide frequent workshop programming, utilizing “teachable moments” to increase awareness and respect of all student/employee populations. (Administration and Finance)

Strategy: - *Hold a variety of seminars, workshops and social events that will cover topical issues such as sexual harassment, diversity, relationships, etc.*

2003-2004

Timeline:

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 12 - Continue to recruit within this region and beyond the region in an attempt to create qualified diverse applicant pools for faculty/management/executive searches. (Administration and Finance)

Strategy - *Ensure staffing and fiscal resources are properly allocated to continue and extend the national recruitment effort.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	On going

Goal 13 - Provide links within the Social Equity website to various programming and educational resources provided by the office. Social Equity can also present workshops for various classes to familiarize in-coming freshman with the web site and Equity issues: sexual harassment, discrimination, and recruitment. (Administration and Finance)

Strategy - *Create hypertext links to various organizational websites. Provide workshops that will augment the various programs sponsored by the Division of Student Affairs.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 14 - Attend job fairs and maintain/develop community contacts to provide diverse applicant pools for all non-instructional positions. (Administration and Finance)

Strategy - *Create a Kutztown University presence in more “mainstream” venues while continuing to utilize the existing contacts with community resource groups. This will be done via participation in job fairs and related events and hosting a community luncheon bringing resource leaders to campus for networking and information sharing.*

2003-2004

Timeline:

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 15 - Assist in the development of new academic programs by performing financial analysis of proposed program offerings and giving advice as to feasibility. (Administration and Finance)

Strategy - *Work with the Provost’s office to identify opportunities to expand the curricular offerings that would possibly meet the market demand. Once identified, work*

with the Dean and the academic department to build a realistic financial model to determine viability and funding requirements.

Fall 2003	December 2003	Spring 2004
Pending	Pending	On going

Goal 1 6 - To engage students in learning activities outside the classroom that extend their academic experiences through increased student involvement in: student organizations, student governance, leadership training, service learning, topical programming, classroom presentations, staff employment/training. (Student Affairs)

Strategy – 1) *Participation of the LEADS leadership development program (Leadership, Empowerment, And Development Series for Students). Ensure that student employees and student leaders working inside and out of the division are provided the opportunity to participate in developmental workshops.* 2) *Implementation of the LEADS program. (Student Involvement).* 3) *To design and implement involvement strategies that will establish a “culture of involvement” for all KU students. (Student Involvement)* 4) *To implement the recommendations of the Blue Ribbon Task Force on Greeks for the purpose of rebuilding and revitalizing a sustainable Greek community for the KU campus. (Student Involvement).* 5) *Provide classroom workshops for career planning and develop. (Career Services).* 6) *The PACE program will provide leadership for student organizations with special focus on peer education, (PALs -Peer Advocate Leaders), school spirit (KU Krazies), continued orientation and retention efforts (Students 4 Students).* 7) *Assist with the marketing strategy and implementation of the new KU Bear Essentials program. (Associate Vice President).* 8) *Public Safety will increase student involvement with the Red Cross Student organization club under a co-op with the Health & Wellness Center. Continuation of topical programming and classroom presentations regarding crime prevention awareness. (Public Safety).* 9) *Creation and establishment of the adult student honor society (Alpha Sigma Lambda) through the CAR (Commuter and Adult Resource) Program. (SUB Operations).* 10) *Continue to provide leadership opportunities for students to participate in the governance of the McFarland Student Union Building through its Advisory Board. (SUB Operations).* 11) *Provide interactive opportunities for commuter and adult students via the Commuter Tuesday program, Commuter Appreciation Day, Commuter and Adults Together student organization and the Commuter Stress Free Zone (SUB Operations).* 12) *Provide one major service learning activity for the student employee staff of the SUB Operations Office.* 13) *Facilitate Commuter Connections programs and services for incoming adult and commuter students. (SUB Operations).* 14) *Continue Alcohol education for first time offenders of alcohol related offenses in the student judicial process. Continue collaboration with the Financial Aid Office with the federal work-study Off Campus Community*

Service program with identification of academic related work sites and experiences. Initiate programs to enhance student awareness that their relationships with the university is not restricted by property boundaries (i.e. off campus behavior). (Student Conduct Standards). 15) Continue health education programs for specific needs according to assessment data. Continue health promotion activities including the Health Fair and collaborate with Financial Aid in staff development programs. (Health and Wellness Center). 16) Provide software support for units engaged in divisional goals. (Systems Analyst). 17) Demonstrate increased attendance in the Tasty Tuesday Topics (faculty programming) through improved marketing. (HARLO). 18) Improve resident student and faculty relationships by introducing the, "Take a Faculty to Lunch" program. (HARLO). 19) Provide recreational programs that include open recreation, intramurals, and group exercise, involvement in recreation and sports club, leadership training, experiential education and service learning. (Recreation Services). 20) Support the Allentown Alliance, Upward Bound and Continuing Education programs for the division. (Financial Aid Office).

Goal 17 - To collaborate with academic partners to provide: an increase in student internships sites within the division, an increase in the opportunities for research, collaborative projects, and meaningful infusion of current topics into the curriculum. (Student Affairs)

Strategy – 1) *Continue collaborative efforts with academic partners including: satellite office within the College of Business, collaborative efforts within the College of Education to assist students with PRAXIS, continue senior seminar presentations to College of Arts and Sciences especially within the physical/natural sciences and Psychology. (Career Services). 2) Sponsor a second workshop under the President's Roundtable for faculty on curriculum infusion of Alcohol and Other Drug Issues. (PACE). 3) Offer services to any department who wants to work to develop or integrate sports management or sports medicine into the curriculum. (Athletics). 4) Collaborate with Criminal Justice Department for continuation of internships. (Public Safety). 5) Collaborate with art faculty to provide experiential gallery opportunities for art students in the Bear's Den Art Gallery. (SUB Operations). 6) Collaborate with faculty and the Extended Learning Department in the implementation of an adult student honor society. (SUB Operations). 7) Continue the America Reads Program with the College of Education and school districts currently served. (Off Campus Student Life). 8) Continued partnerships and programs with Lauer's Park Elementary School. (Off Campus Student Life). 9) Conduct faculty workshops on service learning. (Off Campus Student Life). 10) Conduct new faculty orientation on service learning and academic integrity; continue to provide faculty assistance to enforce academic integrity and classroom disruption issues. (Off Campus Student Life). 11) Provide practicum opportunities for BSN (nursing majors) students in the Health and Wellness Center (H&WC). 12) Contribute to the AOD (Alcohol and Other Drug) curriculum infusion project. (H&WC). 13) Provide TB (tuberculosis) testing as requested (College of Education, etc.). (H&WC). 14) Collaborate with Academic Affairs to both restructure the Transfer Connections*

Program and consider and implement better alternatives to reach and orient non-traditional students and part time students. (New Student Programs). 15) Develop partnerships with academic departments in Business/Accounting, Health, Physical Education and Dance, Nursing, and Sports Management to provide expertise and collaborative opportunities for club sport organizations. (Recreation Services).

Goal 18 - To continue to develop partnerships with outside entities for the improvement of programs for students and wherever possible to secure additional resources (Student Affairs).

Strategy – 1) *Continue to develop relationships with employers and employing organizations to provide support through both in-kind (provide speakers and resources for presentations; provide speakers and resources for faculty/classroom presentations) and “other” resource allocation. (Career Services). 2) Continue all partnerships generated through relationships with the President’s Roundtable including: Community Prevention Partnership, PLCB, & Friends Incorporated. (PACE). 3) Fully participate in the a cooperative project with the Liquor Control Board and select State System Universities to secure a large foundation grant for the development of system-wide environmental management initiatives. (Associate Vice President). 4) Sustain the President’s Roundtable on Alcohol and Drugs and support the implementation of initiatives that benefit Borough residents and University constituents. (Associate Vice President). 5) Serve as the President’s representative to Tobacco Free Berks. (Associate Vice President). 6) Develop and refine partnerships to improve programs for students in police relations and Red Cross first aid/emergency service programs, community relations and promotion of the shuttle bus. (Public Safety). 7) Implement new radio partnership with WEEU, in concert with Public Relations, which will translate into hundreds of thousand of dollars of publicity for the University. (Athletics). 8) Continue to participate in the Higher Education Council of Berks through the service-learning program with the Reading High School ninth grade academy. (Off Campus Student Life). 9) Continue relationships with Pennsylvania Campus Contact, Pennsylvania Department of Conservation and Natural Resources, Lehigh Valley Service Learning Academy, Lauer’s Park Elementary School. (Off Campus Student Life). 10) Initiate relationships with Adirondack Solutions to provide technological support for implementation of student judicial process. (Student Conduct Standards) 11). Continue Community Drivers Initiative Committee of the President’s Roundtable. (Off Campus Student Life). 12) Support, market, and enhance the shuttle bus program in the community of Kutztown. (Off Campus Student Life). 13) Continue to represent Kutztown University at local governance meetings. (Off Campus Student Life). 14). Maintain and enhance community partnerships to provide comprehensive health care for students via referrals. (Health and Wellness Center). 15) Develop a partnership with the Pennsylvania Department of Health to bring programs to campus. (Health & Wellness Center). 16) Lead the Priorities Population Committee of the President’s Roundtable for Alcohol and Other Drugs to increase initiatives for the 2003-2004 academic year. (New Student Programs). 17) Continue relationship with the KU Foundation on new housing options for on-campus students. (HARLO), 18) Work with local services and childcare providers to market needed services to commuter and adult students. (SUB Operations)*

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished

Goal 19 - Implementing college-based development (University Advancement)

Strategy - *Begin a series of training programs to enhance the dean's understanding of development and how to implement it within their particular college*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

B. Implementing an academically focused enrollment management process to recruit and retain a diverse student body of academic quality

Goal 1 - Increase Enrollment in Science, Technology, and Health-Care Programs (Academic Affairs Division)

Strategy - *Work with Admissions Office on targeted recruitment.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 2 - Increase Recruitment of Excellent Students (Academic Affairs Division)

Strategy- *1.) Recruit applicants with higher SAT scores. 2.) Create Dean's Scholars Programs in all Colleges.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 3 - Increase Recruitment and Enrollment of Diverse Students (Academic Affairs Division)

Strategy - *Working with Admissions office, plan and implement targeted recruitment of underrepresented students.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 4 - Increase Retention of Diverse Students (Academic Affairs Division)

Strategy - 1.) Do survey of students who do not persist to learn reasons. 2.) Begin to address those reasons.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 5 - Improve Second Year Persistence Rate (Academic Affairs Division)

Strategy - 1.) Assess data and studies on reasons first-year students do not persist to second year 2.) Begin to address those reasons

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 6 - Improve Third Year Persistence Rate (Academic Affairs Division)

Strategy - 1.) Assess data and studies on reasons second-year students do not persist to third year. 2.) Begin to address those reasons.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 7 - Improve Fourth Year Graduation Rate (Academic Affairs Division)

Strategies - 1.) Assess data and studies on reasons students do not graduate by end of fourth year. 2.) Begin to address those reasons

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 8 - Improve Sixth Year Graduation Rate (Academic Affairs Division)

Strategy: 1.) Assess data and studies on reasons students do not graduate by end of sixth year. 2.) Begin to address those reasons

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 9 - Participate in the enrollment management process by providing financial impact studies of proposed enrollment strategies. (Administration and Finance)

Strategy - Work with the Enrollment Management Task Force to review the impact of: selectivity, change of enrollment mix, off campus offerings, new programs, funding formula changes, etc.

2003-2004

Timeline:

Fall 2003	December 2003	Spring 2004
Pending	Pending	On going

Goal 10- To develop an integrated and Division-based Retention Plan that supports: student matriculation, negotiation of academic programs, achievements of academic and personal development goals, and graduation from Kutztown University.

Strategy – 1) Continue to provide individual standardized assessments to all segments of the KU community to help them identify their skills, abilities, interests and values that will assist in both personal and professional goals and objectives. (Career Services). 2) Will work on the achievement of academic and personal development goals in the PACE program through: a continued social norms campaign; offering TIPS Training (Training for Intervention Programs) for students; a continued effort to work on all projects developed out of the President’s Roundtable on Alcohol and Other Drugs. (PACE). 3) Serve on various retention initiatives and assist in the Development of the overall Divisional Retention Plan. (Associate Vice President). 4) Student Athlete rate of retention and graduation will continue to improve. (Athletics). 5) Market and solicit approval for physical security enhancements via the introduction of a closed circuit television system. (Public Safety). 6) Assist faculty in implementing service learning programs within the context of courses offered. (Off Campus Student Life). 7) Continue parental notification program for students who continue to exhibit high-risk

behavior. (Student Conduct Standards). 8) Support students to achieve academic and personal goals by promoting a health lifestyle for better performance. (Health and Wellness Center). 9) Provide active support in the University's Enrollment Management Team, the Senate Enrollment Management Team, and the Student Affairs Retention Team. (New Student Programs). 10) Establish a new calendar of dates for the first time, full time Connections program that is responsive to the needs of both student and university constituents. (New Student Programs). 11) Provide data for statistical studies and assessments of programs. (Systems Analyst). 12) Increase programming efforts in personal growth and postgraduate planning programs in the residence halls. (HARLO). 13) Continue to support retention through the university's retention efforts. In addition, work closely with academic units to make them aware of the University's new repeat policy on Title IV and state grant aid recipients. (Financial Aid Office). 14) Involve student representatives in the governance process of the new Recreation Center via the Recreation Center Advisory Group. (Recreation Services).

C. Integrating appropriate technologies and information resources within the academic environment

Goal 1 - Increase the Infusion of Technology into the Curriculum (Academic Affairs Division)

Strategy - 1.) Scan and assess current use of technology. 2.) Plan ways to increase use of technology.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 2 - Increase the Number of Technologically Enhanced Instructional Capabilities (Academic Affairs Division)

Strategy - Implement Academic Technology Plan

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 3 - Increase Informational Resources (Academic Affairs Division)

Strategy - 1.) Continue to acquire additional databases and navigation software. 2.) Increase access for off-site learning.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X			1.) X		
2.) X			2.) X		

Goal 4 - Increase and Improve Access to Informational Resources for Faculty and Staff (Academic Affairs Division)

Strategy - Work on technical and other access issues

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 5 - Increase Training for Faculty and Staff (Academic Affairs Division)

Strategy - Implement and maintain Teachology Plan

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 6 - Increase Equipment for Students (Academic Affairs Division)

Strategy - Implement Academic Technology Plan

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 7 - Increase Self-Directed Software for Students (Academic Affairs Division)

Strategy - Identify, purchase, and publicize software

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 8 - Expand the applications for use of the ID card across campus. The ID card will soon provide door access to residence halls, and also be used as a mechanism to purchase laundry, vending and copy service. (Administration and Finance)

Strategy - *Meet with the various users and non-users across campus to determine how the “one card” can assist in meeting their missions. Partner with KUSSI to install the necessary infrastructure to allow vending to utilize the “one card” environment.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 9 - Provide detailed purchasing, accounting, and budget support for the computer leasing program and detailed monitoring of instructional technology fee expenditures. (Administration and Finance)

Strategy - *Collaborate with the IT and Division in reviewing the various options available in the computer leasing environment. Looking into the economy, efficiency and effectiveness of the various options.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 10 -Redesigning alumni and development work websites; 2)Increasing the effectiveness and efficiency of the Alumni Phonathon and increasing the alumni participation rate to 18% (University Advancement)

Strategy - *1)Redesign the websites to take advantage of new interactive opportunities and to implement on-line giving through a secured web server; 2)Improved training of the supervisor (Summer 2003 national workshops) and improved training of the student workers will*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

D. Promoting scholarly activity and research by supporting grants and sponsored projects and providing rewards for creativity

Goal 1 - Increase Scholarly Activity and Research (Academic Affairs Division)

Strategy - 1.) *Enforce CBA provision (Article 12 B.2.) on scholarly and creative activity and research in faculty reviews.* 2.) *Provide recognition at College level for scholarly and creative activity and research.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X

Goal 2 - Increase Support for Student Achievement (Academic Affairs Division)

Strategies - 1.) *Increase opportunities for, and recognition of student research, scholarship, and creativity.* 2.) *Strengthen Honors Program.* 3.) *Increase Graduate Assistantships.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X
3.) X		3.) X			3.) X

Goal 3 - Support grants and sponsored projects by providing detailed accounting and reporting services, as well as, interacting with grant directors and the provost office on a regular basis to meet grant program needs and mitigate concerns.

Strategy - *Provide sufficient staffing to meet the increasing needs of this growing area and ensure that the electronic accounting system is able to provide the necessary information for proper grant management.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	On going

Goal 4 - Increasing the number and amounts of grants for the Performing Artists Series (University Advancement)

Strategy - 1) *Aggressively seek new and other alternative sources of funds for the Performing Artists Series*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X

Overarching

Goal 1² - Complete the Science Complex Addition and Renovation and work with the faculty, staff, designer, DGS and contractors in order to mitigate issues and problems that are realized on the completed project. (Administration and Finance)

Strategy: - Continue with assignment of the Assistant Director for Planning and Construction to full time project manager for project until completed. Transfer operational office management duties to another manager within the Office of Planning and Construction. As a result of meeting with DGS Deputy Secretary for Public Works, work with assigned Construction Management firm to refine project completion schedule and to track progress.

Fall 2003	December 2003	Spring 2004
See Below		

Phase I Completion Including Punch List	31 October 2003
Phase II (Boehm Renovation) Move In	6-13 March 2004
Phase III (Planetarium Reno.) Completion	6 August 2004
Phase III (Grim Demolition) Completion	13 September 2004
Phase IV (retention pond/landscape) Comp.	28 September 2004

Goal 2 - Collaborate with Faculty members to complete the High-tech Classroom Building Design and the Sharadin and Schaeffer Capital Renovation Feasibility Plans. Ensure that the projects, within the approved scope of work and funds available, reflect excellent academic facilities needs in the disciplines taught in these buildings for the present and the foreseeable future. (Administration and Finance)

Strategy - 1) For the High Tech Classroom, reform steering committee. Engage consultant to complete feasibility and preliminary planning document with input of steering committee. Develop written standards for lecture hall design and provide to campus constituents for review and comment, especially faculty members. Work with DGS to try to obtain delegated authority for the project to allow more University control over schedule and quality. If authority is delegated, work with President and Vice President to properly staff for successful project execution. 2) For Sharadin and Schaeffer, continue utilizing faculty steering committees to determine the scope of the projects within the allocated budgets. This information will then be included in the feasibility studies for the projects. The feasibility studies then become the basis for the design, whether DGS or the University handles it.

Fall 2003	December 2003	Spring 2004

² Goals listed directly under Initiative 1 are viewed as supporting Initiatives IA, B, C and D

1) Pending 2) Pending	1) Pending 2) Pending	1) Pending 2) Accomplished
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Goal 3 - Oversee the DGS design of the new Central Heat Plant so that the completed building represents the most dependable and economic source of heat energy possible, thus ensuring an uninterrupted academic mission and appropriate and minimized operational funds expenditures. (Administration and Finance)

Strategy - *Continue to strategize and cooperate/coordinate with DGS to obtain final approval of concept of gas fired plant to be located in the quarry industrial area of the campus. In the interim, continue to interface with DGS Architectural group and Entech Engineering to ensure the on-going design work assures a successful project if the final decision to use gas as a fuel is finally made. If authority is delegated, work with President and Vice President to properly staff for successful project execution.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 4 - Ensure that the most conducive environment possible for teaching and learning is provided in the facilities, within the funds and personnel resources available, by continuing to accomplish life cycle renovations and replacements to facility subsystems, particularly HVAC. (Administration and Finance)

Strategy - *Identify life cycle renewal projects in a priority order that need to be funded before full-scale renovations of the buildings are planned. Provide planning information to the President and Vice President for consideration for funding. Execute funded projects in a timely manner, but also in a manner in which the workload is managed in order to ensure successful projects, not rushed projects. Alternatively, seek funding for contract support to execute funded projects at an accelerated rate. For maintenance and repair related items, ensure in-house crews FIX problems as they come up, not band-aid or ignore them.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 5 - Provide clean and well-maintained facilities that reflect the overall goal of academic excellence for the University. (Administration and Finance)

Strategy - 1) For custodial, institute custodial cleanliness inspections. Investigate hiring custodial manager to allow for more continuous improvement and control over a smaller work force. 2) For Operations and Maintenance, seek alternative methods of maintenance and repair accomplishment in order to provide better and faster service with a smaller work force and less money for operational supplies. One such idea is to continue to download routine tasks to night maintenance crews, where work can be accomplished with less interruption to the academic mission. This would then allow the day shift personnel to concentrate on the more technical M&R requirements

Fall 2003	December 2003	Spring 2004
1) Pending 2) Pending	1) Pending 2) Pending	1) Accomplished 2) Accomplished

Goal 6 - Create a wireless environment for the campus (Information Technology)

Strategy - 1)Employ vendor for detailed site survey, 2) Form wireless advisory task force, 3) select additional wireless locations beyond those funded through Instructional Technology Fee, 4) Select final vendor, negotiate contract, and be prepared to begin installation during Spring 2004 semester for the buildings and locations selected for 2004 implementation, 5) Develop a multi-yea plan to continue expansion of wireless capabilities across campus.

Fall 2003		Spring 04		Summers 05, 06, 07	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
Step 1	Done				
		Step 2			
Step 3		Step 3			
Step 4		Step 4			
				Step 5	

Goal 7 - Create a dedicated, separate network for the residence halls. (Information Technology)

Strategy - 1)Establish a coordinating council, 2) employ vendor for detailed site survey and cost estimation, 3) Select final vendor, negotiate contract, and be prepared to begin installation during Spring 2004 semester with completion for the beginning of Fall 2004.

Spring 04		Fall 04	
Pending	Accomplished	Pending	Accomplished
Step 1			
Step 2			
		Step 3	

Goal 8 - Improve network security. (Information Technology)

Strategy - *1)Employ external consulting firm to conduct security assessment/audit of central IT policies, procedures, and technologies, 2) Generate comprehensive list of all policies, procedures and technologies either in place or needed, with priority and timeframe for each, 3) Complete a security manual before the end of this fiscal year containing all items identified as critical for this year, and 4) develop a multi-year plan to implement those items deemed non-critical for the 2003-2004 academic year.*

Fall 2004		Fall 05-06	
Pending	Accomplished	Pending	Accomplished
Step 1			
Step 2			
Step 3			
		Step 4	

INITIATIVE II We shall be the region’s center for cultural enrichment by

Goal 1³ - Support the continuing development and evolution of the Pennsylvania German Heritage Center by working with the Center to ensure successful facility additions to the site. (Administration and Finance)

Strategy - *Work with the Center Staff to manage the licensing agreement with the Foundation that allows them to investigate, design, and build projects in a faster manner than if completely under the University control. Ensure all designs are reviewed in a timely manner and the structures meet the necessary code requirements.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 2 - Continue the tradition of education and celebration of cultural wealth by expanding the Non-Instructional Leadership Development Group diversity program opportunities to the entire non-instructional staff. (Administration and Finance)

Strategy - *Employ the most popular and successful diversity celebrations from past NILD programming and open them up to the broader non-instructional community.*

Fall 2003	December 2003	Spring 2004

³ Goals listed directly under initiative II are viewed as supporting IIA, B and C.

Pending	Pending	Accomplished
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A. Providing leadership in preserving and celebrating our historical and cultural traditions

Goal 1 - Enhance campus awareness, education, and information regarding human diversity (Human Diversity)

Strategy - 1) Host focus groups to facilitate dialogue with majority and multicultural students and employees. 2) Sponsor/co-sponsor at least one lecturer/scholar in residence in the area of race, culture, gender or sexual orientation. 3) Facilitate the efforts to support and advocate the reduction of campus homophobia. Develop and implement a GLBT resource center. Create a safe space/environment through education, information and awareness on issues and concerns that impact this population.

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
I.B Continuing		I.B Continuing		I.B Continuing	

Goal 2 - Securing new leadership of the Pennsylvania German Cultural Heritage Center (University Advancement)

Strategy - 1) Aggressively identify and recruit qualified candidates who can serve as the Freyberger Professor of Pennsylvania German Studies

B. Continuing our outstanding artistic traditions
C. Celebrating the cultural wealth of diverse populations

Goal 1 - Implement Multicultural Studies Minor (Academic Affairs Division)

Strategy - Work with Multicultural Studies Minor Committee to choose Coordinator and Advisory Board for Program, publicize new minor, and schedule new Introduction to Multicultural Studies course and other appropriate courses.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
	X				

Goal 2 - Infuse Diversity Across Curriculum/Services (Academic Affairs Division)

Strategy - Include review of diversity in curricular proposals, Wherever appropriate

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 3 - Increase Sponsorship of Diversity Activities, such as the Diversity Festival and the Frederick Douglass Institute (Academic Affairs Division)

Strategies - 1.) *Work with interested faculty, staff and campus offices and organizations to increase number of events that promote diversity.* 2.) *Provide monetary and other support for diversity events.* 3.) *Provide incentives for faculty and staff participation in diversity events.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X
3.) X		3.) X			3.) X

Goal 4 - To fully support and participate in the Performing Diversity III and the Brown vs. Board of Education programming schedule for the 2003-2004 year.

Strategy – 1) *Support program initiatives division wide by promoting activities, attending events, providing support services and facilities for programming efforts. (All Departments).* 2) *Provide direct financial assistance for the Kerri Strug program as part of the Performing Diversity III. (Athletics).* 3) *Support programs by coordinating parking support, safety, and security planning resources. (Public Safety).*

INITIATIVE III We shall be the region’s center for public engagement by

A. Providing service to the region

Goal 1 - Increase Programs and Services to Region (Academic Affairs Division)

Strategy Plan - *Implement Plan for Center for Lifelong Learning and Professional Development*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 2 - Increase Faculty and Staff Participation in, and Service to, Regional Community (Academic Affairs Division)

Strategy Plan - *Provide incentives and recognition for faculty and staff involvement in community.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 3 - Increase Opportunities for Experiential Learning (Academic Affairs Division)

Strategy - *Work with Chairs and Program Coordinators on increasing existing, and locating new, internships and other experiential opportunities.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

Goal 4 - Continuing the Decision Makers Forum (University Advancement)

Strategy - *Business and Industry Campaign will expand its support from businesses and corporations through underwriting for the Decision Makers Forum*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X		X			X

B. Being stewards of place, scholars in the community

Goal 1 - Establish Advisory Boards Wherever Appropriate (Academic Affairs Division)

Strategies - *1.) Scan programs to see where Advisory Boards are needed. 2.) Work with faculty in that area on selection of Board members.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X

Goal 2 - Support campus/university initiatives regarding recruitment and retention (Human Diversity)

Strategy - *1) Participate in New Faculty Orientation, New Student Orientation, Multicultural Student Leadership Opportunities and other programs and activities focusing on retention. 2) Host/sponsor on-campus visitations from regional public school*

districts, community agencies, and civic organizations to maintain outreach and college awareness programs to under-represented populations. 3) Co-sponsor/support other divisions, departments, units, individuals and groups in their efforts to create, implement, or enhance their diversity initiatives. 4) Increase the Mini-Grant opportunities to provide seed money to individuals/groups in areas such as curriculum integration, sexual orientation, gender education, and race relations. 5) Work with internal and external consulting teams to gather and analyze data, publish results, and develop a plan for instituting organizational change(s) based on the survey outcomes and consultant's recommendation(s) in order to continue to create, enhance, and expand a more inclusive environment. 6) Work to include and increase greater diversity in the Women's Center by increasing additional multicultural and male participation

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
2.B Continuing		2.B Continuing		2.B Continuing	

C. Developing institutional connections through partnerships

Goal 1 - Increase Educational Partnerships and Consultancies with Constituencies (Academic Affairs Division)

Strategy - *Actively seek partnerships with, and offer consultant services to, businesses, schools, and agencies across service region.*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

Goal 2 - 1)Increasing the number of alumni events by 5%; 2)Improving the effectiveness of the Camps and Conferences Program; and 3)Conducting the first Presidential Scholarship Ball (University Advancement).

Strategy - *1)Identify target areas to begin or to re-establish alumni activities; 2)Create a policies and procedures manual; and 3)Hold first Scholarship Ball in the Fall of 2003 with enough underwriting support so that the event will be profitable*

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
X			X		

D. Promoting economic development of the community by providing a variety of programs and resources

Goal 1 - Increase Opportunities for Economic Development Within Region, e.g. Small Business Development Center (Academic Affairs Division)

Strategy - 1.) Continue and increase SBDC activities 2.) Implement Professional Development part of Plan for Lifelong Learning and Professional Development.

December, 2003		May, 2004		Continuing	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
1.) X		1.) X			1.) X
2.) X		2.) X			2.) X

Goal 2 - Promote hiring of local contractors and purchasing materials, supplies, tools and equipment from local vendors to the extent allowed by law. (Administration and Finance)

Strategy: - Use blanket orders, standing Service Purchase Contracts, and Maintenance/Repair/Construction Facility Requirements Contracts locally bid and executed. When applicable, bid locally instead of automatically going to state contracts to allow local vendors an opportunity to compete. Give preference to local design firms by limiting the acceptable mileage from the University that allows them to propose to University projects.

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 3 - Increase locations where benches, shade, and green space can be located in the campus core. Increase overall care taking of campus grounds in order to make it an inviting public place and a destination that “locals” will come to just walk around and enjoy the serenity of the campus. (Administration and Finance)

Strategy - Ensure all new Facility design and renovations incorporate exterior features and internal and external interaction areas, green space, and landscaping. For existing buildings and spaces, when funds allow, such as fiscal year end or by special allocation, re-landscape, add or replace benches, convert areas into green space, etc.

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 4 - Implement a Facilities public web site where the community can go to find out about project status so that they are not “surprised” by construction that we have not had an opportunity to inform them completely about by other means. (Administration and Finance)

Strategy - Utilize other University web sites to gather ideas. Work with IT Webmaster to build template site. Utilize internal Facility resources to turn template into usable product. Use internal resources to update as necessary. Advertise to community once built and operational.

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 5 - Ensure facility designs are sensitive to the local community, specifically the Recreation Center. (Administration and Finance)

Strategy - Address these concerns at the very beginning of design and reinforce at every design review phase. Manage the user desires with the projected impact to the surrounding University community and strive for balance between the two sometimes-conflicting positions.

Fall 2003	December 2003	Spring 2004
Pending	Pending	Pending

Goal 6 - Invite members of the local community to attend general education programs provided to employees that are aimed at improving their general quality of life at or around Kutztown University. (Administration and Finance)

Strategy - Work with our Alternate Retirement Plan Vendors to bring general education programming relating to issues like personal financial planning to campus. Collaborate with the office of off campus student life as the community liaison to invite members of the borough and township to attend these workshops.

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished

Goal 7 - Institute a successful shuttle bus service to meet the needs of our students and investigate expanding this service to the Kutztown Borough community. (Administration and Finance)

Strategy - 1) *Complete the vendor selection and contracting process to establish a shuttle bus service.* 2) *Collaborate with Kutztown Borough officials and University legal counsel to allow non-university riders on the shuttle service.* 3) *Establish a weekend shopping mall shuttle service to Reading and Allentown.*

Fall 2003	December 2003	Spring 2004
Accomplished Pending Accomplished	Pending	Accomplished

Goal 8 - Maintain the ADA programs and services to insure the institution meets the reasonable accommodations and the 504 regulations in compliance with the local state and federal laws. (Human Diversity)

Strategy - 1) Investigate cost savings regarding service delivery, student employment and limited staffing. 2) *Investigate alternative service delivery options related to RFB&D (Recording for the Blind and Dyslexic.* 3) *Provide information to faculty and staff on the Disabilities Office, ADA, and how to better accommodate students and employees with disabilities.* 4) *Implement the first step of participation in the Do-It Admin project, facilitate two focus groups, one with administrators and one with students.* 5) *Work with College of Education to develop a set of questions for all students to consider when thinking about majoring in Education*

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
3. B Continuing		3. B Continuing		3. B Continuing	
3. C Continuing		3. C Continuing		3. C Continuing	

Goal 9 - Support all student retention with focus on multicultural student retention through specific cultural and racial identity programs, service leadership development and ethnic heritage celebrations. (Human Diversity)

Strategy - 1) *Invite local ministers to conduct monthly spiritual development, enhancement and support workshops.* 2) *Promote Diversity and Heritage celebrations for Latino Heritage and Black History Month and other cultures/ethnic groups to the campus*

community. 3) Design and implement a student leadership retreat to build confidence, development skills and explore professional career and networking opportunities. 4) Monitor the campus SSHE Social Equity grants received through the Office of Multicultural Services to encourage and facilitate classroom/academic multicultural scholarship, research, and instructional content integration

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
4. B Continuing		4. B Continuing		4. B Continuing	

Goal 10 - To promote and expand community awareness and knowledge regarding gender issues and concerns (Human Diversity)

Strategy - 1) Provide forums, programs and services for women to educate, socialize network and encourage participation in self/advocacy and identity development, engage in community participation and leadership opportunities. 2) Facilitate the development of campus programs around national, state and local agendas such as health and wellness, domestic violence, women in non-traditional careers, compensation equity and mentoring. 3) Investigate additional resources to support the activity and supplement staff needs.

Fall 2003		December 2003		Spring 2004	
Pending	Accomplished	Pending	Accomplished	Pending	Accomplished
5. B Continuing		5. B Continuing		5. B Continuing	

Goal 11 - Completing the Foundation construction projects (University Development)

Strategy - 1) *The Foundation will complete the Alumni Plaza and Golden Bear Village South Phases II and III*

INITIATIVE IV Over the next five years, we shall embrace these initiatives and implement our vision by:

IV.A Enhancing communication with all stakeholders; establishing an institutional identity, based on our achievements and traditions

Goal 1 - Establishing a new logo and Kutztown University style manual (University Advancement)

Strategy 1) *Complete the design of a new University Logo and complete a comprehensive University style guide.*

Fall 2003	December 2003	Spring 2004
Pending	Pending	Accomplished