

Academic Affairs Strategic Plan Action Plan 2008-2009

Preamble

The purpose of the Academic Affairs Strategic Plan is to identify the goals, actions, and outcomes that the Division of Academic Affairs has established for the support and delivery of educational services at Millersville University. The intent of this Strategic Plan is to provide a road map for administrators and faculty to fulfill the current objectives of the division. The current version of the plan reflects the six Strategic Directions for the University. Those directions are:

- 1) Creating Academic Programs of National Distinction;
- 2) Nurturing a Passion for Learning;
- 3) Fostering an appreciation of the Liberal Arts;
- 4) Cultivating a Community of Diverse People, Thoughts and Perspectives,
- 5) Developing Life and Leadership Skills that Promote the Greater Public Good; and
- 6) Providing Responsible Stewardship.

The plan itself is assessment-based in that it presents the strategies to be undertaken, as well as the actual results achieved by the end of the academic year. Some strategies are academic year specific while others are ongoing. The useful feature of the Plan is that it presents the results for each strategy, as well as key action plans to be accomplished during the following year.

The planning process itself has been engrained into the regular, ongoing activities of the division. Each year, members of Deans' Council attend a retreat in the late summer in which the strategies and actual outcomes of the previous year's plan are studied. Action plans are then identified, and the goals of the Plan are either re-presented or removed. In some cases, new goals are added to the Plan. In 2005-06, Goal #5: Faculty Development, was added.

The Academic Affairs Strategic Plan is an important document for the Academic Affairs Division, as well as the University as a whole. The outcomes reported here are specific to the 2008-09 strategic actions and do not reflect an exhaustive list of outcomes and accomplishments in Academic Affairs. A comprehensive listing of accomplishments appears in each year's Annual Report. The Academic Affairs Strategic Plan allows us to clarify our goals for the given year, to track progress that is made, and to show what changes we are making within the division in order to make educational services for our students and educational outcomes the best they can be.

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1	GOAL #1: Transform the curriculum and educational programs to respond to the changing needs of a dynamic society.					
2	Connection to MU's Strategic Directions: (1) Creating Academic Programs of National Distinction and (3) Fostering an appreciation for the Liberal Arts.					
	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
4	(A-1) Review undergraduate degree programs for opportunities to transform curriculum through updates, revisions or consolidations into their interdisciplinary programs. This review of degree programs includes consideration of new options within existing programs.	Develop a 120-credit Respiratory Therapy program option within the new BS-AHT degree.	Proposal will be submitted to SCMA School Curriculum Committee in October 2007. Approved by Faculty Senate and Administration during 2007-08 academic year. Should be completed by October 23, 2008.	A new B.S. in Allied Health Technologies was approved by the Board of Governors. Included in the BS-AHT is a new 2+2 program in Respiratory Therapy. All of the BS-AHT revisions are effective the fall 2009.	Chair BIOL/ Dean SCMA	Completed
5		Develop a B.S. in Allied Health Technologies.	BOG approval expected in fall 2008. Should be completed by October 23, 2008.	A new B.S. in Allied Health Technologies was approved by the Board of Governors. Included in the BS-AHT is a new 2+2 program in Respiratory Therapy. All of the BS-AHT revisions are effective the fall 2009.	Chair BIOL/ Dean SCMA	Completed
6				Five (5) interdisciplinary environmental minors were revised to make the minors more attractive to majors in various university programs. Curricular changes approved.		Completed
7		Develop Computer Graphics and Game. Development track in Computer Science.	New Computer Graphics and Game Development track in Computer Science should be approved by fall 2009.	The Computer Science Department has completed a computer graphics and gaming track, consisting of courses in mathematics, art, ITEC and computer science. This is not a formal degree option and so, this has not been approved by any reviewing body. Rather, this is an advising option, listed on the department's web site and indicating that students with a career option in this area should take the specified courses.	Chair CSCI/Dean SCMA	Completed
8		Cert in Prof Writing: Finalize development of an implementation plan for undergraduate certificate in professional writing to be offered in non-traditional modalities (off-campus, online) to adult students.	The curricular development and feasibility study will be completed by PTE and ENGL. Issues remaining include scheduling instructional staff and determining how certificate credits might be applied to degree. Fall 2009 launch is anticipated.	Professional Writing Certificate Program proposal is complete and is undergoing review in English department for future implementation.	Grad Dean/Dir of DL&OCP/Chair ENGL	Ongoing
9		Develop and implement revisions of the freshman and sophomore level biology courses/schedules for biology majors and non-majors.	Performance will be improved of biology graduates on exit GRE and MFAT evaluation instruments. Maintain nearly 100% pass rate on the Biology Praxis II exam. Retention in the major will be improved. A broad biology core for all biology options will be provided. Biology B.S. students will be offered more freedom in the selection of electives. Inquiry-based laboratory experience in the new BIOL 101 course for majors will be offered.	The Biology Department received approval for a major revision of its core courses for majors in all of the biology BS options. Four new courses were developed including BIOL 101 (Foundations of Biology), 343 (Principles of Ecology and Evolution), 363 (Cell and Developmental Biology), and 364/564 (Foundations of Genetics and Molecular Biology). Separately the department also received approval to offer an Animal Behavior option. The BIOL 101 course will be an important introduction to the major for freshmen and will include inquiry based experiments and recitation sections. Externally verified academic quality: 100% student pass rate on nursing national advanced practice certification exams. 100% pass rate of respiratory therapy graduates on the licensure exam. Chemistry, computer science, and physics departments use the ETS Major Field Achievement test to monitor program quality; the average national percentile rankings for the past nine years are 79th %tile, 74th %tile, and 63rd percentile. In 2008-09, Millersville performed higher than the averaged national percentile rankings: the percentiles were 80th, 90th, and 72nd percentile, respectively).	SCMA Dean and BIOL Dept Chair	Ongoing

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10	(A-1a) Design and implement the new Chapter 49-2 certification programs in accordance with PDE requirements.	Revise ELED and Early Childhood to meet new PDE certification requirements.	The development of the new program certifications, as mandated by PDE through chapter 49-2 regulations, will continue. Work will be carried out by different SoE and PEU faculty committees to ensure that the new certification program proposals are developed by the November 10, 2008 PDE deadline.	Both the new middle-level program and revisions to other programs have been approved by the University curricular committees and by PASSHE. The proposals were also submitted to PDE in March 2009; approval from PDE is pending, in anticipation for program implementation in Fall 2009.	Provost and Deans Dean SOE	Completed and ongoing	
11		Design and obtain internal and external approvals for the new Middle Level (4-8) teacher certification program mandated by PDE.	The Middle level program proposal will successfully pass through all internal and external approval processes and be ready for implementation in 2009.	In response to PDE Chapter 49-2 requirements for new middle level programs, the SCMA developed new middle level requirements for (1) a non-science concentration with 12 credits (new courses PHYS 101 and ESCI 202) and a non-mathematics concentration of 12 credits (new courses MATH 204,205, and 230), (2) a 30-credit science concentration (new courses BIOL 101 and BIOL 140), and a 30-credit mathematics concentration (new courses MATH 204, 205, and 230).	Provost and Deans Dean SOE	Completed and ongoing	
12		Organize and conduct the review of the Middle Level and Pre-K-4 program proposals in collaboration with external stakeholders like School District consultants, Middle level Teachers, and Cooperating teachers.	The Middle level proposal will reflect the perspectives of all external stakeholders and articulation agreement with community colleges will be explored and developed.	The professional education unit at Millersville University successfully completed the development of proposals for the new certification program in Middle Level and the revised PreK-4 and Dual SPED programs.	Provost and Deans Dean SOE	Ongoing	
13		Redesign and obtain internal and external approvals for the ELED and Early Childhood programs to meet new PDE certification requirements.	The PreK-4 program proposal will successfully pass through all internal and external approval processes and be ready for implementation in 2009.	The Professional Education Unit made major revisions to all teacher preparation programs to meet additional requirement from Chapter 49-2. The proposals for the PreK-4, Middle Level and Dual ELED-SPED Teacher Education programs were submitted and approved by the University curriculum committees and also obtained approval from the System office in January 2009.	Provost and Deans Dean SOE	Completed and ongoing	
14		Redesign and obtain internal and external approvals for SPED program to meet the new PDE certification requirements.	The dual SPED program proposal will successfully pass through all internal and external approval processes and be ready for implementation in 2009.	See results above.	Provost and Deans Dean SOE	Completed and ongoing	
15		Redesign and seek approval from stakeholders for all secondary and Pre K – 12 BSE programs to meet new PDE requirements regarding accommodation and adaptation.	The BSE secondary and Pre K – 12 program proposals will successfully pass through all internal and external approval processes and be ready for implementation in 2009.	The PEU made significant revisions to all secondary and K-12 programs to bring them into compliance with Chapter 49-2 regulations. All newly revised and developed programs successfully passed through the University curricular committees. The Middle Level, PreK-4, and SPED proposals were also approved by PASSHE. PDE approval for these proposals is pending.	The proposals developed to meet the PDE requirements for accommodation, adaptation and ELL for secondary education programs was developed and has successfully passed through the University curricular committees.	Provost and Deans Dean SOE	Completed and ongoing

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16		Organize and deliver appropriate professional development activities and informational sessions for the PEU to support Chapter 49-2 program development and implementations.	Appropriate professional development activities (on and off campus) based on chapter 49-2 certification changes will be offered to members of the PEU using internal and external experts .	See results above.	Provost and Deans Dean SOE	Completed and ongoing
17		Develop strategies for addressing subsequent changes resulting from current mandates that will have implications for Post-baccalaureate, accelerated, and M. Ed. with certification programs.	The post baccalaureate programs will be updated to reflect Chapter 49-2 guidelines. Appropriate accelerated programs will be developed to address dual certification issues, and the Med certification programs will be redesigned to address changes resulting from Chapter 49-2 mandate.	School of Education representatives are actively participating in the PDE working groups to develop the guidelines for incorporating the mandates of chapter 49-2 into the Post baccalaureate, accelerated and Med with Certification programs. The new Post baccalaureate guidelines were expected to have been released end of July, 2009.	Provost and Deans Dean SOE	Ongoing
18		Review and update existing structures and materials for admissions, advisement, and advertisements of all teacher education programs to reflect the new mandates of Chapter 49-2.	New admissions, advising, and advertising structures will be developed to reflect the mandates of Chapter 49-2 in collaboration with admissions and the Registrar's office.	The Early Childhood and Elementary Education department which will house the new Middle Level certification program and the Special Education Department with a new dual major have updated their brochures to reflect the requirements of Chapter 49-2 for their programs. Formal and informal meetings will continue to be held across campus to discuss the process of updating existing structures and materials for admissions, advisement, and advertisements of all teacher education programs to reflect the new mandates of Chapter 49-2.	Provost and Deans Dean SOE	Ongoing
19		Develop strategies to ensure that teacher candidates admitted prior to the implementation of the new Chapter 49-2 in Fall 2009 successfully complete current program requirements and apply for teaching certification.	Multiple formal and informal methods of individual and group advising will be instituted to assist students in meeting strict PDE deadlines for the issuance of teaching certifications.	Multiple formal and informal methods of individual and group advising will be instituted to assist students in meeting strict PDE deadlines for the issuance of teaching certifications. Candidates will be guided by their individual plan of study in monitoring their progress towards timely program completion.	Provost and Deans Dean SOE	Ongoing
20		Redesign all secondary BSE programs to accommodate Chapter 49-2	At least two additional agreements will be in place by spring 2009.	Middle-level curricula developed in 2008-2009 for BSE students with math emphasis, with science emphasis, and for BSE middle level non-science/math majors . Physics 101 approved. No action on ESCI BSE redesign.	Deans and Dept. Chairs	Ongoing
21	(A-2) Develop and implement new graduate program offerings and delete existing ones, as appropriate.	Prepare proposal for M.Ed. program in Assessment, Curriculum and Teaching to present to PDE and SSHE.	The proposal for the M.Ed. Program in Assessment, Curriculum, and Teaching will successfully pass through the University curricular processes with a final approval by the Deans' Council expected by 10/15/08. Proposal is now pending submission to PDE and PASSHE for their approval.	A graduate level program entitled Assessment, Curriculum and Teaching has been developed and has successfully passed through the University curricular approval committees including Deans' Council. It is expected that this program will be submitted to the Board of Trustees at PASSHE for their approval in the Fall 2009 semester.	Chair EDFN Committee/ Dean SOE	Ongoing
22		Study feasibility and develop proposal for Ed.S. in School Psychology. (Two year time frame)	Feasibility study will be prepared and reviewed for recommendations. Terminal degree in school psychology (MS-EDS) proposal will be developed.	This is still in development. Dr. Victor DeSantis talked with PASSHE officials to determine the steps needed to seek the EdS. We would need to seek new program approval and we would need to determine what the Masters Degree would look like if an EdS degree is developed.	Grad Dean and SOE Dean.	Ongoing

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23		Ensure course delivery flexibility by offering courses in fully online or blended modalities or in off-campus locations.	Continue to increase enrollment in M.Ed. Gifted Education, currently offered in downtown Lancaster at Liberty Place.	1) 16 graduate and 6 undergraduate courses were converted to online delivery. The University increased the number of distance education offerings (online, blended, and video conference) to 176 sections (2,584 enrollments). 2) Courses in the M.Ed. in Language & Literacy continue to be offered to a cohort of educators at the South Western School District in Hanover, PA serving 18 students in the fall, 14 in the spring. This program will expand and will be offered with a new cohort beginning summer 2009 in the Dover Area School District. The M.Ed. in Special Education cohort in Harrisburg began in the spring 2009 with 10 students. 3) Faculty members in Educational Foundations Dept. have obtained department and School of Education approval to establish a pilot Science Professional Development School with Manheim Township School District. This program involves extended full-year placements and on-site delivery of methods courses.	Graduate Program Coordinator/ Dean SOE	Ongoing
24		Develop and implement changes in the graduate programs in the Math M.Ed.	Develop a plan by the spring 2009 for changes in the Math M.Ed. degree program and implement those changes in 2009-2010.	Mathematics M.Ed.is was redesigned to accommodate working teachers. Courses being offered in late afternoon and evening and downtown in evening.	SCMA & Grad Deans and Math Dept Chair	Completed
25		Study feasibility and develop proposal to refocus the MS in Biology degree program as a professional science master's program.	Redesigned MS in Biology developed by spring 2010.	Changes in the graduate biology program are still under discussion. The Graduate Dean commissioned internal research and an external consultant report on recasting the MS Biology program as a Professional Science Masters degree.	Grad Dean and SCMA Dean.	Ongoing
26		Explore graduate coordinator roles and responsibilities.	DC will provide recommendations regarding graduate coordinator roles and responsibilities.	The topic was discussed at Deans' Council and remains a topic under discussion at the Graduate Course and Program Review Committee for 2009-10.	DC; Grad and School Deans.	Ongoing
27		Explore curricular changes to MBA program.	The new department chair and new director of the MBA program will work in conjunction with the new Director of Business Studies to review current curricular offerings and refocus program emphasis.	In an effort to focus resources on achieving AACSB Accreditation, the Millersville Business Program is undergoing reorganization. Admissions to the MBA Program have been suspended. While students already matriculated in the program will be able to complete their degree, new applicants will not be admitted. This action will allow for the reallocation of resources to support the needs of the robust undergraduate program as we move toward achieving the rigorous standards for AACSB Accreditation.	Chair BUAD/ Assoc Dean and Director, BUAD, Dean H&SS/ Graduate Dean	Retire
28		Study feasibility and develop proposal for MS in Technology Management (two-year time frame).	Feasibility study prepared and reviewed for recommendations. Program proposal and market analysis will be completed.	Draft Notice of Intent documents have been prepared for a new master's degree in Technology Management (ITEC) and Childhood Wellness (WSS).	Grad Dean and SCMA Dean.	Ongoing. Documents to be filed with PASSHE in Fall 2009

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29	(A-3) Identify and implement strategies to attract "new" audiences such as transfer students, non-traditional students or adult learners.	Strategically review and make changes to the EducatorSource workshop and institute offerings	1) Increase number of institutes; 2) Increase enrollment in Educator workshops and Institutes; 3) Discussions continue regarding the short and long term directions of EDWs; recommendations for summer 2009 include strategically choosing off-campus sites for workshop offerings, focusing the topic areas of on-campus offerings, and conversion of highly requested yet low enrolled workshops into online formats. Create new institute for 2009 on topic of school counseling. Broader discussion of short and long term directions of EDWs is underway with a fall 2007 task force expected to report changes to be implemented in summer 2009. The Schools should become more strategic and proactive in designing a plan for off-campus workshops by increasing online offerings, developing new workshops, and regionalizing workshop offerings. Additionally, Schools should explore new workshops that would operate on the "Institute" model.	1) Nearly 140 Educator Source workshops were offered year-round to educators on-campus, online, and at sites across the Commonwealth, enrolling more than 2,000 graduate students 2007-2008. Increase of enrollments in Educator Source workshops offered year-round by 10%. -Enrollment targets for summer III 2008 were not met, but summer I and II 2009 were better than expected. Ongoing discussions and planning regarding conversion into DL modalities, streamlining processes for increased responsiveness, and other tactics to increase future enrollments. a) The 2008 ESL Institute served 49 participants. b) The 2008 Gifted Institute served 18 participants. c) The 2008 Writing Institute served 27 participants. d) The Latino Immersion Institute served 14 participants. e) The 2008 Foreign Language Institutes served 87 participants. 2) Summer institutes are estimated to serve approximately 200 additional educators and are offered on-campus, in York County, and in Puerto Rico.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration	Ongoing
30		Explore the development of graduate certificate programs.	1) Draft of Gifted Certificate (fully online delivery) in approval stages at the department and school levels; slated to be offered beginning in Summer 09/Fall 09. 2) Pursue possibility of Emergency Management certificate.	The School of Education made significant progress on program development at the graduate level. The Gifted Education certificate was approved by the School of Education curriculum committee and the Graduate Curriculum and Program Review Committee. Draft of Gifted Certificate (fully online delivery) in final approval stages at Faculty Senate, after gaining approval at the department and GCPRC. Professional Writing Certificate Program proposal is complete and is undergoing review in English department for future implementation. Plans for an Emergency Management certificate program have been put on hold until a new program director is in place.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration/Direct or DL/COP	No Action. Planning will be resumed once a new program director is appointed.
31		1) Implement second-year and plan for the third year of online M.S. in Emergency Management. 2) Recruit new director for the CDRE/M.S. in EM program.	Offer and evaluate Fall 2008- Spring 2009 classes. Continue marketing/ student recruitment plan. Enrollment was sustained and projected enrollment for 2008-09 is maintained or slightly increased.	The Master of Science in Emergency Management (MSEM) degree program began in Fall 2007 with an initial enrollment of 19 students. Fall 2008 enrollment increased to 26 students. The first three graduates of the MSEM program received their degrees on May 2, 2009.	Director CDRE/ Dean H&SS/ Graduate Dean	Completed

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32		Continue to review and revise services, policies, and procedures for students in established and new non-traditional programs such as MUOnline, weekend, off-campus, adult learning, undergraduate and graduate populations. 1) Expand cohort programs to include Gifted M.Ed. 2) Use Ad Astra to assist with strategic scheduling of offerings at Liberty Place location and begin to purposively move to scheduling fewer lower division courses at Liberty Place, placing more of a focus on adult learners and graduate students.	Gifted M.Ed. in the Harrisburg area with potential start of Fall 2009/Spring 2010. Monitor Liberty Place enrollments and offerings.	The MED in Gifted Education increased enrollment of matriculated degree students to a total of 7 (Fall 2008). Gifted ed course enrollments continue to meet targets. Exploration of a potential new off-campus cohort site is underway in Harrisburg. The Master of Social Work program increased enrollment in the advanced and regular programs from a total of 53 in Fall 2007 to 71 in Fall 2008. Over 20 students received their MSW degree at the May 2, 2009 Millersville graduation. Off-campus programming at Liberty Place in downtown Lancaster totaled 100 graduate and undergraduate courses with over 1578 total student enrollments during the fall and spring terms. In addition, winter session courses were offered at LP for the first time. Other sites at which courses were offered included Hempfield, HACC York, Dixon University Center and McCaskey High School.	ACE Task Force/PTE Grad Dean School Deans	Completed and ongoing
33		Explore other off-campus sites like Liberty Place.	Consultant reports on potential York site will be reviewed to identify recommendation for action by the end of Fall 2009.	Off-campus MED cohort begun in Hanover; two new MED cohorts underway in Dover and Harrisburg; MED in Gifted Education being offered predominantly at Liberty Place; MED Math program began offering courses at Liberty Place in 2008-09.	Graduate Studies	Completed and ongoing
34		Research feasibility to deliver or implement degree completion programs at off-site locations such as regional community colleges. Programs to consider may include psychology, elementary education, criminal justice (criminology), or sociology. Develop proposal and implementation plan for at least one undergrad degree completion program to be offered in non-traditional modalities (online; off-campus) to adult students.	Market analysis/feasibility study to be undertaken in the spring; thereafter concentration area(s) for development will be determined and working committees with department(s) and administrative offices established. Goal is Fall 2010 launch.	Research on this initiative has begun and will be completed during the 2009-2010 academic year.	Graduate Dean and School Deans	Ongoing
35		Feasibility explored to promote under-enrolled degrees to new audiences through major fair at HACC.	Increase in enrollment in under-prescribed majors by new audiences.	We continue to be a regular presence on the HACC campus where we promote all Millersville University majors. HACC tends to have the same under-subscribed program areas as Millersville University which does not lead to increased enrollments in under-subscribed majors for Millersville.	School Deans Admissions	Ongoing
36		Design and implement new Millersville Advancement Program (MAP) in Education for teachers in need of specialized coursework to move from Instructional I to Instructional II status.	Increase enrollment in accelerated, off-campus courses. Monitor and comply with benchmarks set within the Enrollment Management Plan.	1) Several courses for the MAP program in Education were also implemented this year at the Dixon University Center. MAP courses in the Fall 2008 and Spring 2009 semesters were offered at three sites (York, Harrisburg, and Lancaster); enrollments targets for this new initiative were met. 2) Total Winter 2009 numbers reflect 55 sections offered (834 enrollments). Budget targets not realized at the undergraduate level, but met on the graduate level. Overall, 4 additional sections (total enrollments -72) were offered.	Grad and SOE Dean	

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37		Review current MBA program.	The current MBA program is under review. Recommendations will be made by Spring 2009.	As a result of the review, admissions to the MBA Program have been suspended. While students already matriculated in the program will be able to complete their degree, new applicants will not be admitted.	Dean/ Director, Business Studies / Graduate Studies/ Director CAP	Completed – Retire
38	(B) Assessment and Continuous Improvement of Existing Programs: Design and implement a holistic outcomes assessment program with targeted outcomes for student learning and institutional effectiveness.	Ensure campus-wide participation in the Learning Outcomes Assessment Project as the means for measuring program outcomes and degree coherence. Enhance focus on assessment of student learning outcomes of both undergraduate and graduate programs.	All UG programs will submit a Learning Outcomes Assessment Template by SP08. Graduate programs that submitted assessment plans include M.Ed. in Sports Mgmt and MS Nursing. Asst VP P&A and Graduate Dean will discuss assessment in graduate programs. Evidence exists in departmental learning outcomes reports that efforts will be made to close the assessment loop by aggregating data from the Learning Outcomes Assessment plans and using that data to improve programs.	The area of assessment provides a constant focus for the Professional Education Unit as well as the School of Education. Mandated not only by the University, but our national accrediting bodies as well, the Professional Education Unit boasts a comprehensive electronic assessment system that monitors benchmark assessments, program assessments, department assessments, unit assessments and overall Praxis testing results. In addition, the Psychology Department within the School of Education in its commitment to progressing through the assessment cycle, has successfully identified and developed transition points and assessments for the School Psychology and School Counseling programs. The PEU Assessment system updates for 08-09 included developing an online survey of initial and advanced program completers who had graduated 1, 3 and 5 years prior. Another update has been the addition of graduate program assessments for School Psychology and School Counseling onto Banner. The Banner PEU system alert was developed to alert the Certification Office, the Dean, and relevant faculty/programs if a student teacher receives a 'less than satisfactory' rating on any of this state required assessment's sections. This alert system parallels the one in place for Disposition Notices. The PEU assessment system has created a program to <u>allow cooperating teachers to enter their student teacher evaluations</u>	Deans/ Assistant Provost for P&A	Ongoing
39		Improve campus-wide participation in the Learning Outcomes Assessment by advancing the concept of "closing the loop."	The annual learning outcomes summary report will be updated in FA 2008.	All HSS undergraduate program outcomes assessment templates were submitted in fall 2008 and will be submitted for 2008-09 in Fall 2009. All SCMA departments have an assessment plan in place. Plans are updated yearly. The Library Department's newly-formed Planning and Assessment Committee conducted two projects specifically relating to information literacy. 1) Created an online survey asking MU students to rate their confidence level in identifying appropriate information sources, 2) Using a locally-created rubric, five library faculty evaluated 36 papers from students in 3 sections of ENGL 110. Results of both projects are currently being analyzed.	Deans/ Assistant Provost for P&A	Met and Ongoing

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40		1) Implement early phases of plan for broad assessment of Millersville University's general education curriculum. 2) Establish a plan and process for assessing Middle States' seven specified general education outcomes.	Connections between WNS Liberal Arts education and the New Gen Ed objectives are identified. AOAC implements WNS and CLA and reviews and disseminates report on past outcomes assessment initiatives. Additional attempts to assess critical thinking is being conducted using CLA in 2008-09	1) The Collegiate Learning Assessment (CLA) was taken by approximately 104 freshmen students in the fall and 68 senior students in the spring. The 2008 administration of CLA indicated that Millersville first-year senior students performed at expected levels. 2) Millersville participated in the Wabash National Study of Liberal Arts Education, a large-scale, longitudinal study to investigate critical factors that affect the outcomes of liberal arts education. Assessments were administered to over 1000 freshmen students in fall 2008 with a follow-up to these students in spring 2009 with over 500 first-year students participating. The Wabash study assessments will also be administered to this cohort of students in their senior year. 3) Academic departments embarked on curricular mapping initiative to align course and program outcomes. 4) Academic Outcomes Assessment Committee designed general education outcomes matrix aligning University Outcomes with new Gen Ed Objectives. Reviewed assessment data from past five years on seven university outcomes and prepared drafts of assessment briefs to share with University community. 5) Over 700 faculty, staff and students participated in the 2009 Campus Climate Assessment.	Coordinator GenEd/ Asst Vice Pres for P&A/ Chair Assessment Committee	Ongoing
41		Ensure that effectiveness initiatives for non-instructional units within Academic Affairs are in place.	Units will use continuous improvement and outcomes assessment process cycles to make improvements. Modifications will be made to learning outcomes template.	In Spring 2009, the OLS conducted an assessment of its services and polled students with disabilities, students not identified as those with disabilities, faculty, administrators and staff.	Asst Vice Pres P&A/ Academic Affairs / CIEA	Ongoing
42		Continue with the focused assessment of academic advisement.	Five - year program review conducted. Continuous improvement and learning outcomes identified.	Program review conducted during 2008-09. Report will be finalized by September 2009.	Asst Vice Pres, P&A / Assistant Provost, Academic Services/ Advisement Office	Ongoing
43		Continue participation in AASCU & NASLGUC Voluntary System of Accountability.	Enhance VSA College Portrait "University Community" buttons on page 3 and begin development of intermediate web pages with appropriate University members. Feedback will be received from CIEA.	A draft of the VSA buttons was developed by the Council for Institutional Effectiveness and will be brought to Deans' Council and cabinet for approval.	Asst Vice Pres, P&A / Assistant Provost, Academic Services/ Admissions / Student Affairs / IT	Ongoing

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44		Finalize and use the data collected from the Noel-Levitz Adult Learner survey.	Findings will be e shared with Graduate Studies, P&A, DC, and Student Affairs to determine recommendations for improvements.	Millersville University participated in several national assessment initiatives: 1) For the first time the Noel Levitz ASPS was used to survey graduate degree and certification seeking students about expectations and satisfaction with graduate experience. The survey was completed in summer 2008 and had a response rate of over 45%. Presentations to the graduate faculty, deans' council, and campus community were conducted in fall 2008 and spring 2009. 2) Support was provided by Planning and Assessment to at least five academic department for comparison of student learning outcome achievements at national level. At least 4 departments used Major Field Achievement Tests to understand student learning outcomes. 3) Library faculty evaluated over 35 student papers from ENGL 110 using a locally-developed information literacy rubric. In addition, the newly created Library Dept Planning & Assessment committee reviewed current and prior information literacy assessments to identify patterns and trends to address.	Graduate Studies with Planning & Assessment.	Completed and ongoing
45		Administer first graduate and post-baccalaureate student exit survey.	Exit survey designed and administered to students by end of Fall 2009. Analyze the data from the exit survey for results, program analysis, and program improvement.	Graduate student exit survey has been drafted and commented on, and will be used in 2009-10	Graduate Studies with Planning & Assessment.	Ongoing
46		Initiate university-wide assessment advisory group, CIEA (Council for Institutional Effectiveness and Accountability).	University-wide committee will be established and will provide advice in planning of assessment initiatives.	The Council for Institutional Effectiveness was created and met four times during 2008-09. Goals listed below for the year were met. A. Develop the CIEA membership B. Draft an institution-wide Assessment Plan C. Provide feedback on the enhancement of Millersville's Voluntary System of Accountability College Portrait D. Share insights into enhancing the Institutional Effectiveness and Accountability web site E. Serve as Steering Committee for the facilitation of the Wabash Study on Liberal Arts Education at Millersville University F. Begin to review "Rediscover MU: 2010 Self Study" process findings regarding assessment	Planning & Assessment	Completed and ongoing
47		Draft an institution-wide assessment plan.	Draft submitted for review by June 2009.	The assessment plan was drafted by the Council for Institutional Effectiveness and, in Fall 2009, will be brought to Deans Council and Cabinet for approval.	Planning & Assessment	Completed and ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
48		Ensure library collections that are up to date in meeting the curricular needs of students and faculty.	Library faculty will continue working with faculty from selected academic departments to review the Dewey Decimal classified book collection and remove items from the collection based on deselection criteria.	Between June 2008 and June 2009 ca. 36,770 items in the general circulating collection were reviewed and 10,823 items were withdrawn. An additional 23,492 items in the general circulating collection are currently at various stages of review. 1747 videocassettes were reviewed and 814 of these were withdrawn from the collection. 844 items in the Reference Collection were reviewed and 82 of these were withdrawn. An additional 5,153 items in the Reference Collection are currently at various stages of review.	Library	Ongoing
49	(C) Collaborate in the implementation of innovative pedagogy initiatives, technology, and distance learning that enhance student learning.	Foster campus-wide dialogue on the Scholarship of Teaching and Learning. Promote & reward scholarship of teaching and learning as acceptable for the P & T process.	CAE will sponsor campus-wide discussions on the Scholarship of Teaching and Learning which will include examples of SOTL in Tenure and Promotion criteria from other institutions.	The Dean of H&SS, the Acting Director of the Center for Academic Excellence and Director of the Women's Studies Program developed a plan to promote interdisciplinary collaborative faculty research and the scholarship of teaching and learning through a writing residency program that led to a professional development day where faculty gained more information on how to participate in the project. Several cells of common interest were identified and faculty began working on applications to receive funds in support of their collaborative research efforts, as well as to identify goals for products (i.e. conference presentation, publications, etc.) that might result from their research.	CAE/ All Deans/ Provost	Ongoing
50		Reexamine quality of online UG and Grad course offerings. Begin to implement QM into DL program courses.	Determine appropriate benchmarks based upon changes in DL policies in the blended and online environments. Old benchmarks: The number of enrollments in distance education (accountability measure #6) will increase from 3,684 (per fall 2007 SAP). Fall 2005 baseline 1,103. Phase in benchmark quality standards for new course development and continuous improvement of existing courses by fall 2009. Rubric used and redevelopment stipends offered.	The University increased the number of distance education offerings (online, blended, and video conference) to 176 sections (2,584 enrollments). CAE partnered with the Office of Distance Learning and Off-Campus Programs to introduce the Quality Matters program and to offer an on-line workshop to support faculty developing on-line courses. About 30 University faculty participated in QM training, with several taking two workshops	Director PTE/ All Deans/ Provost	Ongoing
51		Continue to offer workshops and seminars in the area of distance learning. Evaluate all aspects of distance learning offerings.	The MUOnline Advisory Group Force has presented recommendations to the Provost concerning the evaluation of DL courses and will continue to work toward the implementation of these recommendations. Workshops to incorporate Quality Matters best practices into course development process will be offered. Train 50 faculty by May 2009.	16 graduate and 6 undergraduate courses were converted to online. The MUOnline Advisory Group continues to work with the CAE, IT and CGPS to offer and evaluate professional development opportunities for faculty teaching via DL. With PTE, the CAE and IT Division, sponsored the Annual Technology Showcase which provided professional development in the area of distance education to approximately 45 faculty members in 2008.	DL Task Force	Completed- Exceeded

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
52		Enhance the information literacy skills of all students, including those taking DL courses. Explore and seek opportunities to incorporate the Library into DL courses.	Library faculty will continue to create and revise online tutorials.	Purchased LibGuides, a commercial tool for creating online teaching tools in academic libraries. Library faculty have begun familiarizing themselves with the product and a committee has established guidelines and best practices for implementing a uniform visual look. Library faculty provided library and information literacy instruction to a total of 221 classes and answered more than 7400 reference questions.	Library / AOAC and Asst VP Inst Assessment & Planning (for assessment)	Ongoing
53	(D) Maintain accredited status of existing programs and achieve accredited status for other appropriate programs.	Implement the research phase of Rediscover Millersville: 2010 Self-Study process.	Begin drafting self-study document by June 30, 2008. Site Team Chair will be selected.	The Self-study Chair, Dr. Donald J. Farish, President of Rowan University, has been selected and will visit Millersville on October 30, 2009 for the preliminary site visit. The Self-Study document writing phase has begun by the co-chairs and the first draft will be ready by mid august to be shared with the steering committee and working group chairs.	Assoc Provost and Asst VP P&A	Ongoing
54		Implement plan to submit AACSB accreditation application for business programs.	Involve stakeholders in a review of the program mission and vision statements and implementation of the outcomes assessment plan. Integrate these actions as a part of the strategic planning process. Submit AACSB eligibility application by fall 2008 (December 2008). Student groups as well as Business Advisory Board will provide feedback on mission.	The newly established business advisory board met and provided critical feedback on the mission and vision of the Business Program. A consultant was hired who led a strategic planning activity for BUAD faculty. Conducted site-visit at Slippery Rock to review administrative structure for their business program to inform plans for MU. Worked with consultants to identify and address concerns prior to submission of AACSB Eligibility Application. The Eligibility Application was submitted in December 2008 and April 2009. The application is being revised with an expectation to resubmit in AY0910.	Dean H&SS/ Director, Business Studies / Chair BUAD	Ongoing
55		Submit ACBSP update to remove conditions and maintain accreditation with ACBSP.	Maintain ACBSP accreditation.	The Department of Business Administration worked successfully to resolve remaining concerns related to reaccreditation by the Association of Collegiate Business Schools and Programs (ACBSP). ACBSP has removed all conditions on the continuing accreditation of the Business program.	HMSS Dean and Associate Dean.	Completed – Met
56	Achieve re-approval of the American Chemical Society-approved chemistry programs in chemistry and biochemistry.	Self-Study submitted to the ACS with ACS decision on 'reapproval' during 2008-2009.	The Chemistry department was Informed of forthcoming ACS approval.		Chair CHEM/ Dean SCMA	Completed/ Ongoing
57	Secure Learned Societies approval of appropriate education programs as a part of NCATE accreditation, PDE Approval and State System compliance.	The National Council of Teachers of English and Educational Leadership Constituents Council will be submitted to their Specialty Professional Associations in Fall 2008. Revised reports will be submitted for: American Council on the Teaching of Foreign Languages, National Council for the Teaching of Mathematics, International Reading Association, National Council of Teachers of English, and Educational Leadership Constituency Council.	The English and Foreign Language secondary education programs both received recognition by their corresponding SPA.		Deans/ Chairs/ All Schools	Completed – Met

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
58		Nursing department prepares Self-Study for NLNAC reaccreditation visit in spring 2010.	Self-Study completed by fall 2009. Successful reaccreditation visit in spring 2010. Nursing program reaccredited in 2010.	The Nursing Department is currently writing its self-study document. A draft will have been completed by the end of this summer. The NLNAC site visit is scheduled for the 2009-2010 academic year.	Dean SCMA/ Chair, Nursing	Ongoing
59		CSWE awards accreditation for the MSW program by June 2009.	Prepare for successful site visit in Fall 2009. Submit accreditation self-study by summer 2009.	After a successful Fall 2008 site visit, CSWE approved the joint MSW program to move into the final stage of the initial accreditation process. The final accreditation site visit is scheduled to take place in Fall 2009 and will be reviewed at the February 2010 CSWE Meeting. The decision should be announced by mid-February 2010.	Dean H&SS/ Graduate Dean/ Chair, SOWK	On-Target
61	(E) Create learning environments that enhance programming and academic services.	Focus on visual and performing arts center.	Architect for the design of the Visual and Performing Arts Center will work with faculty on the Project's schematic phase in 2008-2009. Project is set for completion in 2011.	Faculty in the Art, Music and Theatre worked closely with the HMSS Dean's Office, as well as with the Project Manager, to ensure that the architect's plans will meet the needs of the academic programs, while also providing facilities of special University-wide events. All three academic programs worked hard to develop compromise plans when the square footage of the building had to be reduced. The schematic design phase is nearing completion. The project is on schedule for construction bid package to go out before the end of the calendar year.	Deans / HSS	On-Target
62		Enhance the learning-centered environment through improving library services and resources available to students.	The Library renovation planning committee, library faculty and staff, facilities management staff, and other members of the University administration will analyze the feasibility study report and continue planning for the building renovation.	Feasibility study for the library building renovation project was conducted by the firm of KlingStubbins. Study revealed that amount of money budgeted for renovation was inadequate for infrastructure upgrades let alone space redesign. University planning committee and library faculty and staff developed program document for project, outlining space needs for specific units and service areas.	Library	Ongoing
63		Expand opportunities for innovative classroom design to facilitate student learning and enhance student engagement.	Renovate technology for Myers auditorium and add kilns for Briedenstine Hall	The HMSS Dean's Office worked with IT to upgrade the multimedia equipment in Myers Auditorium. The upgrade included a new teaching station, new computer, new monitor with write-on technology, larger projection screen, HD projector, HD Blu-ray Disc player, and a Bose 7.1 Surround Sound System. The upgrades have enhanced the instructional capabilities for film, art and music classes that depend on high-quality images and sound. Construction was completed on an addition to Breidenstine Hall to house kilns for the ceramics program in the Art department. The new addition mitigates safety concerns while also fulfilling NASAD accreditation requirements.	Deans	Completed - Retire
64		Utilize Ad Astra to prepare comprehensive review of course scheduling.	Course scheduling will be reviewed and improved scheduling protocols implemented.	On July 1-2, 2009, the Deans Council will hold a workshop that will focus on the delivery of the University's curriculum and the development of the University course schedule. The results of this discussion will be used to facilitate a Department Chair workshop in fall 2009 and to influence the development of the fall 2010 (due in January 2010)		Ongoing
65		Use of the new scheduling software to facilitate effectiveness of general education, DL, and program offerings.	Demonstrate resource management when considering room usage and assignments. More efficient use of resources.	Revision of the course schedule for the fall 2009 (during the spring and summer 2009) was enhanced by the availability of room capacity data obtained from AdAstra. This information as used to increase the efficiency of program delivery for fall 2009. This will continue to be developed towards impacting the fall 2010 course scheduling process.	Provost/Registrar/ PA-IR	Ongoing

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1	GOAL #2: Intensify our deliberate, ongoing commitment to social equity, diversity and globalization.					
2	Connection to MU's Strategic Directions:	(4) Cultivating a Community of Diverse People, Thoughts, and Perspectives.				
	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	
4	(A) Recruit an increasingly diverse student body.	Utilize the Lancaster Partnership Program and Migrant Ed Programs to facilitate recruitment of students of color.	Fall 2005 baseline from LPP = 60, Migrant Ed = 6. During the 2006-2007 academic year, 68 LPP students were enrolled at MU. 2008-2009 academic year, 52 LPP students were enrolled at MU. The Migrant Education program will continue to work closely with the admissions office for the recruitment of migrant students to Millersville University. The LPP program, during 2008-2009, will continue to work with the Admissions Office to ensure LPP students will be recruited to MU.	The Migrant Education program provided student services to 384 migrant students in the Lancaster area, 320 migrant students in Berks County and 193 migrant students in the Lehigh Valley. In addition, the Migrant Education Program provided educational summer sessions on site in the surrounding school districts of the three county area A total of 52 Lancaster Partnership Program African-American and Latino students were enrolled at Millersville University during the 2008-09 academic year. 75% of students in the Lancaster Partnership Program (39 students) have achieved a 2.0 - 4.0 QPA during the 2008-09 academic year. Additionally, more than \$760,000 in scholarship and financial aid revenue continues to be generated by the Lancaster Partnership Program for students each academic year. The Lancaster Partnership Program is comprised of 6.6% of the African-American and Latino student populations at Millersville.	Directors/ LPP and Migrant Ed Programs/ Assistant Provost for Academic Services	Ongoing
5		Revise AIM / ACT 101 program based upon evaluation of the program.	In 2008-09 the AIM for Success/Act 101 Program will implement those recommended changes of the AIM Advisory Committee and those new guidelines also required by PDE for ACT 101 students. These recommended changes will ensure improved retention and graduation rates for students participating in the program.	New policies for AIM in the Summer Program were implemented for the summer 2009 program. There has been an increase in the second-year persistence rate of these students over the last two years. The University pursued additional mathematics and science support structure through summer math workshops for AIM students; developmental math workshops offered in the spring to prepare students for MATH 090; supplemental math assistance offered for students in MATH 090. The AIM for Success Program/ Act 101 recognized 51 students for achieving a semester QPA of 3.0 and above by placing them in its Honor Roll, and 17 students were inducted into the Achiever's Circle for maintaining 3.0 and above for two consecutive semesters.	Directors LPP, Aim for Success, Migrant Ed	Completed and ongoing
6		Translate the main MU web page into Spanish and create a clear link to this page.	Providing the main MU web page in Spanish will allow Spanish-speaking parents, students, and other individuals the opportunity to better access information related to MU, while at the same time increasing the number of Hispanic students applying to, attending, and graduating from Millersville University.	This has not been accomplished in the current year. It may be accomplished in 2009-2010 depending on the availability of funding for UC&M who have ownership of this project.	School Deans/ Admissions	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
7		Create an admissions brochure in English and Spanish describing support services and activities for Hispanic students and their parents.	Providing an admissions brochure in Spanish will allow Spanish-speaking parents, students, and other individuals the opportunity to better access information related to MU, while at the same time increasing the number of Hispanic students applying to, attending, and graduating from Millersville University.	The second edition of this brochure was produced in 2008-09.	School Deans/ Admissions	Ongoing
8		Develop talking points related to Hispanic organization, activities, and financial support available at MU.	Providing admissions talking points will allow Spanish-speaking parents, students, and other individuals the opportunity to better access information related to MU and will increase the number of Hispanic students applying to and attending Millersville University.	The Associate Director of Admission, a Latino, and the Assistant Director of Admission for Multicultural Outreach, a Latina, were heavily involved in outreach to the local Latino(a) community during 2008-09. They will develop talking points for the rest of the MU community in 2009-10. The Office of Admissions and the Latino Studies Program collaborated on a new mentoring/recruitment program for minority students attending McCaskey High School in Lancaster. 14 students of color from MU enrolled in LATS 379, an experimental 1 credit seminar where they studied issues faced by students of color related to college enrollment and applied that knowledge through mentoring activities with students of color at McCaskey.	School Deans/ Admissions	Ongoing
9		Provide mailing labels and email addresses to the Director of Latino/a Studies, SOLA, and the MSU and LSU Greek organizations each semester for incoming Hispanic students, including new freshmen, transfer, and returning students.	Providing assistance to these organizations to do direct mailings and to communicate with Hispanic students will allow Spanish-speaking parents, students, and other individuals the opportunity to better access information related to MU and will increase the number of Hispanic students applying to and attending Millersville University.	Mailing labels and email addresses for Hispanic first-year and transfer students were provided to the Director of Latino/a Studies.	School Deans/ Admissions	Completed.
10		Explore the feasibility to enhance student recruitment initiatives outside of Pennsylvania.	Explore and develop a plan for International recruitment using current on and off-campus resources.	The Enrollment Management Work Team made recommendations to the Cabinet concerning the recruitment of out-of-state (domestic and international) students. Cabinet will pursue discussions of these recommendations in summer 2009	Enrollment Management Work Group.	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress	
11		Enhance student racial diversity: Determine, provide and share best practices that directly relate to recruitment.	The percent of the student body that is African American or Latino will increase from 9.6% (per fall 2007 SAP) to 9.9% (per fall 2008 SAP). Fall 2004 baseline 8.3%- increased to 9.6% for fall 2007 SAP. In 2008-09 will meet targets identified in the current Enrollment Management Plan. Specific plans will be developed to offer incentives to Departments and Schools for their efforts in meeting this goal.	Applications from students of color reached record levels for fall 2009. African American applications increased from 970 to 1303, and Latino(a) apps increased from 294 to 361. Millersville University met many of its 2008-2009 recruitment goals detailed in the Enrollment Management Plan including the number of African American AIM freshmen and both AIM and Regularly-Admitted Hispanic freshmen. This is further evidenced by the 2008-09 SAP measures showing that the percent of overall enrollment that were African American or Latino rose from 9.6% in 2007-2008 to 10.0% in 2008-09. (NA)There was an increase in the number of new African American freshman, 139 in 2007-08 compared to 108 in 2006-07. There was a small decrease in the number of new Latino freshmen, 51 in 2007-08 compared to 62 in 2006-07.	Provost/ School Deans/ Director Admissions/ Academic Affairs	Ongoing	
12				The students from the Ethnic Studies Learning Community who were also enrolled in the Introduction to Latino/a Studies course completed 18 oral histories of local Latinos. These transcripts are now part of the Millersville University Special Collections. The Office of Admissions and the Latino Studies Program collaborated on a new mentoring/recruitment program for minority students attending McCaskey High School in Lancaster. 14 students of color from MU enrolled in LATS 379, an experimental 1 credit seminar where they studied issues faced by students of color related to college enrollment and applied that knowledge through mentoring activities with students of color at McCaskey.		Ongoing	
13					NSF-STEM scholarship grant for \$585,000 submitted in November 2007. Emphasis on low income and minority students. Funded July 2008. \$5,000 scholarships awarded to 11 sophomores (including 8 women and 4 underrepresented students) in fall 2008 and 17 incoming freshmen (including 10 women and 4 minority students) in spring 2009. In addition 6 BOG scholarship recipients were awarded \$2,000 in STEM scholarships; all are minority students (4 males and 2 females).		
14		NEW Enhance student racial diversity: Determine, provide and share best practices that directly relate to recruitment at the graduate level	The Office of Graduate Studies and Research will work on recruitment strategies to enhance student racial diversity recruitment at the graduate/professional program level.		1) Graduate Studies purchased a booth and attended the Chakah Fattah conference in Philadelphia, PA to recruit prospective graduate students from underrepresented groups. Over 40 prospective graduate students attended. 2) The Corporate University at Millersville and the Global Education Office partnered to offer programming to over 30 MBA students from Foro Europeo (Spain) in late Summer 2008. The program served 33 students.		Completed and ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
14		Explore the feasibility of alternative off-campus locations to attract a new non-traditional audience.	Increase in the number of non-traditional students. Increase the number of opportunities for non-traditional students to enroll in off-campus locations. Explore locations in close proximity to diverse metro areas (such as Philadelphia and Reading). New cohorts established at off-campus locations.	The Philadelphia Urban Seminar doubled in teacher candidate participation; this year, 35 teacher candidates participated in the two week long residency experience in the School District of Philadelphia during Summer Session 1, as compared to 18 in Summer 2008.	Graduate Dean	Completed and ongoing
15		NEW Continue to develop the Dual Enrollment Program.	The number of students participating in the Dual Enrollment program will include more than 70 students annually.	During 2008-09 academic year, the ASPLS office continued to work with the 9 area high schools, as well as the Gear Up Program, who participated in MU's Dual Enrollment Program. During the current academic year, a total of 78 students took advantage of over 100 college level courses at MU. A new policy was initiated for the fall 2009 semester that guarantees Dual Enrollment Program students a seat in one of three course selections. In addition to the Dual Enrollment initiative, the ASPLS office continues to work with the Milton Hershey Alliance, Philadelphia Academies, Inc., and the Philadelphia Futures.		Completed and ongoing
16	(B) Implement a recruitment plan that assures a diverse faculty and staff.	Support on-going recruitment of faculty with the emphasis on quality, equity, and diversity.	Increase the proportion of full-time faculty of color from 17.92 % (as of fall 2007 SAP) to at least 18% by fall 2008. Fall 2004 baseline 16.2%. Determine need for new target for fall 2009 for the % of faculty of color based on the FA04 baseline and FA07 data. This includes all races/ethnicities and International faculty.	In fall 2008 the proportion of full-time faculty of color fell to 16.83%, down from fall 2007 but still well above the baseline of 16.2%. New targets for fall 2009 will be set in the 2009-2010 Academic Affairs Strategic Plan. New endowed department scholarships available in 2008-2009: biology(1),chemistry (2), geology (1), and physics (3), math (2). Several endowed scholarships established in biology, chemistry, geology, mathematics, and physics During the spring of 2009, the ASPLS office received 16 faculty of color candidates interested in teaching at Millersville University during our third summer session. In working with the Deans and Department Chairs, there are no faculty positions open for summer scholars to teach during summer 2009. However, 2 of the faculty candidates were hired by MU beginning 2009.	Provost/ Deans/ Chairs/ Directors	Ongoing
17		Foster the recruitment and employment of African American and Hispanic faculty and faculty.	10.03% of MU's fall 2006 tenured and on-track faculty were African American or Hispanic. Increase the proportion of faculty that are African American and Hispanic from 9% (fall 2004 baseline) to 10.5% by fall 2007.	Per the fall 2008 Strategic Accountability Plan, Millersville University fell short of its fall 2007 target of 10.5% while achieving 9.7% - well above the baseline of 9%, but below our target. Since Fall 2008 a total of 19 new faculty and 35 new staff were hired including 18 (or 33%) from underrepresented groups and 27 (or 50%) women.	Directors, African American, Hispanic and Women's Studies/Provost/ Deans/Chairs	Ongoing
18		Foster the recruitment and employment of female faculty.	Increase the percentage of female faculty to 46.5% for fall 2007. Prior years: 43.1% (fall 2005 SAP); 45.9% (Fall 2006 SAP). (Note: accountability measure #12)	Per the fall 2008 Strategic Accountability Plan, Millersville University exceeded its fall 2007 target of 46.5% achieving an actual percentage of female faculty of 46.9%.	Provost/ Deans/Chairs	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
19	(C) Assure that Curricular, Co-curricular, and Campus Programming appeals to a diverse student body.	Increase education abroad opportunities for students through the University's international partnerships.	At least two additional agreements will be in place by spring 2009.	<p>"A new comprehensive agreement with Public University of Navarra (Spain) and a student exchange addendum to an existing agreement with the University of Puerto Rico at Mayaguez.</p> <p>*Inactive agreements were renegotiated for '09-'10 with University of Strathclyde (Scotland) and University of Lincoln (England).</p> <p>*The exchange agreement with Philipps University (Germany) is being renegotiated to a more affordable student exchange model.</p> <p>*Agreements are in the final stages of development: University of Sunshine Coast (Australia) and University of Fortaleza (Brazil).</p> <p>* Tony Gallagher, an expert in conflict resolution and a faculty member at Queen's University (Belfast) visited Millersville to talk with students and staff about his effort to integrate Protestant and Catholic schools. Discussions have ensued about forming an exchange program through which students can learn more about diversity in education.</p> <p>*Negotiations continue with Avans University (Netherlands) and the University of Ghana."</p>	Director Global Ed & Partnerships/ Deans/ Provost	Completed and ongoing
20		Provide a curriculum that celebrates and incorporates diversity.	Through the Cultural Diversity and Community requirement for the new General Education curriculum, new curricular proposals will be put forward on an as-needed basis, including topics courses and seminars, that reflect diversity and/or diversity issues. --Establish diversity courses to meet student demand by Spring 2010. 20 diversity courses by spring 2010 --Offer workshops	20 new Cultural Diversity and Community courses were developed by the end of spring 2009. The Faculty Senate voted to extend to initial certification window for new Cultural Diversity and Community courses through August 2010. Additional workshops focusing on the development of these courses will be offered in fall 2009.	Deans All Schools/ Provost/Assoc Provost	ONGOING
21		Pursue more academic joint programming efforts to enhance ethnic/international/global themes and diversity.	Expand the number of first year seminars by fall 2009. Interdisciplinary or cross-listed courses will be taught by visiting/exchange faculty and more courses will be offered. Interdisciplinary partnerships will be increased.	<p>1) A faculty member in Educational Foundations re-established the Urban Education Program. The development of this program involved extensive partnership with the School District of Lancaster.</p> <p>2) Students from the Ethnic Studies Learning Community who were also enrolled in the Introduction to Latino/a Studies course completed 18 oral histories of local Latinos. These transcripts are now part of the Millersville University Special Collections.</p> <p>3) Residencies by musicians Dr. Awadagin Pratt and Eddie Henderson included outreach sessions with underrepresented child audiences. Dr. Henderson traveled to a Lancaster city elementary school where he taught children about improvisation. Mr. Pratt led two on-campus sessions for the Lancaster YWCA summer camp on chamber music.</p>	School Deans/ Provost/Assoc Provost	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
22		Pursue more co-curricular joint programming efforts to enhance ethnic/global/interracial themes and diversity initiatives such as: a) World Cultures Conference. b) Promote membership in professional organizations that promote diversity. Increase lectures and cultural programming. c) The FYE common reading experience.	1) Diversity related items on NSSE will be at or above peer institutions or national peers. 2) Increased participation in out-of-class experiences, for example, lectures, cultural programs, conferences.	1) The School of Education organized and hosted the 26th Annual Association of Third World Studies Conference. This conference provided opportunity for faculty, staff, and students to participate in scholarly activities and network with scholars from different parts of the world. Millersville University also funded institutional membership for faculty, staff and students which granted them access to the Association of Third World Studies professional resources and benefits. 2) MU students participated in the Ohio Model Arab League and in the National Model African Union Conference in Washington, D.C., 3) The Chinese Executive Training Program celebrated China Week during April 2009 with a Chinese film series. 4) Dr. John Hatch delivered the Christie Lecture in economics, focusing on micro lending	School Deans/ Provost/Assoc Provost	ONGOING
23		Evaluate the visiting faculty or exchange program at the University.	A standardized process for identifying and inviting visiting scholars will be developed.	This goal was not completed during 2008-09 and should be revisited in 2009-10.	School Deans/ Provost	Ongoing
24		Encourage faculty to submit course proposals for cross listing or creating new courses for the Latino/a Studies minor.	Cross listing or creating new courses for the Latino/a Studies minor will not only strengthen the curriculum, but will also encourage Hispanic and other students to explore the Latino culture in greater depth. This in turn will increase the number of Hispanic students applying to, attending, and graduating from Millersville University.	The Office of Admissions and the Latino Studies Program collaborated on a new mentoring/recruitment program for minority students attending McCaskey High School in Lancaster. In the first offering of the program, 14 students of color from Millersville enrolled in LATS 379, an experimental one credit seminar where they studied issues faced by students of color related to college enrollment. These Millersville students then applied that knowledge through mentoring activities with 35 students of color at McCaskey High School.	Asst Provost for Acad Serv	Ongoing
25	(D) Update diversity plans within Academic Affairs school and non-school departments. Units need to address their contributions to diversity in their updated plans.	Schools establish or update their diversity plans.	HMSS, SOE, SCMA will have in place their own specific diversity plan by fall 2009.	HSS plan is still under development. Completion of the draft was delayed while awaiting publication of university-wide data on underrepresentation. SCMA School Diversity Plan completed spring 2008 and implemented in 2008-2009.	School Deans/	Ongoing
26		Non-School departments establish or update their diversity plans.	Academic Affairs units will have in place their own specific diversity plans by fall 2009.	This goal was not completed during 2008-09 and should be revisited in 2009-10.	Provost/ Dept chairs	Ongoing

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1	GOAL #3: Utilize a Student-Centered Environment to Improve Student Retention and Student Graduation Rates.					
2	Connection to MU's Strategic Directions:		(6) Responsible Stewardship			
	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
4	(A) Expand experiential learning opportunities (COOP, Student Research, Internships, Honors Thesis, etc) for students.	Expand for-credit, community-based learning opportunities through CCERP.	<u>Service Learning:</u> BENCHMARK YEAR 2005-06: Number in 2005-06=114,897. Number in 2006-07= 122,762 (7% increase from 05-06) <u>Internships:</u> The number of students participating in internships will increase by 10% from 2004-05 to 2008-09. Number in 2004-05 = 322 Number in 2005-06 = 318. Number in 2006-07 = 430 (38% increase from 05-06) Goals for 2009-10: Up 20% from 05-06, approx. 137,876 service learning hours; increase in number of internships 08-09.	Millersville students documented more than 128,000 hours of service-learning. In 2008-09, 383 students registered for internships. The Office of Internships and Civic Engagement Services (ICES) added 150 new employers to the Internship database .	Deans/ All Schools/ Exec Director/ CCERP/ Director CAP/ Assoc Provost	Ongoing
5		Expand Independent Study-to promote scholarly efforts or creative studies among UG and to encourage UG research.	The number of students participating in IS offerings will increase by 10% from baseline 2004-05 to 2008-09. (289 IS only, 449 II/IS in 2004-05; 273 IS only, 522 II/IS in 2006-07).	More that 220 undergraduate students and more than a dozen graduate students registered for Independent Study coursework during the 2008-09 academic year, most of these participating in undergraduate or graduate research experiences.	Deans/ All Schools/ Director CAP/ Assoc Provost	Ongoing
6		Promote student research presentations at local, regional, and national venues.	<u>Local:</u> Number of MU students presenting at the Student Research and Visual & Performing Arts Conference will increase by 10% by spring 2009 from benchmark of 81 presentations in the spring 2007. <u>Regional/National:</u> Number students presenting will increase by 10% by 2008-09 from baseline in the 2004-2005. BASELINE 2006-07	Over 130 Millersville students attended regional or national meetings and approximately 54 students presented at these meetings: 1) Students presented more than 15 posters and delivered more than 20 presentations at the 2009 Millersville Student Research and Visual & Performing Arts Conference. 2) Nearly 20 Millersville graduate students participated in the 3rd Annual Joint Graduate Research & Creative Projects Symposium, April 22, 2009, at the Dixon University Center. Total participation included more than 60 students representing 4 PASSHE institutions (Millersville, Kutztown, Shippensburg, and West Chester). 3) The Department of History and the Phi Alpha Theta international history honors society, hosted the 2009 Eastern Pennsylvania Region Phi Alpha Theta conference with 46 students papers of which 8 were given by Millersville students. 4)Members of the Millersville Technology Education Collegiate Association (TECA) attended the TECA Eastern Regional Conference where hey competed in 10 events winning 4 awards.	Deans/ Dept Chairs	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
7		Promote recognition of students or student groups that receive regional and national awards.	Students or student groups receiving regional and national awards will be recognized at honors, convocation programs, and university functions at end of school year.	<p>H&SS students have won national recognition for a variety of activities. A MU student team won first prize in the Society for the Advancement of Management Case Competition in Las Vegas, the Millersville University chapter of Students in Free Enterprise (SIFE) were awarded First Runner Up in the 2009 SIFE Regional Competition, two MU students received first place awards at the 2008 West Virginia Flash Animation Festival, and a group of students from the Music Department participated in the Rodney Mack Big Brass Institute at the Curtis School of Music where they performed with Wynton Marsalis.</p> <p>Millersville University student chapter won the National Broadcast Society Model Chapter award which recognizes ideal or "top" chapters in the organization. Millersville was one of only six Model chapter awards this year, out of over one hundred NBS chapters at universities across the country.</p>	Provost/ Deans	Ongoing
8		Provide support for student research opportunities.	<p>Increase 489/499 courses 10% through 2009-10</p> <p>Maintain status for following: Faculty supervised more than 240 UG/grad research projects. The total number of students engaged in research will increase 10% to 160 by fall 2007 (2004-05 baseline = 145).</p> <p>The number of grants to students to support UG research will increase from 2004-05 baseline.</p> <p>The number of grants to faculty to support student research (e.g., supplies, travel) will increase. (Includes MU and PASSHE grants). In 2006-07, MU faculty supervised 249 UG research projects and an additional 31 Grad research projects (from NAS-UPP).</p> <p>The number of honors theses will increase from 25 in 2004-05 to over 28 in 2007-08.</p>	<p>During 2008-09, 44 students graduated from Millersville University with Departmental Honors, recognizing their exceptional undergraduate research projects. The University also recognized 30 students who graduated from the University Honors College which requires the completion of an Honors Senior Thesis. Seven graduate students completed a master's thesis.</p> <p>More than 100 undergraduates and over a dozen graduate students engaged in research projects during 2008-2009. Many were supported by funds from Student Research Grants, Neimeyer-Hodgson grants, of endowed departmental research grants.</p> <p>Millersville's NSF-REU summer research program involved 5 Millersville undergraduates and 4 undergraduates from other universities, 7 Millersville faculty members, and 2 high school teachers.</p> <p>Over 130 Millersville students attended regional or national meetings and approximately 54 students presented at these meetings.</p>	Deans All Schools Directors International Affairs, International Studies, CAE	Ongoing
9		Increase participation of university-sponsored research and travel grant program for graduate research and thesis support.	Continue to increase graduate applications for student research grants. Provide more guidance on the development of graduate theses.	More than 100 undergraduates and 11 graduate students engaged in research projects during 2008-2009. Many were supported by funds from Student Research Grants, Neimeyer-Hodgson grants, of endowed departmental research grants.	Dean Graduate Studies/ Graduate Course and Program Review Committee	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
10		Continue participation in the regional Graduate Student Research Symposium in conjunction with Shippensburg and West Chester.	Increase overall participation in event by 20% with addition of Kutztown University as a partner; increase MU graduate student participation by 10% in 2008-09.	The 3rd Annual Joint Graduate Research & Creative Projects Symposium was held on April 22, 2009, at the Dixon University Center. Over 50 graduate students from the four universities submitted proposals for the event and almost 20 Millersville University graduate students participated.	Graduate Dean	Completed
11	(A-1) Increase student retention with an emphasis on narrowing the gap in retention across diverse student groups (overall and under-represented or under-utilized).	Review and analyze data for retention rates / target high profile students of color.	<p>Establish SAT benchmarks within PASSHE institutions. Review school recruitment plans.</p> <p>Will use baselines and targets reflected in the current Enrollment Management Plan. The overall retention rate for first-year students will be sustained between 81 and 84%. The retention rate for all first-year students will improve by fall 2008 (2004-05 baseline = 79.4%). The fall 2007 SAP reported Millersville University's overall second-year persistence rate to be 82.88%.</p>	<p>The fall 2008 Strategic Accountability Plan reflected that Millersville University continued to maintain an exceptionally high second-year persistence rate, 82.72%. Such a figure is well above the PASSHE System targets established in the SAP.</p> <ul style="list-style-type: none"> • Following a major dip in scores in fall 2007, scores rebounded in fall 2008. Combined SAT scores for all new freshmen increased by 11 points from fall 2007. For regular admissions, scores increased by 17 points. Percentile rank was the strongest in four years. • The profile of the incoming fall 2009 is expected to be significantly stronger again, with average SAT scores improving by another 10 points. *From fall 2007 to fall 2008, the average SAT improved by 11 points. It is expected to improve by another 10 points for fall 2009. • General goals for freshmen for fall 2008 were exceeded. 1311 fulltime students enrolled on a goal of 1250. • The yield rate for new freshmen in fall 2008 was one point higher than in fall 2007 (36% v. 35%) 	Director of Admissions/ Director IR	Ongoing
12		Develop and implement strategies to improve retention of all students, with an emphasis on students of color.	<p>Will use baselines and targets reflected in the current Enrollment Management Plan.</p> <p>The retention rate for African American students will improve by fall 2008 (2004-05 baseline = 66.7%). The retention rate for Hispanic students will improve by fall 2008 (2004-05 baseline = 67.5%). The fall 2007 SAP reported Millersville University's African American and Hispanic second-year persistence rates to be 71.20% and 72.55%, respectively.</p>	The fall 2008 Strategic Accountability Plan revealed that the African American and Hispanic second-year persistence rates both improved – to 74.29% and 82.26%, respectively.	Assistant Provost/ Academic Services/ Academic Affairs/ All Schools/ Provost	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
13		Continue to provide academic programming and support services for students that take the Praxis.	Will maintain level of performance on Praxis certification using 2006-07 baseline (97%)	1) The latest Praxis information for 2007/2008 documents that Millersville University had an overall passing rate of 98% for all Praxis tests. Praxis content area results that documented a 100% passing rate are Art, Early Childhood, Earth Sciences, Mathematics, Special Education, and Technology Education. In addition, Millersville University recorded a 100% passing rate on all Praxis I Reading, Writing and Mathematics exams. 2) Externally verified academic quality: 100% student pass rate on nursing national advanced practice certification exams. 100% pass rate of respiratory therapy graduates on the licensure exam. Chemistry, computer science, and physics departments use the ETS Major Field Achievement test to monitor program quality; the average national percentile rankings for the past nine years are 79th %tile, 74th %tile, and 63rd percentile. In 2008-09, Millersville performed higher than the averaged national percentile rankings: the percentiles were 80th, 90th, and 72nd percentile, respectively).	Dean SOE/Dept Chairs/Learning Services	Ongoing
14		Provide students the opportunity to take the Praxis II prior to student teaching.	Students will show increased success with required certification tests. 2007-08 serves as baseline.	See above	Dean SOE	Ongoing
15		Provide enhanced tutoring services that focus on improving critical thinking skills to improve the retention of all students, but especially underrepresented students.	Due to the graduation of many of our tutors trained in critical thinking, we have only 5 remaining tutors who are trained in critical thinking and only 2 of them are tutoring in 2008-2009. Because of the limited availability, all tutors are scheduled for critical thinking training in Spring 2009. It is expected that 2008-2009 students will achieve a C or better in their courses in which they received tutoring from tutors trained in critical thinking. (In 2007-2008, the average GPA of students tutored by critical thinking tutors was 2.67 which is just short of a B-).	There was an 18% increase in critical thinking tutors in 2008-2009 (71 tutors) as compared to 2007-2008 (60 tutors). To date, the number of all tutors trained is 159, which is an 8% increase since last year (147). • Approximately 2,748 hours of tutoring were provided during the 2008/2009 academic year. This is a 10% increase in tutoring hours since last year.	Director Learning Services/ Asst Provost for Acad Serv / Inst Research	Ongoing
16		Provide appropriate academic support services for students with learning disabilities.	The number of accommodations decreased in 2006-2007 to 1,673. In 2007-2008 the number of accommodations increased to 1,813, which is an increase of 8.4%. It is anticipated that the number of accommodations for 2008-2009 will remain above 1,800.	• The OLS provided 1,800 accommodations each semester (3,600 for 2008-2009). • In 2008/2009, the OLS increased the number of workshops for students from 2007/2008 by 52.5% from 40 to 61 workshops. The OLS expanded the scope of workshops offered to include study skills and critical thinking skills' sessions for midterms and finals. *The OLS Tutoring Center provides workshops to the general student population at MU and Lancaster Partnership Program. There were 118 students who attended a variety of skill workshops. 91% of those surveyed reported they personally plan to use the information learned.	Director Learning Services/ Asst Provost for Acad Serv / Inst Research	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
17		Create a tracking program for students with learning disabilities.	Track students with learning disabilities and compare cumulative gpa and persistence for students that seek accommodations and those that do not. Include type of accommodation sought. Create 5 year trend, consider using 2004-05 as baseline.	This action/objective was not completed in 2008-09 and will need to be revisited in 2009-10. Portions of this goal, as written, may not be measurable since students are able to select which accommodations they will use in each of their classes.	Director Learning Services/ Asst Provost for Acad Serv / Inst Research	Need to revisit to determine feasibility
18		Establish Student Affairs/Academic Affairs collaborations to promote student retention.	Strategies identified and implemented to promote improved student retention.	* During the 2008-2009 academic year, the ASPLS Office and staff worked collaboratively with the Vice President of Student Affairs and her staff on the following initiatives: (1) New Student Orientation programming (including the potential implementation of cost-saving online academic portfolio for incoming freshmen), (2) the development and implementation of the Freshmen Registration Intervention Initiative, (3) AIM for Success Program/Act 101 Summer Programming, and (4) the Millersville Concerned Men and Millersville Concerned Women initiatives.	Provost/ VP Student Affairs/ Asst Provost for Acad Serv	Ongoing
19		Develop and implement a Freshmen Registration Intervention Initiative by surveying first-time, full-time freshmen who failed to register for spring 2009 classes during the fall 2008 semester.	The Freshmen Registration Intervention Initiative will be developed and implemented in November/December 2008 for all first-time full-time freshmen who failed to register for spring 2009 classes. These students will be contacted by the University in order to provide outreach, assistance, and referral for advisement. This initiative will increase the number of students persisting and graduating from Millersville University.	Freshmen Registration Intervention Initiative was implemented during the fall semester 2008. This collaborative project between Academic and Student Affairs coordinates efforts to contact freshmen who failed to register for the spring 2009 semester. The initiative attempts to determine those difficulties students may be having during their freshman fall semester that may have hindered their registering for spring classes. University representatives contacted the students by phone and assisted students who were still interested in registering for classes. The University, through coordination by the Office of Academic Services implemented an Academic Early Intervention System during the spring 2009 semester for freshmen, sophomores, and targeted students on probation. A pilot Academic Early Intervention System was conducted during the spring 2008 semester.	Provost School Deans Admissions Registrar/ Asst Provost for Acad Serv	Completed and ongoing
20		Develop a database for freshmen enrolled fall 2007 who left the University before fall 2008. The database will provide data points used to analyze and develop theories regarding why these students failed to return.	Development of a database and findings will be completed by mid-semester spring 2009 and will allow the committee to better understand the profile of those students less likely to be retained and graduate from Millersville University. These findings will in turn assist Millersville in making appropriate offers of admission.	The findings of the Freshmen Registration Intervention Initiative were collected and analyzed by the Office of Institutional Research to establish patterns which could be affecting student retention. 74 students who had not registered for the spring semester were contacted; and out of those 74 students, 30 (41%) subsequently following up to register for classes.	Provost School Deans Dept Chairs Admissions Registrar IR	Completed and ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
21		Promote improved student advising by faculty members.	New strategies identified and implemented to promote improved student advising by faculty members.	The Office of Academic Advisement (OAA) will continue the following initiatives: "Road Trips" to all departments to provide interactive programs tailored to the advising needs of each department, the Advisor Enrichment Series each semester and the Summer Training Program for Exploratory advisers. The standard sessions of the Adviser Enrichment Series will be complimented by new sessions this academic year based on the video series—Scenes for Learning and Reflection: An Academic Advising Professional Development DVD. The OAA website is being redesigned to assist faculty advisers' access of advising related information.	Director of Advising/ Assoc Provost/ Deans/ Dept Chairs /Asst Provost for Acad Serv	Ongoing
22		Ensure that each student services office has a bilingual individual available to take phone calls.	Hiring bi-lingual student workers or staff and posting the hours of available bi-lingual assistance will provide more effective customer service and allow Spanish-speaking parents, students and other individuals the opportunity to better access information related to MU and will increase the number of Hispanic students applying to, attending, and graduating from Millersville University.	This project will be ongoing during the 2009-2010 academic year. Those offices which directly serve Spanish-speaking students and parents will work towards employing bi-lingual staff and student workers.	Provost School Deans Dept Chairs Admissions Registrar IR	Ongoing
23		Give greater priority to raising money for existing Hispanic scholarships, such as the Rosario Caminero Latino Studies Scholarship, and establishing new Hispanic scholarships	Providing a larger number of Hispanic scholarships to incoming freshmen and currently enrolled Hispanic students will ensure a greater number of Hispanic students applying to, attending, and graduating from Millersville University.	This project will be ongoing during the 2009-2010 academic year. The Office of Social Equity will work closely with the Office of Advancement to secure additional scholarship funds for Hispanic students at MU.	Provost School Deans Dept Chairs Admissions Registrar IR	Ongoing
24		Sponsor a debt management and money management workshop for Hispanic students.	Sponsoring these types of workshops will provide Hispanic students with the skills necessary to be successful in managing their finances and minimizing their debt while at Millersville University. This in turn will increase the number of Hispanic students persisting and graduating from Millersville University.	This workshop will take place during the spring 2010 semester for Hispanic students.	Asst Provost for Acad Serv	Ongoing
25		Sponsor a scholarship night during the spring 2009 semester for Hispanic students to provide them with information about available scholarships for Hispanic students. Also provide feedback and advice about their essays, required by some application processes, by interested faculty and staff.	Sponsoring this type of program will provide Hispanic students with the necessary input to submit effective essays as part of their scholarship applications. This in turn will increase the number of Hispanic students applying to, attending, and graduating from Millersville University.	This initiative will take place during the fall 2009 and spring 2010 semesters for Hispanic students to provide them with information about available scholarships for Hispanic students.	Asst Provost for Acad Serv	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
26		Provide tutoring support for English Language Learners (ELL)	Dedicating existing tutoring funds to support ELL-trained writing tutors will ensure a greater number of Hispanic students applying to, attending, and graduating from Millersville University.	This initiative will be re-addressed during the 2009-2010 academic year pending budgetary constraints.	Asst Provost for Acad Serv	Ongoing
27	(B) Emphasize student-centered approaches to academic programs and academic support services, including Peer Mentors.	Provide DARS for master's degree programs.	Balance of master's degree programs will be "live" in DARS in 2008-2009. Psychology graduate programs and new M.Ed. ACT programs are pending.	Degree audits for current graduate programs, including the psychology programs, have been created and implemented. DARS for new graduate programs will be created and implemented as those graduate programs are implemented	Assistant Registrar/ Registrar's Office	Completed
28		Enhance graduate student recruitment and retention efforts through understanding graduate student satisfaction and needs.	Increase graduate student retention and increase degree completion in programs within 5 years. Will use baselines and targets reflected in the current Enrollment Management Plan. Does not include graduate students that request extensions. Noel-Levitz ASPS and graduate student exit interviews begin to inform satisfaction and needs in 2007-08.	1) Millersville University far surpassed the fall 2008 graduate enrollment target cited in the Enrollment Management plan – achieving an enrollment of 1,103, 2% above its target of 1,079. 2) ASPS implemented and results successfully used in 2008-09. Graduate student exit survey has been drafted and commented on, and will be used in 2009-10 3) Three graduate orientation sessions attracted well over 125 new graduate students. Added a new feature in 2008-09 by promoting online invitation and RSVP system. 4) The University increased the number of general Graduate recruitment events to nine (9) in 2008-09, added 2 new recruitment events during the summer, and held 3 recruitment events in the York and Harrisburg areas. This expansion resulted in an increased awareness of Millersville University's GPS with a total outreach to over 285 prospects in 2008-09 (15% increase). 5) Over 80 graduate students were awarded graduate assistantships this academic year to support their graduate education. The total amount of these graduate awards for tuition waiver and living stipends exceeds \$850,000 of support from the University.	Graduate Dean	Ongoing
29		Expand offerings of accelerated and other alternative formats for graduate courses.	Increase enrollment in non-traditional format graduate offerings. Increase distance-based course offerings to enhance increase in enrollment in graduate programs.	1) A new M.Ed. in Special Education cohort program was established at the Dixon University Center for Harrisburg area students. 2) MAP courses in the Fall 2008 and Spring 2009 semesters were offered at three sites (York, Harrisburg, and Lancaster); enrollments targets for this new initiative were met. 3) Courses in the M.Ed. in Language & Literacy continue to be offered to cohorts at the South Western School District in Hanover, PA and the Dover Area School District in Dover, PA. 5) Geared for post-baccalaureate students and practicing teachers, the graduate-level English as a Second Language (ESL) program was offered in an accelerated format off-campus at HACC York	Graduate Dean / Deans	Completed and ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
30		Expand peer mentoring programs	Additional opportunities will be established to train peer mentors.	During the 2008-2009 academic year, the Millersville Mentoring Alliance Program (MMA) trained 155 new mentors and mentees and created 67 new mentoring pair while developing new or improved collaborative programming relationships with the S-STEM Scholarship Program, the Color of Teaching Program, the Lancaster Partnership Program, the Industry & Technology Department, and the AIM for Success Program/Act 101. A three-hour workshop on mentoring was developed and implemented and received high marks from 35 Technology Education students who participated and received certificates.		Ongoing
31	(C) Freshman Year Initiatives: Expand freshman year programming to facilitate student success and increased retention.	Expand freshman year programming to facilitate student engagement and to enhance University retention.	A) Increase the number of students participating in living/learning communities. B) All undeclared/undecided students will participate in FYI. C) Increase number of faculty teaching FYI courses. D) Increase number of academic departments that replace existing general education with FYI.	The University offered 12 sections of UNIV 103 (First-Year Inquiry courses) during the fall 2008 semester and two sections of UNIV 103 in spring 2009, serving more than 350 entering first year Exploratory students. In addition, four new sections of UNIV 103 were approved through the University's curricular review process, bring the total number of approved sections to 16. Fall 2007 and 2008. Living Learning Communities were offered for entering first-year students in Biology, Chemistry, Earth Sciences, and Physics.	Chair FYE Committee/ Deans/ All Schools/ Assoc Provost	Completed and Ongoing
32		Develop an academic intervention program for students at risk (academic), freshmen, sophomores, and students on probation.	1) Determine baseline (18%) for retention of students at risk or involved in academic intervention program. 2) Increase persistence of these students from first to second year once the pilot program is implemented. 3) Offer training sessions for faculty related to the use of the Early Intervention System, with full implementation of the system to be conducted during the 5th week of the spring 2009 semester.	The University, through coordination by the Office of Academic Services, implemented an Academic Early Intervention System during the spring 2009 semester for freshmen, sophomores, and targeted students on probation. Six training sessions were held during fall 2008 to train faculty to utilize this new system.	Assistant Provost Academic Programs/ Dean SCMA	Ongoing
33		Review late decision timelines, services and registration processes.	Earlier communication to new students that helps them understand the impact of late decision on fall course schedules will reduce the number of students making late decisions.	The goal was not accomplished in 2008-09 and will continue to be reviewed through 2009-10.	Enrollment Management Committee, Registrar, Admissions	Ongoing

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1	GOAL #4: Promote civic and community engagement.					
2	Connection to MU's Strategic Directions:	(3) Fostering an appreciation for the Liberal Arts and (5) Developing Life and Leadership Skills that Promote the Greater Public Good				
	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
5	(A) Establish CCERP Offices.	Establish CCERP organizational structure. Consolidate and enhance collaborations under the auspices of CCERP, including activities of the American Democracy Project.	CCERP organizational structure is approved.	CCERP structure: -Walker Center for Civic Responsibility & Leadership -Center for Public Impact includes the Entrepreneurial Leadership Center -Center for Public Scholarship -Office of Internships and Civic Engagement Services includes the American Democracy Project Several CCERP/ADP collaborations have been listed in goal 4, highlight 3.	Exec Director, CCERP	Ongoing
6	(B) Continue expansion of Millersville's service-learning initiative.	Continue faculty development in the pedagogy of service-learning, expand service-learning opportunities, and integrate service-learning assignments into existing classes.	Increase the number of faculty and courses utilizing service-learning. (Minimum 2 courses per academic year.)	Example of service learning projects include: 1. Students in Spanish classes and HUMN 380 engaged in multiple service learning projects involving the Lancaster Latino community. Projects included serving as translators at polling places, work with Southeast Lancaster Health Services and volunteering for ESL programs in local elementary and high schools. 2. 55 students from two sections of History of Film completed individual community media literacy projects at various public venues including retirement homes, schools, and public on-campus film screenings. 3. Approximately 35 students in Resources and the Environment conducted a service learning project where they worked with Elizabeth R. Martin elementary students to analyze chemical pollutants in the stream behind the school.	Director CAP/ Center for Academic Excellence/ Deans All Schools	Ongoing
7		Create expanded opportunities for community based undergraduate research (CBUR)	Sustain or increase the number of CBUR experiences offered per academic year. Benchmark 2007-08.: Over 380 students registered for internships, a 6% increase over the 5 year average; earning 1213 credits and about \$956,622. Almost 400 new jobs and 155 new companies were added to the database and more than 450 companies were updated.	H&SS Students participated in 17 community-based research projects. Highlights include the continuing Atlantic World Project and a project where faculty and a student collaborated on a project to map and analyze Lancaster City Crime data using GIS software.	Director CAP/ Center for Academic Excellence/ Deans	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
8		Departments will become more involved in activities that focus on entrepreneurship.	Opportunities for students to learn about or practice entrepreneurship.	<p>1. The Software Productization Center (SPC) distributed its first request for proposals to software entrepreneurs in the Lancaster Area. A faculty member from the Department of Art created the visual identity for the SPC that will be used on all marketing and promotional materials. The SPC hosted a conference "eMarketing Primer" for local entrepreneurs interested in the fundamentals of marketing their business using electronic resources. Presenters included a faculty member from the Department of Business Administration, and professionals from Innovate, Sharp Innovations and Godfrey Advertising.</p> <p>2. A faculty member in the Department of Business Administration will lead curricular, teaching and training programs associated with the new grant-funded Entrepreneurial Leadership Center at Millersville University.</p> <p>3. Latino studies co-sponsored with the Department of Business a panel discussion with Latino Entrepreneurs</p>		Completed
9		Create student awareness of the concept of civic engagement throughout the undergraduate curriculum.	Two new minors in civic engagement will be proposed. Begin exploring feasibility of requirement for community seminar for graduation.	An interdisciplinary team of faculty and administrators are working to develop an undergraduate minor in non-profit administration. The first phase of a needs assessment was conducted and included a survey of local non-profit executives and plans are in place to conduct a student interest survey. Faculty have also worked to collect data on similar other universities to inform possible curriculum.	Deans Graduate Studies, All Schools, Planning and Assessment	Ongoing
10	(C) Expand community linkages and outreach in fulfillment of University's mission.	Create additional linkages between departments and appropriate community organizations.	Make faculty expertise available to area business and industry, school districts, and community through centers and faculty outreach.	<p>1) The Corporate University continues its expansion into the Dauphin county area with a staff member splitting time between Millersville and the Dixon University Center in Harrisburg.</p> <p>2) Through the WEDnet PA Guaranteed Free Training (GFT) program funding, the Corporate University has written training grant applications for 44 organizations, providing them with access to \$407,691 in funding.</p> <p>3) Since January 2007, the Nonprofit Resource Network (NRN) has served 630 nonprofit leaders working in 13 counties in South Central PA. In 2008-09 the NRN offered 28 workshops serving 99 individuals (265 enrollments).</p>	Deans All Schools / Director PTE/ Exec Director CCERP	Completed and ongoing
11		Increase audience development in the arts.	Develop plan for integrated arts marketing and implement by Fall 2008. Sponsor special events in support of the Capital Campaign. Websites, posters, and other print materials completed.	<p>1) Developed an integrated arts marketing plan that includes new program brochures, posters, websites, and a new student-designed print-on-demand view book, and the promotion of arts activities and events through the ticketing website and newsletter.</p> <p>2) Successful events include Glorious Sounds of the Season (1100 attendees), MU-Lancaster Symphony Collaboration (more than 2450 attendees), MU Choir performance of the National Anthem at a Philadelphia Phillies game (40,000 attendees), the Black Maria Film Festival (approx. 140 attendees), and many others.</p>	Deans/ Exec Director, CCERP	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
12				<p>Outreach activities were an integral component of major art events during 2008-2009.</p> <p>1) Dr. Eddie Henderson conducted an outreach event on improvisation for students at Wheatland Middle School.</p> <p>2) Dancers from the American Repertory Ballet visited Lafayette Elementary School and the Jenkins School to teach students about dance.</p> <p>3) Matinee performances of the University Theatre production <i>Two Gentlemen of Verona</i> were attended by more than 145 students from Penn Manor and Dallastown school districts .</p> <p>4) The 4th annual 10-minute playwriting contest was expanded to accept entries from outside the University. The competition received nearly 100 entries from individuals around the world. The 5 winning plays were directed by MU faculty and students who conducted staged readings of the plays for the public.</p> <p>5) Awadagin Pratt led two outreach events for students from the Lancaster YWCA Summer Camp program.</p>	Library	
13				<p>A Symposium on Creativity was held on Friday, October, 17, 2008. The symposium "Work in Progress: Creativity, the Arts and Social Entrepreneurship" explored how creativity and entrepreneurship in the arts can have a positive impact on the larger community. The symposium culminated with the world premiere of the interdisciplinary collaborative work "Worlds End and Worlds Begin". Inspired by the writings of Richard E. Miller, this collaborative work features the original choreography of Graham Lustig performed by the American Repertory Ballet along with original music composed by a faculty member in the Music Department performed by the Millersville Choral Union and the Continental Trombone Quartet. Following the premiere at Millersville, the Choral Union traveled to New Brunswick, NJ for a second performance of this original work, showcasing the quality of the Millersville music program to a new audience. Over 100 Millersville students were afforded the opportunity to participate in this unique artistic experience.</p>	Deans/ Exec Director CCERP	
14		Sponsor programming and collaborate with others in developing programming that connects students, faculty, and staff with each other and with the greater community.	The Library will participate in Read Across America. Library faculty will explore other activities that connect the University to the community. The Friends of Ganser Library will sponsor lectures and other relevant activities. The Friends Board will review its mission to more closely align itself with the Library's mission.	<p>The Friends of Ganser Library sponsored a fall lecture by Dr. Robert Bressler on U.S. presidential campaigns and a spring lecture by Dr. Diane Umble and Herman Bontrager on the 2006 Nickel Mines tragedy.</p> <p>The Friends of Ganser Library Fall 2008 <i>Friends Folio</i> issue included a lead article written by two Millersville students on All Kinds Blintzes Press, a project of a retired English faculty member. The Spring 2009 issue included a lead article on the changing library and its role in the creation of new knowledge.</p>	Library	Completed and ongoing
15		Expand intergenerational projects.	Increased participation in programs like Life of the Mind (at Willow Valley) and Socrates Café. MU faculty serve as speakers and discussants and lead active student participation at Willow Valley events.	Efforts to collaborate with Willow Valley's Life of the Mind Consortium have expanded to include two new elements. An award-winning novelist from the department of English gave a presentation to residents on his novel and two students from film classes presented films and led a post-film discussion for Willow Valley residents. Planning is underway for additional participation by students in Fall 2009.	Deans/ Exec Director CCERP	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
16				<p>In Fall 08, 5 juniors and 5 seniors in Special Education participated in the Aaron's Acres experience. Spring 09 had 5 new juniors and 4 of the Fall juniors (now seniors in Sped Professional Bloc) participating in a variety of Sunday respite experiences with students with special needs including autism spectrum, physical and developmental disabilities, and the students' siblings. The seniors were responsible for creating, planning, and presenting themes and activities for each of the respites in Lancaster and Reading. They also worked with Risa Paskoff, Director of Aaron's Acres, in writing grant applications, doing student intakes, and presenting training to new volunteers. Seniors also hosted a special Parent's Saturday Night Out each semester (which included volunteers from my SPED 431 Bloc class) as an extra opportunity for parents to have some free time while their children were supervised in age and ability appropriate activities.</p>		

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1	GOAL #5: Foster a scholarly and creative environment for faculty and staff.					
2	Connection to MU's Strategic Directions:	(2) Nurturing a Passion for Learning; (6) Responsible Stewardship				
	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
	A) Provide Millersville faculty with opportunities to enhance their teaching and scholarship.	Create opportunities for faculty to develop interdisciplinary research teams for publication and grant-writing.	Invite HACC faculty to participate in academic festival. Increased interdisciplinary collaborations on	1) The Dean of HMSS, the Acting Director of the Center for Academic Excellence and Director of the Women's Studies Program developed a plan to promote interdisciplinary collaborative faculty	CAE / Deans	Ongoing
4		Recognize faculty members for faculty accomplishments in teaching and scholarship.	1) Greater recognition on campus and in the community of faculty scholarship and creative activities. Each School will develop specific plans of action to recognize faculty accomplishments in teaching and scholarship. 2) Develop component of university web site by spring 2010 where faculty scholarly and creative achievements are highlighted.	1) The University Library held "A Showcase of Scholarship", its 6th annual exhibit of scholarly and creative works, featuring work by more than 90 faculty and representing most academic departments. The exhibit opening and reception was sponsored by the University Library, Center for Academic Excellence, and Office of the Provost. 2) The School of Science and Mathematics Spring 2009 Research Poster Display included 33 posters with joint faculty/student authors; the fall Homecoming Poster Display included about 30 poster papers with joint faculty/student authors. 3) 72 science and mathematics departmental colloquia were presented for faculty and students: included 15 presentations by women and 11 presenters from underrepresented groups. School of Education faculty members presented at over 250 professional meetings and seminars during this academic year.	Provost/ Deans	Ongoing
5				A professor in the Department of Educational Foundations was awarded a Fulbright Grant to conduct research and to teach at the Universida de Evora in Portugal.		
6		Recognize faculty members for national and regional level professional leadership.	Faculty will recognized for national and regional level professional leadership.	1) Faculty members serve in numerous leadership roles in professional associations and boards. In the School of Science and Math, 9 faculty members served as President, Chair, or Convener of Boards or Professional Societies. At least 7 faculty members served on boards or professional society leadership councils or steering committees. 2) In the School of Education, more than 45 faculty members served in leadership positions in academic or professional organizations. 3) In the School of Humanities and Social Sciences, more than 25 faculty members served as officers in professional organizations or on community boards. 4) One Library faculty member was selected to participate in the American Library Association's Emerging Leaders Program.	Provost/ Deans	Ongoing
7		Provide opportunities for faculty and administrators to discuss and promote the educator-scholar model.	Enhanced communication regarding what is meant by "educator-scholar" model. Faculty participate in professional development opportunities provided to discuss and understand this model.	Dr. Tracey Weis, department of history and director of the Women's Studies Program, led a series of professional development days for faculty December 2008 and January 2009. More than 30 faculty, staff and administrators attended the workshops which included sessions on scholarship, teaching and civic engagement.	CAE / Deans	Ongoing
8		The science and mathematics departments will offer departmental seminar series that bring invited speakers to campus.	Six-to-twelve speakers will appear on average per department within SCMA per year between fall 2008 and fall 2009.	Faculty participated in 72 science and mathematics departmental colloquia offered for faculty and students: included 15 presentations by women and 11 presenters from underrepresented groups.	Dean SCMA	Completed and Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
9		Provide in-house workshops for faculty and staff to familiarize them with new instructional technology.	The quality of these workshops will increase by fall 2009. Faculty will incorporate IT training in pedagogy or course development.	1) The Technology Showcase on "Things that Work" attracted 52 participants and featured three presenters in a plenary and 6 presenters in the breakout sessions. 2) 2 sessions invited faculty who use Blackboard to offer feedback on PASSHE deliberations on course and learning management systems.	Deans/CAE	Ongoing
10		Increase the faculty development offerings provided by the Center for Academic Excellence.	CAE professional development opportunities will increase between Fall 2008 and Fall 2009. Focus on creativity and entrepreneurship continues. In AY 2008-09, in collaboration with Graduate and Professional Studies, the "Quality Matters" initiative will be rolled out and will begin to be integrated into the online course development and re-development processes; at least 50 faculty will receive training by Fall 2009.	1) The Center for Academic Excellence (CAE) supported over 650 faculty and staff in curriculum development, first year programming, assessment, and effective use of technology, sponsoring more than 60 events including brown bag lunches and sessions on promotion & tenure, sabbaticals, and new faculty orientation. 2) To support the transformation of existing courses into the revised General Education (GEN ED) curriculum, CAE, with other campus entities, offered 7 workshops to help faculty prepare courses for the writing, diversity and first-year seminar requirements. 3) CAE partnered with the Office of Distance Learning and Off-Campus Programs to introduce the Quality Matters program and to offer an on-line workshop to support faculty developing on-line courses. 4) Planning and Assessment, jointly with CAE and Academic Outcomes Assessment Committee (AOAC), offered more than 12 programs on assessment processes and methods and use of assessment data. Over 170 faculty and staff participated.	Director CAE/ Deans	Completed and Ongoing
11		Enhance library resource materials to meet the research and teaching needs of new faculty.	With PASSHE performance funding for library materials, the library will be able to continue to provide allocations for new faculty to purchase books and other library materials in their areas of teaching and scholarship.	More than \$190,000 in Performance Funding was allocated for library materials in 2008-2009. Of that amount, \$124,576 was designated for the purchase of new books and media. Funds were also allocated for maintenance of online resources and initiation of subscriptions to electronic resources.	Library	Completed and Ongoing
12		Develop a support structure to promote scholarly and creative development for probationary faculty Provide start-up funds for new faculty for research purposes.	Support structure for probationary faculty members on scholarly and creative activities developed by the fall 2009. Increase scholarship activity among new faculty.	1) The School of Science and Math provided \$6,600 from performance funding in start-up funds for two new faculty members in biology and in oceanography. 2) The School of Humanities and Social Sciences provided \$2,500 from performance funding in start-up funds to a new faculty member in the Art Department. 3) The School of Education provided \$7500 from performance funding in start-up funds to two new faculty members. 4) The University Library continued its program of support for all new faculty, allocating \$8,400 from performance funding for this purpose in 2008-2009	Provost/ Deans	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
13		Expand upon efforts to demonstrate the University Promise.	Develop media strategies to better tell the Millersville story and impact from the academic affairs perspective.	The Promise Campaign consultant (Cognitive Marketing) conducted a market awareness study and met with constituent groups during campus visits. The consultants worked with University Advancement in the development of a Very Important Partnerships (VIP) advocacy program to build a better sense of the University, its programs and impact among influence makers. Approximately 18 students were recognized with the University's Living the Promise awards in 2008-09.	Provost/ Deans	Ongoing
14	B) Engage faculty in discussions of issues of importance to the academe.	Provide timely information/discussion forums for faculty and staff regarding issues that affect the academe. Faculty and DC participate Spring 2009 Faculty Convocation.	Increased faculty and staff participation in addressing campus issues designed to enhance progress towards University Strategic Directions, enhancement of student learning outcomes, and the University Promise. Practices and policies may be changed or updated based upon timely information gained from faculty participation in faculty convocation and other discussion forums.	1) In an effort to encourage campus dialogue on elements for the University's mission statement from June 2008, the Provost hosted a Spring Faculty Convocation on February 19, 2009. Three members of the faculty, one representing each of the University's schools, provided examples of developing Programs of National Distinction. More than 100 faculty and administrators participated in this event. 2) The Provost and Vice President for Academic Affairs along with the Vice President for Finance and Administration attended all School Council meetings and presented to faculty to provide critical updates to faculty on the university budget. 3) Through multiple meetings, the Office of Capital Construction and Design create additional opportunities for faculty to provide feedback on the proposed ten-year facilities master plan. 4) Over 130 faculty, staff and students participated in the Rediscover Millersville: 2010 Self-Study process. Ten faculty led the working groups to address research questions and produce initial draft reports on the standards. Dozens of faculty participated in focus groups or responded to requests to provide additional information to understand MU's compliance with 14 standards and self-study outcomes.	Provost /Associate Provost/ Deans	Ongoing
15		Task Force appointed to: (1) identify scholarly activities that are recognized for the purposes of tenure and promotion and (2) identify strategies to establish year-to-year consistency in tenure and promotion recommendations.	Task Force reports recommendations by spring 2010.	The local agreements committee of Meet & Discuss met and reviewed the proposed changes put forth by the previous promotion and tenure taskforce (2002). Consensus was reached in the local agreements committee and the final language has been shared with APSCUF through Meet and Discuss. The final document will be reviewed in Fall 2009 and forwarded to Meet & Discuss for approval. After Meet & Discuss approval, the document will be forwarded to the state-level.	Provost/ Deans Council	Ongoing

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	OBJECTIVE	ACTION	EXPECTED OUTCOMES 2008-2009	RESULTS	PERSON/ UNIT ACCOUNTABLE	Progress
16		Provide professional development workshops for department chairs.	Enhanced understanding of contract processing and faculty load system. Increased awareness of department chair role in processes, such as assessment of student learning, faculty hiring, course scheduling, and PASSHE reporting.	1) The School of Education sponsored three brown bag discussions for faculty in Spring 2009 focused on issues of importance to the University, such as readiness for the promotion process, budgeting and fiscal implications, and the implementation of the new e-brary management system. 2) The Business Program instituted a "brown bag" lecture series, with two presentations to the faculty. The purpose is to offer opportunities for faculty to discuss and exchange ideas on matters relating to research, scholarship and scholarly inquiry. 3) The Library Department hosted two Library Liaison Meetings, inviting departmental library liaisons and chairs to discuss specific library-related issues. The fall meeting topic was using primary source materials to engage students; the spring meeting topic was ebooks. 4) Meeting with staff from the Provost's Office, IR, HR, the HSS Office and the Music Department led to greater understanding and coordination of the registration, appointment, and tracking of complement processes in order to maintain a more accurate system.	Deans/Directors/ Provost	Ongoing
17		1) Increase faculty and staff grant submissions (number submitted and percent awarded). 2) Enhance guidelines for use of indirect costs distributed within academic affairs.	The number of proposals submitted for faculty grants will increase to 97 (by 5% between fall 2004 and fall 2009 (fall 2004 figure=92). Enhance preparation of grant materials.	For fiscal year 2008-09 (as of June 30), 96 grants and contracts were submitted for over \$6,980,000; 53 were funded for over \$4,348,000; 29 are pending. Thirteen grants or contracts were not funded. These grants and contracts figures include carryovers and are consistent with the way in which these figures have been reported in the past. Examples include: 1) The University Library was awarded \$12,150 from the Lancaster County Historical Society to help maintain and update its Automated Library System. 2) School of Education faculty were awarded 13 grants totaling approximately \$2,712,945- part of this amount is \$2,430,505 for seven Migrant Education grants. 3) School of Science and Math faculty were awarded 16 grants totaling approximately \$763,128. 4) Humanities and Social Sciences faculty were awarded 11 grants totaling approximately \$225,338. Other areas of the institution had a combination of 13 grants awarded for approximately \$646,891.	Deans/ Director, Grants	Ongoing
18	C) Increase grant submissions among faculty and staff.	Reorganize sponsored research function with focused activity in academic affairs.	New organizational structure developed and implemented in fall 2009.	This action was not accomplished in 2008-09 and will continue into 2009-10.	Graduate Dean/ Associate Provost	Ongoing
19 20		Refine implementation process of rules and regulations for research misconduct and conflict of interest.	Policies are compliant with federal guidelines by spring 2009. University interpretation of PASSHE policies finalized and shared with faculty.	University interpretation of PASSHE policies for technology transfer and conflict of interest have been finalized, with the technology transfer policies already shared with faculty in spring 2009. Final implementation of the conflict of interest and research misconduct policies will be completed in fall 2009.	Graduate Dean/ DC	Ongoing