

Strategic Plan 2008-2013 Goals Progress Report

Edition 1, October 2010
For the Lehigh Valley Campus

Enclosed is a report of the progress achieved from Spring 2009 through Fall 2010 towards the eight campus goals contained within the 2008-2013 Penn State Lehigh Valley Campus Strategic Plan. Data and information was collected via Campus Logs and compiled via a Strategic Plan Implementation Matrix.



Compiled by Institutional Planning
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Refer to the Report Appendix for more information

Goal 1

Meet or exceed the standards for a Penn State campus that serves a growing metropolitan region while maintaining fiscal responsibility

Ongoing Initiatives	Performance Measures	Status	Actions Needed for 2010-11
<p>1.3 Continue to establish a safe and secure environment for all members of the campus community and have appropriate measures in place for emergency responsiveness</p> <p>1.4 Help students with financial need to have access to a quality Penn State education</p> <p>1.5 Address obstacles to education that relate to a growing and diverse population</p> <p>1.6 Ensure all campus academic programs align with University Park programs and meet the appropriate standards of quality</p> <p>1.7 Develop and maintain a quality campus workforce</p> <p>1.8 Create and implement an appropriate marketing plan to promote the campus and academic programs within the region</p> <p>1.10 Raise funds to support capital expansion and other campus upgrades</p> <p>1.11 Promote, enhance, and engage all elements of A Framework to Foster Diversity</p>	<p>-Creation of Campus Emergency Plan</p> <p>-Student Satisfaction Survey Data (level of satisfaction with on-campus services)</p> <p>-Faculty/Staff Climate Survey Data (level of satisfaction with campus climate and services)</p> <p>-Establishment of on-campus services to address systemic obstacles (financial aid, tutoring needs, and diversity factors)</p> <p>-Enrollment Trends (to ensure an increase in enrollments and a maintenance or increase in the diversity of the student body)</p> <p>-Review of Learning Outcomes (to ensure alignment with UP standards)</p> <p>-Recruitment and Retention Trends for campus faculty and staff</p> <p>-Evidence of marketing plan; community survey (knowledge of campus programs and services)</p> <p>-Funding increases; evidence of campus expansion/upgrades</p> <p>-Diversity Strategic Plan progress data</p>	<p>-Campus emergency plan established for the new campus; additional security personnel and equipment secured</p> <p>-Student Satisfaction survey completed; feedback shows positive response to new campus, services, and activities</p> <p>-Financial Aid workshops implemented; SMARTHINKING on-line tutoring established; FYE HDFS 287W added to address needs of first-year students; On-campus counseling added; Diversity Committee increased faculty/staff/student members</p> <p>-Enrollment trends chart updated; showcases increase in enrollment and in female and minority student populations</p> <p>-Learning Outcomes established for some programs</p> <p>-New campus and upgrades accomplished due to increased capital funding</p> <p>-Campus Diversity Plan has been completed for 2010-15</p>	<p>+Extract data from Student Satisfaction Survey to gain specific numbers</p> <p>+Develop Faculty/Staff Climate Survey</p> <p>+Seek additional financial aid and scholarship opportunities; promote to students</p> <p>+Ensure all programs have learning outcomes and align with UP standards</p> <p>+Analyze faculty/staff recruitment/retention trends</p> <p>+Continue to develop faculty/staff mentoring program; offer/promote professional development events</p> <p>+Develop and collect data from community survey to showcase marketing plan achievements</p> <p>+Continue to raise funds to support campus upgrades</p>
Additional Initiatives	Additional Performance Measures		
<p>1.1 Expand the facilities to allow the campus to accommodate the growing population as efficiently as possible (2013-Progressing)</p> <p>1.2 Continue to enhance the facilities to meet the Penn State brand (2013-Progressing)</p> <p>1.9 Create a campus environment that is stepped in sustainability for the good of the environment (2012)</p>	<p>-Acquisition of additional campus space; dedicated spaces for faculty, staff, students, etc.</p> <p>-Funds raised for campus upgrades</p> <p>-CEAP evaluation</p> <p>-# of courses that integrate sustainability into curriculum</p> <p>-# of community service events focused on "green" initiatives</p>	<p>-New campus location at Center Valley increased overall space by 300%; dedicated spaces for faculty, staff, students, and student services</p> <p>-Ongoing renovations being made to faculty offices, science labs, art gallery, student spaces, etc.</p>	<p>+Keep aware of 2012 and 2013 initiatives</p>

Overall Current Status

With the acquisition of a new campus building, additional space has allowed for increases in projected student enrollment and services for students/faculty/staff that align with Penn State standards. Survey and statistical data should continue to be compiled to showcase increases in satisfaction, fiscal efficiency, and recruitment/retention trends. Capital fundraising should continue to be a priority.

Goal is progressing with many initiatives achieved and actions ongoing.

Goal 2

Continue to develop programs to meet the demands of the dynamic global environment

Ongoing Initiatives	Performance Measures	Status	Actions Needed for 2010-11
<p>2.10 Encourage alumni to participate in diverse global programs</p> <p>2.11 Utilize the Penn State Lehigh Valley Writing Project to link Penn State University to global educational initiatives</p> <p>2.12 Increase professional development opportunities for staff specifically related to diversity issues</p> <p>2.13 Increase opportunities for students to participate in projects and educational events related to diversity issues</p>	<p>-# of programs offered; goal is one per year</p> <p>-Creation of new global partnerships</p> <p>-# of professional development activities/workshops offered for faculty/staff (with diversity emphasis); goal is one per semester with at least 10 participants</p> <p>-# of projects and events offered to students (with diversity emphasis); goal is one per month with 10-15 participants</p> <p>-Student Satisfaction Survey and Faculty/Staff Climate Survey data</p>	<p>-Two alumni programs held in 2009 (tour of London and United Nations trip); one trip planned for 2010 (Bermuda cruise) and 2011 (international tour)</p> <p>-Global partnerships through LVWP are still being explored</p> <p>-Targets for PD offerings for faculty/staff and student projects and events added to Diversity Strategic Plan; many diversity events held for students in 2009-10</p>	<p>+Establish global program connections</p> <p>+Implement 2010-15 Diversity Strategic Plan, including development and assessment of PD sessions and events related to diversity</p> <p>+Analyze Student Satisfaction Data</p> <p>+Implement Faculty/Staff Climate Survey</p>
2009 Initiatives			
<p>2.1 Incorporate current and emerging technology to increase collaborative efforts among faculty, staff, and students</p> <p>2.2 Develop and implement Study Abroad Programs</p> <p>2.4 Increase internship opportunities locally, nationally, and internationally</p>	See 2009 Status Report		
Additional Initiatives	Additional Performance Measures		
<p>2.3 Create learning communities or interdisciplinary course offerings and team teaching that include global perspectives across disciplines (2012)</p> <p>2.5 Increase opportunities for students to network with business community leaders and alumni (2013)</p> <p>2.6 Enhance campus lecture series to address global perspectives (2010)</p> <p>2.7 Identify new markets for Academic Programs (2013)</p> <p>2.8 Design part-time options for adult students interested in pursuing academic programs (2013)</p> <p>2.9 Increase private and grant funding for programs that can offer global perspectives for students, faculty, staff, alumni, and the community (2010)</p>	<p>-# of learning communities and course offerings with global perspectives</p> <p>-Evidence of use of UP's online career systems</p> <p>-# of networking events held or promoted through Career Services</p> <p>-# of campus lectures offered; target is one per semester</p> <p>-Market assessment for new academic programs</p> <p>-Evidence of increased scheduling options</p> <p>-Increase in funding for global programs</p>	<p>-Many of these initiatives are also included in the campus' Diversity Strategic Plan for 2010-15</p>	<p>+Seek grant funding to support global programs for faculty, staff, and students; showcase an increase in such funding</p> <p>+Keep aware of 2012 and 2013 initiatives</p>
Overall Current Status			
Many of the ongoing and 2009 initiatives have progressed near achievement. Many of these global-based and diversity-based initiatives are also included in the campus' Diversity Strategic Plan 2010-15, allowing for increased prioritization.			
Goal is progressing; actions are ongoing			

Goal 3			
Aggressively recruit and enhance the retention of quality students			
Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
3.2 Recruit traditional-aged students based on regional population increases 3.3 Increase transfer and adult student enrollment 3.6 Enhance career programs for campus majors 3.7 Increase membership in the Blue and White Society in order to have an increased presence in the community 3.8 Expand scholarship opportunities for underserved populations 3.9 Promote campus climate of inclusion and respect	-Maintenance or increase in the number of students; including minority students -Increase in transfer enrollments -Increase in adult student enrollment -Number of career programs based on majors; target is 2 per semester -Increase in Blue and White Society Membership; target is 40% increase by 2013 -Evidence of increased scholarship funding or number of scholarships awarded -Continuation of Diversity Committee -Increase in the number of diversity-related programs and clubs, target is one program/month and 30% increase in clubs	-Student enrollment increased 2.9% from 2008 to 2009 -The percentage of minority and nontraditional students continues to incrementally increase; currently at 22.9% and 20.2%, respectively -Recruitment Coordinator position has been created and will be filled in Fall 2010 -At least 10 career-based sessions/events were offered in 2009-10 through Career Services -Membership in the Blue and White Society increased from 55 (Feb 09) to 84 (May 09); 35% increase -Campus climate initiatives incorporated into Diversity Strategic Plan 2010-15	+Continue to track student enrollment trends (traditional, adult, minority, and transfer students) +Showcase increase in transfer and adult enrollments +Continue to increase Blue and White Society membership +Develop an increase in scholarship funding and/or number of scholarships +Implement 2010-15 Diversity Strategic Plan, including programs and clubs
2009 Initiatives			
3.1 Coordinate efforts to analyze recruitment and retention trends and data to provide direction for recruitment/retention action plans	See 2009 Status Report		
Additional Initiatives	Additional Performance Measures		
3.4 Promote and expand our Honors Program to expand and enhance opportunities to recruit quality students (2010-Progressing) 3.5 Increase the retention percentage of presently enrolled students (2013)	-New recruits into Honors Program -Increased retention of presently enrolled students; target is 10% increase	-Honors Coordinator has met with Honors Coordinators at local community colleges to attract Honors students into degree programs	+Expand the Honors Program +Keep aware of 2013 initiatives
Overall Current Status Recruitment and retention of students has been a priority for the campus. Enrollment has increased, including slight increases in minority and adult populations. The Institutional Planning Consultant updates trends and data information; while the Enrollment Management Committee continues to meet regularly to analyze trends and make recommendations. A recruitment coordinator is being hired to implement recruitment plans. Membership in the Blue and White Society has increased, and the Honors Program is making inroads into community colleges. Focus needs to be on expanding scholarships/funding and implementing diversity initiatives.			
Goal is progressing; actions are ongoing			

Goal 4

Enhance a student-centered environment by providing appropriate support services to meet the needs of a growing and diverse population

Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
<p>4.2 Continue to develop and provide academic support services to meet the demands of a diverse population</p> <p>4.3 Continue to develop and provide student-centered programs and services to meet the demands of a diverse population</p> <p>4.4 Expand and enhance student-centered and academic services for adult learners</p>	<p>-Evidence of increased support services, including new programs, nontraditional hours, and marketing of services</p> <p>-Increased use of Learning Center, including SMARTTHINKING online tutoring system</p> <p>-An increase in the satisfaction of Student Advising Services and Student Satisfaction</p> <p>-An increase in student-centered programs and services</p> <p>-An increase in adult-based programs and services</p>	<p>-Hallway Advising Program implemented; advising programs offered both day and evening hours; links added to website for veterans and adult learners</p> <p>-SMARTTHINKING implemented; 3 additional tutors hired for Learning Center</p> <p>-Benchmarks established for Learning Center (Fall 2008: 1776 contacts/339 students; Spring 2009: 1364 contacts/247 students</p> <p>-Advising Survey implemented in Fall 2008; benchmark data collected</p> <p>-Career Services increased programs/services in 2009 to 19 class presentations, 14 workshops, 2 on-campus programs</p> <p>-Career Services received Grant for Adult Learner Success Series, created 16-member Advisory Board and implemented 4 ALSS programs with 148 participants</p>	<p>+Continue to increase offerings through support services on campus</p> <p>+Continue to analyze trends in Learning Center use to showcase increased use</p> <p>+Extract data from Student Satisfaction Survey to show satisfaction levels with support services</p> <p>+Continue to increase student-centered programs</p> <p>+Continue to increase adult-based programs</p>
<p>Additional Initiatives</p>	<p>Additional Performance Measures</p>		
<p>4.1 Create and design an Academic Support Center in which Advising, Career Services, and Learning Center would be housed to better meet the needs of our population (2013)</p> <p>4.5 Acquire additional space dedicated to art and cultural events and series (2013-Progressing)</p>	<p>-Evidence of Academic Support Center through collaboration of services and acquisition of dedicated space</p> <p>-Evidence of additional space for art and culture events; target of 2 programs/events per semester</p>	<p>-Units within Support Services have been granted designated spaces within the new campus, including a new Career Services Suite, Advisor Offices and Conference Room, and expanded Learning Center</p> <p>-Art Gallery at new campus will open in Fall 2010 to showcase art and diversity-related series</p>	<p>+Continue to develop collaborations for an Academic Support Services</p> <p>+Continue to develop the Art Gallery and track programming and events</p>

Overall Current Status

With the acquisition of the new campus, units within Academic Support Services have been designated specific spaces. Some programs and services for traditional and adult students have increased in number or method offered. Those that have been identified with benchmark data are positioned to track growth and achievement towards the ongoing implementation of a student-centered environment for a range of diverse students.

Goal is progressing; actions are being implemented or are ongoing

Goal 5 Increase outreach to the community to improve the quality of life in our local service areas			
Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
<p>5.4 Expand services and programs to support Workforce Development</p> <p>5.6 Develop ways to promote diverse outreach activities to increase involvement of the campus population and alumni</p>	<p>-Increase in funding to support Workforce Development Programs, including youth programming</p> <p>-Evidence of increased Management Development Programs through revenue/program offerings</p> <p>-Increase in in-service programs through LVWP for local school districts</p> <p>-Creation of diversity-related website that highlights events; target is 500 visitors each semester and 2 events per semester</p> <p>-Creation of database of local alumni</p> <p>-Evidence of integration of outreach activities in campus marketing</p>	<p>-CE acquired over \$600,00 subcontract with the Allentown Housing Authority; over 100 youth and adults served over 6-month period (3-8/2010)</p> <p>-CE launched 84-hour Project Management Certificate in 2009</p> <p>-2009-10 LVWP in-service contracts with 5 school districts; Part-time In-service Coordinator hired in Fall 2010</p> <p>-Alumni database created in 2009</p> <p>-University Relations created "This Week @ LV" electronic newsletter which highlights outreach events; events are publicized through posters, website, press releases, etc.</p>	<p>+Continue to utilize the new Technology Center to implement workforce development and corporate/management development training</p> <p>+Continue to increase in-service programs through LVWP</p> <p>+Monitor traffic on the Diversity website; ensure 2 diversity events per semester</p> <p>+Continue to add to and utilize the alumni database</p> <p>+Continue to develop ways to market outreach events to the campus</p>
2009 Initiatives			
5.1 Continue to emphasize the need for student, faculty, and staff participation in community service activities	See 2009 Status Report		
Additional Initiatives	Additional Performance Measures		
<p>5.2 Develop and provide a career program that incorporates and benefits the local community (2013)</p> <p>5.3 Promote the accomplishments of faculty, staff, and students throughout the local community (2010-Progressing)</p> <p>5.5 Continue to grow the campus' summer camp offerings (2012-Progressing)</p>	<p>-Increased partnerships with local companies and community agencies</p> <p>-Implementation of Academic Newsletter for community about Academic Programs</p> <p>-Evidence of marketing plan to promote accomplishments</p> <p>-Camp evaluations; Increase in camper participants and/or offerings</p>	<p>-Tradition Magazine (published each semester) highlights accomplishments of the campus and is available for distribution in the community;</p> <p>-New Faculty Accomplishments Newsletter emailed to campus community several times per semester</p> <p>-LVWP Summer Writing Camps increased campers from 180 to 197 (2008 to 2009); increase of approximately \$7,000 revenue with slight rise in tuition based on market analysis</p>	<p>+Continue to support and develop Writing Camps/other camp options</p> <p>+Develop and implement an Academic Newsletter for the community</p> <p>+Keep aware of 2012 and 2013 initiatives</p>
<p>Overall Current Status</p> <p>Workforce development and community outreach programs continue to grow for the campus and have increased in potential with the new Penn State Center for Technology. Programs for local teachers, as well as alumni and community/youth programs, show slight increases as well. The priority over the duration of the current strategic plan period is to continue marketing faculty, staff, and student accomplishments within the community and for ongoing involvement in diversity and outreach activities.</p> <p>Goal is progressing; actions are being implemented or are ongoing</p>			

Goal 6

Enhance our scholarly campus community

Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
6.1 Provide quality faculty for all Penn State Lehigh Valley Programs	-Establishment of faculty mentor program; evaluation of faculty mentees -Review of SRTE data -Student Satisfaction Survey data -Faculty/Staff Climate Survey data	-Faculty mentor program is an initiative within the 2010-15 Diversity Strategic Plan -SRTE data collected each semester -Student Satisfaction Survey conducted in Spring 2010	+Establish faculty mentor program and assess effectiveness via evaluations +Continue to analyze SRTE data/feedback +Extract data from Student Satisfaction Survey results related to faculty, academic programs, and courses
Additional Initiatives	Additional Performance Measures		
6.2 Establish periodic reviews and revision of academic programs to ensure they are appropriate for their fields of study (2011) 6.3 Add Schreyer Honors status for degree programs (2010) 6.4 Establish a Visiting Writers Series on campus (2010)	-Schedule of program reviews, including Learning Outcomes -Addition of Schreyer Honors status for at least one Program (Elementary Ed and/or Applied Psychology) -Establishment of Visiting Writers Series; target is one visit per semester		+Add Schreyer Honors status to at least one +Establish a Visiting Writers series +Keep aware of 2011 initiative
<p>Overall Current Status Some progress has been made towards this goal, but the majority of strategic initiatives have a 2010/2011 timeline to be completed. Priority should be on the actions delineated for 2010-11 to further achieve this goal. Goal is progressing; additional actions are needed to achieve this goal</p>			

Goal 7

Continue to focus our teaching, research, and service efforts towards public work that benefits and preserves the common good of our democratic society

Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
<p>7.1 Encourage action research, evaluation, and assessment that support access and objectivity of data and information about key policy issues</p>	<p>-Center for Community and Organizational Research (CCOR) contracts and projects</p> <p>-Evidence of grant-funded projects that focus on key policy issues</p>	<p>-CCOR conducted research and finalized report in 2009 for the LV Economic Development Corporation (Latino Economic Council) re: Latino business owners in the LV</p> <p>-CCOR contracted with Allentown School District to conduct research for the 21st Century Community Learning Center grant in 2008-9 and 2009-10</p> <p>-CCOR conducted Resident Survey for the Penn State Center for Technology in Summer/Fall 2009; 4 OLEAD students led the project; findings were presented to Allentown Housing Authority and community agencies</p> <p>-Grant-supported Lehigh Valley Writing Project imbeds action research/inquiry about classroom practices and key educational issues into the annual Summer Institute (6 grad credits); findings presented at Best Practices Conference in 2009 and 2010 for over 100 local educators</p> <p>-Grant-funded MODELL Program (through Dept. of Education in 2008-9 for 3 years) encourages ESL-based action research for pre-service teachers; findings presented at 2009 and 2010 Diverse Literacies Conference</p>	<p>+Continue to increase grants and contracts that allow for research and assessment involving key policy issues</p>
<p>Additional Initiatives</p>	<p>Additional Performance Measures</p>		
<p>7.2 Operate a Neighborhood Network Education Center supported by funding from the US Office of Housing and Urban Development (2010-Progressing)</p> <p>7.3 Expand and adapt precollege programming around academic development and opportunities for employment (2012-Progressing)</p> <p>7.4 Support initiatives in the area of sports ethics promoting the personal development of youth (2010-Progressing)</p>	<p>-NNC/HUD data and reports, including # of participants in Center programming and # of programs offered to the community</p> <p>-Amount of grant funding acquired to support precollege programming; continuation of WIB program/s</p> <p>-Evidence of support (participants/programs, funding, etc.) for sports ethics initiatives</p>	<p>-Over \$600,000 in committed funding from HUD/Allentown Housing Authority; 88 participants in 9 programs (Spring/Summer 2009)</p> <p>-Acquisition of PIC Pre-College Program with approximately \$160,00 in funding</p> <p>-Continuation of CareerLinking Academy for Southern Lehigh SD in Spring 2009; 150 high school students</p> <p>-Student Affairs hired a new Coordinator of Athletics in Fall 2009; Offered first on-campus summer training for local high school athletes</p>	<p>+Continue to operate the Penn State Center for Technology; track participants and programs</p> <p>+Continue to seek and acquire grant funding for precollege and workforce programs</p> <p>+Continue to establish programming to support sports ethics</p>

Overall Current Status
 Research and assessment has been a focus for the campus over the past year and a half through the Center for Community and Organizational Research, the Penn State Center for Technology, the Lehigh Valley Writing Project, and pre-college programming initiatives. Contracts and funding should continue to be a priority to increase the scope and influence of this work in order to fully advance this goal.
Goal is progressing ,with many actions taken towards initiatives

Goal 8

Increase our number of community collaborations

Ongoing Initiatives	Performance Measures	Status	Actions Needed For 2010-11
No ongoing initiatives delineated in the Strategic Plan			
Additional Initiatives	Additional Performance Measures		
<p>8.1 Partner and work with regional Penn State campuses and area colleges to develop and offer programming (2012-Progressing)</p> <p>8.2 Investigate collaborations with international colleges for interdisciplinary/cultural education (2010)</p> <p>8.3 Collaborate with public education entities to offer Penn State and services (2012-Progressing)</p> <p>8.4 Collaborate with the World Campus and e-Learning Cooperative to enhance online experiences for students (2012)</p>	<p>-Evidence of collaboration with regional PSU campuses and area colleges</p> <p>-Evidence of partnerships with international colleges; target is one potential collaboration in 2010</p> <p>-Evidence of collaborations with public education (dual enrollment, LVWP programming, service-learning opportunities)</p> <p>-On-line course data and student assessment feedback</p>	<p>-PSLV is currently involved in the Business Program Alliance via VLN (Video Learning Network) with 4 other PSU campuses</p> <p>-Lehigh Valley Writing Project received grant continuation in 2009 and 2010 to offer contracted programs to public schools</p> <p>-Dual enrollment programs (Emerging Health and Emerging Engineering) continued; 11 school districts represented</p>	<p>+Build collaboration with at least one international college in 2010-11</p> <p>+Collect data and information related to the VLN Project (revenue sharing, participants, etc.)</p> <p>+Build upon collaborations with public education</p> <p>+Collect and compile on-line course data and assessments</p>

Overall Current Status

Three-fourths of the strategic Initiatives within this goal are set to be achieved in 2012. Progress towards these the achievement of these initiatives has begun. One initiative, partnering with regional PSU campuses, is set for 2010. Progress with this initiative has been made with the Video Learning Network Project. Priority should continue to be on community collaborations with public education entities, the World Campus, and international colleges.

Goal is progressing; most initiatives set to be achieved in 2012.

Report Appendix

Notes: Explanation of Columns within report

Ongoing Initiatives Column: This column lists all Strategic Initiatives established with an “ongoing” timeframe within the 2008-13 campus strategic plan. This column may also contain sections that delineate 2009 Initiatives and/or Additional Initiatives.

2009 Initiatives: This column lists all Strategic Initiatives established with a “2009” timeframe within the 2008-13 campus strategic plan. The statuses of these initiatives are contained within the 2009 Status Report.

Additional Initiatives: This column lists all Strategic Initiatives established with a “2010, 2011, 2012 or 2013” timeframe within the 2008-13 campus strategic plan. The statuses of these initiatives are noted (if progress has occurred).

Performance Measures Column: This column lists measures of performance and/or targets for assessing progress and achievement of each strategic initiative with an “ongoing” timeframe. The column may also contain a section that delineates Additional Performance Measures.

Additional Performance Measures: This column lists measures of performance and/or targets for assessing progress and achievement of each strategic initiative with a “2010, 2011, 2012 or 2013” timeframe.

Status Column: This column lists information that has been collected from Administration, Senior Management, and campus departments via Progress Logs. Additional information was compiled via data compiled by Institutional Planning, the campus website, email list-serv messages, reports, and feedback from surveys or campus reports.

Actions Needed for 2010-11 Column: This column lists actions that are needed to occur in order to achieve Strategic Initiatives with an “ongoing” or “2010” timeframe. For 2011-2013 timeframes, the phrase “Keep aware of 2011-2013 initiatives” is used to draw attention to actions that should be noted but are not as high of a priority according to the timeframe subscribed to them.

Overall Current Status Row: This row lists a summary of the current status and/or progress towards achieving each of the 8 goals within the 2008-13 Strategic Plan. This information will be updated in subsequent reports based on information collected via campus progress logs.