

GALLAUDET STRATEGIC PLAN 2007 – 2011

Goals, Objectives, and Indicators

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Revision reviewed by AQAC – 2/18/08
Reviewed by AAMT on 2/20/08; posted on Gallaudet website

1. Maintain and strengthen Gallaudet’s unique position as a place in which higher education, research, and scholarly pursuits of all kinds are conducted in an inclusive environment where the ASL/English bilingual communication abilities and potential of deaf students are fully realized.	
1.1 Raise levels of fluency and literacy in English and ASL that will permit direct communication in academic settings	<ul style="list-style-type: none"> • ASL UG student learning outcomes assessments • English UG student learning outcomes assessments • # of undergraduate graduate students who satisfy their program’s ASL requirements • # of graduate students who satisfy their program’s English requirements • Faculty ASL assessments • Staff ASL assessments
1.2 Build community consensus on the meaning and implementation of bilingual education at Gallaudet.	<ul style="list-style-type: none"> • Descriptions of bilingual education incorporated into marketing materials • Campus Climate Survey - Bilingualism subscale • Documented use of access strategies utilized at Gallaudet for ASL/English support in classrooms

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2. Provide rigorous academic programs and effective co-curriculum and services that support recruitment, retention, graduation, life-long learning, and attract talented and diverse students and prepare them for a global economy.	
2.1 Enroll, retain, and graduate a diverse and talented student population.	<ul style="list-style-type: none"> • Undergraduate & graduate enrollment (GPRA)¹ • First year retention rate for first-time, full time freshmen (GPRA) • 25thile or above ACT composite score for incoming freshmen • Six-year graduation rate (GPRA) • Enrollment, retention, and graduation rates (disaggregated by student demographics)
2.2 Provide an academically challenging general studies, major and graduate level curriculum with both academic and co-curricular support.	<ul style="list-style-type: none"> • NSSE² - Academic Challenge & Student Engagement subscales • GSR³ Assessments in five outcomes areas: Language and Communication; Critical Thinking; Identity and Culture; Knowledge and Inquiry; Ethics and Social Responsibility • Content area licensure examinations (where applicable) • #'s of Gallaudet undergraduate and graduate students participating in research with faculty and staff mentors on both deaf-related and discipline-related inquiry
2.3 Improve undergraduate and graduate career development programs.	<ul style="list-style-type: none"> • BA/BS employment or post-graduate study rate (GPRA) • Graduate employment rate (GPRA) • Alumni Surveys
2.4 Link classroom and experiential learning by leveraging Gallaudet's location in Washington, DC	<ul style="list-style-type: none"> • Rate of undergraduate internships (disaggregated by type of experience) • Rate of consortium participation (classes and libraries) • # of academic programs involved in Capitol City Market Development Project

¹ GPRA = Government Performance and Results Act

² NSSE = National Survey of Student Engagement

³ GSR = General Studies Requirements

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<p>3. Create and sustain a climate that fosters respect among students, faculty, staff, and administrators for the full range of human diversity, educational backgrounds, ideas, and perspectives.</p>	
<p>3.1 Implement the Gallaudet Diversity Action Plan to model and promote a climate of respect for the diversity of people and ideas.</p>	<ul style="list-style-type: none"> • Climate Survey (Freedom of Expression subscale) • Residence Hall and DPS incident reports • NSSE (Student Engagement subscale) • Freshman retention of students (disaggregated by hearing status)
<p>3.2 Recruit, hire, retain and equitably reward and promote a diverse and talented workforce.</p>	<ul style="list-style-type: none"> • Annual demographic profile of faculty/staff (BOT indicator) • Ethnic distribution of Gallaudet workforce in various job classifications
<p>3.3 Construct institutional systems designed to promote the free exchange of information, ideas, and perspectives.</p>	<ul style="list-style-type: none"> • Climate Survey (Respect and Trust & Freedom of Expression subscales) • Participation in Diversity Action Plan events • Biennial Budget Unit Head survey

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4. Conduct exemplary research, scholarship, outreach, and creative activities that impact deaf individuals' diverse strengths and needs within the context of visually-oriented learning environments.	
4.1 Enhance Gallaudet's position as a leading center for the production and dissemination of knowledge about visual languages and P-adulthood visual learning	<ul style="list-style-type: none"> • Research and scholarship activities (disaggregated by inquiry areas) • Increased support from NSF for VL2 and increased numbers of Gallaudet faculty, teachers, staff and students involved in VL2 research and dissemination activities • Increased numbers of Gallaudet faculty, teachers, and staff applying for external funds
4.2 Increase the vitality of deaf individuals and their communities through research, education, outreach, and community development programs for P-adulthood.	<ul style="list-style-type: none"> • Research and scholarship activities (disaggregated by inquiry areas) • Increased enrollment in outreach programs (GPRA) • Development of a plan to assess impact
4.3 Increase the recognition that deaf people and their signed languages are vast resources with significant contributions to the cognitive, creative, and cultural dimensions of a diverse world.	<ul style="list-style-type: none"> • Research and scholarship activities (disaggregated by inquiry areas) • Increasing number of citations of Gallaudet faculty, teachers, and staff publications in textbooks, journals, books, and other venues aimed at wider audiences (not deaf related)

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5. Obtain the financial and other resources necessary to support excellence in its programs and use these resources effectively and efficiently	
5.1 Preserve and improve Gallaudet’s unique educational, cultural, and historical heritage.	<ul style="list-style-type: none"> • # of assets added to Archives, library collection of deaf resources, and online video library • Periodic review of condition of historic buildings with recommendations for improvements
5.2 Improve the physical environment in response to changing student interests and needs and according to the Gallaudet University Deaf Space Design Guide.	<ul style="list-style-type: none"> • Facilities Master Plan • Capital improvement plan • Achievement of Capital Campaign fund raising goals • Deferred maintenance plan and funding with peer comparison
5.3 Integrate the strategic plan, financial plans, and operational systems to ensure the effective and efficient use of Gallaudet’s assets and resources consistent with future enrollment, academic program needs, and other public responsibilities.	<ul style="list-style-type: none"> • Annual financial performance indicators • Five year financial plan • Comparison of expense distribution by function with peer group • Educational cost per graduate (GPRA) • Implementation of planning, assessment, and improvement processes • Student to faculty ratios Staff to faculty ratios • Distribution of staffing by major programmatic areas
5.4 Improve communication within Gallaudet and between Gallaudet and external stakeholders	<ul style="list-style-type: none"> • Documented Internal Communication Plan • Documented External Communication Plan • Biennial Budget Unit Head Survey • Climate Survey (Communication subscale)