Academic Master Plan Progress and Outcomes
2012 to 8/24/15

Goal 1: Provide a curriculum and other learning experiences that creatively address the changing needs of a diverse, technology-based, global society.

Objectives:
1. Provide a rich academic climate that challenges students.
2. Offer programs of study that provide the intellectual foundation, context, and current state of the disciplines.
3. Provide a core program that works in concert with major programs to lay the groundwork for self-directed exploration and lifelong learning.
4. Develop students' abilities to navigate the interconnectedness of knowledge.
5. Prepare students to succeed in a world of rapidly changing technologies and global interdependencies.
6. Provide graduate programs of study characterized by intellectual advancement, research and scholarship, and continual development of professional skills.
7. Assess the curriculum to advance student learning.
8. Provide pathways for the development of innovative programs, courses, and core experiences.

Supporting Recommendations and Activities:	Outcomes and Results:
- Transfer Access and Success Committee – Strategies 11, 12, 15-16 (2013) - General Education Council developed draft proposal for review and feedback from university community (2013) - Created the Academic Affairs Assessment Team (2012) - Created draft Guidelines for Blending Face-to-Face and Online Formats (2014) - Created videoconferencing room at HACC-Gettysburg (2012) - Expanded number of off-campus instructional locations - Created the Course Support Committee, with a focus on courses with high DWF rates (2013) - Established Academic Innovation Grants Program (2013, 2015)	Created and launched new academic programs: - B.S. computer engineering (2011) - B.S. software engineering (2012) - B.S. electrical engineering (2015) - B.A. international studies - B.S. education in special education and early childhood education - Minor in disabilities studies - D.Ed. educational leadership - M.Ed. school administration, residency program - M.A.T. science education - Graduate Certificate and Letter of Completion in supply chain Supply chain management - Graduate early childhood director's credential coursework

• Established New Academic Program Development Grant Program (2015) • Established centralized service and repository of workforce needs analyses and data sets for new program development and program revision (2015) • Established new annual program review process and provided centralized data sets to support the process (2015)	*Additional aspects of this section are under construction.*

Goal 2: Cultivate a learning-centered environment to facilitate students' intellectual growth and success.

Objectives:
1. Recruit a diverse and highly qualified student body.
2. Provide a multi-faceted network of support services that meet all students' academic needs.
3. Support strategies that enhance student persistence and retention.
4. Offer small classes where students will receive personalized attention and evaluations that promote intellectual growth.
5. Encourage and facilitate collaborative learning opportunities.
6. Increase coordination and collaboration among the component parts of Academic Affairs.
7. Increase coordination and collaboration among Academic Affairs, other SU divisions, and the SU Foundation in order to enhance student learning.
8. Support the development of a physical campus environment that engages and inspires creativity and intellectual activity.

Supporting Recommendations and Activities:	**Outcomes and Results:**
• Enrollment Management Program Assessment Report (Williams & Company, 2013) – recommendations 1-26 • Equity Scorecard Report for Access – Recommendations 1-8 • Transfer Access and Success Committee – Strategies 1-11, 13-20 (2013) • Created the Tuition Advantage Program (TAP) for out of state students • Created the STEM tuition discount for out of state students • Moved to earlier decision/notification dates for scholarship awards • Established the practice of over-awarding scholarships • Expanded the range of the Board of Governors scholarships	• Enrollment Management Program Assessment Report (Williams) – of 26 recommendations, 16 implemented and 8 in progress. • The Fall 2012 cohort of First Time in College (FTIC) students returned to the university in Fall 2013 at a 3% higher rate (71%) than the previous cohort (68%). Then the Fall 2013 cohort returned at another 3% higher rate (74%) than the previous cohort (71%). Each of these 3% increases translated into approximately 45 students. Thus over the two years enrollment increased by nearly 90 students. • The Biology 161 Living Learning Community pilot resulted in an approximately 80% reduction in students needing to repeat the course.

- Created Last Dollars scholarship fund
- Created the Vice President for Enrollment Management position (2013)
- Created the Admissions Operational Plan (2013)
- Reconfiguration of the Enrollment Management Working Group (2013)
- Created the Strategic Enrollment Management Committee (2013)
- Developed Strategic Enrollment Management Plan (2014)
- Identified new/expanded strategic student audiences for future recruitment (2015)
- Engaged in partnership with Lincoln Intermediate Unit to support Hispanic high school students.
- Established the College of Arts and Sciences Advising Center
- Created Undeclared Advising faculty positions
- Adopted the Student Success Collaborative and its toolset for data-driven academic advising (2014)
- Established Early Alert Program (2014)
- Revised Transfer Student Orientation (2014)
- Created and expanded First Year Interest Group in Biology (FIGs)
- Created and expanded Living-Learning Communities (LLCs)
- Created the Course Support Committee, with a focus on courses with high DWF rates (2013)
- Created PCDE-funded graduate assistant writing tutor position to support off-campus and online students
- Created videoconferencing room at HACC-Gettysburg (2012)

- Of the 116 students referred to the half-time Early Alert Coordinator in Fall 2014, 52 of these students were retained generating approximately $190,000 in tuition revenue for the 2015 Spring Semester alone.

Goal 3: Enrich connections among the liberal arts, professional and graduate education, and the community to deepen disciplinary and professional understanding.

Objectives:
1. Promote and support experiential learning, including undergraduate and graduate research, field work, internships, service learning, and other creative learning activities beyond the classroom.
2. Support faculty in their roles as academic and professional mentors.

3. Forge new bonds and strengthen existing connections between the university and the surrounding community.	
Supporting Recommendations and Activities: • Transfer Access and Success Committee – Strategy 14, 19 (2013) • Transfer Access and Success Committee – Recruitment and Admissions Strategies, Strategy 6 (2013) • Equity Scorecard Report for Access – Recommendations 1, 3, 5 • Created International Travel Task Force (2014) • Increased funding for graduate research program (2013) • Founded Southcentral PA Education Collaborative (2014)	**Outcomes and Results:** *This section is under construction.*

Goal 4: Foster a stimulating scholarly environment for students, faculty, and staff that advances knowledge and that enhances the quality of the curriculum.

Objectives:
1. Recruit and retain a highly qualified and diverse faculty.
2. Support faculty research, scholarship, and professional development.
3. Align resources and organizational structures to support academic priorities.
4. Promote a rich intellectual exchange among students, faculty, and staff.
5. Provide dedicated administrative support for the pursuit, acquisition, and management of grant activities.
6. Support interdisciplinary collaborations for program development and research.

Supporting Recommendations and Activities: • Faculty Grants and Fellowships Task Force – Recommendations 1-12 • Equity Scorecard Report for Access – Recommendations 1-8 • Transfer Access and Success Committee – Strategies 9, 11, 12, 14, 19-20 (2013) • Transfer Access and Success Committee – Startup Activities Strategies, Strategies 11, 15, 18-20 (2013) • Increased funding for CFEST Grants Administration (2013) • Increased the number of CFEST Faculty Fellows (2013) • Established CFEST Faculty Mentorship Program in Teaching, Scholarship, and Service (2014)	**Outcomes and Results:** *This section is under construction.*

- Established biweekly email newsletter about faculty professional development opportunities (2014)
- Adopted Monday Morning Mentor teaching and learning professional development resource (2014)
- Promotions Committee established workshops for faculty and the practice of providing feedback to faculty (2013)
- Created Faculty Writing Boot Camp, including a grant writing track (2014)
- Adopted centralized internal grants management software system (2015)
- Created Virtual Assessment Symposium (2014)
- Established Academic Innovation Grants Program (2013, 2015)
- Created PASSHE-wide Academic Innovation annual conference (2012)
- Created Innovation Symposium series (2014)

Goal 5: Cultivate global understanding, cross-cultural exchange, and an international perspective across the curriculum and university community.

Objectives:
1. Foster an appreciation for diverse international perspectives and cultures.
2. Promote an understanding of the common characteristics and concerns of globalized societies.
3. Challenge and broaden the worldviews of members of the university community.

Supporting Recommendations and Activities:	Outcomes and Results:
• Equity Scorecard Report for Access – Recommendations 1-8	*This section is under construction.*

Goal 6: Cultivate leadership, integrity, social responsibility, and civic engagement to prepare students, faculty, and staff for meaningful contributions to society.

Objectives:
1. Promote a culture that honors and respects basic human rights through the lifespan.
2. Foster a campus climate of respect, courtesy, personal responsibility, and collegiality.

3. Promote personal and professional character, values, and ethics.
4. Encourage a culture that extends the academic principle of critical inquiry throughout campus life and that values speaking truth to power.
5. Promote meaningful participation in campus and community life.
6. Cultivate leaders among students, faculty, and staff.
7. Nurture the development of collaborations and partnerships that establish SU as a regional leader.

Supporting Recommendations and Activities:	**Outcomes and Results:**
• Equity Scorecard Report for Access – Recommendations 1-8 • Transfer Access and Success Committee – Strategies 6-7, 10-11, 18 (2013)	*This section is under construction.*

Goal 7: Cultivate an environment in which the curriculum and culture support accessibility for and inclusion of members of diverse and under-represented populations.

Objectives:
1. Ensure equitable representation and treatment in all facets of university life.
2. Encourage open-mindedness and an appreciation of differences.
3. Support the development of accessible physical spaces and technologies.

Supporting Recommendations and Activities:	**Outcomes and Results:**
• Equity Scorecard Report for Access – Recommendations 1-8 • Transfer Access and Success Committee – Strategies 10-12, 14-16, 19-20 (2013)	*This section is under construction.*