

Impact 2015:
Building on the Past, Leading for the Future

**Directions and Initiatives for the
four key strategic issues facing Bloomsburg University**

Strategic Issue #1:***Enhancing academic excellence***

Narrative: Enhancing academic excellence is fundamental to achieving the University vision . Academic excellence creates personal and professional success for all learners. It is pivotal in recruiting and retaining talented and diverse students and personnel.

Directions (Goals):

1. *Create a learning environment for personal and professional success in a diverse and rapidly changing world.*

Initiatives (Action Items):

- a. Identify and develop centers of excellence
- b. Develop curricular and co-curricular programs that prepare students for personal and professional success
 - i. Identify and develop areas of student/faculty scholarly activities
 - ii. Expand study-abroad opportunities
 - iii. Expand learning opportunities beyond the classroom
 - iv. Increase information and technology competence
 - v. Provide a general education program that promotes skills, knowledge , cultural awareness, and citizenship helping to

develop each student's ability to think critically and communicate effectively

- vi. Identify and develop opportunities for interdisciplinary curricula and activities
- vii. Expand distance education

2. *Provide professional development and scholarship opportunities for all university personnel.*

Initiatives (Action Items):

- a. Identify opportunities, provide access and encourage participation

3. *Integrate diversity in the learning environment.*

Initiatives (Action Items):

- a. Add a diversity component to the entire curriculum, including general education, program curricula, and university seminars
- b. Identify and implement best practices to increase understanding and interaction among diverse populations
- c. Recruit and retain diverse personnel

4. *Implement and monitor a systematic process of assessment.*

- a. Identify assessment methods, benchmarks and timeline for administration of assessments for initiatives
- b. Establish reasonable schedule to assess initiatives
- c. Establish an institutional structure to support a systematic assessment plan

Strategic Issue #2: Achieving excellence while ensuring financial sustainability

Narrative: As a public institution historically dependent on tuition and state appropriations, Bloomsburg University strives to maintain fiscal responsibility and enhance academic excellence. New sources of funding must be identified and developed while being good stewards of existing resources.

Directions (Goals):

1. *Identify, examine, align and allocate resources to meet institutional priorities.*

Initiatives (Action Items):

- a. Educate university community on current budget situation and budget process
- b. Assess current curricular and co-curricular programs, services and operations to develop a balanced budget
- c. Examine efficiency of current services/departments/programs to optimize current and future resources
- d. Make sustainability a consideration in the decision-making for all building and purchasing

2. *Coordinate efforts to identify and develop new resources in accord with university strategic priorities.*

Initiatives (Action Items):

- a. Build relationships with external stakeholders

- b. Establish university/community partnerships
- c. Develop corporate sponsorships/internships
- d. Solicit external grant funding
- e. Increase private sources of funding

Strategic Issue #3: *Designing an enrollment vision in terms of demand, program mix and capacity*

Narrative: Bloomsburg University must respond to the demands of a rapidly changing job market and shifting demographics. Bloomsburg must develop academic and co-curricular programs that support student retention, graduation and personal and career success. Facilities, services and personnel must align with student needs.

Directions (Goals):

1. *Assess enrollment trends and projections in terms of capacity, student demographics, target populations and demand.*

Initiatives (Action Items):

- a. Evaluate current enrollment management committee in terms of composition, reporting structure and mission
- b. Examine data on enrollment profiles of high school students, BU's first year class, current students, graduate students and non-traditional students
- c. Examine capacity of university in terms of facilities, programs and services
- d. Gather information on pre-high school and potential or returning learners (non-traditional students)
- e. Gather national and regional trend information regarding emerging demands of business, industry and professions

2. *Develop a realistic, dynamic, budget-sensitive, comprehensive enrollment management plan that supports student access and success.*

Initiatives (Action Items):

- a. Identify enrollment goals
- b. Integrate the findings of Goal # 1 (Assess enrollment trends ...) into the development of the Enrollment Management Plan
- c. Explore alternative strategies to attract highly-qualified students from traditionally underrepresented, non-traditional and underserved communities
- d. Annually review and assess the progress of BU's recruitment and retention strategies using established metrics/measures

3. *Implement and monitor a comprehensive enrollment plan relative to academic excellence, market demands and financial resources.*

Initiatives (Action Items):

- a. Assess student satisfaction with curricular and co-curricular programs and services
- b. Assure a diverse body of freshmen across all LLCs, integrating first-year courses on diversity into the first year experience in the LLCs
- c. Recruit and retain students from across the mid-Atlantic and northeast, supporting well-established programs that support low income and first generation students (i.e. Act 101, TRIO, Student Services, LLCs, Board of Governors, Multicultural Services, Accommodative Services, ESL)

- d. Create partnerships and outreach efforts with targeted middle, high school and community colleges
- e. Continue to foster academic and support services and initiatives to build on existing successful retention efforts

Strategic Issue #4: *Fostering and developing a strong sense of community*

Narrative: Building a strong sense of community involves stakeholders from all areas of Bloomsburg University, including groups that have been traditionally underrepresented. A strong sense of community enhances commitment among members, mutual support of stakeholders, higher morale, a global perspective and diversity of members.

Directions (Goals):

1. *Communicate effectively among all stakeholders.*

Initiatives (Action Items):

- a. Strengthen relationships with campus, local and regional news media
- b. Investigate alternative internal communication tools

2. *Promote a diverse community that accepts and supports cultural and social differences.*

Initiatives (Action Items):

- a. Establish professional development that engages faculty and staff to exchange knowledge and experiences for reflecting on the challenges and value of diversity from multiple perspectives. (e.g. develop programs to invite speakers and scholars on diversity to campus, and use these to create a forum for discussion)
- b. Coordinate all diversity efforts across campus

3. *Encourage globalism and environmental awareness and responsibility.*
4. *Improve town/gown relations.*

Initiatives (Action Items):

- a. Conduct an environmental scan of strengths and weaknesses and identify opportunities for relationship enhancement
- b. Strengthen a commitment to diversity initiatives in the general public and within town governance

5. *Increase student engagement with the university and community.*

Initiatives (Action Items):

- a. Increase number of freshmen in Living and Learning Communities to full capacity
- b. Support faculty/staff/student interactions outside classroom

6. *Strengthen connection with alumni.*

Initiatives (Action Items):

- a. Connect students with alumni through internships, job shadowing, employment opportunities and recruitment
- b. Promote alumni careers, activities and accomplishments with electronic and other media
- c. Develop and strengthen regional alumni chapters