

Academic Affairs Strategic Plan
DRAFT Final 2006-2007

Preamble

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

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

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

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

The Academic Affairs Strategic Plan is an important document for the Academic Affairs Division, as well as the University as a whole. The outcomes reported here are specific to the 2006-07 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.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

Line #	ACTION	OUTCOME	PERSON/ UNIT ACCOUNTABLE	RESULTS/ ANALYSES
1	GOAL #1: Transform the curriculum and educational programs to respond to the changing needs of a dynamic society.			
2	(A-1) New Programs – Undergraduate: Develop new undergraduate programs and delete existing ones, as appropriate.			
3	Develop a 120-credit Respiratory Therapy program within the new BS-AHT degree.	This program will be implemented by fall 2008. Pending LGH Review.	Chair BIOL/ Dean SCMA	SCMA Ongoing [SD #1] Proposal goes to SCMA School Curriculum Committee in September 2007.
4	Develop a B.S. in Allied Health Technologies.	Recommendation for the development of this option will be made by fall 2007. Response required to PASSHE.	Chair BIOL/ Dean SCMA	SCMA Ongoing [SD #1] Letter of intent approved by PASSHE winter 2007. Proposal goes to SCMA School Curriculum Committee in September 2007.
5	Restructure the oceanography curriculum. Retire	Four oceanography options will be reduced to one option by fall 2006. Pending Faculty Senate	Chair ESCI/ Dean SCMA	SCMA Accomplished. New Ocean Science and Coastal Studies major approved by Faculty Senate and the administration in 2006-2007. [SD#1]
6	Investigate the possibility of an American Humanics based non-profit studies interdisciplinary minor. RETIRE - not feasible at this time.	Recommendations on the possible interdisciplinary minor will be made by spring 2007.	Dean H&SS/ Director CAP	Retire. HSS No Action. Lack of interest among faculty.
7	Explore a B.S. in Integrated Earth System Science.	SCMA will make a recommendation regarding the implementation of this option in fall 2006.	Chair ESCI/ Dean SCMA	SCMA Ongoing [SD#1] ESCI Department is still considering this interdisciplinary program.
8	Revise ELED and Early Childhood to meet new PDE certification requirements.	Modify ELED and Early Childhood by 2007-2008.	Dean SOE	SOE Ongoing SOE Committee meetings were held throughout the year; skeletal plans were developed for a new program. Foundational elements for the new program have been identified. Next, work will be done to expand on that foundation and take the program through the curricular process.
9	(A-2) New Programs – Graduate: Develop and implement new graduate program offerings and delete existing ones, as appropriate.			
10	Prepare proposal for M.Ed. program in Assessment, Curriculum and Teaching to present to PDE and SSHE.	The M.Ed in Assessment, Curriculum and Teaching is expected to be approved by fall 2008. Ready for COT by Spring 2007.	Chair EDFN Committee/ Dean SOE	SOE/GS Ongoing. Proposal is currently being presented to GPRC for approval with review expected by November 2007.
11	Remount the Master in Gifted and Talented Education degree. Retire	This program will be initiated by fall 2007, pending decisions by PDE. Awaiting notification from System Office of program being reactivated.	Dean Graduate Studies/ Dean SOE	SOE/GS Accomplished/Retire. This program was initiated in Fall 2007. A cohort of 15 students are enrolled in their first course. Program being marketed for spring 2008 semester.
12	Revise M.Ed. in Elementary Education.	Include choice of specific areas for concentrated focus of study (e.g. Children's Literature, Early Childhood, Diverse Learners, etc.) by fall 2007, pending decisions by PDE.	Graduate ELED Program Coordinator/ Dean SOE	SOE/GS No Action/Ongoing No movement has occurred on this initiative, pending PDE decision on requirement changes. Discussions active within SOE.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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13	Explore an accelerated RN-to-MSN program. Retire	Recommendation on development of this program by fall 2006.	Chair NURS/ Dean SCMA	SCMA [SD#1] Retire. Nursing Department determined there is no benefit in this program.
14	Eliminate Nursing Case Management. Retire	Recommendation to put program in moratorium by fall 2006.	Chair NURS/ Dean SCMA	SCMA /GS Accomplished/Retire [SD#1,6] Placed in moratorium 2006-2007. Final three students completing program in fall 2007. New admissions to program closed as of Spring 2007.
15	Explore curricular changes to MBA program.	By Spring 2007 determine the advisability of revising the MBA program to enhance demand for program. New Outcome: Continue to review the curriculum for the MBA program and begin appropriate revisions in order to enhance program effectiveness. University Strategic Directions 1 and 3.	Chair BUAD/ Dean H&SS/ Graduate Dean	HSS/GS Ongoing [SD# 1,3] Discussions underway in fall 2007 to revise curriculum, add internship component and refocus program emphasis. 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
16	(A-3) New Programs – Non-traditional: Provide non-traditional programming for expanded audiences.			
17	Explore the feasibility of developing an EDW certificate program.	Develop one EDW certificate program by fall 2007.	School Deans/ Graduate Dean/ Director PTE/ Admissions/ Registration	SCMA Ongoing [SD#5] Center for Environmental Science is considering several environmental certificates. SOE Ongoing conversations continue about developing this program. Broader discussion and short and long term direction of EDWs is underway with a fall 2007 task force expected to report changes to be implemented Summer 2008.
18	Develop a new online M.S. in Emergency Management proposal. Retire. New Action: Implement second year of online M.S. in Emergency Management. Strategic Directions 1, 2, and 3	This new proposal is expected to be approved and implemented by fall 2007. Retire. New Outcome: 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/GS [SD# 2,3] Accomplished/Retire. MS in EM program was approved by the PASSHE BOG in October 2006. Program was implemented in Fall 2007; first cohort of 19 students recruited, admitted, and enrolled.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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19	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 age 24 or older) will increase to 810 (1.5% increase) by fall 2006 (fall 2004 baseline = 798). The number for 2006 was 836.	ACE Task Force/PTE	APAA/IR/SOE/GS Ongoing/Exceeded (SD #2) 836 non-trad'l UG enrolled fall 2006 for a 4.8% increase. Courses offered at our off-campus locations include 6 Grad courses and 31 UG courses (198 Grad credits, 1,894 UG credits) for Fall 2006 and 11 Grad courses and 31 UG courses (321 Grad credits, 1,994 UG credits) for Spring 2007. The total number of enrollments for summer educator workshops was 2,596 for Summer 2006, which includes off-campus, on-campus, and distance learning offerings (a total of 171 sections). Summer institutes for Summer 2006 consisted of nine sections with enrollments of 226." Thirteen SOE courses have been approved for DL format delivery since Fall 2006. Development and implementation of new program initiatives continues, including fully online MSEM, MSW, and off-campus MED cohort in Hanover, PA.
20	(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.			
21	Ensure campus-wide participation in the Learning Outcomes Assessment Project as the means for measuring program outcomes and degree coherence.	All undergraduate and selected graduate programs will complete a Learning Outcomes Assessment Template.	Deans/ Assistant Provost for P&A	AP Ongoing. All UG programs submitted a Learning Outcomes Assessment Template by SP07. Grad programs that submitted assessment plans include MED in Sports Mgmt and MS Nursing. Asst VP P&A and Grad Dean discussed assessment in Grad programs.
22	Improve campus-wide participation in the Learning Outcomes Assessment Project by advancing the concept of "closing the loop."	IR will provide a written review of each 2005-2006 matrix to the respective Dean and developed an improve Learning Outcomes Assessment template - all during the 2006-07 year	Deans/ Assistant Provost for P&A	AP Ongoing. A summary report was written in summer 2007 and will be updated in FA 2007.
23	Establish a plan and process for assessing Middle States' seven specified general education outcomes.	The remaining four Middle States' general education outcomes will be assessed in 2006-2007. All seven outcomes will be analyzed and written up during 2007-2008.	Coordinator GenEd/ Assistant Provost for P&A/ Chair Assessment Committee	AP Ongoing. Information Literacy study was conducted in 200506 and quantitative reasoning was in SP06 or SP07. Additional attempts to assess critical thinking is being conducted using CLA in 200708.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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24	Investigate a plan for broad assessment of Millersville University's general education curriculum.	Investigate the application of broad inventories - such as the CLA, the NSSE, or the MAPP - by summer 2007.	Coordinator GenEd/ Assistant Provost for P&A/ Chair Assessment Committee	AP Ongoing. The AOAC committee reviewed instruments to assess general education curriculum. New Gen Ed officially improved. May now design assessment plan. NSSE offered in 2007 and 2008, CLA offered in 200708.
25	Ensure that effectiveness initiatives for non-instructional units within Academic Affairs are in place.	Non-instructional units will all specify goals, collect and analyze evidence, and indicate applications of findings by summer 2007. New: Asst VP for PA will work with units during 200708 to apply findings and make improvements.	Assistant Provost P&A/ Academic Affairs	AP In Process. Non-instructional units specified goals but did not indicate applications of findings.
26	Continue with the focused assessment of academic advisement.	During 2006-2007 the Office of Academic Advisement should close the loop using the assessments from 2005-2006.	Assistant Provost, P&A/ Assistant Provost, Academic Services/Advisement Office	ASPLS Ongoing - The Office of Academic Advisement conducted assessments in the following areas: office traffic (as walk-in, email and phone); Faculty Enrichment Series; Exploratory Summer Training; and web sites for the Office of Academic Advisement and Exploratory Program. These assessments showed positive results and serve as springboards for future initiatives.
27	Assess student satisfaction	IR will disseminate the results of the Noel Levitz Student Satisfaction Survey in 2006-2007.	Assistant Provost, P&A	AP Completed. The results of the SSI were presented to both Deans' Council and the Enrollment Management Work Team.
28	Conduct appropriate program reviews.	Academic Program Reviews to be completed in 2006-07 are: ESCI, CHEM, MUSI, HIST, EDFN, MATH. Instructional support reviews will include Graduate Studies (delayed to 07-08), Center for Academic Excellence, Instructional Media Services, .PA Migrant Ed.	Director, Institutional Research	AP Accomplished (SD #6, #2) All Program Reviews were completed and submitted to PASSHE.
29	(C) New Pedagogy Initiatives, Technology, and Distance Learning: Collaborate in the implementation of innovative pedagogical initiatives that enhance student learning.			
30	Involve faculty in campus-wide use of technology to enhance learning.	The final phase of the Visible Knowledge Project will be implemented by fall 2007. CAE will hold a technology showcase each year between fall 2005 and fall 2007.	CAE/ All Deans/ Provost/ Director MU Visible Knowledge Project	APAA Accomplished/SCMA Ongoing (SD #1, 2, 6) CAE co-sponsored the Instructional Technology Showcase on May 8, 2007. The renovated Wickersham Hall came back on line for the spring 2007 semester with fully updated multimedia technology for the classrooms and the computer lab.
31	Foster campus-wide dialogue on the Scholarship of Teaching and Learning.	CAE will sponsor at least one workshop on the Scholarship of Teaching and Learning each year between fall 2005 and fall 2007.	CAE/ All Deans/ Provost	APAA Ongoing (SD #2) - CAE continues to sponsor a variety of events dealing with the Scholarship of Teaching and Learning.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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32	Increase the number of undergraduate and graduate offerings via distance education (both blended and online).	The number of enrollments in distance education (accountability measure #6) will increase from 1,103 (per fall 2005 SAP) to 1,292 (per fall 2007 SAP).	Director PTE/ All Deans/ Provost	APAA/HSS/IR. Exceeded/Accomplished/Ongoing (SD #1,2,3,4,6) The fall 2007 SAP reported Millersville University's number of distance education enrollments at 3,684. The University increased the number of distance education offerings (online and blended) from 118 sections for 2005-06 to an estimated 158 sections for 2006-07 and increased enrollments over the previous year (2,593 enrollments to an estimated 3,780 enrollments). Credits increased from 7,888 in 2005-06 to and estimated 11,147 in 2006-07. Enrollments in the distance education MSW program continue to exceed stated program goals. The new fully online MS in EM program was implemented in Fall 2007, thus increasing overall enrollments in distance education programs.
33	Continue to offer workshops and seminars in the area of distance learning. Evaluate all aspects of distance learning offerings.	The DL Task Force report and recommendations will be completed by spring 2007. Recommendations for other DL evaluation will be presented by fall 2007.	DL Task Force	APAA Accomplished/Ongoing (SD #1) - The DL Task Force has presented recommendations to the Provost concerning the evaluation of DL courses and we continue to work toward the implementation of these recommendation.
34	(D) Accreditation: Maintain accredited status of existing programs and achieve accredited status for other appropriate programs.			
35	Implement plan to submit AACSB accreditation application for business programs.	Implement plan by fall 2008. Recruit and hire Director of Business Studies and Associate Dean by spring 2007. New Outcome: 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 Spring 2009. Strategic Directions 1, 2, 3, 4.	Dean H&SS/ DBS-AD/ Chair BUAD	HSS Accomplished [SD# 1, 2, 3, 4] Successfully completed the search for the new Director of Business Studies/Associate Dean. Established an UG student advisory council for the Business program. All full-time faculty attended an AACSB workshop on outcomes assessment. Began to implement an outcomes assessment plan and a curricular review. Chair attended AACSB conference for department chairs. MU is now a member of PACSB.
36	Achieve re-approval of the American Chemical Society-approved chemistry programs in chemistry and biochemistry.	This program is expected to be re-approved by fall 2007. NOTE: This is not an accrediting body per se, but a recognition of the quality of the program.	Chair CHEM/ Dean SCMA	SCMA Ongoing. [SD#1] Self-Study submitted to the ACS during the spring 2007 with ACS decision on 'reapproval' during 2007-2008.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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37	Secure Learned Societies approval of appropriate education programs as a part of NCATE accreditation, PDE Approval and State System compliance.	Foreign languages, reading, technology education, social studies, English, math, science, leadership & supervision, and advanced early childhood are expected to be approved during 2006.	Deans/ Chairs/ All Schools	SOE Accomplished. All programs received national approval and recognition from their Learned Societies.
40	Seek national recognition through NCATE for secondary education programs.	Secure national recognition received for secondary education programs in art, citizenship and social studies, elementary education, advanced early childhood education, English, foreign languages, leadership and supervision, mathematics, music, reading, sciences, technology education, school psychology and special education by 2007.	Deans/ Chairs/ All Schools	SOE Ongoing. 94% completed. With the exception of Citizenship and Social Studies, all programs have received national recognition.
38	Respiratory Therapy Program re-accredited by CAAHEP.	Achieve re-accreditation of the Respiratory Therapy Program by CAAHEP. Site visit in summer or fall 2007 and decision by CAAHEP in 2007 or 2008.	Dean SCMA/ Chair, BIOL	SCMA Ongoing [SD#1] Self-Study submitted September 2007; site visitation in December 2007 or January 2008. Decision in 2008.
39	Complete steps required to secure candidacy for joint MSW program with CSWE (Council on Social Work Education). New Action: CSWE awards accreditation for the MSW program by June 2009.	Candidacy granted in 2007. New Outcome: prepare for successful site visiting in Fall 2007 Submit Benchmark II documents by January 2008.	Dean H&SS/ Graduate Dean/ Chair, SWK	HSS/GS Completed/Ongoing [SD# 1, 2, 3, 4] Candidacy Status was granted in 2007. Preparation of Benchmark II documentation is underway and is on target for securing accreditation with CSWE.
40	GOAL #2: Intensify and convert our ongoing commitment to social equity, diversity and globalization into deliberate progressive action.			
41	(A) Students – Recruitment Initiatives: Recruit an increasingly diverse student body.			
42	Utilize the Lancaster Partnership Program, the Upward Bound and Migrant Ed Programs to facilitate recruitment of students of color.	The yield of students from these programs will increase to a total of 85 (5% increase) by fall 2007 (fall 2005 baseline from Upward Bound = 15, LPP = 60, Migrant Ed = 6).	Directors/ LPP, Upward Bound and Migrant Ed Programs/ Assistant Provost for Academic Services	ASPLS Ongoing - During the 2006-2007 academic year, 68 LPP students were enrolled at MU. During this same time period, the Upward Bound Program was notified that it will not be funded in the future grant cycle, and no information is available on the number of students attending MU.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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43	Revise AIM program based upon evaluation of the program.	Conduct sessions with external consultant from the University of Pennsylvania during summer 2006. Implement recommendations during 2006-2007.	Directors LPP, Aim for Success, Migrant Ed	ASPLS Ongoing - Many of the recommendations submitted by the external consultant have been initiated during the 2006-2007 year. An AIM Curriculum Committee has been established to address the external consultant's recommendations in their entirety. Target date of completion of all recommendations is the end of the fall 2007 semester.
44	Update and implement the Undergraduate and Graduate Recruitment Plans.	Data for both plans will be collected, analyzed and action plans specified by mid-summer 2007.	Admissions/ Dean of Graduate Studies	GS Ongoing - Grad Studies recruitment plan developed and being implemented.
45	Enhance the competitiveness of the graduate assistantship program. RETIRE	Achieve financial competitiveness – adjustment upwards by fall 2007. Plan and develop a marketing program by spring 2007.	Dean of Grad Studies	GS Completed - Stipends increased by 20% to \$5000 (first year students) for Fall 2007. Retire.
46	Conduct undergraduate recruitment study using NSCH StudentTracker Service.	Recruitment study using NSCH StudentTracker Service will be conducted in 2006-2007.	Director IR	IR Completed. The Admissions Office conducted an analysis identifying Millersville's competition in recruiting students.
47	Review and analyze data for retention rates / target high profile students of color.	Establish SAT benchmarks within SSHE institutions. Review school recruitment plans.	Director of Admissions/ Director IR	No Action (IR).
48	(B) Faculty / Staff Recruitment: Implement a recruitment plan that assures a diverse faculty and staff.			
49	Support Ongoing recruitment of faculty with the emphasis on quality, equity, and diversity.	Increase the proportion of full-time faculty of color from 16.2% (as of fall 2004) to at least 17.0% by fall 2007.	Provost/Deans/Chair s/Directors	SCMA/ IR Completed/Exceeded/Ongoing. The fall 2007 SAP reported the percent of Millersville University faculty who were minority to be 17.92%. Seven SCMA faculty hired for fall 2007 including 2 women, one middle-eastern professor of Turkish decent and one Asian professor of Indian decent.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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50	Foster the recruitment and employment of African American and Hispanic faculty and faculty with interests in feminist and ethnic issues.	Increase the proportion of faculty that are African American and Hispanic from 9% (as of fall 2004) to 10.5% by fall 2007.	Directors, African American, Hispanic and Women's Studies/Provost/ Deans/Chairs	IR Ongoing. 10.03% of MU's fall 2006 tenured and on-track faculty were African American or Hispanic.
51	Foster the recruitment and employment of female faculty.	Increase the proportion of faculty that are female (accountability measure #12) from 43.1% (per fall 2005 SAP) to 46.0 % (per Fall 2006 SAP).	Provost/ Deans/Chairs	SCMA/IR Ongoing [SD#4] The fall 2007 SAP reported the percent of fall 2006 Millersville University faculty who were female to be 45.91%. Two women hired for seven full-time positions in SCMA. One woman hired for TFT position.
52	(C) Curricular, Co-curricular and Campus Programming: Assure programming that appeal to a diverse student body.			
53	Increase education abroad opportunities for students through the University's international partnerships.	At least two additional agreements will be in place by spring 2008.	Director Global Ed & Partnerships/ Deans/ Provost	APAA Accomplished (SD #4, #5) Millersville formalized two new international partnership agreements, one with St. Mary's College, Belfast, Northern Ireland and one with the University of KwaZulu-Natal, in Durban, South Africa. Both student mobility and faculty collaborations began in Spring '07.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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54	Provide a curriculum that celebrates and incorporates diversity.	New curricular proposals will be put forward on an Ongoing basis, including topics courses and seminars, that reflect diversity and/or diversity issues.	Deans All Schools/ Provost	APAA/SCMA Accomplished/Ongoing (SD #3, #4, #5) In April 2007 a new General Education (GenEd) curriculum was approved by the faculty. The new GenEd curriculum which will go in to effect in fall 2008 will include the addition of a Cultural Diversity and Community requirement . Students will be required to take one approved D course as part of their major, minor, or General Education requirements. Cultural diversity refers to the differences among people in terms of beliefs, customs, values, politics, and experiences. The following factors are seen as underlying these differences: Race and ethnicity, gender, geography, language, sexual orientation, education, economics, age, nationality, religious affiliation, occupation and/or physical ability among others. Such a course will provide our students with improved abilities to understand and engage different cultures are more likely to succeed as positive citizens in the increasingly complex local and regional multicultural environment beyond Millersville University. UNIV 179 course was offered in Mexico on Mayan mathematics.
55	Develop diversity plans for each school department and non-school departments.	Each school will have in place their own specific diversity plan by fall 2006.	Deans All Schools/ Provost/ Social Equity Office	SCMA/SOE/HSS Completed/Ongoing. [SD#2, 4] SCMA school goal #3 calls for and monitors diversity in the student body but fall short of being a 'plan'. Actions proposed require close collaboration with Admissions. Completed (HSS). A new Chair was selected for the School of Education Diversity Committee, and new charges were identified by the SoE School Council.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

Line #	ACTION	OUTCOME	PERSON/ UNIT ACCOUNTABLE	RESULTS/ ANALYSES
56	Pursue more joint programming efforts to enhance ethnic/international/global themes and diversity.	The number of visiting exchange faculty will increase by at least two by fall 2007 (fall 2004 baseline = two).	School Deans/ Provost	APAA/HSS Accomplished/Exceeded/Ongoing [SD #1, 2]. The Office of Global Education and Partnerships brought to campus 8 faculty members: 3 from Strathclyde; 1 from UKZN; 1 from Foro Europeo; 1 from UPRM; 1 from St. Mary's; 1 from Marburg. Dr. Olivier Boiral (Laval University in Quebec, Canada) served as a visiting scholar in residence and Dr. Suzanne Berry (University of KwaZulu Natal in Durban, South Africa) served as a visiting exchange faculty member, sharing their expertise and perspective to our student in both formal (class) and informal settings.
57	Enhance student racial diversity	The percent of the student body that is African American or Latino will increase from 8.3% (per fall 2004 SAP) to 9.5% (per fall 2007 SAP).	Provost/ School Deans/ Director Admissions/ Academic Affairs	APAA/IR/SCMA Completed/Exceeded/Ongoing (SD #4) - The class matriculating in fall 2006 included a 20% increase in Latino students (from 51 in fall 2005 to 61 in fall 2006), representing 4.5% of the entering class, while the total number of Hispanic students grew from 250 to 268. African American students represented 8% of the new students in fall 2006, with the total number of African-American students enrolled in fall 2006 increased to 519 from 511 in 2005- from NAS-UPP. The fall 2007 SAP reported the percent of Millersville University students who were black or Hispanic to be 9.60%. For the SCMA over 5 years the % African American students has dropped 9.5% to 7.2% and % Hispanic students has increased 2.8% to 4.8%.
58	GOAL #3: Utilize a Student-Centered Environment to Improve Student Retention and Student Graduation Rates.			
59	(A) Experiential Learning – COOP, Student Research, Internships, Honors Thesis, etc.: Expand experiential learning opportunities for students.			
60	Explore the development of graduate internship opportunities.	Recommendation regarding the development of these opportunities will be submitted to Faculty Senate in 2006-07.	Dean/ Graduate Studies/ Director CAP	APAA/GS Change/Ongoing (SD #6) Internship program in MBA program is under development with department, CAP Office and Grad Studies. New internship course proposal will be submitted to governance by Spring 2008

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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61	Expand for-credit, community-based learning opportunities.	-The number of service learning hours contributed by students will increase by 2%, from 114,897 in 2005-06 to 117,200 ,in 2006-07.	Deans/ All Schools/ Director CAP/ Assoc Provost	APAA Accomplished (SD #5, #6) Millersville's commitment to civic engagement and community service continues to expand. Over 2,856 students performed 122,762 hours of service to community agencies, a 7% increase in hours served from 2005-06. The dollar value to the community is estimated to have been \$2,304,243, and 20 faculty members reported using service-learning in class for the first time. MU has been selected to be on the President Buch's Higher Education Community Service Honor Roll 2005-2006- from NAS-UPP.
62		-The number of students participating in internships will increase by 3%, from 318 in 2005-06 to 328 in 2006-07.		APAA/SCMA Accomplished/Ongoing (SD #3, #5) There was a 38% increase of internships in 2006-07, resulting in 430 for the year. There were 209 new companies added to the CAP database for an increase of 43%- from NAS-UPP. The number of SCMA internships increased from 19 in 05-06 to 39 in 06-07.
63	Expand Independent Study and Individualized Instruction.	-II/IS offerings will increase from 449 in 2004-05 to 460 in 2006-07.	Deans/ All Schools/ Director CAP/ Assoc Provost	APAA/SCMA/HSS/SOE Accomplished/Ongoing (SD #2) University faculty oversaw 522 II/IS's during 2006-07. Number of SCMA independent study IS projects increased from 155 in 05-06 to 161 in 06-07. HSS 63 II/IS in Fall 2006, 87 II/IS in Spring 2007. SOE 130 II/IS in 2005-2006; 146 II/IS in 2006-2007.
63	Increase the number of student research opportunities on campus and promote faculty involvement in grant writing to obtain internal and external support for undergraduate research. Highlight grant opportunities in International Studies.	The total number of students engaged in research will increase to 160 (10% increase) by fall 2007 (2004-05 baseline = 145).	Deans All Schools Directors International Affairs, International Studies, CAE	APAA/SCMA/SOE Accomplished/Ongoing (SD #2, #1) Millersville University faculty supervised 249 UG research projects and an additional 31 Grad research projects- from NAS-UPP In the SCMA 161 research projects sponsored in 06-07. SCMA faculty received \$791,593 in grants and \$180,599 in contracts.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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64		The number of honors theses will increase from 25 in 2004-05 to 28 in 2006-07.	Deans/ Chairs/ All Schools	APAA/HSS/SOE Completed/Ongoing (SD #2, #1) - Forty-three students received Departmental Honors recognition for exceptional UG research projects. Twenty-six students also graduated from the University Honors College program, which requires the completion of an Honors Senior Thesis- from NAS-UPP. HSS- 43 students received Departmental Honors recognition for exceptional UG research projects. Twenty-six students also graduated from the University Honors College program, which requires the completion of an Honors Senior Thesis. Five Masters theses were also completed. SOE- 7 students working on honors theses in 2005-2006, 3 students working on honors theses in 2006-2007
65	Develop university-sponsored research and travel grant program for graduate research and thesis support.	This program will be developed by fall 2007.	Dean Graduate Studies/ Graduate Course and Program Review Committee	GS Ongoing - Marketing of Student Research Grant to current Grad students has begun with limited success.
66	Hold a regional Graduate Student Research Symposium in conjunction with Shippensburg and West Chester.	This event will be held in April 2007 at the Dixon University Center. [Leave for 2007-08 with expansion/increase expected]	Graduate Dean	GS Accomplished - Event was successfully implemented with Grad students from all three institutions participating in the symposium. Planning is underway for a follow-up event in April 2008.
67	(A-1) Increase student retention with an emphasis on narrowing the gap in retention between majority and minority students.			

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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68	Retain students using accommodating schedules and instruction delivery strategies, enhanced advising and mentoring.	The retention rate for all first-year students will improve by fall 2007 (2004-05 baseline = 79.4%).	Directors Academic Advisement and LPP/ Deans All Schools/ Assistant Provost for Academic Services	IR/ASPLS Completed/Exceeded/Ongoing. The fall 2007 SAP reported Millersville University's overall second-year persistence rate to be 82.88%. During the month of May 2007, students of color who were offered regular admission to MU had their schedules reviewed based on placement testing. Additionally, the Office of Academic Advisement has been giving individualized workshops to departments in the School of Humanities and Social Sciences with the School of Science and Mathematics scheduled to have individual workshops for their departments during the 2007-2008 academic year. Lastly, the Millersville Mentoring Alliance Program (MMAP) continued to expand its participant base and has continued to provide improved recruitment and training workshops in order to enhance the effectiveness of the program. Additionally, efforts are being made to secure grant opportunities to secure financial support for the program as it grows.
69	Develop and implement strategies to improve retention of all students, with an emphasis on students of color (see strategies under Goal #3).	The retention rate for African American students will improve by fall 2007 (2004-05 baseline = 66.7%). The retention rate for Hispanic students will improve by fall 2007 (2004-05 baseline = 67.5%).	Assistant Provost/ Academic Services/ Academic Affairs/ All Schools/ Provost	IR/SCMA/ASPLS [SD#2] Completed/Exceeded/Ongoing The fall 2007 SAP reported Millersville University's African American and Hispanic second-year persistence rates to be 71.20% and 72.55%, respectively. The number of departments with LLCs in SCMA increased to four. Two SCMA departments have well organized peer mentoring for freshmen.
70	Provide improved tutoring services that will improve the retention of all students, but especially underrepresented students.	[Need numbers for 2006-07] The number of students receiving tutorial services will stay consistent, or increase, during 2005-06. Tutoring hours for 2004-05= 1,971/ number of students 812. Student satisfaction with tutoring (based on Learning Services Survey results) will maintain, or increase, by fall 2006 (2004-05 baseline = 92%). The Learning Services Survey was not completed in 2005-06 due to budgetary concerns - it will be conducted in 2006-07.	Director Learning Services/ Asst Provost for Acad Serv	ASPLS Ongoing As a new initiative, the Tutoring Center provided 80 hours of training in Fall 2006 to 53 tutors in critical thinking to measure their effectiveness with tutees. Over 820 hours of tutoring was provided in Fall 2006 by tutors trained in critical thinking. Results revealed that 89% of Ethnic Minority/Foreign students tutored by tutors who received critical thinking training achieved a B or better in their courses; 44% achieved an A or better; 75% of Biology tutees tutored by tutors trained in critical thinking achieved a B or better in their courses.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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71	Support students with learning and physical disabilities by providing appropriate support services.	[Need numbers for 2006-07] The Office of Learning Services will maintain, or increase, its level of service to students with disabilities during 2005-06 (2004-05 baseline = 1,826 accommodations). The satisfaction of all students with disabilities with the Office of Learning Services will stay consistent, or improve.	Director Learning Services/ Asst Provost for Acad Serv	ASPLS Ongoing - 50% of the tutees with disabilities tutored by tutors who received critical thinking training achieved a C or better in their courses; 50% of African-American & Latino students tutored by tutors who received critical thinking training achieved a B or better in their courses; 50% of Business tutees tutored by tutors trained in critical thinking achieved a B or better in their courses; 80% of trained tutors found the training to be very beneficial; 83% of trained tutors plan to use their training in critical thinking to tutor students. This initiative was possible due to a Social Equity & Diversity grant of \$5,000. Results were sufficient to require all tutors to undergo training in critical thinking, beginning in Spring 2007, in order to receive advanced tutor certification. Additionally, as a new initiative, the Tutoring Center conducted research in Spring 2007 to improve critical thinking skills of students who are repeating courses and subject to the 3-Repeat Rule, those who are in danger of failing, those who demonstrated need due to struggling grade performance, and those from under-represented groups such as students with disabilities, students of color, and non-traditional students. [Need numbers for 2006-07]
72	(B) Student-Centered Programs and Support Services, including Peer Mentors: Emphasize student-centered approaches to programs and services.			
73	Provide DARS for master's degree programs.	Balance of master's degree programs will be "live" in DARS in 2006-2007.	Assistant Registrar/ Registrar's Office	
74	Implement online applications for graduate studies.	On-line applications for graduate studies will be implemented by fall 2007.	Information Technology/ Graduate Dean	
75	Graduate Orientation will be held semi-annually.	Orientation will be held in August and January.	Graduate Dean	
76	Web Scheduling System	Web scheduling system will be implemented by spring 2007.	Registrar/ Dept. Chairs/ Academic Depts/ Academic Affairs	HSS Ongoing. [SD #4] HSS staff and administrators are working with the Registrar to ensure smooth implementation of the new web scheduling system.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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77	Expand Learning Communities to upper level classes.	The advisability and the feasibility of upper division learning communities will be explored during 2006-2007.	Assoc Provost	APAA Change/Ongoing (SD #2, #3) Preliminary conversations have been held with many departments, but no formal development of learning communities has taken place (upper division).
78	(C) Freshman Year Initiatives: Expand freshman year programming to facilitate student success and increased retention.			
79	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 528 by fall 2007 - 5% change from 05-06 (2004-05 baseline = 480) with a corresponding increase in sections.	Chair FYE Committee/ Deans/ All Schools/ Assoc Provost	APAA/SCMA/IR Accomplished/Exceeded/Ongoing (SD #2, #3) The number of MU freshmen participating in an FY experience increased to 623 in fall 2006. In addition, the number of UNIV 179 seminars grew from five to 15 for 2006-07. Students participating in the Freshman Year Experience seminars indicated they had more serious conversations with students who were very different from themselves, worked with classmates outside of class to prepare class 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. Learning community participants believe that MU provides the support needed to help them succeed academically at higher levels than non-participants. The First-year seminar will become a permanent part of the new General Education curriculum in fall 2008. some from NAS-UPP. Four LLCs now offered in the SCMA-Biology, Earth Sciences, Chemistry, and Physics.
80	Develop an Early Warning System for Freshmen, Sophomores, and Students on probation.	An Early Warning System to detect students experiencing academic difficulties will be piloted in the spring of 2007.	Assistant Provost Academic Programs/ Dean SCMA	SCMA/ASPLS Ongoing. [SD#2] Pilot designed and will be implemented in the spring 2008, which is the earliest Information Technology can assist. A pilot of the Early Warning System for freshmen, sophomores and students on probation will be initiated during the early part of the spring 2008 semester, with full implementation by fall of 2008.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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81	Develop a freshman orientation program.	Develop and implement a fall orientation that has a strong academic theme and is informative to incoming freshmen by fall 2007.	Student Affairs/ Academic Affairs/ School Deans	APAA/SCMA/HSS Accomplished/Ongoing (SD #2) In collaboration with Student Affairs, the first fall orientation program for entering first-year students was held August 21-27, 2007. All HSS Departments participated in departmental welcome and information sessions for new students. Recommendation for next year's orientation have been developed
82	GOAL #4: Advance civic engagement through the American Democracy Project, expanded partnerships and community outreach.			
83	(A) Service-Learning: Continue expansion of Millersville's service-learning initiative.			
84	Continue faculty development in the pedagogy of service-learning, expand service-learning opportunities, and integrate service-learning assignments into existing classes.	Increase the number of faculty and courses utilizing service-learning by 2% from 2005-06 by fall 2007. (Minimum 2 programs per academic year.)	Director CAP/ Center for Academic Excellence/ Deans All Schools	APAA Accomplished/Exceeded/Ongoing SD (#3, #5) There was a 10% increase in the number of courses and 20 faculty implemented service-learning for the first time.
85	Infuse the concept of civic engagement throughout the undergraduate and graduate curriculum.	At least 80% of responding students on the 2007 NSSE will indicate that they have interacted with the concept of civic engagement in some of their classes at MU.	Deans Graduate Studies, All Schools	A&P Not Met. Community-based service learning: FR 35%; SR 45%. Community service/volunteer work: FR 79%; SR 76%; Contributing to the welfare of the community: FR 79%; SR 76%
86	(B) Community Outreach: Expand community linkages in fulfillment of University's mission.			
87	Increase support for additional linkages between departments and appropriate community organizations.	Initiate new community linkages by fall 2007.	Deans All Schools	HSS [SD#1, 2, 3, 4] Completed. Initiated linkages with The James Buchanan Foundation, The Fulton Theatre, The Lancaster Museum of Art, The Harrisburg Area YWCA, School District of Lancaster and Hempfield School District, College Central and the Life of the Mind Consortium.
88	Make faculty expertise available to area business and industry, school districts, and community through Centers and faculty outreach.	Initiate new business and industry projects by fall 2007.	Director PTE/ Deans All Schools	SCMA/HSS Ongoing. [SD#6] Summer 2007 KIZ grants involve collaborations with the Illuminex Corp.(2), Advanced Technology Solutions, APTAGEN,LLC, and Verefi Technologies. Dr. Changfu Chang and his students are working with the James Buchanan Foundation to produce a grant funded documentary on Wheatland

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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89	Advance the Civic and Community Engagement and Research Program (CCERP).	The CCERP is an Ongoing 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.	Director/ Deans/ University Advancement	
90	Increase audience development in the arts.	1) New internal and external audiences' participation in arts events. 2) New university-wide ticketing program will be implemented in 2007. 3) Expand Millersville-Borough collaborations. New Outcome: Develop plan for integrated arts marketing and implement by Fall 2008.	Dean HMSS	HSS Ongoing [SD# 1,2,3,4] 1) New audiences were developed through new arts programming, new partnerships with community arts organizations, through outreach to public schools and other community organizations, and through building interdisciplinary linkages between the curriculum in the arts and non-arts disciplines. Examples include the John Blake, Jr. residency, Glorious Sounds of the Season, Next Generation Festival, etc. 2) Completed. University-wide Ticketing Software was rolled out in Fall 2007. 3) Additional opportunities to expand collaboration with Millersville Borough did not develop
91	GOAL #5: Faculty Development and Engagement: Foster a scholarly and creative environment for faculty and staff.			
92	A) Provide Millersville faculty with plenty of opportunities to enhance their teaching and scholarship.			
93	The science and mathematics departments will offer departmental seminar series that bring invited speakers to campus.	Six-to-twelve speakers will appear on average per department per year between fall 2005 and fall 2008.	Dean SCMA	SCMA Ongoing. [SD#1,2] 70 departmental colloquia offered including 17 presentations by women and 5 by underrepresented speakers.

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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94	Provide in-house workshops for faculty and staff to familiarize them with the new instructional technology.	The number of these workshops will increase by fall 2007.	Deans/ IT/ CAE	APAA Ongoing (SD #2) - CAE continues to co-sponsor and organize a variety of opportunities dealing with instructional technology. In addition, over 200 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.
95	Increase the faculty development offerings provided by the Center for Academic Excellence.	CAE professional development opportunities will increase between fall 2005 and fall 2007.	Director CAE/ Deans	APAA Ongoing (SD #2)- The number of professional development opportunities has remained constant from fall 2005 through fall 2006.
96	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 2007.	Dept. Chairs/ Deans/Graduate Dean/CAE	APAA/GS Accomplished/Ongoing (SD #2) - 1) The Second Annual Academic Festival was held in May 2007 with increases in the number of sessions, presentations, and attendance. The event, consisting of 7 panel discussions and presentations as well as a recognition luncheon attended by 71 faculty and staff, was designed to share faculty research expertise, enhance research techniques, develop scholarly ideas and celebrate this past year's scholarly and creative achievements. 2) The 4th annual Scholarly Passions exhibit of faculty and staff publications and creative works held its opening reception on April 18, 2007. The exhibit was created by the Library staff and included works by 72 faculty and staff representing most academic departments - up from 60 in 2005-2006, an increase of 20%- from NAS-UPP.
97	The School of Education will provide Professional Development funds for faculty as a percentage of the summer incentive money received.	A portion of this incentive money will be allocated to faculty professional development funding each year between fall 2005 and fall 2007.	Provost / Dean SOE	SOE Ongoing. 3.5% of School of Education's Summer 2006 Revenue Sharing allotment was designated for faculty Professional Development in 2006-2007. 2.8% of the Summer 2004 allotment was designated for faculty Professional Development.
98	Add an instructional designer position to facilitate development of online courses and provide support to faculty.	Position to be added in 2006-07.	Provost/ VP IT/ Director PTE	APAA Not completed (SD #2, #1) Budgetary restrictions did not allow the pursuit of this goal.
99	B) Engage faculty in discussions of issues of importance to the University.			
100	Provide timely information/discussion forums for faculty and staff regarding issues that affect the University.	Academic Affairs will present at least one such forum each academic year between fall 2005 and fall 2008.	Provost /Associate Provost/ Deans	

**Academic Affairs Strategic Plan
DRAFT Final 2006-2007**

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101	Provide professional development workshops for department chairs.	Academic Affairs will provide at least one such workshop for chairs each academic year.	Deans/Directors/ Provost	APAA Sustain/Ongoing (SD #2)
102	Task forces should present results of their findings and related recommendations to faculty.	At least one task force should present its findings to the faculty each academic year.	Provost/ Task Force Chairs	
103	C) Increase grant submissions among faculty and staff.			
104	Increase financial support and recognition for faculty research and scholarly activities.	The number of proposals submitted for faculty grants will increase to 97 (by 5%) between fall 2004 and fall 2006 (fall 2004 figure=92).	Deans/ Director, Grants	SCMA Ongoing. [SD#6] SCMA faculty received \$791,593 in grants and \$180,599 in contracts.
105	Implement a training workshop on "grantsmanship" for faculty and staff. Retire.	A series of workshops will be offered on "grantsmanship" in 2006-2007.	Dean of Graduate Studies and Research	GS/SCMA Accomplished [SD#6] Multiple workshops were held during 2006-07 year under the direction of Grants and Sponsored Research Director in collaboration with CAE. The SCMA dean organized a workshop on KIZ grants for science and technology faculty.