Penn State shield logo with black text and blue shield

Unit Strategic Plan: Penn State DuBois

2014/2015 through 2018/2019

# Penn State DuBois

Penn State DuBois will create a culture of organizational and individual learning that fosters creativity, collaboration, and a commitment to our community and the environment.

## Strategic Plan 2015 - 2020

### Introduction

A committee composed of students, faculty and staff at Penn State DuBois developed a strategic plan intended to guide the growth and development of the campus over the next five years. To verify the campus' current profile and how it should be shaped in years to come, interviews and small focus groups were used to gather information from various stakeholder sets. A framework called *Appreciative Inquiry* was used to guide discussions and decisions.

Penn State DuBois is one of fourteen campuses in the University College of Penn State University. The current headcount is 605 students across seven baccalaureate degrees and eight associate degree programs. Students in 2+2 offerings typically transfer to Penn State Erie, The Behrend College, Penn State Altoona, or University Park. Programs are offered through face-to-face and online learning modalities in both half and full-semester formats. A variety of non-credit options for individual and workforce needs are also offered through the Continuing Education department.

Penn State DuBois is situated on 25 acres near the downtown area of DuBois with additional acreage available for expansion. The campus is comprised of 11 buildings. PSUD is a commuter campus with a service area covering nine counties. There are currently 89 full-time faculty and staff working at the campus, supplemented with 10 – 15 part-time faculty members as needed.

The mission of the campus is to develop students as leaders through a cutting-edge curriculum that balances theoretical knowledge with real-world experiences. To continue to fulfill that mission, we must augment the advantages we already have, and work to overcome our challenges. Those include:

Strategic Advantages/Opportunities

* Student-centered environment
* Relationship with local community, donors, alumni, and friends
* Leveraging Penn State brand/resources within a small campus
* Adult-learner market space
* Personalized student recruitment
* Dedicated and engaged staff
* Faculty scholars who blend theory and practice

Strategic Challenges

* Increased/new competition within shrinking market space
* Employee satisfaction and development
* Internal communication
* Encouraging innovation and intelligent risk-taking
* Encouraging cross-disciplinary work
* Commuter campus

#### Penn State DuBois Mission Statement

At Penn State DuBois, we focus on developing our students as leaders through a cutting-edge curriculum that balances theoretical knowledge with real-world experiences. We are dedicated to the advancement of knowledge through teaching, research, and service and our students receive a world-class education with a small town, local feel. Our students are offered opportunities to engage academically, professionally, and personally with expert faculty, staff, and community members to prepare them for career success and life-long learning.

#### Vision Statement

Penn State DuBois will create a culture of organizational and individual learning that fosters creativity, collaboration, and a commitment to our community and environment. We will accomplish this through:

* Integrated curricular and co-curricular programs designed to enhance the learning experience;
* Outstanding faculty and staff who are innovators inside and outside the classroom;
* An entrepreneurial spirit that guides intelligent risk taking;
* Dedication to the development of our students and the regional workforce; and
* Engaged community partners and friends who serve as role-models for our students.

#### Students and Stakeholders

Students and other stakeholders have unique needs depending on their relationship with the institution. We have analyzed student needs to assist with program and service design. Our other stakeholder segments consist of; 1) industry partners; 2) alumni and friends; 3) local community, and 4) DEF advisory board. Aggregated student requirements are displayed in Table 1 and other stakeholder requirements are listed in Table 2.

| Key Student Requirements | Description |
| --- | --- |
| 1. High quality educational experience | Delivered by knowledgeable faculty  Based on real-world application |
| 1. Effective student support services | Career services, tutoring center, technology |
| 1. Outstanding co-curricular activities | Service opportunities, cultural activities, clubs, student government |
| 1. Academic and career growth | Internships, employment, graduate school |

**Table 1: Student Requirements**

| Stakeholder | Relationship | Requirement |
| --- | --- | --- |
| 1. Industry partners | * Employer needs * Identify new trends * Source of projects | * Qualified pool of graduates * Quality outcomes on projects/work |
| 1. Alumni and friends | * Source of mentors, donors * Network for students | * Fiscal management * Shared vision |
| 1. Local community | * Economic health and growth * Shared access to resources | * Two-way relationship * Steward our neighborhood |
| 1. DEF advisory board | * Community relations * Source of donations | * Fiscal management * Two-way communication |

**Table 2: Stakeholder requirements**

#### Competitive Environment

Penn State DuBois enjoyed a period of growth in enrollment through 2008 when the peak headcount was 963 students. Strong enrollments in the PTA, Wildlife Technology, Business, and IST associate degree programs along with the HDFS, Business, and LAS bachelor’s degree programs were contributing factors to this favorable trend. Unfortunately, by 2011 the total headcount was 795 with losses in the PTA, WLT, and Business associate programs accounting for 40% of the decline. During the same time frame, OTA enrollment increased from 36 students to 73 students reflecting the current trend in healthcare programs. Our enrollment statistics are presented in Table 3.

The Fall 2013 headcount of 704 was the result of several factors. First, PSUD lost its accreditation for the PTA program in 2013 due to low pass rates on the licensure exam. Students who were eligible to graduate in Summer 2013 were allowed to take the exam and all other students were placed at other PSU campuses. Second, Butler County Community College (BC3) opened an extension campus in Brockway which is approximately twenty minutes from our facility. They are offering six associate degree programs with five of them duplicating our slate of choices and their out-of-county tuition rate is less than half of PSUD. Third, the Educational Consortium of Upper Alleghany (ECUA) started offering the associate degree of Business and Liberal Studies in partnership with Gannon University through distance video in seven counties of our service area. They recently secured funding in the governor’s budget to attain community college status. Finally, many aspects of the population demographics within our service area are unfavorable as compared to the entire state. For example, we have fewer school-aged children (ages 5 – 18) in the pipeline; our median income is lower; and we have a greater proportion of people living in poverty than the state average.

| Category | FA08 | FA09 | FA10 | FA11 | FA12 | FA13 |
| --- | --- | --- | --- | --- | --- | --- |
| Associate | 309 | 325 | 347 | 287 | 236 | 209 |
| Baccalaureate | 460 | 449 | 410 | 354 | 344 | 382 |
| Provisional | 51 | 79 | 57 | 42 | 40 | 27 |
| Non-Degree | 142 | 84 | 105 | 112 | 84 | 86 |
| Graduate | 1 | 1 |  |  | 1 |  |
| Total | 963 | 938 | 919 | 795 | 705 | 704 |

**Table 3: Enrollment Details**

#### Planning Assumptions

We have developed a set of strategic goals and objectives according to the following assumptions;

* The Commonwealth Campuses serve as an affordable access point to almost half of the undergraduate population of the institution. Approximately 75% of PSUD students complete their degrees at the campus for a variety of reasons.
* Penn State has access to a substantial number of external partners and stakeholder groups through the campuses. Our networks provide research and project opportunities, internships and employment for students, as well as grants and endowments to the institution.
* Students receive a world-class education from campus faculty who are teacher-scholars. Our faculty members are productive researchers and they are well-versed in effective pedagogical practices.

#### Goals and Objectives

The remainder of the document contains our strategic goals and objectives for this planning period. We have also included a sampling of the associated tactical plans, metrics, and target values that outline the steps we will be taking to achieve our campus vision.

##### Goal 1: Uphold our ethical, learning-centered culture

*Objective 1: Increase active learning within classroom –* ***Lead – Instructional Design***

*Key Performance Measures: Student Engagement, Faculty Engagement, Student Participation*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Investigate/develop new pedagogies | R. GillTTa | 1/15 | % of faculty engaged in explorations/research | 40% | 50% | 75% |
| Establish a student mentoring program | D. Kreydt | 8/15 | % Student participation | 20% 1st-yr  10% Seniors | 50% 1st- year  20% Seniors | 75% 1st-year  30% Seniors |
| Increase faculty-student collaborations | Program Leaders | 8/15 | % of student research projects  % of student service projects | 15% research  35% service | 20% research  40% service | 25% research  50% service |

*Objective 2: Foster climate of assessment of learning -* ***Lead – Program Coordinators***

*Key Performance Measures: Participation by all programs, Improved learning, Shared rubrics and best practices*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Assess campus-based learning outcomes | C. Jacobson | 8/16 | Goal Creation  70% meet goals | N/A | First round of assessment complete | Close loop with improvements |
| Automate collection/ analysis of data | Robin | 8/17 | Identify system | 0 | Pilot effort for  Engineering/OTA/PTA | 50% of programs |

*Objective 3: Identify and meet education needs of service area –* ***Lead – Marketing/CE***

*Key Performance Measures: Attendance by type of program, New customers served, New programs delivered by location within service area*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Relationship building with business partners | M. Smeal | 7/15 | SHRM meetings  DACC Visits  Facility Visits | 1 per month,  2 per month,  2 per month | 1/month + follow up 2/month + follow up  3 per month | 1/month  3/month  4/month |
| Provide professional development and workforce training | M. Smeal | 7/15 | # paid trainings/ week  # public trainings per semester | 1 new training  8 new publics | 2 new trainings  10 new publics | 3 new  trainings  12 new publics |

*Objective 4: Integrate in-class and out-of-class learning experiences –* ***Lead – DSA/CAO***

*Key Performance Measures: Participating students, Faculty and staff engagement, Student satisfaction*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Identify projects for first year seminar and capstone classes | DSA/CAO | 8/16 | Participation and satisfaction |  |  |  |
| Infuse ethics into curriculum and external projects | ADAA | 8/17 | # courses/# of programs |  | 50% programs | All programs |
| Organizational Change to Support our Diversity Goals | M. Duttry | 8/17 | # applicants and offers |  | 5% increase | 10% increase |

*Objective 5: Encourage student success –* ***Lead – DSA/CAO***

*Key Performance Measures: Student conduct cases, Recidivism after interventions, Graduation/retention rates*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Expand internship opportunities for students | A. Akintunde | 8/15 | # students in PAWS program  # offered jobs  # getting internships | 4 in PAWS, 3 offered jobs  143 offered,  35 obtained | 6 in program, 4 offered jobs  7% increase | 8 in PAWS, 6 offered jobs  10% increase |
| Decrease Student Conduct incidents | R. Pennington | 8/15 | # of recidivism while at Penn State DuBois,  # of cases in a year | Repeat offenders – 2  cases = 15 | Repeat offenders – 0  cases < 15 | Repeat offenders – 0  cases < 15 |
| Retain students referred to the Early Intervention Team – | EIT Team | 8/15 | % of students retained | 59% retained | 61% retained | 63% retained |
| New programming for student athletes | K. Nellis | 8/16 | % participation  % retention | 50% participation | increase by 5% | Increase by 7% |
| Create a Welcoming Campus Climate | M. Doty | 8/15 | Participation in diversity activities offered | 400 Students participating | 500 students participating | 600 students participating |

##### Goal 2: Distinguish the campus through innovative faculty and staff

*Objective 1: Recruit, retain, and promote a diverse faculty and staff –* ***Lead – PR/Marketing***

*Key Performance Measures: Awareness levels, Engagement levels of faculty and staff, Effective and Efficient Communication Processes*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Modify hiring process | J. Luchini | 7/15 | Diverse job pool | N/A | 5% increase candidates | 7% increase of candidates |
| Identify faculty satisfiers | M. Hatch/  J. Luchini | 7/16 | Identified Needs  Job Satisfaction | Conduct focus groups  Create survey | Needs Identified | Needs met |
| Explore social media outlets | M. Checchio | 7/15 | Measure Traffic/number of view/likes/followers | 1,200 likes with a post reach of 300 | 1,500 likes/ post reach of 500 | 2,000 + likes  Average post reach of 800 + |
| Recruit and Retain a Diverse Workforce | J.Luchini | 7/15 | # of diverse groups represented in workforce | Conduct survey of workforce to determine baseline | Complete survey, tabulate results | Work to increase diversity as deemed appropriate according to results |
| Diversifying Leadership and Management | M. Hatch | 7/15 | Succession plans, Career ladders,  Applicant pool | % in leadership positions | 5% incr in pool | All leadership positions have succession plan |

*Objective 2: Increase resources for research and creative activities –* ***Lead – Development***

*Key Performance Measures: Grant applications and awards, Donations to support workforce, Links between budget and strategic plan*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Visit donors/friends | J. Wolf | 7/1/14 | # of visits | 0 | 15 visits per month | 180 visits in a year |
| Raise Pledges | J. Wolf | 7/1/14 | $ Pledged | 0 | $734,500 |  |

*Objective 3: Increase development of new pedagogies for teaching/learning –* ***Lead – Faculty Affairs Committee/Instructional***

*Key Performance Measures: Graduation/Retention Rates, Increased attendance at conferences, New teaching methods in courses*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Identify/attend conferences on teaching/learning | ADAA/Faculty Affairs/Robin | 8/15 | # of presentations made or hosted | 8% of faculty | 20% of faculty | 30% of faculty |
| Conversations and sharing of best practices | ADAA/Faculty Affairs/Robin | 8/16 | # best practices models in place | N/A | 1 workshop per semester |  |
| External speakers | Faculty Affairs/Robin/ADAA | 8/17 | # of external speakers | N/A | 1 speaker per year | Every year |

*Objective 4: Increase collaborations of faculty and staff –* ***Lead – Chancellor***

*Key Performance Measures: Employee satisfaction and engagement, Participation in events, Content and type of communications*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Involvement in recruitment and retention initiatives | M. Duttry  T. Hinton | 7/15 | Participation  # Reporting |  | 50% Faculty  25% Staff | 80% Faculty  40% Staff |
| Create recognition event | M. Hatch | 7/16 | Engagement |  | 1/year | 1/semester |
| Collaborate on in-class and out of class opportunities | M. Doty | 7/16 | collaborations /year | Career Svc - 3;  Stud Affairs; 10 | Career Svc – 6;  Stud Affairs 14 | Career Svc – 6;  Stud Affairs 16 |

*Objective 5: Increase entrepreneurial activities –* ***Lead –Chancellor***

*Key Performance Measures: Employee satisfaction and engagement, Community engagement*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Build climate that fosters creativity and innovation | M. Hatch | 7/16 | # agree on survey | Survey created | 50% satisfaction | 60% satisfaction |
| Study to create center for innovation and entrepreneur | M. Hatch/  L. Breakey | 7/1/17 | # Partnerships  # programs | Build survey for businesses | Final Decision | Creation of Center |
| Build reward/recognition program for creativity | M. Hatch | 7/1/16 | # applications  # nominations  # awards | N/A | 1 award per year | 1 per semester |

##### Goal 3: Ensure institutional effectiveness through sustainable operations

*Objective 1: Strategic enrollment growth –* ***Lead: Director of Enrollment Services***

*Key Performance Measures: Applications and deposits, Retention and graduation rates, Student satisfaction and engagement*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| New athletic programs | K. Nellis | 7/15 | # of programs  # of athletes | 7 sports  125 athletes | 8 sports  140 athletes | 10 sports  160 athletes |
| Identify potential market segments and requirements | M. Duttry | 7/15 | Market Share | 7 % of service area | 8% of service area | 10% of service area |
| Forecast at-risk students for early intervention | M. Duttry | 7/16 | % Retention | Develop methodology | Execute methodology | 2 % Increase in retention |
| Increase overall campus enrollment | M. Duttry | 7/15 | Actual Campus Enrollment | 615 | 650 | 850 |
| Recruit and retain a diverse student body | M. Duttry | 7/15 | Underserved population statistics | Current demographic | 5% increase in underserved populations | 10% increase in diverse populations |

*Objective 2: Increase collaboration with Western campuses –* ***Lead: Chancellor***

*Key Performance Measures: Faculty and staff engagement and satisfaction, Enrollment and revenue generation, Community awareness*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Joint marketing and recruiting initiatives | M. Checchio | 7/1/15 | # shared ads |  |  |  |
| New models of shared revenue | M. Hatch/  J. Luchini | 7/1/16 | # New sources  $ Amount | 2 programs | 4 programs | 6 programs |

*Objective 3: Culture of continuous improvement –* ***Lead: Director, Business Services***

*Key Performance Measures: Process efficiency and effectiveness, Stakeholder satisfaction, Process agility*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Build value-stream maps of key processes | K. Neureiter/  M. Newell | 7/16 | % complete | Learn value-stream process | 50% complete | 100% complete |
| Adopt Baldrige educational criteria (KAPE award) | J. Luchini/  K. Neureiter | 7/17 | Applications made | Attend Training | Build application | Apply for Award |

*Objective 4: Culture of strategic decision making –* ***Lead: Chancellor***

*Key Performance Measures: Awareness of strategic goals, Accomplishment of key action plans, Faculty and staff engagement*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Create “One Goal” program within appraisal system | M. Hatch | 1/15 | Participating faculty and staff | 0 | 50% | 100% |
| Integrate business and academic operations | M. Hatch/  J. Luchini | 7/16 | % Complete | N/A | 50% integration | 100% |
| Increase visibility of campus progress toward goals | M. Hatch/  B. Hart | 7/15 | Awareness of goals | N/A | Build Dashboard | Communication Plan |

*Objective 5: Enhance and maintain physical infrastructure –* ***Lead: Director, Business Services***

*Key Performance Measures: Impact on campus footprint, Student and employee satisfaction*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Keep current with equipment needs | T. Hibbert/  J. Luchini | 7/15 | % fully operational | Current equip | Replace/repair as needed | 100% operational |
| New practices to preserve and enhance environment | T. Hibbert/  J. Luchini | 7/15 | # of Practices | Current List | Current + 1 | 1 new/yr |
| Prioritize capital improvement projects | Tom & John | Summer 15 | # of Projects | Current Lists | Complete Prioritization | Same |

##### Goal 4: Connect with and engage local and global community

*Objective 1: Increase campus and community partnerships –* ***Lead: Director of Development***

*Key Performance Measures: Community engagement, Community awareness*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Host development/alumni events with community | J. Wolf | 7/15 | # of events per year | 4 | 4 | 6 |
| Identify and solicit donors for Best Robotics | J. Wolf | 7/15 | $ raised | $25,000 | $25,000 | $30,000 |
| Identify and solicit donors for scholarships | J. Wolf | 7/15 | $ raised | $340,000 | 10% increase | 15% increase |

*Objective 2: Increase economic impact on community –* ***Lead - Chancellor***

*Key Performance Measures: Community educational objectives, New partnerships created, Current partnerships sustained, Consulting opportunities created*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Consulting projects for local industry | Engineering | 8/15 | Student engagement participation | 10 projects | 13 projects | 15 projects |
| Investigate grants with community impact | K. Neureiter,  S. Harmic | 8/16 | # applications  # awards | N/A | 1 application | 3 applications |
| Host joint events with community | A. Akintunde/  K. Nellis | 6/16 | Career Fair Event employers; attendance  Athletic Fundraising | 35 employers, 13 community  $15,000 | 38 employers, 30 community  $18,000 | 40 employers, 40 community  $25,000 |

*Objective 3: Enhance service opportunities –* ***Lead: Director of Student Affairs***

*Key Performance Measures: Campus participation, Impact on community*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Student participation in service projects | M. Doty | 7/15 | # of service projects  total amount donated # of volunteer hours | 37 projects; $22,468.52 5784 hours | 45 projects; $25,000.00 6500 hours | 55 projects; $27,500.00 7500 hours |
| Faculty/staff participation | 1. Hatch | 7/15 | % participation | 30 | 35 | 40 |
| Identify underserved community segments – | C. Jacobson | 7/16 | Defined requirements | Define Segments | Meet 75% of requirements | Meet 100% of requirements |

*Objective 4: Increase international opportunities –* ***Lead: Chief Academic Officer***

*Key Performance Measures: Participation in study abroad, Student engagement , Faculty engagement, Visitors to our campus*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Increase study-abroad opportunities | C. Jacobson | 7/16 | # of opportunities | 2 | + 2 | +5 |
| Identify international partners for projects | C. Jacobson | 7/17 | # of opportunities | N/A |  |  |
| Feasibility of short-term stay program | M. Hatch | 7/17 | % completion | N/A | 50% | 100% |

*Objective 5: Develop a Curriculum That Fosters U.S. and International Cultural Competencies –* ***Lead: Chief Academic Officer***

*Key Performance Measures: Implementation of programs and initiatives to provide and foster diverse learning opportunities*

| Task | Lead | Start Date | Metric | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- |
| Create an International Studies Committee | C. Jacobson | 9/15 | Creation and charge of committee | Determine goals and action plan for committee | Recruit members, establish and charge committee |
| Study abroad programs that focus on rural areas | M. Hatch | 7/16 | # of partnerships formed  # trips and students | Conduct pilot with one campus | 1 trip per year |
| Increase the number of intercultural and international competency courses | C. Jacobson | 7/16 | # of courses established | Pilot with one academic program | 1 course per program |

##### Goal 5: Enrich the Holistic Development of our students

*Objective 1: Increase awareness of healthy choices –* ***Lead: Assistant Director, Student Affairs***

*Key Performance Measures: Participation in programs/activities, Membership on coalition, Student conduct cases related to alcohol and drugs*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Provide Intramural activities | K. Nellis | 7/15 | # of activities offered, # of participants | 5 per semester,  55 participants | 7 per semester; 5% increase | 7 per semester  7% increase |
| Build environment that encourages healthy decision making | M. Doty | 7/16 | # coalition members  # programs;  # of Certified Peer Educators trained; | 15 members; 18 offered;  6 CPE’s trained; | 17 members; 20 offered;  8 CPE’s trained; | 17 members  22 offered  10 CPE’s  3% decrease |
| Offer health and wellness activities and speakers | J. Betton | 7/16 | # per semester,  % attendees reporting they will make “healthy” choices | 8 activities;  TBD | 9 activities;  40% | 10 activities  45% |

*Objective 2: Ensure success of underserved populations –* ***Lead: Director of Student Affairs***

*Key Performance Measures: Retention rates by student segment, Student satisfaction, Recruitment rates by student segment*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Provide support for veterans | D. Doran | 7/15 | # of programs,  % utilizing services,  # in veterans club, | 1 per semester;  13%  6 in club; | 1 per semester;  14%;  7 in club; | 1 per semester;  15%;  8 in club; |
| Support for students with disabilities | D. Kreydt | 7/15 | # of programs  % utilizing services  % satisfied | TBD | 5% increase | 7% increase |
| New Student Orientation | R. Pennington/  M. Doty | 7/15 | # Leaders,  % in attendance,  % positive transition | 16 leaders;  74% attendance;  64% S/A | 18 leaders;  85% attendance 67% S/A | 20 leaders;  90% attendance  70% S/A |
| Multicultural and Diversity Programming | M. Doty | 7/15 | # programs offered;  % Common Read;  # faculty; | 15 programs;  71% of students  TBD | 17 programs;  75% students  2 faculty; | 19 programs;  85% students  5 faculty; |
| LGBT support programs and services | R. Pennington/  M. Doty | 7/15 | # programs offered,  # of support groups, # of trainings offered | 4 programs;  2 group meetings; 1 training | 5 programs;  4 group meetings; 2 trainings | 5 programs;  6 group meetings; 2 training |
| Develop a shared and inclusive understanding of diversity | M. Doty | 7/16 | Develop diversity webpage and cultivate content | N/A | Establish webpage | Track diversity programing and initiatives on page as they happen |

*Objective 3: Develop civic and social responsibility –* ***Lead: Assistant Director, Student Life***

*Key Performance Measures: Participation in leadership activities, Participation in trips, Increased awareness of social responsibility*

| Task | Lead | Start Date | Metric | Baseline | Near-Term Goal | Long-Term Goal |
| --- | --- | --- | --- | --- | --- | --- |
| Develop advanced leadership opportunities | M. Doty | 7/16 | # created,  # participating | 1 opportunity;  2 students | 2 opportunities 4 students | 4 opportunities  6 students |
| Encourage civic and social responsibility | M. Doty | 7/16 | # Alt Spring Break  % more responsible;  % serve again | 15 ASB;  TBD  TBD | 18 ASB;  5% increase;  5% increase | 20 ASB;  10% increase;  10% increase |
| Offer career development programming for students | A. Akintunde | 7/16 | # dec-making events  # of students met with  # skill devel programs  # job search programs  # students employed | 5 programs,  26 appoint;  18 programs  7 programs  52 students | 6 programs,  10% increase  20 programs;  9 programs;  10% increase | 6  programs,  10% increase;  20 programs  10 programs;  10% increase |
| Clubs and Organizations | M. Doty |  | % of students,  % on Dean’s List | 29% involved  TBD | 35% involved;  5% increase | 10% increase;  10% increase |