



# IUP Strategic Plan

*Advancing a Legacy of Excellence*

**Tony Atwater, Ph.D.**  
President

**Rhonda Luckey, Ed.D.**  
Vice President for Student Affairs

**Student Affairs Leadership Team**  
Terry Appolonia, Dean of Students/Associate VP for Student Development

Jim Begany, Associate VP Enrollment Management

Mark Anthony, Director, Career Development Center

Frank Condino, Director/Chair, Intercollegiate Athletics

Malinda Cowles, Inter. Exec. Dir, Ctr Health and Well-Being

Rich DiStanislao, Executive Director, Ctr for Student Success

Cathy Dugan, Director/Chair, Advising and Testing Center

Scott Gibson, Director, Health Service

Dennis Hulings, Exec. Director, Student Co-op Association

Mike Husenits, Director, Admissions

Beth Kinkade, Chair, Counseling Center

Mike Lemasters, ADOS/Director, Housing and Residence Life

Kate Linder, ADOS/Director, Student Life

Patti McCarthy, Director, Financial Aid

Carolyn Princes, ADOS/Director, African American Cultural Ctr

[www.iup.edu/studentaffairs](http://www.iup.edu/studentaffairs)

724-357-2220

IUP-HAWKS@iup.edu

## Student Affairs Division Business Plan 2009-2010



### Goal 1—Academic Excellence

**A. Further develop and enhance distinctive and rewarding undergraduate, masters, and doctoral programs**

**B. Strengthen and expand support for graduate education**

SA 1.B.1. Continue to support and train graduate assistants and provide graduate student practicum experiences to enhance the knowledge, skills, and practica experiences of graduate students.

**C. Increase access to educational opportunities through a variety of innovative teaching and learning approaches**

SA 1.C.1. Work collaboratively with Academic Affairs to draft an action plan for increasing course/program offerings and student enrollment in IUP's distance learning program.

SA 1.C.2. Integrate social norming strategies into academic offerings.

SA 1.C.3. Partner with academic departments and colleges to provide psycho-social/developmental components of learning.

**D. Attract and retain highly qualified, diverse faculty and academic support staff**

SA 1.D.1. Work towards converting temporary granted funded faculty position(s) to full time faculty position.

**E. Expand opportunities for students to participate in international learning experiences**

SA 1.E.1. Serve as support personnel for staff, faculty and students experiencing international learning.

- Co-sponsor with OIE a healthcare forum for International women.

**F. Increase faculty research and scholarship in all its forms**

SA 1.F.1. Support faculty research effort and scholarship.

**G. Foster achievement of student learning outcomes**

SA 1.G.1. Continue to examine divisional assessment practices to ensure their alignment with learning outcomes.

SA 1.G.2. Implement Student Success Center.

- Implement the PATH lab in Pratt Hall for students who need assistance with classroom projects and assignments.
- Work with ACPAC and the Student Computing Subcommittee to support student academic computing needs.

SA 1.G.3. Participate in discussions with the University Senate to identify ways to define "First Year Experiences" within the required curriculum.

### Goal 2—Student Development & Success

**A. Support Student Success**

SA 2.A.1. Provide a learning environment that fosters active learning, academic progress, student-faculty interaction, and student success to improve the persistence of all students.

- Continue to advance the freshman class first-year experiences, including convocation, common freshman reader, and Welcome Week (FOCIS).
- Provide Peer Mentoring to increase the retention rate in first year students.
- Implement the Punxsutawney Regional Campus Success Model.
- Develop the new Residential Peer mentoring programming model to support living-learning initiatives.
- Collaborate with A-Deans and academic advisors in support of individual students in need.
- Support the advancement and continued consensus building of deferred recruitment.

SA 2.A.2. Streamline divisional procedures for dealing with students in distress.

- Develop scheduling system that prioritizes students in academic jeopardy.

SA 2.A.3. Provide Needed Psycho-Social and Developmental Support and Services to Diverse Students.

- Complete RFP guidelines and policies and hire an on-site psychiatric provider.
- Assist in the development of a GLBTQA PASSHE-wide consortium.
- Assist in development of a proposal for a Women's Center.
- Assist in development of a proposal for a LGBT Center.
- Incorporate the College Prep 101 LASO into the Center for Student Success.
- Create a student/faculty advisory council for non-traditional students.
- Create a student/faculty advisory council for students with disabilities.

**B. Promote living-learning experiences**

SA 2.B.1. Develop new and enhanced living-learning communities: Social Justice & Civic Engagement; Global Awareness; and Business

**C. Provide students with opportunities for experiential learning**

SA 2.C.1. Work collaboratively with CCESL in the provision and support of internships.

**D. Promote the development of student leadership skills, personal character, and ethics**

SA 2.D.1. Working collaboratively with CCESL, implement a Student Leadership and Involvement Model incorporating underclass emerging leaders, experiential education, and reflective learning.



SA 2.D.2. Create the Dean of Students (DOS) BP and engage the DOS Team in collaborative support of student engagement, student advocacy and environmental management goals.

**E. Foster student life experiences which respond to students' unique needs and interests**

SA 2.E.1. Work collaboratively using the recommendations of the President's Commission on Reducing Student Substance Abuse to provide leadership, counseling and outreach to students and the IUP community regarding responsible drinking.

SA 2.E.2. Provide IUP students with engaged and empowering methods of dealing with healthy lifestyle choices.

- Develop a strategic plan for the Center for Health and Well-Being.
- Promote HAVEN Projects' advocacy, outreach and counseling.
- Develop and implement campus-wide fitness and recreation that fosters a culture of friendly competition and healthy living choices.

### Goal 3—Civic Engagement

**A. Develop and expand civic engagement opportunities for students, faculty, and staff** See SA 2.D.1.

**B. Develop strong partnerships with the local, national, and global communities**

SA 3.B.1. Continue to foster Community partnerships.

- Continue to collaborate with community agencies: Alice Paul House, Adagio Health, Community Care Management, Human Service Council, Open Door, PA Department of Health, IRMC, Indiana County HIV Network, Indiana Community Guidance Center, CAUUD, Law Enforcement; Indiana County HIV Network, Domestic Violence/Sexual Assault Task Force, Advisory Board of Community Care Management.

- Continue to work collaboratively with DCNR in providing boat rentals for anyone visiting Yellow Creek State Park.

- Address neighborhood relations between students and community residents through a collaboration between the CCESL, the Borough and the Indiana County Office of Planning and Development.

**C. Provide a culture that celebrates differences and values diversity**

SA 3.C.1. Demonstrate the Division's value for diversity through campus culture, programs/services, trainings and workshops, and forms of communication:

SA 3.C.2. Strengthen the DOS Model by formalizing the ADOS for Multicultural Affairs Component

SA 3.C.3. Serve on various university commissions: University Commission on GLBT Issues , President's Commission on the Status of Women, Diversity Resource Group , AACC Advisory Committee, Disability Advisory Board, Veterans' Outreach Group, Non-traditional undergraduate student advocacy team (NUSAT).

### Goal 4—Marketing and Promotion

**A. Elevate the visibility of IUP through implementation of an integrated marketing communications plan**

SA 4.A.1. Collaborate with University Relations in the development and implementation of an integrated marketing communications plan to create a stronger, more consistent institutional image.

- Market Pratt Hall to attract students into the building and direct them to the academic support services which exist in the building.
- Establish Facebook presence for various Student Affairs departments and programs.
- Continue web-based and internal communication improvements.

SA 4.A.2. Enhance communications through use of advanced technologies: Hobson's Student Portal; Parent Communication; Digital signage for on-campus communication; student daily web newsletter; Maxient web-based student case manager; CRM (Constituent Relationship Management) Enrollment Management package to enhance the recruiting, admissions and retention efforts of students to the university.

**B. Brand IUP on the local, national, and international scale by using the brand promise**

**C. Enhance IUP spirit and pride among all members of the university community**

SA 4.C.1. Increase IUP spirit and pride among students through active leadership and participation in various university-wide endeavors, including the Convocation Committee, Homecoming, Welcome Weekend, new student orientation "Catch the Spirit", etc.

SA 4.C.2. Finalize and promote IUP Collegian Weekend initiative, with an emphasis on coordination of existing student organization programs and activities.

### Goal 5—Enrollment Management

**A. Refine and execute a university enrollment management plan to recruit, retain, and graduate all students**

SA 5.A.1. Complete five-year University Enrollment Management Plan for 2008-2009 and 2009-2010 by November 2009.

**B. Engage all members of the university community to strengthen recruitment and retention efforts**

SA 5.B.1. Engage the Enrollment Management Council in enrollment management discussions and improvements: Study retention trends and implement strategies to improve the persistence of first-year students and four and six year graduation rates.

SA 5.B.2. Support the retention and successful transition of Punxsutawney students to Indiana Campus through the Punxsutawney Success Model.

### Goal 6—Continuous Improvement

**A. Develop and implement a process to realize university mission and goals**

SA 6.A.1 & 2. Incorporate process and outcomes assessments within all Division Departments and share results with the University community.

SA 6.A.3. Conduct systematic program reviews in accordance with university plans and System expectations: accreditation of Health Service and reaccreditation of Counseling Center.

SA 6.A.4. Contribute to the Campus Master Planning effort.

**B. Engage the university community in a process of continuous improvement**

SA 6.B.1. Evaluate division services, policies, and procedures to strengthen the student-centered service model.

SA 6.B.2. Continue to require each division department to conduct at least one continuous improvement study.

SA 6.B.3. Continue to provide multiple opportunities for professional development, locally and within the Commonwealth.

### Goal 7—Resource Development

**A. Strengthen the financial resource base of the university through increases in research grants, annual giving, endowment, major gifts, outreach to alumni, and advocacy to policy makers**

SA 7.A.1. Insure a successful opening and initial operation of Phase IV complex of the Student Residential Revival Project.

SA 7.A.2. Write university, state, and federal grants to support the work of the Student Affairs division.

- Continue the work of Operation Front Runner.

**B. Strategically leverage optimal availability of resources for scholarships, programs, services, and facilities**

SA 7.B.1. Develop a financial aid/scholarship leveraging plan.

**C. Provide facilities and technology commensurate with academic mission**

SA 7.C.1. Improve academic support facilities, athletic facilities, recreational resources, equipment, and technology: Landro video system for Counseling Center graduate training program.; athletics master plan; I-Card technology; card scanning software for verification of participation in events.

**D. Manage resources effectively and efficiently to accomplish the University mission and strategic plan**

SA 7.D.1. Evaluate fee-for-service practices and promote enhancements to increase fee revenue.

SA 7.D.2. Continue to allocate and manage Student Co-op funds to benefit a variety of student organizations.

SA 7.D.3. Continue to foster a culture of accountability through faculty, management, administrator, and staff professional development plans, performance plans, and reorganizations.

SA 7.D.4. Balance Student Affairs - University E&G budget by removing \$350K in 2009-2010.

### Goal 8—University Safety & Security

**A. Enhance and strengthen a safe, secure, and healthy environment for members of the university community**

SA 8.A.1. Develop and implement comprehensive university-wide plan addressing violence prevention.

- Increase efficiency of judicial communication through use of a new software management system.
- Review and revise the process for adjudicating allegations against recognized student organizations to create greater efficiency.

SA 8.A.2. Lead and advance the outcomes of the Crisis Assessment and Response Team.

SA 8.A.3. Finalize Pandemic Plan.

SA 8.A.4. Finalize the Division and all Departmental Emergency Operations Plans.

**B. Enhance security of the physical and informational assets of the university**

SA 8.B.1. Use technology to enhance surveillance capabilities:

- Upgrade video surveillance and card-access capabilities in residential facilities.
- Investigate, obtain and use 'panic buttons' to better ensure safety/security in the Center for Health and Well-Being.