

**Our Bold Path “Work Plan” (Updated 2017)**

**GOAL A. ENGAGE LEARNERS.**

*To engage learners to contribute positively to contemporary and future workplaces and communities.*

Millersville University will provide a supportive and innovative learning environment to prepare individuals (students, faculty, staff, alumni and community members) to navigate their professional and personal growth with curiosity, confidence and compassion. We will accomplish this goal by embracing diversity of people, thoughts and ideas, encouraging artistic and creative expression, expanding use of current and emerging technologies and promoting outreach that engages the community.

**Proposed Prioritized Strategies:** *(Click on the blue links in the first column below to go to the specific strategy’s work plan)*

<a href="#">Goal A Strategy 1</a> (GA S1)	Create a learner-focused environment that contributes to student success.
<a href="#">Goal A Strategy 2</a> (GA S2)	Develop a faculty and staff that distinguish themselves as creative, innovative and learner-focused leaders.
<a href="#">Goal A Strategy 3</a> (GA S3)	Identify student interests and workforce needs and prepare students to become career-ready across and within disciplines, including preparation for post-graduate education.
<a href="#">Goal A Strategy 4</a> (GA S4)	Lead in the development and adoption of experiential and innovative strategies that enhance student learning.
<a href="#">Goal A Strategy 5</a> (GA S5)	Nurture relationships between faculty, staff, and students with individuals and partners in our community.

In the process to update the ***Our BOLD Path Work Plan Action Plan*** in summer 2017, suggested changes for the Strategic Advisory Council’s consideration for alignment are documented as follows:

<b>Yellow highlighted</b> rows represented minor changes; including modifications to wording for clarification or transitioning from design to implementation if targets were on target or achieving positive progress, or moving within the work plan due to alignment with goal or strategy.
<b>Green highlighted</b> rows represent major changes; including items that are new or changed but continued, rationale for example, may include revised targets, challenges in implementation or achieving targets, or new targets as original targets were met.
<b>Light Blue highlighted</b> rows represent major changes; including those completed or accomplished or retired due to feasibility concerns or other reasons.

**Red font** indicates wording for former language.

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Goal A: To engage learners to contribute positively to contemporary and future workplaces and communities.	Division or Area: Academic, Student Affairs & Enrollment Management, & Finance & Administration
Strategy 1 (GA S1): <i>Create a learner-focused environment that contributes to student success.</i>	

Prioritized Action Plans

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GA S1.1	Develop and implement a one-stop Student Success Center plan that includes an array of student support services (admissions, mentoring, academic advising, registration, financial aid, student accounts, tutoring/ADA, etc.) to reduce attrition, improve student satisfaction and enhance graduation rates <i>[Continue]</i>	Hazlett	Prabhu, Bruszewski	2017	2019
GA S1.2	Develop intervention/awareness programs for health and wellness, including mental and emotional health <i>[Continue]</i>	Hazlett	Prabhu	Sept. 2014	June 2018
GA S1.3	Streamline credential attainment through accelerating pathways, optimal course sequencing and multiple modalities for existing new programs <i>[Retired, moved to Goal B, S5 where focus is on academic program master plan]</i>	Prabhu		2014	2017
GA S1.4	Continue existing living-learning communities and develop new models to enhance and expand distinctive learning communities <i>[Continue]</i>	Hazlett	Prabhu	Sept. 2014	2020
GA S1.5	Assess our current campus climate in order to create programs to enhance our safe and inclusive learning environment in order to create a strategic diversity plan or modify programs, appropriately. <i>[Continue]</i>	Dorman	Prabhu, Hazlett	2014	2017

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<b>Goal A: To engage learners to contribute positively to contemporary and future workplaces and communities.</b>	<b>Division or Area: Academic Affairs</b>
<b>Strategy 2 (GA S2):</b> <i>Develop a faculty and staff that distinguish themselves as creative, innovative and learner-focused leaders.</i>	

**Prioritized Action Plans**

	<b>Action Plan(s)</b>	<b>Responsible Cabinet Member</b>	<b>Collaborative Cabinet Member(s)</b>	<b>Start Date</b>	<b>End Date</b>
GA S2.1	Redesign how employees are trained and assessed; align resources and provide opportunities to develop learner-focused change agent skills. <i>[Continue]</i>	Prabhu	Bruszewski, Hazlett	2015	2020
GA S2.2	Provide support for faculty to engage in leadership roles and research outside of the University. <i>[Retired, aligned with GB S4]</i>	Prabhu	Hazlett	2015	2020
GA 2.3 NEW	Provide opportunities for faculty and staff to explore the dual operating system model to promote creativity and innovation initiatives within our institutional culture. [complements GC S2.1] <i>[New]</i>	Prabhu, Bruszewski	Cabinet	2017	2020

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<b>Goal A: To engage learners to contribute positively to contemporary and future workplaces and communities.</b>	<b>Division or Area: Academic Affairs &amp; Enrollment Management</b>
<b>Strategy 3 (GA S3): Identify student interests and workforce needs and prepare students to become career-ready across and within disciplines, including preparation for post-graduate education.</b>	

**Prioritized Action Plans (AP)**

	<b>Action Plan(s)</b>	<b>Responsible Cabinet Member</b>	<b>Collaborative Cabinet Member(s)</b>	<b>Start Date</b>	<b>End Date</b>
GA S3.1	Assess through academic program review then, if necessary, redesign academic programs to demonstrate career-ready knowledge and skills within respective field(s). <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GA S3.2	Redefine general education program to demonstrate career-ready knowledge and skills. <i>[Retired, focused on online pathway through general education]</i>	Prabhu	Hazlett	2014	2020
GA S3.3	Align career and advising center roles to maximize expertise and research-based innovation in career development and student engagement. <i>[Continue]</i> See also Goal A, Strategy 3.3 and Goal B, associated Strategy/Action Plan GB S3.]	Prabhu	Hazlett, McMurry	2015	2020
GA S3.4	Enhance and continue to implement alumni survey 6 months from graduation <i>[Continue]</i>	Prabhu		2014	2020
GA S3.5 NEW	Plan the launch and execution of the new student traineeship program within ELCM, and report to BB&T on grant activity in first year. <i>[New]</i>	Prabhu/Hazlett		2017	2020

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Strategy 4 (GA S4): Lead in the development and adoption of experiential and innovative strategies that enhance student learning.	

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GA S4.1	Develop and implement a plan to require students to engage in experiential learning opportunities, both inside and outside the classroom. Work with faculty leaders to explore how students may be required to engage in at least 2 out of 8 <b>high-impact learning opportunities</b> , such as first-year experience, undergraduate research, service learning, internships, study abroad, or capstone experiences. Includes an analysis of current offerings and engagement. <i>[Continue]</i> (GA S4.1 and S4.3 and associated with Goal B S3.3)	Prabhu	Hazlett	2015	2020
GA S4.2.1	Increase <b>student internship</b> participation in part, by increasing the number of academic programs requiring an internship or clinical experience as a requirement for the major, as appropriate. <i>[Continue]</i>	Prabhu		2017	2020
GA S4.2.2	Support faculty and staff for developing innovative or creative programs that engage students in high impact practices, especially collaborative research and service learning. Continue to <b>increase institutional</b> support for undergraduate research <b>by increasing Student Research Grants</b> to triple the direct institutional support for students engaged in research and increase by 30% the undergraduate research support derived from outside grants by 2020 <i>[Continue]</i>	Prabhu	Hazlett	2015	2020
GA S4.2.3	Expand institutional support for <b>graduate student research</b> . <i>[New]</i>	Prabhu		2016	2020
GA S4.2.4	Assess the quality of capstone experience in every major and make improvements as identified. <i>[Continue]</i>	Prabhu		2014	2020
GA S4.2.5	Develop and enhance support for global initiatives by 10 percent to increase the number of students studying abroad, including campus exchanges, faculty-led <b>study abroad</b> and international internships, by 50% in 2020. <i>[Continue, moved from Goal B, S6]</i>	Prabhu		2017	2020

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<b>Goal A: To engage learners to contribute positively to contemporary and future workplaces and communities.</b>	<b>Division or Area: Academic Affairs</b>
<b>Strategy 5 (GA S5): Nurture relationships between faculty, staff, and students with individuals and partners in our community.</b>	

**Prioritized Action Plans (AP)**

	<b>Action Plan(s)</b>	<b>Responsible Cabinet Member</b>	<b>Collaborative Cabinet Member(s)</b>	<b>Start Date</b>	<b>End Date</b>
GA S5.1	Enhance learning and research opportunities for students and faculty by providing university cultural and other resources (technical, civic) to the community. Maintain <b><i>civic and community-based learning and research opportunities</i></b> for students and faculty that contribute to the community. <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GA S5.2	Provide an array of diverse multi-cultural programming and events for students, faculty and staff to connect cross-culturally and globally, leading to social responsibility and life-long learning. Maintain multicultural program offerings for students, faculty and staff. <i>[Continue]</i>	Hazlett	Prabhu & President’s Commissions	Sept. 2014	2020
GA S5.3	Provide leadership development opportunities for students that promote active citizenship <i>[Continue]</i>	Hazlett	Prabhu	Summer 2015	2020
GA S5.4 NEW	Expand and enhance non-credit offerings to a wide variety of constituents, including senior citizens, the non-profit sector, and to support corporate training needs. <i>[New]</i>	Prabhu		2017	2020