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OUR MISSION
Kutztown University’s mission is to provide a high quality education at the undergraduate and graduate levels in order to prepare students to meet lifelong intellectual, ethical, social, and career challenges.

OUR VISION
Kutztown University aspires to be a regional center of excellence providing opportunities for advanced academic, cultural, and public service experiences, within a caring community, designed to promote success in a global society.

OUR PURPOSE
Grounded in regional history and focused on innovative futures through the colleges of Business, Education, Liberal Arts & Sciences and Visual & Performing Arts; Kutztown University:

- offers a contemporary liberal arts education as the foundation for inspiring and challenging students to grow intellectually, professionally, ethically, civically, and socially;
- provides support for students to reach their unique potential;
- commits to access and diversity, drawing upon international, national, regional, and community partnerships to prepare new generations of global citizens;
- values the life experiences of students, faculty, and staff to create a caring community on a beautiful campus;
- cultivates opportunities for students to engage the world and pursue meaningful lives and careers through collaboration, mentorship, and intentional working relationships.

OUR GOALS

Goal 1: Academic Excellence
Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.

Goal 2: Community Engagement
Kutztown University will partner with the community to serve the needs of the people of the commonwealth and the region.

Goal 3: Caring Campus Community
Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.

Goal 4: Stewardship of the University’s Infrastructure
Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.
Objective 1:
Develop and deliver distinctive and high-quality academic programs.

Actions:
- 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
- Strengthen the University’s culture of learning
- Infuse high-impact practices throughout the student learning experience
- Strengthen the General Education program to serve as a foundation for students in all disciplines
- Utilize the academic program review process to ensure high-quality, viable, and innovative academic programs and services
- Develop and implement a vibrant First Year Experience that connects undergraduate students to the University’s academic experience
- Increase domestic and international visiting scholars, executives, and artists-in-residence programs
- Increase the internationalization of the campus by (a) recruiting and retaining international students and (b) providing study abroad opportunities for students

Benchmarks:
- Increased retention, continuation, and graduation rates for all student groups
- Increased number of domestic and international visiting scholars, executives, and artists-in-residence programs
- Increased participation in the major high impact practices
- Demonstrated achievement (via assessment) of the General Education learning goals
- Increased participation in Academic Enrichment activities
- Increased activities of and participation in discipline-based student clubs
- Implementation of a First Year Experience that connects first year students to the University and its academic goals
- Re-accreditation from the Middle States Commission on Higher Education
Objective 2:
Attract, retain, and support qualified, high performing faculty and staff

Actions:
- Increase initiatives in grant writing
- Increase incentives to faculty for scholarly activities (e.g., recognition, research, and travel funds)
- Increase faculty/staff professional development programs
- Ensure that faculty and staff have and are using current technological tools

Benchmarks:
- Increased number of grant proposals submitted and awarded
- Increased number of publications and professional presentations
- Increased use of effective educational technology

Objective 3:
Attract, retain, and support motivated, high performing students

Actions:
- Establish scholarships for high-achieving students
- Raise admission standards
- Increase the opportunities for undergraduate and graduate students to engage in professional-level scholarship
- Create incentives for transfer students
- Establish recruiting initiatives to enhance the number and quality of the student body
- Develop department and college recruitment and retention initiatives
- Develop and implement a multi-media marketing campaign that promotes the recruitment of motivated, qualified new, transfer, and graduate students

Benchmarks:
- Increased percentage of students recruited from the top 10% of high school graduating classes
- Raised minimum standards for admission (SAT 820+, GPA 2.0+)
- Increased the 4- and 6-year graduation rates
- Increased numbers of undergraduate and graduate students engaging in professional-level scholarship
- Increased number of highly qualified transfer students
- Increased number of highly qualified new undergraduate and graduate students
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

Actions:
- Increase online educational experiences and non-traditional delivery methods (e.g., weekend academy, evening courses, non-traditional schedules)
- Strengthen and grow graduate education
- 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
- Promote dual admissions, dual enrollment, and other initiatives with community colleges as well as develop partnerships with other four-year institutions

Benchmarks:
- Establish new integrated bachelors to masters programs
- Increase educational opportunities for alumni
- Increased number of new online academic programs
- Increased number of new integrated bachelors to masters programs
- Increased enrollments as a result of partnerships with the community colleges in our region
- New certificate programs
- New non-degree courses and programs
Objective 2:
Increase the education-related experiences available to the public

Actions:
Increase education-related entertainment and service events
Increase attendance at University cultural, entertainment, arts, and athletic programming by regional community residents
Increase activities of alumni in University events (e.g., dynamic alumni events calendar, alumni members of the KU ambassadors initiative)

Benchmarks:
Increased attendance at University education-related events (e.g., cultural, arts, athletics, lectures, demonstrations)
Increased alumni participation in University events

Objective 3:
Increase the participation of members of the University community in the wider community

Actions:
Increase service-learning experiences and community service opportunities
Develop programs that encourage students to demonstrate good citizenship and social responsibility
Increase the number of hours of community engagement of students, faculty, and staff
Increase the number of community academic partnerships

Benchmarks:
Obtain Carnegie School of Engagement Classification
Increased number of participants in service-learning experiences and community service
Objective 1: Mirror the diversity of the region within the campus community

Actions:

Increase the diversity of the faculty through establishing fellowships and programs that bring faculty from diverse backgrounds to campus for extended periods.

Increase the diversity of the student body, faculty, and staff by strengthening multi-cultural programming.

Increase the diversity of the student body by developing enhanced programs to recruit veterans and military personnel and serve their unique needs.

Increase the diversity of the student body by developing special programs to support female students in STEM areas.

Increase the internationalization of the campus community.

Benchmarks:

Increased diversity of student body, faculty, and staff.

Increased number of veterans in the student body.

Increased number of female students in STEM disciplines.

Increased number of international students.

Increased number of students participating in study abroad opportunities.
Objective 2:
Encourage high levels of participation in University governance

Actions:
Foster an environment in which all constituents have an equal opportunity to participate in the process of shared governance
Work with student leaders on establishing a “student bill of rights”

Benchmarks:
Completion of a “student bill of rights”
Increased campus participation in University governance

Objective 3:
Ensure a campus culture that respects all campus constituents

Actions:
Develop a welcoming and service-oriented culture for students’ families and support networks, as well as members of the community, who visit our campus
Develop a service-oriented culture for students

Benchmarks:
The Quality of Interactions and Supportive Environment items on the National Survey of Student Engagement (NSSE) will exceed our State System peers by Fall 2017
Achieve level 4 on customer satisfaction of “Secret Shopper” evaluations
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

Actions: 
- Enhance the quality of the University’s workplace experience by providing improved communication and employee engagement
- Conduct 360-degree administrator evaluations
- Conduct regular Presidential visits to all units and constituencies on campus by May 2016
- Establish roundtable/advisory groups
- Conduct regular Presidential meetings with faculty and employee governance leaders and groups as well as student leaders and groups

Benchmarks: 
- Achieve results equal to or exceed Carnegie Classification for peers by 2019 on the “Overall Great Colleges to Work” survey
- 75% of employees will be “highly satisfied” or “satisfied” with their jobs at the University, based on a campus climate survey conducted in 2018

Objective 2: 
Enhance the financial resources of the University to better support the academic mission

Actions: 
- Ensure all spending is essential and based on the University’s planning and budgeting process
Objective 3:
Enhance the physical facilities to better support the University's academic mission

Actions:
Renovate classrooms and faculty offices in Lytle Hall and DeFrancesco Building
Replenish campus computers
Initiate the library master plan

Benchmarks:
Improved classrooms and faculty offices in Lytle Hall and DeFrancesco Building
Complete computer replenishment

Benchmarks:
The University's Return on Physical Assets key performance indicator results will be maintained in the top 20% among all State System peers throughout the period of the Strategic Plan.

The University will reverse the decline in its composite financial index results and will achieve results comparable to the top one-third of State System institutions by 2018.

Private giving will increase an average of 5% annually over the period of the Strategic Plan.

New, permanently restricted gifts will be added to the KU Foundation endowment each year and the investment performance of the endowment fund will meet or exceed benchmarks appropriate to the fund's asset allocation.

Reprioritize the budget to fund new initiatives resulting from the University's planning process
Initiate major capital campaign
Increase private giving through established and new fundraising sources and improved alumni support
Increase corporate giving
Ensure that colleges and divisions develop fundraising plans and initiatives
Achieve a balanced University budget without the use of non-recurring funds
Identify new sources of financial aid for students enrolled at the University
Engage in a fundraising initiative to raise funds to support student scholarships
Identify new sources of financial aid to be used to recruit freshman and transfer students
Increase work opportunities for students on campus
Identify strategies to reduce student indebtedness