



EDINBORO UNIVERSITY OF PENNSYLVANIA

STRATEGIC INITIATIVES 2003-2004 – SEPTEMBER 19, 2003 – Draft #2

(PA State System Accountability Plan measures to be added at a later date when determined.)

Priority One: Increase enrollment to 8,000 students in the next several years through enhanced enrollment and retention strategies.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Opening of Bessemer site in Meadville, PA	Facilities ready for start of classes on first day Spring 2004	January 12, 2004	Drs. Randall and Weber
Develop and administer a timely Chemistry placement exam	Increase in placement of majors and non-majors needing CHEM 140 & 160 early in career	Conduct placement tests during orientation (summer). Hold remedial chemistry classes in summer	Drs. Randall and Weber
Review admission procedure for Nursing Department	Approval of revisions at all levels	Possibly consider sophomore only admission to BSN (all freshmen either Biology or General Studies) Spring 2004	Drs. Randall and Weber
Revise acceptance procedures for RN/BSN and transfer into Nursing	Approval of revisions at all levels	Published criteria, check sheet and guidelines by published catalog deadline (March 1).	Drs. Randall and Weber
Instructional Technology Teacher Certification Program, campus and Web	Initial offering Summer, 2004 Potential increase: 15 HC	Curriculum committee approval of program; BOG approval; PDE approval by May 2004	Drs. Baldwin, Bevevino and Weber
Superintendent's Letter of Eligibility	Initial offering, Summer, 2004 Potential increase: 15 HC	Curriculum committee approval of Program, PDE approval by May 2004	Drs. Baldwin, Bevevino and Weber

Letter of Intent for Certificate in Public Administration	Approval of SSHE to proceed	Letter of Intent submitted, Spring 2004.	Drs. Smith and Bevevino
Exploration of Graduate Certificate in Gifted Education	Evaluation of potential	Initial discussions, survey of graduate students September 2003 - May 2004	Drs. Baldwin and Bevevino
Continued Pursuit of Doctoral Collaborations	Progress toward collaborative agreement, letter of intent	August 2003 - June 30, 2004	Drs. Baldwin, Bevevino and Weber
Provide grant-writing workshops for faculty and staff	Number of attendees by frequency count	Fall 2003 - May 2004 at \$2000 per workshop with outside consultants	Dr. Bevevino and Ms. Lacny
Superintendent's Certification	Approval at all Levels	December 2003	Drs. Bevevino, Baldwin and Weber
Certificate Program in Emergency Medical Care	Approval at all Levels May 2004	SSHE Approval May 2004 Course Approvals May 2004	Drs. Baldwin and Weber
Development of Online Master's Degree in Middle and Secondary Instruction	Curriculum Committee Approval of Web-based Courses	Approvals March 2004 Initial Cohort June 2004	Drs. Baldwin, Bevevino and Weber
Increase enrollment in graduate education programs	Increase inquiries for education on programs and character education certificate as determined by frequency count	Email graduate school information to regional school districts and businesses; phone/letters to districts in states receiving federal funding for safe schools September 2003 - June 30, 2004	Dr. Bevevino
Laptops to Support Faculty Developing Online Courses	Increase in New Online Courses	Ongoing (\$5,100)	Dr. Baldwin
Website mentor program for graduate students	Reporting by graduate students who volunteer from Graduate Student Council; frequency count per mentor; increased retention	October 2003 - May 2004	Dr. Bevevino
Enrollment to Graduation Rate at Master's Level	Report of analysis to Provost Weber	Analyze impediments, recommend improvements October 2003 - May 2004	Dr. Bevevino
Improve tutoring program	Establishment of re-designed tutoring program.	By December 2003	Dr. Arnold

Improve remediation programs	Revised programs in place	Work with academic departments to reassess their needs for remediation. Recommendations to Provost December 2003.	Dr. Arnold and the deans
Propose new criminal justice courses in forensic computing in preparation for adding forensic computing concentration to major	Two courses approved at all levels	End of spring 2004 semester	Dr. Smith
Explore possibility of creating ethics and religious studies tracks in philosophy program	Report on options completed	End of spring 2004 semester	Dr. Smith
Promote new interdisciplinary BA in Latin American Studies	Information on new program widely dispersed	End of spring 2004 semester	Dr. Smith
Create new 2D design studio	New furniture ordered and installed	Fall 2003 (\$10,000)	Dr. Smith

Development and Marketing

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
In cooperation with the Admissions Office, establish an alumni-admissions recruitment program.	Program created and implemented.	Decide upon level of program to implement based upon suggested report. Timeline also dependent as well as cost.	Mr. Whitehair and Ms. Bowker
Initiate summer recruitment advertising campaign geared toward increasing fall enrollment.	Advertising campaign completed. Compare enrollment numbers from previous year.	Begin campaign in May 2004. Costs included in total undergraduate recruitment campaign budget of \$15,000.	Mr. Whitehair

Enrollment Management and Retention

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
NSSE (National Survey of Student Engagement)	Survey results to be compared with a national database.	Survey to be done Fall 2003. The cost is \$4,500.	Drs. Tolbert and Ohler
Develop email to prospective students—to be incorporated into the Admissions Funnel—directed	To monitor prospective student interest in using Career Services.	To be fully designed and implemented by Thanksgiving 2003.	Drs. Tolbert and Ohler

to "undeclared"—create connection and direct to use the online features and links available through Career Services website.			
CollegeNet online Admissions application and inquiry feed.	Will monitor number of electronic inquiries and applications.	To be fully tested and implemented by Thanksgiving 2003.	Dr. Tolbert and Mr. Carlin
Admissions source tracking, starting with Contact level through Deposits.	Monitor various sources with weekly reports.	To be fully implemented by the end of October 2003.	Dr. Tolbert and Mr. Carlin
Admissions student assistant calling organized, trained, and running.	Will monitor the volume of phone calls and will monitor yields throughout the year.	To be fully implemented by the end of September 15, 2003.	Dr. Tolbert and Mr. Carlin
Electronic (web) catalog.	Will survey faculty and students in regard to ease of use.	To be fully implemented by the end of October 2003.	Dr. Tolbert and Mr. Pilewski
Develop template for 4-year plans of study.	Will survey community colleges, faculty and students.	To be fully implemented by the end of Fall 2003 Semester.	Dr. Tolbert and Mr. Pilewski
To get all Records and Registration online forms to electronic submissions status.	Will monitor the volume and survey the student reaction to the online forms.	To be fully implemented by the end of Fall Semester 2003.	Dr. Tolbert and Mr. Pilewski
Prepare status of student employment report—budgets, FWS, student issues.	Increase the number of FWS students placed in on-campus jobs for next semester.	To be fully designed by October 15, 2003. (On target)	Dr. Tolbert and Mrs. Body
Design and implementation of FA workshop online.	Monitor the number of students logging into the workshop.	To be fully designed and implemented by the middle of Spring 2004 term. (anticipate completion on time)	Dr. Tolbert and Mrs. Body
Continue to develop Graduate specific FA communication tools and enhance interactions with Graduate staff.	Will survey Graduate Studies staff and graduate students for satisfaction with enhancements.	Developed and implemented by the end of the Fall 2003 Semester. (To be completed)	Dr. Tolbert and Mrs. Body
Anticipating Meadville to have greater classroom capacity by Fall 2004, conduct study of appropriate course offerings and appropriate class scheduling.	Monitor enrollment of enhanced offerings for Fall 2004.	End of Spring Semester 2004	Drs. Tolbert, Randall, Baldwin, Smith, Bevevino and Mrs. Sharon Miller
Improve summer scheduling and	Monitor service levels delivered	Have draft proposal ready by the	Drs. Tolbert, Randall, Baldwin,

advisement for transfer students.	throughout the summer.	end of the Fall Semester 2003. Implement improvements for Summer 2004.	Smith, Bevevino and Mrs. Sharon Miller
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Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Support President's pledge to provide University presence in communities outside Edinboro.	Secure facility for permanent presence in Meadville community.	Work with MAIC to renovate facilities for academic use Fall/Winter 2003. Negotiate lease for facility.	Mr. Sheehan & Mr. W. Coleman
Provide additional signage to enhance building identification & way finding.	All building street addresses are posted & campus roadways are clearly identified.	Identify funding summer 2003. Install signage fall 2003 thru 2005.	Mr. W. Coleman

Technology and Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Install handsets and configure phone system to create a Student Calling Center	Successful implementation of technology to enable EM&R to contact students for improvement of recruitment and retention		Drs. Lawlor and Tolbert
Implement Advisor Assignment process if possible to enhance Banner Advisor/Advisee processing.	Automated assignment of advisors		Dr. Lawlor
Implement CollegeNet interface for application load to Banner	Successful automated online application		Drs. Lawlor and Tolbert
Implement process to reply via email to recruit inquiries	Successful automated recruitment reply		Drs. Lawlor and Tolbert
Automate the running of Financial Aid award letters.	Successful automation of financial aid award letters		Drs. Lawlor and Tolbert

University Planning, Institutional Research and Continuous Improvement

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Institute associate degree programs that can be completed in three years at the Porreco facility. The associate degree programs will be the associate in Business, the associate in Liberal Studies and the associate in Criminal Justice.	Schedule of courses for three years will be in place.		Dr. Mogavero and Mr. Brandt

Enhance academic excellence.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Prepare MSW program for CSWE Commission visit in Spring 2004	Self-study revised	December 2003	Drs. Bevevino, Smith and Weber
Increase student use of second floor art display area in library	At least four exhibits will be displayed during 2003-04	Appearance of the area will be improved by covering cinderblock wall with plasterboard. Approximately \$1000 for materials. By January 2004.	Dr. Dilmore
Evaluation of undergraduate Elementary Education program	Full Self-study prepared for PDE, comparisons of curricula with SSHE Universities as well as leading NCATE-accredited institutions	Institutional comparisons completed December 2003. PDE Self-study completed February 2004. Analysis by Dean Baldwin submitted to Provost March 2004.	Dr. Baldwin
Comprehensive Plan for Praxis Assessment and increase in pass rates	Implementation of academic support program for Praxis test preparation and center for test administration. Improve pass rate for all Praxis tests for 2004-05 Title II Cohort.	Analysis of current test environment, student needs, and resources. Recommendations submitted to the Provost December 2003.	Drs. Baldwin, Arnold and Cordell
PA Department of Education Accreditation Visit	Approval of all Programs	Self-Study Completed February 20, 2004. Site Visit March 24-26 (\$8,000)	Drs. Baldwin and Weber
Enhancement of ELED Lab to	Production of Student Portfolios	Student Portfolios and Websites	Dr. Baldwin

Support NCATE Priorities	and Website Development NCATE Reaccreditation	Functional December 2003 (\$16,000)	
Establishment of NCATE Office in MRLC and Professional Development Directly Related to NCATE	NCATE Reaccreditation	Office Functional October 2003 Preparation of Program Folios June 2004 (\$6,900). NCATE Site Visit Fall 2005	Drs. Baldwin and Bevevino
Increase juried publications	Number of submissions	By May 2004.	Drs. Randall and Weber
Assessment modules of skills sections of general education	Acceptance of rubrics, goals & tests	Follow lead established by University Curriculum Committee	Drs. Randall and Weber
Procure appropriate laboratory instrumentation for undergraduate instruction.	Success following curricular programmatic reviews, accreditation visits or external certification	Orders completed by October 1 – purchases received by January 2004	Drs. Randall and Weber
Establish extramurally funded research through NSF, NIH and Commonwealth sources	Funding	Gain release time/assistance for staff participating; major proposals submitted by Spring 2004.	Drs. Randall and Weber
Emphasize quality of graduate offerings.	Increased number of inquiries by frequency count	Use advertising and email distribution lists September 2003 - June 30, 2004	Dr. Bevevino
Increase in graduate level conversion rate from current 60 % to 61%	Analysis of conversion rate report	August 2003 - May 2004	Dr. Bevevino
Increase in Grant Submissions by faculty	Comparison to 2002-2003 in number of submissions, funding	August 2003 - June 30, 2004	Dr. Bevevino and Ms. Lacny
Increased graduate assistant involvement in faculty research and grant writing	Comparison to 2002-2003 in number assigned: frequency count	August 2003 – May 2004	Dr. Bevevino
Continue collaborative professional development initiative through Instructional Leaders' Academy.	Analysis of professional development, June 2003 - June 2004	June 2003 – June 2004	Drs. Bevevino and Baldwin
Provide structure to and enhance information literacy efforts	Offer information literacy instruction to all first-year students. Complete survey of departments to assess current efforts.	Preliminary report by January 2004. Survey completed and final report by 5/2004. By September 2004 plans in place to offer IL instruction to all first year students.	Drs. Dilmore and Cordell
Improve access to research materials	Students and faculty have greatly improved access to catalog	Purchase set of 9,553 records for LIBRARY OF AMERICAN	Dr. Dilmore

	information about a substantial set (6.5 million pages) of materials in microform.	CIVILIZATION from OCLC. Cost, approximately \$6250. Make catalog information available by May 2004.	
Establish a First Year Experience (FYE) for first-year students and students in transition	Improved retention and satisfaction of first-year students.	Study national trends and models. Establish FYE advisory committee to inventory and coordinate programs and services among non-academic and academic units. Explore feasibility of first-year academic advisors. Support improvement of student orientation.	Dr. Cordell
Modify Study Abroad program	More student participation in study abroad programs	Define available types of study abroad. Develop proposed guidelines, procedures for students. Explore linkage agreement with a university in Scotland.	Dr. Cordell
Improve recruitment for the University Honors Program	A more diverse population of honors students	Study recruitment of honors students within SSHE and nationally. Assess and establish guidelines for recruitment of honors students.	Dr. Cordell
Participate in the American Democracy Project	The University ensures inclusion of topics related to civic development and moral responsibility.	Study collegiate models nationwide. Establish committee to inventory current practice regarding moral and civic education in curriculum, extracurricular programs and practice. Develop implementation plan, including an assessment tool.	Drs. Cordell and Weber
Establish procedures for developing and implementing online programs	Successful online programs and courses	Define the role of admissions, registration, financial aid, advertising, advising, and delivery modes for distance education.	Dr. Cordell, the deans, and Dr. Lawlor
Establish digital photo classroom; 10 cameras, 1 printer	Creation of classroom.	Fall 2003 (\$25,000)	Dr. Smith
Refurbish light grid for Performing	Completed refurbishment.	Spring 2004 (\$5,000)	Dr. Smith

Arts Center			
Install white board in Hendricks Hail room 124	Board installed.	Spring 2004 (\$1,200)	Dr. Smith
Purchase shared copier for Philosophy and Foreign Languages	Copier purchased.	Spring 2004 (\$4,000)	Dr. Smith
Purchase baby grand piano for AR/SCI 116	Instrument ordered and delivered	Spring 2004 (\$10,000)	Dr. Smith
Lay groundwork for entering candidacy with National Association of Schools of Art and Design	Written plan submitted to dean.	Spring 2004	Dr. Smith
Lay groundwork for applying for candidacy with Commission on Applied and Clinical Sociology	Written plan submitted to dean.	Spring 2004	Dr. Smith
Investigate development of an oral communication lab.	Written proposal submitted to dean.	Spring 2004 (\$2,500)	Dr. Smith
Renovate English composition classroom in Faculty Annex	Materials ordered and installed	Spring 2004 (\$5,500)	Dr. Smith

Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
On-going orientation of new faculty.	Performance	Work with Highlands Center to develop workshops that interest new faculty.	Ms. Dean
Increase number of terminally degreed faculty.	Performance	Work with Provost/Deans in improving number of terminally degreed faculty.	Ms. Dean

President's Office/University Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
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Create opportunities to stage publicity events that promote academic activities	Number of successful events staged and regional media attention attracted per event	Consult with Provost and Deans to identify possibilities by October 15	Ms. Sinsabaugh
Gain story placement in publications beyond those in northwestern Pennsylvania	Number of placed stories	Consult with Deans and Department Chairs to develop list of possible publications to which Edinboro faculty initiatives can be pitched.	Ms. Sinsabaugh

Technology and Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Provide voice, data and video at renovated Bessemer Building for new location of the Meadville Access Center.	State-of-the-art communications for center.	Project funding	Dr. Lawlor
Provide wireless network connectivity to common areas: Van Houten dining area, UC lounge and courtyard, Rose dining area, commuter lounges, Library courtyard, Gazebo, Porreco and McComb.	Student laptop and PDA users will have fast and convenient access to email and web-based services.	Capital funding	Dr. Lawlor
Increase network connections and upgrade network equipment in Miller.	Available connections and upgrade network electronics to meet customer demand.	Capital funding	Dr. Lawlor
Purchase and install telecommunications and network equipment in Memorial.	Voice, video and data connectivity for this building once renovations are completed.	Capital funding	Dr. Lawlor
Implement IP-based videoconferencing for ITV-based course delivery	Smooth transmission of courses with minimal downtime	Grant funding	Dr. Lawlor
Conversion of BlackBoard web course supplements to the	Provide faculty with tools for delivering course materials to	Throughout the academic year	Dr. Lawlor

eCompanion platform and increase of web supplemented courses	students for anytime, anywhere access		
Development of courseware modules for additional online courses and programs	Completion and delivery of online courses developed by faculty with related technical support		Drs. Lawlor, Weber, and deans
Digital Stop-motion Animation Equipment	Stop-motion/3-D/Experimental animation students will be able to format their physical work digitally, learning current trends and developments in the field of stop motion.	Technology fee proposal	Drs. Lawlor and Smith
Cinema Computer Lab Enhancements	Students will learn specific techniques including advanced animation, film, video, image compositing, 3D computer modeling, rigging, computer animation, image/sound compositing, video editing, image scanning, CG title work and special effects.	Technology fee proposal	Drs. Lawlor and Smith
Mobile classroom with notebook computers	Enhancement of business majors' exposure to business-applied software applications and contribute to the instructors' ability to incorporate more technology applications into the classroom. The number of courses that will integrate computing technology will be enhanced by the availability of this laboratory.	Technology fee proposal	Drs. Lawlor and Randall
SAP University Alliance Program	Integration of SAP software into the business curriculum. This will greatly enhance students' exposure to business-applied software applications and the use of ERP systems in business operations.	Technology fee proposal	Drs. Lawlor and Randall
Interactive Student Response	A larger percentage of the	Technology fee proposal	Drs. Lawlor and Randall

Systems	students in a Chemistry classroom will make real time contributions to the learning process		
Calculator-based Lab Interfaces	Chemistry students will have repeated, hands-on experience with CBL technology as part of the learning process.	Technology fee proposal	Drs. Lawlor and Randall
Computers for Foreign Language CD ROM Lab	The new computers and our CD-ROM disks will afford our students out-of-class practice with language structures, enhanced cultural awareness, and greater linguistic proficiency, especially important for our Secondary Education/Foreign Language majors who must meet NCATE standards.	Technology fee proposal	Drs. Lawlor and Smith
Geographic Information Systems – Spatial Modeling	The GIS II course will be a requirement of the Cartography/GIS Certificate to be offered by the Department of Geosciences. The IDRISI32 software is, therefore, essential not only to the GIS II course, but also to the realization of the Cartography/GIS Certificate.	Technology fee proposal	Drs. Lawlor and Randall
Student Geographic Information System Workstation	Completion of student assignments in the GIS program due to increased course enrollments	Technology fee proposal	Drs. Lawlor and Randall
Computerized Fitness Assessment	Acquisition of new skills to improve student marketability for those in physical education or health promotion fields and improvement of health practices of all students	Technology fee proposal	Drs. Lawlor and Baldwin
Arts and Sciences 113 Classroom Enhancement	Students in the computer animation courses will learn advanced animation, image compositing, and editing techniques including: 3D computer	Technology fee proposal	Drs. Lawlor and Smith

	modeling, rigging, computer animation, image/sound compositing and editing, image scanning, and CG title work.		
Information Literacy Commons	Students will increase their Information Literacy Skills	Technology fee proposal	Drs. Lawlor and Dilmore
Online journal and book databases	Increased access to online resources for expansion of data sources for students and faculty	Technology fee proposal	Drs. Lawlor and Dilmore
TI-83 Plus Graphing Calculators	Students will learn the function concept via graphs and numerical tables using the technology.	Technology fee proposal	Drs. Lawlor and Randall
Observatory Enhancement	Greater learning due to direct observation of astronomical phenomena and student exposure to related automation technology.	Technology fee proposal	Drs. Lawlor and Randall
Computer Forensics Software	Enhancement of the investigative skills of students seeking employment in state, local, and federal law enforcement agencies.	Technology fee proposal	Drs. Lawlor and Smith
Crime Mapping Software	Enhancement of the investigative skills of students seeking employment in state, local, and federal law enforcement agencies.	Technology fee proposal	Drs. Lawlor and Smith
Enhancement Technology for Professional Studies	Enhancement of data collection and common analysis skills of students and student classroom comprehension	Technology fee proposal	Drs. Lawlor and Baldwin
Interactive Classroom Instructional Technology	Enhancement of academic interaction and student classroom comprehension	Technology fee proposal	Drs. Lawlor and Smith
Team Expert Choice Upgrade	Improvement of students' ability to conduct meetings for decision making	Technology fee proposal	Drs. Lawlor and Smith

Enhance technology campus-wide.

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Work toward refinement of Technology Fee funds guidelines	Approval of ER's for x-ray diffractometers, spectrophotometers, NMR's, etc.	On cycle as established	Drs. Randall and Weber
Installation of Bessemer site technology	Classrooms/laboratories/library For use Spring'04	January 12, 2004	Drs. Randall and Weber
Connect Maize Sunfire electronically to Arts & Sciences Center	Remote access from A & S of robotic telescope	Spring '04 (\$4-5,000)	Drs. Randall and Weber
Upgrade desktop systems for faculty.	Work toward a 3-4 year cycle	On cycle as established	Dr. Weber and the academic Deans
Improve student access to computer hardware and software in the Library to enhance their studies	Open multimedia lab and staff it to provide training in use of advanced hardware and software with focus on developing projects and presentations	Open lab in Fall 2003.	Dr. Dilmore
Upgrade Mac Lab in Compton	Equipment ordered and installed	Spring 2004 (\$17,500)	Dr. Smith
Increase use of technology in recruitment, contact with graduate students, collaboration with area schools and businesses	Report on use of technology for recruitment/contacts/collaboration	Report to be submitted May 2004	Dr. Bevevino
Update Grants and Sponsored Programs Website	Comparison with content of 2002-2003 site	Construction timeline: September 2003 – May 2004	Dr. Bevevino and Ms. Lacny
Evaluate graduate student computer lab in Reeder	Frequency of use; survey of existing equipment	Fall 2003	Dr. Bevevino

Development and Marketing

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Implement guidelines for web creation and use; initiate a template format for creation of web pages by departments.	Plan written, awaiting approval	Templates are being designed	Ms. Loomis TAC Staff

Bring the new Blackbaud Financial Edge Accounts Payable software live for the Edinboro University Foundation	Software installed and running.	Testing in December 2003, proposed live date January 2004. Software has been purchased by the Foundation.	Mr. Whitehair
Implement post card automated acknowledgement process through the United States Post Office.	Postcard acknowledgment to donors for gifts under \$100.	Meeting with Post Office representatives in September. Testing process to occur 2 nd quarter. Significant costs savings to be calculated.	Mr. Whitehair

Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Investigate laser-printing systems that include fold & seal operations for student invoices & accounts payable checks.	Reduced handling of paper documents.	Review vendor options & costs.	Mr. Herbst
Investigate "desktop delivery" of office supplies through web-based ordering systems.	Reduced handling of supplies by campus personnel.	Review vendor options & costs.	Mr. Herbst
Expand online requisitioning system in Banner.	Reduced paper expenditure requests.	Review departmental order volume.	Mr. Herbst
Embrace concept of " <u>1 card</u> " system & expand applications.	Step-by-step achievement of expanded applications for card use, i.e. card access, vending machines, washing machines, debit/credit applications etc.	Ongoing. Progress made on Residence Hall card access system. Will utilize Cbord system as backbone for additional applications.	Mr. Kightlinger
Find & implement a new "time clock" method to improve productivity.	Employees can punch in/out from any location on campus.	Investigate possibility of using PBX to manage time clock operations.	Mr. Sheehan

Student Affairs/Student Success

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Implement the Medcat Express software to improve patient	Successful implementation	To be completed by the end of Spring 2004 semester	Dr. Johnson

scheduling and data collection within Ghering Health and Wellness Center (student health and counseling and psychological services).			
Develop an on-line orientation and information program for new students.	The online program will be up and running by the end of the Spring Semester.	<ul style="list-style-type: none"> • Consult with appropriate University personnel including the orientation committee; Fall. • Review other orientation sites and collect data on information; Fall. • Build and test site; Spring • Launch site; Spring • Plan for evaluation of program 	Dr. Johnson

Technology and Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Install Oracle 9i software	Functional Oracle database with new version		Dr. Lawlor
Install iAS (Internet Application Server) and new web server	Functional web self-service products		Dr. Lawlor
Install Banner 6.x and provide project management to implement release	Availability of latest Banner release to offices that utilize the applications		Dr. Lawlor
Banner 6 client development/deployment.	Utilization of client for accessing new server release		Dr. Lawlor
Upgrade system and application software for Touchnet Credit Card process	Continued utilization of Touchnet application		Dr. Lawlor
Explore possibility of automating the posting of employee payroll deductions to BANNER.	Successful automated posting		Dr. Lawlor
SAP Payroll feed to Banner development/deployment.	Successful feed of payroll from new SAP HR/Payroll system		Dr. Lawlor
Install purchase orders under FormFusion	Working application for purchase orders		Dr. Lawlor

Install Intellectcheck AP check software	Working application for AP check creation		Dr. Lawlor
Upgrade Operating System and related software on Database and Mail servers	Successful upgrade to upgraded versions of software for continued support and functionality		Dr. Lawlor
Work with Design Professionals, Construction office, and contractors to oversee design, cabling installation and project requirements for the following building renovations projects: Earp, Dearborn, Butterfield, Meadville Bessemer Building, University Center, residence housing leased space, Academy Hall, and the Institute for Human Services and Civility.	Successful completion of building wiring according to specifications.	Project funding	Dr. Lawlor
Plan and perform new structured inside wiring to CWIN standards for McComb Fieldhouse.	Successful replacement of current wiring that has reached capacity	Capital funding	Dr. Lawlor
Plan and perform upgrade of McComb Fieldhouse telephone system. Upgrade PBX MAT system to Optivity.	Provide state-of-the-art communications for building. MAT product is no longer supported by Nortel. New Optivity system will provide more reliable communications interface to PBX.	Capital funding	Dr. Lawlor
Purchase Packateer bandwidth manager for production network.	Provide more efficient use of available campus internet bandwidth.	Capital funding	Dr. Lawlor
Creating more web-based tools for students & employees to help themselves to reduce demand on the Help Desk (promote more self sufficiency)	Increased access to self-help tools		Dr. Lawlor
Implement network storage solutions to minimize backup and	Increased and more reliable backup of servers. Create a backup		Dr. Lawlor

data transfer issues	utility that can easily be used by individuals to manage their own data backups.		
Implement Keyserver metering software to permit campus access to concurrent license software targeted for wide use	To enable software with concurrent licenses to be made available for broad access		Dr. Lawlor
Research and install a campus-wide computer operating system security breach protection scheme that interfaces with our current virus protection system.	Increased system protection, lower the total cost of ownership and increase the productivity of all campus employees using technology.		Dr. Lawlor
Finalize Voice and Data Business Continuity Plan that was submitted in draft form in April 2002.	Completed continuity plan; readiness established.	Capital funding	Dr. Lawlor
Student access project	Increase student access to educational and communications software applications	Capital funding	Dr. Lawlor
Provide faculty, students and staff central storage space for web documents/pages that can be accessed using Microsoft Front Page extensions.	Improve efficiency and ability for individuals to create web pages	Capital funding	Dr. Lawlor
Upgrade hardware infrastructure to meet growing demands on information systems	Improved performance of information systems	Capital funding	Dr. Lawlor
Availability of SPSS	Improve the ability for students to conduct statistical analysis	Technology fee proposal	Dr. Lawlor
Student Open Lab in Ross Hall	Student completion of academic assignments due to availability of computing technology on campus	Technology fee proposal	Dr. Lawlor
Adobe Concurrent License	Student completion of assignments using Adobe software tools	Technology fee proposal	Dr. Lawlor
Classroom Technology Support	Support of students and faculty in classrooms with technology	Technology fee proposal	Dr. Lawlor
Keystone University Network Membership	Delivery of online courses and web-based course supplements utilizing the Keystone University	Technology fee proposal	Dr. Lawlor

	Network eCollege courseware creation tools		
eCollege Technology Service Fee	Technical support of students enrolled in online classes	Technology fee proposal	Dr. Lawlor
Smart Classroom Technology implementation at Porreco Center, Meadville Center, Library, McComb, and other selected locations	Improve student comprehension through implementation of advanced teaching techniques.	Technology fee proposal	Drs. Lawlor and Weber

Create a just community that is student centered.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Enhance Living/Learning floors	Increase in retention and QPA, decrease time to graduation.	2003-04 - cost minimal. Need scholars rooms	Dr. Weber and the academic deans
Model NATO	Students participate in and report on event	Spring 2004 (\$3,000)	Dr. Smith
Social Work Conference on Family	Conference is held	Spring 2004 (\$2,500)	Dr. Smith

Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Improve communications with students.	Performance	Meet with SGA Executive Committee re: Labor Relations issues; meet & greet student organizations.	Ms. Dean
Promote up-to-date & forward thinking in providing ancillary services to students.	Achievement of an advance order process for purchasing textbooks. Provide highly acceptable concepts in food service delivery on campus.	Completed. Textbook reservation system in place as of August 2003. "Jazzman's" coffee house concept up & running in the Library. Ongoing – Replacement of stadium concession stand with new food service trailer. Refurbish existing facility for sales of bookstore soft goods & insignia items.	Mr. Kightlinger

Construction of Day Care facility through Edinboro University Services, Inc.	Facility up & running Fall 2003 term.	Completed. Facility constructed & in operation August 2003.	Mr. Kightlinger
Increase communications with the SGA relative to ancillary activities.	Establish regular meetings with the President & Vice President of the SGA each semester.	Fiscal Year 2003 then on going.	Mr. Kightlinger
Custodial Supervisors present at RA orientation.	Clear understanding of expectations between resident students & custodial staff.	Prepare outline brief summer 2003. Present to RA orientation fall 2003.	Mr. W. Coleman

Student Affairs/Student Success

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
To develop and evaluate a living learning community for first year students with a focus on the first year experience.	Increase faculty and staff interaction with students, track student success as compared to other cohorts	Select student participants; develop programs; increase opportunity for student – faculty interaction out of the classroom setting; evaluate outcomes	Dr. Johnson
To develop an informational data base on commuter students, survey their needs, and develop programs and services to address those needs.	Develop a strategic plan to identify needs and issues by the end of Spring semester 2004.	Conduct assessment; develop strategic plan	Dr. Johnson

Technology and Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Increase uninterrupted power supply capacity in Ross Hall to accommodate increased technology. Acquire generator capable of running telephone and data network equipment as well lighting in Ross Hall.	Increased campus reliability on phone and data services dictates need for services to be available during power outages.	Capital funding	Dr. Lawlor
One card implementation	Provide technology support for one		Dr. Lawlor and Mr. Sheehan

	card implementation project.		
Continue and enhance the Department Liaison program	Improved support to departments and increased number of departments participating		Dr. Lawlor
Implement Technology Survivor Training program	Increase the technology skill set of employees using the tools available to them for increased productivity and effectiveness		Dr. Lawlor
Support implementation of health services software	Operational health services software for Ghering Health Center		Drs. Lawlor and Johnson

University Planning, Institutional Research and Continuous Improvement

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Develop and distribute a "Freshman Profile – Class of 2007" for distribution to the campus community. Depending on assessment, provide profile on an annual basis.	Profile developed, distributed and found useful to the campus.		Dr. Mogavero

Enhance the Advancement arm of the institution.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Complete advancement and fund raising efforts in Crawford County for EUP/PMI	\$1.3 million	January 12, 2004	Drs. Randall and Weber
Obtain more support for library activities from the Friends of the Library organization	Increase membership and revenue from membership dues and donations	Increase size of the board using additional positions to draw in more community members by May 2004	Dr. Dilmore and Mr. Whitehair
Refine plan for Art Walk in Borough of Edinboro for	Plan approved by Art Department	Spring 2004	Smith

summer 2004.			
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Development and Marketing

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Submit a challenge grant proposal to the Kresge Foundation for the Capital Campaign and the Academy Hall initiative.	Grant initiated.	Grant development initiated in fourth quarter, as we near goal attainment. No direct costs.	Mr. Grisanti
Formulate and implement strategy for the Alumni phase of the Capital Campaign.	Plan created and implemented.	October through December 2003. Printing and design costs: \$12,000.	Mr. Whitehair
Attract five new planned gifts to Edinboro University and The Royal Stewart Legacy Society.	Five new planned gifts received.	Planned Giving mails through fiscal year. Total cost \$6,000.	Mr. Whitehair
Organize and develop Women in Philanthropy movement to provide increased opportunity for women to support, influence and participate in the University's mission through philanthropic action.	Program established and implemented.	January organizing committee meeting. Printing and promotional costs: \$3,000.	Mr. Grisanti
Coordinate and collaborate with University Public Relations, President's Office, University Foundation and Alumni Association to conduct a President's Club reception to recognize major donors, scholarship donors and cultivate new major gifts.	Reception Held December 3, 2003, followed by <i>Scholars of London</i> Concert.	September – Committee Created October – Invitations mailed The Edinboro University Foundation and Alumni Association are underwriting a portion of the costs.	Mr. Whitehair Ms. Sinsabaugh

President's Office/University Communications

Initiative	Measure of Success	Action Steps	Responsible Individuals
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		Timeline/Cost	
Develop comprehensive sponsorship strategy that promotes University-wide theme and presents a consistent image using recognized University symbols.	Completion and implementation of strategy and anecdotal feedback from constituents	Develop theme-centered statements to be included in sponsorship ads (completed 8/03) Work with Publications to create a presentation format for sponsorship ads (by 9/30/03) Place ads according to annual sponsorship strategy and as requested (Ongoing)	Ms. Sinsabaugh

Student Affairs/Student Success

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Develop new programs designed to increase scholarship resources and competitive opportunities for women's athletics.	Successful development of additional fundraising programs	Complete program development by the end of spring semester 2004	Dr. Johnson

Technology and Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Find additional grant funding for the Learning Technology Center.	Grant award; additional technology and training for faculty to integrate into the teaching and learning process		Dr. Lawlor
Continue pursuing opportunities for incorporating wireless devices in the teaching/learning process	Development of a testbed at Edinboro University as a national model		Dr. Lawlor

Create a collaborative administrative team both on and off campus.

Development and Marketing

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Work closely and provide assistance to the eight committees of the alumni association board to implement the objectives that each have established for the year.	Meet goals as planned.	Meet with committees on a regular basis throughout the year. Costs should be dependent upon the Association.	Mr. Whitehair and Ms. Bowker

President's Office/University Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Enhance awareness of University imaging efforts among Council of Trustees, Foundation Board, Alumni Board and USI Board by compiling and distributing a monthly regional Publicity Report. This will serve the dual purpose of keeping these key constituent groups informed of University initiatives.	Development of coherent report format and timely distribution of report. Feedback from target audience that indicates they are more aware of University initiatives.	Develop report format (completed 8/03); Distribute report monthly (ongoing); Continue to revise report format for improved understanding/usefulness.	Ms. Sinsabaugh

Student Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
To establish Edinboro University as an approved Medicaid site for the state of Vermont to cover costs associated with attendant care, van transportation and wheelchair repair services.	Successful negotiation of an agreement with Vermont Medicaid	Secure agreement from VT; run through appropriate local and system reviews; initiate billing for VT residents Complete during Spring 2004 semester No cost associated with initiative	Dr. Johnson/OSD
Obtain grant from Pennsylvania Liquor Control Enforcement to	Acquiring the grant and successfully developing strategies	Submit proposal; receive funding; implement programs; evaluate	Dr. Johnson/Dean of Student Life/Judicial Affairs/University

address issues associated with underage drinking prevention	to address underage drinking	outcomes	Police
The University police will coordinate a police tactics training program to allow local and regional officers to participate in high risk response simulations.	Completion of training program; Involvement of Edinboro Borough Police, Slippery Rock University Police; trainers from West Chester University	To be completed prior to the beginning of Butterfield Hall; minimal costs associated with overtime; evaluate outcomes	Dr. Johnson/University Police

Create an inclusive planning process that ties budgeting to planning.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Analysis of Graduate Enrollment to identify growth areas for budget planning.	Submission of analysis to Provost Weber, October, 2003	September 2003 - October 2003	Dr. Bevevino
Enhance recruitment advertising.	Submission of analysis to Provost Weber, October, 2003	Analyze counties/enrollment to refine advertising strategies. September 2003 - October 2003	Dr. Bevevino
Initiation of Grants Incentive program.	Frequency count of faculty and staff submitting requests for seed money for grants.	September 2003 - June 30, 2004	Dr. Bevevino and Ms. Lacny

President's Office/University Planning, Institutional Research, and Continuous Improvement

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Appointment and charging of the Sesquicentennial Commission	Steps as outlined above are completed and Commission develops regular meeting schedule and outlines objectives in line with the charge	Identify Commission membership (9/30); Appoint Commission (10/15); Charge Commission (10/30); Commission begins working on charge toward planning events for the Sesquicentennial (ongoing)	Ms. Sinsabaugh, Ms. Lake, and Dr. Pineo

University Planning, Institutional Research and Continuous Improvement

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Provide a framework that will insure the Middle States Self-Study recommendations and the site team "suggestions for improvement" are incorporated into the University's collaborative planning/budgeting/improvement process via the Sesquicentennial Dialogues.	Framework established and progress communicated to the campus community.		Dr. Mogavero
Procure an educational statistical package to maintain in the UPIRCI library but to provide reference to the number of campus entities requiring additional assistance with statistics.	Software procured, announced to campus and available for campus use.		Dr. Mogavero
Present (for college presidents and vice presidents) the framework of Edinboro University's Triangulated Institutional Effectiveness Model	Presentations held and information shared.		Dr. Mogavero
Submit for publication the framework of Edinboro University's Triangulated Institutional Effectiveness Model.	Article drafted and submitted for publication.		Dr. Mogavero

Increase diversity.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Expand rural health care, rural nutrition concept	Success in funding study and program implementation in Nursing/Health care services to	Grants submission by May '04	Drs. Randall and Weber

	deeply rural populations		
Establish linkage with First Nation peoples for academic programs (possibly through PMI or BOCES)	Increased enrollment from Native American population	Establish linkage with clan mothers at Tonawanda, Seneca & Red House. Spring '05	Drs. Randall and Weber
Continued recruitment of diverse graduate students	Number of diverse graduate student by frequency: HC; number of graduate assistantships awarded to diverse graduate students	August 2003 - June 30, 2004	Dr. Bevevino
Encouragement of diversity in Graduate Student Council	Frequency count of Graduate Student council members compared to 2002-2003	Enlistment of Graduate Council in encouragement of membership September 2003 - May 2004	Dr. Bevevino
Holocaust Remembrance events	Events held on campus and conducted with other groups in NW Pennsylvania	Spring 2004 (\$2,000)	Drs. Smith and Czejdo
Create architectural design for Institute for Human Services and Civility	Completed plans ready for bid by contractors	Summer 2004	Drs. Smith and Weber
Enhance World Cultures Week in 2004	Completion of World Cultures Week 2004	Establish a committee to assess past events and develop event. Issue call for participation and online registration form.	Dr. Cordell

Enrollment Management and Retention

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Improve follow-up to the Hobson's diversity CD and the new Hispanic guide through enhanced email communications and campus-wide connections with faculty and staff of color.	Monitor the yield of the specific recruitment tools.	Plans to be fully designed and implemented by Thanksgiving 2003.	Dr. Tolbert and Mr. Carlin
Attend the Statewide Latino Leadership Conference.	Increase the number of contacts with Latino leaders and students.	Attend Conference in October and design specific follow-ups by Thanksgiving 2003.	Drs. Tolbert, Jenrette and Mr. Carlin

Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Increase % & improve plan to recruit underrepresented employees.	Performance	Departmental hiring committee meetings required; utilize faculty/staff of color organization to help develop recruitment program involving their members.	Ms. Dean

Student Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Multicultural programs staff will collaborate by participating in various undergraduate admissions activities to recruit high school students of color.	Participation in activities and recruitment fairs with admissions personnel.	Attend events; evaluate outcomes	Dr. Johnson

Enhance Graduate Studies.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Increase Enrollment	1% increase over Fall 2003	Fall 2003 - August 2004	Drs. Bevevino and Baldwin
Dissemination of new mission and vision statements to graduate faculty, students	Number of attendees at graduate assistant orientation, graduate student council, graduate council during Sept., 2003, meetings: frequency count	September 2003	Dr. Bevevino
Assess ability of library information resources to support new graduate programs	Information resources sufficient to support new graduate programs are available either in the library or through online services made available by the library. Infrequently used materials will be readily available through interlibrary loan.	Librarians will work as liaisons with the academic departments to assess the collection's ability to support proposed or recently developed programs. When possible, librarians will also provide input to the curriculum committee when library support for new courses or programs is considered.	Dr. Dilmore

		This is an ongoing need.	
Create graduate certificate in Conflict Management	Approved at all levels	Summer 2004	Drs. Bevevino, Smith and Weber
Create MA program in Public History and Public Archaeology	Approved at all levels	Summer 2004	Drs. Bevevino, Smith and Weber

Collective Community-Building Initiatives.

Academic Affairs

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Presque Isle Research Center	Listing as Charter member	Immediate (\$2-4,000 a year)	Drs. Randall and Weber
Develop formal linkage with Goodell Gardens & Homestead	Formal affiliation	January 2004	Drs. Randall and Weber
Office of Grants and Sponsored Programs collaboration with external agencies	Number of workshops, meetings attended during year	September 2003 - May 2004	Dr. Bevevino and Ms. Lacny

Development and Marketing

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Establish one-to-three new alumni chapters and support up to five existing chapters based on structure, affinity and regional priorities.	New chapters established.	Utilize volunteers, as possible, to help plan the events scheduled throughout the year. Costs estimated \$12,000 total.	Mr. Whitehair
Begin broadcast email messages to keep alumni informed about news and events.	Create @all_alumni email list.	Meet with TAC to create list/process. Establish first message by November 1 for chapter events. No direct cost.	Mr. Whitehair

Finance and Administration

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
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Increase staff training opportunities.	Performance	Work with Finance & Administration division to identify areas for training new employees & refresher training for current staff.	Ms. Dean
Begin employee wellness program.	Participation	Work with Hamot & current departments to start program.	Ms. Dean
Facilitate the design for the Institute for Human Services and Civility with the PA Dept. of General Services.	Design completion	DGS Architectural Selection Fall 2003. Begin Design Winter 2004. Design Completion Spring 2005.	Mr. W. Coleman
Facilitate the design for the renovation of Academy Hall with the PA Dept. of General Services.	Design completion	DGS Architectural Selection Fall 2003. Begin Design Winter 2004. Design Completion Spring 2005.	Mr. W. Coleman
Secure release of funds for the renovation of Heather Hall.	Design completion	Complete on-campus preliminary design Fall 2003. File request for project action with DGS Jan/Feb 2004.	Mr. W. Coleman

President's Office/University Communications

Initiative	Measure of Success	Action Steps Timeline/Cost	Responsible Individuals
Commission on Civility	Commission addresses charge as presented by President Pogue and develops recommendations in line with that charge. Commission is responsive to requests from President for feedback and review of emerging issues.	Develop agendas for Commission Subcommittees (October 15) Subcommittees gather data and dialogue (December 15) Subcommittees submit recommendations (ongoing)	Ms. Sinsabaugh

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