



Marywood

U N I V E R S I T Y

Where Learning Becomes Leading.

**Operational Plan
2005-2006**

MARYWOOD UNIVERSITY

Operational Plan

2005-2006

Office of Planning and Institutional Research

MARYWOOD UNIVERSITY OPERATIONAL PLAN: 2005-2006
TABLE OF CONTENTS

	PAGE
MESSAGE FROM THE PRESIDENT	i
GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21st Century.	
OBJECTIVE A	1
OBJECTIVE B.....	5
OBJECTIVE C.....	7
OBJECTIVE D	9
OBJECTIVE E	11
GOAL II: Develop the identity and niche of each college as a comparative advantage for the college and its programs.	
OBJECTIVE A	15
OBJECTIVE B/C.....	17
OBJECTIVE D	21

TABLE OF CONTENTS (continued)

	PAGE
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	25
OBJECTIVE B.....	29
OBJECTIVE C.....	33
OBJECTIVE D	35
GOAL IV: Increase a spirit of community and enhance on-campus communication with internal constituencies.	
OBJECTIVE A	39
OBJECTIVE B.....	41
OBJECTIVE C.....	43
OBJECTIVE D	45
OBJECTIVE E.....	47
Goal V: Enhance institutional resources and implement efficiency opportunities where feasible.	
OBJECTIVE A	51
OBJECTIVE B.....	53
OBJECTIVE C.....	55
OBJECTIVE D	57

August 2005

Dear Colleagues,

The Operational Plan for 2005-06 marks the fourth and final year of the current Strategic Plan 2002-06. While we have made significant progress over the last three years, more remains to be done. Our transition to the new academic structure of four colleges has enabled some goals to move forward. But, as with all change, the new structures have also raised new challenges for us and have required that we alter some of the objectives set in 2002.

The University's vision remains the same: **To become the premier Catholic university of our region for the 21st century.** The Self-Study process we are conducting this year will help us assess where we are making progress and where we need to put our efforts and our resources over the next few years.

I am grateful to all who have contributed to the success of this Plan, particularly to the goal committees and to the members of MPAC.

I hope that the material presented for this year will serve as a reminder of our priorities and our energies for the next academic year.

Sincerely,



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 21ST CENTURY.**

GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21st 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"> • Advertisements in publications directed to culturally diverse audiences increased by 2 outlets per year. • Annual visits by admissions staff to Philadelphia, New Jersey and New York to recruit diverse students. • Offer incentive to diverse international students to recruit in their country of origin when visiting their home country. • Annual visit to Puerto Rico to secure students from alumni organization in Puerto Rico. • Participation in college fairs serving diverse populations, e.g., Allentown, Reading and Philadelphia. • Contacts established with IHM sponsored high schools with diverse students. • Participation in college days and overnights with local schools such as Scranton, Lake Wallenpaupak, and Carbondale. • Marywood profile posted on collegiate websites serving diverse populations. 	<p>Percentage of FTE enrollment of culturally diverse undergraduate students will continue to increase and mirror the minority population of state.</p>	<p>Associate Vice President of Enrollment Management, Deans</p>	<p>7/05-6/06</p>	<p>Resources identified in Enrollment Plan (EP) funds</p>

GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21st 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
1b. Undergraduate/graduate admissions will develop a comprehensive diversity recruitment package, including strategies for replacing students lost in OCDP.	Plans developed and approved.	Associate Vice President of Enrollment Management, Deans, Director of Diversity Services	7/05-6/06	Reallocation of budget
2. Deploy admission teams of staff and faculty to market Marywood University to diverse populations/areas. Explore Pathways connection.	Faculty/staff teams participate in at least three diversity-focused recruitment activities annually.	Associate Vice President of Enrollment Management, Deans, Director of Diversity Services	7/05-6/06	Reallocation of budget
3. Package financial aid for undergraduate culturally diverse students through matrix formula that establishes merit based increases upon academic profiles.	Marywood need-based aid awards increased by appropriate matrix percentage for culturally diverse students.	Director of Financial Aid, Associate Vice President for Enrollment	7/05-6/06	Reallocation of budget
4. Evaluate impact of enhanced packages for undergraduate culturally diverse students on recruitment.	Evaluation methods established and results analyzed.	Director of Financial Aid, Associate Vice President of Enrollment Management	7/05-6/06	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	7/05-6/06	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, Director of Diversity Services	7/05-6/06	Reallocation of budget

GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21st 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
7. Teachers of Color Project and other grants will be sought.	TCP and other grants will be approved, funded.	Deans, Director of Corporate/Foundation Relations, Education Department, Diversity Office	7/05-6/06	Reallocation of budget
8. Continue to increase Marywood University graduate recruiting activities in local and regional markets with diverse populations. -Contacts cultivated in the region with agencies programs, businesses, etc. to focus on recruitment opportunities. -Evaluate financial aid and scholarship opportunities for graduate students. -Contacts with networks such as minority business groups and social organizations for recruitment opportunities.	Percentage of diverse graduate enrollments will increase.	Associate Vice President of Enrollment Management, Deans, Director of Diversity Services	7/05-6/06	Reallocation of budget

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

Action Step	Measurable Outcome	Accountability	Schedule	Resources
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	7/05-6/06	Reallocation of budget
2. Continue to conduct annual audit of workforce composition.	Audit completed results disseminated and strategies adopted to audit results.	Assistant Vice President for Human Resources	7/05-6/06	Reallocation of budget
3. Continue to audit all employment searches for compliance with University diversity policy. Use faculty recruitment model.	Searches are in compliance with University diversity policy. Searches document affirmative action outreach efforts.	Deans, Vice President for Academic Affairs, Director of Diversity Services	7/05-6/06	Reallocation of budget
4. Continue to enhance communications with networks such as churches, civic groups, and social organizations.	Partnerships established and access to potential culturally diverse candidate for employment.	Director of Diversity Services	7/05-6/06	Reallocation of budget
5. Continue to enhance staff development opportunities and implement strategies to improve upward mobility of culturally diverse persons. Use staff recruitment model.	Upward mobility of diverse employees to be incorporated and diverse employees are retained.	Vice Presidents, Assistant Vice President for Human Resources, Director of Diversity Services	7/05-6/06	Reallocation of budget

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

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

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Create a “cultural diversity statement and image” to be utilized campus-wide in publications, catalogs, calendars and as a subset of the mission statement.	Statement and image created reinforcing multiculturalism/diversity.	Executive Director of Marketing and Communications Diversity Committee, Director of Diversity Services	7/05-6/06	Reallocation of budget
2. Continue to expand training for faculty, staff and students related to diversity and sensitivity issues.	Training classes to be scheduled and evaluated for Marywood employees. Review in Performance development reviews.	Director of Diversity Services	7/05-6/06	Reallocation of budget
3. Acquire and display diverse artwork across the campus as well as literature about Marywood.	Presence of art, posters, books, CD’s, etc., which represent many diverse cultures in classrooms, chapel, public areas and outdoors as applicable.	Director of Diversity Services, Diversity Committee	7/05-6/06	\$1000 #7518
4. Encourage forums for diverse students to share their cultures on campus with faculty, staff and students.	Opportunities created for campus community to develop a clearer understanding of other cultures.	Deans, Faculty Chairs, Director of Diversity Services	7/05-6/06	Reallocation of budget
5. Provide international students with more guidance regarding visas and other related issues. Plan and 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. Improve retention of International students. Compliance with INS regulations.	Registrar, Career Services, Human Resources	7/05-6/06	Reallocation of budget
6. Display on a daily basis the national flags of our international students on campus, in the dining halls, etc.	Flags will be visible. All students and employees will be exposed to symbols of multiculturalism/diversity in the	Dean of Students, Diversity Office and International Office	7/05-6/06	Reallocation of budget

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

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

Action Step	Measurable Outcome	Accountability	Schedule	Resources
7. Encourage better attendance and create more numerous multicultural events in music, theatre, and dance.	dining hall. Calendar modified. Improved attendance at events. Greater understanding and appreciation of diversity.	Art, Music, and Theatre Departments, Diversity and International offices	7/05-6/06	Reallocation of budget
8. Encourage more students to attend International Club events.	Improved attendance at events.	Dean of School of Continuing Education and Diversity office	7/05-6/06	Reallocation of budget
9. Include a regular feature article or column on multicultural issues in the <i>Woodword</i> , <i>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	7/05-6/06	Reallocation of budget
10. Audit University publications to insure diverse representation in publications and website.	Audit completed. Representation of diversity in publications increased.	Director of Diversity Services and Executive Director of Marketing and Communications	7/05-6/06	Reallocation of budget
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 for Human Resources, Director of Diversity Services	7/05-6/06	Reallocation of budget

GOAL I: Create a more culturally diverse and global educational experience at Marywood University to prepare all students for the 21st 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.	Director of Diversity Services, Curriculum Committee, Deans	7/05-6/06	Reallocation of Budget
2. Provide annual faculty 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.	Director of Diversity Services, Cultural Diversity Committee, Instructional Effectiveness Committee	7/05-6/06	\$13,500.00 #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 in 2005-2006.	Associate Vice President for Enrollment Management	7/05-6/06	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, Curricular Committees	7/05-6/06	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	7/05-6/06	Reallocation of budget

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

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

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Implement the exchange program in China and Ghana by promoting the programs and for students and faculty actually studying/teaching in these countries. Develop two programs in Australia and one in Ireland.	Number of students/faculty participating in the programs. At least one faculty and two to five students.	Dean of School of Continuing Education, Academic Departments	9/05-6/06	\$2,000 #7037
2. Establish short-term international study tour- credit non-credit for students, faculty, and community to promote international experience.	Two courses in summer to be taught in Oxford, England and one-non-credit program in China.	Dean of School of Continuing Education and faculty	9/05-6/06	\$3,000 #7037
3. Support the visiting Islamic scholar's visit to Marywood University. Collaborate with the Holocaust Center by co-sponsoring the Women and Children Holocaust Exhibit and Conference.	Colloquium /discussions / presentation and class lecturers.	Dean of School of Continuing Education, Chair and faculty of the Social Sciences Department, Diversity Office	9/05-6/06	\$1,000 #7037
4. 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.	Chair of Faculty Development Committee	9/05-6/06	\$5,000 #7468
5. Create the opportunity for alumni contributions to be designated for international education activities and scholarship.	Increased support for international education and scholarships.	Director of Alumni Relations, Alumni office, Admission offices	9/05-6/06	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: *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. 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	5/06	\$4,000 #7600
2. 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, Webmaster, Vice President for Academic Affairs	7/05-6/06	\$8,000 #7600
3. In order to continue to foster the collaborative relationships among the four colleges, develop two interdisciplinary online courses that cut across two or more colleges.	Courses developed.	Assistant to the Vice President for Academic Affairs for Technology, Coordinator of Distance Education and E-Learning, Faculty	7/05-5/06	\$4,000 #7600
4. 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, Assistant to the Vice President for Academic Affairs for Research, Director of Honors and Fellowships	7/05-6/06	Reallocation of budget
5. Define the role of the advisory board in the College of Creative Arts & Management as a model for advisory board for other colleges.	Mission Statement and draft of board manual prepared; Advisory Board created.	Dean of College of Creative Arts and Management, Assistant Vice President for Development	7/05-5/06	\$2,000 #7600

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
6. Create an incentive system to encourage entrepreneurial behavior, especially at the college level.	Incentive system in place.	Cabinet	7/05-5/06	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. Implement a multi-year master enrollment plan for the University which 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. (Refer to Enrollment Plan (EP) for specific steps and resources).	Master enrollment plan implemented. Year 1 (2005-2006) strategies identified and implemented. Annual benchmarks included as part of plan.	Associate Vice President of Enrollment Management, Deans, Admissions and Retention personnel, Director of Diversity Services, Student Life Personnel, Cabinet	7/05-6/06	Reallocation of budget and allocation of new resources to support EP
1a. Identify at least two programmatic modifications/new initiatives (e.g., dual degrees, 5-year programs, life-experience, and portfolio review) or other creative packaging to meet market demands of undergraduate or graduate students.	Plans and timelines developed for the implementation of programs.	Associate Vice President of Enrollment Management, Deans, Faculty, Executive Director of Marketing and Communications	7/05-6/06	Resources identified in EP
1b. Summer Initiative Task Force continues to develop strategies for summer school credit generation.	Summer School plan developed and summer credits increased.	Associate Vice President of Enrollment Management, Summer Initiative Task Force.	7/05 –6/06	Resources identified in EP
1c. Implement 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.	Associate Vice President of Enrollment Management, Deans, Faculty, Graduate Admissions personnel	7/05 – 6/06	Reallocation of scholarship resources

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
1d. Continue to investigate alternative forms of program delivery, including online programs, accelerated programs, weekend programs for either graduate or undergraduate programs, and integrate plans with the Enrollment Plan.	Proofreads for alternate program delivery submitted.	Vice President for Academic Affairs, Deans, Associate Vice President of Enrollment Management and Appropriate Personnel	7/05– 5/06	Resources as identified
1e. Continue to pursue off-site program opportunities for graduate students.	Off-site locations and programs commencing in 05-06 identified.	Deans, Faculty, Director of Graduate Admissions, Executive Director of Marketing and Communications	7/05 – 6/06	Reallocation of budget
1f. Develop and implement a set of strategies to increase retention of graduate students (e.g., fixed tuition incentives, Graduate Scholarship Committee, Graduate Advising, variable scheduling, scholarship awards).	Strategies implemented.	Associate Vice President of Enrollment Management, Coordinator of Graduate Advising, Deans, and appropriate personnel	7/05 – 6/06	Resources in EP
1g. Sign articulation agreements for at least two specific UG programs with two-year colleges.	Articulation agreements signed.	Associate Vice President of Enrollment Management	7/05-6/06	Resources in EP
1h. 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%.	Associate Vice President of Enrollment Management, Dean of School of Continuing Education and appropriate staff	7/05-6/06	Resource in EP

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
1i. Continue to explore a few new graduate programs to increase graduate enrollment.	Graduate enrollment increased through students in new programs.	Deans, program faculty	7/05-6/06	Resources identified in EP
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 and Communications, Deans, Associate Vice President of Enrollment Management	7/05-6/06	Reallocation of budget and allocation of marketing resources for new programs
3. 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 of Enrollment Management, Cabinet, Director of Corporate/ Foundation Relations	7/05-6/06	Reallocation of budget
4. Continue to assess impact of block tuition on revenues and students.	Block tuition assessed and adjustments made as necessary.	Vice President for Business Affairs, Director of Financial Aid, Enrollment Group	7/05-6/06	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 encourage and support student efforts in research and creative production; continue to provide grants for travel for presentations at conferences, conventions and research forums.	Increased student research/creative efforts on campus as well as participation in conferences, conventions, and research forums. Increased participation from departments across the university.	Director of Honors and Fellowships, Undergraduate Research Committee, Deans, Department Chairs	7/05-6/06	\$10,000 #7435
2. Continue Honors Student Internship position in the Office of Honors and Fellowships (OHF). Intern will coordinate student outreach, publish OHF Newsletter, and aid in recruitment efforts.	Continue to retain and increase the number of students pursuing the Citation in Honors.	Director of Honors and Fellowships, Admissions Office	7/05-6/06	\$1,200 #7435
3. Expand the OHF website to include announcements about student achievements. <ul style="list-style-type: none"> • Student Information form to promote achievement and career goals • Major academic achievements of student-athletes, students accepted for study abroad, scholarship recipients, etc. • Current/on-going research • Honor society inductees and medal winners; Deans' Lists • Career outcomes of alumni 	Expansion of website completed; information collected and used to promote MU on campus and in the community.	Director of Honors and Fellowships, Deans, Department Chairs, University Relations, Webmaster		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
<p>4. Hold annual information sessions for students on process and expectations for prestigious undergraduate and graduate scholarships and graduate and professional schools; prepare students for the opportunities by:</p> <ul style="list-style-type: none"> • Encouraging faculty advisors to implement Academic Enrichment Plan to identify exceptional students early, aid in advisement, goal setting and achievement. • Continuing to offer a variety of honors seminar courses and honors enrichment opportunities • Continuing to provide information on the honors program, fellowships, scholarships, research opportunities and funding to prospective students. 	<p>Increase number of scholarships and fellowships pursued by 2006.</p>	<p>Director of Honors and Fellowships, Undergraduate Scholarships, Fellowship Committee, Deans, University Relations, Director of Admissions, Director of Corporate/Foundation Relations</p>	<p>7/05-6/06</p>	<p>\$2,000 #7435</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 involvement of departments and colleges in sponsored projects as measured by participation and funding levels.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Develop a sponsored program goal in each college based on rolling average 02/03-04/05.	10% increase in number of sponsored program grants submitted.	Deans, Assistant Vice President for Development, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05	Reallocation of budget
	5% increase in \$ value of sponsored program grants submitted.			
2. Assist departments and colleges in identifying resources, developing and submitting sponsored program grants.	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
3. Assist departments and colleges in identifying proposals/funding sources with highest potential for funding.	Achieve a 15% submitted/funded ratio for program grants.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
	10% increase in number of sponsored program grants funded.			
4. Assist departments and colleges in engaging in activities that increase potential for funding of proposals (act as grant reviewers, develop relationships with state and federal program contacts, review successful grants in area of interest, etc., and use program forecasts to plan annual grant activities.)	Achieve a 15% submitted/funded ratio for program grants.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
	10% increase in number of sponsored program grants funded.			

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. Provide at least one department or college-specific training in each college.	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
	Achieve a 15% submitted/funded ratio for program grants.			
	10% increase in number of sponsored program grants funded.			
6. Develop a sponsored program funding plan specific for each college that forecasts potential and recurring opportunities.	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05	Reallocation of budget
	Achieve a 15% submitted/funded ratio for program grants.			
	10% increase in number of sponsored program grants funded.			
7. Administer internal opportunities for release time and summer stipends to encourage faculty to take the lead in department/college projects (4).	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	\$9,600 #7370
	100% of awardees will submit proposal for external funding.			
8. Provide administrative support to the Office of Research and Community Collaboration (ORCC).	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	\$12,000 #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 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
9. Refine the infrastructure/policies/procedures of the ORCC to reflect structure and policies of an Office of Sponsored Programs.	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/05-6/06	Reallocation of budget
	Achieve a 15% submitted/funded ratio for program grants.			
	10% increase in number of sponsored program grants funded.			
10. Implement policies and procedures to provide opportunities for model program development based on program “shared indirect” funds.	10% increase in number of sponsored program grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Provide faculty assistance for developing research agendas, identifying resources and project development. Seek out potential new researchers.	20% increase in number of faculty assisted in developing projects. (Six new faculty).	Director of Sponsored Projects, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	Reallocation of budget
2. Continue to support Community of Science (COS) database.	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	7/05-6/06	\$2,500 #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.	Director of Sponsored Projects	7/05-6/06	Reallocation of budget
4. Provide opportunities for faculty researchers to collect preliminary data through internal funding opportunities for pilot research projects. (Research Initiation Funds).	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	\$10,000 #7370
	10% increase in number of research proposals funded.			
	90% of recipients submit an external proposal.			

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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Provide opportunities for faculty researchers to collect preliminary data through the Murray Award and Cooperative Grants.	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/05-6/06	\$10,000
	10% increase in number of research proposals funded.			Murray Award
	90% of recipients submit an external proposal.			\$30,000 Co-op Grants
6. Assist departments and colleges in identifying resources, developing and submitting sponsored program grants.	10% increase in number of research proposals submitted.	Director of Sponsored Projects, Director of Corporate Foundation Relations	7/05-6/06	Reallocation of budget
	10% increase in number research proposals grants funded.			
7. Assist departments and colleges in engaging in activities that increase potential for funding of proposals (act as grant reviewers, develop relationships with state and federal program contacts, review successful grants in area of interest, etc., and use program forecasts to plan annual grant activities).	10% increase in number of research proposals submitted.	Director of Sponsored Projects, Director of Corporate Foundation Relations	7/05-6/06	Reallocation of budget
	Achieve a 15% submitted/funded ratio for research proposals.			
	10% increase in number of research proposals funded.			
8. Maintain award preference for internally awarded pilot projects involving students.	90% of internal projects involve students.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
9. Assist faculty in identifying student research roles in externally funded projects.	5% increase in number of students involved in sponsored projects.	Director of Sponsored Projects, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	Awarded external funding
10. Administer funding for graduate student research activities. Develop system to track graduate student presentations outside of the University.	100% graduate students receiving funding participate in GFR. 25% graduate students receiving funding participate in additional forums.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	Reallocation of budget
11. Enhance web based resources for graduate students related to funding/research related internships/training, etc.	5% increase in number of students involved in sponsored projects.	Director of Sponsored Projects, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	Reallocation of budget
12. Develop strategies in each college to ensure awareness of research/grant emphasis of search committees as appropriate.	10% increase in number of research proposals submitted. 10% increase in number of research proposals funded.	Deans	7/05-6/06	Reallocation of budget
13. Provide administrative support to the Office of Research and Community Collaboration (ORCC).	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	See Objective A

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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
14. Refine the infrastructure/policies/procedures of the Office of Research and Community Collaboration (ORCC) to reflect the structure and policies of the Office of Sponsored Projects (OSP).	10% increase in number of research proposals submitted. Achieve a 15% submitted/funded ratio for research proposals. 10% increase in number research proposals funded.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects	7/05-6/06	Reallocation of budget
15. Implement policies and procedures to provide opportunities for research development based on research “shared indirect” funds.	10% increase in number of research proposals submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	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 that advance the goal of community collaboration.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Assist faculty/department/colleges in identifying potential community related opportunities.	10% increase in number of community related grants submitted.	Assistant to the Vice President for Academic Affairs for Research and Community Collaboration, Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
	10% increase in number of community related grants funded.			
2. Assist faculty/departments/colleges in identifying funding sources for community collaborative projects.	10% increase in number of community related grants submitted.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	\$800 #7370
	10% increase in number of community related grants funded.			
3. Assist faculty/department/colleges in developing and submitting community collaborative proposals for external funding.	10% increase in number of community related grants submitted.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
	10% increase in number of community related grants funded.			

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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Assist Deans and colleges in identifying potential projects with a capacity for underwriting operation.	Development and implementation of one new project in each college.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	Reallocation of budget
2. Develop institutional definitions and criteria related to programs, institutes and centers.	Development and implementation of one new project in each college.	Deans, Assistant to the Vice President for Academic Affairs for Research and Community Collaboration	7/05-6/06	Reallocation of budget
3. Develop and implement a process to identify potential/sustainable projects that may be appropriate for funding by congressional appropriation.	Development and implementation of one new 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	7/05-6/06	Reallocation of budget
4. Identify funding sources to assist in maintaining previously developed projects funded by appropriations as appropriate.	Maintain projects implemented in previous year.	Director of Sponsored Projects, Director of Corporate/Foundation Relations	7/05-6/06	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.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
5. Continue to meet monthly with Deans to discuss potential projects/ policies/ procedures, etc.	Development and implementation of one new 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	7/05-6/06	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 through orientation, performance evaluations and faculty activity reports.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Hold training sessions on new mission statement, focusing on integration into work.	Training refocused.	Director of Campus Ministry	9/05-6/06	Existing budget
2. Aggregate, assess, monitor and tabulate 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	7/05-6/06	Existing 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	7/05-6/06	Existing budget
4. Conduct information campaign re: new mission statement through distribution in various formats and discussion.	New mission statement incorporated into workplace.	Executive Director of Marketing and Communications	7/05-6/06	\$1,000 #7623
5. Distribute mission statements of individual colleges, departments and areas developed under Goal II.	Mission statements of colleges, departments and areas incorporated into workplace.	Executive Director of Marketing and Communications	7/05-6/06	Existing 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. 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	7/05-6/06	Existing budget
2. Provide social events for employees on and off campus. Examples include:	University-wide social events held to increase participation, interaction, and communication among all employees, thus increasing the sense of a Marywood community.	Director of Conferences and Special Events	7/05-6/06	\$5,000 #7627
a. Hold university-wide events in the fall/winter and spring/summer off campus for employees.				\$1,500 #7627
b. Continue to hold monthly birthday party for all employees with birthdays in that month.				

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
3. Make adjustments to new 5, 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 Ph.D.). Note: Additional funds added to cover part-time employees.	New service awards recognize a greater number of employees at Marywood, leading to increased employee satisfaction.	President, Director of Conferences and Special Events, Assistant Vice President for Human Resources	7/05-6/06	\$5,000 #7627
4. Continue to make salary equity adjustments based on benchmark data provided by Mercer.	Equitable and competitive salaries provided.	Assistant Vice President for Human Resources, President, Vice Presidents	7/05-6/06	\$120,000
5. Continue to monitor and change benefit package to ensure an equal opportunity basis for all employees and competitive and quality benefits are provided to employees.	Equitable, competitive and quality benefits provided.	Assistant Vice President for Human Resources, Employee Benefits Committee	7/05-6/06	Existing budget

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 Communications, Director of Campus Ministry	7/05-6/06	Existing 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 of Campus Ministry	7/05-6/06	Existing budget
3. Continue 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 of Campus Ministry, Executive Director of Marketing and Communications, Director of Conferences and Special Events	7/05-6/06	\$500 #7513 Chartwells Gift Certificates to groups
4. Encourage employee attendance at 90 th Anniversary celebrations through flyers, payroll stuffers, etc.	Employees will be aware of importance of convocation and be encouraged to attend.	Deans, Executive Director of Marketing and Communications, Assistant Vice President for Human Resources	7/05-12/05	Existing budget
5. Encourage active participation by staff in upcoming accreditation process.	All employees will be represented in accreditation review process.	Middle States Study Group Chairs and Self-Study Steering Committee	7/05-6/06	Existing budget
6. 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	7/05-6/06	Existing 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 a Health Benefits Communication plan to support the university's strategic initiative to educate employees about personal health and wellness management.	Employees receive health benefits information on a regular basis.	Assistant Vice President for Human Resources, Executive Director of Marketing and Communications	7/05 – 6/06	Existing budget
2. Develop an Information Center Task Force to create a centralized management system for all university calendar events.	Initial report from Task Force.	Executive Director of Marketing and Communications, Director of Conferences/ Special Events	7/05-6/06	Existing budget
3. Continue signage survey on campus and devise plan to update and correct it.	Report of survey findings, prioritized replacements determined, first level of signs replaced.	Executive Director of Marketing and Communications, Director of Conferences/Special Events, Director of Physical Plant	7/05-6/06	\$1,500 #7700
4. Complete the 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	7/05-6/06	Existing budget
5. Update internal-survey schedule to Marywood Net.	Internal survey schedule available to campus for information.	Chief Planning and Research Officer, Outcomes Assessment Committee	7/05-6/06	Existing 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
7. Develop flow chart to show relationship between core values, mission, strategic goals and operational plan for distribution to Marywood community.	Clarity on relationships provided.	Chief Planning and Research Officer	7/05-6/06	Existing Budget
8. Ask each goal committee to provide oral report to community at half-way point through each cycle so that community has opportunity to offer feedback, ideas. This should continue into next cycle.	Opportunities provided to community to comment on Operational Plan.	Chief Planning and Research Officer , Goal Committee Chairs	7/05-6/06	Existing 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 legacy system 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	7/05-6/06 Ongoing	Existing budget
2. Direct staff to train 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	7/05-6/06	Existing budget

GOAL V

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

Goal V: Enhance institutional resources and implement efficiency opportunities where feasible.

Objective A: *Align the percentage increases between expenses and revenues to provide at least a 3% surplus of operational revenues over expenses.*

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Reallocate resources to achieve institutional priorities.		President, Board of Trustees, Cabinet	Ongoing	
2. Monitor expense benchmarks where available and use as a guide for budget allocations.	Expense benchmark report reviewed by Cabinet.	President, Cabinet		

Goal V: 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. Raise \$4.5 million from private sources and foundations.	Fund-raising goal achieved.	President, Board of Trustees, Cabinet	7/05-6/06	
2. Complete Phase I construction of the Athletic & Wellness Center.	Center for Athletics and Wellness completed.	President, Board of Trustees, Cabinet	4/05-5/06	\$13.5M
3. Plan for additional staffing needs for Athletic & Wellness Center for appropriate levels of service, programming, and building usage.	Staffing plan developed.	President, Board of Trustees, Cabinet	7/05-12/05	

Goal V: 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. Complete program planning for Marian Hall.	Program plan delivered to architect.	President, Board of Trustees, Cabinet	Ongoing	
2. Develop plan for renovating Madonna Hall in 2006-2007 and 2007-2008 and relocating students to Marian Hall.	Plan completed.	President, Board of Trustees, Cabinet	7/05-12/05	
3. Complete financing arrangements for Marian Hall.	Financing for Marion Hall completed.	President, Board of Trustees, Cabinet	9/05-12/05	

Goal V: Enhance institutional resources and implement efficiency opportunities where feasible.

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

Action Step	Measurable Outcome	Accountability	Schedule	Resources
1. Hire a CIO to lead future efforts for IT.	Plan for IT initiative and budget.	President	9/05- 1/31/06	½ year (new salary line)