**Strategic Initiative Request Instructions**

The Strategic Initiative Request process is intended to provide a means of requesting one-time funds to advance University priorities. Requests to use these funds should be submitted to Divisional heads through the appropriate Dean/Director for consideration. Prior to submission to the Budget Office for compilation, Divisions will need to prioritize requests. As part of the request process, funding from other sources should be considered. Examples of funding requests are provided in this document. Minimum amount requested for this process is $5,000. Funding requests that are eligible for Technology Tuition Fee / ITF funds should not be requested under this process.

Request Process Timeline

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| 1. Cabinet determines guidelines to solicit budget requests | April |
| 1. Departments/Units complete the form and submit to the Department Chair (or Manager). Requests must tie-in to the University’s strategic plan. | May |
| 1. Requests are submitted to Deans/Director | Early June |
| 1. Deans/Directors review and prioritize requests. Requests must tie-in to the University’s strategic plan. It is important that requests use a combination of funding from divisional resources, strategic initiative funding, and other funding sources. |  |
| 1. Requests are submitted to Vice Presidents | June |
| 1. Vice Presidents prepare prioritized request packages |  |
| 1. Requests are submitted to the Budget Office for review and compilation | Early July |
| 1. Budget requests are reviewed, prioritized and approved by Cabinet. | TBD |

Additional instructions:

Priority:

The requests should be prioritized at each step in this process. The Department/Unit should prioritize its requests, then the College/Unit should prioritize its requests, and finally the Division should prioritize its requests. The ranking should be completed from 1 (highest) to ‘N’ (lowest), where ‘N’ is the total number of requests in the Department/Unit, College/Unit, and Division.

For example, if a Department/Unit has five requests, each will be numbered by priority from 1 (highest Department/Unit priority) to 5 (lowest Department/Unit priority) and then forwarded to the College/Unit. If the College/Unit has ten total requests from its Departments/Units, each will be numbered by priority from 1 (highest College/Unit priority) to 10 (lowest College/Unit priority) and then forwarded to the Division. If the Division has twenty total requests from its Colleges/Units, each will be numbered by priority from 1 (highest Division priority) to 20 (lowest Division priority) and finally, each Division should forward its requests to be reviewed by Cabinet. For ease of review, Colleges/Units and Divisions should each submit the Strategic Initiatives Request Spreadsheet that lists and prioritizes all requests submitted by the College/Unit and all those submitted by the Division.

1. The short title for the Strategic Initiative Request will be used on the summary submittal, which will be compiled by the Budget Office.
2. Included with this document is a summary of the University’s strategic plan. After each action step is a code that should be referenced for the Strategic Initiative Request. Additionally provide details about how this Strategic Initiative Request will specifically support the strategic plan.
3. Provide assessment measures that will provide evaluation criteria for the Strategic Initiative Request.

**Examples of Strategic Initiative Requests**

* Science lab equipment
* Equipment for academic program
* Renovation of office space for academic purposes
* Upgrades to equipment for safety purposes (exhaust and ventilation system)
* Document imaging equipment
* Study abroad grant match
* Graduate studies recruiting grants
* Building maintenance/renovation requests

Please contact Kristin Ihling, Budget Office, at Ext. 34145 for assistance with the 6/30/2018 carry-forward balance and with questions.

**Strategic Plan: Kutztown University’s Strategic Plan October 2015**

Kutztown University’s strategic plan was recently updated. The full plan can be accessed on the University’s website. Listed below are the goals, objectives and action steps from the strategic plan. In parentheses after each action step is listed a code that can be used to link the action to a request for funds.

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| **Goal 1: Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research** | | |
| Objective 1: Develop and deliver distinctive and high-quality academic programs | | |
| **Action 1** | Expand and grow the honors program by offering (a) scholarships that facilitate the recruitment and retention of honors students (b) service-learning experiences, and (c) study abroad opportunities (G1O1A1) | |
| **Action 2** | Strengthen the University's culture of learning (G1O1A2) | |
| **Action 3** | Infuse high-impact practices throughout the student learning experience (G1O1A3) | |
| **Action 4** | Strengthen the General Education program to serve as a foundation for students in all disciplines (G1O1A4) | |
| **Action 5** | Utilize the academic program review process to ensure high-quality, viable, and innovative academic programs and services (G1O1A5) | |
| **Action 6** | Develop and implement a vibrant First Year Experience that connects undergraduate students to the University's academic experience (G1O1A6) | |
| **Action 7** | Increase domestic and international visiting scholars, executives, and artists-in- residence programs (G1O1A7) | |
| **Action 8** | Increase the internationalization of the campus by (a) recruiting and retaining international students and (b) providing study abroad opportunities for students (G1O1A8) | |
| Objective 2: Attract, retain, and support qualified, high performing faculty and staff | | |
| **Action 1** | Increase initiatives in grant writing (G1O2A1) | |
| **Action 2** | Increase incentives to faculty for scholarly activities (e.g., recognition, research, and travel funds) (G1O2A2) | |
| **Action 3** | Increase faculty/staff professional development programs (G1O2A3) | |
| **Action 4** | Ensure that faculty and staff have and are using current technological tools (G1O2A4) | |
| Objective 3: Attract, retain, and support motivated, high performing students | | |
| **Action 1** | Establish scholarships for high-achieving students (G1O3A1) | |
| **Action 2** | Raise Admission standards (G1O3A2) | |
| **Action 3** | Increase the opportunities for undergraduate and graduate students to engage in professional-level scholarship (G1O3A3) | |
| **Action 4** | Create incentives for transfer students (G1O3A4) | |
| **Action 5** | Establish recruiting initiatives to enhance the number and quality of the student body (G1O3A5) | |
| **Action 6** | Develop Department and college recruitment and retention initiatives (G1O3A6) | |
| **Action 7** | Develop and implement a multi-media marketing campaign that promotes the recruitment of motivated, qualified new, transfer, and graduate students (G1O3A7) | |
| **Goal 2: Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.** | | |
| Objective 1: Provide increased access to educational opportunities for the region’s citizens | | |
| **Action 1** | Increase online educational experiences and non-traditional delivery methods (e.g., weekend academy, evening courses, non-traditional schedules) (G2O1A1) | |
| **Action 2** | Strengthen and grow graduate education (G2O1A2) | |
| **Action 3** | Provide lifelong learning opportunities for (a) adult learners, (b) non-degree seeking students oriented to regional culture, agriculture, business, and government, (c) seekers of certificates and specialized programs that address the needs of professionals in the workforce, and (d) non-degree seeking students that meet their personal needs (G2O1A3) | |
| **Action 4** | Promote dual admissions, dual enrollment, and other initiatives with community colleges as well as develop partnerships with other four-year institutions (G2O1A4) | |
| **Action 5**  **Action 6** | Establish new integrated bachelors to masters programs (G2O1A5)  Increase educational opportunities for alumni (G2O1A6) | |
| Objective 2: Increase the education-related experiences available to the public | | |
| **Action 1** | Increase education-related entertainment and service events (G2O2A1) | |
| **Action 2** | Increase attendance at University cultural, entertainment, arts, and athletic programming by regional community residents (G2O2A2) | |
| **Action 3** | Increase activities of alumni in University events (e.g., dynamic alumni events calendar, alumni members of the KU ambassadors initiative) (G2O2A3) | |
| Objective 3: Increase the participation of members of the University community in the wider community | | |
| **Action 1** | Increase service-learning experiences and community service opportunities (G2O3A1) | |
| **Action 2** | Develop programs that encourage students to demonstrate good citizenship and social responsibility (G2O3A2) | |
| **Action 3** | Increase the number of hours of community engagement of students, faculty, and staff (G2O3A3) | |
| **Action 4** | | Increase the number of community academic partnerships (G2O3A4) | |
| **Goal 3: Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.** | | |
| Objective 1: Mirror the diversity of the region within the campus community | | |
| **Action 1** | Increase the diversity of the faculty through establishing fellowships and programs that bring faculty from diverse backgrounds to campus for extended periods (G3O1A1) | |
| **Action 2** | Increase the diversity of the student body, faculty, and staff by strengthening multi- cultural programming (G3O1A2) | |
| **Action 3** | Increase the diversity of the student body by developing enhanced programs to recruit veterans and military personnel and serve their unique needs (G3O1A3) | |
| **Action 4** | Increase the diversity of the student body by developing special programs to support female students in STEM areas (G3O1A4) | |
| **Action 5** | Increase the internationalization of the campus community (G3O1A5) | |
| Objective 2: Encourage high levels of participation in University governance | | |
| **Action 1** | Foster an environment in which all constituents have an equal opportunity to participate in the process of shared governance (G3O2A1) | |
| **Action 2** | Work with student leaders on establishing a "student bill of rights" (G3O2A2) | |
| Objective 3: Ensure a campus culture that respects all campus constituents | | |
| **Action 1** | Develop a welcoming and service-oriented culture for students' families and support networks, as well as members of the community, who visit our campus (G3O3A1) | |
| **Action 2** | Develop a service-oriented culture for students (G3O3A2) | |
| **Goal 4: Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.** | | |
| Objective 1: Enhance the University's human resources to better support the academic mission | | |
| **Action 1** | Enhance the quality of the University’s workplace experience by providing improved communication and employee engagement (G4O1A1) | |
| **Action 2** | Conduct 360-degree administrator evaluations (G4O1A2) | |
| Objective 2: Enhance the financial resources of the University to better support the academic mission | | |
| **Action 1** | Ensure all spending is essential and based on the University’s planning and budgeting process (G4O2A1) | |
| **Action 2** | Reprioritize the budget to fund new initiatives resulting from the University’s planning process (G4O2A2) | |
| **Action 3** | Initiate major capital campaign (G4O2A3) | |
| **Action 4** | Increase private giving through established and new fundraising sources and improved alumni support (G4O2A4) | |
| **Action 5** | Increase corporate giving (G4O2A5) | |
| **Action 6** | Ensure that colleges and divisions develop fundraising plans and initiatives scholarships (G4O2A6) | |
| **Action 7** | Achieve a balanced University budget without the use of non-recurring funds (G4O2A7) | |
| **Action 8** | Identify new sources of financial aid for students enrolled at the University (G4O2A8) | |
| **Action 9** | Engage in a fundraising initiative to raise funds to support student (G4O2A9) | |
| **Action 10** | Identify new sources of financial aid to be used to recruit freshman and transfer students (G4O2A10) | |
| **Action 11** | Increase work opportunities for students on campus Action 12: Identify strategies to reduce student indebtedness (G4O2A11) | |
| Objective 3: Enhance the physical facilities to better support the University's academic mission | | |
| **Action 1** | Renovate classrooms and faculty offices in Lytle Hall and DeFrancesco Building (G4O3A1) | |
| **Action 2** | Replenish campus computers (G403A2) | |
| **Action 3** | Initiate the library master plan (G4O3A3) | |