

Goals

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
Admin (Strategic) - Academic Advisement	Address Changes to Academic Programs	Active	2011-12	Develop resources and adjust procedures to address changes to academic programs including teacher certification programs, occupational therapy, and five-year programs	Resources and procedures will be in place for new and revised programs	
	Improve Communication and Resources for Students	Active	2011-12	Continue initiatives to improve communication with and resources for students -Use technology (Skype, on-line chat, etc.) to expand delivery methods -Improve communication with and resources for transfer students -Develop on-line forms and resources	<ul style="list-style-type: none"> -New delivery methods will be in place for communicating with students on a regular basis, such as Skype and/or on-line chat -On-line transfer orientation will be completed and promoted -On-line forms will be completed for course progress warnings and freshman scheduling 	<ul style="list-style-type: none"> 3. Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: <ul style="list-style-type: none"> -Veteran students -Transfer students -International students (Strategic Plan Goal 5)
	New Core	Active	2011-12	<ul style="list-style-type: none"> -Provide representation on Core Curriculum Committee to move implementation process forward -Develop advising training/tools for faculty and students for the new core -Begin to update transfer equivalencies and articulation agreements for new core 	<ul style="list-style-type: none"> -The new Core will be implemented per the established timeline -Advisor training will be developed and faculty will participate in it prior to 13/FA -Advising tools (degree audit, etc.) will be updated to reflect the new core prior to 13/FA -Transfer equivalencies will be re-established and articulations re-written by 13/FA 	AA Goal 14: Enhance support for and integration of veterans and transfer students into the Nazareth Community. 1. Continue implementation of the undergraduate Core Curriculum and develop strategies for enhancing communication regarding its status and impact. (Strategic Plan Goal 2, strategy 2.1)
	New Processes	Active	2011-12	Implement the new process for midterm grades and course progress alerts	New processes will be promoted and implemented. Faculty participation will	AA Goal 2: Develop a strategic Plan in Academic Affairs, building on the 2020 process (January 2012). 2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)

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	New Processes	Active	2011-12	Implement the new process for midterm grades and course progress alerts	increase. More students in difficulty will be identified and helped.	AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team.
	Rubric to Assess Student Learning Outcomes	Active	2011-12	Pilot the newly developed rubric to assess student learning outcomes in advising	Advising Council members will pilot the SLO advising rubric with their advisees during the fall 2011 semester and provide feedback to AAC on the rubric.	
	Student Success Initiatives	Active	2011-12	Assist division with planning for and implementation of Student Success initiatives	The Student Success Steering Committee will establish a plan for implementation of sub-committee recommendations, and the recommendations will be carried out.	2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Tutoring	Active	2011-12	Begin to develop and implement tutor training and explore group tutoring options	Training will be implemented for tutors. A decision will be made about whether or not to implement group tutoring options.	AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. 2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
Admin (Strategic) - Academic Affairs (Marino)	Academic Calendar	Active	2011-12	Continue to work with appropriate constituents regarding development of the academic calendar	Concerns of constituents will be addressed and academic calendar will be published in a timely manner.	AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. 2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Academic Policies and Procedures	Active	2011-12	Work with the appropriate individuals and offices, at both graduate and undergraduate levels, to clarify, and/or change academic policies and procedures as needed.	Policy and procedure changes will be implemented and published in appropriate publications and on the college website.	2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Academic	Active	2011-	Work with the Academic Standards Committee	Changes in the process	2.Implement programmatic changes to achieve

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Standards Committee		Active	12	to further improve the process of notification of academic probation and dismissal.	will be implemented.	the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
Budget		Active	2011-12	Continue to coordinate the budget paying particular attention to guidelines needed to distribute adjunct faculty salaries and various budget items	Will develop a plan for an equitable distribution of funds for adjunct faculty in each of the schools.	
Classes		Active	2011-12	Work with the Deans, the Director of Core, the Registrar and Academic Advisement to ensure that there is an appropriate number of classes to accommodate enrollment and classes are scheduled at appropriate times	Student needs will be met with regard to course offerings and schedule of classes will be distributed throughout the day across all class times.	2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
Faculty Manual		Active	2011-12	Continue to work with the FEC regarding revisions to the Faculty Manual	Revisions will be made and become part of the faculty manual.	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).
Part-time Faculty Budget		Active	2011-12	Work on part ?time faculty budget and plans for allocation of funds for each of the schools.	Plan for distribution will be implemented.	
Phi Kappa Phi		Active	2011-12	Continue to investigate the possibility of having the Phi Kappa Phi chapter at Nazareth and if possible prepare the application for submission.	Faculty will be contacted, if we have enough faculty who are current or past members we will be able to apply to Phi Kappa Phi for a Nazareth Chapter.	14. Enrollment targets for FY 2013 -FTUG 2060 -General graduate 16, 760 credit hours -MSW 1425 credit hours -DPT 124 students
						2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
Relationship with Students and Parents		Active	2011-12	Continue to develop working relationships with students and parents who have concerns and/or issues that require resolution.	Feedback from students and parents regarding how the concerns/issues they had were resolved	2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
Special Projects		Active	2011-12	Be Proactive in approaching the VPAA with special projects that would facilitate the smooth operation of the VPAA office.	VPAA will assign special projects as she sees fit.	
Student		Active	2011-	Refine the process of student petitions to	Feedback from students,	2.Implement programmatic changes to achieve

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	Petition Process	Active	2011-12	ensure responses are offered in a timely manner.	faculty.	the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Summer Start Program	Active	2011-12	Work with Associate VP to refine the Summer Start Program.	Summer Start Program changes will be implemented for the summer 2012 program.	2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Undergraduate Issues Committee	Active	2011-12	Continue to work as a liaison to the Undergraduate Issues Committee to discuss possible solutions or changes needed regarding undergraduate issues.	Issues will be discussed and solutions will found and implemented	2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	VPAA/Deans Council and Council of Chairs	Active	2011-12	Continue service on the VPAA/Deans Council and Council of Chairs giving attention to meetings that flow smoothly, adhere to the time and agenda and address needs in a timely manner.	Meetings will become more focused and time limits will be implemented to ensure all agenda items are presented and discussed.	
	Workload Initiative	Active	2011-12	Prepare a report on Workload initiative.	Report will be compiled.	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).
Admin (Strategic) - Center for International Education	Curriculum	Active	2011-12	I. Curriculum: Engaging the World International Experience Internationalization of Civic Engagement Internationalization of CISD Joint/Dual Degree Programs	Approval by Curriculum & Core Committees by 12/15/2011 Establishment of new website? application & evaluation forms Establishment of registrar-mechanism Setting Goals jointly with Center for Civic Engagement by 1/30/2012 Join Program Planning with CISD ? ongoing Signing agreements with partner universities in China, France, Korea, and Ireland by 5/15/ 2012	11. Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
						3. Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community.

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						<ul style="list-style-type: none"> -Veteran students -Transfer students -International students (Strategic Plan Goal 5)
Internal Internship	Internal Internship	Active	2011-12	International Internship International Service Learning	<p>Establish contact networks on the school-levels -- ongoing</p> <p>Coordination with Deans and Department Chairs-- ongoing</p> <p>Establishment of specific targets with the Office of Internship?by 12/15/2011</p> <p>Establishment of specific targets with the Center for Civic Engagement?by 12/15/2011</p>	
International Development	International Development	Active	2011-12	International Development	<p>Hosting delegations with civic organizations from Rochester ? ongoing</p> <p>Maintaining community outreach to ethnic constituencies - ongoing</p> <p>Maintaining cooperation with the International Business Council ? ongoing</p> <p>Maintaining contacts with NGO and other granting agencies ? ongoing</p>	
International Faculty Development	International Faculty Development	Active	2011-12	International Faculty Development	<p>Increased support for faculty initiatives ? ongoing</p> <p>Hosting Fulbright scholars, visiting faculty, and international lectures</p> <p>Developing new policies for international support ? by 10/15/2011</p> <p>Study Abroad Workshop in the Fall: how to</p>	<p>11. Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)</p>

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
International Faculty Development	International Faculty Development	Active	2011-12	International Faculty Development	organize short-term study abroad programs?October 2011	11.Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
International Student Enrollment & Retention	International Student Enrollment & Retention	Active	2011-12	International Student Enrollment & Retention	Working with Washington Based Agencies: AED, IREX, World Learning ? ongoing Signing Joint/Dual Degree Agreements with partner universities?by 5/15/20012 American Language Institute: Year-Around Program Recruitment ? ongoing ? projected 20% increase by 5/15/2012 Increasing Student Exchanges ? 10% increase by 8/15/2012 Coordination with Student Life for student orientation ? ongoing Special International Student Orientation ? by 1/15/2012 Coordination with Academic Advisement Center-- ongoing	11.Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
Study Abroad	Study Abroad: Expanding Global Network Marketing Study Abroad	Active	2011-12	II. Study Abroad: Expanding Global Network Marketing Study Abroad	Signing agreements with partner universities in Latin America, Europe, and Asia by 5/15/2012 Study Abroad Workshop	11.Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming.
					3.Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: -Veteran students -Transfer students -International students (Strategic Plan Goal 5)	

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	Study Abroad	Active	2011-12	<p>II. Study Abroad: Expanding Global Network</p> <p>Marketing Study Abroad</p>	<p>in the Fall: how to organize short-term study abroad programs?October 2011 Visiting all Freshman Seminar courses; Fall Semester</p> <p>Finalizing a Study Abroad Brochure?by 12/15/2011</p> <p>Study Abroad Fairs--Two fairs organized?Fall and Spring</p> <p>Participating in Office of Admission events -- ongoing</p>	(Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
						<p>3.Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community:</p> <ul style="list-style-type: none"> -Veteran students -Transfer students -International students <p>(Strategic Plan Goal 5)</p>
Admin (Strategic) - Dean Health and Human Services	Goal 1	Active	2011-12	<p>Goal 1: Develop a new area of study in Public Health</p>	<p>1. Course entitled Introduction to Public Health offered in Spring 2012 semester</p> <p>2. Revised proposal for the Interdisciplinary Minor in Public Health Submitted to the Curriculum Committee in November, 2011</p> <p>3. Completed draft of a curriculum for a major in public health in May 2012</p>	<p>5.Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs</p> <p>-Set priorities regarding the development of new degree programs</p> <p>-Determine program capacities, particularly within the School of Health and Human Services and the School of Management</p> <p>(Strategic Plan Goal 2, strategies 2.2.1 and 2.6)</p>
	Goal 2	Active	2011-12	<p>Goal 2: Continue to develop interprofessional academic and clinical education in the School of HHS</p>	<p>1. 90% of graduates from HHS programs will have engaged in one interprofessional academic or clinical</p>	<p>AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).</p>

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	Goal 2	Active	2011-12	Goal 2: Continue to develop interprofessional academic and clinical education in the School of HHS	activity as part of their educational experience -Student Exit Questionnaire-April 2012 - Survey of Program Directors-April 2012	
	Goal 3	Active	2011-12	Goal 3: Complete an analysis of space and faculty resources for the P.T, O.T, CAT, and Nursing programs collaborating with Chairs, VPAA, Facilities, and Paulien Assoc. Consultants.	1. Requested data submitted to Paulien Assoc. by September 30, 2011 2. Report received from Paulien by October 15 3. Information utilized by Administration to make a decision regarding expansion of the HHS programs	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).
	Goal 4	Active	2011-12	Goal 4: With the dean of management, complete the exploration of a graduate program in Management in Health and Human Services	1. Recommendation submitted to the Vice President of Academic Affairs 2. If recommended, a proposed curriculum drafted	5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
	Goal 5	Active	2011-12	Goal 5: In collaboration with department chairs, draft a Faculty Hiring Plan for Nursing, O. T., C.S.D., and CAT if target enrollment in the programs is increased.	1. Plan Submitted to the Vice President of Academic Affairs by Oct. 1 1	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms). 2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
						5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs

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Admin (Strategic) - Dean School of Education	Collaborative Relationships	Active	2011-12	Continue to build collaborative relationships at the district level in RCSD and other districts.	Evidence of continued and expanded partnerships with RCSD	-Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
AA Goal 2: Develop a strategic Plan in Academic Affairs, building on the 2020 process (January 2012).						
						11. Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
	Doctoral Program in Instructional Leadership	Active	2011-12	Propose doctoral program for SoE in Instructional Leadership. Aim to have an online option for the program. Receive all necessary internal and external approvals. Plan for launch of new degree program during 2012-2013 academic year.	-Doctoral Program Proposal developed and approved by all necessary bodies: SoE Curriculum Committee, College Curriculum Committee, Board of Trustees, NYSED.	5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
	Expenses	Active	2011-12	Given enrollment trends, reduce expenses where possible. Utilize existing SoE resources more effectively and efficiently. Examine enrollment patterns in SoE course sections to make sure that sections are optimally enrolled. Continue to make judicious use of adjunct faculty to meet staffing needs. Stabilize existing rank and time/visiting faculty lines by considering movement to clinical lines and/or tenure track lines.	Evidence of appropriate and equitable resource allocation relative to enrollment in SoE programs.	5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
	Horizons	Active	2011-12	Support and assess new pilot Horizons at Nazareth College Summer Program. Make determination about viability of the program	--Successful completion of first summer session of Horizon program.	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms). 11. Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff,

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Horizons	Horizons	Active	2011-12	past the three years of current grant funding. Make determination about whether or not to be come an Horizons "Affiliate."	--Establish assessment plan for Horizons. -Evidence gathered to determine feasibility of becoming Horizons Affiliate.	and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
International Experiences	International Experiences	Active	2011-12	Expand opportunities for international experiences for students, faculty, and staff in Fall 2012.	--Evidence of expansion of international experience opportunities	13. Develop and implement programming to meet the needs of the College for faculty and staff professional development. (Strategic Plan Goal 2, strategies 2.8 and 2.9)
						3. Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: -Veteran students -Transfer students -International students (Strategic Plan Goal 5)
Introductory Courses	Introductory Courses	Active	2011-12	Offer appropriate introductory courses at off-site location in western part of the Rochester suburbs during Spring 2012; Offer same in Canandagua in Fall 2012.	Off-campus site established. Enrollment into introductory level graduate course tested.	AA Goal 10: . Identify actions/programs to promote internationalization of the curriculum. AA Goal 14: Enhance support for and integration of veterans and transfer students into the Nazareth Community.
Marketing and Communication Efforts	Marketing and Communication Efforts	Active	2011-12	Accelerate marketing and communication efforts (newsletter, Facebook and other social media, admissions activities, etc.)	Evidence of continued and increased marketing activities	AA Goal 10: . Identify actions/programs to promote internationalization of the curriculum.
New Major in Inclusive Early Childhood/Childhood Education	New Major in Inclusive Early Childhood/Childhood Education	Active	2011-12	Support implementation of new major in Inclusive Early Childhood/Childhood Education. This revised program responds to state regulatory changes and opens a new market of potential undergraduate students who seek to teach in kindergarten and early childhood classrooms. Assess enrollment impact of new major.	Assess Enrollment impact of new major.	5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
New Program Opportunities	New Program Opportunities	Active	2011-12	Continue to investigate feasibility of new program opportunities in SoE, e.g., hybrid and online programs that lead to professional certification, 5-year programs, etc. (Specific	New strategies identified and implemented.	14. Enrollment targets for FY 2013 -FTUG 2060 -General graduate 16, 760 credit hours

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	New Program Opportunities	Active	2011-12	<p>Goal: To have each SoE Department offer at least 3 online or hybrid courses.) Collaborate with Deans of CAS, SoM, and HHS on the development of such programs as appropriate. Identify appropriate models at other colleges for 5 year programs in teacher education. Assess and, as appropriate, replicate findings from new 5 year program model in art education. Assist Dean of CAS to better use CAS faculty resources in adolescence education. Consider the incorporation of joint appointments between Dept. of Adolescence Education and CAS departments to help facilitate CAS faculty involvement in, and responsibility for, graduate student recruitment, advisement, accreditation, program oversight, etc. (Specific goal: Continue to convene Adolescence Education faculty and CAS faculty to establish plan). Continue to participate in cross-disciplinary, cross-institutional, and interdisciplinary academic programming in STEM and other disciplines. (Specific Goal: Increase enrollment in RIT/Naz collaboration to 5 students.) Continue to assist Department of Adolescence Education in moving ACCESS program to graduate level, and continue to cross-list key undergraduate/graduate courses (e.g., content specific methods courses and others) to make better use of resources and increase flexibility of programs at both levels.</p>	New strategies identified and implemented.	-MSW 1425 credit hours -DPT 124 students
<p>5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)</p>						
<p>8. Develop academic and administrative collaborations with area colleges to deploy effectively shared resources. (Strategic Plan Goals 2 and 6)</p>						

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						<p>AA Goal 10: . Identify actions/programs to promote internationalization of the curriculum.</p> <p>AA Goal 11: Establish goals for increasing the accessibility of academic programs to selected populations through online and alternative course development.</p>
Partnerships	2011-12	Active	Support existing partnerships with local K-12 schools and districts. Support, expand, and assess other SoE initiatives (Teen Book Festival, Teen Film Festival, Educational Technology Conference, Inclusive Education Conference, TLQP/TOC, Pre-K@College, Life Prep@Naz, SoE Lecture Series, National Board Certification, etc.).	--Evidence that partnerships remain strong. --Events are successful in terms of participation and impact as defined by each events assessment plan.	10.Continue to expand marketing to support enrollment and overall brand. (Strategic Plan Goal 1, strategy 1.2)	11.Develop plans to heighten awareness of and strengthen campus commitment to pluralism across the institution including faculty, staff, and student recruitment and retention, service and programming. (Strategic Plan Goal 3, strategies 3.2, 3.3, 3.4, 3.5)
						<p>3.Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: -Veteran students -Transfer students -International students (Strategic Plan Goal 5)</p>
						<p>8.Develop academic and administrative collaborations with area colleges to deploy effectively shared resources. (Strategic Plan Goals 2 and 6)</p>
Propose New Multi-Modal Literacy M.S.Ed. Program	2011-12	Active	Formally charge subset of SoE Multi-modal Literacy Group to propose new Multi-Modal Literacy M.S.Ed. Program. Committee to integrate graduate literacy and graduate educational technology specialist programs to create new certification (possibly dual certification) program. Propose launch date: Fall 2012	-Proposal developed. --Proposal approved.	5.Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management	

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	Propose New Multi-Modal Literacy M.S.Ed. Program	Active	2011-12	Formally charge subset of SoE Multi-modal Literacy Group to propose new Multi-Modal Literacy M.S.Ed. Program. Committee to integrate graduate literacy and graduate educational technology specialist programs to create new certification (possibly dual certification) program. Propose launch date: Fall 2012	-Proposal developed. --Proposal approved.	(Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
					AA Goal 11: Establish goals for increasing the accessibility of academic programs to selected populations through online and alternative course development.	
	SoE Advisory Board	Active	2011-12	Continue defining role of new SoE Advisory Board and cultivation of relationships with SoE Alumni.	Evidence of continued engagement of SoE Advisory Board and with SoE Alumni.	10. Continue to expand marketing to support enrollment and overall brand. (Strategic Plan Goal 1, strategy 1.2)
	Support Other Goals	Active	2011-12	Support departmental, office, and individual faculty and staff goals (as listed in respective annual reports) for 2011-2012.	Departmental, Office, and Individual faculty/staff goals are achieved.	
	TEAC	Active	2011-12	Be successful and effective in our bid for continuing accreditation with the Teacher Education Accreditation Council (TEAC). Complete auditable Inquiry Brief and formally receive SoE approval of Inquiry Brief by August 23, 2011. Host site audit by TEAC on November 8-11, 2011. Attend hearing on accreditation circa January 2012.	Continuing Accreditation Awarded Spring 2012.	AA Goal 4: Develop and implement a standard reporting process for institutional effectiveness (assessment) and planning.
	Teaching Fellows Pilot Program	Active	2011-12	Support and assess new Teaching Fellows pilot program in Professional Inclusive Childhood Certification. Replicate findings to other possible Professional Certification programs and 5-year (or 4 plus one year) program models.	--Assessment plan developed. --Evidence gathered to determine feasibility of offering program in subsequent years.	5. Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
Admin (Strategic) - Dean School of Management	1. Accreditation	Active	2011-12	1. Achieve IACBE Accreditation	Letter from IACBE confirming accreditation	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms). 2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)

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Admin (Strategic) - Dean School of Management	1. Accreditation	Active	2011-12	1.Achieve IACBE Accreditation	Letter from IACBE confirming accreditation	4.Explore models and best practices of student leadership development. (Strategic Plan Goals 2 and 5)
	10. International Opportunities	Active	2011-12	10.Identify international opportunities for joint programs at the undergraduate and graduate level	oPursue opportunities in China, Latin America oWork with CIE to identify additional opportunities oHire a consultant to help identify potential partner	
	11. SOM Facilities and Classrooms	Active	2011-12	11.Improve SOM facilities and classrooms	...	
	2. Recruiting	Active	2011-12	2.Improve Recruiting of Freshman and Transfer Students	50 freshman - 25 transfer students	14. Enrollment targets for FY 2013 -FITUG 2060 -General graduate 16, 760 credit hours -MSW 1425 credit hours -DPT 124 students
	3. Non-Traditional Student Population	Active	2011-12	3.Increase Non-Traditional Student Population - Increase Adult Part-Time Undergraduate Students	FY 12 Goal: 20 new students	14. Enrollment targets for FY 2013 -FITUG 2060 -General graduate 16, 760 credit hours -MSW 1425 credit hours -DPT 124 students
	4.Improve Recruiting of Graduate Students	Active	2011-12	4.Improve Recruiting of Graduate Students	FY 12 Goal: 50 HRM - 25 MGT - 15 ACT	14. Enrollment targets for FY 2013 -FITUG 2060 -General graduate 16, 760 credit hours -MSW 1425 credit hours -DPT 124 students
	5. Graduate Student Population	Active	2011-12	5.Increase Graduate Student Population through new program development that builds on existing programs and the current perceived strengths of the Nazareth	oDetermine feasibility and development of the following graduate programs: i.Arts Management*	14. Enrollment targets for FY 2013 -FITUG 2060 -General graduate 16, 760 credit hours -MSW 1425 credit hours

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5. Graduate Student Population	5. Graduate Student Population	Active	2011-12	5. Increase Graduate Student Population through new program development that builds on existing programs and the current perceived strengths of the Nazareth	<ul style="list-style-type: none"> ii. Health and Human Services Management* iii. Human Resource Development iv. Not-for-Profit Management o Determine feasibility of graduate certificates in: <ul style="list-style-type: none"> v. Human Resource Management vi. Health and Human Services Management vii. &#61482; Proposals to be developed for review - 2011/12 academic year 	-DPT 124 students
						<ul style="list-style-type: none"> 5. Establish planning processes for degree program offerings: <ul style="list-style-type: none"> - Develop a process for assessing the viability of existing and proposed degree programs - Set priorities regarding the development of new degree programs - Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)
6. External Funding	6. External Funding	Active	2011-12	6. Secure external funding for SOM initiatives	<ul style="list-style-type: none"> o Secure external funding for the proposed Center for Entrepreneurial Leadership - \$ 300K o Work with SOM Advisory Council, SOM Alumni Advisory Council and the Development Office to identify a name benefactor for the SOM - \$ 5 to 10 million o Seek external funding for the establishment of a finance and student resource center amount to TBD 	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	6. External Funding	Active	2011-12	6. Secure external funding for SOM initiatives		
	7. SOM Alumni Participation	Active	2011-12	7. Increase SOM Alumni participation in annual giving to the SOM	Target: increase current participation rate by 100%	
	8. SOM Participation in Community Events	Active	2011-12	8. Continue SOM participation in important community events and identify new opportunities for collaboration and partnerships with the business community in the greater Rochester area	<ul style="list-style-type: none"> o Work with SOM Advisory and Development Office to identify a new opportunities that enhance the SOM's reputation as an important partner in the greater Rochester area o Follow through and continue with Ethics institute initiatives - schedule three events for FY 12 and a major event with speaker to create new connections with the business community 	8. Develop academic and administrative collaborations with area colleges to deploy effectively shared resources. (Strategic Plan Goals 2 and 6)
	9. Study Abroad	Active	2011-12	9. FY12 Goal - 10 SOM students to study abroad	<ul style="list-style-type: none"> o Promote and develop study abroad opportunities with the following business schools: <ul style="list-style-type: none"> - American Business School in Paris - SolBridge International School of Business, Daejeon, South Korea - Berlin Program - Latin America - TBD o Use RIDC grant money to support student and faculty interest o Integrate into the SOM advisement process o SOM point person for international study? Mark Weber o Develop information package for SOM students 	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
Admin (Strategic) - Graduate Student Services	9. Study Abroad	Active	2011-12	9.FY12 Goal - 10 SOM students to study abroad	oInformation sessions - fall 2011	
	Departmental Assessment Plan	Active	2011-12	Complete departmental assessment plan and develop short and long-term goals for key Registrar and Graduate Student Services processes	-Complete initial review of each key process with process leaders -Each process leader will identify accomplishments and annual goals	AA Goal 3: Conduct administrative assessment in Academic Affairs using the Excellence in Higher Education process (May 2012).
	Electronic Transcripts	Active	2011-12	Electronic Transcripts	-Identify vendor to implement secure electronic transcript processing	
	GI Bill	Active	2011-12	Implement veteran processes related to significant governmental changes in the GI Bill	Team with Student Accounts and Financial Aid to ensure accuracy of reporting to VA Once Reconcile college submissions to VA Once with current student registration data on a weekly basis to ensure compliance & accuracy during VA audits	3.Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: -Veteran students -Transfer students -International students (Strategic Plan Goal 5)
	Graduate Receptions	Active	2011-12	Expand Graduate Student Program-Based Receptions during orientation programs, with goal of increased connectedness and understanding for new students	-Assess pilot program from June 2011 (speech language pathology) -Based on findings, explore expanding to other academic departments	AA Goal 14: Enhance support for and integration of veterans and transfer students into the Nazareth Community.
	NazNet	Active	2011-12	Develop NazNet Instructional Guide	-Team with Academic Advisement to -Develop functional guide for effective searches and successful registration -Hold focus groups to determine best venue to distribute information	AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team.

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	NazNet	Active	2011-12	Develop NazNet Instructional Guide		AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team.
	On-line Orientation	Active	2011-12	On-line Orientation for Graduate Students	-Convert on-line orientation from Moodle course to website for easier access for graduate students and prospective graduate students. -Work with Marketing & Communications to implement -Pilot with January 2012 incoming graduate	
	Records	Active	2011-12	Explore ?Records? issues with Graduate Admissions with goal of increased accuracy	-Look at issues that lead to duplicate records -Look at how phone numbers translate from applications to system (specifically how cell phone numbers are coded) -Look at issues related to social security numbers	
Admin (Strategic) - HEOP/EXCEL	Campus-wide Resources	Active	2011-12	Goal #5: To improve student utilization of campus-wide resources -Will work collaboratively with other offices (Academic Advising) to access information relative to this population (i.e. list of all freshmen who obtained 80 or below in high school) to help strengthen approach of programmatic service delivery; -Will work with Bookstore to develop pilot for textbook sharing.	-Will track the number of office referrals to Academic Advising; -Will maintain (record) number of communications with Professors and other campus-wide professionals regarding HEOP/Excel students; -Will generate a report to be delivered to the Director of HEOP/Excel with recommendations for book sharing initiatives.	
	Enhanced Counseling Activities	Active	2011-12	Goal #1: To increase student academic performance through enhanced counseling activities.	-Will track number of counseling sessions attended;	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	Enhanced Counseling Activities	Active	2011-12	-Will institute mandatory counseling meetings that focus on academic success; -Will make drop in times available for students to access anytime; -Will make referrals and other services available to students during sessions	-Will track number of referrals provided;	
	Increase the Number of Students of Color	Active	2011-12	Goal #4: To increase the number of students of color to the Nazareth College -Will visit at least 10 high schools during the 2011-12 academic year; -Will participate in and/or conduct at least 5 workshops designed to enlighten potential students about Nazareth College and the HEOP/Excel program.	-Will track and record the number of college fairs in which the office staff participates in; -Will track and record the number of informational programs in which the office staff participates; -Will increase and strengthen current relationship with Math/Science based high schools such as Medgar Evers (New York City).	
	New Programmatic Initiatives	Active	2011-12	Goal #2: To improve student academic performance by providing new programmatic initiatives. -Will encourage students to obtain one on one tutoring as well as utilize Drop-in tutoring; -Will utilize Graduate Assistant to guide students in implementing effective time management strategies; -Will strengthen collaborative between HEOP/Excel Office and Professors; -Will facilitate workshops designed to increase student confidence -Will provide pre-evaluation/assessment of program to improve service deliver	-Will track number of students who request one on one tutoring; -Will track number of students who access drop-in tutoring services; -Will instruct Graduate Assistant to track number of students that received assistance for study skills and other academic services; -Will obtain professor academic progress reports via email (and/or hard copy written) to ascertain students' academic success in their classes; -Will record number of students who participate in workshops such as Women's Empowerment;	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	New Programmatic Initiatives	Active	2011-12	<p>Goal #2: To improve student academic performance by providing new programmatic initiatives.</p> <ul style="list-style-type: none"> -Will encourage students to obtain one on one tutoring as well as utilize Drop-in tutoring; -Will utilize Graduate Assistant to guide students in implementing effective time management strategies; -Will strengthen collaborative between HEOP/Excel Office and Professors; -Will facilitate workshops designed to increase student confidence -Will provide pre-evaluation/assessment of program to improve service deliver 	data and make changes based on results.	
	Utilizing Current HEOP/Excel Student Body	Active	2011-12	<p>Goal #3: To improve programmatic service delivery by utilizing current HEOP/Excel student body.</p> <ul style="list-style-type: none"> -Will create a Student Advisory Board; -Will create a Student Mentoring Program; 	<p>-Will list names of students selected as members of Student Advisory Board to assist professional staff in review of all programmatic policies surrounding the HEOP/Excel program;</p> <p>-Will write down suggestions as well as keep a log of minutes of meetings;</p> <p>-Will assign and keep a list of selected upperclassmen chosen as mentors</p>	
Admin (Strategic) - Institutional Research and Assessment	Administrative Assessment	Active	2011-12	<p>3. Implement a college-wide reporting template for administrative assessment and planning which will link unit goals to divisional and institutional goals.</p>	<p>All units have reported goals for the 2011-12 year by September 1.</p> <p>All units have reported assessment goals/findings/results by February 1, 2012.</p> <p>All units have reported results of annual goals by June 1, 2012</p>	
Assessment of Core Curriculum - Support the						
Assessment of	Active	2011-12	1. Assessment of Core Curriculum - Support the	Preliminary core	1. Continue implementation of the undergraduate	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
Core Curriculum	work with Director of Core and Core Curriculum Committee to implement an assessment process, includes working with committee to select a college-wide e-portfolio tool.	Active	2011-12	assessment process will be defined by May 2012. e-Portfolio tool will be specified by December 2011.	Core Curriculum and develop strategies for enhancing communication regarding its status and impact. (Strategic Plan Goal 2, strategy 2.1)	
AA Goal 12: . Continue the implementation of the undergraduate Core Curriculum and develop strategies for communicating its status and impact.						
Business Objects	6.Business Objects Project: Timeline will not be established until September. Preliminary plan call for training in October, first reports due in January	Active	2011-12	Plan to be determined with ITS as project unfolds.		
Department Profiles	2.Working with VPAA, Deans, Department Chairs, and Finance Division, implement a documented process for creation of department profiles to support IG-5 and AA-6.	Active	2011-12	Agreement among constituent groups as achieved and documented. First version of report is produced, distributed and discussed across campus. First draft provided by October 1, 2011. Final version adopted by January 2, 2012	5.Establish planning processes for degree program offerings: -Develop a process for assessing the viability of existing and proposed degree programs -Set priorities regarding the development of new degree programs -Determine program capacities, particularly within the School of Health and Human Services and the School of Management (Strategic Plan Goal 2, strategies 2.2.1 and 2.6)	
AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).						
Faculty Data	9.Continue project to incorporate all faculty data into Colleague, including common definitions, single data source, enhancing data collection procedures to eliminate redundant work (eg. catalog directory)	Active	2011-12	Continue to make progress. This project will be enhanced by goal #2.		
Internal Activities Tracking	8.Project to track International Activities more clearly.	Active	2011-12	Working with CIE, convert their tracking systems to Colleague system so that the data is more accessible. Due ? end of 2011-12 academic year.		
Middle States	5.Middle States Infrastructure Projects: 1. Unit level plan reporting	Active	2011-12	1. See goal #3 2. Assignments made by		

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	Middle States	Active	2011-12	<p>2.Fundamental elements are assigned to specific personnel as appropriate</p> <p>3.Assessment Outcomes linked to School/College outcomes</p> <p>4.Nazareth Survey constructed and conducted</p> <p>5.Gather the Reaccreditation Committee to review above and gain consensus</p>	<p>August 1, 2011; Conversations with appropriate personnel by Sept 1, 2011; Feedback sought by 11/30/11. Final annual reports by 4/1/12.</p> <p>3.Work with Academic Assessment Committee on deadlines</p> <p>4.Work with AdHoc Survey Committee (part of Reaccreditation Committee)</p> <p>5.Schedule meeting for mid-October.</p>	
	Pilot Project	Active	2011-12	<p>7.Pilot Project: Define assessment goals for School of Health and Human Services and link Academic Department Outcomes as appropriate.</p>	<p>Initial HHS school goals are established. Begin work on linking academic department outcomes to these goals. Pilot completed in Spring 2012 semester.</p>	
	Student Success Model	Active	2011-12	<p>4.Support work for Student Success Model as defined by committee.</p>	<p>Unknown until projects are defined.</p>	<p>2.Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)</p>
Admin (Strategic) - Internships	Advisee Files	Active	2011-12	<p>Close out files for all advisees and submit them to Academic Advisement for reassignment</p>	<p>A list of all current advisees will be requested from Academic Advisement. After meeting with each student and ?closing out? her or his file, that student?s name will be checked off.</p>	<p>AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team.</p>
	Policy and Procedure Manual	Active	2011-12	<p>Develop a policy and procedure manual for the Professional Internship Program</p>	<p>Since no such manual currently exists, the manual itself will be the measurement</p>	
	Website	Active	2011-	<p>Develop a website for the professional</p>	<p>This is an ongoing</p>	

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	Website	Active	2011-12	Internship Program	project that involves outside folks in IT and Marketing. That makes a time frame difficult, but the goal is to have at least a template ready by the end of December 2011.	
Admin (Strategic) - Library	Assessment of Information Literacy in the Core	Active	2011-12	Work with Core Curriculum Director and Committee to define assessment of Information Literacy in the core.	Development of plan for assessment.	
	Copyright Policy	Active	2011-12	Write copyright policy and have this adopted as official college document	Adoption of policy and use by college employees.	
	Develop plan of assessment	Active	2011-12	Develop plan of assessment	Current assessment activities are gathered and organized in fashion that will help in the development of strategic plan.	
	GIST	Active	2011-12	Examine changes in Acquisitions and Interlibrary Loan workflow with GIST program.	Librarians better able to make buy/loan decisions and get material to patrons in a timely fashion.	
	Learning Commons	Active	2011-12	Begin planning for second phase of Learning Commons.	Development of planning document and successful project.	
	Marketing Campaign	Active	2011-12	Develop marketing campaign for library services.	Students, faculty and staff have a better understanding of and ability to use library services. Website re-design.	
	Online Courses	Active	2011-12	Develop plan for growth of online courses and their assessment.	Development of planning documents and their future execution.	AA Goal 11: Establish goals for increasing the accessibility of academic programs to selected populations through online and alternative course development. AA Goal 2: Develop a strategic Plan in Academic Affairs, building on the 2020 process (January 2012).
Admin (Strategic) - Registrar	Core Curriculum Support	Active	2011-12	Continue to support implementation of the new Core Curriculum	New core elements will be successfully incorporated into the	1. Continue implementation of the undergraduate Core Curriculum and develop strategies for enhancing communication regarding its status

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
Admin (Strategic) - Registrar	Core Curriculum Support	Active	2011-12	Continue to support implementation of the new Core Curriculum	existing core and preparations will be made for the full transition to the new core in 2013.	and impact. (Strategic Plan Goal 2, strategy 2.1)
					AA Goal 12: . Continue the implementation of the undergraduate Core Curriculum and develop strategies for communicating its status and impact.	
	Identify Deficit Areas	Active	2011-12	Continue to utilize current assessment plan to identify deficit areas and begin to implement action plans as recommended	Complete initial review of each key process with process leaders and prioritize action items and goals	AA Goal 3: Conduct administrative assessment in Academic Affairs using the Excellence in Higher Education process (May 2012).
	Improve Course Process	Active	2011-12	Improve the process for submitting new courses and editing existing courses	Workflow of requests for new courses and course edits will be electronic versus paper, leading to increased efficiency in the process, transparency of request status and ease of archiving and data retrieval.	1.Continue implementation of the undergraduate Core Curriculum and develop strategies for enhancing communication regarding its status and impact. (Strategic Plan Goal 2, strategy 2.1)
					AA Goal 12: . Continue the implementation of the undergraduate Core Curriculum and develop strategies for communicating its status and impact.	
	Master Schedule Analysis	Active	2011-12	Continue master schedule analysis to support development of campus-wide course scheduling policies/parameters	VPAA, Deans and chairs will have sufficient data to make informed recommendations regarding course scheduling policies to improve student access to courses and utilization of facilities.	AA Goal 6: Identify future program directions and resource priorities (adding and subtracting programs, space, faculty, classrooms).
	Registration Improvements	Active	2011-12	Implement registration and transcripting improvements that address current concerns related to the Study Abroad programs	Process for registering for Study Abroad will be more transparent for students and more streamlined for faculty and staff. Posting of credit on degree audits will be more accurate and efficient.	AA Goal 10: . Identify actions/programs to promote internationalization of the curriculum.

Unit Name	Goal Name	Goal Status	Year	Goal	Source of Evidence	Related Goal
	Student Success Committee	Active	2011-12	Support the recommendations of the Student Success committee	To be determined based on recommendations.	2. Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. (Strategic Plan Goal 6, strategy 6.1)
	Support the Coordinator of Veteran Student Enrollment	Active	2011-12	Support the new Coordinator of Veteran Student Enrollment and Support Services position.	New position will gain understanding of responsibilities of Certifying Officer related to compliance requirements and certifying procedures.	AA Goal 13: Implement programmatic changes to achieve the retention goals recommended by the Student Success Team. 3. Develop plans and initiate implementation for enhancing support and integration of the following students into the Nazareth community: -Veteran students -Transfer students -International students (Strategic Plan Goal 5)
						AA Goal 14: Enhance support for and integration of veterans and transfer students into the Nazareth Community.