Strategic Planning Assessment Report

The Kutztown University 2018-19 Strategic Planning Assessment Report documents an increasing commitment to the expansion of assessment efforts at all levels of the University. This report provides clear evidence of the assessment of curricular and co-curricular activities, the development of infrastructure, and the use of assessment results to inform planning, budgeting, resource allocation, and decision making.

This report identifies transparency within and across divisions to improve the assessment of student learning, resource management, institutional quality, and overall assessment processes.

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2018-19 Results	Status
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	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	Increased participation in the major high impact practices	For fall 2018 there were 481 students in the honors program.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	2	Strengthen the University's culture of learning	Increased activities of and participation in discipline-based student clubs	New entitative in development: Use information captured on the admissions application to increase the number of students involved in student organizations to positively impact overall KU retention rates •Provide robust online information about involvement opportunities and club memberships to deposited students (unauthenticated) and enrolled students (authenticated). •Provide information about student involvement opportunities to accepted students related to interests identified on the admissions application. •Phase 8: Measure and compare retention of new KU students on the basis of the number of student organization memberships.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	3	Infuse high-impact practices throughout the student learning experience	Increased participation in Academic Enrichment activities	The Department of Academic Enrichment expanded its services by partnering with CASA to provide the KU Succeed program. Students who participated in the program in the Fall 2016 semester increased their GPA by an average of 14% compared to non-participants whose average GPA changed by only 5%. The fall 2017 and fall 2018 semester participating students performed similarly with an increase in GPA of 10.7% and 9.6% respectively. Returning students in fall 2018 who participated in the program increased their number of credits earned by 67% compared to their credits earned in spring 2018.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	4	Strengthen the General Education program to serve as a foundation for students in all disciplines	Demonstrated achievement (via assessment) of the General Education learning goals	General Education SLO #7 (Demonstrate an understanding of various models for the development of the whole self) was assessed in 2018-19 and the report is to be published on the gen ed and assessment websites	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	5	Utilize the academic program review process to ensure high-quality, viable, and innovative academic programs and services	Re-accreditation from the Middle States Commission on Higher Education	University was placed on Warning by MSCHE in June of 2018. The university submitted a monitoring report in January of 2019, followed by a small team visit in March of 2019. The result of the small team visit was compliance with Standard V.	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	6	Develop and implement a vibrant First Year Experience that connects undergraduate students to the University's academic experience	Implementation of a First Year Experience that connects first year students to the University and its academic goals	FYS was offered in it's inaugural semester, fall 2018. FYS DFWI rate for fall 2018 = 17.27% FTFTF 1-yr retention rates: 2015 to 2016 on campus=73.55%, off campus=65.33%; 2016 to 2017 on campus=74.05%, off campus=70.74%; 2017 to 2018 on campus=73.89%, off campus=79.27%. Sophomore 1-yr retention rates: 2015 to 2016 on campus=87.58%, off campus=83.78%; 2016 to 2017 on campus=90.57%, off campus=83.72%; 2017 to 2018 on campus=89.82%, off campus=84.27%	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	7	Increase domestic and international visiting scholars, executives, and artists-in-residence programs	Increased number of domestic and international visiting scholars, executives, and artists-in-residence programs	Between Summer 2018 and Spring 2019, 17 visiting scholars have been on campus. 12 are projected for summer and fall 2019.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	8	Increase the internationalization of the campus by (a) recruiting and retaining international students and (b) providing study abroad opportunities for students	Increased number of students participating in study abroad opportunities	Student Abroad headcount has increased significantly for the 2018-19 academic year. Fall studies have increased from 1 to 15, Spring 5 to 9 (applied) and Winter from 14 to 20 (applied).	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	1	Increase initiatives in grant writing	Increased number of grant proposals submitted and awarded	Implemented Terra Dotta - provides a robust searchable database of study abroad programs	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	2	Increase incentives to faculty for scholarly activities (e.g., recognition, research, and travel funds)	Increased number of publications and professional presentations	Research Committee funded 11 projects for $60,978 in FY 2018 and awarded 12 projects for $80,250 in FY 2019. KU BEARS funded $48,000 for 31 students in FY 2018 (22 were from underrepresented groups). 26 faculty were mentors. KU BEARS funded $46,000 for 29 students in FY 2019 (22 were from underrepresented groups). 24 faculty were mentors. The Professional Development Committee funded 184 awards for $160,968 in FY 2018. Undergraduate Research Fund funded $41,671 for 53 awards in FY 2018.	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	3	Increase faculty/staff professional development programs	(blank)	Research Committee funded 11 projects for $60,978 in FY 2018 and awarded 12 projects for $80,250 in FY 2019. KU BEARS funded $48,000 for 31 students in FY 2018 (22 were from underrepresented groups). 26 faculty were mentors. KU BEARS funded $46,000 for 29 students in FY 2019 (22 were from underrepresented groups). 24 faculty were mentors. The Professional Development Committee funded 184 awards for $160,968 in FY 2018. Undergraduate Research Fund funded $41,671 for 53 awards in FY 2018.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	4	Ensure that faculty and staff have and are using current technological tools	Increased use of effective educational technology	Faculty use of learning technologies, which includes the Learning Management System (D2L) to deliver course content, web conferencing to increase synchronous learning opportunities, web 2.0 to facilitate course interactivity, and streaming to deliver media, continued to be strong for Academic Year 2018-2019. Faculty engagement with course design as facilitated through the Learning Management System – D2L – continued to increase as we have now certified 300 of our faculty to teach online courses. In addition 20 faculty have undertaken advanced course design training in support of online and blended courses. Faculty LMS engagement – which varies by individual - held at approximately 90% for academic year 2018-2019.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	1	Establish scholarships for high-achieving students	Increased percentage of students recruited from the top 10% of high school graduating classes	As of Fall 2018, Freshman academic profile has improved in recent years and the HSGPA is at 3.20 and the SAT average is 1061. Fall 2019 data will be summarized in the 2019-20 results	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	2	Raise admission standards	Raised minimum standards for admission (SAT 820+, GPA 2.0+)	Completed	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	3	Increase the opportunities for undergraduate and graduate students to engage in professional-level scholarship	Increased numbers of undergraduate and graduate students engaging in professional-level scholarship	Research Committee funded $80,250 for 12 projects
Professional development committee funded $162,022 for 184 awards.
KU Bears funded $46,000 for 29 students and 24 faculty.
Undergraduate Research Fund funded $36,271 for 54 awards.2	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	4	Create incentives for transfer students	Increased number of highly qualified transfer students	Number new transfers with Assoc Degrees enrolled 2016 from LCCC=21, NCC=20, RACC=12; 2017 from LCCC=40, NCC=19, RACC=13; 2018 from LCCC=42, NCC=17, RACC=17 •Transfer and Articulation Agreement with Bucks County Community College •Transfer and Articulation Agreement with Community College of Allegheny County •Transfer and Articulation Agreement with Harrisburg Area Community College •Transfer and Articulation Agreement with Lackawanna College •Transfer and Articulation Agreement with Luzerne County Community College •Transfer and Articulation Agreement with Raritan Valley Community College •2+2 PreK-4 Program with Reading Area Community College •283 internship agreements with external organizations	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	5	Establish recruiting initiatives to enhance the number and quality of the student body	Increased number of highly qualified new undergraduate and graduate students	DFWI rate for FTFTF in MAT courses: fall 2016 = 27.92%; fall 2017 = 24.62%; fall 2018 = 23.80% As of Fall 2018, Freshman academic profile has improved in recent years and the HSGPA is at 3.20 and the SAT average is 1061.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	6	Develop department and college recruitment and retention initiatives	(blank)	No Progress	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	7	Develop and implement a multi-media marketing campaign that promotes the recruitment of motivated, qualified new, transfer, and graduate students	(blank)	Action 7: 2018-19: Analyzed nearly 60 available marketing campaigns from rebrand exercise to determine best performing options that could be put back into market with new agency of record. Results were consistently as good or better than previous year, with a nearly 30% savings in spend due to ongoing optimizations. Action 7: 2019 (in progress): Created a comprehensive omni-channel marketing campaign that integrated analytics from campaign results, as well as application and enrollment data to clearly identify high-potential target markets for motivated, qualified, new, transfer and graduate students. This includes billboards and digital campaigns (display, paid search, social media and video) featuring current students.	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	1	Create an annual academic assessment plan	MSCHE action to remove warning status from University accreditation.	An academic assessment plan was created and implemented in the fall of 2018. It can be found on the assessment website: https://www.kutztown.edu/about-ku/administrative-offices/office-of-assessment/academic-program-assessment.htm	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	2	Analyze Fall 2018 academic program assessment results and use the data to develop planned improvement actions by January, 2019	MSCHE action to remove warning status from University accreditation.	Summary of Fall 2018 assessment results and analysis of results, including a response to the data analysis with planned improvement actions (complete assessment reports), were submitted by program chairs to deans January 22, 2019. This deadline was met by 73 of 74 academic departments, or 98.6%	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	3	Finalize the 2017-18 administrative unit assessment report and provide recommendations to improve the administrative program review process to divisional vice presidents.	MSCHE action to remove warning status from University accreditation.	An institutional assessment report was completed, which includes a section for administrative assessment activities and results. The report is found at the following link: https://www.kutztown.edu/about-ku/administrative-offices/office-of-assessment/institutional-effectiveness-assessment.htm	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	4	Submission of monitoring report to MSCHE by March, 2019	MSCHE action to remove warning status from University accreditation.	The monitoring report was submitted on March 1, 2019.	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	5	Analyze 2018-19 academic and administrative unit assessment results and use the data to develop planned improvement actions by June, 2019	MSCHE action to remove warning status from University accreditation.	An institutional assessment report for 2018-19 is in progress	Completed
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	1	Increase online educational experiences and non-traditional delivery methods (e.g., weekend academy, evening courses, non-traditional schedules)	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	In 2018-19, one new program (BS Public Relations) and two new minors (Social Media and Game Development) were developed and approved by the board. The university also developed and offered, for the first time, two courses, free and online, for all KU Alumni. The courses are non degree-seeking and earn 1 credit.	Ongoing

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2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	2	Strengthen and grow graduate education	Increased number of new integrated bachelors to masters programs	No new programs were developed in 2018-19.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	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	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	The university developed and offered, for the first time, two courses, free and online, for all KU Alumni. The courses are non degree-seeking and earn 1 credit. Assessment will be further conducted at the conclusion of the fall 2019 term and reported in the 2019-20 assessment.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	4	Promote dual admissions, dual enrollment, and other initiatives with community colleges as well as develop partnerships with other four-year institutions	Increased enrollments as a result of partnerships with the community colleges in our region	•Transfer and Articulation Agreement with Bucks County Community College •Transfer and Articulation Agreement with Community College of Allegheny County •Transfer and Articulation Agreement with Harrisburg Area Community College •Transfer and Articulation Agreement with Lackawanna College •Transfer and Articulation Agreement with Luzerne County Community College •Transfer and Articulation Agreement with Raritan Valley Community College •2+2 PreK-4 Program with Reading Area Community College •283 internship agreements with external organizations	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	5	Establish new integrated bachelors to masters programs	Increased number of new integrated bachelors to masters programs	No new programs were developed in 2018-19.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	6	Increase educational opportunities for alumni	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	The university developed and offered, for the first time, two courses, free and online, for all KU Alumni. The courses are non degree-seeking and earn 1 credit. Assessment will be further conducted at the conclusion of the fall 2019 term and reported in the 2019-20 assessment.	Ongoing

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2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	1	Increase education-related entertainment and service events	Increased attendance at University education-related events (e.g., cultural, arts, athletics, lectures, demonstrations)	Government and Community Relations Community Leader Reception – coordinated a meeting that brought the Borough of Kutztown and Maxatawny Township together for a reception held at the home of President Hawkinson. This was the first time in recent history that the three groups met together. Legislative Breakfast – hosted KU's first legislative breakfast in March with attendance of more than 70 guests, including legislators from around the KU region. State System Advocacy Day – coordinated KU SGB student visits with select legislators in Harrisburg in April. KU liaison had active participation with the GRCA Business and Advocacy Council, the Northeast Berks Chamber of Commerce and the PASSHE Government Relations Conference calls/meet ups. Attended Borough Council Meetings and Maxatawny Supervisor Meetings Parents Day Downtown Tours – coordinated this tours, which demonstrated great town and gown relations. This is an effort to increase awareness of what our downtown has to offer. Member of the committee working on the new Rental Housing and Downtown Business Strategic Plan	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	2	Increase attendance at University cultural, entertainment, arts, and athletic programming by regional community residents	Increased attendance at University education-related events (e.g., cultural, arts, athletics, lectures, demonstrations)	Intercollegiate Athletics KU's 21 NCAA Division II athletic teams drew a total 49,409 fans for 126 home events during the academic year (392 fans per contest). Football led the way with an average of 4,105 fans per contest. Approximately 400 Golden Bear student athletes engaged in 2,691 service hours throughout the year. KU Presents! and the new KU Arts Society The performing artist series featured eight performance last academic year. A total of 4,971 tickets were sold/distributed (621 guests per show). Pennsylvania German Cultural Heritage Center Hosted three events drawing 3200 attendees, not including the Kutztown Folk Festival, which drew over 100,000 in attendance, the largest turnout in the history of the festival.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	3	Increase activities of alumni in University events (e.g., dynamic alumni events calendar, alumni members of the KU ambassadors initiative)	Increased alumni participation in University events	(blank)	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	1	Increase service-learning experiences and community service opportunities	Increased number of participants in service-learning experiences and community service	Working with Office of Student Involvement (OSI) on new system to track community service hours and participants. System should be integrated with the ENGAGE platform.	Ongoing

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2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	2	Develop programs that encourage students to demonstrate good citizenship and social responsibility	Increased number of participants in service-learning experiences and community service	Partnership with KU Student Affairs and the Kutztown Community Partnership to return the COMMUNITY BLITZ program. 200 bags with information about the community including how to "party smart" and be a good neighbor were delivered to student off campus residences mainly on main street, noble street, and West Walnut. Continue work with KuBok.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	3	Increase the number of hours of community engagement of students, faculty, and staff	Increased number of participants in service-learning experiences and community service	2018-19: student service hours = 28,000 Working with Office of Student Involvement (OSI) on new system to track community service hours and participants. System should be integrated with the ENGAGE platform.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	4	Increase the number of community academic partnerships	Increased number of participants in service-learning experiences and community service	More tracking and data needed. Working with Office of Student Involvement (OSI) on new system to track community service hours and participants. System should be integrated with the ENGAGE platform. This should also include the ability for students doing community based internships or other service-learning programs to add data. Program will also allow non-profits and community agencies to post more opportunities for service by students, thus increasing the number of partners.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	1	Increase the diversity of the faculty through establishing fellowships and programs that bring faculty from diverse backgrounds to campus for extended periods	Increased diversity of student body, faculty, and staff	Overall diversity fall 2018 = 21.49%; FTFTF cohort diversity fall 2018 = 25.08%	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	2	Increase the diversity of the student body, faculty, and staff by strengthening multi-cultural programming	(blank)	The GET MORE program continued for Spring of 2019. Largest number of participants are from the Philadelphia region and majority identify from an underrepresented population. Second year with a full faculty-in-residence. Unfortunately it did not lead to a faculty appointment at the end of term. FDI hosted its first Study Abroad program "Search for Social Justice" in England and Scotland. The course, HIS 145, considered a range of social movements: unionism, the civil rights movement, feminism, environmentalism, abolitionism, GLBTQ rights, and the human rights movement.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	3	Increase the diversity of the student body by developing enhanced programs to recruit veterans and military personnel and serve their unique needs	Increased number of veterans in the student body	(blank)	Ongoing

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3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	4	Increase the diversity of the student body by developing special programs to support female students in STEM areas	Increased number of female students in STEM disciplines	2018 = 623	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	5	Increase the internationalization of the campus community	Increased number of international students	International Enrollment 2017-18 - 77 International Enrollment 2018-19 - 77 Flat enrollment of international students	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	2	Encourage high levels of participation in University governance	1	Foster an environment in which all constituents have an equal opportunity to participate in the process of shared governance	Increased campus participation in University governance	Completed	Completed
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	2	Encourage high levels of participation in University governance	2	Work with student leaders on establishing a "student bill of rights"	Completion of a "student bill of rights"	Completed	Completed
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	3	Ensure a campus culture that respects all campus constituents	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	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	ASSESSMENT from Spring 2019 Administration of NSSE - Reports will be made available from NSSE in October 2019.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	3	Ensure a campus culture that respects all campus constituents	2	Develop a service-oriented culture for students	Achieve level 4 on customer satisfaction of "Secret Shopper" evaluations	This program was discontinued in favor of other priorities.	Cancelled

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4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	1	Enhance the quality of the University's workplace experience by providing improved communication and employee engagement	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	Great Colleges to Work For survey not completed in 2019	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	2	Conduct 360-degree administrator evaluations	(blank)	COMPELTED	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	3	Conduct regular Presidential visits to all units and constituencies on campus by May 2016	(blank)	COMPELTED	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	4	Establish roundtable/advisory groups	(blank)	COMPELTED	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	5	Conduct regular Presidential meetings with faculty and employee governance leaders and groups as well as student leaders and groups	(blank)	COMPELTED	Completed

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4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	1	Ensure all spending is essential and based on the University's planning and budgeting process	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	Due to budgetary reasons, the University's return on physical asset performance indicator has declined over the past 3 years. The University's results now fall below the system average.	New measure to be identified
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	2	Reprioritize the budget to fund new initiatives resulting from the University's planning process	(blank)	The University set aside a total of $279,374 in funds under its gainsharing program to fund new initiatives. A total of $1.147M has been dedicated to this program since its inception.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	3	Initiate major capital campaign	(blank)	Discussion has taken place regarding the effectiveness of a capital campaign or a comprehensive campaign beginning in the 2020 FY. The initiative is active and moving forward with further updates provided in the 2019-20 results2	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	4	Increase private giving through established and new fundraising sources and improved alumni support	Private giving will increase an average of 5% annually over the period of the Strategic Plan	Private giving remains flat at 5.3% for FY 2019.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	5	Increase corporate giving	(blank)	For FY 2019, the university foundation raised $6,116,519.2	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	6	Ensure that colleges and divisions develop fundraising plans and initiatives	(blank)	(blank)	Ongoing

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4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	7	Achieve a balanced University budget without the use of non-recurring funds	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	The planned action, achieving a balanced budget was achieved this year. This will positively impact the university's composite financial index results. Actual results will not be known until fiscal year is completed.2	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	8	Identify new sources of financial aid for students enrolled at the University	(blank)	Established Strike Gold and Bear Grants to close the financial gap for many of our students.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	9	Engage in a fundraising initiative to raise funds to support student scholarships	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	This year, the University budgeted $6.2 M in institutional aid, up $1.9 M from last year; and up $2.8 M from the 2017-2018 academic year.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	10	Identify new sources of financial aid to be used to recruit freshman and transfer students	(blank)	Established Academic Excellence and Avalanche Scholarships for high achieving students.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	11	Increase work opportunities for students on campus	(blank)	Partnering with the University's food service vendor to improve opportunities and compensation for student employees.	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2018-19 Results	Status
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	12	Identify strategies to reduce student indebtedness	(blank)	Financial Aid Staff take our financial literacy presentation to FYS classes who ask us to present. We speak to curtailing their loan indebtedness and encourage smart borrowing.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	1	Renovate classrooms and faculty offices in Lytle Hall and DeFrancesco Building	Improved classrooms and faculty offices in Lytle Hall and DeFrancesco Building	Completed	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	2	Replenish campus computers	Complete computer replenishment	Completed	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	3	Initiate the library master plan	(blank)	Some smaller projects have been completed like new furniture in study rooms etc.2	Ongoing