

# **Academic Affairs Strategic Plan 2007-2008**

## **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 needs to be updated to reflect the six Strategic Directions for the University. Those 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 2007-08 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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1	<b>GOAL #1: Transform the curriculum and educational programs to respond to the changing needs of a</b>										
2	<b>Connection to MU's Strategic Directions:</b> (1) Creating Academic Programs of National Distinction and (3) Fostering an appreciation for the Liberal Arts.										
3	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOME(S)</b>	<b>PERSON/ UNIT ACCOUNTABLE</b>	<b>RESULTS</b>	<b>Progress</b>					
4	<b>(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.</b>										
5							Develop a 120-credit Respiratory Therapy program option within the new BS-AHT degree.	Proposal submitted to SCMA School Curriculum Committee in October 2007. Approved by Faculty Senate and Administration during 2007-08 academic year.	Chair BIOL/ Dean SCMA	Biology proposal for a new B.S. in Allied Health Technologies was approved by administration on April 16, 2008 and will next require policy approval from the Millersville COT and the PASSHE BOG. Accompanying this degree proposal is a major revision of the Respiratory Therapy program.	Ongoing
6							Develop a B.S. in Allied Health Technologies.	Letter of intent approved by PASSHE winter 2007. Proposal goes to SCMA School Curriculum Committee in October 2007. COT and BOG approvals expected in 2008.	Chair BIOL/ Dean SCMA	Biology proposal for a new B.S. in Allied Health Technologies was approved by administration on April 16, 2008 and will next require policy approval from the Millersville COT and the PASSHE BOG. Accompanying this degree proposal is a major revision of the Respiratory Therapy program.	Ongoing
7							Develop Computer Graphics and Game Development track in Computer Science	New Computer Graphics and Game Development track in Computer Science approved by fall 2009.	Chair CSCI/Dean SCMA	Drs. Webster and Zoppetti completed the second year of the NSF-CCLI grant under which this program is being developed. Revisions for the lecture and lab components of the <u>new</u> CSCI 475: Game Development and Computer Animation were completed during 2007-08. Connections with CSCI 420: Software Engineering and CSCI 375: Graphics and Virtual Reality and other CSCI classes were refined. Ten undergraduate research projects completed.	Ongoing.
8							Explore a B.S. in Integrated Earth System Science.	Update is provided on ESCI Department progress in considering this interdisciplinary program.	Chair ESCI/ Dean SCMA	SCMA-Given the large ESCI enrollments in existing programs, the department recommends that an Integrated Earth Systems Science program be developed at the masters level; a full business plan will have to be developed to support a masters degree proposal.	Retire.
9	Revise ELED and Early Childhood to meet new PDE certification requirements.	Ongoing work continues for the development of the new program certifications, as mandated by the Pennsylvania Department of Education through chapter 49-2 regulations. The curricular development process continues with four faculty and new programs need to be in place for the incoming freshman class of 2009.	Dean SOE	The Professional Education Unit began development of a new undergraduate program in middle-level education. The new program was mandated by the Pennsylvania State Department of Education in legislation entitled Chapter 49-2. Faculty committees were formed and co-chairs selected to facilitate the development of the new program. In addition, the Professional Education Unit will be making major revisions to all teacher preparation programs to meet additional requirements from Chapter 49-2. A separate committee of faculty members have been working to include these revisions for approval through the curricular process. Both the new middle-level program and revisions to other programs must be approved through the curricular process and ready for implementation in Fall 2009.	Ongoing						

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
10		Address Chapter 49 (2) issues.	Hold meetings with faculty and school councils to discuss implications. Begin meeting requirements.	Provost and Deans	Three professional development opportunities were afforded to all faculty members in the Professional Education Unit which focused on the new changes supported by Chapter 49-2. The first opportunity was an open session with the Provost. The second segment featured a panel of five local administrators who presented a practitioner's perspective including concerns regarding the changes in Chapter 49-2. The third session provided all PEU faculty with specific information regarding the curricular changes for the new middle-level program including the revisions to the Special Education program, the Secondary Education Programs and all other educator programs.	Ongoing
11	<b>(A-2) Develop and implement new graduate program offerings and delete existing ones, as appropriate.</b>	Prepare proposal for M.Ed. program in Assessment, Curriculum and Teaching to present to PDE and SSHE.	Proposal is currently under review at the GCPRC with review in 2007-08.	Chair EDFN Committee/ Dean SOE	SOE-A graduate level program entitled Assessment, Curriculum and Teaching has been developed and passed by the Graduate Course and Program Review Committee. This program has been extensively reviewed through the curricular process and has undergone extensive revisions since the first submission. It is expected that this program will be submitted to the PASSHE for approval in the Fall 2008 semester.	Ongoing GRAD-Program will be presented at Faculty Senate in fall 2008 and is expected to be reviewed by PASSHE in winter 2008/09.
13		Study feasibility and develop proposal for Ed.S. in School Psychology. (Two year time frame)	Feasibility study prepared and reviewed for recommendations.	Grad Dean and SOE Dean.	Terminal degree in school psychology (MS-EDS) proposal developed.	Ongoing
14		Revise M.Ed. in Elementary Education.	Terminal degree in school psychology (MS-EDS) proposal developed.	Graduate ELED Program Coordinator/ Dean SOE	GRAD-The M.Ed. in Gifted Education began full implementation of the graduate level program in Fall 2007 with a current enrollment of 17 students.	Completed and ongoing.
15		Study feasibility and develop proposal to refocus the MS in Biology degree program as a teacher-oriented, accelerated-format degree program.	Redesigned MS-Biology completed by fall 2009.	Grad Dean and SCMA Dean.	Biology proposal for a new B.S. in Allied Health Technologies was approved by administration on April 16, 2008 and will next require policy approval from the Millersville COT and the PASSHE BOG. Accompanying this degree proposal is a major revision of the Respiratory Therapy program.	Ongoing
16		Explore graduate coordinator roles and responsibilities.	DC provides recommendations regarding graduate coordinator roles and responsibilities.	DC; Grad and School Deans.	GCPRC has developed draft of graduate coordinator roles and responsibilities for discussion; final document awaits approval by the committee and will then be reviewed at DC.	Ongoing
17		Analyze new graduate thesis processes and requirements.	Revised graduate thesis processes and requirements proposed.	Graduate Dean and School Deans	New graduate thesis guidelines and policy drafted and passed by the GCPRC and approved by Faculty Senate. New thesis guidelines included in the 2008-09 Graduate Catalog.	Completed

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
18		Explore curricular changes to MBA program.	The new department chair and new director of the MBA program are working in conjunction with the new Director of Business Studies to review current curricular offerings and refocus program emphasis	Chair BUAD/ Assoc Dean and Director, BUAD, Dean H&SS/ Graduate Dean	HSS-Conducted a thorough review of the MBA program and implemented efforts to improve the business curriculum including: 1) reviewing of faculty qualifications in an effort to match course offerings in the MBA Program with faculty expertise in order to ensure that terminally qualified faculty are teaching these courses. 2) Reducing the number of Special Topics courses offered in the MBA Program and developed a two year course rotation for the MBA program in order to ensure that students can complete their degree requirements in a timely manner. 3) Initiating a faculty led initiative to require any Special Topics course that is taught more than once to go through the regular course proposal process. 4) Conducting a content analysis of course syllabi to ensure that course content meets AACSB standards. 5) Conducting a crosswalk analysis and competitive analysis for the MBA Program.established criteria for Participating Faculty and Supporting Faculty as well as for Professionally Qualified and Academically Qualified faculty. Also, the Department established a Graduate Student Advisory Council and a Business Advisory Council.	Ongoing
19	<b>(A-3) Identify and implement</b>					
20	<b>strategies to attract "new" audiences such as transfer students, non-traditional students or adult learners.</b>	Refocus EDW offerings so that they are in compliance with PDE regulations.	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 Graduate Dean and the Dean for the School of Education are pursuing avenues for informing faculty regarding the new guidelines for Educational Workshops, including reapprovals, new workshops, and the delivery of those workshops following Pennsylvania Department of Education guidelines.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration	Faculty revised current EDW offerings in order to meet new PDE standards. Continued to explore new workshops that would operate on the "Institute" model. GRAD-Enrollment targets for summer III 2007 and summer I and II 2008 were not met. Ongoing discussions and planning regarding conversion into DL modalities, streamlining processes for increased responsiveness, and other tactics to increase future enrollments	Not met
21		Explore the development of graduate certificate programs.	The Center for Environmental Science is considering several environmental certificates.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration	SOE - no evidence to support below sentence?? GRAD-Draft of Gifted Certificate (fully online delivery) in approval stages at the department and school levels; slated to be offered beginning in Spring 09. SCMA- An Environmental Institute was developed for the summer 2008 as the first component in an environmental certificate. The Institute did not attract enough enrollment to be offered, which will require a re-evaluation of the viability of an environmental certificate.	Ongoing

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
22		Implement first-year and plan for the second year of online M.S. in Emergency Management.	Recruit new director for the CDRE/M.S. in EM program. Offer and evaluate Fall 07- Spring 08 classes. Continue marketing/student recruitment plan.	Director CDRE/ Dean H&SS/ Graduate Dean	HSS-The Master of Science in Emergency Management (MSEM) degree program, Millersville's first fully on-line graduate degree, began in Fall 2007 with a current enrollment of 19 students, more than 20% ahead of the projected enrollment of 15. GRAD- MSEM is on track in first year and exceeding enrollment targets. On line courses have been developed and deployed successfully.	Exceeded
23		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 (UGs only age 24 or older) will increase to 810 (verify that # is UG only) (1.5% increase) by fall 2006 (fall 2004 baseline = 798). The number for 2006 was 836. Development and implementation of new program initiatives continues, including fully online MSEM, MSW, and off-campus MED cohort in Hanover, PA. Pilot offered in Summer 2008.	ACE Task Force/PTE	1) Millersville University continues to offer courses/programs to nontraditional students at various off-campus locations including sites in Lancaster, York and Harrisburg. Courses in the M.Ed. in Language & Literacy continue to be offered to a cohort of approximately 20 students at the South Western School District in Hanover, PA. A needs assessment is currently being conducted at Dover Area School District for expansion of this program. 2) Nearly 140 EducatorSource workshops were offered year-round to educators on-campus, online, and at sites across the Commonwealth, enrolling more than 2,000 graduate students in Summer sessions II and III in 2007 and Summer session I in 2008. 3) The Master of Social Work program, a unique collaborative degree with Shippensburg University launched in 2007, increased enrollment in the advanced and regular programs from a total of 19 in Fall 2007 to 53 in Fall 2008, well over the expected projections. Over 20 students received their MSW degree at the May 10, 2008 Millersville graduation. 4) The English as a Second Language program on the graduate level was offered in an accelerated format to meet the needs of working professionals off-campus at Liberty Place.  GRAD-Program proposal is complete and is undergoing	MSW- Exceeded  Enrollment targets for summer III 2007 and summer I and II 2008 were not met.
24		Investigate the use of the new scheduling software to enhance understanding of general education, DL, and program offerings.	Group reports on analysis capabilities of Ad Astra scheduling software.	Provost/Registrar/ PA-IR	GRAD-Market research project by external consultant in final stages; environmental scanning report already issued. 1) Off-campus programming at Liberty Place in downtown Lancaster resulted in 86 graduate and undergraduate courses with over 1500 total student enrollments. 2) The post-baccalaureate program for Urban teaching continued to offer its on-site program for the purpose of certifying teacher candidates who already hold a baccalaureate degree. In collaboration with the middle schools in the School District of Lancaster, this year long accelerated teacher preparation program is offered on-site with all classes taught at the middle schools. Teacher candidates within this program receive a stipend from the school district of \$6000 per year to serve as a substitute teacher during their internship year. These teacher candidates have experienced a placement rate for permanent positions of 95% within the School District of Lancaster. Ten (10) participants enrolled for 2007-2008.	Ongoing.

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
25		Explore other off-campus sites like Lancaster Place.	Consultant reports on potential satellite sites (e.g. York area).	Graduate Studies	<p>GRAD- Consultant reports on potential satellite sites (e.g. York area). Lang/Literacy program in Hanover and research has uncovered strong interest in replicating this partnership in Dover Area School District when Hanover cohort nears completion.</p> <p>1) Courses in the M.Ed. in Language &amp; Literacy continue to be offered to a cohort of approximately 20 students at the South Western School District in Hanover, PA.</p> <p>2) A needs assessment is currently being conducted at Dover Area School District for expansion of this MED Language and Literacy program.</p> <p>3) 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. The ESL certificate program ran 3 sections with over 39 enrollments at HACC York.</p>	Exceeded
26		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.	Potential programs are identified that may be offered at HACC.	Graduate Dean and School Deans	APAA- Associate Provost met with the Campus Dean of HACC Lancaster to begin preliminary discussions about degree completion programs held on HACC Lancaster campus.	On-going
27		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.	Graduate Dean / School Deans / Admissions	Associate Provost met with the Campus Dean of HACC Lancaster to begin preliminary discussions about degree completion programs held on HACC Lancaster campus.	On-going
28						
29	<b>(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.</b>	Ensure campus-wide participation in the Learning Outcomes Assessment Project as the means for measuring program outcomes and degree coherence.	All UG programs submitted a Learning Outcomes Assessment Template by SP07. Graduate programs that submitted assessment plans include MED in Sports Mgmt and MS Nursing. Asst VP P&A and Graduate Dean will discuss assessment in graduate programs.	Deans/ Assistant Provost for P&A	Undergraduate academic departments submitted learning outcomes wrap-ups for the 2006-07 assessment cycle. A few programs (Psychology; Wellness & Sports Sciences; Math Education) completed the full cycle; assessing improvements made as a result of prior assessment projects. Other programs are implementing changes based on assessment results. All accredited graduate programs implement assessment initiatives. Provided \$4500 in support for academic departments' assessment outcomes initiatives.	On-Going.
30		Improve campus-wide participation in the Learning Outcomes Assessment Project by advancing the concept of "closing the loop."	A summary report was written in summer 2007 and will be updated in FA 2007.	Deans/ Assistant Provost for P&A	Summary report was provided in Fall 2007. In addition, approximately 90 faculty and staff participated in three different faculty development programs on student learning outcomes. Two featured nationally recognized assessment experts: a webinar with Trudy Banta (approximately 10 attended) and workshops with Virginia Anderson (approximately 40 attended); the third involved sharing annual best practices in the assessment cycle (approximately 40 attended). Finally, facilitated retreat on learning outcomes assessment for about 40 student affairs staff.	On-Going.

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
31		Establish a plan and process for assessing Middle States' seven specified general education outcomes.	Additional attempts to assess critical thinking is being conducted using CLA in 200708.	Coordinator GenEd/ Asst Vice Pres for P&A/ Chair Assessment Committee / AOAC Chair	<p>Millersville University participated in several national assessment initiatives:</p> <ul style="list-style-type: none"> <li>-Over 200 required first-year and senior-level students participated in the voluntary 90-minute CLA to help understand critical reasoning and analysis skills, a key component of the General Education assessment program.</li> <li>-Obtained over 40% response from first-year and senior-level students for the NSSE as part of the PASSHE consortium.</li> <li>-During orientation, over 800 first-time, first-year students participated in the CIRP Freshman Survey to understand attitudes and expectations regarding college.</li> <li>-Over 40% of full-time faculty participated in the HERI Faculty Survey to help gauge attitudes of climate, teaching, research, service and higher education and university issues.</li> </ul>	Ongoing
32		Investigate a plan for broad assessment of Millersville University's general education curriculum.	The New Gen Educ curriculum was officially approved and an assessment plan can now be designed.. NSSE will be offered in 2007 and 2008, and the CLA will be offered in 200708.	Coordinator GenEd/ Asst Vice Pres for P&A/ Chair Assessment Committee	<p>Some progress has been made in developing an assessment plan for the General Education curriculum, but more work is needed. Three members of the AOAC were sent to a MSCHE General Education Outcomes assessment workshop in May 2008.</p> <p>Data was collected on over 1000 students at pretest and over 350 at posttest. Data analysis is still underway.</p>	On-going
33		Ensure that effectiveness initiatives for non-instructional units within Academic Affairs are in place.	Asst VP for PA will work with units during 200708 to help units understand how to apply findings and make improvements.	Asst Vice Pres P&A/ Academic Affairs	<p>Revised Learning Outcomes template sent to all academic and non-academic units.</p> <p>Reviewed assessment plans and processes with at least 8 support units within Academic Affairs.</p> <p>Student Affairs programs developed assessments for Leadership, Values Development, Community, Health and Wellness, or Service outcomes. Most Student Affairs staff (over 40 staff) participated in a retreat to enhance student learning outcomes assessment processes within their areas.</p> <p>Outcomes for CAE are still being developed. Data via a faculty survey, will be available for analysis in fall 2008, with the development of metrics to take place simultaneously.</p> <p>The online evaluation tool results demonstrate that there is agreement in virtually all aspects evaluated. The full results of this assessment will be made available to all academic departments for use in their departmental assessment and accreditation activities.</p>	On-Going.

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34		Continue with the focused assessment of academic advisement.	Asst Vice Pres for P&A will work with Advising Unit to identify further assessment.	Asst Vice Pres, P&A / Assistant Provost, Academic Services/ Advisement Office	Began work with Academic Advising Director to identify learning outcomes. Discussed outcomes assessment initiatives including the use of student learning outcomes and appropriate use of assessment tools to understand learning outcomes. Discussed awareness of practices that other institutions use or as suggested by professional organizations like NACADA. Discussed use of CAS Standards to identify outcomes. Added advising questions to both HERI Faculty Survey and NSSE survey to compare student and faculty perceptions of advising. Data available fall 2008.	On-Going.
35		Explore feasibility of participation in AACSCU & NASLGC Voluntary System of Accountability	Participation determined. Begin defining timeline for sharing information.	Asst Vice Pres P&A/ Direc, IR	MU's VSA College Portrait was uploaded to PASSHE on June 6, 2008. All PASSHE schools will be participating. Worked with IT, Financial Aid, Admissions, Graduate Studies and IR to develop first College Portrait.	Exceeded
36		Conduct Noel-Levitz Adult Learner survey in Spring 2008. (Graduate Studies in partnership with Planning & Assessment.)	Findings shared with Graduate Studies, DC, Student Affairs to determine recommendations for improvements.	Graduate Studies with Planning & Assessment.	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. At present time 45% of students invited have voluntarily participated in ASPS. Next step is to develop a plan to address recommendations from survey results	Ongoing
37		Administer first graduate and postbaccalaureate student exit survey.	Exit survey designed and administered to students by end of Spring 2008.	Graduate Studies with Planning & Assessment.	ASPS piloted successfully; graduate student exit survey is drafted and awaits review by GCPRC in Fall 2008.	Ongoing
38		Develop on-line evaluation for DL courses.	On-line evaluation tool piloted in DL courses.	Graduate Studies	On-line student evaluation of faculty instrument used by students to evaluate faculty in their distance learning courses was created by the MUOnline Advisory Group in Fall 2007. This instrument was based on the University's standard (face-to-face) student evaluation of faculty instrument and was pilot tested during the Winter 2008 and spring 2008 terms.	On-going
39		Initiate university-wide assessment advisory group.	University-wide committee established and assists in planning of assessment initiatives.	Planning & Assessment	Proposed and had approved by Cabinet, the Council for Institutional Effectiveness and Accountability, a group that will create an assessment plan for the University, communicate assessment initiatives including best practices, and provide feedback on progress towards achieving outcomes defined in the University's assessment plan.	Ongoing
40		Draft an institution-wide assessment plan.	Draft submitted for review by Fall 2008.	Planning & Assessment	Established the CIE to review the draft plan.	Ongoing
41		Conduct appropriate program reviews.	Academic Affairs Program Reviews to be completed in 2007-08 are: Elementary & Early Childhood, Graduate Studies, Foreign Languages, Social Work, Biology, Mathematics (PTE postponed).	Director, Institutional Research	Three Program reviews were submitted in August 2008.	Completed

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
42		Ensure library collections that are up to date in meeting the curricular needs of students and faculty. (SD-1)	In preparation for Library renovations and addition, library faculty will work with other faculty in weeding the collection of outdated and other inappropriate materials. Library faculty and staff will streamline technical processes to ensure timely availability of new materials added to collection.	Library	Library faculty began a systematic review of the library collections, starting with those sections still classified by the Dewey Decimal Classification system. In consultation with faculty from affected disciplines, during the spring semester more than 17,000 volumes were reviewed and nearly 5,000 outdated and/or superseded volumes were withdrawn from the collection.  The University acquired new access to digital library materials and technology. These resources supplement classroom instruction and permit access to a wider variety of materials than could be accommodated in the physical collection.  Successfully migrated from Baker & Taylor to YBP as our primary monographic vendor	Exceeded
43	<b>(C) Collaborate in the implementation of innovative pedagogy initiatives, technology, and distance learning that enhance student learning.</b>	Involve faculty in campus-wide use of technology to enhance learning.	CAE will hold a technology showcase each year between fall 2007 and fall 2008. In its move to the new building, faculty within the School of Education will receive comprehensive training on the implementation of new classroom technologies to enhance the learning process. Individual support for faculty will be offered as well as workshops focused on all aspects of incorporating technology for all faculty.	CAE/ All Deans/ Provost/ Director MU Visible Knowledge Project	Millersville University's Office of Professional Training & Education, Center for Academic Excellence and Division of Instructional Technology sponsored the Annual Technology Showcase which provided professional development in the area of distance education to approximately 45 faculty members. In addition to the Technology Showcase on "On-Line Presence", 4 sessions were held to support faculty, including one session on Personal Response Systems (PRS), and another on Optimal Resume.	Completed
45		Establish the use of a personal response system across the campus.	PRS systems installed in Caputo 210, 400, and 402. Wickersham 104, and Brosman 102. Percent increase in the faculty using the PRS in their classrooms.	Deans / Dean SCMA	Personal Response Systems were introduced in about 12 classrooms and used by faculty in approximately 10 courses offered in several disciplines to enhance assessment of student learning during classroom instruction. In the SCMA 10 courses in four classrooms used PRS technology. McComsey 206 was equipped with the PRS System.	Ongoing
46		Upgrade multimedia equipment in the Roddy/Caputo buildings (two year timeline).	Multimedia installed in 17 classrooms in Caputo, Roddy, and Brosman halls upgraded by fall 2008.	Dean SCMA	Information Technology equipped 37 new smart classrooms in support of instruction in education and sciences, upgraded two (2) existing instructional computer labs, and 45 smart classrooms. Information Technology redeployed usable equipment to other instructional facilities. Multimedia was also installed in selected laboratories that also are used as classroom teaching spaces. New equipment included "dual boot" Mac Mini computers, eliminating the need to have two instructor computers in classrooms to accommodate professors who use differing platforms; new flat screen touch monitors at the instructor stations; and new digital projectors.	Completed.

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
47		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 at least one workshop on the Scholarship of Teaching and Learning each year between fall 2007 and fall 2008. Governance and Policies document edited to include examples of SOTL in Tenure and Promotion criteria.	CAE/ All Deans/ Provost	1) The Center for Academic Excellence (CAE) supports faculty in new initiatives such as general education curriculum development, first year programming, assessment, and effective use of technology. The center continues to serve approximately 270 faculty and staff members each year. CAE sponsored or co-sponsored 40 events: 10 brown bag discussions, 2 promotion and tenure consultations, 3 sessions on sabbaticals, 5 sessions for new faculty and a workshop for new department chairs, as well as 7 other professional development opportunities. 2) To support the transformation of existing courses into the revised General Education Curriculum, the Center for Academic Excellence, in collaboration with the Department of English Composition Committee, offered several workshops to help faculty prepare their course to meet the new expectations of the General Education writing requirements.	No action.
48		Reexamine quality of blended and online UG and Grad course offerings.	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.	Director PTE/ All Deans/ Provost	The University increased the number of distance education offerings (online, blended, and video conference) from approximately 160 sections in 2006-07 to more than 300 sections in 2007-08. GRAD- The university increased the number of distance education offerings (online, blended, and video conference) from approximately 163 sections (3,687 enrollments) in 2006-07 to 178 sections (3,591 enrollments) in 2007-08. 2) Provided \$1,250 (for 07-08) in funds for professional development for faculty teaching via DL mediums (including educational resources and support for travel to conferences)  Quality Matters program set to launch in Fall 2008 as a PASSHE initiative with MU as an institutional member. Also, hiring of new DL Director in June 2008 should enhance DL program in 2008-09 and beyond.	Met
49		Continue to offer workshops and seminars in the area of distance learning. Evaluate all aspects of distance learning offerings.	The DL Task Force has presented recommendations to the Provost concerning the evaluation of DL courses and will continue to work toward the implementation of these recommendations.	DL Task Force	GRAD-1) 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. Several workshops and seminars were made available to faculty. With changes to the CBA, CAE and the MUOnline Advisory Group spent significant portions of their time struggling with the issue of evaluating distance learning offerings. Significant progress was made in the area of student evaluations of faculty and preparing documents to use in the curricular review process and peer review process.	Ongoing

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50		Conduct feasibility study of 100% on-line programs or degree completion programs for non-residential students.	Proposal prepared for Cabinet and COT regarding tuition for 100% on-line web-programs.	Graduate Dean / Assc Provost	Reviewed in 2007-2008 and will be revisited in 2008-09.	Ongoing
51		Enhance the information literacy skills of all students, including those taking DL and blended courses.	Library faculty will develop information literacy tutorial modules that will be available via the Library's website and integrated in BlackBoard.	Library	Library faculty created or redeveloped 9 online tutorials describing the use of basic library resources including the e-reserve system, and duplication and interlibrary loan services. In addition, a 'Library' tab was created in Blackboard	Ongoing
52		Make University's archival materials accessible electronically.	Digitization of The Snapper will be completed so that past issues of student newspaper will be searchable and available 24/7. Plans will be developed for continuing digitization of other archival materials.	Library	The digitization of the student newspaper, the Snapper, was completed thereby providing online access.	Completed
53	<b>(D) Maintain accredited status of existing programs and achieve accredited status for other appropriate programs.</b>					
54		Design and initiate the 2010 Millersville University Self-Study process.	Steering committee and working groups begin meeting. Self-study design submitted to MSCHE. Site visit by MSCHE liaison in Spring 2008.	Assoc Provost and Asst VP Planning & Assessment	All expected outcomes were achieved. Steering committee and Working Groups were formed, involving more than 100 faculty, staff, administrators and students, and met throughout the spring 2008 semester, providing substantial input into the Self-Study Design. The MSCHE Liaison visit was held on-campus on April 11, 2008 and the final version of the Design document, based on input from the MSCHE Liaison will be submitted in summer 2008.  Self-Study will remain a priority action for the campus through 2009-10.	Completed.
55		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).	Dean H&SS/ Director, Business Studies / Chair BUAD	HSS-1) The Business Administration Department has initiated an in-depth review of the MBA program. As part of efforts towards AACSB eligibility, the Department established criteria for Participating Faculty and Supporting Faculty as well as for Professionally Qualified and Academically Qualified faculty. 2) Department established a Graduate Student Advisory Council and a Business Advisory Council. 3) The University appointed a new Director of Business Studies/Associate Dean to lead efforts toward AACSB Accreditation. The Director of Business Studies/Associate Dean developed a proposal for restructuring the department into a School of Business and led departmental efforts that resulted in the establishment of mission statement, a vision statement and shared values for the Business program. 4) The Business Program is on track to submit its AACSB eligibility application in December 2008.	On schedule

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress	
56	<b>(E) Create learning environments that enhance programming and academic services.</b>	Achieve re-approval of the American Chemical Society-approved chemistry programs in chemistry and biochemistry.	Self-Study submitted to the ACS during the spring 2007 with ACS decision on 'reapproval' during 2007-2008.	Chair CHEM/ Dean SCMA	The Respiratory Therapy re-accreditation visit by CoARC site team was completed in fall 2007. The reaccreditation decision by CAAHEP anticipated in Summer 2008. The Chemistry Department re-approval process by the American Chemical Society began in 2007 when self-study materials were submitted with notification of re-approval expected in 2008.	On schedule	
57		Secure Learned Societies approval of appropriate education programs as a part of NCATE accreditation, PDE Approval and State System compliance.	Five teacher preparation programs will continue the process mandated by their professional learned society for meeting national standards for their discipline. The following programs will be working to complete an interim report: American Council on the Teaching of Foreign Languages, National Council for the Teaching of Mathematics, International Reading Association, National Council of Teachers of English, Educational Leadership Constituency Council.	Deans/ Chairs/ All Schools	Revised reports were submitted to National Council for the Accreditation of Teacher Education (NCATE) for The National Association for the Education of Young Children (NAEYC) and the American Council on the Teaching of Foreign Languages (ACTFL) to bring program accreditation with NCATE to full national recognition status. Foreign Languages programs have received full approval from ACTFL.	Ongoing	
58		Respiratory Therapy Program re-accredited by CAAHEP.	Self-Study submitted September 2007; site visitation in January 2008. Decision in 2008.	Dean SCMA/ Chair, BIOL			
59		CSWE awards accreditation for the MSW program by June 2009.	Prepare for successful site visit in Fall 2007 Submit accreditation self-study by September 2008.	Dean H&SS/ Graduate Dean/ Chair, SOWK	After a successful fall 2007 site visit, the joint MSW program was granted a second year of candidacy for CSWE accreditation. A self-study for full accreditation will be completed in Summer 2009 with final candidacy site visit to occur in 2009-2010.	Ongoing	
60							Ongoing
61		Foster enhanced student engagement through the arts and major campus-wide programming.	Select architect for the design phase of the Performing Arts Center. Community works with the architect to finalize building planning document.	Deans / HSS	Spillman Farmer Architects, the professionals overseeing the addition and renovation of Alumni Hall, began working with the faculty in spring 2008 to design a unified Visual and Performing Arts Education Center. This facility will consolidate academic space for faculty in music and theatre and provide needed practice and performance space.	Ongoing	
62		Enhance the learning-centered environment through improving library services and resources available to students.	University-wide committee will emphasize a student-centered environment in continuing planning for Library renovations and addition.	Library	The Library renovation planning committee continued work on the expanded planning document. A decision was made to conduct a feasibility study in order to focus the planning process. This project will renovate approximately 95,000 GSF resulting in a technologically advanced instructional resource facility that provides ADA accessibility, improved student services, and upgraded building systems	Completed	

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3	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
63		Expand opportunities for innovative classroom design to facilitate student learning and enhance student engagement..	Stayer Hall comes on-line in Spring 2008. Faculty moved in and classes held in the new facility.	Dean / SoE	The new Stayer building houses state-of-the-art technologies in every classroom and most meeting rooms. Faculty members were provided professional development on the use of the new teaching podiums within their classrooms. New technologies include document camera, computer technology supporting both Mac and PC platforms, classroom access to the internet, cable TV, DVD players and VCR capabilities. In addition to the technologically advanced classrooms new Stayer Hall is wireless, providing internet access throughout offices, hallways and classrooms. Select classrooms also feature Interwrite technology for use in classroom instruction.	Completed

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64	<b>GOAL #2: Intensify our deliberate, ongoing commitment to social equity, diversity and globalization.</b>				
65	<b>Connection to MU's Strategic Directions:</b> (4) Cultivating a Community of Diverse People, Thoughts, and Perspectives.				
66	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOME(S)</b>	<b>PERSON/ UNIT ACCOUNTABLE</b>	<b>RESULTS</b>  <b>Progress</b>
67	<b>(A) Recruit an increasingly diverse student body.</b>				
68		Utilize the Lancaster Partnership Program and Migrant Ed Programs to facilitate recruitment of students of color.	The yield of students from these programs will increase to a total of 70 by fall 2007 (fall 2005 baseline from LPP = 60, Migrant Ed = 6). During the 2006-2007 academic year, 68 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.	Directors/ LPP and Migrant Ed Programs/ Assistant Provost for Academic Services	ASPLS- A total of 57 Lancaster Partnership Program African-American and Latino students were enrolled at Millersville University during the 2007-08 academic year. 76% of students in the Lancaster Partnership Program (43 students) have achieved a 2.0 - 4.0 QPA during the 2007-08 academic year. Additionally, more than \$700,000 in scholarship and financial aid revenue continues to be generated by the Lancaster Partnership Program for students each academic year.  SOE-The Migrant Education program provided student services to 613 migrant students in the Lancaster area, 527 migrant students in the Berks area, and 233 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. During the academic year, the Migrant Education program was formally reviewed for a compliance report by the PA Dept. of Education; the results of the review noted multiple strengths for the program, and lauded the program as a model for the rest of the programs across the commonwealth.
69		Revise AIM program based upon evaluation of the program.	An AIM Curriculum Committee has been established to address the external consultant's recommendations in their area. Target date of completion of all recommendations is the end of the fall 2007 semester	Directors LPP, Aim for Success, Migrant Ed	1) As a result of curriculum and program policy changes, there has been an increase in the second-year persistence rate of AIM/Act 101 students. 2) For the past two years, the summer AIM program has run more smoothly with program changes in locating the summer residence to a more central location on campus. There has been an increase in the second-year persistence rate of these students over the last two years. 3) As a result of the consultant visits to Millersville University during the spring and summer of 2006, program changes continue to be initiated and a curriculum committee has been established to provide programmatic changes to the summer component as well as curriculum changes to the AIM program during the academic year. 4) 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.
					Ongoing
					Ongoing

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
70		Update and implement the Undergraduate and Graduate Recruitment Plans to reflect the University's commitment to globalization and diversity.	UG recruitment will be stabilized through fall 2009. A Graduate Studies recruitment plan was developed and will be implemented in 2007-08. Based upon the Grad Recruitment Plan, the expected impact is an increase in graduate enrollment through fall 2009.	Admissions/ Dean of Graduate Studies	Graduate recruitment plan to 2013 completed and still exists. The old Non-traditional Student Recruitment Plan morphed into the New Markets, New Audiences, and New Modalities Plan.  KPI 4.2 (Black): 2004-05 66.67%; 2005-06 66.67%; 2006-07 71.20% KPI 4.2 (Hispanic): 3004-05 67.50%; 2005-06 80.39%; 2006-07 72.55% (need 2007-08 #s)	On-Going.
71		Explore the feasibility to enhance International student recruitment initiatives.	Exploration of the opportunity for International recruitment using current on-campus resources will be explored.	Enrollment Management Work Group.	1) In January 2008, representatives from the School of Education and the School of Science and Mathematics traveled to the University of Puerto Rico-Mayaguez to explore collaborative research programs and explore the potential for a student teaching exchange program. A March 2008 teleconference follow-up was held involving the SCMA department chairs and dean and their UPR-Mayaguez counterparts. Ongoing conversations to pursue the program continue between the two institutions. 2) In April 2008, MU expanded its credit acknowledgement agreement with Goethe Institut International to recognize Goethe's Trans-Atlantic Outreach Program (TOP), a national program for Social Science teachers, focusing on German politics and public affairs. The program attracts nearly 100 teachers nationwide annually, including from PA. A new student exchange addendum is under final negotiation with U of Puerto Rico at Mayaguez, and new partnerships are currently in development with University of Fortaleza, Brazil, Public University of Navarra, Spain, Avans University, Netherlands and Haute Ecole Charleroi-Europe, Belgium. 3) The Foro University summer partnership program is currently serving 33 students in Summer 2008 (our fifth year offering the program). Programming includes non-credit language and business courses as well as job shadowing	Ongoing
72		Enhance student racial diversity	The percent of the student body that is African American or Latino will increase from 9.6% (per fall 2007 SAP) to 90.9% (per fall 2008 SAP). Fall 2004 baseline 8.3%- increased to 9.6% for fall 2007 SAP.	Provost/ School Deans/ Director Admissions/ Academic Affairs	The percent of the student body that is African American or Latino increased from 9.6% (per fall 2007 SAP) to 10.0% (per fall 2008 SAP), exceeding the goal of 9.9%. 1) The Fall 2007 full-time freshman class included an 18% increase in African American students (from 107 and 8% of the incoming class in Fall 2006 to 126 and 9.5% of the incoming class in Fall 2007). Latino students represented 3.8% of the new freshmen, down from 4.5% the previous year. Both groups showed an increase in overall enrollment. African American enrollment increased from 524 in Fall 2006 to 540 in Fall 2007, a 3% increase. Latino enrollment increased from 269 in Fall 2006 to 293 in Fall 2007, a 9% increase. 2) HSS-Continued to support the African American Studies and Latino Studies programs, as well as the Ethnic Studies Learning Community, and encouraged promotion of these programs as part of University-wide efforts to recruit a diverse student body.	met

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
73		Explore the feasibility of alternative off-campus locations to attract a new non-traditional audience.	Increase in the number of non-traditional students. Increased number of opportunities for non-traditional students to enroll in off-campus locations.	Graduate Dean	1) Millersville University continues to offer courses/programs to nontraditional students at various off-campus locations including sites in Lancaster, York and Harrisburg. Courses in the M.Ed. in Language & Literacy continue to be offered to a cohort of approximately 20 students at the South Western School District in Hanover, PA. A needs assessment is currently being conducted at Dover Area School District for expansion of this program. 2) Nearly 140 EducatorSource workshops were offered year-round to educators on-campus, online, and at sites across the Commonwealth, enrolling more than 2,000 graduate students in Summer sessions II and III in 2007 and Summer session I in 2008.	Met
74	<b>(B) Implement a recruitment plan that assures a diverse faculty and staff.</b>				3) Off-campus programming at Liberty Place in downtown Lancaster resulted in 86 graduate and undergraduate courses with over 1500 total student enrollments. 4) The post-baccalaureate program for Urban teaching continued to offer its on-site program for the purpose of certifying teacher candidates who already hold a baccalaureate degree. In collaboration with the middle schools in the School District of Lancaster, this year long accelerated teacher preparation program is offered on-site with all classes taught at the middle schools. Teacher candidates within this program receive a stipend from the school district of \$6000 per year to serve as a substitute teacher during their internship year. These teacher candidates have experienced a placement rate for permanent positions of 95% within the School District of Lancaster. Ten (10) participants enrolled for 2007-2008.	Met
75		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% Need to discuss the % of faculty of color based on the FA04 baseline and FA07 data. This includes all races/ethnicities and International faculty.	Provost/ Deans/ Chairs/ Directors	SOE: The search for a full time, tenure track CADD faculty position resulted in employment of an exceptional foreign national with a newly confirmed PhD. 2) Following a national search that adhered to guidelines for recruiting a diverse faculty and staff the School of Education successfully hired a new Associate Dean with expertise in diversity, middle level and multi-cultural education. The new Associate Dean started her position on August 1, 2007.	Ongoing.
76	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.	Directors, African American, Hispanic and Women's Studies/Provost/ Deans/Chairs	The proportion of full-time faculty of color declined from 17.92 % (as of fall 2007 SAP) to 16.83% (per fall 2008 SAP). 1) In the 2006-2007 SAP Millersville University was second in the percent of faculty who were minority, and second in the percent of professional staff who were minority. MU ranked in the top half of all PASSHE institutions on all six Employee Diversity accountability measures.	Ongoing	

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
77					<p>In fall 2007 9.7% of tenured and tenure-track faculty were African American or Hispanic (per fall 2008 SAP). Conducted a longitudinal tracking of all executive, faculty and professional employees of color and reviewed its implications for the Strategic Accountability Plan.</p> <p>HSS-1) The Department of Business Administration has joined the PhD Project Association, an independent non-profit organization comprised of universities and other institutions that share the common goal of diversifying the business world and the faculty in Schools of Business. Membership in the PhD Project Association provides access to new faculty recruitment tools and opportunities specifically in relation to identifying minority PhD candidates who can be invited to apply for vacant positions at MU.</p> <p>2) The Department of Government and Political Affairs has joined the American Political Science Association Minority Student Recruitment Program which provides access to information and new recruitment opportunities designed to enhance the pool of minority applicants for vacant faculty positions in Political Science/International Studies.</p>	Ongoing
78		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)	Provost/ Deans/Chairs	The percentage of female faculty increased to an all-time high of 46.93%. HSS hired four new female tenure track faculty who will begin their appointments in Fall 2008.	Ongoing
79	<b>(C) Assure that Curricular,</b>					

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
80	<b>Co-curricular and Campus Programming appeals to a diverse student body.</b>	Increase education abroad opportunities for students through the University's international partnerships.	At least two additional agreements will be in place by spring 2009.	Director Global Ed & Partnerships/ Deans/ Provost	<p>1) A new student exchange addendum is under final negotiation with U of Puerto Rico at Mayaguez, and new partnerships are currently in development with University of Fortaleza, Brazil, Public University of Navarra, Spain, Avans University, Netherlands and Haute Ecole Charleroi-Europe, Belgium. MU expanded its credit acknowledgement agreement with Goethe Institut International to recognize Goethe's Trans-Atlantic Outreach Program (TOP).</p> <p>2) From May 2007-May 2008, more than 130 students traveled abroad for academic credit. These included more than 90 regular study abroad students to over 20 countries, completing studies at more than 25 different sites. The number of country destinations nearly doubled from the count in 2006-07. Included in the number of students traveling abroad are the Millersville students participating on three MU courses abroad - mathematics in Mexico, education and reconciliation in Northern Ireland and contemporary Spanish culture in Spain.</p> <p>SCMA- Three students travelled with Biology professor to the Univ. of Caens marine biology station for summer 2007 research.</p> <p>HSS-A faculty member in the Department of Foreign Languages led a special international travel course Spain Now! to Borgos, Spain during Summer 2007.</p>	Ongoing
81		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.	Deans All Schools/ Provost	Millersville began the implementation process for a new General Education (GenEd) curriculum that was approved by the faculty in April 2007 and will be in effect Fall 2008. The new General Education program includes the addition of a Cultural Diversity and Community requirement, the permanent addition of the First-Year Seminar program to the General Education curriculum, and stronger requirements for writing intensive courses to support writing across the curriculum. For each of these changes, the University has implemented a five-year review cycle and an initial certification process. Thus far 66 courses have been submitted to meet the new writing course requirements and 12 new First Year Inquiry courses have been approved.	Ongoing

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
82		Pursue more joint programming efforts to enhance ethnic/international/global themes and diversity.	Expand the number of first year seminars focusing on this area by fall 2009. More interdisciplinary or cross listed courses like the one being taught by Neda Bazerra (visiting/ exchange faculty member, University of Fortaleza, Brazil, Anthropology/International Studies) in Spring 2008 need to be offered. Enriched interdisciplinary partnerships, such as in the arts are also offered.	School Deans/ Provost	1) Dr. Maria Brezerra, visiting faculty member from the University of Fortaleza, Brazil, offered an intensive course titled "Perspectives on Brazil", cross-listed in both International Studies and Anthropology, which provided Millersville University students with interdisciplinary perspectives on Brazilian government, society and culture.	Ongoing
83					2) Students enrolled in Studies of Ethnicity in Film are conducting a research project on older African Americans and their experiences as film spectators in the last century. Building on the work of a previous class, students began to film interviews to record spectators' views on the representations of African Americans in cinema, films that made an impression, theater experiences, the impact of African American actors and filmmakers, etc. In addition, the students interviewed scholars for their perspectives on the relationships between ethnicity and the media. The effort will be a long-term project to be continued by a future class. 3) Faculty in the Women's Studies program to re-conceptualized the Introduction to Women's Studies Course and piloted it in Fall 2007. The course was planned and team taught in five week modules by faculty members from History, Communication & Theatre, African American Studies Minor and Art, enhancing the interdisciplinary and intra-school connections created in the curriculum. Students investigated women's culture through representations of women in various media including traditional art forms, political cartoons, comic books, video games and social networking websites.	Ongoing

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66	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
84					<p>4) The Latino Studies Program in conjunction with the Latino Celebration Committee and the School of Humanities and Social Sciences as well as the Society on Latino Affairs made a concerted effort to raise awareness of Latino culture and issues facing the Latino community through a series of events including a Latino Food and Music Festival, free salsa lessons, art exhibitions, and a series of lectures by Latino academics.</p> <p>5) The Black Culture Celebration presented a three day African American Symposium that included performances by renowned African American musicians and vocalists.</p> <p>6) The Department of Art hosted 4 art exhibitions designed to increase global understanding including Wool Art: Yün Santi by artists Mehmet Girgic, Theresa May-O'Brien and Reha Bilir (traditional Turkish styles and methods); Figments of a Transparent Region by Carlos Diaz (Mexico/South America); Colors of the Wind by Calixto Robles (Aztec and traditional Mexican art) and Empire by Dan Mills (global imperialism).</p>	Ongoing
85		Invite visiting or exchange faculty to enhance ethnic/international/global themes and diversity course offerings.	The number of visiting exchange faculty will increase by fall 2008 (fall 2004 baseline = two).	School Deans/ Provost	<p>Other visiting lectures were organized for faculty from our international partners with the following Millersville departments: Foreign Languages (Catholic University of Valparaiso, Chile; Foro Europeo, Spain; Philipps University, Germany; University of Puerto Rico at Mayaguez) and International Studies (London Metropolitan University). HSS-Dr. Christine Constable, visiting scholar from the UK and a member of Parliament, served as a guest lecturer in a number of courses during the Spring 2008 semester.</p> <p>HSS-Initiated discussion about the possibility of bringing a well renowned international film-maker to Millersville as a practitioner in residence during 2008 - 09.</p>	Ongoing
86	<b>(D) Update diversity plans within Academic Affairs school and non-school units. Units need to address their contributions to diversity in their updated plans.</b>					
87		Schools establish or update their diversity plans.	HSS, SoE, SCMA will have in place their own specific diversity plan by fall 2008.	School Deans / Graduate Studies / Social Equity Office	<p>SCMA diversity plan completed December 2007.</p> <p>HSS diversity plan is under development and will be in place by Fall 2008.</p> <p>SOE - the diversity plan for SOE was completed in May 2008 and will be reviewed by school council and faculty in fall 2008.</p> <p>Provide support for university social equity diversity plan.</p>	
88		Non-Schools establish or update their diversity plans.	Academic Affairs units will have in place their own specific diversity plan by fall 2008.	NonSchool Unit Leaders		no action

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89	<b>GOAL #3: Utilize a Student-Centered Environment to Improve Student Retention and Student</b>					
90	<b>Connection to MU's Strategic Directions:</b> (6) Responsible Stewardship					
91	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOME(S)</b>	<b>PERSON/ UNIT ACCOUNTABLE</b>	<b>RESULTS</b> <b>Progress</b>	
92	<b>(A) Expand experiential learning opportunities (COOP, Student Research, Internships, Honors Thesis, etc) for students.</b>					
93		Explore the development of graduate internship opportunities in business.	A comprehensive review of the MBA program curriculum is underway. As part of this process, the department will consider the addition and implementation of an internship/coop requirement.	Dean/ Director, Business Studies / Graduate Studies/ Director CAP	HSS-Initiated a thorough review of the MBA Program. Various stake holders have provided input and perspectives on the program and its strengths and challenges. The Department is in the process of reviewing the various reports generated and will work to reconcile differing perspectives during the Fall of 2008. The Department will continue to explore the possibility of adding an internship component as a part of this process.	Ongoing
94		Expand for-credit, community-based learning opportunities through CCERP.	Service Learning: The number of service learning hours contributed by students will increase by 2% from 2006-07 to 2007-08. Number in 2005-06=114,897. Number in 2006-07= 122,762 (7% increase from 05-06) Internships: The number of students participating in internships will increase by 10% from 2004-05 to 2007-08. Number in 2004-05 = 322      Number in 2005-06 = 318. Number in 2006-07 = 430 (38% increase from 05-06)	Deans/ All Schools/ Exec Director/ CCERP/ Director CAP/ Assoc Provost	Millersville ranked first in the PASSHE on accountability measure #8, Percent of Enrollments Involving Internship Experiences, at 5.21%.(??2006-07??) In 2007-08, approximately 3,346 students participated in about 143,880 hours of service-learning which is a 17% (21,118 hours) increase over 2006-07. The dollar value to the community is estimated to be approximately \$2,807,099. Over 380 students registered for internships, a 6% increase over the 5 year average and a 15.3% increase over 2004-05; 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.	Exceeded.
95	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 2007-08. (289 IS only, 449 II/IS in 2004-05; 273 IS only, 522 II/IS in 2006-07).	Deans/ All Schools/ Director CAP/ Assoc Provost	The definition of this measure has been finalized and synchronized with KPI 2.1.1 and 2.1.2. While the total such experiences increased over the prescribed timeframe, it was not by 10%. Furthermore it did recover significantly from a two-year lull.	Ongoing	

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91	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
96		Provide support for student research opportunities.	The total number of students engaged in research will increase 10% to 160 by fall 2007 (2004-05 baseline = 145). The number of grants to students to support UG research will increase from 2004-05 baseline. 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) The number of honors theses will increase from 25 in 2004-05 to over 28 in 2007-08.	Deans All Schools Directors International Affairs, International Studies, CAE	1) Faculty supervised more than 240 undergraduate and graduate research projects. '2) Millersville awarded in excess of \$22,000 to over 80 student researchers through Noonan Grants (54 grants for a total of \$5,050), Neimeyer-Hodgson Grants (34 for a total of \$11,039), and endowed research grants (Henderson, Alex Scholarship, \$1,448; Gerhart Award, \$1,355; Class of 1947, \$1,475; Keever Bio Research Fund, \$1,525; and the Parks Memorial Scholarship, \$405). A separate research award is funded annually by the Bank of Lancaster County for \$600. 3) During 2007-08, 50 students graduated from Millersville University with Departmental Honors, recognizing their exceptional undergraduate research projects. The University also recognized 19 students who graduated from the University Honors College which requires the completion of an Honors Senior Thesis. 4) GRAD- Approximately 10 MU graduate students participated in the Joint Graduate Student Research Symposium at the Dixon University Center in April 2008.	Exceeded.
97		Explore participation in II/IS offerings, service learning initiatives, internship programs, departmental honors theses or honors college thesis, and UG research initiatives.	Establish baselines and target participation goals for each of these areas.	Deans and Institutional Research	KPI 2.1.1/2.1.2: (289 IS only, 422 II/IS in 2004-05; 268 IS only, 373 II/IS in 2005-06; 273 IS only, 378 II/IS in 2006-07; 294 IS only, 426 II/IS in 2007-08).	Ongoing
98		Increase awareness of university-sponsored research and travel grant program for graduate research and thesis support.	Continue to increase graduate applications for student research grants.	Dean Graduate Studies/ Graduate Course and Program Review Committee	Discussed in 2007-08.	Ongoing
99		Hold a regional Graduate Student Research Symposium in conjunction with Shippensburg and West Chester.	Increase MU graduate student participation by 10% in 2007-08.	Graduate Dean	The 2nd Annual Joint Graduate Research & Creative Projects Symposium was held on April 24, 2008, at the Dixon University Center. The symposium was designed to increase awareness of the research and creative projects undertaken by graduate students. Over 30 graduate students from Millersville, Shippensburg, and West Chester submitted proposals for the event and approximately 10 MU graduate students presented.	Met. Exceeded.

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91	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
100 101	<b>(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).</b>	Review and analyze data for retention rates / target high profile students of color.	Establish SAT benchmarks within PASSHE institutions. Review school recruitment plans.	Director of Admissions/ Director IR	1) In the 2006-2007 SAP Millersville University registered the highest six-year graduation rate among the 14 PASSHE institutions - 63.55% - while Millersville's comparable rate for African Americans was second only to California University of Pennsylvania. MU's four-year graduation rate was third in the State System, and its second-year persistence rate was second among its sister institutions. 2) The Office of Admissions received a \$3000 PASSHE social equity grant to continue a pilot project that started in 2006 for the recruitment and retention of underrepresented students. Of the 69 students who attended one of two events in the Spring 2007, 47 (68%) enrolled for the fall semester compared to a general yield rate of 38% for students of color who did not attend the program. The program continued in Fall 2007 serving an additional 51 families. Families included admitted students who self-identified as members of underrepresented groups (mainly African American or Latino) when they applied.	Exceeded.
102		Retain students using accommodating schedules and instruction delivery strategies, enhanced tutoring, advising and mentoring.	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%.	Directors Academic Advisement and LPP/ Deans All Schools/ Assistant Provost for Academic Services	The fall 2008 SAP reported Millersville University's overall second-year persistence rate to be 82.72% - achieving the goal of maintaining a rate between 81% and 84% SCMA-The Mathematics Department received a \$7,500 PASSHE grant to fund supplemental math instruction for the students taking MATH 090 during the fall and spring semesters. HSS-Worked with Registrar and department chairs to offer class schedules that meet the needs of majors and minors, while also offering enough seats in general education classes to accommodate the rest of the student body.	Ongoing
103		Develop and implement strategies to improve retention of all students, with an emphasis on students of color.	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.	Assistant Provost/ Academic Services/ Academic Affairs/ All Schools/ Provost	The fall 2008 SAP reported Millersville University's African American and Hispanic second-year persistence rates to be 74.29% and 82.26%, respectively – achieving the goal of increasing these retention rates.	Exceeded.
104	Continue to provide tutoring services for students that take the Praxis.	Maintain level of performance on Praxis certification using 2006-07 baseline (97%)	Dean SOE	Millersville University's pass rate for all students taking the Praxis examination in 2007-08 was 98.9%, the highest in three years. For secondary science and math education majors, the pass rate on the Praxis subject exams is close to 100%.	Exceeded.	

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91	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
105		Students take the Praxis II prior to student teaching.	Student participation in Praxis tutoring sessions results in increased success with required certification tests. [Establish 2006-07 as baseline.]	Dean SOE	The Professional Education Unit has not developed a plan for this and it will be revisited.	Not Met
106		Provide enhanced tutoring services that focus on improving critical thinking skills to improve the retention of all students, but especially underrepresented students.	Students with that receive tutoring services (with and without critical thinking focus) will have a higher increase in cumulative grade point average and persistence rate than students that do not use tutoring services (those that use the critical thinking focus will obtain greater gains in persistence and cum gpa). Use 2004-05 to establish baseline. Use to establish tracking program.	Director learning Services/ Asst Provost for Acad Serv / Inst Research	1) In 2007-08, the Tutoring Center increased the number of tutors trained in critical thinking to 60, an approximately 13% increase compared to 2006-07. The total number of tutors certified increased by more than 4% to 147.  2) Graduate Assistants provided direct instruction in lecture and computer based instruction in critical thinking with 98 students. Tutors used critical thinking skills gained in training to work with their tutees. Graduate assistants also provided specialty workshops in critical thinking, time management, organizational, study, and note-taking skills throughout the academic year.	Met. Exceeded.
107		Support students with learning disabilities by providing appropriate academic support services.	The level of service provided to students with learning disabilities during 2005-06 (2004-05 baseline = 1,826 accommodations) will increase. The satisfaction of all students with disabilities with the Office of Learning Services will stay consistent, or improve, during 2005-06. - 50% of the tutees with learning disabilities tutored by tutors who received critical thinking training achieved a C or better in their courses.	director learning Services/ Asst Provost for Acad Serv / Inst Research	1) Graduate Assistants also provided individualized assistance to students with particular learning and/or physical disabilities such as those with ADHD, Asperger's Syndrome, and those with reading and writing disabilities.  2) The OLS will host the Lancaster-Lebanon IU-13 College Transition Fair for students with disabilities for the third year on April 17, 2008. Over 415 students, teachers, agencies and college representatives attended the fair and gained valuable information relating to services for students with disabilities.	Ongoing
108		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.	director learning Services/ Asst Provost for Acad Serv / Inst Research	Discussed in 2007-2008.	Ongoing.

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91	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
109	<b>(B) Emphasize student-centered approaches to academic programs and academic support services, including Peer Mentors.</b>					Ongoing
110		Provide DARS for master's degree programs.	Balance of master's degree programs will be "live" in DARS in 2007-2008.	Assistant Registrar/ Registrar's Office	The Registrar's Office and Information Technology expanded the application of the DARS for graduate programs in Social Work and Emergency Management.	Met. Ongoing
111		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. 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.	Graduate Dean	The Noel Levitz ASPS was used to survey graduate degree and certification seeking students about expectations and satisfaction with graduate experience. Over 45% of students invited have voluntarily participated in ASPS.	ongoing
112		Expand offerings of accelerated and other alternative formats for graduate courses.	Increase enrollment in non-traditional format graduate offerings.	Graduate Dean / Deans	1) Millersville University continues to offer courses/programs to nontraditional students at various off-campus locations including sites in Lancaster, York and Harrisburg. Courses in the M.Ed. in Language & Literacy continue to be offered to a cohort of approximately 20 students at the South Western School District in Hanover, PA. A needs assessment is currently being conducted at Dover Area School District for expansion of this program. 2) Nearly 140 EducatorSource workshops were offered year-round to educators on-campus, online, and at sites across the Commonwealth, enrolling more than 2,000 graduate students in Summer sessions II and III in 2007 and Summer session I in 2008. 3) The Master of Social Work program, a unique collaborative degree with Shippensburg University launched in 2007, increased enrollment in the advanced and regular programs from a total of 19 in Fall 2007 to 53 in Fall 2008, well over the expected projections. Over 20 students received their MSW degree at the May 10, 2008 Millersville graduation. 4) HSS-The School offers two non-traditional format graduate programs. Headcount in both programs has increased over Fall 2007 enrollments. Enrollments in the joint MSW program continue to grow with a Fall 2008	Ongoing
113		Improve graduate assistant opportunities that promote experiential learning experiences.	Implement pilot evaluation program whereby the graduate assistants assess their assistantship opportunities.	Graduate Dean	Piloted in 2007-08.	Exceeded.
114	<b>(C) Freshman Year</b>					Ongoing

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91	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
115	<b>Initiatives: Expand freshman year programming to facilitate student success and increased retention.</b>	Expand freshman year programming to facilitate student engagement and enhance University retention.	Increase the number of freshmen participating in the freshman year experience/Learning Communities to 650 by fall 2007-08; an increase from 2004-05 baseline = 480; includes a corresponding increase in sections.	Chair FYE Committee/ Deans/ All Schools/ Assoc Provost	More than 900 students participated in living/learning communities during 2007-2008. Seventeen sections of first-year seminar courses were offered to Exploratory students (fifteen in Fall 2007, two in Spring 2008) in addition to first-year seminars offered through various academic majors; the largest number of first-year seminars offered in one year through the First Year Experience program. Survey results also indicated that students participating in these seminars indicated they had more serious conversations with students who were very different from themselves, worked more with classmates outside of class to prepare assignments, worked more on a paper or project that required researching ideas or information from various sources, asked more questions in class and contributed to class discussions, and came to class having completed readings or assignments at higher levels than non-participants.	Ongoing
116		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.	Assistant Provost Academic Programs/ Dean SCMA	During the spring semester of 2008, the Early Intervention Pilot was conducted using 11 faculty volunteers who were trained in the use of the online system that was developed	Exceeded.
117		Review late decision timelines, services and registration processes.	Reduce the number of late decision students because they make decision earlier. Earlier communication to new students that helps them understand the impact of late decision on fall course schedules.	Enrollment Management Committee, Registrar, Admissions	Reviewed in 2008.	Not
118		Initiate the fall 2007 freshman orientation program.	Identify baseline for outcomes (student engagement, diversity initiatives) of the orientation program.	Student Affairs/ Academic Affairs/ School Deans	Millersville transformed the first-year student orientation program from a summer weekend program to a single, six-day residential orientation held immediately prior to the start of the fall semester. This new and expanded orientation program included providing entering students with various common experiences including the CHOICES alcohol and other drug program (presented in small groups using more than 25 faculty and staff facilitators), Diversity education programming (Building an Inclusive Community), and orientation to their major academic program of study, as well as various social activities and opportunities.	Ongoing

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119	<b>GOAL #4: Promote civic and community engagement.</b>				
120	<b>Connection to MU's Strategic Directions:</b> (3) Fostering an appreciation for the Liberal Arts and (5) Developing Life and Leadership Skills that Promote the Greater Public Good				
121	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOME(S)</b>	<b>PERSON/ UNIT ACCOUNTABLE</b>	<b>RESULTS</b>
122	<b>(A) Establish CCERP offices.</b>				
123		Initiate fund-raising for CCERP.	On-target with established fundraising goals.	Executive Director, CCERP & VP Inst. Advancement	Met established fundraising goals.
124		Establish CCERP organizational structure.	CCERP organizational structure is approved.	Exec Director, CCERP	CCERP organizational structure is approved.
125		Consolidate and enhance collaborations under the auspices of CCERP, including activities of the American Democracy Project.	The CCERP is an initiative which will serve as the primary vehicle at Millersville University to foster, focus and coordinate civic and community engagement and research, thus positioning the University at the forefront of the civic engagement movement by coupling student, faculty and staff participation in their communities with the offering to those communities of the University's unique capacities as an institution to work with them. Its specific goals for 2006-2007 are as follows. By summer 2007 conduct two conferences to introduce this initiative, one for the Millersville University community and one for the external community, and solidify a strategic plan that will specify the program's structure and mission statement.	Exec Director, CCERP	1) CCERP and the Office of the Provost hosted a spring Faculty Convocation and a winter conference where more than 100 faculty members attended a service-learning workshop entitled "Civic Engagement: How to Make a Difference" on January 25, 2008. Keynote speaker was Dr. Robert Bringle, Chancellor's Professor of Psychology and Philanthropic Studies and Director of the Center for Service and Learning, at Indiana University-Purdue University Indianapolis. 2) CCERP hosted the Inaugural Distinguished Civic Leadership Awards Event, April 24, 2008. 3) Members of the American Democracy Project Steering Committee led efforts to plan the federally mandated Constitution Day celebration on September 17, 2007. This year's theme was Exercise Free Speech. Hss-On October 22, Millersville University co-sponsored and hosted an open public forum with all five candidates for Lancaster County Commissioner. The forum was co-sponsored with the League of Humane Voters and other community organizations. Dr. Bill Dorman (Department of Communication and Theatre) served as the MC.
126	<b>(B) Continue expansion of</b>				
127	<b>Millersville's service-learning initiative.</b>	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.)	Director CAP/ Center for Academic Excellence/ Deans All Schools	1) Students enrolled in Millersville University's Climate and Society course are participating in a nationwide study of greenhouse gas emissions on college campuses 2) Geography students enrolled in GIS courses have been engaged in multiple service learning projects throughout the academic year. 3) Public Relations Issues research clients included: The Pennsylvania Dutch Council of the Boy Scouts of America, Tabor Community Services, the Emergency Management Ready-Kit project, and the Celtic Classic Dog Show. Public Relations Campaign clients included: Lancaster Emergency Management Agency, Lancaster Farmland Trust, the Lancaster Housing Coalition, Crossroads Counseling, Big Brothers/Big Sisters of Lancaster County, the Center for Academic Excellence, Tabor Community Services, The Lancaster City and County Medical Society.

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121	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
128					<p>4) In September 2007, students in The Amish and the Media, served as volunteers at a Benefit Auction for the Clinic for Special Children, a clinic that treats children with genetic diseases from Old Order Amish and Mennonite communities. The day was not only about service, but also provided a significant cross-cultural experience for MU students.</p> <p>5) More than 300 students, primarily from the FYE program, participated in the United Way Day of Caring program.</p> <p>6) Students in Digital Media Writing and Television Production II worked to create a website for Project Green Lancaster. Students in Digital Media Writing created the website and students in Television Production II created twelve two-minute videos on sustainable initiatives in Lancaster County. This project is designed to promote Lancaster's designation as a "cool city" by the Sierra Club.</p>	Exceeded
129		Explore student awareness of the concept of civic engagement throughout the undergraduate curriculum.	An 10% increase exists between FY and SR responding students on the 2007 NSSE to participating in a community-based project (service-learning) to indicate that they have interacted with the concept of civic engagement in some of their classes at MU.	Deans Graduate Studies, All Schools, Planning and Assessment	According to respondents to the 2007 NSSE, 45% of responding seniors (45%) indicated participating in a community-based project as part of a regular course compared to 35% of first-year students. Participation in community service activities by Millersville students was similar when compared to their peers and similar, participating Carnegie-type institutions and the National sample.	Met.
130	<b>(C) Expand community linkages and outreach in fulfillment of University's mission.</b>					
131		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.	Deans All Schools / Director PTE/ Exec Director CCERP	<p>1) The School of Science and Mathematics offered a variety of programs to middle and high school students: The Brossman Science Lectureship; Women in Math and Science Conference; Central PA Science Olympiad; Mathematics Competition; the AP Calculus and AP Statistics practice exams co-sponsored by MU's Math Dept. and IU-13 (PA) and Harford County Schools (MD). Many SCMA faculty members gave presentations in regional schools under the Spotlight on Science Program.</p> <p>2) In Spring 2008 the Honors College provided leadership in bringing CCERP into partnership with United Way and approximately a half dozen other area social service agencies to assess community-based services and plan a fall program. As a result a Disability Summit will be held in October 2008 to increase awareness of social services available locally and within the Commonwealth.</p>	Ongoing

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121	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
132					<p>3) MU hosted the 42nd Annual In-Service Conference on the Teaching of Foreign Languages in November 2007 (more than 80 participants) involving local foreign language teachers, as well as MU students and faculty.</p> <p>4) Dr. Kathryn Gregoire, Social Work, planned and hosted a one day workshop for local Drug and Alcohol and Youth Intervention professionals on Juvenile Firesetting: Overview of Identification, Assessment and Treatment. The workshop was held in the Ford Atrium on April 11 and featured presentations by the Senior Deputy Fire Chief for the City of Harrisburg and the Director of Juvenile Firesetting Services from the Community Services Group of Lancaster. The workshop was attended by approximately 40 professionals and students.</p> <p>5) Dr. Changfu Chang, Communication and Theatre, and some of his students completed a short documentary on James Buchanan and his home, Wheatland, for the James Buchanan Foundation.</p> <p>6) HSS and the Business program , with Dr. William Darley as the PI, received a PDE grant in the amount of \$25,000 to support global initiatives and engage the business community</p>	Ongoing
133		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.	Deans/ Exec Director, CCERP	<p>1) Fostered Collaboration with the Director of Marketing and the Chairs of Art, Theatre and Music to discuss the need for integrated arts marketing. The departments are now working with the Director of Marketing to develop an overarching plan that will incorporate current marketing efforts while making them part of the broader Arts at Millersville/Creative Campus concept.</p> <p>2) Worked with Advancement, Student Services, Theatre, Music and other members of the community to refine processes for entering and reporting out information obtained through the new Ticketing Software initiatives during 2007-08. The new University-wide online ticketing system was installed and brought online during summer 2007. The system allows the University to sell tickets to patrons over the internet (www.MUTicketsOnline.com) and is equipped to handle credit card transactions. Since the system went live in August 2007, nearly 700 tickets have been sold through the system for a total of more than \$13,800 of business. One of the added benefits of the system is that we are now able to track where people are hearing about events for which they purchase tickets. This data will be analyzed to determine whether or not marketing dollars are being spent effectively. Patrons are invited to sign</p>	

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121	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
134					<p>3) At the request of WITF, Millersville University has taken on the Next Generation Festival, continuing the fine tradition of bringing high quality chamber music to the region, while raising the profile of Millersville University in the regional arts community. This year the Festival featured a week long residency by Awadagin Pratt, renowned conductor and classical musician, and other nationally known chamber musicians. Performances included an outreach program and concert for children at the Harrisburg Area YWCA, a private recital/reception for donors at the residence of a supporter of the arts at Millersville, and a public performance at Millersville University with over 400 in attendance - many of whom have attended previous Next Generation concerts presented throughout the region.</p> <p>4) On September 23 and 24, Actor Richard Thomas came to Millersville for a two-day artist residency. Activities included a public performance of his one man show A Distant Country Called Youth: The Selected Letters of Tennessee Williams and a series of workshops with Millersville students with topics ranging from "How to build a career as a professional actor or in professional theatre," to "How one works to achieve a balanced life as a performing artist," to "The business of the arts." <u>Total attendance across all workshops</u></p>	Ongoing
135					<p>5) On March 27, Millersville University hosted the Black Maria Film Festival. This traveling festival features award winning short films submitted from around the world and includes animation, documentary and avant-guard films in addition to traditional short films. The Festival is an Academy Award Qualifying Festival, meaning that the winning films in certain categories become eligible for consideration by the Academy of Motion Picture Arts and Sciences. Students, faculty, staff and community members attended this screening of the festival where over 15 short films were shown and discussed with the Assistant Director of the Festival. In addition to the Black Maria Film Festival, Millersville University hosted the Humanities Film Series. Both students and faculty worked together in deciding what films would be shown and led discussions on the film after the viewing.</p>	Ongoing

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121	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
136					<p>6) The 2nd Annual Radical Jewelry Makeover was hosted by Millersville University. The project, developed by Professor Christina Miller (Department of Art) and the Ethical Metalsmiths, is an innovative and collaborative program that promotes ethical and sustainable practices in metalsmithing including the reuse of precious metals in order to help offset the negative impacts of mining new materials. Students from Millersville University coordinated the collection of unwanted jewelry from community members, which was then remade into new pieces by MU Students, students from F&amp;M and by metalsmiths from the community. Students gained valuable practical experience working with precious metals that they would not normally have access to due to the prohibitively high costs of purchasing them. The resulting work was on public display in the Art Department's gallery space in downtown Lancaster. Approximately 130 people donated pieces of jewelry for transformation through the Radical Jewelry Makeover.</p>	Ongoing
137					<p>7) Mr. Larry Frenock, Producing Director of Gretna Theatre, served as a guest lecturer for Theatre classes during the Spring 2008 semester. He also met with faculty, staff and administrators to discuss the possibility of future collaboration between Gretna Theatre and the University including the establishment of Co-op opportunities for MU students.</p> <p>8) The Millersville University Chorale collaborated with the Lancaster Symphony Orchestra and the Lancaster Symphony Chorus. This collaborative arts initiative yielded a weekend-long series of performances of the Williams Symphony I at the Fulton Theatre. Over 2,460 people attended these performances. Supporters of the arts at Millersville were invited to attend a special dress rehearsal and reception at the Fulton on March 27.</p> <p>9) The Department of Music has initiated a successful Music from Millersville concert series at St. James Episcopal Church in downtown Lancaster. The series has featured works performed by MU faculty and has served to heighten awareness of the quality of our music program in the community. This is very important as we move towards the launch of the public phase of the Capital Campaign, especially in terms of fund raising for the Visual and</p>	Ongoing

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121	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
138					<p>10) Dr. Anita Renfro, Music, planned and hosted a conference on piano pedagogy and ensemble performance for the Lancaster Music Teachers Association. The program included a public recital and master class held in Lyte Auditorium. The conference served as a recruitment opportunity for the Music Department by showcasing our programs, facilities, and commitment to the arts to local secondary music teachers.</p> <p>11) A faculty member in the Department of Music planned the Millersville University Tuba and Euphonium Symposium, which was held on April 6, 2008. The symposium included clinics, master classes, a workshop, and a recital featuring performances by the clinicians/guest artists. Participants included faculty members, students, nationally known artists and community members.</p>	Ongoing
139		Sponsor programming and collaborate with others in developing programming that connects students, faculty, and staff with each other and with the greater community.	Library will participate in Read Across America and other activities that connect the University to the community. The Friends of Ganser Library will sponsor lectures and bus trips of interest to the community and will sponsor its annual used book sale which attracts many individuals to the University.	Library	<p>1) For the 2nd year the Library faculty and staff participated in Read Across America, a national program celebrating Dr. Seuss' birthday. Approximately 80 children from Jenkins School and Eshelman Elementary School attended the celebration. Six student members of Citamard performed and more than 50 volunteers, mostly Millersville students, read to the children. The number of participants was nearly double that of 2007.</p> <p>2) The Friends of Ganser Library will sponsor lectures and bus trips of interest to the community and will sponsor its annual used book sale which attracts many individuals to the University.</p>	Ongoing
140		Expand intergenerational projects.	Increased participation in programs like Life of the Mind (at Willow Valley) and Socrates Café.	Deans/ Exec Director CCERP	Faculty and students helped to organize and participated in "Once Upon a Lifetime: An Oral History Symposium" at Willow Valley as a Life of the Mind Consortium event. HSS-2) Worked with members of the Life of the Mind Consortium to develop a list of Willow Valley residents with high-level expertise who could serve as guest speakers in classes or for University activities.	Ongoing

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141	<b>GOAL #5: Foster a scholarly and creative environment for faculty and staff.</b>					
142	<b>Connection to MU's Strategic Directions:</b>	(2) Nurturing a Passion for Learning; (6) Responsible Stewardship				
143	<b>OBJECTIVE</b>	<b>ACTION</b>	<b>EXPECTED OUTCOME(S)</b>	<b>PERSON/ UNIT ACCOUNTABLE</b>	<b>RESULTS</b> <b>Progress</b>	
144	<b>A) Provide Millersville faculty with opportunities to enhance their teaching and scholarship.</b>					
145		Create opportunities for faculty to develop interdisciplinary research teams for publication and grant-writing.	Invite HACC faculty to participate in academic festival and in intercampus collaborations on KIZ grants.	CAE / Deans	1) Keystone Innovation Zone (KIZ) funded three research grants in Summer 2007 to several School of Science and Mathematics faculty in partnership with the Illuminex Corp.; Aptagen, LLC; GeographIT, and Verifi Technologies. 2) SCMA- Six BIOL, CHEM, and ESCI faculty collaborated on NSF-REU watershed research project. Team consisting of 5 SCMA faculty and the dean submitted \$585,000 NSF-S-STEM grant proposal. Faculty from computer science, business administration, and communication funded for \$182,541 PASSHE business Infrastructure grant. Computer science and biology faculty members received PASSHE Faculty Development Grant. Geology and math faculty co-authored conference presentation and <i>Chemical Geology</i> article. Geology and meteorology faculty received 'green roof' grant. Computer science and meteorology submitted GEOPOD grant. Mathematics and biology faculty members co-authored journal article. Math statistician collaborates with physicians on medical (cancer) research studies. Two computer science faculty members collaborate with physicians to develop medical simulation software. Nursing faculty member collaborates with physicians on research. Biologist and chemist collaborate with physicists in local start-up company on nanotechnology research.	Ongoing
146		Provide start-up funds for new faculty for research purposes.	Increase scholarship activity among new faculty.		The Millersville Faculty Grants Committee made about \$107,635 available for faculty development activities such as research and travel to present at professional meetings. Through the three School Deans, the University provided approximately \$64,000 to faculty travel to support research presentations and attendance at international conferences as well as over \$8,000 to support student travel for similar purposes. The Library provided more than \$6600 for faculty professional development travel. 2) The University approved spending in the amount of \$97,069 from the grant matching fund to secure three external grants for faculty in industry and technology and computer science departments 3) SCMA dean and Provost each provided \$10,000 in start-up funds for three new science faculty. 4) The School of Humanities and Social Sciences provided \$14,366 to 33 faculty during AY07-08 to supplement departmental and Faculty Grants support for faculty professional development. Of this amount, \$4,500 enabled 9 faculty to make presentations in Australia, Canada, Portugal, Turkey, China, England, Ireland, and Sweden.	Ongoing

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
147					<p>5) Three faculty members (one each from the departments of Computer Science, Business Administration, and Communication) received a PASSHE grant to develop a software 'productization' center to support regional start up enterprises.</p> <p>6) The Dean of Education provided 31 faculty members with \$200 each to support attendance and presentations at national-level conferences. Four faculty members were provided \$500 to present at the National Professional Development School Conference in Florida. \$1000 in support was provided for a faculty member and students to attend the National Science Teachers Association conference.</p> <p>A Millersville University faculty member from the Industry &amp; Technology Dept. was elected as the President of the International Technology Education Association, and another faculty member from that same department was elected President of the National Association for Industrial Technology. A faculty member in the Educational Foundations department was awarded a Fulbright Scholarship.</p>	Ongoing
148					<p>1) Humanities and Social Sciences faculty were awarded in excess of \$135,000. Highlights include a grant was from the PA Council for the Arts for \$82,700 to coordinate the Arts In Education Program for Lancaster, Berks, Lebanon, dauphin and Chester counties.</p> <p>2) Education faculty received approximately \$140,000 in grants/contracts including a grant from the International Corrugated Packaging Foundation for \$40,000 to support the development of a packaging course and facility.</p> <p>3) Science and Math faculty received over \$575,000 in grants or contracts including a research grant from the National Science Foundation for \$63,000 to study turtle shells.</p> <p>4) A Library faculty member was awarded \$13,500 from the Lancaster County Historical Society to help maintain and update its Automated Library System.</p> <p>5) Faculty received social equity grants in excess of \$72,500; approximately \$11,000 was funded for math and education initiatives.</p>	Ongoing

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
149					<p>6) 1) MU was awarded 10 additional funding opportunities from the Pennsylvania Department of Education for Migrant Education initiatives; amounting to over \$2.8 million.</p> <p>7) Keystone Innovation Zone (KIZ) funded five research grants in Summer 2007 to several School of Science and Mathematics faculty in partnership with the Illuminex Corp.; Aptagen, LLC; GeographIT, and Verifi Technologies.</p> <p>8) The Link to Liberty proposal submitted to the US Department of Education/Teaching American History Program has been fully funded to the amount of \$1.5 million. Millersville University is the lead educational institution in this multi-party grant (2007-10) that targets professional development for social studies teachers across Pennsylvania. This means that we will offer for-credit professional training to improve content and history pedagogy. MU will receive all tuition revenues for workshops or graduate courses offered under the grant over summers 08-10.</p>	Ongoing
150					<p>1) Millersville University faculty received the following recognition during 2007-08: Around the Tuscan Table (2004), authored by a Millersville Sociology and Anthropology professor, was awarded the "Madonna Fiorentina" prize by the Association of Florentine Cooks. A professor of Communication and Theatre had her co-edited book, The Amish in the Media (2008), recognized in the Nota Bene section of The Chronicle Review.</p> <p>2) Millersville University Faculty served as editors for the journals during 2007-08.</p>	Ongoing
151					<p>3) Millersville University faculty served in the following professional positions in 2007-08: A Sociology/Anthropology professor served as Vice-President, Northeastern Association of Criminal Justice Sciences. Four Millersville Business Administration faculty served as officers of professional organizations. Two Millersville Communication and Theatre professors served as officers of professional organizations. One of them served as the President of the National Broadcasting Society. Three Millersville Economics professors served as officers of professional and community-based organizations. Four Millersville History professors served as officers of professional organizations.</p> <p>4) A faculty member in the Department of Foreign Languages received the PMSLA Post-Secondary Educator of the Year Award.</p>	Ongoing

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
152		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. Within SoE, educator-scholar model adopted and promoted.	CAE / Deans	1) Millersville University's faculty published 7 books with 1 additional book in progress, 48 articles, 32 reviews and 4 encyclopedia entries. In addition, they presented 81 papers at professional conferences and delivered 39 other presentations (panel, key note, etc.) at professional meetings. They also crafted 45 creative works, 25 consulting activities and planned 3 conferences. 2) A faculty member in the Department of Communication and Theatre recently completed work on two documentary films on international adoption. Several faculty in the Department and approximately 12 students were involved in the project, providing editing assistance and voice-overs for translated segments of the films. In addition, the cover art and design was completed by a faculty member in the Department of Art. It has been selected by the DVD manufacturer as some of the best design work and therefore will be featured in their promotional materials. 3) Faculty in the Department of Business Administration have developed individual resource plans that include their intended research agenda and the resources that would be needed in order to support their research.	Ongoing
153		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 2007 and fall 2008.	Dean SCMA	Departments in the SCMA offered 71 departmental seminars including 22 by women and 9 by minority presenters.	Ongoing
154		Provide in-house workshops for faculty and staff to familiarize them with the new instructional technology.	The quality of these workshops will increase by fall 2008.	Deans/ IT/ CAE	About 200 faculty and staff attended over 72 workshops. In addition, over 550 one-on-one Instructional Design training sessions were conducted by Information Technology to provide in-depth assistance to faculty who are integrating these tools into the curriculum. 2) Information Technology continues to provide support for Web-based instruction by assisting faculty to create and / or upgrade over 1,000 courses utilizing the PASSHE Blackboard consortium. In addition, Information Technology created and maintained about 30 Blackboard organizations for departmental and committee activities used by over 700 faculty, staff, and administration.	Ongoing

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
155		Increase the faculty development offerings provided by the Center for Academic Excellence.	CAE professional development opportunities will increase between fall 2007 and fall 2008.	Director CAE/ Deans	<p>1) The Center for Academic Excellence (CAE) supports faculty in new initiatives such as general education curriculum development, first year programming, assessment, and effective use of technology. The center continues to serve approximately 270 faculty and staff members each year. CAE sponsored or co-sponsored 40 events: 10 brown bag discussions, 2 promotion and tenure consultations, 3 sessions on sabbaticals, 5 sessions for new faculty and a workshop for new department chairs, as well as 7 other professional development opportunities.</p> <p>2) To support the transformation of existing courses into the revised General Education Curriculum, the Center for Academic Excellence, in collaboration with the Department of English Composition Committee, offered several workshops to help faculty prepare their course to meet the new expectations of the General Education writing requirements.</p>	Ongoing
156					<p>3) HSS Dean worked with the Acting Director of CAE to identify faculty from different disciplines that are interested in research and pedagogy related to creativity. Identified a faculty member to lead the group and convened a series of meetings on the topics. Discussions resulted in the development of a new Women's Studies Topics class offered in Spring 2008 on Gender and Creativity. Faculty from this group who are conducting research in creativity or engaged in creative scholarship served as guest lecturers for this course.</p> <p>4) The Director of the Women's Studies Program planned two Women's Studies Professional Development Days for faculty. One was held in January 2008 and another was held in May 2008.</p> <p>5) 1) Three separate opportunities for professional development were afforded to all faculty in the PEU focusing on the new changes supported by Chapter 49-2. The first session provided informational and sharing opportunities through an opening session with the Provost. The second segment featured a panel of five local administrators presenting a practitioner's perspective as well as responding to various questions and concerns regarding the changes in Chap. 49-2. The third session provided PEU faculty with</p>	Ongoing

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
157		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. Increase participation in the Academic Festival in 2008. Faculty in SoE participate in teaching circles. Faculty scholarship will be recognized through the annual Library exhibit of scholarly and creative works.	Dept. Chairs/ Deans/ Graduate Dean/ CAE / SOE / Library	1) The University Library held its 5th annual exhibit of scholarly and creative works, featuring work by 75 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 SCMA offered fall and spring poster sessions to highlight faculty/student research projects and spring Research Recognition Symposium to recognize joint faculty/student research. 3) Spring MU Student Research Conference highlights student/faculty research projects. 4) Faculty recognized for national level professional service - American Meteorological Society Teacher of the Year; PMSLA Post-Secondary Educator of the Year Award; Fellows in the National Association of School Nurses and the American Academy of Forensic Science; Editors of professional journals - International Journal of Biometeorology; Food and Foodways, Journal of Technology Education, International Journal of Mass Emergencies and Disasters; officers in numerous national and regional professional organizations. 5) In conjunction with the Office of Foundation and Government support and the Center for Academic Excellence, the School of Humanities and Social Sciences held a two day grant workshop for faculty and staff on May 1	Ongoing
158		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.	Library	More than \$340,000 in Performance Funding was allocated for library materials in 2007-08. Of that amount, \$162,500 was designated for the purchase of new books and media, including materials supporting the research and teaching needs of new faculty. Funds were also allocated for maintenance of online resources and initiation of subscriptions to electronic reference resources."	Ongoing
159						
160	<b>B) Engage faculty in discussions of issues of importance to the University.</b>	Provide timely information/discussion forums for faculty and staff regarding issues that affect the University. Faculty and DC participate Spring 2008 Faculty Convocation.	Academic Affairs will present at least one such forum each academic year between fall 2005 and fall 2008. The Spring Faculty Convocation will be renewed in 2008.	Provost /Associate Provost/ Deans	1) CCERP and the Office of the Provost hosted a spring Faculty Convocation and a winter conference where more than 100 faculty members attended a service-learning workshop entitled "Civic Engagement: How to Make a Difference" on January 25, 2008. Keynote speaker was Dr. Robert Bringle, Chancellor's Professor of Psychology and Philanthropic Studies and Director of the Center for Service and Learning, at Indiana University-Purdue University Indianapolis. Dr. Bringle, a national leader in the field of service-learning, spoke on "The Role of Civic Engagement in the Professional Growth of Faculty." Benefits to students' personal and career growth; how to get involved in community-based research; and the definition and importance of civic engagement were also addressed.	Exceeded

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
161					2) On March 30 and April 1, 2008, the School of Humanities and Social Sciences held a symposium on entrepreneurship for students, faculty and the business community. Entrepreneurship: Science and Technology Meet Business focused on increasing collaboration between science, technology and business especially in relation to entrepreneurial activities. Dr. John Howard, the Director of the National Institute for Occupational Safety and Health, was the featured speaker. His keynote lecture on March 30 drew approximately 50 attendees, including numerous business people from the community. This provided an important forum for faculty to discuss questions related to the teaching of creativity and entrepreneurship. Dr. Howard's presentations for students and faculty on April 1 drew approximately 120 attendees.	Ongoing
162		Provide professional development workshops for department chairs.	One workshop offered for chairs each academic year.	Deans/Directors/ Provost	Held May 12-14, 2008	Met
163		Inform faculty of recommendations or results of task force and standing issues.	Increased faculty participation and awareness of campus issues.	DC / Task Force Chairs	1) Provost and VPFA met with all School Councils to present information on the university budget. 2) 13 faculty members serve on the President's Advisory Leadership Council, which discusses university issues. HSS-2) Discussed with HSS Chairs the goals of the University Promise Campaign and sought their suggestions for ways departments can enhance internal and external awareness. 3) Engaged HSS Chairs in discussions related to the development of new marketing brochures and new departmental websites that will reflect the new University Identity. Advocated on the behalf of several departments to have their materials moved up on UCM's work schedule in order to meet the expectations of accrediting bodies. 4) HSS Departments worked to revise course offerings for Winter and Summer Sessions in order to enhance enrollments and generate additional revenue for the University. This resulted in a 14.3% increase in enrollments during Winter 2008.	Ongoing
164					5) The UPC proposed an updated Millersville University Mission statement that was approved by both Cabinet and the COT. The process involved gathering feedback from faculty, staff, students either via a web based interface or through meetings with organizations such as Faculty Senate, Student Senate, School Councils, Deans Council, Foundation, Alumni Board, Cultural Diversity Council, and Graduate Student Association. 6) Faculty chairs workshop	Ongoing
165	Grant submissions among facu					

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143	OBJECTIVE	ACTION	EXPECTED OUTCOME(S)	PERSON/ UNIT ACCOUNTABLE	RESULTS	Progress
166		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 2008 (fall 2004 figure=92).	Deans/ Director, Grants	For fiscal year 2007-08 (as of May 30), 104 grant and contract proposals were submitted for over \$7,100,000; 56 were funded for over \$4,400,000; 25 are pending. Twenty-three 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.	Exceeded
167					SOE-A faculty member in the Industry & Technology Department was successful in obtaining a matching grant from the Flexographic Foundation for the purchase of a six-color press printer. This major equipment purchase will support new curricular offerings in the Graphics Communication option within the Department. The matching grant was supported by Millersville University as well as the local surrounding businesses.	Grants awarded, implementation Ongoing.
168		Reorganize sponsored research function with focused activity in academic affairs.	New organizational structure developed and implemented in fall 2008.	Graduate Dean/ Associate Provost	Change in structure for grants and sponsored research office. New grants director hired in Advancement division; collaborating with Graduate Dean on post-award grant issues. Feasibility for a new position of sponsored research in Academic Affairs under discussion.	Ongoing
169		Refine implementation process of rules and regulations for research and misconduct and conflict of interest.	Policies are compliant with federal guidelines by fall 2008.	Graduate Dean/ DC	Initial review of issues and new policies conducted by DC; awaiting final review and action.	Ongoing