Strategic Planning Assessment Report

The Kutztown University 2019-20 Strategic Planning Assessment Report documents an increasing commitment to the expansion of assessment efforts at all levels of the University. This report provides clear evidence of the assessment of curricular and co-curricular activities, the development of infrastructure, and the use of assessment results to inform planning, budgeting, resource allocation, and decision making.

This report identifies transparency within and across divisions to improve the assessment of student learning, resource management, institutional quality, and overall assessment processes.

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	1	Expand and grow the honors program by offering (a) scholarships that facilitate the recruitment and retention of honors students (b) service-learning experiences, and (c) study abroad opportunities	Increased participation in the major high impact practices	For fall 2019 there were 349 students in the honors program.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	2	Strengthen the University's culture of learning	Increased activities of and participation in discipline-based student clubs	Student Support Network includes students clubs and organizations in their conversations with students when appropriate, in particular when students express concerns about being disengaged/not making contacts. We do not have access to data and would need a pull on number of students enrolled in organizations/clubs and also on club memberships	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	3	Infuse high-impact practices throughout the student learning experience	Increased participation in Academic Enrichment activities	For fall 2019, 95% of (37/39) eligible students were active in the KU SUCCEED program. Students who participated in the program increased their CGPA in fall by 9% and 40% from fall freeze to spring 2020 end of term (of the 2 inactive students, 1 withdrew in fall 2019 and the other never enrolled for fall 2019). Returning students in fall 2020 who participated in the program increased their number of credits earned in 2019-20 by 59% compared to their credits earned in 2018-19.	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	4	Strengthen the General Education program to serve as a foundation for students in all disciplines	Demonstrated achievement (via assessment) of the General Education learning goals	Please see GEAC report for 2019-2020. Fall 19: SLO #1, "Communicate clearly and effectively orally and in writing," was assessed. See GEAC Fall 2019 Report. Spring 20: SLO #6, "Analyze the role of values, ethics, diversity, and multiple perspectives in local and global society," was assessed. Data analysis is ongoing in Fall 2020.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	5	Utilize the academic program review process to ensure high-quality, viable, and innovative academic programs and services	Re-accreditation from the Middle States Commission on Higher Education	Completed 2018-19	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	1	Develop and deliver distinctive and high-quality academic programs	6	Develop and implement a vibrant First Year Experience that connects undergraduate students to the University's academic experience	Implementation of a First Year Experience that connects first year students to the University and its academic goals	FYS DFWI rate for fall 2019 = 19.57%

FTFTF 1-yr retention rates: 2018 to 2019 on campus=73.30%, off campus=82.04%; 2019 to 2020 on campus=77.98%, off campus=71.11%.

Sophomore 1-yr retention rates: 2018 to 2019 on campus=90.68%, off campus=84.31%; 2019 to 2020 on campus=91.46%, off campus=83.50%. | Ongoing |
| 1 | Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research. | 1 | Develop and deliver distinctive and high-quality academic programs | 7 | Increase domestic and international visiting scholars, executives, and artists-in-residence programs | Increased number of domestic and international visiting scholars, executives, and artists-in-residence programs | Pandemic has significantly affected scholars in residence. We have one Distinguished Visiting scholar in Math and supported one ANT researcher over the summer. We had 10 early career Artists-in-Residence in the visual arts last year. | Ongoing |
| 1 | Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research. | 1 | Develop and deliver distinctive and high-quality academic programs | 8 | Increase the internationalization of the campus by (a) recruiting and retaining international students and (b) providing study abroad opportunities for students | Increased number of students participating in study abroad opportunities | Study abroad for 2020 was greatly affected by COVID-19. Note: Academic Affairs now handles all matters related to faculty-led study abroad; while non faculty-led study abroad is handled by Enrollment Management and Student Affairs. 10 students participated in Non-faculty led study abroad programs. Headcount Fall 2019 = 7, Spring 2020 = 2, Summer 2020 = 0, Winter 2020 = 1 | Ongoing |

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	1	Increase initiatives in grant writing	Increased number of grant proposals submitted and awarded	In FY 2020 two faculty were awarded release time through the Grant Writing Fellows program (1 for fall 2020 and 1 for spring 2021). Two fellows (fall 2019 and spring 2019) received the NSF grants that they worked on during their release. Began working with an external consultant company to serve as a research development team in January 2020 to encourage grant proposal writing. One $1M proposal was submitted and three others began work to submit in next FY.	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	2	Increase incentives to faculty for scholarly activities (e.g., recognition, research, and travel funds)	Increased number of publications and professional presentations	Research Committee funded 18 projects for $110,994 in FY 2020. KU BEARS funded $46,000 for 24 students in FY 2020 (16 were from underrepresented groups). 23 faculty were mentors. The Professional Development Committee funded 184 awards for $162,022 in FY 2019. The Professional Development Committee funded 146 awards for $125,502 in FY 2020 (lower due to COVID). Undergraduate Research Fund funded $36,271 to 54 students in FY 2019 to conduct scholarly work. Undergraduate Research Fund funded $15,550 to 35 students in FY 2020 to conduct scholarly work (lower due to COVID).	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	3	Increase faculty/staff professional development programs	(blank)	Summer - Fall 2019: CET held intensive Institute for 10 faculty fellows; organized 11 hour-long sessions throughout semester. January 2020: New CET Director onboarded. Spring 2020: Organized 7 hourly sessions and a week-long pedagogy institute for faculty (held virtually in collaboration with Chester County Intermediate Unit); more than 40 faculty participants in latter.	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	2	Attract, retain, and support qualified, high performing faculty and staff	4	Ensure that faculty and staff have and are using current technological tools	Increased use of effective educational technology	During the past year faculty engagement with educational technologies has increased significantly and as such support for asynchronous (D2L, MS Office 365) and synchronous learning technologies (Zoom, MS Teams) has enabled KU to quickly pivot to meet the challenges of the pandemic era. Engagement with our 24/7/365 web-based, self-service support platform has nearly doubled in the past year to over 65,000 visits, providing instant support to faculty and allowing our staff to focus upon improving faculty technology skills proficiency through training. In addition, faculty have increased their use of both media streaming for delivering content and the Learning Glass lecture capture system to develop content. The available educational technology and the associated support structure empowers both faculty and students to take advantage of hybrid learning opportunities and	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	1	Establish scholarships for high-achieving students	Increased percentage of students recruited from the top 10% of high school graduating classes	Fall 2019 average FTFTF HSGPA = 3.23 and SAT = 1055	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	2	Raise admission standards	Raised minimum standards for admission (SAT 820+, GPA 2.0+)	Completed 2017-18	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	3	Increase the opportunities for undergraduate and graduate students to engage in professional-level scholarship	Increased numbers of undergraduate and graduate students engaging in professional-level scholarship	Have established a formal class, SCI 220, with 7 students enrolled preparing them to use the SEM in research projects. Upgraded facilities include the SEM lab which is the most highly used instrument according to the service techs checking log hours.	Ongoing

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1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	4	Create incentives for transfer students	Increased number of highly qualified transfer students	New transfers with Assoc Degrees enrolled in fall 2019 from LCCC=92, NCC=61, RACC=41	Ongoing
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	3	Attract, retain, and support motivated, high performing students	5	Establish recruiting initiatives to enhance the number and quality of the student body	Increased number of highly qualified new undergraduate and graduate students	Fall 2019 DFWI rate for FTFTF in Mat courses = 29.01%.

Fall 2019 average FTFTF HSGPA = 3.23 and SAT = 1055. | Ongoing |
| 1 | Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research. | 3 | Attract, retain, and support motivated, high performing students | 6 | Develop department and college recruitment and retention initiatives | (blank) | Colleges have college level open houses; most departments have recruiting/retention committees and participate in both formal and informal recruiting and admissions events. departments have worked ICW Admissions on letters and communications to potential students. Multiple programs for recruiting include The GEAR-UP program with ASD and the EMACS NSF Grant encourage high potential students. DBA added retention to its strategic plan. COB created and delivered Connecting After Connections sessions to help reduce summer melt. DBA added several virtual info sessions for the MBA. For the Student Success Network, we work as a team to make sure referred students are being contacted by the appropriate person. We're making a deliberate effort to keep the referring professor 'in the loop' by sometimes including them on emails sent to students | Ongoing |
| 1 | Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research. | 3 | Attract, retain, and support motivated, high performing students | 7 | Develop and implement a multi-media marketing campaign that promotes the recruitment of motivated, qualified new, transfer, and graduate students | (blank) | Action 7: Continued a data-driven, integrated marketing campaign targeting high-potential regions, thereby optimizing KU's return on investment. The campaign included paid search, digital display, social media, billboards and print ads. In addition, an extensive array of non-paid marketing collateral was developed, including many videos used to reach prospective students who were unable to visit campus in-person due to COVID-19 restrictions. | Ongoing |

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	1	Create an annual academic assessment plan	MSCHE action to remove warning status from University accreditation.	Completed 2018-19	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	2	Analyze Fall 2018 academic program assessment results and use the data to develop planned improvement actions by January, 2019	MSCHE action to remove warning status from University accreditation.	Completed 2018-19	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	3	Finalize the 2017-18 administrative unit assessment report and provide recommendations to improve the administrative program review process to divisional vice presidents.	MSCHE action to remove warning status from University accreditation.	Completed 2018-19	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	4	Submission of monitoring report to MSCHE by March, 2019	MSCHE action to remove warning status from University accreditation.	Completed 2018-19	Completed
1	Kutztown University will promote, enhance, and recognize excellence in teaching, learning, creativity, scholarship, and research.	4	Demonstrate to Middle States Commission on Higher Education compliance with Standard V – Educational Effectiveness Assessment and related Requirements of Affiliation	5	Analyze 2018-19 academic and administrative unit assessment results and use the data to develop planned improvement actions by June, 2019	MSCHE action to remove warning status from University accreditation.	Completed 2018-19	Completed

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	1	Increase online educational experiences and non-traditional delivery methods (e.g., weekend academy, evening courses, non-traditional schedules)	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	Do you have a list of the new programs?	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	2	Strengthen and grow graduate education	Increased number of new integrated bachelors to masters programs	•Created a path for students to get the MBA + Data Analytics certificate for fewer credits than doing each separately. New Programs (2019-2020): •Certification in Special Education Grades PreK-12 •Concentration in General Business, Business Administration •Post Baccalaureate Certificate in Data Analytics •Post Baccalaureate Certification in Music Education •Post Baccalaureate Certification in Special Education Grades PreK-12 •Sub-baccalaureate Certificate in Digital Video Production •Sub-baccalaureate Certificate in Geospatial-Information Technology •Sub-baccalaureate Certificate in Social Media Strategies •Sub-baccalaureate Certificate in Television Production •Track in Addiction Counseling, M.A. Counseling •Track in Engineering Technology	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	3	Provide lifelong learning opportunities for (a) adult learners, (b) non-degree seeking students oriented to regional culture, agriculture, business, and government, (c) seekers of certificates and specialized programs that address the needs of professionals in the workforce, and (d) non-degree seeking students that meet their personal needs	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	340 alumni enrolled in courses for fall 2019 with the following grade breakdown: P=180, NG=157, W=3. 78 alumni were enrolled in spring 2020: P=34, NG=24, W=19 (spring 2020 grades down due to COVID?)	Ongoing

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2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	4	Promote dual admissions, dual enrollment, and other initiatives with community colleges as well as develop partnerships with other four-year institutions	Increased enrollments as a result of partnerships with the community colleges in our region	Kutztown University signed a five-year admission agreement with Kutztown Area School District to facilitate the enrollment of high school students in both on- and off-campus courses. (POP 2018-19) Points of Pride 2019-20: Kutztown, Reading Area Community College and Career & Technology Centers Launch Teacher Education Pathway KU Signs Dual Enrollment Agreements with Three Local School Districts Kutztown University and RACC Sign Grant Agreement with Sam Inc. to Provide Social Work Graduates to Reading-Area	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	5	Establish new integrated bachelors to masters programs	Increased number of new integrated bachelors to masters programs	New programs include the CRJ concentration in the MPA, GEAR-UP with ASD, and the RACC SWK 2+2 partnership. College of Education has developed a pk-4 2+2 agreement with RACC and is exploring a 4+1 agreement with Clarion in Library Science.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	1	Provide increased access to educational opportunities for the region's citizens	6	Increase educational opportunities for alumni	Increased number of new online academic programs, New certificate programs, New non-degree courses and programs	340 alumni enrolled in courses for fall 2019 with the following grade breakdown: P=180, NG=157, W=3. 78 alumni were enrolled in spring 2020: P=34, NG=24, W=19 (spring 2020 grades down due to COVID?)	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	1	Increase education-related entertainment and service events	Increased attendance at University education-related events (e.g., cultural, arts, athletics, lectures, demonstrations)	Government and Community Relations Town-Gown meetings at the President's Residence continued during the 2019 fall semester and into the spring before the pandemic forced us into virtual mode. Meeting includes representatives from the university, borough and township. In addition, the liaison was successful in working with the County Commissioners to make KU a polling place for township voting for the first time since 2013. The liaison continued to have active participation during they year with many local and regional organizations, including the GRCA Business and Advocacy Council and the Northeast Berks Chamber of Commerce. The university incorporated the borough into its traditional events in the fall such as Family Day and Homecoming. The campus hosted Governor Wolf for an event in early March, and the German Consul General David Gil	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	2	Increase attendance at University cultural, entertainment, arts, and athletic programming by regional community residents	Increased attendance at University education-related events (e.g., cultural, arts, athletics, lectures, demonstrations)	Intercollegiate Athletics KU's 21 NCAA Division athletic teams continued to draw excellent crowds, especially during the fall semester. The spring semester was cut short in March due to the pandemic. However, KU football alone drew more than 30,000 fans over six regular season home games and two NCAA playoff games. Cultural Events The departments responsible for cultural events were heavily impacted by the pandemic from early March through the remainder of the year. However KU Presents! had a shortened season highlighted by two P.L.A.Y. events, which brought local school-aged students to campus to enjoy diverse performance. The Pennsylvania German Cultural Heritage Center welcomed more than 2,000 guest to campus for its major fall events, and provided virtual service for the last 1/4 of the year.	Ongoing

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2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	2	Increase the education-related experiences available to the public	3	Increase activities of alumni in University events (e.g., dynamic alumni events calendar, alumni members of the KU ambassadors initiative)	Increased alumni participation in University events	Assessment: In FY19/20, the foundation planned and hosted 76 events, including virtual events. 5,065 (non unique friends/alumni) attendees registered for events. Beginning March 2020, events had to be either canceled or revamped virtually. Event registration decreased by 8% from FY18/19 but still represents an increase from FY17/18.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	1	Increase service-learning experiences and community service opportunities	Increased number of participants in service-learning experiences and community service	Office of Student Involvement purchased GIVEPULSE. This platform will allow student to search for service opportunities and track service hours. It will also allow local nonprofits post opportunities directly into GIVEPULSE. We have uploaded almost 50 campus partners and started to use the program on a limited basis. Should be rolled out to students in 20-21.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	2	Develop programs that encourage students to demonstrate good citizenship and social responsibility	Increased number of participants in service-learning experiences and community service	No new programs for 2019-20, but KU students continued to serve Kutztown as good citizens through OPERATIONS SNOWFLAKE (shoveling show for Senior Citizens); Walking on selected weekends for KuBok; Sunday's Clean-Ups with KCP; and various support (food and volunteer hours) to Friend Inc.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	3	Increase the number of hours of community engagement of students, faculty, and staff	Increased number of participants in service-learning experiences and community service	Due to COVID-19 service hours were drastically reduced for 2019-20, and tracking not ready in GIVEPULSE/ENGAGE. Reported numbers: Through the Community Outreach Center: 111 student volunteer doing 3,600 hours. We also had 100 donors give 235 pints of blood.	Ongoing
2	Kutztown University will partner with the community to serve the needs of the people of the Commonwealth and the region.	3	Increase the participation of members of the University community in the wider community	4	Increase the number of community academic partnerships	Increased number of participants in service-learning experiences and community service	Tracking system not in place during this year. GIVEPULSE was purchased but the set up and onboarding of information as well as it integration into ENGAGE took the majority of the school year. So no new data on number for the year as far as additional Staff and Faculty Hours.	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	1	Increase the diversity of the faculty through establishing fellowships and programs that bring faculty from diverse backgrounds to campus for extended periods	Increased diversity of student body, faculty, and staff	Overall diversity in Fall 2018=21%; Fall 2019=21%. Freshmen cohort diversity in Fall 2018=25%; Fall 2019=25%.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	2	Increase the diversity of the student body, faculty, and staff by strengthening multi-cultural programming	(blank)	The GET MORE program was not hosted due to COVID-19. However, Enrollment Management and Student Affairs; and Academic Affairs partnered to secure a GEAR UP Summer Bridge grant which yielded over 60 new students. The Multicultural Center, Women's Center, and LGBTQ+ centers continued to program to meet students needs - pivoting to online and virtual programming.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	3	Increase the diversity of the student body by developing enhanced programs to recruit veterans and military personnel and serve their unique needs	Increased number of veterans in the student body	Enrollment continues to decline from 2018 thru 2020. Probable reasons includes high graduation rates, Armed Forces Leave of Absences (AFLOA), military funding depleted, and some student-veterans were not prepared for college-level studies either due to reasons such as academic skill deficiency and disability. COVID-19 may have impacted some of the 2019-2020 numbers but we also had a high number of Spring 2020 gradates (21) plus 4 students are on AFLOA.	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	4	Increase the diversity of the student body by developing special programs to support female students in STEM areas	Increased number of female students in STEM disciplines	185 students were offered the STEM scholarship and we tried to focus our selections on women in STEM. Of the 185 scholars offered, 108 were female. Each year, the Computer Science also holds a women in STEM event. Krista attended this event in summer 2019. The summer 2020 event was canceled due to COVID	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	1	Mirror the diversity of the region within the campus community	5	Increase the internationalization of the campus community	Increased number of international students	International Enrollment 219-20 = 80	Ongoing

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3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	2	Encourage high levels of participation in University governance	1	Foster an environment in which all constituents have an equal opportunity to participate in the process of shared governance	Increased campus participation in University governance	Completed 2017-18	Completed
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	2	Encourage high levels of participation in University governance	2	Work with student leaders on establishing a "student bill of rights"	Completion of a "student bill of rights"	Completed 2017-18	Completed
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	3	Ensure a campus culture that respects all campus constituents	1	Develop a welcoming and service-oriented culture for students' families and support networks, as well as members of the community, who visit our campus	The Quality of Interactions and Supportive Environment items on the National Survey of Student Engagement (NSSE) will exceed our State System peers by Fall 2017	ASSESSMENT First-year students rated their quality of interaction/peer comparison (Scale 1-Poor, 7-Excellent): Students – 5.4/5.4 Academic Advisors – 5.3/5.2 Faculty – 5.5/5.4 Student Services – 5.3/5.1 Administrative Staff & Offices – 5.3/5.1 Senior-year students rated their quality of interaction/peer comparison: Students – 5.5/5.5 Academic Advisors – 5.5/5.3 Faculty – 5.7/5.5 Student Services – 5.1/5.0 Administrative Staff & Offices – 5.1/5.0	Ongoing
3	Kutztown University will value and respect all campus constituents, celebrate diversity, and embrace shared governance.	3	Ensure a campus culture that respects all campus constituents	2	Develop a service-oriented culture for students	Achieve level 4 on customer satisfaction of "Secret Shopper" evaluations	This program was discontinued in favor of other priorities.	Cancelled

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4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	1	Enhance the quality of the University's workplace experience by providing improved communication and employee engagement	Achieve results equal to or exceed Carnegie Classification for peers by 2019 on the "Overall Great Colleges to Work" survey, 75% of employees will be "highly satisfied" or "satisfied" with their jobs at the University, based on a campus climate survey conducted in 2018	Great Colleges to Work For survey not completed in 2020	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	2	Conduct 360-degree administrator evaluations	(blank)	Completed 2017-18	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	3	Conduct regular Presidential visits to all units and constituencies on campus by May 2016	(blank)	Completed 2017-18	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	4	Establish roundtable/advisory groups	(blank)	Completed 2017-18	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	1	Enhance the University's human resources to better support the academic mission	5	Conduct regular Presidential meetings with faculty and employee governance leaders and groups as well as student leaders and groups	(blank)	Completed 2017-18	Completed

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4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	1	Ensure all spending is essential and based on the University's planning and budgeting process	The University's Return on Physical Assets key performance indicator results will be maintained in the top 20% among all State System peers throughout the period of the Strategic Plan	New measure to be identified	New measure to be identified
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	2	Reprioritize the budget to fund new initiatives resulting from the University's planning process	(blank)	The University allocated out $774,595 in strategic initiative funding during fiscal year 2019-20. These resources were used to fund 10 key initiatives as identified and approved by the President's Cabinet.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	3	Initiate major capital campaign	(blank)	Plans continue for a comprehensive campaign, tentatively going public in FY22.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	4	Increase private giving through established and new fundraising sources and improved alumni support	Private giving will increase an average of 5% annually over the period of the Strategic Plan	Private giving increased by 44% from FY18/19.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	5	Increase corporate giving	(blank)	For FY2020, the university foundation raised $8,842,058 in individual and corporate giving commitments.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	6	Ensure that colleges and divisions develop fundraising plans and initiatives	(blank)	KUF has assigned a development officer liaison for each college and division to assist with fundraising plans and initiatives.	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	7	Achieve a balanced University budget without the use of non-recurring funds	The University will reverse the decline in its composite financial index results and will achieve results comparable to the top one-third of State System institutions by 2018	The University achieved a balanced budget for the 2nd consecutive year. This was accomplished by eliminating 57 vacant staff positions and cutting operating budgets by 10% or $1.1 million. These actions resulted in a $2 million increase in cash balances and a significant improvement to the annual primary reserve ratio.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	8	Identify new sources of financial aid for students enrolled at the University	(blank)	Completed 2018-19	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	9	Engage in a fundraising initiative to raise funds to support student scholarships	New, permanently restricted gifts will be added to the KU Foundation endowment each year and the investment performance of the endowment fund will meet or exceed benchmarks appropriate to the fund's asset allocation	This year, the KU Foundation endowment grew to $34.2M and nearly $1.4M was awarded in student scholarships and financial aid.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	10	Identify new sources of financial aid to be used to recruit freshman and transfer students	(blank)	A new scholarship model was adapted in consultation with RNL.	Ongoing
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	11	Increase work opportunities for students on campus	(blank)	Our student employment numbers were held steady (loss of less than 1%) in 19-20 despite the pandemic. Efforts are ongoing.	Ongoing

Goal #	Goal	Objective #	Objective	Action #	Action	Benchmark	2019-20 Results	Status
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	2	Enhance the financial resources of the University to better support the academic mission	12	Identify strategies to reduce student indebtedness	(blank)	Completed 2018-19	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	1	Renovate classrooms and faculty offices in Lytle Hall and DeFrancesco Building	Improved classrooms and faculty offices in Lytle Hall and DeFrancesco Building	Completed 2017-18	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	2	Replenish campus computers	Complete computer replenishment	Completed 2017-18	Completed
4	Kutztown University will maintain and enhance physical, financial, and human resources necessary to fulfill its mission.	3	Enhance the physical facilities to better support the University's academic mission	3	Initiate the library master plan	(blank)	Library: •Successful transition of University Writing Center to Library. Dynamic and strong student support area. •STEAMworks opened three years ago. Provides support for student and faculty creative and innovative projects. •Eighty percent of Library shelving are now ADA compliant	Ongoing