

Strategic Planning Assessment Report

The Kutztown University 2017-18 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	2017-18 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	Scholarships have been put in place for high achieving students which require honors participation. Administrators, faculty, and students asked to develop working groups to identify ways to enhance the program and increase honors participation. As a result of student group recommendations; Honors has been moved under "Academics" on the KU website. ASSESSMENT For fall 2016 there were 235 students in the honors program and, for fall 17, there were 284 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	Data show that between 2015 and 2017 the percent of the student population engaged with clubs increased from 14% to 15%. In addition, the ratio of student members per club increased from 23 to 28 members.	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 Academic Enrichment Department expanded its services to Academic Jeopardy program students by partnering with CASA to provide the KU Succeed program. Students who participated in the program earned more credits and had higher semester GPAs compared to similar students who chose not to participate in KU Succeed.	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	Please see GEAC AY 2017-2018 FINAL REPORT	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	All Middle States Working Groups have submitted chapter drafts to the Middle States Steering Committee charged with writing the self-study design and final self-study report. The Steering Committee is developing the final draft of the self-study and it is to be completed by August 31. Evaluation Team Chair Preliminary visit is scheduled in October 2017. Evaluation Team visits campus in March 2018. Self-Study document was successfully submitted.	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	A symposium of those involved in FYE and retention initiatives took place and other discussions have been held throughout the university and a number of suggestions have been put in practice as a result - core general education classes in math and English composition have had their class size reduced and our FYE class was expanded from 50 students to over 200 students this year (and will go up more next year), we will be making substantial additional investments to support FYE to include the hiring of our new FYE Director, Ms. Sharmon Bryant to lead our efforts. In addition, an important new initiative that will have a positive impact on retention will be our requirement that freshmen and sophomores live in the residence hall beginning fall 2017. We have vetted this initiative throughout last year and it has received broad support from many of our constituents. Data shows that there is a 14% increase in the retention rate between freshman/sophomores who live on campus vs. those who don't live on campus. The DFWI rate improved when MAT 105 class sizes were decreased from 80 to 40. The DFWI	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	No Report	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	ASSESSMENT Improved Financial Aid Process – financial aid is now permitted to work with any approved program, not just exchange, faculty-led, or affiliated programs Offered weekly information sessions – previously had students make appointments; now they can walk-in for weekly information sessions to get an overview Consistently staffed information table in MSU two times a month Held two study abroad fairs – previously had a fall fair; this has not been practice since the 2013-2014 academic year	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	1	Increase initiatives in grant writing	Increased number of grant proposals submitted and awarded	Grant writing fellows program for KU faculty has been established. Reassigned time for faculty PI on Federal Grants has been established. The Grant Writing Fellows program began in FY 2016 and had three faculty (1 in fall 2016 and 2 in spring 2017). In FY 2017 two faculty were awarded release time, one taking the time in fall 2017 and the other in spring 2018. Since FY 2016 there have been 5 faculty who qualified to receive reassigned time for faculty PIs. Two faculty used release time in FY 2016 to work on their current projects, the other three faculty have not used their time yet.	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	Will continue to solicit feedback from administrators and faculty advisory/governance groups. Increased funding for faculty professional development; funding available through the Faculty Professional Development Committee. Hosted a reception at President's House for new faculty. Research Committee funded \$78,235 for 12 projects Professional development committee funded \$167,233 for 181 awards. KU BEARS funded \$42,000 for 26 students and 21 faculty Undergraduate Research Fund funded \$33,521 for 52 awards. Above data is the most recent available, FY 2016. Funding and awards should be reevaluated with the close of FY 2017.	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	3	Increase faculty/staff professional development programs	(blank)	Will continue to solicit feedback from administrators and faculty advisory/governance groups. Increased funding for faculty professional development; funding available through the Faculty Professional Development Committee. Hosted a reception at President's House for new faculty. ASSESSMENT Research Committee funded \$78,235 for 12 projects Professional development committee funded \$167,233 for 181 awards. KU BEARS funded \$42,000 for 26 students and 21 faculty Undergraduate Research Fund funded \$33,521 for 52 awards. Above data is the most recent available, FY 2016. Funding and awards should be reevaluated with the close of FY 2017.	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	Since 2013 the faculty engagement with educational technologies has increased dramatically. Faculty use of the Learning Management System – D2L –has increased from approximately 35% to nearly 90% for academic year 2017-2018. In addition, faculty have access to media streaming for producing and delivering content, and web conferencing technology to increase synchronous learning opportunities.	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	1	Establish scholarships for high-achieving students	Increased percentage of students recruited from the top 10% of high school graduating classes	<p>ASSESSMENT</p> <p>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.</p> <p>Fall 2017 saw a 4% increase in yield for students with 1200 SAT and 3.25 HSGPA. Please note that the Sesquicentennial Scholarship was awarded for fall 2016 and had a 45% yield, although the yield was 28% for fall 17.</p> <p>Academic Excellence grant had a 64% yield and the Academic Excellence waiver had a 62% yield. Please note that these awards began fall 2017.</p> <p>Overall need based scholarships (Golden Bear) had an increase in the number of deposits but due to a larger volume of applicants meeting the criteria, the yield decreased.</p>	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+)	<p>Admission standards have been raised at KU helping to significantly raise the academic profile of our Freshman class.</p> <p>COMPLETED</p>	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	<p>Funding is in place for KU-BEARS (Kutztown University Bringing Experiences About Research in summer); an initiative to support undergraduates (specifically freshmen and sophomores) working with KU faculty; undergraduates will be paid research assistants during the summer.</p>	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	4	Create incentives for transfer students	Increased number of highly qualified transfer students	<p>A \$500 book award has been established for any student with an Associate Degree.</p> <p>Meeting with Community College leaders to collaborate on joint initiatives (met thus far with LCCC, RACC, and NCC).</p> <p>Created a Phi Theta Kappa scholarship for up to eight incoming transfer students who exhibit promising academic performance and ability to participate in Kutztown University's Honors program as evidenced by a 3.25 or higher transfer GPA.</p> <p>Additional scholarships are being proposed to attract high achieving transfer students to KU. Signed an agreement with American Honors, a selective honors program offered at community colleges across the U.S.</p> <p>ASSESSMENT</p> <p>Yield increased by 4% for AA degree holders for fall 2017.</p> <p>Increased community college transfers? RACC, LCCC, NCC</p> <p>For LCCC, comparing fall 16 to fall 17, yield increased by 7% to 76% and deposits increased by 37 students, a 45% change. Transfer counts for RACC and NCC were unchanged from fall 16 to fall 17.</p>	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	5	Establish recruiting initiatives to enhance the number and quality of the student body	Increased number of highly qualified new undergraduate and graduate students	<p>Re-organized our admissions area and placed a full-time recruiter in Philadelphia at the City Center.</p> <p>Established free "bus passes" for students with need to travel to university.</p> <p>Working with the Allentown and Reading School Districts to re-introduce special programs to entice more students from these important population centers.</p> <p>Received a \$1.3 million Upward Bound grant with the Allentown School District.</p> <p>Math Placement pilot implemented.</p> <p>Completed online graduate assistantship process.</p> <p>Hired a Philadelphia Regional Admissions Recruiter.</p> <p>Trained Alumni Board members to participate in college fairs and high school visits.</p> <p>Additional recruitment and retention initiatives are included in the 2017-2020 University Strategic Enrollment Management Plan.</p> <p>ASSESSMENT</p> <p>Fall 2017 saw a significant increase in yield for students with financial need (71% to 79%).</p>	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)	No Report	Ongoing
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.	Added to plan for 2018-19	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.	Added to plan for 2018-19	Completed

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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	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.	Added to plan for 2018-19	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.	Added to plan for 2018-19	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.	Added to plan for 2018-19	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	ASSESSMENT Fully-online graduate programs Art Education Arts Administration Instructional Technology Library Science Music Education ESL Certification Special Education Certification Hybrid/low residency programs (bolded new) MBA Communication Design DSW Ed.D.	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	2	Strengthen and grow graduate education	Increased number of new integrated bachelors to masters programs	ASSESSMENT Current proposal for a 4+1 program in CSIT with Slippery Rock University	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	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	ASSESSMENT Due to current accreditation status, the University is not able to submit a substantive change to offer certificate programs, although, the following certificate programs are internally approved and awaiting accreditation status change Data Analytics, Geospatial Information Technology, Social Media Strategies Benchmark: New non-degree courses and programs KU President, Kenneth S. Hawkinson, signed a five-year admission agreement with Kutztown Area School District Superintendent, George F. Fiore, on Tuesday, Dec. 4, to facilitate the enrollment of high school students in both on and off-campus courses.	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	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	5	Establish new integrated bachelors to masters programs	Increased number of new integrated bachelors to masters programs	ASSESSMENT Current proposal for a 4+1 program in CSIT with Slippery Rock University	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	ASSESSMENT Due to current accreditation status, the University is not able to submit a substantive change to offer certificate programs, although, the following certificate programs are internally approved and awaiting accreditation status change Data Analytics, Geospatial Information Technology, Social Media Strategies Benchmark: New non-degree courses and programs KU President, Kenneth S. Hawkinson, signed a five-year admission agreement with Kutztown Area School District Superintendent, George F. Fiore, on Tuesday, Dec. 4, to facilitate the enrollment of high school students in both on and off-campus courses.	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)	<p>ASSESSMENT</p> <p>Data shows that between 2015 and 2017 the percent of the student population engaged with clubs increased from 14% to 15%. In addition, the ratio of student members per club increased from 23 to 28 members. Estimated Hours based on self-reporting from students, athletic teams, & student groups – and the Community Outreach Center (Does not count community based internships or student teachers in schools.)</p> <p>2009-10 Hours: 39,681 Volunteers: 4290 2015-16 Hours: 33,301 Volunteers: 3100 2016-17 Hours: 30,100 Volunteers: 3000</p> <p>Source: PASSHE Economic Development Survey 2015-16: Outside attendance at ticketed events = 5,200 2016-17: Outside attendance at ticketed events = 5,950</p>	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)	<p>ASSESSMENT</p> <p>Data shows that between 2015 and 2017 the percent of the student population engaged with clubs increased from 14% to 15%. In addition, the ratio of student members per club increased from 23 to 28 members. Estimated Hours based on self-reporting from students, athletic teams, & student groups – and the Community Outreach Center (Does not count community based internships or student teachers in schools.)</p> <p>2009-10 Hours: 39,681 Volunteers: 4290 2015-16 Hours: 33,301 Volunteers: 3100 2016-17 Hours: 30,100 Volunteers: 3000</p> <p>Source: PASSHE Economic Development Survey 2015-16: Outside attendance at ticketed events = 5,200 2016-17: Outside attendance at ticketed events = 5,950</p>	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	<p>ASSESSMENT</p> <p>Over the past three years, alumni engagement/participation in University events has increased by 25%, with the most notable increases in homecoming events (77% increase) and 50th class events (105% increase)</p>	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	More tracking and assessment data needed.	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	2	Develop programs that encourage students to demonstrate good citizenship and social responsibility	Increased number of participants in service-learning experiences and community service	<p>ASSESSMENT</p> <p>Source: PASSHE Economic Development Survey 2015-16: student service hours = 33,301; staff service hours = 266 2016-17: student service hours = 30,100; staff service hours = 200 2017-18: student service hours = 32,000; staff service hours = 230</p>	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	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	ASSESSMENT Source: PASSHE Economic Development Survey 2015-16: student service hours = 33,301; staff service hours = 266 2016-17: student service hours = 30,100; staff service hours = 200 2017-18: student service hours = 32,000; staff service hours = 230	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	ASSESSMENT Source: PASSHE Economic Development Survey 2015-16: student service hours = 33,301; staff service hours = 266 2016-17: student service hours = 30,100; staff service hours = 200 2017-18: student service hours = 32,000; staff service hours = 230	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	We have increased our overall diversity from 19% in Fall 2016 to 21% for Fall 2017 and our freshmen class cohort from 19% in Fall 2016 to nearly 26% for Fall 2017. This places us among the more diverse universities in the state system. We have expanded our efforts to recruit in urban areas and have scholarship opportunities for high achieving students of diverse backgrounds (See KU Scholarships). A pilot overnight visit program for admitted students from diverse backgrounds occurred in the Spring 2017 semester. The program resulted in approximately 70% (n=36) of the participants submitting a deposit to enroll at KU. The average GPA and SAT scores of program participants was higher than the incoming freshmen class averages. COMPLETED We will continue to devote resources to sponsor the Frederick Douglas Institute Visiting Scholars Program. ASSESSMENT \$90,000 was allocated for an FDI Faculty Fellowship in October 2016 through the Strategic Initiative Request process. The FDI account gets a base budget of \$10,458 each year.	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)	We have increased our overall diversity from 19% in Fall 2016 to 21% for Fall 2017 and our freshmen class cohort from 19% in Fall 2016 to nearly 26% for Fall 2017. This places us among the more diverse universities in the state system. We have expanded our efforts to recruit in urban areas and have scholarship opportunities for high achieving students of diverse backgrounds (See KU Scholarships). A pilot overnight visit program for admitted students from diverse backgrounds occurred in the Spring 2017 semester. The program resulted in approximately 70% (n=36) of the participants submitting a deposit to enroll at KU. The average GPA and SAT scores of program participants was higher than the incoming freshmen class averages. COMPLETED We will continue to devote resources to sponsor the Frederick Douglas Institute Visiting Scholars Program. ASSESSMENT \$90,000 was allocated for an FDI Faculty Fellowship in October 2016 through the Strategic Initiative Request process. The FDI account gets a base budget of \$10,458 each year.	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	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	ASSESSMENT Source: fall freeze 2016 = 203 2017 = 190 2018 = 183	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	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	ASSESSMENT Source: fall freeze 2016 = 560 2017 = 548	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	Established an advisory committee of international faculty and have received invaluable advice. This committee did not meet in 2017-18, but will attempt to reconvene in 2018-19 to gather input. We have joined a State System consortium that will assist us in recruiting in India. We signed an articulation agreement with Symbiosis College of Arts and Commerce. We are targeting for Fall 2019 admissions in one of the 3 integrated degree programs within the agreement. In discussion with Stonehill College, a private secondary school in India, about online courses that would be part of a dual credit agreement. Revised tuition reduction for international students (150% of in-state tuition). In 2017-18 received approval to offer the following academic merit scholarships to eligible incoming international students; President's Academic Honors Scholarship; KU Stem, Sesquicentennial Academic Honors Scholarship We are proposing an amendment to the existing structure of international student tuition waivers. At this time, we are awaiting a decision from the President & Cabinet	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	President's Faculty advisory group established. Provost Faculty advisory group established. COMPLETED Marketing Faculty & Staff advisory group established. Human Resources advisory group established. International Programs Faculty advisory group established. President's & First Lady Town & Gown Councils established	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"	Student government has authored a comprehensive Student Bill of Rights. COMPLETED	Completed

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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 First-year students rated their quality of interaction/peer comparison (Scale 1-Poor, 7-Excellent): Students – 5.2/5.3 Academic Advisors – 5.0/5.0 Faculty – 5.2/5.3 Student Services – 5.0/5.0 Administrative Staff & Offices – 5.0/4.9 Senior-year students rated their quality of interaction/peer comparison: Students – 5.5/5.5 Academic Advisors – 5.3/5.2 Faculty – 5.7/5.5 Student Services – 4.9/4.8 Administrative Staff & Offices – 4.9/4.8	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	Secret Shopper evaluations have been discontinued.	Cancelled
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	Benchmark: Achieve results equal to or exceed Carnegie Classification for peers by 2019 on the "Overall Great Colleges to Work" survey ASSESSMENT Great Colleges to Work For survey was not conducted in 2018 in favor of the campus climate survey. The university will again conduct the Great Colleges to Work For survey in 2019. An assessment of satisfaction results from 2016 and 2019 will be conducted. Benchmark: 75% of employees will be "highly satisfied" or "satisfied" with their jobs at the University, based on a campus climate survey conducted in 2018 ASSESSMENT The University did conduct the CECE Campus Climate survey for ALL Faculty, Staff and Students in spring 2018. Data results were provided in early fall 2018. These reports did not include benchmarking data, which was subsequently requested. Upon receipt of the benchmarking data, the Campus Climate Committee will conduct a full review of the results.	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

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2017-18 Results	Status
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
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 2 years. While still maintaining strong performance, the University's results are no longer among the top 20%	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 \$372,162 in funds under its gainsharing program to fund new initiatives.	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)	(blank)	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	ASSESSMENT Based on the last three years, we have increased yearly giving over that period 6.578	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 2018, the university foundation raised \$3,753,393.	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2017-18 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	6	Ensure that colleges and divisions develop fundraising plans and initiatives	(blank)	(blank)	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	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	Measure not achieved for 2017-18.	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)	New for 2018-19	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	(blank)	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)	New for 2018-19	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2017-18 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	11	Increase work opportunities for students on campus	(blank)	No progress	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	12	Identify strategies to reduce student indebtedness	(blank)	New for 2018-19	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)	In the summer of 2017 we completed a large renovation of the first floor of Rohrbach Library. This consisted of new paint, millwork, carpeting and all new furniture and increased student study spaces. We also relocated the Writing center to the library. We have not moved forward on the majority of the plan due to funding needs and the Facilities Department availability.	Ongoing