

Impact 2015: Building on the Past, Leading for the Future *EXTENSION THROUGH 2017*

President and Executive Staff Changes	Action Steps	Data Sources	Measurable Outcomes
<b>1. Enhancing academic excellence</b>			
<i>1.1. Create a learning environment for personal and professional success in a diverse and rapidly changing world.</i>			
1.1.1 Assess impact of current Distinctive and Innovative Programs and evaluate and review emerging programs; align sustaining resources and philanthropic efforts with those successfully contributing to realization of institutional mission.	Establish Task Force that will develop, communicate and implement and a rubric for the Distinctive and Innovative Programs.	Planning and Assessment and Institutional Research	
1.1.2. Develop curricular and co-curricular learning experiences that prepare students for personal and professional success.	<p>Create an academic career map outlining relevant learning experiences for each college.</p> <p>Establish a point of contact for each dean to report and track experiences.</p> <p>Establish database of relevant curricular and co-curricular learning experiences.</p>	<p>Assessment reports and participation numbers from majors and programs that employ high impact practices as defined by AACU: URSCA and other faculty led research, Study Abroad, Student Teaching, Clinical Experiences, Scholarly and Creative Activity (conference posters, papers and presentations), Faculty led Service Learning, Internships, First year seminars, Capstone Courses/Projects.</p>	<p>Track one career experience, each year, for each student beginning Freshmen 2016 cohort.</p> <p>Increase sophomore, junior, senior student engagement in high impact practices in 2016-17 by 10%</p>

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		<p>Assessment reports from other programs that employ high impact practices</p> <p>PASSHE Performance funding measure for “First Year Seminars” and other High Impact Measures (Baseline and annual numbers from the IR-PASSHE Annual Performance Funding Report)</p> <p>Professional U Cabinet annual report</p> <p>First Destination Survey data</p> <p>NSSE</p> <p>Co-curricular learning experiences as established through MyCore</p>	
<p>1.1.2.1. Complete assessment of student achievement of learning goals in the general education program, MyCore; identify areas for improvement/revision.</p>	<p>On-going MyCore program</p>	<p>MyCore Assessment Results (OPA-Annual MyCore aggregated data)</p>	
<p>1.1.2.2. Identify and develop opportunities for interdisciplinary programs and learning experiences.</p>	<p>Establish baseline numbers of interdisciplinary programs and students enrolled.</p> <p>Develop a comprehensive list of interdisciplinary programs and learning experiences (unless one exists).</p>	<p>College Level Reports-Number of students enrolled in interdisciplinary programs (majors &amp; minors) and learning experiences</p> <p>Interdisciplinary SPARC Grants – (Outcomes Reports)</p> <p>Reports from BU Centers (i.e., Center for Community Research and Consulting; Center for Leadership and Engagement; Center for Visual and Performing Arts).</p>	

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1.1.3. Implement Professional U.	<p>Set criteria as defined by the assessment plan for Professional U.</p> <p>Develop branded materials for consistent verbal and visual articulation of Professional U as a recruitment, retention, and engagement model.</p> <p>Submit Professional U Annual Report by June 30.</p> <p>Create professional development institutes for the students in COLA and COST.</p>	<p>Alumni volunteer reports from Alumni Engagement</p> <p>Inventory of activities with assessment and participation data from Center for Professional Development and Career Experience (CPDCE)</p> <p>Deans records of participant data and assessment for high impact practices (see 1.1.2)</p> <p>Professional U Cabinet</p> <p>FOCUS 2 participation data</p> <p>Academic Career Map for each college</p> <p>COLA and COST Institute Framework</p>	<p>Career aptitude/interest assessment with counseling for Freshmen 2016 cohort.</p> <p>Develop a comprehensive strategy for organization engagement and on-campus recruitment.</p>
1.1.4. Assess mastery of core professional skills and competencies in each academic discipline.	Assessment Plan for every educational program.	<p>Department Assessment Reports</p> <p>Program Five Year Reviews</p> <p>Professional U Annual Report</p> <p>Experiential Learning Outcomes (ELOs)</p>	
<i>1.2. Integrate diversity in the learning environment.</i>			
1.2.1. Expand opportunities for students' educational experience to incorporate diversity, inclusion, and global perspectives.	Establish baselines.	<p>NSSE Experience with Diverse Perspectives</p> <p>NSSE Annual Results</p> <p>Faculty Survey of Student Engagement (FSSE)</p> <p>MyCore Assessment Results (OPA-Annual MyCore aggregated data)</p>	
1.2.2. Increase the access, retention, and completion rates for Pell recipients, and URM populations, including transfer students.	<p>Annual Performance Funding Targets from PASSHE.</p> <p>Closing the gaps for Pell and URM students.</p>	<p>PASSHE Performance Funding Indicators</p> <p>Academic Achievement</p> <p>Professional U annual report with URM data</p>	URM Participation and Assessment data from 1.1.2 and 1.1.3

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1.2.3. Provide personnel training on the best practices that increase understanding of and interaction among diverse population.	Establish baselines.	Data results from various professional development sources (i.e., College FPT; TALE; University sponsored workshops; Reassign and Sabbatical Reports; Reassign Time for grants or BU projects; HR PASSHE Academy)	
1.2.4. Recruit and retain diverse personnel.	Meet or exceed PASSHE system target of 14.9% for underrepresented minority faculty and 43.4% for female faculty.	HR Reports (Demographics of current and newly hired staff, faculty, and administration) Performance Funding Indicators	
<i>1.3. Implement and monitor a systematic process of assessment.</i>			
1.3.1. Maintain and enhance the institutional structure to support a systematic assessment plan.	Approved Assessment Policy	Posted Assessment Charts-Number of programs with assessment plans developed, implemented, and evaluated Provision of assessment resource and system for the documentation of program outcomes  Office of Planning & Assessment  Five year review of OPA	

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<b>2. Achieving excellence while ensuring financial sustainability</b>			
<i>2.1. Identify, examine, align and allocate resources to meet institutional priorities.</i>			
2.1.1 Continuously measure and assess the stewardship of university resources (fiscal, physical, and human) to increase accountability and focus on results.	<ul style="list-style-type: none"> <li>a. Meet the “green light” performance indicator target from the annual State System financial risk assessment (dashboard) report for the university.</li> <li>b. Meet or exceed annually established performance funding targets.</li> <li>c. Meet or exceed the annually recommended Sightlines facilities evaluation score improvement target (1%).</li> <li>d. Meet or exceed the State System classroom utilization guidelines on a 5 year review cycle.</li> </ul>	<ul style="list-style-type: none"> <li>a. State System annual financial risk assessment (dashboard) report</li> <li>b. State System performance funding report</li> <li>c. Sightlines annual facilities evaluation report</li> <li>d. Classroom utilization analysis/report – (completed on a 5 year cycle)</li> </ul>	
2.1.2 Invest in strategic initiatives that meet changing market demands, provide relevant academic and student support programs, and supplement the long term economic viability of the university.	<ul style="list-style-type: none"> <li>a. Develop and update unrestricted net asset plan (planned use of carryforward) annually.</li> <li>b. Meet planned unrestricted net asset utilization (planned use of carryforward).</li> </ul>	<ul style="list-style-type: none"> <li>a. University Action Plan (required by State System)</li> <li>b. University unrestricted net asset spend-down plan.</li> <li>c. University Master Plan.</li> <li>d. University budget.</li> <li>e. BU Foundation financial records and reports</li> </ul>	

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2.1.3. Maintain and refine the transparent process for communicating the budget with the university community.	a. Annually provide a detailed budget preparation manual. b. Deliver Fall and Spring budget briefings to campus governance and leadership groups. c. Post and update budget briefings on the university web site.	a. Annual budget preparation manual. b. Fall and Spring budget briefings (COT, PAC, Budget Subcommittee, Planning & Budget, University Forum). c. Web site posting of budget status, briefings and any updates.	
<i>2.2. Coordinate efforts to identify and develop new resources in accord with university strategic priorities.</i>			
2.2.1. Increase annual expenditures from grants, sponsored programs, and partnerships consistent with the university's mission.	a. Increase annual expenditures from grants, sponsored programs, and partnerships consistent with the university's mission, with a goal of 3.5% of the university's annual E&G operating budget.	a. University and affiliated entities financial records	
2.2.2 Increase private giving through <i>It's Personal</i> , Bloomsburg University's \$50M Campaign.	a. Meet or exceed the \$50 million goal in support of scholarships, faculty support, and student professional development and emerging opportunities by 12/31/2017.	a. BU Foundation and University financial records and reports	

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<p><b>3. Designing an enrollment vision in terms of demand, program mix and capacity as part of the newly established Division of Strategic Enrollment Management</b></p>			
<p><i>3.1. Assess and update membership in an Enrollment Management committee comprised of staff and faculty who will guide and support the institutional efforts to advance enrollment management initiatives.</i></p>	<p>Identify a professional consulting group that will:</p> <ol style="list-style-type: none"> <li>1. Assist in the assessment of the current composition of BU's Enrollment Management committee.</li> <li>2. Provide recommendations for committee composition, structure and function.</li> </ol>	<p>Consultant report recommendations</p>	<p>Working groups for Strategic Enrollment Planning (SEP) identified.</p> <p>Establish a Working Group structure and membership.</p> <p>Establish a Data Team to build support for S.E.P.</p> <p>Establish a Steering Committee for project oversight and to provide recommendations to Executive Staff.</p>
<p><i>3.2. Assess enrollment trends and projections in terms of capacity, student demographics, target populations and demand.</i></p>	<p><b>1. Student Demographics/Target Populations:</b> Establish the baseline levels for Adult Learners, Under-represented Students, Graduate Students, Transfer students with associate degrees, Out-of-state students, International students, Veterans,</p> <p><b>2. Demand:</b> Collect/analyze regional, state and national data, student application trends, Community College graduates/enrollment, International students' enrollment trends</p> <p><b>3. Capacity:</b> Evaluate classroom/lab space, faculty resources, staff support, on/off campus housing,</p>	<p><b>1. Student Demographics/Target Populations</b> Institutional Research, Facilities, Admissions, Budgeting Office, Department Chairs, Academic Deans, Strategic Enrollment Management Committee, Workforce Investment Board (CPWDC)</p> <p><b>2. Demand:</b> Workforce Investment Board (CPWDC), PASSHE GAP Analysis, Admissions Office, NAFSA (Association of International Educators), PASHE Program Alignment and Program Development</p> <p><b>3. Capacity:</b> Facilities, Residence Life, Department Chairs, Academic Deans</p>	<p>SWOT analysis performed within each established working group.</p> <p>Key performance indicators (KPI's) established.</p> <p>An SEP Communications Plan developed.</p> <p>Conduct a situation analysis in alignment with KPI's and based on</p>

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	student support services,		institutional data.  Identify data-informed strategies that support the SEP KPI's.
<p><i>3.4 Develop a multi-year, budget-sensitive, comprehensive enrollment management plan that supports student access and success.</i></p>	<p>Develop the Strategic Enrollment Management Plan in alignment with IMPACT 2017, and have the Strategic Enrollment Management Plan approved by the Strategic Enrollment Management Committee and Executive Staff.</p> <p>Conduct Action Plan development using a business plan model for each potential strategy.</p> <p>Prioritize the identified strategies according to appropriate fit for the institutional mission, the Return on Investment (ROI), and the likelihood of success upon implementation.</p> <p>Develop quantifiable goals and a funding strategy.</p>	<p>External, professional consulting group, Institutional Research, Facilities, Admissions, Budgeting Office, Department Chairs, Academic Deans, Strategic Enrollment Management Committee, Workforce Investment Board (CPWDC), PASHE GAP Analysis, NAFSA (Association of International Educators), PASSHE Program Alignment and Program Development.</p>	<p>A written plan with enrollment goals, to include a plan for execution, evaluation, assessment, and modification.</p>



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<b>4. Fostering and developing a strong sense of community</b>			
<i>4.1. Communicate effectively among all stakeholders.</i>			
4.1.1. Continue to improve communication structure to create a more informed and engaged campus community aligned with university priorities and strategic vision.	Average employee satisfaction rating from the Employee satisfaction survey.  Periodic surveys of BU faculty, staff and students on communication with campus; make adjustments as necessary to improve  Data from student focus groups on campus communication methods.	Employee Satisfaction Survey Data; Social Media Engagement Data	Increase of employee satisfaction in ratings.
4.1.2. Continue to strengthen relationships with campus, local and regional news media.	Benchmark media placement data against competition and/or peer institutions.	Marketing and Communications Annual Report; Media distribution and placement data	10% increase in stories placed in local and regional news media
<i>4.2. Create a community that accepts and supports cultural and social differences.</i>			
4.2.1. Improve campus and community participation and knowledge of diversity and inclusion.	Compile the substance, structure and practice of all diversity related programs; develop a comprehensive plan for all diversity initiatives; Survey students, faculty, and staff on perceptions of our cultural centers and related programs.	Annual Report from the Center for Diversity and Inclusion; Survey Data; Review performance measures specific to diversity; Highlight information relative to students with disability and related improvements	
<i>4.3. Encourage environmental awareness and responsibility.</i>			

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<i>4.4. Improve town/gown relations.</i>			
4.4.1. Continue to improve the effectiveness of the town/gown relationships.	<p>Survey local officials to determine awareness of campus initiatives and identify opportunities for mutual assistance.</p> <p>Establish a baseline for the awareness local officials have of university initiatives.</p> <p>Establish baseline for the number of town/gown joint initiatives that are being undertaken.</p>	Survey Data; Mutual Assistance Data	
4.4.2. Increase number of engagement opportunities on campus and in the community.	Develop and conduct scan of existing opportunities; analyze results; establish baseline and set targets.	Community participation data in university sponsored events; University engagement survey data	
<i>4.5. Increase student engagement with the university and community.</i>			
4.5.1. Expand an inclusive, holistic student experience that facilitates engagement opportunities to deepen leadership development, advance a sense of citizenship, stewardship and increase integrative learning.	Establish baselines from participation rates from co-curricular, and NSSE longitudinal data; set targets.	GEP data; Annual Report from Center for Leadership and Engagement; Annual Report from Residence Life; Academic Departmental progress reports (newsletters and meeting minutes); Review Civic Engagement and Community Impact Reports	

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<p>4.5.2. Increase the number of students, faculty, alumni, and staff engaged in service learning, volunteer and civic opportunities with organizational partners in the regional community.</p>	<p>Identify and inventory regional community opportunities; establish baselines in 2016/17 for the number of students, faculty, alumni and staff currently engaged in these practices within the regional community.</p> <p>Set targets for the 2017/18 academic year</p> <p>Develop a comprehensive strategy for engagement with regional community organizations</p>	<p>URSCA annual report, Internship placement data</p> <p>HuskySync reports</p> <p>Assessment reports and participation numbers from majors and programs that employ high impact practices as defined by AACU that may relate to the regional community: URSCA, Student Teaching, Clinical Experiences, Creative Activity, Faculty led Service Learning, Common Intellectual Experiences, Internships, Capstone Projects, Collaborative Assignments/Projects.</p> <p>Deans records of participant data and assessment for high impact practices (see 1.1.2)</p> <p>Organization Engagement Annual Report</p>	<p>Track one experience, each year, for each student beginning Freshmen 2016 cohort.</p>
<p><i>4.6. Strengthen connection with alumni.</i></p>			
<p>4.6.1. Connect students with alumni through Professional U which includes internships, job shadowing, employment opportunities and recruitment.</p>	<p>Establish baselines for job shadowing; Set targets.</p>	<p>“Career Focused” Alumni volunteer data; Academic Internship affiliation agreements and enrollment data; CPDCE workshop participation data; On/Off Campus Recruitment events and Employer and Student Participation Data; First Destination Survey data; Alumni contact reports, Husky Career Link</p>	<p>300 alumni volunteers annually for college based conferences and career days</p> <p>100 alumni recruiters participate in Career Expo and on campus recruitment</p> <p>20% of targets are new alumni volunteers</p>
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<p>4.6.2. Develop and strengthen regional alumni engagement.</p>	<p>Establish baselines; Set targets.          Develop virtual networking capabilities.          Develop and host a volunteer recognition event in Spring 2017.</p>	<p>Regional event and attendance data;          Regional volunteer data.          First Destination Survey, Alumni Attitude Survey</p>	<p>Identify and engage 100 volunteers as network leaders contributing 500 service hours annually.          Identify and develop four new industry affinity groups to serve as resource to Professional U.</p>
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