

Academic Affairs

Strategic Plan

2009-2012



Approved by Academic Affairs Council on November 17, 2010

PROVOST'S INTRODUCTION

Over the past year, numerous individuals and groups under the Academic Affairs umbrella contributed to the development of the *Academic Affairs Strategic Plan 2009-2012* at California University of Pennsylvania. I want to thank all of the individuals who contributed to the plan, especially the members of the Chairs Forum, Academic Affairs Council, Provost's Council, Faculty Senate, and the Deans/Provost Team.

The plan is aligned to the *California University of Pennsylvania Strategic Plan 2009-2012*, which was published last year at this time. Like the broader University-wide plan, the strategic plan for Academic Affairs is designed to provide direction to our purposeful activity over the next several years. While the plan sets our direction and course of action over the next several years, we realize two things: no plan is perfect and circumstances change. Improvements can always be made in any plan. Good planning is an iterative process that requires continuous assessment of current conditions, projections of possible future developments, and adjustments to proposed goals, objectives, activities, and measures of success. The plan in this document establishes eight broad goals that encompass numerous objectives and activities while identifying personnel with the primary responsibility to measure success using established indicators. We will attempt to follow this road map along our journey to academic excellence and contribute to Cal U's overall goal of becoming recognized as the best comprehensive public university in America.



Geraldine M. Jones
Provost and Vice President for Academic Affairs

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Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face).

Cal U Plan	Objective	Activity	Indicators	Personnel
1.1	<i>A.1 Develop, implement, and evaluate a Strategic Plan for Academic Affairs.</i>	A.1.1 Develop a plan to address faculty, students & learning, programs & facilities, organizational structure, support services, integrity, and integration with business, industry and the community.	Plan developed 2009-2010 Plan implemented 2010-2012 Plan evaluated 2012	Provost
1.2	<i>A.2 Work to obtain national accreditation for all academic programs on the PASSHE-approved list of programs eligible for accreditation.</i>	A.2.1 Continue to pursue accreditation. A.2.2 Fund accreditation resources, as needed, including faculty complements, operating budgets, class and office space, equipment/technology, library materials, etc. A.2.3 Report accreditation status in annual department reports	Annual department reports Funding provided, where appropriate By June 2012, 80% of programs accredited	Associate Provost Barnhart
1.3	<i>A.3 Provide orientation tutorial programs for online students in order to ensure academic success in the online delivery format.</i>	A.3.1 Online administrator will post an online orientation program for all students enrolling in an online course/program. A.3.2 Students complete online tutorial(s)	Tutorial on website 100% of students complete online tutorial	Dean of Graduate School
1.3	<i>A.4 Increase the number of online course design using Quality Matters</i>	A.4.1 Faculty members teaching online will apply Quality Matters parameters in designing their courses.	Each year, increase by 10% the online courses using QM peer review	Dean of Graduate School

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
	<i>A.5 Enhance effectiveness of Academic Department Chairs and Evaluation teams with the Peer Review Process.</i>	<p>A.5.1 Appoint an Ad Hoc Committee to collaboratively promote the process.</p> <p>A.5.2 Develop evaluation guidelines for use by chairs and evaluation committee members.</p> <p>A.5.3 Train faculty in use of evaluation guidelines.</p> <p>A. 5.4 Evaluate all elements including the use of guidelines by evaluation committees.</p>	<p>Ad Hoc Committee appointed</p> <p>Evaluation guidelines created</p> <p>Chairs & evaluation teams complete training</p> <p>System evaluated, approved; implemented and evaluated annually</p>	<p>Provost Chair's Forum APSCUF</p> <p>Ad Hoc Committee</p> <p>Ad Hoc Committee</p>
1.6	<i>A.6 Continue to recognize/reward excellence in teaching, research and service.</i>	<p>A.6.1 Recognize achievements in publications and department literature, <i>Cal U Review</i> and <i>Cal Journal</i>, as well as reports to the Chancellor and the Board of Governors.</p> <p>A.6.2 Expand the scholarly activities publication to include all colleges.</p>	<p>Specific Publications</p> <p>Create maintain college publications Ed & HS Barnhart 2009-2010 Lib Arts Komacek 2010-2011 Sci/Tech Langley 2011-2012</p>	<p>Associate Provost Komacek</p> <p>Associate Provosts</p>

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
1.7	A.7 Develop an Enrollment Management plan that includes recruitment, retention and new program development at both the graduate and undergraduate levels.	<p>A.7.1 Monitor student progress in four- and six-year graduation rates</p> <p>A.7.2 Integrate existing and new services (4YGP, Family Portal on-line orientation, tutoring, mentoring, etc.) to enhance student graduation in four years</p> <p>A.7.3 Utilize institutional data to effectively build class schedules that offer courses students need to complete their programs of study in accordance with the four-year graduation plan.</p> <p>A.7.4 Identify ways to integrate the Career Advantage Program (CAP) into the Cal U student experience</p> <p>A.7.5 Develop an academic “Think Tank” for the identification of new graduate and undergraduate programs of study emphasizing the skills that employers will seek in the next decade (Building Careers).</p> <p>A.7.6 Expand the Global Online and Non-Global online programs (graduate and undergraduate) to appropriate niche markets, e.g. Implement the GoArmy.Ed.com initiative for selected programs.</p>	<p>Database for tracking in place</p> <p>By 2012, increase 4-year graduation rate to 32.5% & first-year retention rate to 81.5%.</p> <p>Processes developed, implemented, evaluate</p> <p>100% of 4-Year Graduation Plan participants enrolled in CAP via Activities Transcript tracking</p> <p>Think Tank constituted</p> <p>New programs approved</p> <p>Marking Materials developed</p> <p>Students Recruited</p> <p>Increase enrollments by 10% by 2012.</p>	<p>Associate Provost Langley</p> <p>Associate Provosts Langley & Komacek</p> <p>Provost’s Productivity Team</p> <p>Associate Provost Langley</p> <p>Provost</p> <p>Dean of Graduate School</p>

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
1.4	<i>A.8 Increase the number of undergraduate applications for admission and the average SAT score for the Undergraduate Federal Cohort.</i>	<p>A.8.1 Implement the New Jersey recruitment strategy for undergraduate students.</p> <p>A.8.2 Continue the Guidance Counselor Postcard campaign and other outreach activities, such as adding a Guidance Counselor Portal to the University website.</p> <p>A.8.3 Design and implement a new four-year cycle of marketing materials for undergraduate recruitment.</p> <p>A.8.4 Redesign the University website to better assist with recruitment efforts, and include development of web portals for guidance counselors and parents.</p> <p>A.8.5 Develop, implement and evaluate a recruitment strategy for the Honors Program.</p>	<p>N.J. strategy implemented</p> <p>Postcard campaign continued & Guidance Counselor Portal created</p> <p>New 4-year marketing cycle completed and implemented</p> <p>Redesigned Cal U website to enhance recruitment of students</p> <p>Strategy developed, implemented, evaluated</p> <p>5% increase in UG applications annually</p> <p>Average composite SAT in Federal Cohort increases from 1028 to 1045 by 2012</p>	Dean of Admissions

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
1.8	<i>A.9 Complete a successful 10-year Middle States Review</i>	<p>A.9.1 Write draft Middle States document</p> <p>A.9.2 Conduct campus-wide forums on Middle States Standards</p> <p>A.9.3 Revise Middle States document to submit to Middle States</p> <p>A.9.4 Prepare for FL09 and SP10 visits</p> <p>A.9.5 Prepare responses to Middle States Report, e.g. recommendations on Gen Ed, assessment of student learning, etc.</p>	<p>Draft Middle States report completed</p> <p>Forums scheduled and conducted</p> <p>Revisions entered into final document</p> <p>Preparations completed, Middle States chair and team hosted</p> <p>Initial, 2-year and/or 5-year responses completed, and accepted by Middle States</p>	<p>Middle States Committee</p> <p>Drs. Blumberg & Sweitzer</p>
1.9	<i>A.10 Continue to increase the number of faculty with terminal degrees</i>	<p>A.10.1 Include a terminal degree requirement in all advertisements for new faculty hires.</p> <p>A.10.2 Monitor the hiring of new tenure track faculty to ensure terminal degree at hiring.</p> <p>A.10.3 Promote incentives for current faculty to obtain terminal degrees.</p>	<p>Terminal degrees required in all advertisements</p> <p>% terminal degrees increases to 90% by 2012</p> <p>Incentives promoted</p>	<p>Associate Provost Komacek</p>

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
1.10	<i>A.11 Be recognized as a University with high-quality graduate and undergraduate programs</i>	<p>A.11.1 Conduct annual surveys of GO graduates and their employers to assess program quality.</p> <p>A.11.2 Conduct annual assessments of student learning in GO programs.</p> <p>A.11.3 Review the criteria and work with the faculty to identify potential Fulbright Scholars</p> <p>A.11.4 Provide academic and administrative support to qualified Fulbright candidates from the University who make application.</p> <p>A.11.5 Review ratings of independent third-party agencies</p> <p>A.11.6 Emphasize academic quality and challenge in all academic programs.</p>	<p>Student & employer satisfaction increases</p> <p>Assessment of Student Learning demonstrates program improvement and student learning</p> <p>Process to identify Fulbright Scholars developed and implemented</p> <p>One Fulbright Scholar and one graduate program listed in “best” category in National Institutional Survey.</p> <p>Top-ten rating by at least one third-party rating agency</p> <p>% national program accreditations, % program-level assessment of student learning plans which use data on student learning to improve the teaching-learning process, NSSE/FSSE and ACT Student Satisfaction survey data</p>	<p>Dean of Graduate School</p> <p>Dean of Graduate School</p> <p>Provost</p>

Goal A: To continue to increase University Academic Excellence at both the undergraduate and graduate levels in all service delivery methods (online and face to face). (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
	A.12 Promote and ensure formal integration of the academic integrity policy of the University.	<p>A.12.1 Charge the Academic Integrity Committee to refine the policy and recommend means of implementation to the Administration.</p> <p>A.12.2 Plan, implement and evaluate a system for maintaining academic integrity.</p>	<p>Academic Integrity Committee charged</p> <p>Academic Integrity Committee develops and implements approved plan</p>	<p>Provost</p> <p>Associate Provost Langley</p>

Goal B: Continue to develop, implement and evaluate a Faculty Productivity Initiative.

Cal U Plan	Objective	Activity	Indicators	Personnel
	<p><i>B.1 Examine all academic programs in the University to maintain as is, increase support or delete.</i></p>	<p>B.1.1 Receive list of low-enrolled programs from the Office of the Chancellor (OOC)</p> <p>B.1.2 Review low-enrolled programs list from OOC, share with affected programs/departments</p> <p>B.1.3 Low-enrolled programs submit response to OOC</p> <p>B.1.4 Information sharing at APSCUF-Management local meet & discuss</p> <p>B.1.5 Low-enrolled programs prepare revised response for OOC, as needed, and submit to Academic Affairs</p> <p>B.1.6 Revised responses submitted to OOC.</p> <p>B.1.7 Low enrolled programs develop three-year enrollment/program management plans.</p> <p>B.1.8 Provide appropriate support for programs which are growing, e.g. faculty, staff, and other necessary resources.</p>	<p>List from OOC</p> <p>List reviewed/shared</p> <p>Response forms</p> <p>Meet & discuss notes</p> <p>Revised response reports from programs</p> <p>Email of responses</p> <p>3-year E/PM plans developed, approved, implemented and evaluated</p> <p>Assessments of needs conducted, recommendations made, reasonable support provided</p>	<p>OOC</p> <p>Provost Deans, Chairs & APSCUF</p> <p>Provost Deans, Chairs and APSCUF</p> <p>Chairs</p> <p>Provost</p>

Goal B: Continue to develop, implement and evaluate a Faculty Productivity Initiative. (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
	B.2 Attain established student-to-faculty ratios	<p>B.2.1 Analyze Workload Equivalencies (WKE), both CBA-mandated and non-contractual WKEs</p> <p>Create & implement WKE policy for programs</p> <p>Create and implement a format for reporting of WKE activity</p> <p>Reduce WKEs while maintaining service.</p>	<p>Meeting notes and reports</p> <p>Policy implemented</p> <p>Format created, implemented, and reports submitted</p> <p>WKEs reduced while service maintained</p>	<p>Provost Deans and Chairs</p>
		<p>B.2.2 Evaluate attainment of 3% increase per year in student-to faculty ratios in Fall and Spring Semesters only and assure the following Student/Faculty ratio schedules: Fall 2009=21.5, Spring 2010=21.5, Fall 2010=22.1, Spring 2011=22.1, Fall 2011=22.8, Spring 2012=22.8.</p> <p>B.2.3 Report allocation of performance funds to academic departments.</p>	<p>Registrar/Comptroller's reports</p> <p>Report of funds allocated annually</p>	<p>Provost</p>

Goal C: To continue to enhance the quality of student life.

Cal U Plan	Objective	Activity	Indicators	Personnel
2.2	<i>C.1 Increase marketing/ communication efforts with students to make them aware of opportunities/activities related to their major (i.e. honorary fraternities, student clubs, etc.)</i>	<p>C.1.1 Continue to promote the Organizational Fair and Skills Employers Desire through First Year Seminar and Mentoring Program.</p> <p>C.1.2 Continue to support and promote the role of academic departments and faculty/staff advisors engaged in student clubs and organizations related to majors and other academic endeavors.</p>	<p># of participants in Organization Fair</p> <p># of student clubs and organizations advised by academic departments and faculty/staff assessed annually.</p>	<p>Associate Provost Langley</p> <p>Academic Departments and Faculty/Staff</p>
4.5	<i>C.2 Promote the benefits of an official Student Activities Transcript for all University students.</i>	C.2.1 Continue to promote the use of the Activities Transcript through First Year Seminar and Mentoring Program.	# of students signing up for Activities Transcript	Associate Provost Langley
2.9	<i>C.3 Enhance collaborative work spaces within Manderino Library; and create an information commons using current and emerging technology.</i>	<p>C.3.1 Design and build an information commons area in the Manderino Library.</p> <p>C.3.2 Reallocate space within Manderino Library for collaborative projects.</p>	<p>Information commons area built</p> <p>Space reallocated</p>	Dean of Library
	<i>C.4 Ensure equitable academic support services to all students</i>	<p>C.4.1 Develop, implement and evaluate an academic support system for online and transfer students (e.g., online orientation, online tutoring, etc.).</p> <p>C.4.2 Ensure coordination between Academic Development Services and Student Retention and Success offices.</p>	<p>System developed, pilot implemented and evaluated</p> <p>Collaboration on Support System documented</p>	Associate Provost Langley

Goal D: To continue to enhance diversity, as broadly defined, at Cal U.

Cal U Plan	Objective	Activity	Indicators	Personnel
3.1	<i>D.1 Expand the opportunities for study abroad to enhance cultural experiences of current Cal U students.</i>	<p>D.1.1 Identify a person to expand opportunities for study abroad</p> <p>D.1.2 Create, implement, and evaluate a marketing/ communication program to inform students of current study-abroad options.</p> <p>D.1.3 Explore options, such as tuition capture, to assist with funding opportunities for students' study abroad programs, including educational opportunities through study abroad charitable foundations and other organizations accredited through other universities and focus on specific topics (i.e. environmental studies, public health, etc.).</p>	<p>Person identified</p> <p>Marketing program implemented</p> <p>Plan implemented to increase student study abroad by 10% per year for 3 years</p>	<p>Provost Associate Dean</p>
3.2	<i>D.2 Continue to recruit and retain students of diverse backgrounds to increase the number and percentage of black and Hispanic students enrolled at the University.</i>	<p>D.2.1 Continue efforts to hire a diverse faculty.</p> <p>D.2.2 Develop, implement, and evaluate a plan to recruit black and Hispanic students through the Admissions office.</p> <p>D.2.3 Develop, implement, and evaluate plan for the retention of black and Hispanic students through the Office of Student Retention and Success.</p> <p>D.2.4 Develop, implement, and evaluate a plan to measure the number and to increase participation of Black and Hispanic students in the Mentoring Program.</p>	<p>Increase faculty diversity to 16% minority (2012) and 49% female (2010)</p> <p>5% increase yearly in minorities to 8.5% Black and 3.5% Hispanic by 2012.</p> <p>Plans developed, implemented and evaluated yearly;</p> <p>Retention of minorities increases by 5% by 2012.</p>	<p>Associate Provost Komacek</p> <p>Dean of Admissions</p> <p>Associate Provost Langley</p> <p>Director of Mentoring</p>

Goal D: To continue to enhance diversity, as broadly defined, at Cal U. (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
3.3	<i>D.3 Promote a culture of civility, tolerance and inclusiveness.</i>	<p>D.3.1 Provide a pool of funding, available to University programs/departments/student organizations, to provide programming/lectures on these topics; funding would be based on a review of submitted proposals.</p> <p>D.3.2 Implement focused (information, attitudes or behavior) campus climate surveys for underrepresented and female students.</p> <p>D.3.3 Surveys verify that activities are sufficient, appropriate or in need of improvement. Adjust activities based on D.3.2.</p> <p>D.3.4 Continue to promote the Frederick Douglass Institute and its activities.</p>	<p>Fund for promoting culture of Civility established with application criteria</p> <p># of activities emphasizing a culture of Civility increases creation, administration of surveys</p> <p>Creation, admin., of surveys; number of satisfaction surveys conducted</p> <p>Sustain current level of activities or improve quality identified in D.3.2</p> <p>Institute promoted.</p>	<p>Advancement & Provost</p> <p>Prof. McClintock and K. Edmonds</p> <p>Prof. McClintock and K. Edmonds</p> <p>Director of Frederick Douglass Institute</p>

Goal E: To continue to improve the infrastructure of Cal U.

Cal U Plan	Objective	Activity	Indicators	Personnel
5.6	<i>E.1 Assess and enhance the IT infrastructure for the University.</i>	<p>E.1.1 Conduct an inventory of all classrooms and create a “smart technology plan” for multiple levels of instructional technology; provide a scheduling process to connect faculty with appropriate technology in their facilities; and provide an ongoing training program for effective use of the technology/ equipment.</p> <p>E.1.2 Maintain current equipment and industry standards for IT on campus and modify/update the IT strategic plan as standards change.</p> <p>E.1.3 Plan, implement, and evaluate academic applications for Cal Fusion.</p>	<p>Plan developed and submitted for review & plan implemented with funds, timeline</p> <p>Plan developed implemented and evaluated</p> <p>Academic applications planned, implemented and evaluated</p>	Associate Provost Komacek
5.7	<i>E.2 Continue to re-design and renovate existing academic learning spaces to promote faculty productivity.</i>	<p>E.2.1 Evaluate academic facilities:</p> <p>Update master list of all academic facility proposals</p> <p>Check status of each project</p> <p>Determine effect of projects upon completion</p>	<p>Spreadsheet</p> <p>Status checked</p> <p>Surveys and reports completed</p>	Associate Provost Komacek, Deans

Goal F: To serve the region, the commonwealth and the nation.

Cal U Plan	Objective	Activity	Indicators	Personnel
6.1 6.5	<i>F.1 Identify and partner with world-class organizations to create opportunities for the region and the University community. Provide professional services to regional communities and agencies.</i>	<p>F.1.1 Develop a complete list of partnerships and organizations for which the University creates opportunities and provide professional services.</p> <p>F.1.2 Continue to create opportunities through promotion and support of the various partnerships.</p> <p>F.1.3 Develop new and continue current partnerships, e.g. National Weather Service, River Alert Information Network, Crime-Mapping Services, Geographical Information Services, Homeland Security Initiative, Institute of Criminology and Forensic Sciences, Child and Family Studies Institute and the Tourism Research Center, Professional Development School Districts, Southpointe Outreach, DOD, etc.</p>	<p>List completed & updated annually</p> <p>List of active partnerships</p> <p>Partnerships continued and created</p>	Dean of Education/HS
6.6	<i>F.2 Provide for the artistic and cultural development of our students and the region.</i>	<p>F.2.1 Develop a complete list of artistic and cultural opportunities and collaborations servicing students and the region.</p> <p>F.2.2 Continue to provide opportunities for artistic and cultural enhancement of students and the region served by Cal U.</p> <p>F.2.3 Develop new and continue current cultural and artistic activities, e.g. Pittsburgh Symphony Orchestra, Art Tour, Arboretum Tour, various performances and exhibitions.</p>	<p>List completed</p> <p>Validation through list of active opportunities</p> <p>List completed</p>	Dean of Liberal Arts

Goal F: To serve the region, the commonwealth and the nation. (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
6.7	<i>F.3 Increase the scope and number of workforce development initiatives at the main campus and the Southpointe Center.</i>	<p>F.3.1 Inventory current workforce development initiatives.</p> <p>F.3.2 Continue current and identify new partnerships, e.g. WEDnet, CareerLink, WIBs, community colleges and other training providers to provide a variety of onsite training opportunities to meet the WFD needs of the region, commonwealth and nation.</p> <p>F.3.3 Implement and expand GoArmyEd.com to provide educational opportunities for service men and women around the world.</p>	<p>Inventory completed</p> <p>Increase in workforce training programs by 5% per year for 3 years.</p> <p>GoArmyEd.com implemented.</p>	<p>Dean of Science & Technology</p> <p>Dean of Graduate School</p>
6.3	<i>F.4 Foster relationships and internship experiences (internships only; not other required professional experiences, such as student teaching and co-op) that assist students in building character and careers; be a nationally recognized model of excellence and a place of inspiration, partnering with faculty to encourage every deserving student to complete a quality internship and assisting every interested employer in placing a highly qualified intern, while broadening career opportunities and the potential for permanent employment relationships between students and employees.</i>	<p>F.4.1 Develop and implement a model for a centralized internship center operation that is based on best practices, that will institutionalize consistent academic standards for internships for all academic departments, and that will provide effective service to employers and to students.</p> <p>F.4.2 Conduct a survey of faculty to ascertain internship needs and provide faculty with opportunities for input into the internship model.</p> <p>F.4.3 Model implemented and evaluated.</p> <p>F.4.4 Implement an outreach program to potential students and employers that will provide for an increase in the number of students who participate in internships each year.</p> <p>F.4.5 Analyze internship process to ensure that the university's faculty-to-student ratios are met.</p>	<p>Model Approved by 2011</p> <p>Survey administered, data analyzed, suggestions considered</p> <p>For 2011-2012</p> <p>Increase by 50 internships by 2012</p> <p>Analysis conducted and student-to-faculty ratio met</p>	<p>Director of Internships</p> <p>Internship Advisor Group (faculty)</p> <p>Provost</p>

Goal G: To enhance the use of existing resources and develop/increase new sources of revenue.

Cal U Plan	Objective	Activity	Indicators	Personnel
7.3	<i>G.1 Continue to expand the niche programs in Global Online to enhance revenue and increase enrollments at both the graduate and undergraduate levels; introduce an online undergraduate completion program through Evening College</i>	G.1.1 Conduct feasibility studies and prepare proposals on new programs to be added; seek PASSHE and Board of Governors approval; market, recruit students and initiate new cohort programs.	One new Global Online program per year for the next 3 years.	Dean of Graduate School
7.6	<i>G.2 Continue to generate surplus revenues over expenditures to allow for additional financial flexibility in the years ahead.</i>	G.2.1 Continue to improve productivity so that existing resources can be utilized more effectively. G.2.2 Continue to increase enrollment in the Global Online program	Productivity targets are met each term & productivity increases by 3% per year Enrollments are increased by 10% annually for 3 years.	Provost
2.7	<i>G.3 Work with the Chancellor and the Board of Governors to identify restrictive and outdated policies that cost the University time/money and eliminate them so the campus can be more effective and efficient in its management of University processes.</i>	G.3.1 Conduct a comprehensive review of the Board of Governors Academic policies and provide the Chancellor's Office with a list of outdated/restrictive policies; suggest possible revisions or elimination strategies.	BOG policies reviewed and recommendations made	Associate Provost Komacek

Goal G: To enhance the use of existing resources and develop/increase new sources of revenue. (continued)

Cal U Plan	Objective	Activity	Indicators	Personnel
7.8	<i>G.4 Expand efforts to identify outside resources to help finance research, service and learning.</i>	<p>G.4.1 Develop a comprehensive University-wide strategy to identify and increase the number/type of grant applications (federal, state, private) and the number of foundation applications.</p> <p>G.4.2 Continue and expand the Grant Writers' Fellowship program.</p> <p>G.4.3 Foster awareness and successful applications of faculty in pursuit of Fulbright Scholar or Fulbright Specialists programs.</p>	<p>Numbers of grants submitted, grants funded & total dollars increases</p> <p>Program expanded; active grants status of \$6.7M-\$8.5M by June, 2012.</p> <p>One Fulbright faculty scholar by 2012.</p>	Dean of Graduate School Grants Office
7.9	<i>G.5 Expand efforts to identify resources to finance the Internship Award Fund, which helps to offset the costs of participating in high-quality internship experiences.</i>	G.5.1 Seek support for the Internship Award Fund from businesses and corporations that accept University students as interns.	Funds increase by 5% per year for three years	Director of Internships

Goal H: To foster civic engagement, that is, a commitment to accept and perform the duties and obligations of belonging to a community, a commonwealth, a nation and the world.

Cal U Plan	Objective	Activity	Indicators	Personnel
8.3	<i>H.1 Continue to sustain existing programs and develop new programs that create political awareness and promote responsible citizenship. Identify strategies to educate students to live and work in the increasingly interconnected world and to understand their role as global citizens. Encourage students to take leadership roles in Student Government and the University Forum.</i>	<p>H.1.1 Develop a complete list of programming contributing to responsible citizenship.</p> <p>H.1.2 Continue to provide opportunities for students to become active participants in the political process by institutionalizing and expanding the American Democracy Project, programming such as the Deliberative Polling Initiative, Issue Expos, Candidate Forums, and leadership in SGA and University Forum.</p> <p>H.1.3 Encourage students to secure government-related and nonprofit internships.</p>	<p>List developed & updated annually</p> <p>Validated through list of active programming</p> <p>Increase government-related and non-profit internships by 10% per year.</p>	<p>Dr. Blumberg</p> <p>Director of Internships</p>
8.6	<i>H.2 Foster social responsibility by increasing student participation in programs intended to develop effective leadership skills.</i>	<p>H.2.1 Continue to offer a minor in Leadership Studies.</p> <p>H.2.2 Sponsor and promote the Leadership Club, Linda and Harry Serene Leadership Institute</p>	<p>Increase enrollment in leadership minor by 5% annually over next 3 years</p> <p>Leadership Club and Institute sponsored, and promoted</p>	<p>Dean of Liberal Arts</p> <p>Prof. DeLorenzo</p>