

THE ACADEMIC, SUPPORT, AND DIVERSITY ACTION PLAN

The Strategic Plan: *A Framework for the Future* includes eight overarching goals and supporting objectives. Three committees (listed in the Table 1) were formed to develop strategies that support the overarching goals and objectives outlined in the strategic plan. The strategies generated by each committee were integrated into one document -- *The Academic, Support, and Diversity Action Plan*. For each strategy, a vice president or area was assigned the responsibility of implementation. The key for assignment of responsibilities (see Table 2) indicates the vice president or area assigned to each strategy in the succeeding pages. The campus key indicates on which campus the strategy will be implemented.

<p>Table 1: Action Planning Committees</p> <p>Academic Action Planning Committee <i>Tara Fulton, Chair</i></p> <p>Support Action Planning Committee <i>Linda Koch, Chair</i></p> <p>Diversity Action Planning Committee <i>Alan Anderson, Chair</i></p>
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Table 2: Key for Assignment of Responsibilities	
Abbreviation	Title
AA	Vice President for Academic Affairs
AO	Admissions Office
APSCUF	Association of Pennsylvania State College and University Faculties (Faculty Union)
AFSCME	American Federation of State, County, and Municipal Employees (Staff Union)
CS	Community Service
DC	Department Chairs
DO	Development Office
EHS	Environmental, Health, and Safety
FA	Vice President for Finance Administration and Technology
HCD	Human and Cultural Diversity
HR	Human Resources
IR	Institutional Research
IO	International Office
LE	Law Enforcement
LHUF	Lock Haven University Foundation
PA	Planning and Assessment
PO	President's Office
PR	Public Relations
RO	Retention Office
SA	Vice President for Student Affairs
SE	Social Equity
ODSS	Office of Disabilities Services for Students
PO	President's Office
SBDC	Small Business Development Center
UR	Vice President for University Relations

Table 3: Campus Key	
M	Main
C	Clearfield
B	Both Campuses

GOAL 1: IMPROVE THE QUALITY OF OUR ACADEMIC PROGRAMS

Objective 1-1: Define and document learning outcomes for academic programs.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Academic Programs						
<ol style="list-style-type: none"> Develop a Learning Outcomes Assessment Plan for all academic programs, tie outcomes to accreditation or disciplinary standards, and standardize format for reporting outcomes (B). Tie program reviews directly to assessment activities (B). Implement the Teacher Education Assessment Plan, including portfolio development (C). See also Objectives 3-1, 6-7 	Plan developed and published (1) Evidence of assessment results and programs changes (2)	1	high (1-4)	AA	Existing	2-5 years
B. General Education						
<ol style="list-style-type: none"> Develop a Learning Outcomes Assessment Plan for all general education programs and tie them to accreditation (B). Require first-year students to read materials related to diversity (B) See also Objective 1-8 	Plan developed and published (1) Students have an awareness of contributions of African Americans, Asian Americans, Hispanic Americans, and Native Americans (2)	1	high (1,2)	AA	Existing	2-5 years
C. Technology						
<ol style="list-style-type: none"> Define student competency levels with technology and plan ways to assess them (B). See also Objectives 2-4 	Rubric and assessment plan developed (1)	1	medium	AA	Existing	2-5 years

Objective 1-2: Develop new programs to address changes in workforce needs, technology, and demographics.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Undergraduate Programs						
<ol style="list-style-type: none"> Implement the new BS & AS degrees in Management of Technology (B). Propose a new program in Surgical Technology (C). Propose a new BS in Psychology (M). Implement and further develop the new track in DNA Forensics (M). Develop the new program in Paralegal Studies (B). Accommodate increased enrollment in criminal justice 	New programs meet identified needs (1-10)	1	high (1-10)	AA	\$500,000 (1-10)	1-5 years

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
(B). 7. Initiate the new Associate's degree in Electronics Engineering Technology (M). 8. Initiate the Professional Studies program, if approved by UCC (M). 9. Propose a new BS in Applied Physics with a concentration in nanotechnology (M). 10. Expand nursing program to main campus (M). 11. Propose a 3-2 cooperative engineering program with Penn State in meteorology (M). Review further for prioritization						
B. Graduate Programs						
1. Propose new M.A. degree in International and Intercultural Communication (M). 2. Propose a new M.S. degree in Cardiac Rehabilitation (M). 3. Propose a new graduate degree in Rural Mental Health Counseling (M). 4. Propose a new DPA program for Physician Assistants (M). 5. Create a Master of Urban Education program (See also Objective 5-5) (M). Review further for prioritization	New programs meet identified needs (1-5)	1	high (1-5)	AA		1-5 years

Objective 1-3: Increase opportunities for experiential education.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Internships						
1. Provide a computer database/network of internship opportunities (B). 2. Identify ways to provide more experiential learning activities (B).	Database established (1) Baseline measure established (2) Number and variety of Opportunities (2)	1	high (1,2)	AA, SA	Existing	1-5 years (1,2)
B. Faculty-Student Research						
1. See Objective 2-5						
C. Community Service						
1. Encourage the hiring of faculty with service learning and community-based research (B).	Number of new faculty with community service experience (1)	1	high	AA	Existing	Ongoing

Objective 1-4: Acquire or maintain accreditations for the institution and program with an appropriate accrediting body.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Accreditation						
<ol style="list-style-type: none"> Pursue accreditation in Art, Chemistry, Computer Science and Computer Information Science, Electrical Engineering Technology, Music, Journalism and Mass Communication, Masters in Liberal Arts program, Paralegal Studies, Recreation, Sports Administration, and Theatre (M). Assign summer release time to pursue accreditation (M). 	Category I accreditations acquired and increased number of Category II accreditations acquired (1,2)	1	high (1,2)	AA	\$50,000 (2)	3-5 yrs (I) 2-5+ yrs (II) Ongoing (2)

Objective 1-5: Increase recruitment and retention of faculty with terminal degrees.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Staffing Plan						
<ol style="list-style-type: none"> Plan staffing needs in time to create competitive hiring schedules (see also Objective 7-1) (B) Provide educational leave for faculty to complete terminal degrees (B) Fail searches that do not produce candidates with terminal degrees (B). 	Number of faculty with terminal degrees (1-3)	1	high (1-3)	AA	Existing	Ongoing (1-3)

Objective 1-6: Increase recruitment and retention of faculty from underrepresented groups.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Minority Recruitment and Retention						
<ol style="list-style-type: none"> Hire minority faculty at appropriate ranks (B) Continue collaboration with HBCUs to hire doctorally-qualified minority faculty members (B). Activate a Frederick Douglass institute (B). See Objective 4-5 	Number of faculty from underrepresented groups (1-3)	1	high (1-3)	AA	See Objective 4-5	Ongoing (1-3)

Objective 1-7: Increase opportunities for faculty and their participation in faculty development.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Faculty Orientation						
1. Join the AAHE teaching and learning roundtable (B). 2. Pay for travel of faculty who are presenting at conferences (B). 3. Conduct workshops on developing applications for national fellowships (B). 4. Use Alternative Workload leave to support people who win national fellowships (B).	Number of faculty participating (1-4)	1	high	AA	\$15,000 (2)	Ongoing (1-4)
B. Diversity						
See Objective 4-3						

Objective 1-8: Develop mechanisms to ensure students have competence in general education skills.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. General Education						
1. Complete first cycle of general education assessment in writing, and take steps needed to address identified deficits (B). 2. Respond to the identified writing deficits of entering students (B). 3. Implement the ISTE standards in general education (B). 4. Establish measurable goals for general education which articulate student development outcomes plans such as critical thinking (see also Objective 1-1) (B).	Goals established and assessments conducted (1,3,4) Students receive appropriate support for writing and results on writing assessments improve (2)	1	high (1-4)	AA, SA	Existing	2-5 years (1-4)

Objective 1-9: Engage students and faculty in curricular programming and development activities that emphasize global content and diverse perspectives.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Diversity						
1. Seek state and federal grant monies to support bilateral international projects with partner universities (M). 2. Support opportunities for students to be engaged in international service and service-learning (B). 3. Infuse international learning outcomes into the curriculum (B). a. Conduct international workshop for new tenure-	Grant funds (1) Number of participants(1,2,3) Use assessment results (3)	1	high (1-4)	AA, SA	\$10,000 \$25,000 (3)	2-5 years (1-4)

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
track faculty on engaging faculty with internationalization (Costs must be considered). 4. See also Objective 4-2						

GOAL 2: MAINTAIN MODEST AND MANAGEABLE GROWTH IN ACADEMIC PROGRAMS

Objective 2-1: Increase headcount enrollment to 5,000 students over the duration of the plan.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Enrollment Management Plan						
1. Establish a Task Force Committee to review, assess, and up-date Enrollment Management Plan with new goals (B) a. Develop recruiting strategies for undergraduate, graduate, distance education and non-credit enrollments Strategies may address social and political issues b. Examine Retention (See Objective 3-6) c. Develop ways in which to attract transfer students d. Develop a structure for graduate and extended admissions e. Examine the availability for providing on-campus parking for freshmen (M). f. Establish a systematic method to prepare in advance for predicted class offerings based on enrollments. Review further for prioritization	Publish plan (1a-e)	2	high	AA	Existing	1-3 years
B. New Programs						
1. See also Objective 1-2						
C. Distance Education						
1. Increase enrollment of the Physician Assistant program by 5 percent (B). a. Explore new remote sites for offering the PA Program across the State System 2. Add additional 20 students at the Dubois site in 03-04.(C)	Enrollment (1-6) Number of courses and programs (3-6)	2	high (5) medium (1-4,6)	AA	Existing and Grant resources	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<ol style="list-style-type: none"> 3. Experience 15% growth in the M.Ed. Program of which 10% will be in Teaching and Learning during 03-04 (M). 4. Move MLA to Department of Physician Assistant and Graduate Studies for an expected 30% growth over the next five years (M). 5. Secure a \$1.7 million grant for alternative education (M) <ol style="list-style-type: none"> a. Expand the Alternative Education Program into Philadelphia and provide instruction for professional development schools. 6. Collaborate with Mansfield in an art certification program to attract additional students to the LHUP art program via ITV (M). 						
D. Certification Programs						
<ol style="list-style-type: none"> 1. Offer art, Music, and Business teachers certification (M). 2. Develop a one-year certification to teach any subject for people who already hold a bachelor’s degree (M). <p>Review further for prioritization</p>	Number of certifications offered (1,2) Pass rates on certification exams (1,2)	2	low (1,2)	AA	Existing	2-5 years
E. Graduate Education						
<ol style="list-style-type: none"> 1. Support and implement Philadelphia Professional Development Project (M.Ed. in Urban Education) (M). 2. Produce promotional materials and a graduate catalog (B). 3. Increase number of graduate assistants (identify specific needs) (M). 4. Create purely graduate core seminars for the MLA and other stand-alone graduate courses (M). 5. Improve the organization and structure of graduate programs (B). 	Number of schools and participants in Philadelphia Project (1) Materials produced (2) Achieve recognition of graduate liberal arts program (3-5)	2	high (1) medium (3-5) low (2)	AA	Grant funds Existing	3 years

Objective 2-2: More aggressively recruit high quality students.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Admissions Standards						
1. Increase number of university freshmen above the 80 th percentile and with 1000 or greater SAT score (B).	Academic credentials of student body	2	high	UR	Existing	Ongoing
B. Articulation Agreements						
1. Develop more articulations with professional schools for various programs (i.e., early admission to the PA Program) (B).	Identify program needs and partners. Number of partners	2	medium	AA	Existing	2-5 years
C. Student Support						
1. Increase merit scholarship money (M). 2. Increase support to students (Honors and non-honors) headed to graduate and professional school; emphasis on internships, study abroad and national fellowship competitions (B).	More dollars (1) Number of students participating (2)	2	medium (1,2)	UR (1), AA (2)	Existing	Ongoing (1) 1-3 years (2)
D. Honors Program						
1. Seek funding to provide more scholarship aid for Honors students (M). 2. Continue expansion of Honors from 160 to 225 students (M). 3. Increase students moving from FYE to UH (M). 4. Maintain reasonable level of 2nd year persistence for all UH and FYE freshmen (M). 5. Maintain reasonable level of persistence to graduation among UH students (M). 6. Increase racial, ethnic and nationality diversity of incoming honors students (M).	Number of students participating (2,3) Number of underrepresented students participating (6) Persistence rates (5) Graduations rates (5) Scholarship dollars (1)	2	high (1-6)	AA	Existing	2-5 years

Objective 2-3: Serve mission appropriate educational and workforce development needs of the Commonwealth of Pennsylvania.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Academic Programs						
1. Explore collaborative Math, Science, Technology programs, e.g. 3+2 meteorology with PSU (M). 2. Begin the Early Childhood Program cohort (C). 3. Consider concentrations in hospitalist medicine and	New programs meet identified needs (1-6) Meet projected program	2	high (1-6)	AA	TBA	1-5 years

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
international medicine in the PA program (M). 4. Consider the following degrees: LPN, Surgical Tech, Medical Records, BSN, and 4-year Radiology Tech (B). 5. Have faculty member serve as the System Coordinator for nanotechnology (M). 6. Develop a track in applied Physics for nanotechnology (M) 7. See also Objective 1-2	enrollment (1-6) Increase # enrollments due to new programs – GOAL _____					
B. Continuing Education						
1. Continue strategic alliance with West Branch Technology Center (may include in enrollment management plan) (B). 2. Create division of continuing education in the School of Graduate Studies (M).	Non-credit enrollment, contact hours	2	medium	AA	Existing	Ongoing
C. Business Training and Consulting						
1. Expand SBDC seminar offerings and workshops (M). 2. Increase the number of clients and consulting hours (M).	Increase number of seminars and workshops by 10 percent (1) Increase number of clients and hours by 15 percent (2)	2	high	UR	Grant funds	3 years
D. Distance Education						
1. Collaborate with the ERG to provide law enforcement education via the web (M). 2. Provide Building Inspector Training through ITV (M). 3. Explore the use of on-line courses for workforce development such as continuing education programs relating to HIPPA, OSHA, forklifts, welding, information technology (M).	New programs meet identified needs (1-3)	2	low (1-3)	AA	Existing	Ongoing

Objective 2-4: Double the number of course and program offerings provided by our on-line campus

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Keystone University Network						
1. Support the Keystone University Network Academic Unit (M)	Distance Education Business Plan developed (1,2)	2	medium (1-4)	AA, SA	\$30,000	2-5 years

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Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
2. Develop policies and procedures for LHU's participation in the Keystone University Network (M). 3. Continue development of LHUP's four graduate programs via KUN (M). 4. Develop summer general education courses through the KUN (M).	New programs meet identified needs (3,4)					
B. Program Development						
1. Develop a collaborative with Mansfield University for certification programs in art teacher education (See also objective 2-1) (M). 2. Develop eCollege Companion for technological enhancement of on-campus course (B). 3. Refer to objectives 2-1 and 2-3 for additional strategies.	New programs meet identified needs (1) Increased use of technology and enhanced academic quality (2)	2	medium (1,2)	AA	Existing	2-5 years
C. Assessment						
1. Link program and course offerings to the assessment of current on-line offerings (M). 2. Make survey tools available for outcomes assessment (B). 3. Assess the ways in which technology may be affecting student learning (B).	Plan and assessment instrument developed (1,2) Conducted assessment (3)	2	high (1-3)	AA	Existing	03-04
D. Technical Issues						
1. Continuously upgrade technology, facilities, and living environment infrastructure (B).	Appropriate instructional facilities to support distance education	2	medium	AA, FA	See Resource Plans	Ongoing

Objective 2-5: Increase steadily second-year persistence rates and graduation rates.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Review Committees						
1. Create review committees to focus on graduation and retention rates (B) <ul style="list-style-type: none"> a. Review the current retention rates (See also Objective 3-6) b. Examine reasons students withdraw from the 	Evaluation of Freshmen Year Experience Retention Rates	2	high	AA, IR, SA	Existing	2003-04

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
University c. Conduct longitudinal retention study d. Assess and improve student advising e. Examine transfer student needs and the potential for a transfer student orientation f. Explore opportunities to increase faculty-student research partnerships g. Study the appropriateness and effectiveness of instructional technology and equipment h. Explore ways to improve performance on standardized exams such as the PRAXIS. i. Create Career Planning Course.	Graduation Rates					
B. Orientation						
1. Require all new students to enroll in the First Year Seminars (B).	Percent participation Retention Rates	2	high	AA	overload	2-5 years

Objective 2-6: Maintain the integrity of the student/faculty ratio while gradually increasing faculty productivity.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Student/Faculty Ratio						
1. Maintain ratio through annual complement planning (B).	Met target	2	high	AA, FA	Existing	Ongoing
B. Faculty Productivity						
1. Increase summer enrollment (B). 2. Review new program approvals for required resources and for influence on productivity (B). 3. Analyze consistently low-enrolled courses and review optional ways in which students can meet program requirements such as combining courses, changing curricular requirements, individualized instruction and independent study (B). 4. Return faculty on non-contractual release time to teaching courses that are the average class size or greater (B). 5. Review Common Cost Accounting for planning (B). 6. Reduce non-contractual workload equivalent (B). 7. Conduct curricular review. For example, drop courses in curriculum not offered for several years (B).	Increase faculty productivity (1-5) Increase no more than one percent the student/faculty ratio in a year (1-5)	2	high (1-5)	AA, FA	Existing	1-3 years

Objective 2-7: Maintain small average class size.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Class size						
1. Pursue advanced placement (i.e., CLEP, math placement, etc.) of talented underclassmen (B). 2. Determine the threshold at which low-enrolled courses and large lecture courses influence average class size (B). 3. Devise a decision making model (B).	Class size kept within range of 30-35 students (1-3)	2	high	AA	Existing	1-3 years

Objective 2-8: Strategically rank all programs to determine which programs will grow, be maintained, or diminish.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Program Study						
1. Carefully conduct a comprehensive review and prioritization of all existing academic programs (B).	List of rankings	2	high	AA	Existing	2-5 years

GOAL 3: PROVIDE A LIVING AND LEARNING ENVIRONMENT THAT FACILITATES INTELLECTUAL AND PERSONAL GROWTH

Objective 3-1: Assess and improve academic support programs that serve identifiable, special populations.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Special Programs						
1. Examine effectiveness of academic support programs using faculty and student surveys to gather perceptions (B). 2. Analyze data on student success using national standards (B). 3. Get a waiting room for Counseling Center. (M) 4. Propose a credit-bearing, career development course for 2nd, 3rd, 4th Semester Exploratory Studies students (B). 5. Explore Centralized University Learning Center - Tutorial/Math/Writing Center (M).	Assessments conducted and changes implemented based on assessment results (1-5)	3	high	AA, SA	Existing	2-5 years

Objective 3-2: Enhance and expand the living and learning environments such as classrooms, laboratories, studios, libraries, residence halls, and athletic facilities.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Student Life Programs						
1. Develop the First Year Student Initiative in the residence hall program (M). 2. Increase attendance at New Student Summer Orientation with a goal of 100 percent participation (M). 3. Review the problems/costs associated with expanding the summer program beyond June (B). 4. Determine the quality of services offered to students by participating annually in recognized surveys and report results to the campus community (B).	Participation Rates (1,2) Retention Rates (1-4) Evaluation Results(3) Survey Results (4)	3	medium (1) high (2-4)	SA, IR	Existing	2003-04 2004-05

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
B. Library						
<ol style="list-style-type: none"> 1. Complete feasibility study for the remaining, unrenovated sections of the library (M). 2. Remodel the Children's Library (M). 3. Create a full-service media center in Stevenson (M). 4. Add additional electronic resource access, especially to support expanded science/technology emphasis (M). 5. Install wireless or ubiquitous networking throughout Stevenson, and complete conversion from token ring to Ethernet (M). 6. Develop information literacy components for selected majors and review information literacy general education overlay components (B). 7. Provide adequate photocopy service (B). 8. Provide information expertise to the new approved programs (B). 9. Conduct extensive evaluation and purging of print collection in preparation for remodeling various floors of the Stevenson Library (M). 10. Seek alternative funding for a new library entry-way, artwork, and other initiatives at Stevenson (M). 11. Develop a more systematic document collection strategy for the Archives and begin digital storage (M). 12. Offer students an integrated, unified search interface to various electronic resources and catalogs (B). 13. Complete the database cleanup project in Voyager (M). 14. Rewiring of the lower level of Stevenson, both electric and network (M). 		3	high (1,2,4,5,6,7,11,13) medium (3,8,12) low (9,10)	AA	\$20,000 (1) \$75,000 (2) \$5,000/yr (3) \$5,000 (5) \$3,750 (6) \$11,500 (10) \$35,000 to \$65,000 (11)	2003 (1,2,3,6,7) 2004 (4,5,8,11,12,13) Ongoing (9,10)
C. Technology Enhancements						
<ol style="list-style-type: none"> 1. Improve committee structure for issues related to academic computing (B). 2. Complete internet connectivity in all residence halls (M). 3. Upgrade technology in classrooms where appropriate to provide effective instructional setting (B). 4. Identify official website and electronic mailing systems as the only means of communicating campus activities and information (B). 5. Address web accessibility guidelines for users with disabilities (B). 	Suitable learning environment	3	medium	FA, SA, UR	See technology plan	McEntire ('03), Campus Village ('04), High Hall ('05)

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<ul style="list-style-type: none"> 6. Ensure strong network infrastructure for academic purposes, including expansion for streaming video.(B) 7. Provide additional access to electronic testing technologies (B). 8. Provide a mechanism for immediate technology support when classroom equipment fails (B). 9. Increase utilization of the student technology corps. (B) 						
D. Facilities and equipment						
<ul style="list-style-type: none"> 1. Conduct a comprehensive inventory of instructional facilities and equipment available in each facility (B). 2. Evolve a plan for placement of projection, TV, DVD, smartboards, etc., in most instructional facilities (B). 3. Expand Main Campus and Clearfield Campus facilities to address increased enrollments (B) <ul style="list-style-type: none"> a. As additional properties become available, purchase and/or lease them to provide additional classrooms b. Complete renovations at East Campus [Jr/Sr high school complex] c. Acquire and renovate space per facilities master plan d. Create additional classrooms to accommodate 50+ and 100+ students. 4. Examine the need for modifications of existing campus facilities to enhance recreational use and athletic competition (B). 5. Build the Student Education Adaptive Technology Center (M). 6. Renovate the Sloan Theater Lighting System (M). 7. Renovate the Vo-Tech building for the Medical Professions (M). 8. Conduct expansion study of Bentley Dining Hall Entrance (M). 9. Build 408 bed residence hall through third-party funding (M). 10. Improve equipment and increase supplies for science labs (B). 11. Develop a plan for the acquisition, replacement, and upgrade of scientific equipment (B). 12. Install sprinklers in all residential facilities (M). 	<p>Adequate space for faculty, staff, and students</p> <p>Timeline for installation of sprinklers met</p> <p>Facilities Master Plan Implemented</p>	2	high	FA, SA, AA, UR	See Facilities Plan	2003-04

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
13. Complete the Facilities Master Plan (B).						

Objective 3-3: Increase the quality and diversity of co-curricular activities and cultural events.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Cultural events						
1. Continue the Work of the CI Student Activities Committee to explore issues of electronically communicating initiatives across campus (B) a. Establish electronic standards for notifying University community of activities.	Increase in the types of co-curricular activities. (1) Students are better informed about campus activities (1)	3	high	SA, FA	Computer enhancements, portal dedicated to student activities	2003-04
2. See also Goal 4 and Objectives.						

Objective 3-4: Promote wellness initiatives throughout the campus.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Wellness Initiative						
1. Review service levels of counseling center, Recreation Center, ADA compliance, and grant opportunities for wellness initiatives (B).	Participation/Utilization Rates (1)	3	medium (1,2)	SA, HR	Existing	2004-05 (1)
2. Continue Student and Employee Health Fairs (M).	Survey results (1,2)					2003-04 (2)
3. Develop Employee Health Fair (C).						
B. Health Service Options						
1. Examine results of Quality of Life Survey relating to health services (M).	Identify student needs and the impact of increased enrollment (1)	3	medium (1-3)	SA	Existing	2004-05 (1)
2. Conduct utilization analysis of health services (M).	Participation reports generated by number of users (2)					2003-04 (2,3)
3. Examine the cost and existing student fee structure of providing health services (M).	Appropriate student fee structure (3)					

Objective 3-5: Assess and improve services to promote a safe environment.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Safety						
1. Assess safety in living/learning environments (B). 2. Develop Emergency Operating Plan (EOP) in accordance with State System guidelines and disseminate to campus (B). 3. Create safety training programs as directed by state and federal law (B). 4. Install smoke detectors and sprinklers in residence halls (M) 5. Plan and execute emergency drills – conduct with other agencies as required (B). 6. Replace and upgrade the central fire alarm monitoring system and separate paging system used for alarm notification (M).	EOP developed (2) Improved environmental and safety programs (1,3-5) Better communication system linking county agencies (6)	3	high (1,2,4-6) medium (3)	SA (1-5), LE (6) EHS (2,3,5)	To be determined	1 -3 years

Objective 3-6: Study student retention to determine the environmental factors that influence retention on LHUP’s campus.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Define Retention Issues						
1. Using current literature, define environmental factors that tend to influence retention (B) 2. Review existing report mechanisms and develop more sophisticated evaluation measures (B) 3. Explore various means to follow-up with students who left the University (B). 4. Profile a persister (B).	Retention and graduation rates (1-3)	3	high (1-4)	AA	Existing	1-3 years
B. Technical Issues						
1. Determine the capabilities and types of data housed in the current database (B) . 2. Address technical needs such as a tracking system for retention data (B).	Retention and graduation rates (1,2)	3	high (1,2)	AA	\$10,000	1-3 years
C. Academic and Support Program Initiatives						
1. See Objectives 2-2, 2-5, 3-1, 3-2, 3-3, 5-6, 7-8						

Objective 3-7: Analyze and enhance collaborative relationships with the local community.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. City						
<ol style="list-style-type: none"> Review copies of agendas from City Council. Develop structure for sharing additional information with City Council. Support city initiatives by having staff serve on committees and by advertising. Monitor developments of mutual concern. Continue Community Advisory Committee and explore new ways to share information. Reciprocate on major planning initiatives including economic development. 	Both parties are better informed and work together for mutual benefit (1-5)	3	low (1-5)	SA, FA, AA, UR	Existing (1,2,4,5) \$5,000 (3)	2-3 years

Objective 3-8: Encourage community members to engage in campus activities.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Communication						
<ol style="list-style-type: none"> Develop electronic communications of all University activities held throughout the year (B). Use the website and electronic calendar to inform the community of LHUP activities (B). Establish better link to community services/facilities on University's website (B). Buy advertising in local publications (B). Send cultural events brochure to local mailing list (B). Develop focus groups and invite them to athletic/cultural events on campus (B). 	Increase community participation in University activities (1-6)	3	medium (1-6)	PR (1), SA (2,3)	Existing	Ongoing

Objective 3-9: Promote international understanding with on-campus housing for international students and activities that highlight differences and similarities among all people.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Communication						
<ol style="list-style-type: none"> 1. Highlight existing programs/activities sponsored by the Institute for International Studies Office and Student Life in University publications (B) 2. Identify classroom initiatives and campus activities to focus on international/global themes/events (B) 	<p>Inclusion between faculty/staff/students (1,2)</p> <p>Awareness of global events and talent/interests of LHUP international faculty and students (1,2)</p>	3	high (1,2)	IO, SA	\$6,000	Ongoing

GOAL 4: FOSTER A MORE DIVERSE CAMPUS COMMUNITY

Objective 4-1: Educate the campus and community regarding policies, practices, and issues on social equity and diversity

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Faculty and Staff Orientation						
1. Conduct orientation more regularly with four staff orientations (one each quarter) and two faculty orientations (August and January) per year (B).	Hold four staff orientations and two faculty orientations. 100% of faculty and staff receive orientation and related materials.	4	high	HR, SE, AA, HCD, APSCUF, AFSCME	Existing Resources	Ongoing
B. Chairs Workshop						
1. Require all faculty and staff serving on search committees to attend an Equal Employment Opportunity (EEO) workshop for certification by the Office of Social Equity (B).	Conduct one workshop a year.	4	high	SE, AA, HCD	Existing Resources	Ongoing
C. Annual Education and Training Sessions						
1. Conduct training and disseminate information to the campus community regarding topics such as discrimination, harassment, individual rights, professional ethics, and cultural differences/issues (B).	Sponsor two workshops each academic year for students and employees.	4	high	SE, HR, HCD	\$2,000	1-3 years
D. Panel/Advisor Training						
1. Require training on discrimination and sexual harassment for any member serving on the Sexual Harassment/Gender Discrimination Committee advisor/panel, APSCUF Grievance Committee, or the Student Judicial Board (B).	All committee members annually receive training and a certificate for completion.	4	high	SE, HR	\$2,500	Ongoing
E. Freshman Orientation						
1. Include activities in freshmen orientation which will focus on the responsibility to respect the right of fellow students and to foster an environment free of discrimination or harassment related to sex, age, disability, race, color, religion, national or ethnic origin (B).	All students attending orientation will receive information.	4	high	SA, SE, HCD	\$2,500	Ongoing
G. Diversity Programs:						
1. Continue to support programs such as the annual Martin Luther King Day celebration, Pennsylvania Black Conference on Higher Education (PBCOHE) Student Leadership Development Institute (SLDI), Chaka Fattah, Pennsylvania Latino Coalition (PSLC),	Develop program plans in accordance with assessment results and set/meet participation goals.	4	high	SE, SA, HCD, PA, HR	\$20,000	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<p>Totem Rhythms Workshop, International Dinner, and Diversity Dinner. The University should consider the following regarding support programs (B):</p> <ol style="list-style-type: none"> a. Assess the effectiveness of current programs to meet the needs of a diverse campus and use results to continue program planning. b. Establish a grant program to develop or enhance programs that positively affect the campus climate for diversity. <p>2. Collaborate with HBCUs that met with the Provost during his sabbatical (B).</p>						
H. International Programs						
<ol style="list-style-type: none"> 1. Sponsor a number of programs including the Annual International Visiting Lecturer Series and “No Barriers to Study” which are programs available to the campus community (B). 	Participation by faculty and staff.	4	high	IO, HCD	Existing budgeted resources (\$13,000)	Ongoing
I. Information Sharing						
<ol style="list-style-type: none"> 1. Designate one person to collect and distribute information on programs and services available both on-campus and externally (B). 	Feedback at University forums on effectiveness of information sharing.	4	high	PO, AA, HR, SE	\$1,500	1-3 years
J. Commission on the Status of Women						
<ol style="list-style-type: none"> 1. Collaborate with departments and colleges to foster programs that encourage women faculty, staff, and students to be successful in the learning and work environment. (B) <ol style="list-style-type: none"> a. Offer support groups relating to women in the classroom and workplace. b. Establish a Women's Center that directly targets issues impacting women. c. Continue to sponsor “Take your Daughter to Work” day. d. Sponsor workshops and programs on sexual assault prevention and response and on sexual harassment. e. Consider developing a volunteer mentoring program for new women faculty and staff. 	Commission plans appropriate initiatives.	4	high	SE, SA, HR	Existing	Ongoing

Objective 4-2: Increase the diversity of perspectives in the curriculum.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Interdisciplinary Programs						
1. Develop or support interdisciplinary academic programs, both degree and non-degree (B).	Increase the number of curricular and co-curricular activities.	4	high	AA	Existing	2-5 years
B. Comprehensive Education Program:						
1. Develop a Comprehensive Education Program requiring students to take one multicultural studies course (which deals with issues of race, gender or ethnicity), a number of Integrative Studies courses (of which one component are human diversity issues), and other educational opportunities (i.e., internships and service learning). The University will explore the following in addition to general education requirements (B): a. Identify current courses that provide exposure to human diversity issues. b. Explore ways in which diversity can be integrated into the curriculum including using current course offerings, developing new courses, and hiring faculty who can demonstrate that they can integrate diversity in the curriculum. The University Curriculum Committee should discuss how the various ways in which diversity can be integrated into the curriculum. c. Develop meaningful study-abroad, internship, practicum, service learning, and co-curricular opportunities to enhance our students' understanding of diversity. These opportunities will be described collectively and distributed to students. d. Develop supportive co-curricular activities that help students explore other cultural experiences, respect multiple views, evaluate ideas, and make choices. e. Enlist faculty support for this effort. Faculty who serve on the Commission for the Status of Women may be able to support this initiative and move it	Evaluation results. Increase the number of students participating.	4	high	AA, SA, APSCUF, PA, HCD, CS	\$10,000	2-5 years

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<p>forward through their agenda.</p> <p>f. If a new program is developed, determine in what department to house the program.</p> <p>g. Focus course offerings on behavior and attitude modification.</p> <p>h. Assess how the curriculum does influence the student attitudes and behaviors on diversity and use results to make changes to curriculum.</p>						
C. Curriculum Committees						
<p>1. Encourage the consideration of diversity – whether in terms of subject matter, professional ethics, or the teaching process – as an integral part of the curriculum (B).</p>	<p>Increase courses that integrate diversity in the curriculum.</p>	<p>4</p>	<p>medium</p>	<p>AA, APSCUF</p>	<p>Existing Resources</p>	<p>2-5 years</p>
D. Graduate Studies						
<p>1. Explore with the Graduate Curriculum Committee, the possibility of integrating diversity into the graduate curriculum (M).</p>	<p>Increase diversity in graduate curriculum.</p>	<p>4</p>	<p>medium</p>	<p>AA</p>	<p>Existing</p>	<p>2-5 years</p>
E. Advisors Advocacy						
<p>1. Explore ways and develop plans for college advisors to motivate and encourage students to elect courses that consider diversity a necessary component of a quality education. Students will be encouraged to become involved in community service opportunities that enhance their academic experience (B).</p>	<p>Evaluation of advising process.</p>	<p>4</p>	<p>high</p>	<p>AA, DC</p>	<p>Existing</p>	<p>2-5 years</p>

Objective 4-3: Increase participation in professional development related to diversity

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Faculty and Staff Development Opportunities:						
<p>1. Provide professional development opportunities that emphasize diversity. The University may consider the following (B):</p> <ul style="list-style-type: none"> a. Allocate funding and grant faculty leave opportunities using diversity as a selection criteria. b. Participate in faculty exchanges with HBCUs who met with the Provost during his sabbatical. c. Identify all possible sources of funding and award funding based on diversity. d. Inform faculty about the opportunities to receive funding or leave for initiatives related to diversity. e. Explore using the University of North Carolina's Center for Teaching and Learning Handbook - <i>Teaching for Inclusion</i>. f. Sponsor, through TLC and other forums, workshops on diversity issues such as strategies for inclusive teaching, in-class and out-of-class behavior, and classroom issues related to gender, race, sexual orientation, disability and religion. g. The University will explore an administrative exchange program with institutions having partnership agreements with SSHE. The program will provide learning and development opportunities for individuals responsible for the attainment of our diversity goals. h. Support leadership training for at least 2 minority and/or women faculty or managerial/professional staff. Leadership program opportunities will be announced annually on the WEB and by means of the <i>LHU Bulletin</i>. i. Bring distinguished scholars to campus for long-term visits 	<p>Increase the number of faculty participating in grant and professional development opportunities relating to diversity issues.</p>	<p>4</p>		<p>AA, UR, HR</p>	<p>\$15,000</p>	<p>1-3 years</p>

Objective 4-4: Increase international exchange of students, faculty, and staff.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. International Students						
1. Review international programming and consider (B): <ul style="list-style-type: none"> a. Enhancing exchange programs (in the United States and abroad) for students. b. Continuing to support the following initiatives: <ul style="list-style-type: none"> i. International Travel Grants ii. "Access the World" Discussion Group iii. International Service Scholars Program iv. Faculty orientation at international partner sites. c. Exploring additional, effective ways in which to integrate international students into the campus culture. 	Increase visibility and participation of International students in campus activities.	4	high	AA, IO, HCD, HR	Existing budgeted resources	Ongoing
B. Faculty and Staff						
1. Enhance international exchange programs (in the United States and abroad) for faculty and staff (B).	Increased participation. Enhanced learning/training opportunities	4	medium	IO, HCD, HR	Existing budgeted resources	Ongoing

Objective 4-5: Increase the recruitment and retention of underrepresented students, faculty, and staff.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Employee Recruitment						
A. Monitor and Oversight						
1. Monitor and oversee all searches by collecting demographic information from applicants regarding sex, race, color, national origin, religion, age, disability, and veteran status as required by federal and state law. Use information to monitor equal employment opportunity for protected status candidates	Accurate records and compliance.	4	high	SE	Existing Resources	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
(B).						
B. Search Process						
<p>1. Enhance search process with the following (B):</p> <ul style="list-style-type: none"> a. Seek the most successful practices in recruiting members of under-represented groups at institutions similar in character to LHUP and adapt them to our situation. The Provost’s 2003 sabbatical is intended to explore ways in which to recruit minority faculty. b. Identify ways for units/departments to share “best practices” for recruitment and retention. c. Conduct department/chair/search committee workshop to reaffirm LHUP’s commitment to developing diverse candidate pools (Also listed under objective 4-1). d. Participate with APSCUF in a joint task force to revise the search manual. e. Explore the development of an annual recruitment plan for open positions, including strategies to develop diverse candidate pools. f. Offer search committees or hiring authorities expanded educational sessions on developing a recruitment plan, crafting position descriptions, reviewing documentation, crafting interview questions, analyzing results, matching the best candidate to the position description, and insuring that candidates are treated professionally and kept posted on the status of the process. g. Continue to send representatives to conferences such as the Southern Regional Education Board conference. The University may consider sending representatives to the Black Graduate and Professional Student Association to recruit faculty and graduate students. h. Establish a recruiting packet which provides campus and community information and post job announcements at conferences. i. Conduct planning and coordinate efforts to begin faculty searches earlier in the academic year (August). 	<p>Conduct annual workshop.</p> <p>Send two representatives to conferences each year.</p> <p>Increased number of minority candidates in the applicant pool.</p>	4	high	AA, SE, HR	Existing	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<ul style="list-style-type: none"> j. Place advertisements where diverse candidates will see them. k. Create advertisements directed to members of under-represented groups. Ads will reflect the institutions' concerns for minority faculty and staff and diversity scholarship. l. Engage in aggressive networking efforts - calling institutions, groups, individuals and programs to increase awareness of job openings and to encourage qualified candidates to apply. m. Seek minority candidates in specific areas that will foster retention of faculty, staff, and students. n. Include minority members on search committees based on availability. o. Provide realistic assessments to candidates of campus and community climate. p. Hire more minority coaches. q. Recruit Frederick Douglass Scholars. 						
C. Job Centers						
<ul style="list-style-type: none"> 1. Continue to contact job centers such as Lock Haven, Williamsport, State College, and Clearfield to generate more representative pools of candidates for non-faculty positions (B). 	Number of contacts made with Job Centers, Increase in number of minority candidates in applicant pool.	4	high	HR, SE	Existing Resources	Ongoing
D. Distinguished Visiting Scholars Program						
<ul style="list-style-type: none"> 1. Seek funding, both university and foundation, to implement a Distinguished Visiting Scholars Program. Departments will recruit the scholars (taking advantage of existing SSHE partnerships) who will assist in developing long-term (3-5 year) commitment to LHUP (B). 	Number of scholars invited to campus.	4	high	AA, SE, UR, IO	\$200,000	2-5 years
E. Building Partnerships						
<ul style="list-style-type: none"> 1. Continue to build partnerships including the following (B): <ul style="list-style-type: none"> a. Inventory existing partnerships. b. Build partnerships with business and industry, universities that serve special underrepresented 	Number of contacts and partnerships made.	4	medium	AA, HR, SE	Existing	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<p>populations and other universities</p> <p>c. Partner with regional enclaves of minority people.</p> <p>d. Assist with spousal hiring locally.</p> <p>e. Increase international and domestic exchanges.</p> <p>2. Recruit Frederick Douglass Scholars, particularly to serve in areas where there are gaps in core academic programs.</p>						

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Employee Retention						
A. Grant Funding						
1. Research availability of soft money support for minority recruitment and research (B).	List of available sources of funding.	4	medium	AA, SE, HCD	Existing Resources	1-3 years
B. Socialization						
1. Provide social opportunities to integrate new faculty/staff (B).	Hold one social event per semester.	4	high	AA, HR	\$2,000	Ongoing
2. Bring minority faculty together at the beginning of the semester, where informal mentoring relationships will begin to form (B).						
C. Faculty Representation						
1. Research the process of minority advising and carefully assign advisors (B).	Research and recommendations forwarded to those assigning advisors.	4	high	AA	Existing Resources	1-3 years
2. Use expertise of leadership program participants who will be appropriately tapped, e.g., for major committee assignments. (B)						
D. Reward Structures						
1. Provide incentives for faculty who recruit members of underrepresented groups (B).	Reasonable rewards identified.	4	high	AA	Existing Resources	Ongoing
2. Provide incentives to units that successfully diversify their staffs. Incentives could include enhanced equipment funds or enhanced travel funds (B).						
3. Recognize service and other accomplishments as qualifications that benefit the campus (B).						
4. Value minority research and service in promotion and						

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
tenure (B).						

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Student Recruitment						
A. Admissions Outreach Programs						
<ol style="list-style-type: none"> 1. Hold five open house programs for which the University will pay full accommodations for minority students and families to attend (B). 2. Host day programs and between two and five special minority groups (e.g., Penn Hills High School) (B). 3. Mail a flyer to 6,000 minority students who took the PSAT. A follow-up mailing will be sent to those who do not inquire (B). <ol style="list-style-type: none"> a. Participate in the joint recruitment programs conducted primarily at college fairs. b. Guarantee one Board of Governors scholarship to a qualified minority student in Williamsport, South Williamsport, and Loyalsock high schools. Guidance counselors will be asked to identify qualified students. LHUP staff will provide assistance to qualified candidates with completing college applications. c. Conduct nine to ten home visits of prospective minority students. d. Recruit international students. 	Number of programs/home visits, number of families attending, number of forms completed, Number of BOG scholarships awarded to minority students, inquiry yield rates.	4	high	AO, IO	\$11,000 for all student recruiting initiatives Current staff Representatives from SE, HCD, and FA	Ongoing
B. Admissions Staff Training						
<ol style="list-style-type: none"> 1. Train all recruiters for minority recruiting. This training may need to take place during the school year to gather input from minority students. Training may include representatives from financial aid, housing, international office, bursar's office, and Vice President for Finance and Administration (B). 	Completion of training.	4	high	AO, SE, IO, HCD	Cost included under <i>Admissions Outreach Programs</i>	1-3 years
C. Financial Aid						
<ol style="list-style-type: none"> 1. Increase minority scholarships including Board of Governors scholarships (B). 	Number of recipients and amounts awarded.	4	medium	UR, AO, HCD	Existing	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
2. Continue current scholarship support (B) .						
D. Faculty Involvement						
1. Encourage more minority faculty to become involved with open house activities (B). 2. Encourage more minority faculty to participate in the faculty phonathon. Request participation in person rather than via mail or use e-mail where it may be more effective (B).	Number of faculty participating.	4	high	AA, AO	Cost included Under Admissions Outreach Programs 10-20 Faculty volunteers	Ongoing
E. Student Involvement						
1. Recruit minority students to call prospective students (B) 2. A program will be created that sends matriculating minority students to their home high schools to speak to friends and others who are still in school (B). 3. A program will be created whereby matriculating minority students invite friends still in high school to come to LHUP for a weekend (B).	Number of participants.	4	medium	AO, HCD	Cost included Under Admissions Outreach Programs 20-30 minority students	Ongoing
F. Graduate Student Recruitment						
1. Research opportunities to recruit and retain minority graduate students (B).	Recruitment and retention plan developed.	4	medium	AA	Existing	1-3 years
Student Retention						
A. Minority Retention Programs						
1. Continue to sponsor and coordinate minority programs including FOCUS, the Frederick Douglass Lending Library, Global Viewers, Navigator, and Minority Book Scholarships (B). 2. Explore strategies to recruit minority students into programs sponsored by the Director of Human and Cultural Diversity (e.g., meeting in the summer with minority students who participate in EOP, Summer Development and Upward Bound Programs) (B). 3. Encourage participation in events such as Congressman Chaka Fattah’s sponsorship for students to go to Philadelphia, the Robert Lynch Leadership	Number of participants, book usage, scholarship dollars awarded	4	high	SA, AA, RO, HCD	\$50,500	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<p>Development Program, and the PA Statewide Latino Coalition (B).</p> <p>4. Offer the MountainServe Associates program, funded by the Performance Enhancement Grant, that provides students with a community-based, pre-professional employment program for racial and ethnic minority students (B).</p> <p>5. Collaborate with faculty members to provide multi-cultural education and have students participate in the prison tutoring and the health literacy programs (B).</p> <p>6. Continue to require Board of Governors' scholars conduct 20 to 25 hours of community service (B).</p> <p>7. Sponsor annually the Community Diversity Roundtable which provides minority students with an opportunity to meet community, minority leaders and discuss current issues relating ethnic and cultural differences (B).</p> <p>8. Recruit more minority students to volunteer or seek academic credit in other countries (B).</p> <p>9. Continue to support programs such as the Federal Training Opportunities (TRIO) Programs (Talent Search, Upward Bound, Upward Bound Math Science, Veteran's Upward Bound, Student Support Services, Educational Opportunity Centers and the Ronald E. McNair Post-Baccalaureate Achievement Program) that assist minority students and other underrepresented populations (B).</p>						
<p>1. Provide accommodations to students with disabilities (B)</p>	<p>Number of participants, persistence rates of students with disabilities.</p>	<p>4</p>	<p>high</p>	<p>ODSS</p>	<p>Existing</p>	<p>Ongoing</p>
<p>1. Formalize a mentoring program and create a coordinative body to integrate and facilitate efforts (B).</p>	<p>Number of Students Participating.</p>	<p>4</p>	<p>medium</p>	<p>AA, SA, FA, HCD</p>	<p>Existing Resources</p>	<p>1-3 years</p>
<p>1. Enhance efforts to advertise and assist returning minority students with financial aid forms by involving students and parents in the process. Target mailings to students and parents and offer help sessions to students before they leave for spring break. Also, offer help sessions to students and parents on the weekend students are returning from spring break when parents may be bringing students back to campus (B).</p>	<p>Number of Students Participating.</p>	<p>4</p>	<p>high</p>	<p>SA, FA, HCD</p>	<p>Existing Resources</p>	<p>1-3 years</p>
<p>B. Assignment of Advisors</p>						

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
1. Review advisor success rate annually and number of advisees assigned to each faculty member and use information in assigning advisors to minority students (Refer to faculty representation section) (B). Requires discussion with APSCUF.	Persistence rate of minority students.	4	high	AA	Existing Resources	1-3 years
C. Additional Services						
1. Assist student organizations to maintain operating budgets and increase their ability to program campus activities and events. A modest amount of funding is provided through the SCC fund to Black Student (BSU), Asian Students Association (ASA), Gay Straight Alliance (GSA), and Student Association of Latinos con Sabor Americano (SALSA) (B). 2. Research effective methods to identify and meet the health-care expectations and needs of students of diverse cultural backgrounds. LHU distributes patient education materials, medication information, and communication manuals in several languages (B). 3. Offer culturally appropriate special meals and programs in recognition of minority history events (B). 4. Provide the Miriam B. Harris room for minority organizations programs and activities targeted to minority students and have student workers staff the room in order for students to have greater access to the facility (M). 5. Continue to co-sponsor (with Penn State) the Stepping-Up program, which consists of a career planning workshop and job fair marketed to employers who wish to recruit students of color (B). 6. Clarify the role of the Multicultural Committee, one of eight committees part of the Haven Activities Council (which is basically the programming branch of student government) and guide students in development of programming (B).	Number and type of programs offered. Student perceptions of available services.	4	medium	AA, SE, HCD	\$30,000	Ongoing
D. Housing						
1. Recruit diverse staff (M).	Number of staff trained and	4	high	SA, SE	Existing	1-3 years

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Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
2. Explore residence life programs that will foster minority retention and involve all students (M). 3. Continue diversity training annually for all Residence Assistants and Resident Directors and deliver diversity education programs to students in residence (M).	number and types of programs offered in residence halls.				Resources	

Objective 4-6: Assess and report results on diversity initiatives to various campus constituencies.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Exit Interview						
<ol style="list-style-type: none"> 1. Require exit interview questionnaires for exiting or transferring academic/administrative employees. The form will include the option of requesting a personal exit interview with a representative of the Office of Social Equity, in addition to the option of an exit interview with a representative of Human Resources or Academic Affairs. The Office will report annually to the President any issues related to diversity and/or climate (B). 2. Explore the development of a system for exit surveys or interviews of students who drop to 0 credit hours in a semester (B). 3. Exit interviews for prospective students and employees (B). 	<p>Process Developed.</p> <p>Number of interviews conducted.</p>	4	high	HR, SE, AO	Existing Personnel	1-3 years
B. Communication						
<ol style="list-style-type: none"> 1. Sponsor a roundtable discussion for all new freshmen to let them know what is available on campus and local community (B). 2. Speak with junior/senior minority students to establish points of change. What are we doing well and not so well?(B) 3. Create ongoing, meaningful dialog in the community about diversity (B). 4. Develop and distribute diversity newsletter each semester to inform campus of status of diversity initiatives (B). 5. Sponsor campus open forums to assess progress toward our goals and allow input for refining the plan (B). 	<p>Conduct assessment, implement appropriate changes, and provide feedback.</p> <p>Distribute one newsletter each semester on status of diversity initiatives.</p>	4	high	SA, AA, SE	Existing Personnel	Ongoing
C. Reporting Progress Toward University Goals						
<ol style="list-style-type: none"> 1. Gather data regarding University goals and objectives for diversity of faculty, staff, and students and report results to internal and external constituencies. Reports may include data regarding areas such as workforce analysis, tenure and promotion, salary equity, recruitment and retention, graduation rates, and perceptions of campus climate and support programs (B). 	<p>Conduct analyses and provide feedback to relevant areas.</p>	4	high	PA, HR, SE	Existing Personnel	Ongoing

GOAL 5: CONTRIBUTE TO THE FURTHER DEVELOPMENT OF THE STATE SYSTEM OF HIGHER EDUCATION

Objective 5-1: Contribute actively to system-wide committees, work groups, and task forces.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Committees						
1. As requested, appoint individuals to participate on State System groups (task forces, search committees, and special focus groups) (B).	Participation by University Personnel	5	high	All areas	Existing	Ongoing

Objective 5-2: Implement the human resource and finance components of the shared administrative system.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Human Resource Component						
1. Engage in the final preparation phase of implementation of HR/Payroll which includes data loading, off-campus training for key users, communication, campus workshops (M). 2. Go live with HR/Payroll January 1, 2004 (M). 3. Troubleshoot problems and issues with implementation (M). 4. Cross-train users (B) . 5. Implement State System plans for the Employee Self-Serve Component (B).	Appropriate administration of total employee and student compensation (1-5)	5	high (1-5)	FA	\$500,000 (A,B)	03-04
B. Finance Component						
1. Go live with the finance and materials management components December 2003 according to State System plans (M)	Appropriate administration of finance and purchasing	5	high	FA	See above	03-04

Objective 5-3: Implement the new data collection plan and data warehouse initiatives.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Data Collection						
1. Engage in design and development phase of new data collection initiatives from the State System (i.e., student course and section reporting, faculty workload,	Submissions are timely and accurate (1,2)	5	high (1)	PA, FA	Existing	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
tuition waiver) (M). 2. Implement local data audit procedures (B).			medium (2)			
B. Data Warehouse						
<ul style="list-style-type: none"> Review and prepare historical student and HR data for migration to the data warehouse (M). Implement Impromptu reporting system at LHUP (B) Attend COGNOS Training (M) 	Accurate and timely reporting used for decision making	5	high (1-3)	PA, FA	\$50,000/year	1-3 years

Objective 5-4: Host the Keystone University Network Academic Unit.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Keystone University Network						
1. Provide appropriate personnel and physical facilities (M)	Courses and programs offered through the Keystone University Network	5	high	Vice President of Program Administration and Customer Support	\$29,750 Annual Membership	Ongoing

Objective 5-5: Respond effectively to the challenges of urban schools.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Professional Development Schools						
<ol style="list-style-type: none"> Develop one or more Professional Development Schools in collaboration with the Philadelphia School District (PSD) (M) Develop the first year teacher mentoring program based on INTASC standards (M) Develop veteran teacher mentoring program (M). 	<p>Increased student achievement in Philadelphia schools (A-D)</p> <p>Decreased teacher turnover (A-D)</p> <p>Increased quality of professional development activities (A-D)</p>	5	high	AA	Grant funding	3 years
B. Mentoring Programs						
<ol style="list-style-type: none"> Develop the first year teacher mentoring program (M) based on INTASC standards Develop veteran teacher mentoring program based on National Board Professional Teacher Certification Board Standards (M) 	See A above	5	high	AA	Grant funding	3 years

C. Student Teaching						
1. Place LHUP students teachers in pre-service urban setting teaching experience (M).	See A Above	5	high	AA	Grant funding	3 years
D. New Degree Program						
1. Develop graduate level urban education degree program for the development of PSD teachers (M).	See A Above	5	high	AA	Grant funding	3 years

Objective 5-6: Assess and improve academic advising in accordance with System initiatives.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Advising Task Force						
1. Continue meeting and developing initiatives related to the advising process (B) 2. Analyze and share results of the pilot project on assessment of advising and make recommendations for change (B). 3. Administer the assessment instrument to a larger cross-section of students (B). 4. Continue comprehensive, campus-wide advising training (B). Discuss assessment of academic advising and involve APSCUF	Faculty and students better informed about the advising process (1) Higher retention and graduation rates (1-4)	5	high (1-4)	AA	Existing	Ongoing

Objective 5-7: Contribute positively to System collaboratives.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Educational Partnerships						
1. Participate with NTEI (B) <ul style="list-style-type: none"> a. Offer the M.Ed., high school programs and nursing programs in collaboration with five System schools b. Have RN to BSN collaboration with Clarion. 	Enrollment (1)	5	medium	AA	Existing Resources	Ongoing
B. Collaborative Purchasing						
1. Work with Chief Information Technology Officer relating to software purchases (B)	Cost Savings	5	high	AA	Existing	Ongoing
C. Grant Sharing						
1. Participate in attracting grant funds to LHU in cooperation with other SSHE universities such as CTEP and Nanotechnology (B)	Increased number of grants and funding sources	5	medium	AA, UR	Grant resources provided	Ongoing

GOAL 6: ESTABLISH COMPREHENSIVE AND INTEGRATED MECHANISMS FOR ASSESSMENT, PLANNING, AND CONTINUOUS IMPROVEMENT

Objective 6-1: Develop, implement, and assess academic, support, and diversity action plans.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Plan Development						
<ol style="list-style-type: none"> 1. Identify lead personnel for the academic, support, and diversity action plans (M) 2. Identify campus representatives to serve on a committee to oversee the development of each plan (B) 3. Gather information from additional resource persons relating to viable strategies that support the overarching goals (B) 4. Distribute the draft plans to the strategic planning committee, then university-wide and solicit feedback (B). 5. Obtain President’s approval (M). 	Plan developed and distributed (1-5)	6	high	PA	Existing Personnel	Fall 2003
B. Implementation						
<ol style="list-style-type: none"> 1. Assign one person to coordinate oversight of plan implementation (B). 2. Assure that each department/program area understands their responsibilities (B). 3. Monitor progress periodically and conduct follow-up with those responsible (B). 	Initiatives are implemented (1-3)	6	high	PA	Existing Personnel	2003-04
C. Assessment						
<ol style="list-style-type: none"> 1. Assign one person to coordinate assessment (B). 2. Integrate assessment strategies with University Assessment Plan (B). 	Assessment conducted (1,2)	6	high	PA	Existing Personnel	April/May 2004

Objective 6-2: Develop, implement, and assess complement, technology, facilities, and fiscal resource plans.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Needs Analysis:						
<ol style="list-style-type: none"> 1. Determine University-wide technology needs.(B) 2. Address the following existing needs (B): <ol style="list-style-type: none"> a. Improve report writing capabilities b. Increase technology support 	Serve campus technology needs (1-4)	6	high	FA	See Resource Plans	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
<ul style="list-style-type: none"> c. Upgrade servers d. Consider alumni/development component of administrative system e. Enhance student computer access f. Provide support for Ulmer and Sloan computer labs 						
B. Planning						
<ul style="list-style-type: none"> 1. Prioritize initiatives, through existing committees, relating to resources plans (B) 2. Develop resources plans to reflect priorities (B) 3. Communicate plans (B) 	Plans developed and reflect institutional priorities	6	high	FA	Existing	Ongoing

Objective 6-3: Integrate the System’s Accountability Plan into the University’s planning cycle.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
B. Planning Documents						
<ul style="list-style-type: none"> 1. Assure that all measures have been integrated into the objectives and strategies identified in the Strategic Plan and Action Plans and other relevant planning documents such as the management performance planning, appraisal and development documents (B). 2. Practice flexibility carrying out objectives and strategies to adapt to changes in the System Accountability Plan (B). 3. Monitor progress on measures periodically and conduct follow-up with those responsible (B). 	Meet targets (1-3)	6	high (1-3)	PA	Existing Personnel	Ongoing
C. Communication						
<ul style="list-style-type: none"> 1. Follow-up with individuals who hold responsibilities for given measures to monitor progress (B). 2. Inform campus about the contents of the System Accountability Matrix and ongoing changes to the measures (B). 3. Inform campus about the University’s performance on the System Accountability Plan and Performance Funding (B). 	<p>Campus Informed (2,3)</p> <p>Measures included in other planning initiatives campus-wide (1-3)</p>	6	high (1-3)	PA	Existing Personnel	Ongoing

Objective 6-4: Build on successful continuous improvement processes in areas central to the University.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Communication						
1. Solicit periodically suggestions for CI proposals (B). 2. Follow-up on suggestions for CI initiatives (B). 3. Inform campus about ongoing continuous improvement initiatives via the web and newsletter (B).	# of CI process reviews (1,2) Campus informed (3)	6	high	PA	Existing Personnel	Ongoing
B. Quality Council						
1. Use the Quality Council as a body to generate ideas for CI and a clearinghouse for proposals (B).	Completed CI process reviews	6	high	PA	Existing Personnel	Ongoing
C. Rewards						
1. Highlight CI initiatives that recognize individual or team efforts (B).	Give the merit and team awards	6	high	PA	\$800	Ongoing
D. Training						
1. Provide training and workshops to reinforce CI techniques (B). 2. Introduce new employees to the concept of CI (B).	Training provided (1) Participation (1,2)	6	medium	PA	\$2,000 for training	Ongoing

Objective 6-5: Connect action planning and assessment to the University budgeting process.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Financial Resources						
1. Evaluate program needs (B). 2. Incorporate needs into respective resource plans culminating with the fiscal plan (B).	Major initiatives are appropriately prioritized and funded	6	high	PA, FA	Existing Personnel	1-3 years

Objective 6-6: Identify data needs and provide institutional and departmental data for planning and assessment processes.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Needs Analysis						
1. Solicit feedback from meetings, task forces, departments, and individual faculty and staff to determine data needs (B).	Needs identified	6	high	PA	Existing Personnel	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
B. Data Collection						
1. Develop an institutional data collection plan (B). 2. Identify processes to extract/generate data (B).	Plan developed	6	high	PA	Existing Personnel	Ongoing
C. Reporting						
1. Report data according to institutional data collection plan (B) 2. Generate summaries of data extracts for the System data collection plan and provide information to the campus community (B).	Data provided	6	high	PA	Existing Personnel	Ongoing

Objective 6-7: Develop and implement institutional and program assessment plans and use assessment results to plan and make improvements.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Current Assessment Practices						
1. Conduct a “situation audit” to determine existing institutional and program assessment practices (B)	Assessment activities identified	6	high	PA	Existing Personnel	Ongoing
B. Plan Development						
1. Use the Assessment Task Force to develop initial format, set guidelines, and provide input into plan development (B). 2. Refer to resources provided by Middle States and other bodies to determine essential elements for the plan (B). 3. Develop assessment goals at the institutional, program and course levels (B). 4. Tie assessment goals to mission, vision, and values (B). 5. Develop a realistic timeline for the plan (B). 6. Tie institutional resources to assessment initiatives (B).	Plan developed (1-6)	6	high (1-6)	PA	Existing Personnel	Ongoing
C. Plan Implementation						
1. Have one person coordinate plan implementation with regular follow-up conducted according to the timeline (B) 2. Have administration share responsibility for follow-up in their respective areas (B).	Plan implemented and results collected timely (1,2)	6	high (1,2)	PA	Existing Personnel	Ongoing
D. Reporting						
1. Collect assessment results and information relating to changes made from assessment results (B). 2. Report assessment results and institutional/program changes to appropriate external bodies as requested (B).	Informed constituents (1-3)	6	high (1-3)	PA	Existing Personnel	Ongoing

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Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
3. Report assessment results and institutional/program changes University-wide (B).						
E. Using results						
1. Consider results for planning new initiatives and making improvements (B).	Program changes made	6	high	PA, AA, FA, UR, SA	Existing Personnel	Ongoing

GOAL 7: USE RESOURCES EFFICIENTLY AND EFFECTIVELY

Objective 7-1: Review and improve the hiring process.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Staffing Review Process						
<ol style="list-style-type: none"> Revise the staffing allocation process with input from collective bargaining leadership (B). Solicit ideas from the campus community on an annual basis (B). Evaluate staffing needs in annual versus academic year assignments before hiring and temporary versus permanent status (B). Explore 9/10 month employment versus 12 month status (B). Examine temporary employee hiring strategies (B). 		7	high	AA, FA, SA, UR, SE	Existing	Ongoing

Objective 7-2: Create partnerships to enhance educational offerings and resource sharing.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Existing Partnerships						
<ol style="list-style-type: none"> Examine existing local, state, regional, national , and international partnerships other areas in which the University may collaborate (B). 	Resource savings (1) Enhanced programs (1)	7	medium	AA, FA, SA , UR	Existing	Ongoing
B. New Partnerships						
<ol style="list-style-type: none"> Develop a systematic approach to identifying partners and developing partnerships for internships. Implement a student ID Card with sponsors from business (i.e., PSECU) (B). Continue to obtain partnerships to co-sponsor University events (i.e. PSECU’s sponsorship of orientation) (B). Pursue the possibility of Wood Company sponsoring a Distinguished Speaker Series (M). Explore possible athletic partnerships (B). See Objective 8-5. 	Number of partnerships (1) Resource savings (2-5) Enhanced programs (3-5)	7	medium (1-5)	AA, FA, SA , UR	Existing	Ongoing

Objective 7-3: Take advantage of the expertise of faculty, staff, and students.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Committee Structure						
1. Review the committee structure (B). 2. Implement appropriate strategies for recognizing and initiating committee recommendations (B) <ul style="list-style-type: none"> a. Request that committees submit an annual report with major recommendations b. Provide a central depository for review and designation of responsible area/individual to follow through on recommendations and minutes of University committees c. Develop communication channels with committee chairpersons via electronic means. 	Action taken on committee recommendations (1,2)	7	medium (1,2)	AA, SA, FA, UR, PA	Existing	1-3 years
B. Utilize faculty /staff talents						
1. Consider reviving the Speakers Bureau Guide (B). 2. Create opportunities for cross training throughout the University where possible and staff sharing for professional development enrichment (B). 3. Provide professional development opportunities to all faculty/staff, especially in the area of technology and distance learning (B).	In-house consulting and resource sharing (1,2) Training provided (3)	7	low (1,2)	UR	Existing	1-3 years

Objective 7-4: Investigate additional ways to reduce costs and improve services through outsourcing.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
Outsourcing						
1. Evaluate the feasibility of outsourcing for new initiatives and projects and identify possible cost saving measures (B). 2. Consider a computer leasing agreement (B).	Cost reduction (1,2)	7	medium (1,2)	FA	Existing	Ongoing

Objective 7-5: Improve the process for determining schedules and staffing academic curricula on the semester or annual level.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Study enrollments						
1. Study the process for determining schedules and	Predicted enrollments match	7	high	AA, FA	Existing	1-3 years

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
2. suggest improvements to the process (B). Develop enrollment projections at the institutional, program, and class levels (B).	course/class offering		(1,2)			

Objective 7-6: Explore alternative organizational models for educational delivery.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Distance Education						
1. Recognize the extended campus (B). 2. Review effectiveness of extended campus in terms of financial impact and learning outcomes (B). 3. Consider a team approach to distance education whereby administrative, technical, and communications responsibilities are performed by a team that supports faculty member’s instructional activities (B).	Programs and instructional methods effectively meet educational needs (A-D)	7	medium	AA	Existing	Ongoing
B. Multiple Campuses						
1. Use technology to extend program and course offerings (i.e., PA Program) (B).						
C. Off-site Locations						
1. When educational initiatives are conducted at off-site locations, geographically distant locations, consider hiring faculty in that area to perform duties (B).						
D. Large Lectures						
1. Consider large lectures for the delivery of selected courses (M).						

Objective 7-7: Collaborate with third party developers on off-campus housing initiatives.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Housing at Main Campus						
1. Construct a 408 bed apartment style complex adjacent to University campus in accordance with State System guidelines (M).	Completion of project	7	high	SA, LHUF	\$10 million	August 2004
B. Housing at Clearfield Campus						
1. Construct the first housing unit for Foundation Village, a 36 bed apartment style facility (C).	Completion of project	7	high	SA, LHUF	\$1.3 million	August 2003

Objective 7-8: Continue refining financial aid and scholarship processes.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Scholarship Process						
<ol style="list-style-type: none"> 1. Evaluate and increase scholarship opportunities for students (B) 2. Establish a plan to equalize scholarships to comply with Title IX throughout the University (B) 3. Provide academic merit scholarship funds(B) 4. Focus scholarships on selected target populations (B) 5. Evaluate investment strategies to grow dollars that have been donated (B). 	<p>Amount of scholarship funds and allocation of funds.</p> <p>Student need for additional external funding met</p>	7	high (1-5)	AA, UR	Existing	2-5 years

GOAL 8: DEVELOP ADDITIONAL EXTERNAL RESOURCES

Objective 8-1: Complete by June 2004, the “Touching Tomorrow Today” capital campaign and surpass its \$10 million goal.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Capital Campaign						
1. Complete Corporate Community phase (M). 2. Plan and complete Alumni/Athletic phase (M). 3. Continue Major gift solicitation (M).	Percent of \$1 million goal (1) 20% Alumni participation (2) Reach \$10 million campaign goal (3)	8	high (1-3)	DO	Existing Resources	6/04

Objective 8-2: Develop one-year niche campaigns for under-funded campaign projects.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Niche Campaigns						
1. Evaluate and prioritize projects (M). 2. Develop solicitation materials (M). 3. Initiate funding effort (M).	Estimate under funded projects (1) Materials completed (2) Percent of \$1 million goal (3)	8	high (1-3)	DO	Existing	7/04

Objective 8-3: Increase expenditures from grant-funded sources

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Grant Funded Opportunities						
1. Increase WednetPA training grant funding (B). 2. Submit Campaign EAP proposal to Lumina and Heinz (M).	Obtain 5%additional Wednet contracts through Basic, IT, and Online training with companies. (1) Receive \$350k grant (2)	8	high (1,2)	SBDC (1) :LHUF(2)	Existing (1) Consultant (2)	2003-2004 (1) 6/04 (2)
B. Faculty Development and Encouragement						
1. Faculty grant workshops (B). 2. Recognize faculty grant efforts (B). 3. Annual dinner for recipients/applicants (B). 4. Encourage new/first-time grant applicants (B).	List of presentations/workshops (2 or more per year) (1) 2 new faculty proponents per year (2-4)	8	high	AA	Existing	Ongoing
C. Identify Interests and Funding Sources						
1. Annual inventory of faculty interests (B). 2. Ongoing monitoring of potential funding sources to	Faculty interest grid (Excel spreadsheet) (1-3)	8	high	AA	Existing	Ongoing

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
identify new funding sources (B). 3. AASCU Grant Resource Center subscription (B).						

Objective 8-4: Develop projects and activity programs that generate additional income.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Additional Income From Projects & Activities						
1. The Lock Haven University SBDC will increase and expand their seminar offerings and workshops (B). 2. Expand event revenue fund raising activities at Sieg Conference Center (M). 3. Examine camp generated revenues and disbursements of funds (M).	Increased income 10 % from activities (1-3)	8	high (1,3) low (2)	SBDC	Alumni Room along with Smart Board	July 2003- June 2004

Objective 8-5: Expand Small Business Development Center funding and services.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. SBDC Funding & Services						
1. Increase funding levels from Pennsylvania through the Governor and State Legislators. Additional funding would be used to fund additional business consultant (M). 2. Apply for USDA Rural Development Grant (B).	Increased funding for the Lock Haven University SBDC through the PASBDC contract. (1) \$50,000 (2)	8	high	SBDC	One full-time person	July 2003- June 2004 (1) 2004 (2))

Objective 8-6: Target funding for endowments to sustain excellence of academic programs.

Strategy	Outcomes to be Measured	Goal	Priority	Responsibility	Resources Required	Timeline
A. Academic Programs						
1. Conduct a needs assessment of academic programs (B). 2. Identify, cultivate and solicit donors who have interest in supporting identified needs (B).	\$2 million	8	medium	UR	Existing	3-5 years