

**Academic Affairs Strategic Plan
2005-2006**

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 original plan was based on the four strategic directions for Millersville University. Those are:

- 1) Student Learning and Engagement;
- 2) Equity, Diversity and Inclusiveness;
- 3) Economic Development and Community Service;
- 4) Management and Resource Development.

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 2005-06 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, track progress that is made, and 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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Line #	ACTION	OUTCOME	PERSON/ UNIT ACCOUNTABLE	RESULTS/ ANALYSES
1	GOAL #1: Transform the curriculum and educational programs to respond to the changing needs of a dynamic society.			
2	(A-1) New Programs – Undergraduate: Develop new undergraduate programs and delete existing ones, as appropriate.			
3	Develop a 120-credit B.S. in Respiratory Therapy.	This program will be implemented by fall 2008.	Chair BIOL/ Dean SCMA	Ongoing. Pending LGH review. Implement by Fall 2008.
4	Explore the development of a B.S. in Chemistry with an option in Nanotechnology and a B.A. in Physics with an option in Nanotechnology.	Recommendation for the development of these options will be made by fall 2006.	Chair CHEM/ Dean SCMA	Both approved. Completed. Retire from list.
5	Explore the development of a B.S. in Allied Health Technologies.	Recommendation for the development of this option will be made by fall 2007.	Chair BIOL/ Dean SCMA	Ongoing. Response required to PASSHE.
6	Restructure the oceanography curriculum.	Four oceanography options will be reduced to one option by fall 2006.	Chair ESCI/ Dean SCMA	Ongoing. Pending Faculty Senate.
7	Investigate the possibility of an American Humanics based non-profit studies interdisciplinary minor.	Recommendations on the possible interdisciplinary minor will be made by spring 2007.	Dean H&SS/ Director CAP	Work parallels grant activity. Should know by spring whether to go ahead w/ minor. Ongoing.
8	Explore a B.S. in Integrated Earth System Science.	SCMA will make a recommendation regarding the implementation of this option in fall 2006.	Chair ESCI/ Dean SCMA	On target. Department will make recommendation. Ongoing.
9	(A-2) New Programs – Graduate: Develop and implement new graduate program offerings and delete existing ones, as appropriate.			
10	Prepare proposal for M.Ed. program in Assessment, Curriculum and Teaching to present to PDE and SSHE.	The M.Ed in Assessment, Curriculum and Teaching is expected to be approved by fall 2008.	Chair EDFN Committee	On target. Out of dept. by 9/15. Pending our curricular process. Ready for COT by spring 2007.
11	Remount the Master in Gifted and Talented Education degree.	This program will be initiated by fall 2007 pending decisions by PDE.	Dean Graduate Studies/ Dean SOE	Memo requesting program to be reactivated sent to the System Office in March 2006. Awaiting official notification.
12	Revise M.Ed. in Elementary Education.	Include choice of specific areas for concentrated focus of study (e.g. Children's Literature, Early Childhood, Diverse Learners, etc.) by fall 2007, pending decisions by PDE.	Graduate ELED Program Coordinator	On target. Waiting for PDE decisions delayed the process.

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13	Develop collaborative M.S.W. program.	This program will be initiated in fall 2006.	Dean Graduate Studies/ Dean H&SS/ Chair SOWK	Successfully implemented. The inaugural cohort is 18. Next year's group will bring an advanced cohort and a regular cohort. Facilitate the first year to smooth out logistical issues between the universities. Model program for state / nation. Retire.
14	Develop MSN in Education program.	This program will begin spring 2006.	Chair NURS/ Dean SCMA	Completed. Retire.
15	Explore an accelerated RN-to-MSN program.	Recommendation on development of this program by fall 2006.	Chair NURS/ Dean SCMA	On target for recommendation to be made in fall 2006. Assure that courses have graduate level rigor. Ongoing.
16	(A-3) New Programs – Non-traditional: Provide non-traditional programming for expanded audiences.			
17	Collaborate with West Chester University on the implementation of a program in Athletic Training. MU students will receive a B.S. in Biology, option in Pre-Athletic Training from MU and a B.S. in Pre-Athletic Training from WCU.	This program will be fully implemented by fall 2006.	Dean SOE and SCMA/ Chairs WELL and BIOL/ Director PTE	Successfully implemented, with a preliminary enrollment in fall 2006 of 9 students. Retire.
18	Explore the feasibility of developing an EDW certificate program.	Develop one EDW certificate program by fall 2007.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration	Based on groundwork this year in EDW restructuring, may have a plan to move forward with a new way to market EDWs (perhaps grouped as part of a certificate). 9/25 EDW focus group has been scheduled. Ongoing.
19	Develop a new online M.S. in Emergency Management proposal.	This new proposal is expected to be approved and implemented by fall 2007.	Director CDRE/ Dean H&SS/ Graduate Dean	On target. Proposal approved at University level. To be submitted for COT and BOG and implementation by fall 2008. Ongoing.
20	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.	Non-traditional student enrollment will increase to 810 (1.5% increase) by fall 2006 (fall 2004 baseline = 798).	ACE Task Force/PTE	The number of non-traditional (24 year old UG's) declined to 790 in fall 2005. This outcome will be sustained.
21	(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.			
22	Ensure campus-wide participation in the Degree Specification Project as the means for measuring program outcomes and degree coherence.	All undergraduate and selected graduate programs will "close the loop" on at least three intended outcomes summer 2006.	Deans/ Assistant Provost for P&A	All departments submitted a degree specification matrix by summer 2006. This outcome will be sustained given it is an annual cycle.

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23	Establish a plan and process for assessing Middle States' seven specified general education outcomes.	At least three out of the seven Middle States' general education outcomes will be assessed by summer 2006.	Coordinator GenEd/ Assistant Provost for P&A/ Chair Assessment Committee	Inventories were applied in 2005-2006 to measure Quantitative Reasoning, Writing, and Information Literacy. Reports will be generated in 2007-2008. This outcome will be sustained.
24	Continue with the focused assessment of academic advisement.	The Office of Academic Advisement will assess the same three intended outcomes it did in 2004-05. The Office of Planning & Assessment will conduct faculty and student focus groups in spring 2006.	Provost/Assistant Provost, P&A/ Assistant Provost, Academic Services/Advisement Office	Focus groups were completed in spring 2006. Sustain to 2006-2007 for application of findings.
25	Assess student satisfaction	IR will participate in the national administration of the Noel Levitz Student Satisfaction Survey in Spring 2006. Results will be disseminated in 2006-2007.	Assistant Provost, P&A	The survey was conducted in Spring 2006. This outcome will be sustained to 2006-2007 for the dissemination of the results. Ongoing.
26	(C) New Pedagogy Initiatives, Technology, and Distance Learning: Collaborate in the implementation of innovative pedagogical initiatives that enhance student learning.			
27	Involve faculty in campus-wide use of technology to enhance learning.	The final phase of the Visible Knowledge Project will be implemented by fall 2007. CAE will hold a technology showcase each year between fall 2005 and fall 2007.	CAE/ All Deans/ Provost/ Director MU Visible Knowledge Project	Program ongoing. Tracy Weis to report to J. Short on final projects. Grant completed. CAE held its annual technology showcase. Distance learning workshops were also held, which were very successful.
28	Foster campus-wide dialogue on the Scholarship of Teaching and Learning.	CAE will sponsor at least one workshop on the Scholarship of Teaching and Learning each year between fall 2005 and fall 2007.	CAE/ All Deans/ Provost	CAE held its annual workshop in 2005-06 academic year. Ongoing.
29	Increase the number of undergraduate and graduate offerings via distance education (both blended and online).	The number of enrollments in distance education (accountability measure #6) will increase from 1,103 (per fall 2005 SAP) to 1,292 (per fall 2007 SAP).	Director PTE/ All Deans/ Provost	Enrollments in distance education increased to 2,002 (per fall 2006 SAP). This outcome will be sustained to evaluate fall 2007 target.
30	(D) Accreditation: Maintain accredited status of existing programs and achieve accredited status for other appropriate programs.			
31	Achieve NASAD accreditation for art programs.	The Art programs will be accredited by 2006-2007.	Dean HMSS/ Chair ART	The Art programs were accredited in April 2006. This outcome will be retired.
32	Develop a plan to achieve AACSB accreditation for business programs.	This plan will be developed by spring 2006.	Dean H&SS/ Chair BUAD	Accomplished. This outcome will be retired.

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33	Achieve re-accreditation of the American Chemical Society-approved chemistry programs in chemistry and biochemistry.	This program is expected to be re-accredited by fall 2007-	Chair CHEM/ Dean SCMA	Ongoing. NOTE: This is not an accrediting body per se, but a recognition of the quality of the program.
34	Achieve NCATE accreditation in the Professional Education Unit.	NCATE will award re-accreditation status to the programs offered through the School of Education by fall 2006.	Deans/ Chairs/ Professional Education Units	Accomplished. Formal notification anticipated by early November 2006. This outcome will be retired.
35	Secure Learned Societies approval of appropriate education programs as a part of NCATE accreditation, PDE Approval and State System compliance.	Foreign languages, reading, technology education, social studies, English, math, science, leadership & supervision, and advanced early childhood are expected to be approved during 2006.	Deans/ Chairs/ All Schools	SOE Dean noted that no reports received yet from English, Reading, Ed. Ldrship. All other programs received approval. Ongoing.
36	GOAL #2: Intensify and convert our ongoing commitment to social equity, diversity and globalization into deliberate progressive action.			
37	(A) Students – Recruitment Initiatives: Recruit an increasingly diverse student body.			
38	Utilize the Lancaster Partnership Program, the Upward Bound and Migrant Ed Programs to facilitate recruitment of students of color.	The yield of students from these programs will increase to a total of 85 (5% increase) by fall 2007 (fall 2005 baseline from Upward Bound = 15, LPP = 60, Migrant Ed = 6).	Directors/ LPP, Upward Bound and Migrant Ed Programs/ Assistant Provost for Academic Services	Ongoing. Data not available until October 2007.
39	Increase the number of scholarships for all students.	A specific fiscal target will be set for scholarship and fellowship for the next Capital Campaign.	Provost/ Deans/ University Advancement	A specific target of \$11.8 million for scholarship and fellowship was established for the next Capital Campaign. Retired.
40	Update and implement the Undergraduate and Graduate Recruitment Plans.	Data for both of these plans will be collected, analyzed and action plans specified by mid-summer 2006.	Admissions/ Dean of Graduate Studies	Completed. This outcome will be retired.
41	(B) Faculty / Staff Recruitment: Implement a recruitment plan that assures a diverse faculty and staff.			
42	Support on-going recruitment of faculty with the emphasis on quality, equity, and diversity.	Increase the proportion of full-time faculty of color from 16.2% (as of fall 2004) to at least 17.0% by fall 2007.	Provost/Deans/Chair s/Directors	As of fall 2005, 17.04% achieved. Goal exceeded. There is a faculty recruiter for 2006-07. Ongoing.

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43	Foster the recruitment and employment of African American and Hispanic faculty and faculty with interests in feminist and ethnic issues.	Increase the proportion of faculty that are African American and Hispanic from 9% (as of fall 2004) to 10.5% by fall 2007.	Directors, African American, Hispanic and Women's Studies/Provost/ Deans/Chairs	As of fall 2005, 10.26% achieved. Ongoing.
44	(C) Curricular, Co-curricular and Campus Programming: Assure programming that appeal to a diverse student body.			
45	Increase education abroad opportunities for students through the University's international partnerships.	These opportunities will increase to a total of four by fall 2007 (fall 2005 baseline = three).	Director Global Ed & Partnerships/ Deans/ Provost	An agreement with the University of Puerto Rico-Mayaguez was signed in Spring 2006. This outcome will be sustained given several additional programs are in development including programs at St. Mary's College in N. Ireland, the University of Kwazulu-Nata in South Africa, and Princess Suyama University in Jordan.
46	Provide a curriculum that celebrates and incorporates diversity.	New curricular proposals will be put forward on an on-going basis, including topics courses and seminars, that reflect diversity and/or diversity issues.	Deans All Schools/ Provost	Ongoing.
47	Develop diversity plans for each school department and non-school departments.	Each school will have in place their own specific diversity plan by fall 2006.	Deans All Schools/ Provost/ Social Equity Office	Ongoing.
48	Pursue more joint programming efforts to enhance ethnic/international/global themes and diversity.	The number of exchange partners will increase by at least a total of two, including FORL (Spain, French-speaking link) and Education (Puerto Rico teacher's program) by fall 2008 (2004-05 baseline = three).	Director of Global Ed & Partnerships/ Deans/ Provost	A new agreement with the University of Puerto Rico - Mayaguez was signed in spring 2006 with educators from the area participating in a program at UPRM in July - August 2006.
49		The number of visiting exchange faculty will increase by at least two by fall 2007 (fall 2004 baseline = two).	School Deans/ Provost	Sustained.
50		The Chinese Culture Celebration Days in October 2005 will feature a Business Forum for businesses and individuals wanting to export to China.	Director Shanghai Executive Training Program/ Dean H&SS/ Special Events	The Chinese Cultural Celebration took place in October 2005 and featuring the Business Forum.

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51	GOAL #3: Utilize a Student-Centered Environment to Improve Student Retention and Student Graduation Rates.			
52	(A) Experiential Learning – COOP, Student Research, Internships, Honors Thesis, etc.: Expand experiential learning opportunities for students.			
53	Explore the development of graduate internship opportunities.	Recommendation regarding the development of these opportunities will be submitted by fall 2006.	Dean/ Graduate Studies/ Director CAP	Ongoing. MSW and MSEM will each have internships. Checking new programs as they are being developed. Progress needs to be made in MBA. Recommendations for graduate internships will be submitted to Faculty Senate in 2006-07.
54	Expand for-credit, community-based learning opportunities.	-II/IS offerings will increase from 449 in 2004-05 to 460 in 2005-06.	Deans/ All Schools/ Director CAP	II/IS offerings for 2005-06 totaled 344. Ongoing.
55		-The number of service learning opportunities will increase from 248 agencies in 2004-05 to 255 agencies in 2005-06.		The number of agencies served in 2005-06 (estimated by Community & Academic Partnerships) is 242. The CAP office maintains not all faculty complete the survey at the end of the service learning opportunity. Ongoing.
56		-The number of community coops and internship opportunities will increase from 322 in 2004-05 to 330 in 2005-06.		The number of coops and interns declined by 4 in 2005-06, however, the SP06 semester had a record 145 students. The goal for 2006-07 will remain 330. Ongoing.
57	Increase the number of student research opportunities on campus and promote faculty involvement in grant writing to obtain internal and external support for undergraduate research. Highlight grant opportunities in International Studies.	The total number of students engaged in research will increase to 160 (10% increase) by fall 2007 (2004-05 baseline = 145).	Deans All Schools Directors International Affairs, International Studies, CAE	Sustain for 2007 target.
58		The number of honors theses will increase from 25 in 2004-05 to 28 in 2005-06.	Deans/ Chairs	44 Honors Theses (including Honors College and Departmental Honors) were awarded between August 2005 and May 2006. Ongoing.
59		Student research funding will be increased by \$15,000 during 2005-06.	Academic Affairs	\$15,000 was added to the Performance Funding Student Research account in 2005. Sustain.

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60	Develop university-sponsored research and travel grant program for graduate research and thesis support.	This program will be developed by fall 2007.	Dean Graduate Studies/ Graduate Course and Program Review Committee	Ongoing and on track for completion by fall 2007.
61	(A-1) Increase student retention with an emphasis on narrowing the gap in retention between majority and minority students.			
62	Retain students using accommodating schedules and instruction delivery strategies, enhanced advising and mentoring.	The retention rate for all first-year students will improve by fall 2007 (2004-05 baseline = 79.4%).	Directors Academic Advisement and LPP/ Deans All Schools/ Assistant Provost for Academic Services	The second year persistence rate for 2005-06 increased to 80.4%. Ongoing.
63	Develop and implement strategies to improve retention of all students, with an emphasis on students of color (see strategies under Goal #3).	The retention rate for African American students will improve by fall 2007 (2004-05 baseline = 66.7%). The retention rate for Hispanic students will improve by fall 2007 (2004-05 baseline = 67.5%).	Assistant Provost/ Academic Services/ Academic Affairs/ All Schools/ Provost	The African American second-year persistence rate for 2005-06 remained at 66.67%. The Hispanic second-year persistence rate for 2005-06 increased to 80.4%, matching the overall rate for the campus. Ongoing.

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64	Provide improved tutoring services that will improve the retention of all students, but especially underrepresented students.	The number of students receiving tutorial services will stay consistent, or increase, during 2005-06. Tutoring hours for 2004-05= 1,971/ number of students 812. Student satisfaction with tutoring (based on Learning Services Survey results) will maintain, or increase, by fall 2006 (2004-05 baseline = 92%). The Learning Services Survey was not completed in 2005-06 due to budgetary concerns - it will be conducted in 2006-07.	Director Learning Services	Tutoring hours 2005-06: FA/SP=1,955 with 2,059 hours in the summer of 2006. The total number of students tutored in 2005-06=507. The increased hours but lower number of students represents an increase in group tutoring hours but the loss of 145 students due to a discontinued grant. The Tutoring Center will increase the hours by 5% or 2,156 hours by fall 2007 using the 2005-06 baseline of 1,955. Student satisfaction with tutoring services as of Spring06 increased to 98%. This is a 6% increase over the baseline of 92% in 2004-05. The Tutoring Center will maintain or increase satisfaction with services (based on Learning Services Survey results) in 2006-07 using the 2004-05 baseline of 92%. Ongoing.
65	Support students with learning and physical disabilities by providing appropriate support services.	The Office of Learning Services will maintain, or increase, its level of service to students with disabilities during 2005-06 (2004-05 baseline = 1,826 accommodations). The satisfaction of all students with disabilities with the Office of Learning Services will stay consistent, or improve, during 2005-06.	Director Learning Services	The Office of Learning Services will maintain or increase the number of accommodations for students with disabilities in 2006-07. Baseline for 2005-06=1,800. The Office of Learning Services will maintain or increase student satisfaction with disability services. 2004 baseline=80%. *No 2005 baseline available as survey was not done in 2005-06. Ongoing.
66	(B) Student-Centered Programs and Support Services, including Peer Mentors: Emphasize student-centered approaches to programs and services.			
67	Implement Rolling Admissions for selected master's degree programs.	Rolling Admissions for selected Master's programs will be in place by fall 2007.	Registrar/ Graduate Dean/ Dept. Chairs/ Academic Depts	Completed. There was a decrease from 260 to 200 non-degree students based on the rolling admissions. Retire.

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68	Provide DARS for master's degree programs.	DARS for graduate programming is currently in the final stage of testing and should go "live" by January 2006.	Assistant Registrar/ Registrar's Office	There are 8 master's degree programs "live" in DARS, and an additional 8 will be "live" by December 2006. Ongoing.
69	Implement online applications for graduate studies.	On-line applications for graduate studies will be implemented by fall 2007.	Information Technology/ Graduate Dean	In process and on target for completion.
70	(C) Freshman Year Initiatives: Expand freshman year programming to facilitate student success and increased retention.			
71	Expand freshman year programming to facilitate student engagement and enhance University retention.	Increase the number of freshmen participating in the freshman year experience to 528 (by 10%) 5% change from 05-06 by fall 2007 (2004-05 baseline = 480).	Chair FYE Committee/ Deans/ All Schools	For fall 2006, there are 554 students enrolled in first year seminars (1 – 3 credit, both "passions" and "majors"). Ongoing.
72	GOAL #4: Advance civic engagement through the American Democracy Project, expanded partnerships and community outreach.			
73	(A) Service-Learning: Continue expansion of Millersville's service-learning initiative.			
74	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 by 2% from 2005-06 by fall 2007. (Minimum 2 programs per academic year.)	Director CAP/ Center for Academic Excellence/ Deans All Schools	Sustain to 2007 target year.
75	Infuse the concept of civic engagement throughout the undergraduate and graduate curriculum.	At least 80% of responding students on the 2006 Noel Levitz Student Satisfaction Inventory will indicate that they have interacted with the concept of civic engagement in some of their classes at MU (locally developed question).	Deans Graduate Studies, All Schools	69% of students indicated they were somewhat satisfied, satisfied, or very satisfied with "Millersville University provides opportunities for me to perform community service." May change to NSSE survey to report next time. Ongoing.
76	(B) Community Outreach: Expand community linkages in fulfillment of University's mission.			
77	Increase support for additional linkages between departments and appropriate community organizations.	Initiate new community linkages by fall 2007.	Deans All Schools	Sustain.
78	Make faculty expertise available to area business and industry, school districts, and community through Centers and faculty outreach.	Initiate new business and industry projects by fall 2007.	Director PTE/ Deans All Schools	Sustain.

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79	GOAL #5: Faculty Development and Engagement: Foster a scholarly and creative environment for faculty and staff.			
80	A) Provide Millersville faculty with plenty of opportunities to enhance their teaching and scholarship.			
81	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 per year between fall 2005 and fall 2008.	Dean SCMA	During 2005-2006, eighty-two departmental research colloquia were offered including 22 women presenters and 7 minority presenters. Sustain.
82	Provide in-house workshops for faculty and staff to familiarize them with the new instructional technology.	The number of these workshops will increase by fall 2007.	Deans/ IT/ CAE	Workshops offered by the CAE and by departments. Performance funding dollars supported faculty workshops by Dr. Rich Novak. Ongoing.
83	Increase the faculty development offerings provided by the Center for Academic Excellence.	CAE professional development opportunities will increase between fall 2005 and fall 2007.	Director CAE/ Deans	Inaugural MU Academic Festival was held May 2005. Will be held annually. Ongoing.
84	Increase the number of faculty who apply for Grants.	The number of faculty who apply for grants will increase between fall 2005 and fall 2007.	Deans/ Director, Grants	PASSHE grants received by Drs. Cosentino, Wagner, Boal, Hanich, Schaffer, and Chuku. Ongoing.
85	Increase the number of programs that recognize and enhance research, scholarship, and creative activities among faculty and staff.	The Dialogue on the Scholarship of Teaching and Learning (SOTL) will be continued through various forums offered in September 2005. Increase participation in the Academic Festival in 2007.	Dept. Chairs/ Deans/Graduate Dean/CAE	Spring research celebration established during 2005-06. Ongoing
86	The School of Education will provide Professional Development funds for faculty as a percentage of the summer incentive money received.	A portion of this incentive money will be allocated to faculty professional development funding each year between fall 2005 and fall 2007.	Provost / Dean SOE	Ongoing
87	B) Engage faculty in discussions of issues of importance to the University.			
88	Provide timely information/discussion forums for faculty and staff regarding issues that affect the University.	Academic Affairs will present at least one such forum each academic year between fall 2005 and fall 2008.	Provost /Associate Provost/ Deans	Provost and VP for F&A presented budget forum for faculty and staff in fall 2005. Provost and VP for Student Affairs held faculty and chair forums for Fall New Student Orientation in April 2006. AA and CAE held a Promotion and Tenure workshop in September 2005. Ongoing.
89	Provide professional development workshops for department chairs.	Academic Affairs will provide at least one such workshop for chairs each academic year.	Deans/Directors/ Provost	A chair forum on fall orientation was presented in 2005-2006. Ongoing.

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90	C) Increase grant submissions among faculty and staff.			
91	Increase financial support and recognition for faculty research and scholarly activities.	The number of proposals submitted for faculty grants will increase to 97 (by 5%) between fall 2004 and fall 2006 (fall 2004 figure=92).	Deans/ All Schools/ Provost	Results available in 2006-2007. Sustain.
92	Hire a grants and sponsored research director.	This director will be hired by January 2006.	Dean of Graduate Studies and Research/ Advancement	Completed.
93	Implement a training workshop on "grantsmanship" for faculty and staff.	A series of workshops will be offered on "grantsmanship" beginning in 2006.This workshop will be implemented by spring 2006.	Dean of Graduate Studies and Research	A series of 10 workshops are planned for 2006-07. Ongoing.
94	Create a web page for research resources for faculty and staff.	This webpage will be created by spring 2006.	Dean of Graduate Studies and Research	Completed.