



# Marywood

U N I V E R S I T Y

Where Learning Becomes Leading.

**Operational Plan  
2004-2005**



# **MARYWOOD UNIVERSITY**

## **Operational Plan**

**2004-2005**

**Office of Planning and Institutional Research**



**MARYWOOD UNIVERSITY OPERATIONAL PLAN: 2004-2005**  
**TABLE OF CONTENTS**

	PAGE
MESSAGE FROM THE PRESIDENT .....	i
<b>GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.</b>	
OBJECTIVE A .....	1
OBJECTIVE B.....	5
OBJECTIVE C.....	7
OBJECTIVE D .....	11
OBJECTIVE E .....	13
<b>GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs.</b>	
OBJECTIVE A .....	15
OBJECTIVE B/C.....	17
OBJECTIVE D .....	21

## TABLE OF CONTENTS (continued)

	PAGE
<b>GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood’s identity as a university with four colleges.</b>	
OBJECTIVE A .....	23
OBJECTIVE B.....	27
OBJECTIVE C.....	31
OBJECTIVE D .....	33
<b>GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.</b>	
OBJECTIVE A .....	35
OBJECTIVE B.....	37
OBJECTIVE C.....	39
OBJECTIVE D .....	41
OBJECTIVE E.....	43
<b>Goal V: Enhance institutional resources and implement efficiency opportunities where feasible.</b>	
OBJECTIVE A .....	45
OBJECTIVE B.....	47
OBJECTIVE C.....	49
OBJECTIVE D .....	51

August 2004

Dear Colleagues,

The Operational Plan for 2004-05 marks the third year of our Strategic Plan for 2002-06. You will note a few changes from previous Operational Plans. First, a fifth goal with four objectives has been added to the Strategic Plan. A second change resulted from the restructuring from three schools into four colleges in July 2003. In Goal II, Objectives B and C have been combined. Also Goal I, Objectives A and B have been revised to reflect the post 9/11 reality of the difficulty in attracting more international students. Lastly, since this year's plan commences at the mid-point of the four-year planning cycle, a progress-to-date report on the benchmarks for each goal precedes the list of Action Steps for that goal.

The University's vision remains the same: **To become the premier Catholic university of our region for the 21<sup>st</sup> century.**

Note that the four goals address the campus-wide major strengths and weaknesses as well as external opportunities and threats to Marywood University. The SWOT analysis was a campus-wide activity which preceded the formulation of the goals.

I am grateful to all who have contributed to the strategies proposed for this new planning cycle, particularly to the goal committees and to the members of MPAC for their numerous hours of work.

Sincerely,

A handwritten signature in cursive script that reads "Sister Mary Reap, I.H.M.".

Sister Mary Reap, I.H.M.

SMR/mls



## **GOAL I**

**CREATE A MORE CULTURALLY DIVERSE AND  
GLOBAL EDUCATIONAL EXPERIENCE AT  
MARYWOOD UNIVERSITY TO PREPARE ALL  
STUDENTS FOR THE 21<sup>ST</sup> CENTURY.**

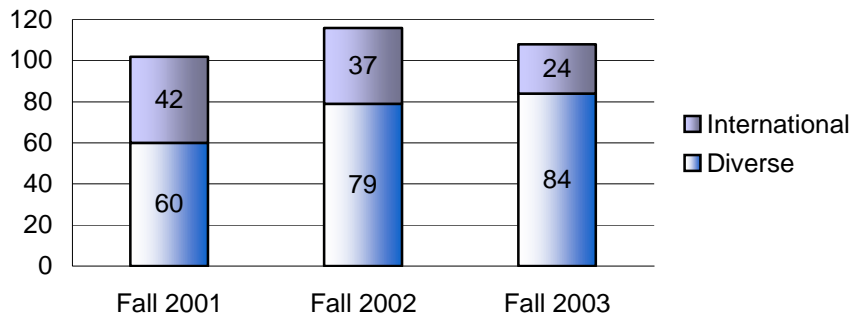


**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

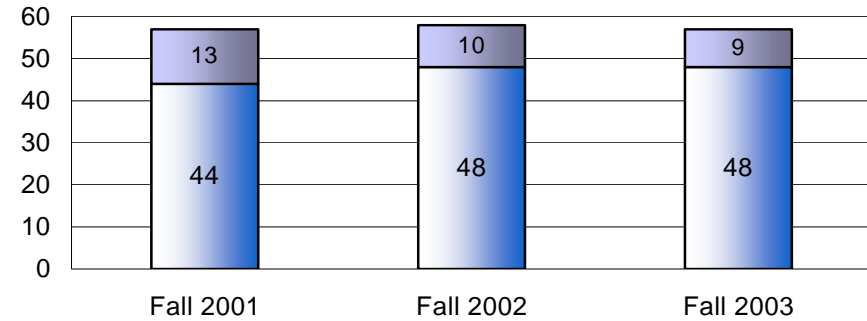
**Objective A:** *Increase percent of culturally diverse students from 5% to 10% of FTE enrollment.*

Progress to Date: Undergraduate: 2001 - 6.1%; 2002 - 7.0%; 2003 - 6.5%      Graduate: 2001 – 4.5%; 2002 – 4.6%; 2003 - 4.5%

**Culturally Diverse Undergraduates 2001-2003**



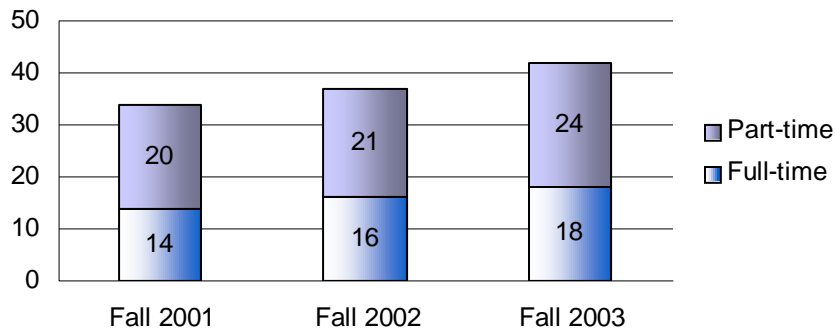
**Culturally Diverse Graduates 2001-2003**



**Objective B:** *Increase percent of culturally diverse employees from 2% to 5% of full-time employees and 5% to 10% of part-time.*

Progress to Date: Full-time: 2001 – 2.8%; 2002 – 3.2%; 2003 – 3.6%      Part-time: 2001 – 5.1%; 2002 – 5.4%; 2003 – 6.2%

**Culturally Diverse Staff 2001-2003**



**Goal I: (continued) Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective C:** *Develop more sensitive and positive attitudes and behaviors toward cultural diversity including attention to providing a welcoming and supportive campus environment.*

1. International and diverse Marywood students have presented programs at Trustee Day, as well as presenting research to classes.
2. Diverse students from local high schools have presented well-attended programs on campus.
3. Artwork from non-western cultures has been purchased and displayed in various campus locations.

**Objective D:** *Enhance curriculum to reflect more diverse perspectives as measured by course syllabi content.*

1. In 2003 twelve faculty members participated in a workshop on teaching diversity in the classroom. In 2004, this increased to 22 faculty participants in the workshop.

**Objective E:** *Develop and facilitate increased international educational experiences for both students and faculty.*

1. In AY 2003-04 seven faculty members presented at international conferences. In addition four faculty members accompanied the twelve Marywood Chamber singers on a concert tour to various locations in Europe.
2. The new Study Abroad Resource Center (January 2003) has assisted 80 students with inquiries. Six students went abroad in Fall 2003 - two in Spring 2004 and two in Summer 2004.
3. Exchange programs with six universities abroad are being established. The countries are: China (2), Australia, England, Ghana and the Czech Republic.
4. A NAFSA grant brought Marywood students, area high school and college students together to discuss issues of globalization. It culminated in a daylong conference with a presentation by Dr. Sergei Khrushchev. Members of the community attended a dinner at which Dr. Khrushchev spoke.
5. More than 200 people attended the International Dinner sponsored by the International Club.

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.**

**Objective A:** *Increase our population of culturally diverse undergraduate and graduate students to reflect the minority population in our region and state.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
<p>1a. Continue to increase Marywood University recruiting activities in markets with substantial diverse populations.</p> <ul style="list-style-type: none"> <li>- Advertisements in publications directed to culturally diverse audiences increased by 2 outlets per year.</li> <li>- Annual visits by admissions staff to Philadelphia, New Jersey and New York to recruit diverse students.</li> <li>- Annual visit to Puerto Rico.</li> <li>- Participation in college fairs serving diverse populations, <i>e.g.</i>, Allentown, Reading, Philadelphia and Pittsburgh.</li> <li>- Contacts established with IHM sponsored high schools with diverse students.</li> <li>- Contacts cultivated in Scranton with programs that serve diverse students culminating in recruitment opportunities.</li> </ul>	<p>Percentage of FTE enrollment of culturally diverse undergraduate students will continue to increase and mirror the minority population of the state.</p>	<p>Graduate and Undergraduate Admissions Office Personnel, Deans, Director of Student Life</p>	<p>8/04-6/05</p>	<p>\$5,000 #7505</p>

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.**

**Objective A:** *Increase our population of culturally diverse undergraduate and graduate students to reflect the minority population in our region and state.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
<ul style="list-style-type: none"> <li>- The Diversity Office will sponsor one Marywood University ad in the <i>Journal of Black Issues</i> and one ad in <i>Hispanic Outlook</i> for students.</li> <li>- Marywood profile posted on collegiate websites serving diverse populations.</li> </ul>				
<p>1b. Undergraduate/graduate admissions will develop a comprehensive diversity recruitment package, including strategies for replacing students lost in OCDP.</p>	<p>Plans developed and approved.</p>	<p>Associate Vice President of Academic Affairs, Undergraduate/Graduate Admissions Personnel, Deans and Diversity Manager</p>	<p>8/04</p>	<p>Reallocation of budget</p>
<p>2. Deploy admission teams of staff and faculty to market Marywood University to diverse populations/areas. Explore Pathways connection.</p>	<p>Faculty/staff teams participate in at least three diversity-focused recruitment activities annually.</p>	<p>Associate Vice President for Enrollment, Undergraduate Admissions personnel, Academic Deans</p>	<p>1/04-6/05</p>	<p>Reallocation of budget</p>
<p>3. Package financial aid for undergraduate culturally diverse students through matrix formula that establishes merit based increases upon academic profiles.</p>	<p>Marywood need-based aid awards increased by appropriate matrix percentage for culturally diverse students.</p>	<p>Director of Financial Aid, Associate Vice President for Enrollment</p>	<p>9/04-6/05</p>	<p>Reallocation of budget</p>

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.**

**Objective A:** *Increase our population of culturally diverse undergraduate and graduate students to reflect the minority population in our region and state.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
4. Evaluate impact of enhanced packages for undergraduate culturally diverse students on recruitment.	Evaluation methods established and results analyzed.	Director of Financial Aid, Director of Undergraduate Admissions	9/04-5/05	Reallocation of budget
5. Analyze the use of graduate Financial Aid for the recruitment of culturally diverse graduate students and recommend changes as appropriate.	Graduate Financial Aid analyzed and recommendations implemented.	Director of Financial Aid, Associate Vice President for Enrollment, Graduate Admissions Personnel	9/04-5/05	Reallocation of budget
6. Continue to develop processes for increasing the retention of culturally diverse students.	Retention of culturally diverse students increased from current level.	Coordinator of Retention, Coordinator of Advising, Associate Vice President for Enrollment, Diversity Manager	9/04-8/05	Reallocation of budget
7. Teachers of Color Project will be shopped around to companies, agencies and institutions to obtain funding.	TCP will be approved, funded and initiated.	Dean of EHD, Office of Corporate/Foundation Relations, Education Department, Diversity Office	1/04-7/05	Reallocation of budget

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.**

**Objective A:** *Increase our population of culturally diverse undergraduate and graduate students to reflect the minority population in our region and state.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
<p>8. Continue to increase Marywood University graduate recruiting activities in local and regional markets with diverse populations.</p> <ul style="list-style-type: none"> <li>- Contacts cultivated in the region with agencies, programs, businesses, etc. to focus on recruitment opportunities.</li> <li>- Evaluate financial aid and/or Scholarship opportunities for graduate students</li> <li>- Contacts/communications with networks such as civic groups, minority business groups and social organizations for recruitment opportunities.</li> </ul>	<p>Percentage of diverse graduate enrollments will increase.</p>	<p>Graduate and Undergraduate Admissions Office Personnel, Deans, Director of Student Life, Diversity Manager</p>	<p>5/04-6/05</p>	<p>Reallocation of budget</p>

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> Century.**

**Objective B:** *To increase our population of culturally diverse faculty and staff to reflect the minority population in our region and state and to increase our recruitment and retention efforts through collaborative initiatives.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Recruit one new culturally diverse person to join the Marywood Board of Trustees.	One new culturally diverse member added to the Board of Trustees.	President	9/04-4/05	Reallocation of budget
2. Continue to conduct annual audit of workforce composition.	Audit completed results disseminated and strategies adopted to audit results.	Diversity Manager	9/04-6/05	Reallocation of budget
3. Continue to audit all employment searches for compliance with University diversity policy. Use of faculty recruitment model.	Searches are in compliance with University diversity policy. Searches document affirmative action outreach efforts.	Assistant Vice President of Human Resources, Office of Diversity, Vice President for Academic Affairs, Deans	9/04-6/05	Reallocation of budget
4. Continue to enhance communications with networks such as churches, civic groups, business groups, and social organizations.	Partnerships established and access to potential culturally diverse candidate for employment.	Diversity Manager, Assistant Vice President of Human Resources	9/04-6/05	Reallocation of budget
5. Continue to enhance staff development opportunities and implement strategies to improve upward mobility of culturally diverse persons. Use of staff recruitment model.	Upward mobility of diverse employees enhanced and diverse employees are retained.	Assistant Vice President of Human Resources, Diversity Manager, Vice Presidents	9/04-6/05	Reallocation of budget



**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective C:** *Develop more sensitive and positive attitudes and behaviors toward cultural diversity including attention to providing a welcoming and supportive campus environment.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Create a “cultural diversity statement” to be utilized campus-wide in publications, catalogs, calendars and as a subset of the mission statement.	Statement created reinforcing multiculturalism/diversity.	Diversity Committee, Diversity Manager, Director of Marketing, Public Relation writers, Academic Deans	11/04-6/05	Reallocation of budget
2. Continue to expand training for faculty, staff and students related to diversity sensitivity issues.	Training classes to be scheduled and evaluated for Marywood employees annually.	Faculty Development, Student Life, Human Resources and Diversity Offices	9/04-6/05	Existing budget
3. Acquire and display diverse artwork across the campus as well as in literature about Marywood.	Presence of art, posters etc., which represent many diverse cultures in classrooms, chapel, public areas and outdoors as applicable.	Diversity Office, Art Department and Diversity Committee	9/04-6/05	\$1,000 #7518
4. Encourage faculty to have diverse students share their cultures in all classes.	Opportunities created for the campus community to develop a clearer understanding of other cultures.	Vice President for Academic Affairs, Deans, Individual Chairs/faculty and event coordinators	9/04-6/05	Reallocation of budget
5. Provide international students with more guidance regarding visas and other related issues. Assist students in getting more opportunities to work on campus and more internships off campus as an integral part of their experience.	More diverse students working on campus and in off-campus internships. Improved retention of international students. Compliance with INS regulations.	Registrar, Assistant Registrar, Career Services, Academic Departments, Director of Intensive English Language Program, Admissions Office	9/04-6/05	Reallocation of budget

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective C:** *Develop more sensitive and positive attitudes and behaviors toward cultural diversity including attention to providing a welcoming and supportive campus environment.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
6. Display on a daily basis the national flags of our international students on campus, in the dining halls, etc. <ul style="list-style-type: none"> <li>- Institute a “cultural diversity night” each month in conjunction with dining services</li> <li>- Celebrate “cultural holidays” <i>e.g.</i>, Chinese New Year, Kwanzaa, etc.</li> <li>- Include these holidays on the Marywood calendar.</li> </ul>	Flags will be visible. All students and employees will be exposed to symbols of multiculturalism/ diversity in the dining hall. Calendar modified.	Dining Services, Diversity and, Dean of Students	9/04-6/05	Reallocation of budget
7. Encourage better attendance and create more numerous multicultural events in music, theatre, and dance.	Improved attendance at events. Greater understanding and appreciation of diversity.	Art, Music, and Theatre Departments, Diversity and International offices, Office of Intensive English Language Program	9/04-6/05	Reallocation of budget
8. Encourage more students to attend International Club events.	Improved attendance at events.	Activities and Director of Intensive English Program	9/04-6/05	Reallocation of budget
9. Include a regular feature article or column on multicultural issues in the <i>Woodward, Impressions</i> , and other Marywood publications.	More “visibility” for multicultural/diversity issues which in turn will create a more welcoming and sensitive environment for new and existing students.	Editors of respective publications	9/04-6/05	Reallocation of budget
10. Audit University publications to insure diverse representation in publications and website.	Audit completed. Representation of diversity in publications increased.	Diversity Manager and Director of Marketing	9/04-6/05	Reallocation of budget

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective C:** *Develop more sensitive and positive attitudes and behaviors toward cultural diversity including attention to providing a welcoming and supportive campus environment.*

---

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
11. Explicate significance of diversity in University core values. Include attention to diversity in performance evaluation training.	Recognition of the importance of diversity and its priority to the institution. Value given to diversity content in performance evaluations.	Assistant Vice President of Human Resources and Diversity Manager	9/04-6/05	Reallocation of budget

---



**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective D:** *Enhance curriculum to reflect more diverse perspectives as measured by course syllabi content.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Monitor the academic departments to determine the present inclusion of diversity issues in the curriculum and provide continuous monitoring.	Survey conducted, annual results published, and provides assurance that diversity issues are embedded in the curriculum.	Diversity Manager, Curriculum Committee and Deans	9/04-6/05	Reallocation of budget
2. Provide annual faculty (20) training for teaching diversity in the classroom. Procure resources for several departments, for example, library additions, media and computer software.	Course syllabi will be reviewed for content that reflects training.	Diversity Manager, Cultural Diversity Committee and Instructional Effectiveness Committee	6/05	\$13,000 #7518
3. Establish inter-institutional linkage programs with predominantly black colleges and universities and other institutions with the purpose of developing outreach initiatives, research projects, visiting professorships, and teachers exchanges.	Establish contacts with two institutions 2004-2005.	Diversity Manager, Deans	9/04-6/05	Reallocation of budget
4. Emphasize the curricular purpose “living responsibly in an interdependent world.”	Inclusion of statement with course relevance to curricular purpose in syllabi.	Chairs, Deans and Curriculum Committees	9/04-6/05	Reallocation of budget
5. Identify at least three international Marywood alumni who will act as liaisons for admission efforts in their countries.	International recruitment increased through use of alumni liaisons.	Director of Alumni Relations, Director of Undergraduate Admissions, Graduate Admissions Personnel	9/04-6/05	Reallocation of budget

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective D:** *Enhance curriculum to reflect more diverse perspectives as measured by course syllabi content.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
6. Coordinate admissions activities/information with any faculty doing international courses or presentations.	Admissions activities planned to maximize Marywood faculty presence abroad.	Associate Vice President for Enrollment, Director of Undergraduate Admissions, Faculty	9/04-6/05	Reallocation of budget

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective E:** *Develop and facilitate increased international educational experiences for both students and faculty.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. International Education Steering Committee working closely with the Dean of the School of Continuing Education will develop and establish two new exchange agreements.	Four exchange programs together with the two that are currently being established will be in operation to facilitate study abroad.	International Education Steering Committee, Dean of SCE, Academic Departments	9/04-6/05	\$2,000 #7037
2. Establish short-term international study tours in credit and non-credit for students, alumni, faculty, and community and promote and assist students to study abroad.	Alumni trip to Rome and support art students who will join in the trip.	Dean of SCE, Academic Departments	9/04-6/05	\$3,000 #7037
3. Provide supplemental support for international service learning trips to culturally diverse locations.	Increasing number of Marywood students, staff, and faculty who participate, are exposed to other cultures, and earn academic credit. Partial support provided for international service learning experience in diverse sites, <i>e.g.</i> , Haiti, Peru.	Campus Ministry, Collegiate Volunteers, Religious Studies Department, Service Learning Task Force, and other interested departments	1/05-6/05	\$1,000 #7510
4. Create and establish programs that relate to issues on globalization and in increasing international issues.	Colloquium/discussion/presentation on issues, re: Globalization.	Dean of SCE, Dean of LAS, and Cultural Affairs Committee	9/04-6/05	\$500 #7037

**GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21<sup>st</sup> century.**

**Objective E:** *Develop and facilitate increased international educational experiences for both students and faculty.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Provide financial support for international professional presentations by faculty and students at international conference.	Up to eight faculty and two students supported annually to gain international experience and promote Marywood University’s programs overseas. Participants share experience with campus community.	Faculty Development Committee	9/04-6/05	\$5,000 #7468
6. Create the opportunity for alumni contributions to be designated for international education activities and scholarship.	Increased support for international education and scholarships.	Development Office, Alumni Office and Admission Offices	9/04-6/05	Reallocation of budget

## **GOAL II:**

**DEVELOP THE IDENTITY AND NICHE OF EACH  
COLLEGE AS A COMPARATIVE ADVANTAGE FOR  
THE COLLEGE AND ITS PROGRAMS.**



**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

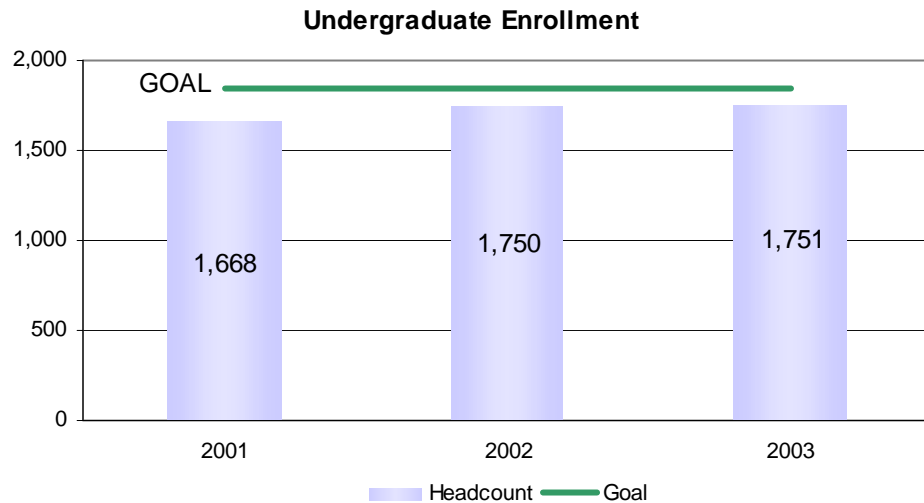
**Objective A:** *Implement the changes necessary to create the four new colleges and to foster the development of their identities and niches to support the collaborative operations of these units.*

Progress to date:

1. Each college has been created and each has developed a working mission statement. A minimum of two all-faculty meetings were held in each college during the 2003-04 academic year.
2. A one-hour video program was produced which outlines the identity of each college.

**Objective B:** *Increase the undergraduate enrollment from 1668 to 1850 by academic year 2005-06 by developing new markets, modalities and strengthening admission/retention efforts.*

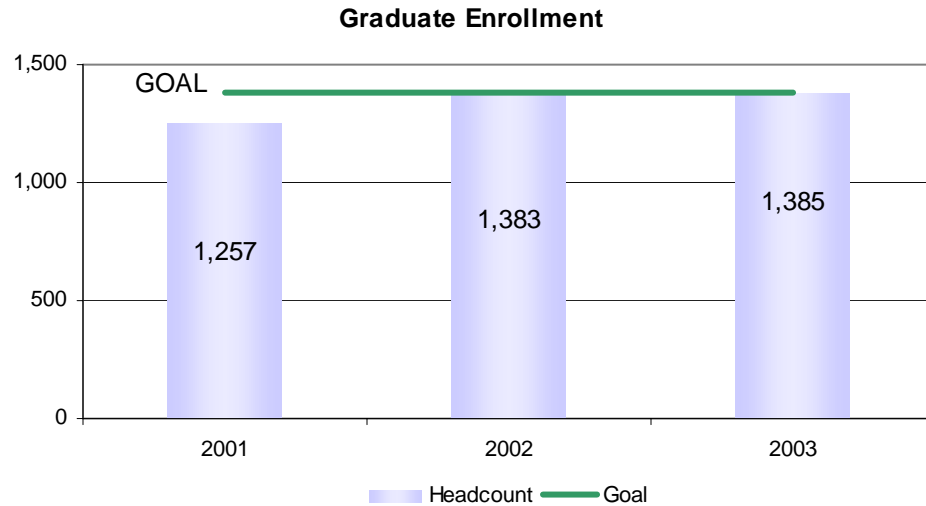
Progress to Date:



**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs.**

**Objective C:** *Increase the graduate enrollment from 1330 to 1380 by academic year 2005-2006 by establishing new programs, sites and modalities and by strengthening admission/retention efforts*

Progress to June 2004: Achieved.



**Objective D:** *Increase attention to undergraduate students with potential for enhancing Marywood's reputation for academic excellence as demonstrated by their successfully competing for scholarships, top graduate schools, and other forms of acknowledgement.*

1. In 2002-03, six students received funding for travel to conferences where they presented papers. In 2003-04, 13 students presented papers at 10 different conferences, and 11 others attended two conferences for undergraduate students (Northeast Climate Conference or the Undergraduate Political Science and Sociology Student Convention).
2. Funds for research were given to a 2004 undergraduate biotechnology graduate who was ultimately accepted into the PhD program in biotechnology at Boston University. Four other students received funds for research projects.

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective A:** *To foster the development of the identities and niches of the four new colleges to support the collaborative operations of these units.*

Action Steps	Measurable Outcome	Accountability	Schedule	Resources
1. Provide orientation of new faculty and staff concerning the four new colleges.	Include organized sessions of new employees to review areas of focus in each college.	Vice President for Academic Affairs/Assistant Vice President for Human Resources and appropriate personnel	7/04-6/05	Reallocation of budget
2. Continue to develop strategies and activities to forge the identities, missions, goals, and cultures of the four new colleges in relationship to the university's mission.	Documentation regarding special forums, projects and informational meetings held to discuss the possible future direction of each college. Development of on going plans.	Deans	5/05	\$8,000 #7600
3. Review commencement 2004 for appropriate adjustments. Plan for the 2005 commencement and hooding in light of the four new colleges.	Deans will work with commencement planning committee.	Commencement Planning Committee Chair and Deans	1/05-3/05	Reallocation of budget
4. Deans designate representatives for their college to coordinate the departmental website development for enhanced marketing.	Up-to-date, comprehensive departmental websites within each college are completed and match printed and marketing materials.	Deans, Page Masters, Vice President for Academic Affairs	7/04-6/05	\$4,000 #7600
5. Continue to foster the relationship among the four colleges.	Colleges establish strategies and structures for collaboration.	Deans and Department Chairs	6/04-3/05	Reallocation of budget
6. Further refine structures for increased interaction between graduate and undergraduate students for research, mentoring, and collaboration in the new colleges.	Plan put in place.	Deans	1/05-5/05	Reallocation of budget

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective A:** *To foster the development of the identities and niches of the four new colleges to support the collaborative operations of these units.*

Action Steps	Measurable Outcome	Accountability	Schedule	Resources
7. To create and define the role of the advisory board in the College of Creative Arts and Management as a model for advisory board for other colleges.	Develop mission statement, create advisory board, hold first advisory board meeting.	Dean of CAM, Assistant Vice President of Development	6/04-5/05	\$2,000
8. Create an incentive system to encourage entrepreneurial behavior, especially within the newly created colleges.	Incentive system in place.	Cabinet	7/04-6/05	Reallocation of budget

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective B/C:** *Increase the enrollment to 2850 FTE by academic year 2008-2009 by developing new markets, modalities and strengthening admission/retention efforts.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Create a multi-year master enrollment plan for the University that coordinates all areas of enrollment and strategies for enrollment initiatives involving the four colleges, reflecting REA initiatives, including plans for increasing minority and international students, and a plan to address housing needs.	Master enrollment plan created. Year 1 strategies identified and implemented. Annual benchmarks included as part of plan.	Associate Vice President for Enrollment, Deans, Deans, Admissions and Retention Personnel, Diversity Officer, Student Life Personnel	7/04-9/04	Reallocation of budget
2. Develop a coordinated marketing plan to support the strategies of the master enrollment plan and to increase marketability of programs, as necessary through updating courses, names, materials.	Marketing plan developed and activities coordinated with Year 1 of master enrollment plan.	Executive Director of Marketing Communications, Deans, Associate Vice President for Enrollment	7/04-6/05	Current advertising budgets and allocation of marketing resources for new programs
3. Identify at least two programmatic modifications/new initiatives (e.g., dual degrees, 5-year programs, life-experience, portfolio review) or other creative packaging to meet market demands of undergraduate or graduate students.	Plans and timelines developed for the implementation of programs.	Deans, Faculty, Executive Director of Marketing Communications	7/04-6/05	Pro Forma to be developed
4. Create a task force to develop strategies to increase summer school credit generation by 50% over the next four years and to investigate long-range options for year round semesters. Produce marketing materials for revised summer school plans.	Summer School plan developed and 2005 summer credits increased.	Associate Vice President for Enrollment	7/04-1/05	\$7,000 #7600

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective B/C:** *Increase the enrollment to 2850 FTE by academic year 2008-2009 by developing new markets, modalities and strengthening admission/retention efforts.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
5. Develop strategies for increasing number of Marywood undergraduate students who enroll in Marywood graduate programs, including reviewing policies and procedures to facilitate this enrollment.	Strategies for undergraduate to graduate enrollment in place.	Deans, Faculty, Graduate Admissions Personnel	7/04-6/05	Reallocation of budget
6. Establish a Task Force to investigate alternative forms of program delivery, including online programs, accelerated programs, weekend programs for either graduate or undergraduate programs.	Task Force report completed.	Vice President for Academic Affairs	7/04-5/05	Reallocation of budget
7. Explore grant-funding possibilities to support enrollment and retention activities identified in the master enrollment plan.	Grant opportunities identified and grant preparations underway.	Associate Vice President for Enrollment, President's Cabinet, Director of Corporate/Foundation Relations	7/04-1/05	Reallocation of budget
8. Implement block tuition for all new UG students in 2004-2005.	Block tuition implemented.	Business Affairs, Financial Aid, Enrollment Group	7/04	Reallocation of budget
9. Assess impact of block tuition on revenues and students. Prepare to implement block tuition for all UG students in 2005-2006.	Block tuition assessed and plan in place for expanding to all students.	Business Affairs, Financial Aid, Enrollment Group	1/04-7/05	Reallocation of budget
10. Continue to pursue off-site program opportunities for graduate students.	Off-site locations and programs viable for cohorts commencing in 04-05 and 05-06 identified.	Deans, Faculty, Director of Graduate Admissions, Executive Director of Marketing Communications	7/04 – 6/05	Reallocation of budget

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective B/C:** *Increase the enrollment to 2850 FTE by academic year 2008-2009 by developing new markets, modalities and strengthening admission/retention efforts.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
11. Develop and implement a set of strategies to increase retention of graduate students enrolled in Fall 2004 who return in Fall 2005, (e.g., fixed tuition incentives, variable scheduling, scholarship awards).	Retention rates of graduate students from Fall 04 to Fall 05 increased.	Associate Vice President for Enrollment, Coordinator of Graduate Advising, Deans	7/04 – 6/05	Reallocation of budget
12. Sign articulation agreements for at least two specific UG programs with two-year colleges.	Articulation agreements signed.	Associate Vice President for Enrollment	7/04-6/05	Reallocation of budget
13. Expand the opportunities for Service Learning within the Core Curriculum. Integrate Service Learning component into new Core Curriculum beyond the UNIV 100 to other disciplines.	Increased opportunities for Service Learning. Service Learning component integrated in at least 5 courses.	Vice President for Academic Affairs, Dean of LAS, Director of Core Curriculum	7/04-6/05	Reallocation of budget
14. Plan and offer a workshop for graduate program faculty on the departmental role in recruiting graduate students.	Graduate admissions increased.	Graduate Admissions personnel, Consultant	7/04-6/05	Reallocation of budget
15. Expand the use of the Momentum program to increase credit generation by High school students, either on campus or through distance delivery of courses.	Momentum credits increased by 10%.	Dean of School of Continuing Education and appropriate staff	7/04-6/05	Reallocation of budget
16. Start a select few new graduate programs to increase graduate enrollment. In 2004-05, begin Masters in Higher Education, Masters in Clinical Physician Assistant, and School Psychology program reconfiguration.	Graduate enrollment increased through students in new programs.	Dean of EHD, program faculty	7/04-6/05	Reallocation of budget



**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective D:** *Increase attention to undergraduate students with potential for enhancing Marywood’s reputation for academic excellence as demonstrated by their successfully competing for scholarships, top graduate schools, and other forms of acknowledgement.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Continue to support student research efforts and travel for presentations.	Increased student participation in conferences, presentations, and research forums. (10 additional 04-05, 10 additional 05-06)	Director of Honors and Fellowships, Undergraduate Research Committee	7/04-6/05	\$10,000 #7435
2. Establish an Honors Student Internship Position in the Honors and Fellowships Program. Student leaders will coordinate student outreach and mentoring program.	Enhanced retention, increase by 10 the number of students pursuing honors certification and increase enrollment of new honors students by 6 over 4 years.	Director of Honors and Fellowships, Admissions Office, Dean of Continuing Ed	7/04-6/05	\$1,200 #7435
3. Expand the Honors and Fellowships Website. Creation of the following sections of the Honors Office web page: <ul style="list-style-type: none"> <li>- General information</li> <li>- Services of the office, location, resources available, etc.</li> <li>- Information on Honors Degree Program including requirements and specifics on the curriculum</li> <li>- Scholarships and Fellowships</li> <li>- How to identify, how to apply, deadlines, links to sites, links to faculty advisors</li> <li>- Research</li> <li>- Honors Thesis requirements and Scientia online</li> <li>- Research Forum including information on dates and downloadable application materials.</li> </ul>	Additions and enhancements to website completed.	Director of Honors and Fellowships, Marywood University Webmaster	7/04-6/05	Reallocation of budget

**GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs**

**Objective D:** *Increase attention to undergraduate students with potential for enhancing Marywood’s reputation for academic excellence as demonstrated by their successfully competing for scholarships, top graduate schools, and other forms of acknowledgement.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
<ul style="list-style-type: none"> <li>- Links to Graduate Handbook, APA, MLA, Research associations, conferences, etc.</li> <li>- Student Section Highlight current students, Presidential scholars, etc.</li> </ul>				
<p>4. Hold annual information sessions for outstanding students on process and expectations for prestigious undergraduate and graduate scholarships such as Fulbright, Rhodes, etc. Advertise information sessions aggressively.</p> <ul style="list-style-type: none"> <li>- Encourage faculty to identify exceptional students early.</li> <li>- Inform students of research opportunities, fellowships and scholarships.</li> <li>- Encourage faculty to offer more Honors seminar courses or Honors Enrichment opportunities.</li> <li>- Encourage faculty to offer more Honors seminar courses or Honors Enrichment opportunities.</li> <li>- Provide opportunities for research, experimentation and study.</li> <li>- Provide information on Honors Program, fellowships, scholarships, research opportunities, and funding to prospective students.</li> </ul>	<p>Eight national fellowships/scholarships pursued by 2005.</p>	<p>Director of Honors and Fellowships, Undergraduate Scholarships and Fellowships Committee, Deans, University Relations, Director of Admissions</p>	<p>7/04-6/05</p>	<p>Reallocation of budget</p>

**GOAL III:**

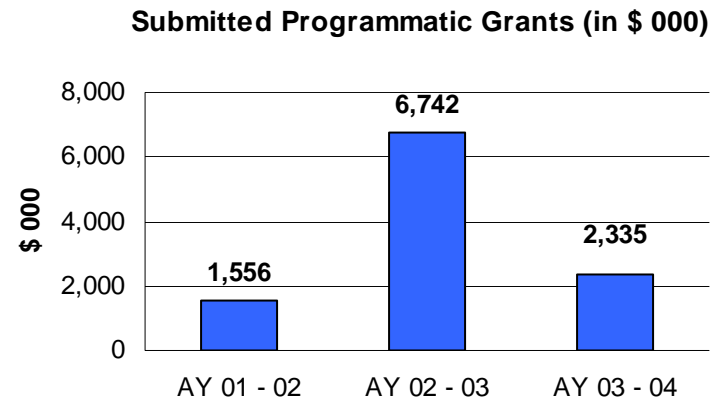
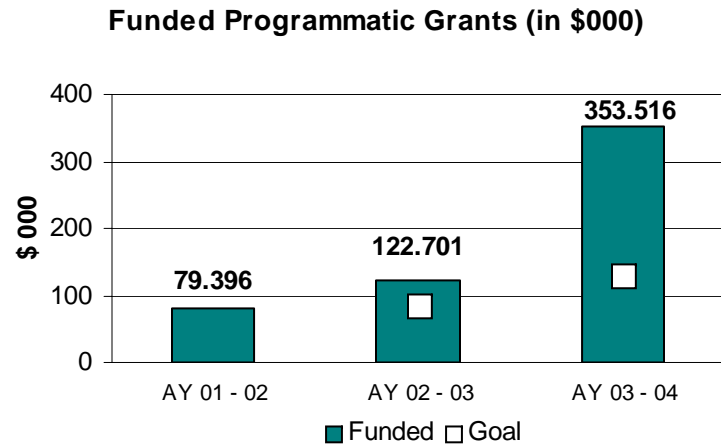
**INCREASE EMPHASIS ON FACULTY AND STUDENT  
RESEARCH AND COMMUNITY COLLABORATION  
WHICH DEEPEN MARYWOOD'S IDENTITY AS A  
UNIVERSITY WITH FOUR COLLEGES.**



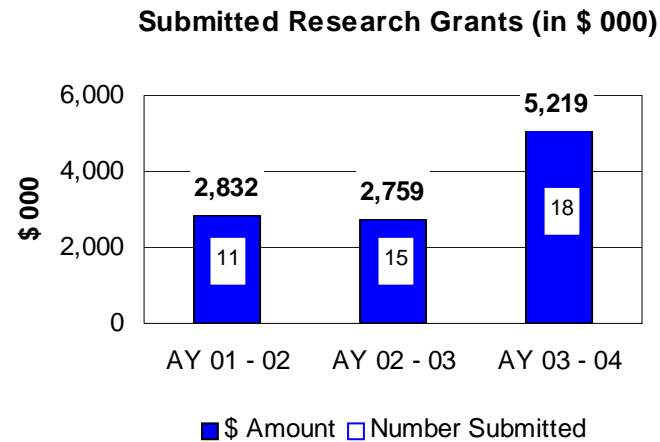
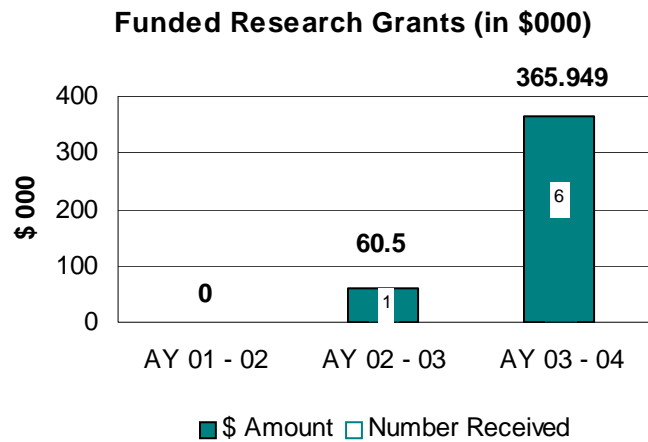
**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective A:** Increase the number and total dollar value of funded programmatic grants by 5%.

Progress to date: Growth in funded grants from 2001 to 2002 = 54.5%, from 2002 to 2003 = 188%



**Objective B:** Increase the involvement of faculty and students in sponsored research projects.



**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective B:** (continued) *Increase the involvement of faculty and students in sponsored research projects.*

2. Eighty-five percent of faculty receiving RIF's applied for external funding.
3. Twelve graduate students received funding to participate in research conferences/workshops.

**Objective C:** *Increase the number of contracts to which the University is a partner which advance the goal of community collaboration.*

1. Eight community collaborative grants/proposals.
2. Three non-sponsored collaborative projects managed entirely by graduate assistants.

**Objective D:** *Develop the entrepreneurial culture of each college and the capacity for underwriting a percentage of its operation.*

1. Began dialogue with Development Office for fundraising.
2. Developing guidelines to establish Council of Advisors for each College.

**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective A:** *Increase the involvement of departments and colleges in sponsored projects as measured by participation and funding levels.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Establish the position of Director of Sponsored Projects in the ORCC to support pre and post-award activities.	10% increase in number of sponsored program grants submitted by each college.	Vice President of Academic Affairs, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04	Reallocation of budget
2. Develop a sponsored, program-funding goal in each college based on 2003/2004 data.	10% increase in number of sponsored program grants submitted by each college.	Deans, Assistant Vice President for Development, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/04	Reallocation of budget
3. Assist departments and colleges in identifying funding sources for projects (three times the established goal).	10% increase in number of sponsored program grants submitted by each college.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
4. Assist departments and colleges in developing and submitting sponsored program grants.	10% increase in number of sponsored program grants submitted by each college.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget

**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective A:** *Increase the involvement of departments and colleges in sponsored projects as measured by participation and funding levels.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Administer internal opportunities for release time and summer stipends to encourage faculty to take the lead in department/college projects (four PDA's - one each college).	Each college will submit a department of college proposal based on work done by PDA recipient by 10/1/2005.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	RFP by 10/1/2004	\$9,396 #7370
6. Assist departments and colleges in submitting each project to at least three funding sources.	10% increase in number of funded program grants in each college.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
7. Provide at least one department or college-specific workshop/training materials in each college.	10% increase in number of funded program grants in each college.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
8. Identify opportunities and encourage faculty and administrative participation in sponsored program related activities (attend training, act as grant reviewers, contact with program officers, list serves).	10% increase in number of funded program grants in each college.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget

**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood’s identity as a university with four colleges.**

**Objective A:** *Increase the involvement of departments and colleges in sponsored projects as measured by participation and funding levels.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
9. Pilot an online newsletter (department or college) specific to one college.	10% increase in number of funded program grants in each college.	Deans, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
10. Develop a sponsored, program-funding plan for two years identifying potential and recurring opportunities.	10% increase in number of funded program grants in each college.	Deans, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Corporate/Foundation Relations, Director of Sponsored Projects	7/04-6/05	Reallocation of budget



**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood’s identity as a university with four colleges.**

**Objective B:** *Increase the involvement of faculty and students in sponsored research projects as measured by participation and funding levels.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Provide faculty assistance for developing research agendas, identifying resources, and project development. Seek out potential new researchers.	25% increase in number of faculty assisted in developing projects. (5 new faculty)	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration Director of Sponsored Projects	7/04-6/05	Reallocation of budget
2. Continue to support COS database website.	10% increase in faculty use of website to identify funding sources and related materials.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	\$2,200 #7370
3. Provide one workshop each semester on COS and other funding sources.	10% increase in faculty use of website to identify funding sources and related materials.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
4. Provide administrative support to the ORCC.	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	\$11,000 #7370
5. Develop policies and provide funding opportunities for research related activities based on “sharing of indirect costs.”	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	Research infrastructure accounts
6. Administer internal funding opportunities for pilot research projects (RIF).	90% of recipients submit an external proposal.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	\$6,000 #7370

**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood’s identity as a university with four colleges.**

**Objective B:** *Increase the involvement of faculty and students in sponsored research projects as measured by participation and funding levels.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
7. Faculty mentored in strategies to improve fundability – collaboration, resubmissions, and peer-review.	10% increase in the number of funded research proposals.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
8. Assist faculty in submitting to multiple funding sources for each project as appropriate.	10% increase in the number of funded research proposals.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
9. Establish award preference for internally awarded pilot projects involving students.	5% increase in number of students involved in sponsored projects.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	Reallocation of budget
10. Assist faculty in identifying student research roles in externally funded projects.	5% increase in number of students involved in sponsored projects.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
11. Continue to develop web resources for graduate students related to funding/ discipline-related conferences/research, related internships, etc.	10% increase in graduate students participating in GRF (other than SSW) and other research presentations.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	Reallocation of budget

**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective B:** *Increase the involvement of faculty and students in sponsored research projects as measured by participation and funding levels.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
12. Develop strategies in each college to ensure awareness of research/grant emphasis of search committees as appropriate.	25% increase in number of faculty assisted in developing projects.	Deans	7/04-6/05	Reallocation of budget



**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood’s identity as a university with four colleges.**

**Objective C:** *Increase sponsored projects, which advance goal of community collaboration.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Provide a Proposal Development Award exclusively for a community collaborative project.	Community Collaborative Proposal is submitted to an internal funding source by PDA recipient.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	\$2,350 #7370
2. Assist faculty/departments/colleges in identifying funding sources for community collaborative projects.	10% increase in the number of community collaborative projects submitted for funding.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/04-6/05	Reallocation of budget
3. Assist faculty/departments/colleges in identifying potential community-related contract opportunities.	10% increase in the number of community collaborative projects submitted for funding.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/04-6/05	Reallocation of budget
4. Assist faculty/departments/colleges in developing and submitting community collaborative proposals for external funding.	10% increase in the number of community collaborative projects submitted for funding.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/04-6/05	Reallocation of budget



**GOAL III: Increase emphasis on faculty and student research and community collaboration which deepen Marywood's identity as a university with four colleges.**

**Objective D:** *Develop the entrepreneurial culture of each college and the capacity for underwriting a percentage of its operation.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Assist Deans and colleges in identifying potential projects with a capacity for underwriting operation.	Development and implementation of one new program/project in each college.	Assistant Vice President for Development, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/04-6/05	Reallocation of budget
2. Develop institutional definitions and criteria related to programs, institutes, and centers.	Development and implementation of one new program/project in each college.	Deans, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/04-6/05	Reallocation of budget
3. Develop strategies to provide seed money for entrepreneurial endeavors.	Development and implementation of one new program/project in each college.	Cabinet	7/04-6/05	Reallocation of budget



## **GOAL IV:**

**INCREASE A SPIRIT OF COMMUNITY AND  
ENHANCE ON-CAMPUS COMMUNICATION WITH  
INTERNAL CONSTITUENCIES.**



**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective A:** *Incorporate the University's core values and mission statement into the work setting by performance evaluations and faculty activity reports.*

1. Assessment items on core values and mission have been incorporated into Faculty Activity Reports and Performance Evaluations for staff and administration.

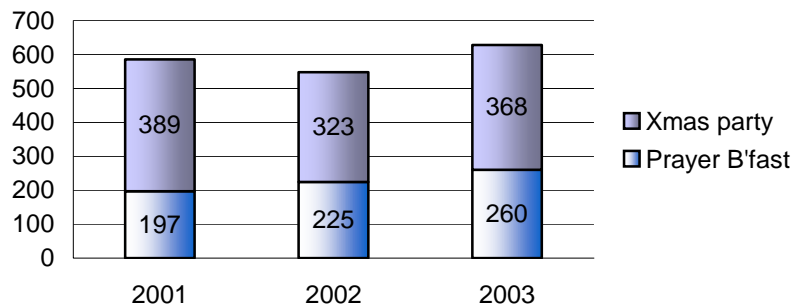
**Objective B:** *Cultivate the sense of Marywood community by improving employee satisfaction in areas identified by the Mercer employee survey and university outcomes surveys.*

1. Social events such as monthly birthday party, Penguins hockey games and Red Baron's baseball games (2003 and 2004) were attended by more than 400 employees.
2. The years of service awards recognized employees with at least five years of service. Over 275 attended ceremony where 69 employees were recognized for years of service levels not previously established.

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective C:** *Increase internal opportunities for community interactions at department and college levels as measured by plans and measured at institutional level by participation in campus events.*

**Attendance at Campus Events 2001-2003**



1. Over 90 employees and their families attended a summer picnic in June 2004.

**Objective D:** *Increase information-sharing on campus to better meet the needs of internal and external groups by centralizing communication.*

**Objective E:** *Assist campus office staff in their ability to retrieve, manipulate and share data from the Administrative Computing System.*

1. In January 2004, 48 employees attended training sessions on developing procedures manuals for their positions.

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective A:** *Incorporate the University's core values and mission statement into the work setting through orientation, performance evaluations and faculty activity reports.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Hold all training sessions on core values and integration into work prior to performance development program deadlines.	Training refocused.	Assistant Vice President for Human Resources	7/04-6/05	Reallocation of budget
2. Aggregate, assess and monitor raw data on core value workplace integration from annual performance reviews and FAR's, (Faculty Activity Report).	Core values are incorporated into performance development reviews and FAR's.	Assistant Vice President for Human Resources, Deans	7/04-6/05	Reallocation of budget
3. Continue to expand changes to employee orientation practices across campus- area, department and university level – focusing on mission and core values.	Consistent, systematized orientation practices emphasizing mission and core values implemented.	Assistant Vice President for Human Resources, Assistant Director of Campus Ministry for Mission Enhancement	7/04-6/05	Reallocation of budget
4. Tabulate core value scores on annual performance development reviews and FAR's to establish benchmark.	Benchmark on integration of core values into performance reviews and faculty activity reports will be established.	Assistant Vice President for Human Resources (performance development reviews), Deans (FAR's)	1/05-6/05	Reallocation of budget



**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective B:** *Cultivate the sense of Marywood community by improving employee satisfaction in areas identified by the Mercer employee survey and university outcomes surveys.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Hold focus groups for staff on additional negative perceptions from 2000 Mercer survey. TBA.	Information provided as to employee perceptions.	Assistant Vice President for Human Resources	7/04-12/04	Reallocation of budget
2. Continue to analyze and implement changes resulting from first rounds of focus groups re: negative perceptions raised in Mercer survey (8/00).	Negative perceptions will be addressed.	Assistant Vice President for Human Resources	7/04-6/05	Reallocation of budget
3. Develop and distribute survey to assess employee satisfaction with performance review process, incorporating questions from Mercer survey of 2000 with clarification of original questions.	Perceptions of all employees re performance development program assessed. Data will be used as benchmark for other activities in subsequent years.	Assistant Vice President for Human Resources	7/04-6/05	Reallocation of budget
4. Increase social events for employees on and off campus. Examples include:	Increased university-wide social events to increase participation, interaction, and communication among all employees, thus increasing the sense of a Marywood community.	Director of Conferences and Special Events	7/04-6/05	
a. Hold university-wide events in the fall/winter and spring/summer off campus for employees.				\$5,000 #7627
b. Continue to hold monthly birthday party for all employees with birthdays in that month.				\$1,500 #7627

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective B:** *Cultivate the sense of Marywood community by improving employee satisfaction in areas identified by the Mercer employee survey and university outcomes surveys.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
<p>5. Make adjustments to new five-, 10-, 15- and 35-year service awards and add recognition (names read only) of Marywood employees who receive degrees from any institution in that year (GED to PhD). Note: Additional funds added to cover part-time employees.</p>	<p>New service awards recognize a greater number of employees at Marywood, leading to increased employee satisfaction.</p>	<p>President, Director of Conferences and Special Events, Assistant Vice President for Human Resources</p>	<p>7/04-6/05</p>	<p>\$5,000 #7627</p>
<p>6. Conduct a survey to measure employee satisfaction with social events and their overall level of participation in the events. This survey data will be used to further strategize about new events.</p>	<p>Data collected.</p>	<p>Director of Conferences and Special Events</p>	<p>7/04-6/05</p>	<p>Reallocation of Budget</p>
<p>7. Continue to make salary equity adjustments based on benchmark data provided by Mercer.</p>	<p>Equitable and competitive salaries provided.</p>	<p>Assistant Vice President for Human Resources, President, Vice Presidents</p>	<p>7/04-6/05</p>	<p>Reallocation of budget</p>
<p>8. Salaries of secretarial staff will be adjusted based on benchmark data provided by Mercer.</p>	<p>Salaries are more competitive and in line with responsibilities and years of service.</p>	<p>Assistant Vice President for Human Resources, President, Vice Presidents</p>	<p>7/04</p>	<p>\$123,600</p>
<p>9. Continue to monitor and change benefit package to ensure on an equal opportunity basis for all employees, competitive and quality benefits are provided to employees.</p>	<p>Equitable, competitive and quality benefits provided.</p>	<p>Assistant Vice President for Human Resources, Employee Benefits Committee</p>	<p>7/04-6/05</p>	<p>Reallocation of budget</p>

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective C:** *Increase internal opportunities for community interactions at department and college levels as measured by plans and measured at institutional level by participation in campus events.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Promote internally and externally key group community service activities and encourage participation in these groups by Marywood employees.	Employees and external community are made aware of Marywood’s community service activities and are encouraged to participate.	Executive Director of Marketing and Communication, Director of Campus Ministry	7/4-6/05	Reallocation of budget
2. Collect data on Marywood sponsored group service work being done by Marywood employees.	Data collected and assessed against benchmarks to determine extent of participation.	Director, Campus Ministry	7/04-6/05	Reallocation of budget
3. Implement Group Service Activities (GSA) Awards to honor departments or groups of employees for service activities (i.e., cemetery cleanup, Race for the Cure, Meals on Wheels, St. Francis Kitchen, etc.). Group will complete form as activity is completed.	Employees are encouraged to participate in community service activities in groups. Data will be collected and used as benchmark for group community service participation.	Director, Campus Ministry; Executive Director of Marketing and Communication, Director of Conferences and Special Events	7/04-6/05	\$500 Chartwells Gift Certificates to groups #7513
4. Hold two cultural presentations per academic year (i.e., Wed. 2 pm slot) with a coffee break afterwards, open to all employees and students. Presentations could be lectures, concerts, panel discussions on current events, etc. Recommended topics include diversity and core values.	Two opportunities for enrichment and community interaction established.	Dean of Students, Student Life programming teams, Director of Conferences and Special Events, Dean of SCE	7/04-6/05	\$500 #7599

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective C:** *Increase internal opportunities for community interactions at department and college levels as measured by plans and measured at institutional level by participation in campus events.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Encourage employee attendance at 90 <sup>th</sup> Anniversary celebration through flyers, payroll stuffers, etc., beginning with the Spring Convocation set for April 8, 2005.	Employees will be aware of importance of convocation and be encouraged to attend.	Deans, Director of Communications and Marketing, Assistant Vice President for Human Resources	1/05-6/05	Reallocation of budget
6. Develop program to highlight 90 years celebration – “90 Days of History”.	Institutional pride will be fostered.	Executive Director of Marketing and Communication	7/04-6/05	Reallocation of budget
7. Encourage active participation by staff in upcoming accreditation process.	All employees will be represented in accreditation review process.	Middle States Accreditation Team Chairs	1/05-6/05	Reallocation of budget
8. Develop unit/college/department plans to incorporate Institutional Operational Plan goals and objectives.	Institutional Assessment flows down to departmental level, all areas thus support the Operational Plan.	Vice Presidents	7/04-6/05	Reallocation of budget
9. Distribute <i>Impressions</i> to all off-campus university sites, and officers at peer colleges and universities, and follow up with assessment survey to selected individuals (trustees, selected alumni and donors, selected peer college officers).	Assessment of communication news, programs and events to off-campus constituency.	Executive Director of Marketing and Communication, Director, Editorial and Advertising Standards	7/04-6/05	Reallocation of budget

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective D:** Increase information sharing on campus to better meet the needs of internal and external groups by centralizing communication.

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Develop an Information Center Task Force to create a centralized management system for all university calendar events.	Initial report from Task Force	Executive Director, Marketing and Communication, Deans, Director of Conferences/Special Events; Director of Physical Plant, Registrar, School of Continuing Ed; Athletics, Undergraduate Admissions, Graduate Admissions, Dean of Students, Representative from Dining Services	7/04-6/05	Reallocation of budget
2. Survey all signage on campus and devise plan to update and correct it. Criteria for consistency in style and typeface will be established in this process. Results will be prioritized.	Report of survey findings and prioritized replacements determined.	Executive Director, Marketing and Communications, Director of Conferences/Special Events, Director of Physical Plant, Coordinator of Disability Services	7/04-12/04	Reallocation of budget
3. Begin replacing signage determined by survey based on priority determination.	Signage is consistent and welcoming.	Director of Physical Plant	1/05-6/05	\$1,500 #7700
4. Continue to develop office procedures manuals in departments that outline how to perform key office processes and functions unique to that department.	Detailed office procedures manuals developed.	Vice Presidents, Assistant Vice President for Human Resources	7/04-12/04	Reallocation of budget

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective D:** Increase information sharing on campus to better meet the needs of internal and external groups by centralizing communication.

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Place links to documents on Marywood Net for teams to access in preparation for Middle States visit.	Links created.	Data Coordinator/Analyst	7/04-6/05	Reallocation of budget
6. Post internal-survey schedule to Marywood Net.	Internal survey schedule available to campus for information.	Assistant to the President for Planning and Research, Outcomes Assessment Committee	7/04-6/05	Reallocation of budget

**GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.**

**Objective E:** *Assist campus office staff in their ability to retrieve, manipulate and share data from the Administrative Computing System.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Continue to develop procedures manuals in departments (3 per year) that outline how to perform specific queries and other functions unique to that department.	Detailed procedures manuals developed.	Coordinator of Training and User Support, department heads	1/05-7/05 Ongoing	Reallocation of budget
2. Work with faculty instructional effectiveness committee to determine best method to train faculty on backing up files.	Faculty are trained in back-up procedures.	Coordinator of Training and User Support, Deans through PandO Committees	7/04-6/05	Reallocation of budget
3. Promote and conduct customized training on available software resources for research and reporting according to individual requests/needs.	Employees make better use of available resources.	Coordinator of Training and User Support, Data Coordinator/Analyst	7/04-6/05	Reallocation of budget



**GOAL V:**

**ENHANCE INSTITUTIONAL RESOURCES AND  
IMPLEMENT EFFICIENCY OPPORTUNITIES  
WHERE FEASIBLE.**



**GOALV: Enhance institutional resources and implement efficiency opportunities where feasible.**

**Objective A:** *Align the percentage increases between expenses and revenues.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Identify a set of revenue enhancement opportunities.		President, Board of Trustees, Cabinet		
2. Reallocate resources to achieve institutional priorities.		President, Board of Trustees, Cabinet		



**GOALV: Enhance institutional resources and implement efficiency opportunities where feasible.**

**Objective B:** *Raise \$16 million in funds for the Center for Athletics and Wellness by conducting a capital campaign for \$6.5 million, in order to break ground.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Obtain \$1.95 million in capital funds from state sources.		President, Board of Trustees, Cabinet		
2. Raise \$4.5 million from private sources and foundations.		President, Board of Trustees, Cabinet		
3. Begin Phase I construction of the Athletic & Wellness Center.		President, Board of Trustees, Cabinet		
4. Plan for additional staffing needs for Athletic & Wellness Center for appropriate levels of service, programming, and building usage.		President, Board of Trustees, Cabinet		



**GOALV: Enhance institutional resources and implement efficiency opportunities where feasible.**

**Objective C:** *Plan for the acquisition and utilization of the Marian Convent.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Develop a business plan for funding the acquisition of the Marian Convent.		President, Board of Trustees, Cabinet		
2. Start program planning for the Marian Convent.		President, Board of Trustees, Cabinet		



**GOALV: Enhance institutional resources and implement efficiency opportunities where feasible.**

**Objective D:** *Plan for integration of Information Technology.*

<b>Action Step</b>	<b>Measurable Outcome</b>	<b>Accountability</b>	<b>Schedule</b>	<b>Resources</b>
1. Develop a long-range strategic plan for Information Technology		President, Cabinet, Board of Trustees		