

INTEGRITY. CIVILITY. RESPONSIBILITY.



CALIFORNIA UNIVERSITY OF PENNSYLVANIA
STRATEGIC PLAN 2009-2012



CALIFORNIA UNIVERSITY OF PENNSYLVANIA

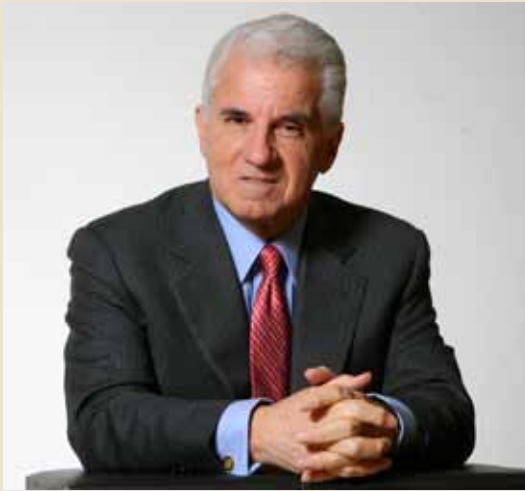
STRATEGIC PLAN 2009-2012

Approved By
Council of Trustees
of California University
of Pennsylvania

JUNE 3, 2009



PRESIDENT'S INTRODUCTION



By way of background, some things have changed since our previous plan, but others have remained the same. For example, all seven of the major goals of the 2005-2008 plan have been retained, with minor editing of Goal Four, while an eighth goal encouraging civic engagement has been added in this new strategic plan. Even though seven of the goals have remained the same as in the previous plan, our objectives, methods and success criteria for those goals have been updated and strengthened.

THE GOALS OF THE CAL U STRATEGIC PLAN 2009-2012

Goal One: To continue to increase University academic excellence at both the undergraduate and graduate levels.

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

Goal Three: To continue to enhance diversity, as broadly defined, at California University.

Goal Four: To continue to incorporate continuous improvement into all programs and activities, University-wide, to ensure competitive excellence.

Goal Five: To continue to improve the infrastructure of California University of Pennsylvania.

Goal Six: To continue to serve the region, the Commonwealth, and the Nation.

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

Goal Eight: 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.

THE OBJECTIVES OF THE CAL U STRATEGIC PLAN 2009-2012

As a result of the year-long, University-wide study process that was employed to produce this new strategic plan, it was concluded that: Some of the Objectives in the Cal U Strategic Plan 2005 had been accomplished and would not be included in the new plan; Other objectives had continuing relevance and would be retained in the new plan and; Still other newly proposed objectives would be included in the new plan. Those proposed objectives not added to the new plan tended to fall into one of three categories: a) they were tactical rather than strategic in nature; or b) they were already included in the draft plan; or c) they were judged to be insufficiently connected to the University Mission as specified in the official University Mission Statement.

The Strategic Plan that follows is intended to identify—and to encourage all members of the California University community to commit to—a wide range of goals and objectives that this University will strive to achieve over the next three years, using various methods in support of the objectives, and employing various criteria to document success. It is, in a sense, a road map that will continue to guide our journey to being recognized as the best comprehensive public university in America. This plan focuses on the eight primary goals cited above, that are closely aligned with the University's mission of Building Character and Building Careers.

Founded in 1852, California University of Pennsylvania is now celebrating 157 years of service. This University is committed, above all, to academic excellence and intellectual rigor in the context of personal and institutional integrity, civility and responsibility. It is guided by its Bill of Rights and Responsibilities: We have the right to safety and security; we have the responsibility to ensure the safety and security of others. We have the right to be treated with respect; we have the responsibility to treat others with respect. We have the right to expect the best; we have the responsibility to give our best. We have the right to be treated fairly; we have the responsibility to treat others fairly. (Mission Statement, California University, 2003)

EXECUTIVE SUMMARY

“To educate a person in mind and not in morals is to educate a menace to society.”
—Theodore Roosevelt

Our Mission Statement continues to influence everything that occurs at California University of Pennsylvania. Accordingly, the Cal U Strategic Plan 2009-2012 looks to it for inspiration and guidance.

This Strategic Plan is designed to help the University advance its ultimate mission of building the character as well as the careers of students. In order to succeed in this mission, the University must focus its efforts—and hence its Strategic Plan—on the three ends specified in the California University of Pennsylvania Mission Statement:

1. Student Achievement and Success
2. Institutional Excellence
3. Community Service

These interrelated ends will be facilitated by the following means: high quality faculty, motivated students, challenging programs, and exceptional facilities. These means, in turn, will be funded through an energetic program of resource acquisition and stewardship.



“ The illiterate of the future are not those who can't read or write, but those who cannot learn, unlearn and re-learn. ”
— Futurist Alvin Toffler

GOAL ONE: To continue to increase University academic excellence at both the undergraduate and graduate levels.

VISION

From the Mission Statement of California University of Pennsylvania, 2003.

- Sustain a reputation for the University's academic excellence, its daring and entrepreneurial spirit, and the integrity, success, and loyalty of its graduates.
- Foster increasingly higher admissions criteria, academic quality, and scholarly expectations.
- Instill not just learning but the love of learning;
- Be widely known as a center for thought, inquiry, dialogue, and action in matters of character and leadership.
- Reflect a special mission in science and technology through programs in science, technology, and applied engineering, as well as through emphasis on technology and information literacy across the curriculum.
- Be widely known for high quality undergraduate and selected masters level graduate programs.
- Recruit and retain a distinguished faculty who challenge and mentor students to attain their fullest potential.
- Maintain a learning community known for its academic excellence, intellectual rigor, and civil discourse.

Objective 1.1: Create, implement and evaluate a comprehensive Academic Plan to advance University-wide academic excellence.

Method: This plan will be developed in the 2009-2010 academic year, implemented in the 2010-2011 academic year, and evaluated in the 2011-2012 academic year, with recommendations for continuous improvement forwarded to the University President by May 2012.

Method: This plan will address faculty resources, student needs, academic programs, facilities/equipment, the assessment of student learning, the academic organizational structure, academic support services, academic integrity policies, and the integration of academics with business, industry and the community.

Success Criteria: A comprehensive Academic Plan to advance University-wide academic excellence will be created, implemented and evaluated by May 2012.

Objective 1.2: Work to obtain national accreditation for all academic programs that are eligible for accreditation.

(Continued ...)

Method: Develop an implementation plan and schedule for the remaining unaccredited programs; provide/sustain funding and resources to achieve/maintain accreditations (such as faculty complements, fiscal resources, classroom and office space, equipment/technology, library materials, etc.)

Success criteria: The percentage of accredited programs will increase from the current 68% to 80% within the next three years, while existing accreditations are maintained.

Objective 1.3: Implement training (Quality Matters/Blackboard/eCollege) for all faculty who teach online classes in order to ensure quality instructional delivery; provide orientation programs for online students in order to ensure academic success in the online delivery format.

Method: Create and implement a University policy for teaching in online programs.

Method: Create an online orientation program for all students enrolling in an online course/program.

Success criteria: All faculty teaching an online course, or teaching in an online program, will be required to complete certification in Quality Matters, Blackboard or eCollege. All students will complete an online orientation tutorial at the beginning of an online course.

Objective 1.4: Increase the number of undergraduate applications for admission.

Method: Implement the New Jersey recruitment strategy for undergraduate students.

Method: Continue the Guidance Counselor Postcard campaign and other outreach activities, such as adding a Guidance Counselor Portal to the University website.

Method: Design and implement a new four-year cycle of marketing materials for undergraduate recruitment.

Method: Redesign the University website in order to better assist with recruitment efforts, as well as develop web portals for guidance counselors and parents.

Success criteria: Undergraduate applications will increase by 5% per year for the next three years.

Objective 1.5: Increase the average SAT score for the undergraduate federal cohort.

Method: Develop and implement a recruitment strategy for the Honors Program.

Method: Continue special marketing campaigns and orientation days for high school students with high SAT scores and/or grade-point averages.

Success criteria: The average SAT Math/Verbal score for first-time, full-time students will increase from 1028 to 1045 by 2012.

(Continued ...)

Objective 1.6: Continue to recognize/reward excellence in teaching, research and service.

Method: Implement a broader marketing/communication initiative so as to increase the nomination rate for these awards.

Method: Increase recognition of achievements in publications and department literature, Cal U Review and Cal Journal, as well as reports to the Chancellor and the Board of Governors.

Method: Expand the scholarly activities publication to include the three undergraduate colleges and the School of Graduate Studies and Research.

Method: Increase the monetary amount for recipients of all excellence awards beginning with June 2009.

Success criteria: The nomination rate for awards will increase from 7% to 10% by 2010. The award amount will increase from \$1000 per award to \$2000 per award by June 2009.

Objective 1.7: Develop an Enrollment Management plan that includes recruitment, retention and new program development at both the graduate and undergraduate levels.

Method: Create a “graduation task force” that would explore effective programs to help students graduate in four years by utilizing On Course, Dante, CLEP, PLA Advising, course cycles and other available resources; identify ways to integrate the Career Advantage program into the academic curricula; explore effective programs that allow students to graduate in four years with the skills that employers seek (Building Careers).

Method: Design and implement a Parent Portal Program to enlist parental support in helping undergraduate students graduate in four years and to enhance communication.

Method: 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.

Method: Build a summer session schedule that allows students to accelerate the time needed to graduate and/or to obtain courses they need to graduate in the appropriate time frames.

Method: Continue to develop the Student Success Facilitator and Mentoring programs; seek student input on ways to enhance advising; explore online systems to conduct advising and improve communication with students.

Method: Design, market and implement an online undergraduate completion program through the University’s Evening College by 2012 in order to serve the nontraditional population regionally and nationally.

Method: Expand the Global Online graduate programs to appropriate niche markets.

(Continued ...)

Method: Implement the GoArmyEd.com initiative for selected programs.

Method: Develop an Academic Program Plan for the identification of new graduate and undergraduate programs of study, as well as the continuous improvement of existing programs, including an improved graduate admissions process that is faster and more student-responsive.

Success criteria: The four-year graduation rate will increase from 30.5% to 32.5% by 2012; the rate of first-year student retention will increase from 78.75% to exceed the State System target of 81.5% by 2012; enrollment in the Global Online program will increase by 10% by 2012; the response time for the graduate admission process will be reduced to one week or less.

Objective 1.8: Complete a successful 10-year Middle States Review.

Method: Identify an Institutional Self-Study Committee and subcommittees; create a document repository; submit all materials; host the review team.

Success criteria: The University will have a successful review team visit and be awarded full accreditation by 2010.

Objective 1.9: Continue to increase the number of faculty with terminal degrees.

Method: Include a terminal degree requirement in all advertisements for new faculty hires; provide incentives for current faculty to obtain terminal degrees.

Success criteria: The number of faculty with terminal degrees will increase from 78% to 90% by 2012, as reported to PASSHE for the Performance Indicators.

Objective 1.10: Be recognized as a University with high-quality graduate programs.

Method: Review the criteria and work with the graduate faculty to identify potential Fulbright Scholars; provide academic and administrative support to qualified candidates from the University who make application.

Method: Submit data for National Institutional Surveys on graduate education.

Method: Conduct annual surveys of graduates from the Global Online cohort programs and their employers to assess student learning and obtain feedback on the quality of our graduates.

Success criteria: At least one graduate student will be named a Fulbright Scholar within the next three years; at least one graduate program will be listed in the "best" category in a National Institutional Survey; data obtained from institutional surveys will be utilized to assess graduate programs and prepare proposals for continuous improvement of these programs.



“ Our lives are connected by a thousand invisible threads, and along these sympathetic fibers, our actions run as causes and return to us as results. ” —Author Herman Melville

GOAL TWO: To continue to enhance the quality of student life.

Objective 2.1: Develop and implement a plan for gender equity in athletics that complies with Title IX regulations.

Method: Achieve gender equity in Athletics by increasing the number of women’s sports, while maintaining the number of men’s sports, so that the percentages of both reflect the student body.

Success criteria: 100% gender equity will be achieved by 2012.

Objective 2.2: Increase marketing/communication efforts with students to make them aware of opportunities/activities related to their major (i.e. honorary fraternities, student clubs, etc.)

Method: Develop databases and send e-mail notifications to all majors.

Success criteria: Student participation rate in all clubs/organizations/events will be measured beginning in Fall 2009 with a goal of increasing that rate by 5% each year through May 2012.

Objective 2.3: Ensure the safety and security of all members of the campus community by developing and implementing appropriate security protocols and programs.

Method: Design and implement an emergency response plan for the campus.

Method: Implement a text messaging alert system and encourage all members of the university community to participate.

Method: Design, market and implement the Threat Response Assessment Intervention Team (TRAIT) program in order to provide a formal process for sharing information about potential acts of violence; key objectives of this team are to identify, assess, manage, reduce and educate.

Method: Prepare and widely circulate a TRAIT brochure and website address.

Method: Provide advocacy through the Prevention, Education, Awareness for Change and Empowerment (PEACE) Project.

Method: Continue to support the Student Sexual Assault Response (SSART) Hotline.

(Continued ...)

Method: Install emergency phones and video surveillance to provide student security in buildings and on the campus grounds.

Method: Provide widely-marketed escort service for students and staff.

Method: Implement one table-top emergency exercise per year for key response areas.

Method: Revise the Student Code of Conduct to align it with the University's Bill of Rights and Responsibilities.

Method: Implement an on-line sexual assault educational training module as an annual requirement for all incoming freshman.

Success criteria: TRAIT brochure will be distributed to all current employees and given to all new employees and incoming students each year; a comprehensive proposal will be developed for the implementation and continuous improvement of security systems in University buildings and on campus grounds by Fall 2009 and implemented in stages through 2012; the Campus Safety web site will be expanded to become a more comprehensive resource including information and links to all safety resources by 2010; all first-time students will complete a mandated on-line alcohol education program beginning in Fall 2010; A revised Student Code of Conduct manual will be circulated by Fall 2009.

Objective 2.4: Promote, encourage and support a car-pooling initiative for commuters.

Method: Assign existing Student Development staff to support this service.

Success criteria: Commuter participation in car-pools will be monitored beginning in Fall 2009 with a goal of increasing participation by 5% each year through 2012.

Objective 2.5: Monitor shuttle service for students traveling to and from campus and adjust services according to need.

Method: Conduct a survey of student satisfaction with the shuttle service each semester and adjust transportation plans accordingly.

Success criteria: Student satisfaction with the shuttle service will be assessed beginning in Fall 2009 with a goal of increasing satisfaction by 5% each year through 2012.

Objective 2.6: Continue to provide 7 Habits workshops free of charge to all students, faculty and staff of the University in order to develop personal effectiveness, enhance leadership skills and build character.

Method: Utilize the volunteer certified training team to provide multiple workshops each semester.

(Continued ...)

Success criteria: At least five workshops per year will be provided for members of the University community with a goal of training 100 participants a year for the next three years.

Objective 2.7: Provide a high-quality University Wellness Center to address the needs of the student body.

Method: Expand the Wellness Center's operational hours to 24 hours/day, seven days/week to ensure availability of health care resources to students.

Success criteria: Additional staff will be hired and the Wellness Center will become a 24/7 operation beginning in Fall 2009.

Method: Expand Wellness Education program offerings to raise awareness and provide prevention strategies/information.

Method: Implement an on-line alcohol educational training module as a requirement for all incoming freshman.

Success criteria: A minimum of eight (8) programs will be provided each semester on topics such as alcohol/drug use, smoking cessation, and healthy lifestyles/wellness; all first time students will complete mandated on-line alcohol educational training module, beginning Fall 2009.

Objective 2.8: Provide a diversity of recreational activities for members of the University

Method: Renovate and enhance recreational opportunities at Herron Recreation and Fitness Center.

Method: Expand programming for intramural sports, informal recreation, extramural sports, fitness and wellness.

Method: Provide added "green" space outdoor court opportunities through the utilization of artificial surface fields for year-round use.

Success criteria: Participation in sponsored activities will increase by 10% each semester by 2010, 5% by 2011 and 5% by 2012; individual usage of Herron Recreation and Fitness Center will increase to 50% by 2012.

Objective 2.9: Expand and enhance collaborative work spaces for students in Manderino Library, utilizing current and emerging technologies.

Method: Create a working group to include the University Architect, Dean of Library Services and Vice President of Information Technology and students that would recommend a design for collaborative projects/common space area within Manderino Library.

(Continued ...)

Success Criteria: Completed plan/recommendation will be forwarded to the University President by Fall 2010, with an implementation goal of 2012.

Objective 2.10: Provide quality student housing and services

Method: Annually survey residence students, both on the main and upper campuses.

Success criteria: Annually review survey results and make recommendations for continuous improvement.

Objective 2.11: Design and implement a program through the Office of Career Services that would create a lifelong relationship with alumni.

Method: Hire staff to develop and implement a program that connects alumni with the Office of Career Services and provides on-going services to them.

Success criteria: A program to serve alumni will be developed and staff will be hired by Fall 2009, with the goal of a fully implemented program by Fall 2011. A formal evaluation of the program will be completed by June 2011.

“ We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams. ” — President Jimmy Carter



GOAL THREE: To continue to enhance diversity, as broadly defined, at California University.

Objective 3.1: Expand the opportunities for study abroad to enhance cultural experiences of current Cal U students.

Method: Create and implement a marketing/communication program to inform students of current study-abroad options.

Method: Explore additional options for providing students with study-abroad opportunities, including educational opportunities through study-abroad charitable foundations and other organizations that are accredited through other universities and focus on specific topics (i.e. environmental studies, public health, etc.).

Success criteria: The number of programs and students enrolled in study-abroad programs will increase by 10% in 2010, 10% in 2011, and 10% in 2012; a comprehensive proposal for new study-abroad opportunities will be developed.

Objective 3.2: Continue to recruit and retain students of diverse backgrounds to increase the number and percentage of black and Hispanic students enrolled at the University.

Method: Continue efforts to hire a diverse faculty.

Success criteria: The percentage of diverse faculty will be increased with a goal of 16% minority by Fall 2012, and 49% females by Fall 2010.

Method: Develop and implement a plan for the recruitment of black and Hispanic students through the Admissions Office.

Method: Develop and implement a plan for the retention of black and Hispanic students through the Office of Student Retention and Success.

Success criteria: The percentage of enrolled black students will increase from the current 5.68% to equal or exceed the State System target of 8.5% by 2012; the percentage of enrolled Hispanic students will increase from the current 1.08% to equal or exceed the State System target of 3.5%; retention of minority students will increase by 5% by 2012; the recruitment and retention plans will be evaluated yearly and recommendations for continuous improvement will be made to the University President.

(Continued ...)

Objective 3.3: Promote a culture of civility, tolerance and inclusiveness.

Method: Introduce diverse ideas to the campus community through guest lecturers; Continue to support and enhance the Frederick Douglass Institute and its recently organized Black History Month campus-wide committee.

Method: 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.

Method: Implement focused (information, attitudes or behavior) campus climate surveys for underrepresented and female students.

Success criteria: At least one program per semester is offered with a goal of increasing student participation in these events by 25% by 2012. Focused campus climate surveys for students will be completed in Fall 2009 and annually thereafter through collaboration between Minority Affairs, Women's Center and EEEEO, results will be shared with members of the campus community, plans of action will emerge from the analyses and be used to enhance program development and student support annually; the recent campus-wide "Civility Day" will continue annually with increased participation at the event.

Method: Encourage and sponsor activities/programming for Women's History Month, Black History Month and Diversity Awareness Month.

Success criteria: These programming options will be offered every year for the next three years, with a goal of increasing student participation by 30%.

Objective 3.4: Implement programming in the new Multicultural Center in Carter Hall and raise the profile of the Center.

Method: Utilize the web, Cal Times and the Public Relations Office to promote cultural awareness programs at the Center.

Success criteria: At least four events at the Center will be developed and publicized per semester, with the goal of increasing student participation by 25% per year for the next three years.

Objective 3.5: Develop and implement a campus-wide Diversity Plan under the leadership of the Special Assistant to the President for EEEEO.

Method: The Special Assistant to the President for EEEEO will develop a campus-wide Diversity Plan in consultation with all major University constituencies.

(Continued ...)

Method: Conduct a campus climate survey for under-represented and female employees. Collaborate with Multicultural Student Affairs, Women's Center and FDI on implementation and analyses of student surveys.

Success criteria: Student and employee campus climate survey results will be utilized in the development of the Diversity Plan; 2010-2012 Diversity Plan will be presented and approved by the Council of Trustees on or before their June 2010 meeting.

Objective 3.6: Develop collaborations among the President's Commission on the Status of Women, the Women's Consortium, Women's Studies, Women's Center and New Leadership PA to enhance diversity initiatives.

Method: Establish a mentoring program for women; fund a female student representative to the PA Governor's Conference for Women; fund participation for attendance at PASSHE's Diversity Summit; fund participation in the annual Women of Color Summit.

Success criteria: At least one student from the University will participate in each conference/summit each year for three years.



“ How wonderful it is that nobody need wait a single moment before starting to improve the world. ”

— Diarist Anne Frank

GOAL FOUR: To continue to incorporate continuous improvement into all programs and activities, University-wide, to ensure competitive excellence.

Objective 4.1: Implement Process Improvement Initiatives, through the Office of the Executive Vice President, to improve University services and functions.

Method: Implement a Parent Portal to the University website. (See Goal 1.)

Method: Implement a Scholarship Stewardship Initiative.

Method: Implement a Productivity Initiative.

Method: Implement a Smart Technology Plan.

Method: Implement a Space Allocation and Utilization Initiative.

Success criteria: Systems review will be initiated, a plan of action will be created and recommendations for each initiative will be implemented by 2012.

Objective 4.2: Continue to conduct the NSSE, FSSE, ACT and other institutional surveys.

Method: Administer NSSE, FSSE, and ACT surveys on a biannual rotation through the Office of Continuous Improvement.

Method: Complete and submit national institutional surveys (i.e., US News & World Report, Peterson's, etc.).

Success criteria: The Office of Continuous Improvement will compile the survey results and the data will be used by University leadership to address the areas identified for continuous improvement.

Objective 4.3: Publicize the process of response, review, evaluation and implementation of suggestions made through the Office of Continuous Improvement's online suggestion box, with a goal of increasing participation.

Method: Implement a broader marketing/communication initiative to increase the number of suggestions received.

(Continued ...)

Success criteria: The number of suggestions received should increase by 5% annually for the next three years; the number of suggestions implemented will increase as warranted over the next three years.

Objective 4.4: Utilize the University Data Group and Institutional Research Office to collect, refine, compile and report data to the University leadership so as to inform decision-making.

Method: Create and employ effective data scoreboards for critical University operations that include both lead and lag measures.

Success criteria: Scoreboards will be developed and approved for use each year.

Objective 4.5: Promote the benefits of an official Student Activities Transcript for all University students.

Method: Increase the number and percentage of students employing a verifiable Student Activities Transcript.

Success criteria: The number of students employing an official Student Activities Transcript will be measured beginning in Fall 2009 with a goal of increasing participation by 5% each year through 2012.



“ We shape our buildings; thereafter, they shape us. ”
— Prime Minister Winston Churchill

GOAL FIVE: To continue to improve the infrastructure of California University of Pennsylvania.

Objective 5.1: Implement a capital projects plan from FY 2008-09 through FY 2012-13.

Method: Utilize revenue obtained through the capital projects plan to build a Convocation Center, complete the renovation of Herron Fitness Center, complete a High-Voltage Upgrade project, complete Pedestrian and Vehicular Enhancement Phase II, renovate Old Main and South Hall, and complete the Keystone Hall renovation and addition.

Success criteria: Funding will be obtained, and the Convocation Center, Herron Fitness Center, High-Voltage Upgrade project, Pedestrian and Vehicular Enhancement Phase II and the Keystone Hall renovation and addition will be completed by 2012-13; Old Main and South Hall are scheduled for completion in 2013-14.

Objective 5.2: Create and implement the phases of the Roadman Park Master Plan, including a multi-sport facility, tennis courts, soccer field upgrades and baseball field upgrades.

Method: Identify funding sources, contract for designs and bid the projects.

Success criteria: The tennis courts will be completed by August 2009; funding will be obtained and all other projects completed by 2012-13.

Objective 5.3: Create and implement the phases of a Parking Facilities Master Plan to include Manderino Parking Garage, Roadman Park Surface Lot and River Lot Improvement projects.

Method: Hire and meet with consultants to form a plan of action to address parking issues; compile a pro forma that addresses funding; implement construction and renovation.

Success criteria: Projects will be completed in FY 2008-09 and 2009-10.

Objective 5.4: Move forward with the approval and implementation of the next 10-year phase of the University Master Plan.

Method: Obtain funding, identify contractors and implement projects for 2009-2012 to include the campus loop road construction, development of the Third Street pedestrian mall, construction of the front entrance loop, and expansion and renovation of Natali Student Center.

(Continued ...)

Success criteria: The first three years of the 10-year Master Plan will be completed successfully.

Objective 5.5: Implement and continuously improve the Landscape Master Plan for the beautification of the campus.

Method: Identify funding sources, contract for landscape upgrades and bid the projects as needed.

Success criteria: Funding will be obtained and projects completed by 2012-13.

Objective 5.6: Assess and enhance the IT infrastructure for the University.

Method: Hire a Vice President for Information Technology who will be charged with the development and implementation of a three-year strategic plan (2009-2012) for the campus that includes increased/enhanced security systems, new technologies and implementation of a new Student Information System; provide enhanced student web services as part of the new system implementation.

Success criteria: Vice President for Information Technology will be hired and a three-year strategic plan for IT operations will be completed by December 2009; the new student information system will be implemented and operational based on the timeline established by PASSHE.

Method: Explore a Laptop for Students program.

Success criteria: A proposal identifying the pros/cons of this initiative will be presented to Cabinet by December 2009.

Method: Maintain current equipment and industry standards for IT on campus and modify/update the IT strategic plan as standards change.

Method: Conduct an inventory of all classrooms and create a “smart technology plan” for multiple levels of instructional technology; provide a scheduling process that connects faculty with the appropriate level of technology in their facilities; and provide an ongoing training program for effective use of the technology/equipment.

Success criteria: An approved plan will be implemented by 2012 that provides for training and multiple levels of technology/equipment in University classrooms upgraded in a three-year cycle.

Objective 5.7: Continue to re-design and renovate existing academic learning spaces that promote faculty productivity.

Method: Conduct an inventory of existing academic learning spaces.

(Continued ...)

Method: Establish and prioritize needs for improving faculty productivity in existing academic learning spaces.

Method: Re-design and renovate existing spaces to improve faculty productivity.

Success criteria: Recommendations for redesign and renovation to enhance learning and promote productivity will be submitted to University President by 2010. Implementation will occur in stages from 2011 through 2012.

“ Service is the rent we pay for the privilege of living on this earth. ”
— Lord Halifax



GOAL SIX: To continue to serve the region, the Commonwealth, and the Nation.

Objective 6.1: Identify and partner with world-class organizations to create opportunities for the region and the University community.

Method: Provide for FranklinCovey Leadership Development Initiatives, including 7 Habits Endowed Scholarship Partnership/Training with regional organizations.

Success criteria: \$100,000 in new endowed scholarships will be generated annually by providing world-class leadership training to regional organizations.

Method: Provide exhibitions in the University’s Manderino Gallery from the Smithsonian Institution Traveling Exhibition Service (SITES); provide lectures and educational materials for K-12 teachers and students related to each exhibition.

Success criteria: At least two SITES exhibitions will be displayed per year with a goal of reaching 10,000 visitors (to include K-12 students) annually.

Method: Make curriculum packets and television programming, provided by the National Gallery of Art and other sources, available to area teachers and other educators; promote the lending program to increase the number of teachers borrowing the materials for use in area schools.

Success criteria: The number of area teachers using these materials will be measured in Fall 2009 with a goal of increasing that number by 5% annually for three years.

Method: Partner with Food Service vendor to develop an Executive Level Leadership Conferencing/ Training Program.

Success criteria: Discussions will be initiated, a partnership plan and structure will be developed, and at least one program will be initiated each year beginning in 2010.

Objective 6.2: Assist and support disaster planning in the region.

Method: Update Weather Center equipment and modify procedures as necessary to maintain StormReady University status as defined by the National Weather Service.

Success criteria: The StormReady University designation will be maintained.

(Continued ...)

Method: Continue to promote and support participation in RAIN, the River Alert Information Network.

Success criteria: Participation in RAIN activities will continue through 2012.

Objective 6.3: Foster relationships and internship experiences (internships only; does not include other experiential activities, such as student teaching and cooperative education) 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.

Method: 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.

Success criteria: The proposed model will be approved through appropriate University channels and fully implemented by 2011.

Method: 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.

Success criteria: The percentage of high-quality internships will increase from the current 828 to at least 878 by 2012.

Objective 6.4: Utilize the newly constructed Convocation Center as a resource for regional, state and national conferences and events.

Method: Configure and operate the Convocation Center to optimize its use for special events and executive conferencing.

Success criteria: At least two major events and three executive conferences that generate supplemental revenue and bring community members/business people to campus will be booked by 2012.

Objective 6.5: Provide professional services to regional communities and agencies.

Method: Create a speakers' bureau to increase the visibility of University experts.

Success criteria: A speakers' bureau list will be developed through the Office of University Relations by Fall 2009; this information will be made available to the media and other regional, state and national organizations upon request.

(Continued ...)

Method: Continue to promote and support crime-mapping services.

Success criteria: Crime-mapping services will be provided to law enforcement agencies with a goal of increasing participation by at least one police department or other agency per year for the next three years.

Method: Continue to promote and support Geographical Information Sciences programs.

Success criteria: GIS services will be provided to community groups/agencies with a goal of increasing participation by at least one group/agency per year for the next three years.

Method: Continue to promote and support the Homeland Security Institute.

Success criteria: A Homeland Security Conference will continue to be held each year through 2012.

Method: Continue to promote and support the Institute of Criminological and Forensic Sciences.

Success criteria: A wide range of forensic services will be provided to local, state, regional and/or national law enforcement entities with a goal of increasing the number of engagements by at least one per year for the next three years.

Method: Continue to promote and support the Child and Family Studies Institute.

Success criteria: Research and consultation services will be provided to local school districts, hospitals, social service agencies and/or other organizations with a goal of adding at least one new engagement/project annually for the next three years.

Method: Continue to promote and support the Tourism Research Center.

Success criteria: Economic development support will be provided to the tourism industry (Pennsylvania's second largest industry) and, especially, its destination management organizations within the region and state-wide with a goal of increasing the number of organizations we assist by at least one per year for the next three years.

Method: Continue to promote and support the Institute for Law and Public Policy.

Success criteria: Information, public policy and operational findings concerning the American justice system, including systematic trends and innovations, will be disseminated to the legal and justice community. Continuing education for justice professionals, such as police, lawyers, correctional personnel, human service workers, professional security specialists and judicial personnel will be provided, as well as publication of a peer reviewed journal.

(Continued ...)

Objective 6.6: Provide for the artistic and cultural development of our students and the region.

Method: Continue to host the Pittsburgh Symphony Orchestra at least once a year on the campus; continue to promote and support cultural events and plays in the Steele Hall Main Stage Theatre and the Gerald and Carolyn Blaney Theatre.

Success criteria: The Pittsburgh Symphony Orchestra will perform annually on campus; cultural events and plays will continue to be held in the Steele Hall theaters and promoted through the Marketing/Communications offices.

Method: Continue to support and promote the self-guided Art Tour of the University campus.

Success criteria: The number of visitors taking the Art Tour will be measured beginning in Fall 2009 and the tour will be promoted with a goal of increasing participation by 5% per year through 2012.

Method: Develop, support and promote a self-guided Arboretum Tour of the University campus; meet all requirements to have the University's arboretum accepted as a member of the American Horticultural Society and the American Public Gardens Association; implement a marketing/communications initiative to promote the arboretum to the campus community and the general public.

Method: Develop a preservation/replacement plan for the Arboretum, which takes into consideration the age and recent loss of trees due to natural causes or acts of nature; plan for the selection and identification of plantings as part of the site work when construction of new buildings occurs.

Success criteria: The University's arboretum will be accepted for membership in the American Horticultural Society and the American Public Gardens Association by Fall 2009; an informational map will be published and disseminated as a guide for campus visitors who wish to explore the arboretum; the number of visitors taking the Arboretum Tour will be monitored beginning in Fall 2009 and the tour will be promoted with a goal of increasing participation by 5% per year through 2012.

Objective 6.7: Increase the scope and number of workforce development initiatives at the main campus and the Southpointe Center.

Method: Partner with WEDnet, CareerLink, WIBs, community colleges and other training providers to provide a variety of onsite training opportunities to meet the needs of manufacturing companies, banks, schools and healthcare organizations; conduct needs assessment studies in the tri-state region to identify training needs.

Success criteria: The number of workforce training programs will be increased by 5% per year for each of the next three years.

(Continued ...)

Method: Implement and expand GoArmyEd.com to provide educational opportunities for service men and women around the world. (See Objective 1.7)

Success criteria: The number of new military students and/or dependents who enroll through this new portal will be monitored with a goal of increasing enrollment by 5% each year for the next three years.

Objective 6.8: Continue to have the University make a positive economic impact on the region and the state.

Method: Inclusion of the following language in the University Food Service contract: The contractor shall make every effort to create a local and organic closed loop food system by purchasing twenty percent (20%) of total food purchases within 250 miles of the University. Every effort will be made to purchase food products made in Pennsylvania.

Success criteria: The Food Service contract will be monitored for compliance to ensure that a minimum of 20% of total food purchases are within 250 miles of the University.

Method: Continue to support and promote Government Agency Coordination Office (GACO) as a means of linking regional businesses with government contracts and subcontracts.

Success criteria: GACO will increase the number of businesses that register for its services by 2% per year through 2012; GACO will continue to support the region's business owners with one-on-one counseling and by organizing seminars, procurement fairs and networking events.

Method: Continue to attract visitors to campus events, including athletic contests, lectures/presentations and cultural offerings; continue to highlight nearby regional attractions, where appropriate, in marketing and recruitment materials produced by the University.

Success criteria: The number of visitors who attend campus events will be monitored beginning in Fall 2009, with a goal of increasing that number by 5% annually through 2012; the Marketing/Communications offices will highlight regional attractions in at least one additional University publication per year.

Method: Promote and encourage volunteerism by faculty and University staff as a contribution to the community.

Success criteria: Faculty and University staff will increase the number of hours spent on volunteer activities by 2% each year from 2009 through 2012.

(Continued ...)

Method: Continue to make payments in lieu of taxes to California Borough, California Area School District and Washington County in connection with both the Vulcan Village (formerly Jefferson@California) upper-campus housing project and the main campus housing project.

Success criteria: The University will make payments in lieu of taxes at the agreed-upon rate to California Borough, California Area School District and Washington County.

Method: Continue to work with the California Borough and the Center for Community Partnerships to promote and encourage cooperative efforts, as well as promote goodwill.

Success Criteria: Increase the number of agreements and cooperative projects between the University and the California Borough. The Office of Continuous Improvement will successfully manage and conduct surveys as needed and will evaluate results as it relates to community development projects.

Method: Continue to participate in the PASSHE Economic Impact Study, and to evaluate new study results as they are made available.

Success criteria: The Office of Continuous Improvement will collect information for the PASSHE Economic Impact Study as requested and will evaluate results of the study as they are made available; the Provost's Office will submit economic development activities and results as part of the Narrative Assessment Statement, a critical part of the University's System Accountability Report: Annual Performance Outcomes.

Method: Promote the University's economic development initiatives and broader community impact via fact sheets to be distributed to key constituencies.

Success criteria: The Office of University Relations will compile fact sheets to be distributed to key constituencies by Fall 2009; these will be updated and redistributed annually.

“The importance of money flows from it being a link between the present and the future.”
 — John Maynard Keynes



GOAL SEVEN: To continue to enhance the use of existing resources and develop/increase new sources of revenue.

Objective 7.1: Explore the potential of offering executive-level conferencing/training on the campus to enhance revenues and effectively utilize residence halls during the summer months.

Method: Implement executive conferencing on campus to provide supplemental support for University goals and student scholarships.

Success criteria: An Office of Executive Conferencing will be created to manage this initiative; a Director of Executive Conferencing and a clerical support person will be hired for this office; the Convocation Center will be designed and equipped to optimize its use for executive-level conferences.

Method: Meet with FranklinCovey representatives to discuss the possibility of partnering on national conferences and utilizing the campus as a site for regional conferences and/or facilitator training; prepare a proposal to host at least one event per year for the next three years.

Success criteria: A partnership agreement will be signed by 2010 and a conference or training session will be held on campus.

Objective 7.2: Continue to expand the 7 Habits Endowed Scholarship initiative. (See Goal 6.1)

Method: Promote the benefits of 7 Habits leadership training to corporations/employers; continue to offer 7 Habits leadership training to employers for an established fee, using certified volunteer trainers and directing the savings to an endowed scholarship in the organization’s name.

Success criteria: 7 Habits leadership training will be provided to at least one new corporation or employer each year through 2012, increasing the number/amount of endowed scholarships.

Objective 7.3: 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 (See Goal 1.7)

Method: 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.

(Continued ...)

Success criteria: At least one new Global Online program that contributes revenue to the University and meets students' needs will be implemented per year for the next three years.

Objective 7.4: Design and implement an effective fundraising program that includes the Annual Fund, Planned Giving and a second Capital Campaign, to be announced in 2009, with a goal of raising \$35 million for the University and endowed scholarships.

Method: Contract with a consultant to examine the current organizational structure for the Development area and make recommendations for the most effective means to accomplish the goals of the Annual Fund, Planned Giving and Capital Campaign.

Method: Create a list of naming opportunities for potential donors.

Method: Create an effective online donation mechanism that will be easy for donors to use and allow for client data and feedback.

Success criteria: The public phase of the Capital Campaign will be announced at the 2009 President's Gala and the goal of \$35 million will be secured by 2012; the number of endowed scholarships and the value of these will double over the next three years; the dollar amount given to the Annual Fund will increase by 25% per year for the next three years; an effective online donation mechanism will be implemented by 2009.

Objective 7.5: Create and implement programs to increase the alumni participation rate.

Method: Expand the number of Affinity Groups and Giving Societies.

Success criteria: The alumni participation rate will increase in each of the next three years with a goal of raising it from the current 12% to 20% or better by 2012.

Objective 7.6: Continue to generate surplus revenues over expenditures to allow for additional financial flexibility in the years ahead.

Method: Continue to improve productivity so that existing resources can be utilized more effectively.

Success criteria: Faculty productivity will increase by 3% annually in 2010-11 and 2011-12.

Method: Continue to invest in energy-saving initiatives throughout the campus.

Success criteria: Through 2012, the University will maintain its position as a leader in energy efficiency as documented by the annual Utility Usage Report prepared for PASSHE by the Penn State Facilities Engineering Institute.

(Continued ...)

Method: Continue to increase enrollment in the Global Online program. (See Objective 1.6)

Success criteria: Enrollment in the Global Online program will increase by 10% by 2012.

Objective 7.7: 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.

Method: Conduct a comprehensive review of the Board of Governors policies and provide the Chancellor's Office with a list of outdated/restrictive policies; suggest possible revisions or elimination strategies.

Success criteria: A comprehensive review will be conducted and information submitted to the Chancellor's Office by May 2010.

Objective 7.8: Expand efforts to identify outside resources to help finance research, service and learning.

Method: 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.

Success criteria: Increase the number of faculty seeking grants or external support, as well as the overall dollars in active status as of June 30 from \$6.7 million to \$8.5 million by 2012.

Method: Continue and expand the Grant Writers' Fellowship program.

Success criteria: The number of faculty enrolled in the Grant Writers' Fellowship program will increase by 10 faculty members per year.

Method: Foster awareness and successful applications of faculty in pursuit of Fulbright Scholar or Fulbright Specialists programs.

Success criteria: At least one faculty member will take part in the Fulbright Scholar Program and one faculty member will take part in the Fulbright Specialists Program by 2012.

Objective 7.9: Expand efforts to identify resources to finance the Internship Award Fund, which helps to offset the costs of participating in high-quality internship experiences.

Method: Seek support for the Internship Award Fund from businesses and corporations that accept University students as interns.

Success criteria: The dollar amount and number of internship awards will be measured in Fall 2009 with a goal of increasing support for the Award Fund by 5% each year through 2012.

“Democracy is the most demanding of all forms of government in terms of the energy, imagination, and public spirit required of the individual.”
— Gen. George C. Marshall



GOAL EIGHT: 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.

Objective 8.1: Develop and implement a broad, campus-wide program to develop a culture of student philanthropy and contribution.

Method: Develop and institute broad-based programming designed to establish a culture of student philanthropy and to foster a lifelong relationship between students and their alma mater.

Success criteria: Beginning with new-student orientation for Fall '09, incoming classes will participate in student philanthropy/lifelong relationship programming annually through 2012.

Objective 8.2: Provide educational and enrichment opportunities for students that create political awareness and promote responsible citizenship.

Method: Provide opportunities for students to participate actively in the political process by institutionalizing and expanding American Democracy Project programming, such as the Deliberative Polling Initiative, Issue Expos and Candidate Forums.

Success criteria: The American Democracy Project will have an advisory board by Spring 2009 and a budget line by Fall 2010; Constitution Day and Issue Expos will be annual events; Campaign Watch, Issue Expos, Candidate Forums and Election Analysis Forums will be held in off-year (mid-term) and on-year (presidential) elections.

Method: Expand on the University's already strong mission of building character by encouraging student involvement in University and community life and, more specifically, by encouraging students to give of their time, their talent and—when able—their treasure, by volunteering or by contributing generously to the University, the community and other worthwhile initiatives and organizations.

Success criteria: Good citizenship is demonstrated by respect for school, community, and self; therefore, active steps will be taken to document volunteerism and community work by use of the Activities Transcript.

(Continued ...)

Method: Establish an Office for Community Service that will promote responsible citizenship by students in University and community activities that encourage contributions of their time, talent and treasure to the University, the community and the world.

Success criteria: Beginning in Fall 2009, the Office for Community Service will monitor the number of community service projects performed by students with a goal of increasing that number by at 5% annually through 2012. Promotional materials and a website, listing service opportunities, will be developed and implemented by Fall 2010.

Method: Institute a University-wide day of service for incoming freshmen.

Success criteria: Beginning in Fall 2010, and every year thereafter, all incoming freshmen will participate in a day of community service.

Method: Encourage students to secure government-related and nonprofit internships.

Success criteria: The number of students in government-related and nonprofit internships will increase by 10% each year through 2012.

Objective 8.3: Identify and implement strategies: a) that educate students to better understand their role as global citizens; b) that help them live and work in an increasingly interconnected world; and c) that foster effective leadership skills needed in the University, the community and the world.

Method: Provide speakers on global issues such as energy, the environment, health, trade, conservation, current events and social responsibility.

Success criteria: Students will be surveyed annually to verify that global citizenship is a concept being conveyed by campus speakers; survey results will be utilized to continuously improve speaker and topic selection through 2012.

Objective 8.4: Expand the services of the Character Education Institute to schools and teachers in the region/state.

Method: Offer a Character Education conference for teachers, guidance counselors, administrators and other educators once a year.

Method: Make the Character Education Institute resource materials available for use through the University library.

Success criteria: Participant evaluations of the conference will be conducted and the results will be utilized to continuously improve future conferences; the Character Education resource materials collection will be updated annually.

(Continued ...)

Objective 8.5: Encourage students to take leadership roles by participating in Student Government, the University Forum and the Student Association, Inc. (SAI).

Method: Create and implement a special session at new-student orientation that encourages students to seek leadership opportunities in these organizations.

Success Criteria: Each year through 2012, at least five students who have not previously held office will accept leadership roles for the first time.

Method: Develop and implement a mentoring/shadowing program for potential student leaders through the Office of Student Development.

Success criteria: Develop new-student orientation and mentoring/shadowing programs beginning in 2009 with a goal of increasing program participation by 10% each year through 2012.

Objective 8.6: Foster social responsibility by increasing student participation in programs intended to develop effective leadership skills.

Method: Actively promote and support leadership programs and activities for students, including Emerging Leaders, Society for Leadership and Success, 7 Habits training, and New Leadership PA.

Method: Identify a coordinator to work with club/organization leaders to foster effective leadership skills (i.e. club sports, residence hall councils, band/choir, etc).

Success criteria: Current participation in all leadership programs will be measured beginning in Fall 2009, with a goal of increasing overall student participation by at least 5% each year through 2012.

Method: Continue to offer a minor in Leadership Studies.

Success criteria: The number of students completing the minor in Leadership Studies will increase by at least 5% annually through 2012.



CALIFORNIA UNIVERSITY OF PENNSYLVANIA
Building Character. Building Careers.
www.calu.edu

A proud member of the Pennsylvania State System of Higher Education.

BUILDING CHARACTER. BUILDING CAREERS.