

GALLAUDET UNIVERSITY
 Taking the Strategic Plan Operational
 FY 2009 Action Plan
 3/17/08

Goal:	Goal 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.		
Objective:	<i>2.1 Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Review Admissions Office practices in order to restructure the Office.		
Primary Responsibility:	Dean, EMGS	Other responsible individuals:	
Action Dean(s):	EMGS	Coord Dean(s):	
Deadline:	8/15/09	Resources	Current
Assessment:	Completion of task		
Comments:			

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Objective:	2.1 <i>Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Provide free Jump Start (Summer Bridge and New Signers Program) for 50 students who need additional support to succeed.		
Primary Responsibility:	Dean, EMGS	Other responsible individuals:	Dept chairs Director, AA
Action Dean(s):	EMGS	Coord Dean(s):	CLAST, CAPSS, Student Affairs
Deadline:	6/1/08		Resources FY 08 \$150K FY 09 \$150K
Assessment:	Retention indicators		
Comments:			

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Objective:	2.1 <i>Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Develop corrective actions on the causes of attrition for all UG with focus on the following causes <ol style="list-style-type: none"> 1. Financial 2. Academic 3. Social/Emotional Develop of the PLUS (Performance Learning Undergraduate Success)		
Primary Responsibility:	Dean, EMGS	Other responsible individuals:	Director, MHC; Dept chairs Director, AA
Action Dean(s):	EMGS	Coord Dean(s):	CLAST, GPSS, CAPSS, Student Affairs
Deadline:	8/15/08	Resources	\$100K
Assessment:	Retention indicators		
Comments:			

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Objective:	2.1 <i>Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Design recruitment initiatives to target specific groups such as: <ol style="list-style-type: none"> 1. Students of Color (African American, Hispanic, Native American) 2. Range of ASL communication skills (Zero to Native Signers) 3. Students with cochlear implants 		
Primary Responsibility:	Dean, EMGS	Other responsible individuals: Executive Director of Assessment and Innovative Programs	Chair, Deaf Studies Associate Dean Enrollment Management
Action Dean(s):	EMGS	Coord Dean(s):	CLAST Associate Dean EMGS
Deadline:	8/15/08		Resources \$20,000
Assessment:	Admission indicators		
Comments:			

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Objective:	2.1 <i>Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Improve coordination between academic advisors, faculty advisors, admissions counselors, Student Affairs staff		
Primary Responsibility:	Dorm staff, academic advisors, admissions counselors	Other responsible individuals:	Dept chairs
Action Dean(s):	EMGS Student Affairs CAPSS CLAST GSPP	Coord Dean(s):	
Deadline:	1/15/09	Resources	current
Assessment:	Retention indicators		
Comments:			

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Objective:	<i>2.1 Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Develop action plan to improve dormitories and dorm life		
Primary Responsibility:	Ex Director, Campus Life	Other responsible individuals:	VP A&F
Action Dean(s):	Campus Life	Coord Dean(s):	
Deadline:	TBD	Resources	TBD
Assessment:	Student affairs quality indicators		
Comments:			

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Goal: Creating Successful Student Profiles	Goal 2: Provide rigorous academic programs and effective co-curriculum and services that support recruitment, retention, graduation, life-long learning, and attracts a talented and diverse student body.		
Objective:	<i>2.1: Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Re-examine admissions standards in light of the developing profile successful Gallaudet student.		
Primary Responsibility:	Director, Admissions; CUE; OIR	Other responsible individuals:	
Action Dean(s):	EMGS CLAST	Coord Dean(s):	
Deadline:	8/30/08	Resources	Existing Resources
Assessment:	Completion of task; annual admissions reports		
Comments:	FOE recommendation		

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Objective:	<i>2.1: Enroll, retain, and graduate a diverse and talented student population.</i>		
Strategy or Task:	Improve environment for students of color, international students, HH students and new singers and transfers and non-traditional students		
Primary Responsibility:	Diversity Team	Other responsible individuals:	Director, AA Director, OSWD
Action Dean(s):	CLAST, GSPP, CAPSS, EMGS Student Affairs	Coord Dean(s):	
Deadline:	TBD		Resources TBD
Assessment:	NSSE, Student Affairs quality indicators, Climate survey		
Comments:	This initiative will be coordinated with Goal 3		

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Objective:	<i>2.2: Provide an academically challenging general studies, major and graduate level curriculum with both academic and co-curricular support.</i>		
Strategy or Task:	<ol style="list-style-type: none"> 1. Create shared expectations of academic rigor (see chart below) among faculty, students, staff, and administration. To accomplish this, it would be necessary to first ensure that there is shared understanding of the exact meaning of academic rigor at Gallaudet University by all stakeholders. 2. Systematically assess the student learning outcomes of academic programs, especially those programs not currently accredited by national or regional organizations and take corrective actions as necessary. 3. All academic departments will: <ul style="list-style-type: none"> • establish minimum standards for admission into majors • establish minimum standards for performance in the major, including graduation requirements. • Implement a standard template for syllabi and require all courses syllabi to follow the standard template • Establish minimum competency for faculty in using Blackboard (e.g., require competency in using Gradebook) • require a senior capstone course • require majors to complete an internship before graduation • require majors to build a portfolio 4. Establish mechanisms for collaboration between academic units and Student Affairs to promote student learning and engagement. Example of collaboration: <ul style="list-style-type: none"> • Expand evening film series and lecture series hosted by academic departments • Faculty volunteers at evening study tables in dorms • Expand student clubs sponsored by academic departments and led by faculty advisors • Establish theme floors in dorms with the assistance of faculty sponsors 		
Primary	CLAST, CAPSS,	Other responsible	Dept Chairs;

Responsibility:	EMGS	individuals: Dwight	Chairs CUE & CGE; Co-Chairs GULPMT
Action Dean(s):	CLAST, CAPSS, EMGS	Coord Dean(s):	Student Affairs, CPSO
Deadline:	12/15/08		Est. Cost:
Assessment:	<p>Task 1 & 2: Documentation, through formal assessment and other means, of the rigor of academic program offerings.</p> <p>Task 3: Percentage of academic departments who are in compliance with the listed requirements</p> <p>Task 4: Number of film & lecture series sponsored by academic departments; number of faculty volunteers at study tables each semester; participation of faculty in student clubs and theme floors</p>		
Comments:	<p>One of the first steps in developing action plans is to perform a gap analysis to identify what exists and what additional actions are necessary in order to achieve an objective. Thus, the above actions represent what are currently missing or not emphasized enough.</p>		

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Objective:	<i>2.2: Provide an academically challenging general studies, major and graduate level curriculum with both academic and co-curricular support.</i>		
Strategy or Task:	Strengthen extra- and co-curricular activities & learning within and outside of classroom (athletics, leadership, student organizations, student employment)		
Primary Responsibility:	Ex Director, Student Affairs	Other responsible individuals:	Faculty Director, AA
Action Dean(s):	Student Affairs	Coord Dean(s):	CLAST, GSPP, CAPSS
Deadline:	8/15/09		Resources Current
Assessment:	NSSE, Student Affairs quality indicators		
Comments:			

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Objective:	<i>2.2: Provide an academically challenging general studies, major and graduate level curriculum with both academic and co-curricular support.</i>		
Strategy or Task:	Require three weeks training in pedagogy and assessment for GSR faculty summer 2008 & 2009		
Primary Responsibility:	Chair, CUE Director, Faculty Development	Other responsible individuals:	Faculty Director, FYS Co-chairs, GUMLPG
Action Dean(s):	EMGS	Coord Dean(s):	CLAST, GSPP, CAPSS
Deadline:	Planning completed & faculty recruited by 6/1 each year	Resources	FY 08: \$150K FY 09: \$150K
Assessment:	GSR course assessment		
Comments:			

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Partner with DHHIG (Deaf and Hard of Hearing in Government to offer mentoring day (November 2008), WRP (Workforce Recruitment Program) orientation (January 2009), and at least one other employment preparation workshop for students.		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	
Action Dean(s):	CAPSS	Coord Dean(s):	Edgar Palmer
Deadline:	May 2009	Resources	Current
Assessment:	Student and mentor feedback (evaluation form), participation and diversity of students, feedback of WRP interviewers		
Comments:			

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Change format of Internship and Job Fair to increase employer participation – address limiting factors of space and availability of interpreters, consider two-day format.		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	Director, GIS & Manager GUKCC
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	October 2008	Resources	Current
Assessment:	# of unique employers in Internship and Job Fairs from 60 (current) to 75 or more annually		
Comments:			

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Improve coordination of student preparation and recruiting activities offered by the Career Center – schedule resume feedback and walk-in hours around recruiting deadlines (job fairs, WRP, on-campus interviews), increase student use of BCL and number of “marketable” resumes in BCL prior recruiting deadlines.		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	WRP, employers, alumni volunteers
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	May 2009	Resources	Current
Assessment:	# resumes judged “marketable” in BCL prior to various recruiting deadlines, # students using services in advance of recruiting deadlines, student and employer feedback		
Comments:			

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Assess the needs of targeted service populations and determine if there are new programs or services the Career Center can offer to better meet their career development needs: 1. DAL (Department of Applied Literacy) students 2. ALANA (African, Latino, Asian, Native American) students 3. Students with “additional disabilities” 4. Graduate students		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	Chair, DAL, Director, Multicultural Student Programs, President’s Special Assistant for Diversity, Director, OSWD department chairs
Action Dean(s):	CAPSS	Coord Dean(s):	GSPP, CLAST
Deadline:	August 2009	Resources	Current
Assessment:	Completion of project		
Comments:	Needs assessment completed, changes to existing programs and services implemented or proposed		

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Review GSR Career Program based on assessment data, plan for better integration of FYS curriculum (careers & majors project, Career Center presentation) with GSR Career Program, and make changes to GSR Career Program as needed		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	Director, FYS, GSR faculty Director Academic Advising
Action Dean(s):	CAPSS	Coord Dean(s):	CLAST, EMGS
Deadline:	August 2008		Resources Current
Assessment:	GSR Career Program assessment data collected, analyzed and fed into planning process for academic year –		
Comments:	Changes to be implemented during the academic year 2008-2009		

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Increase employer engagement with the Career Center through new programs like: Employer Advisory Board (to support outreach to new employers), Employer Site Visits (to cultivate internship and recruiting opportunities), and Deaf-Awareness Training Seminar (to educate employers on strategies for workplace communication, increase Gallaudet's stature as an expert resource, and develop new employment opportunities for students).		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	
Action Dean(s):	CLAST	Coord Dean(s):	
Deadline:	Contingent on funding		Resources \$5,000 annually
Assessment:	Advisory Board – selected, meeting held. Site Visits – 8-10 annually, documented. Training Seminar – attendance, feedback		
Comments:	Budget requested for Advisory Board meeting expenses (catering, meeting space), materials, mailings; Site Visit travel expenses; Training Seminar “seed money”		

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Expand Bison CareerLink (BCL), the Career Center's on-line resume and recruiting system, to include on-campus student employment, job listings for alumni, and Alumni Career Network (alumni to offer informal career guidance to students).		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	Director, Office of Alumni Relations
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	August 2009		Resources \$8,500 annually
Assessment:	On-campus student jobs listed in BCL, jobs for experienced professionals (alumni) listed in BCL, 50 or more alumni volunteers in Alumni Career Network, feedback from volunteers and students		
Comments:	\$8,500 addition to Career Center operating budget needed for annual fee -- covers all BCL features, upgrades and service		

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Advance the professional skills, knowledge and abilities of Career Center staff to effectively meet the career development needs of all degree-seeking students, recent alumni, and potential new service populations of Gallaudet University (MBTI and Strong interpretation, field specific resume, federal employment)		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	Contingent on funding		Resources \$10,000 annually for three years, then reduce based on need
Assessment:	Staff completion of training and professional development activities, expansion of services like use MBTI in career consulting		
Comments:	Prior to January 2008, the Career Center only served undergraduate students who had declared a major. The Career Center's new mandate is to serve ALL degree-seeking students and recent alumni of Gallaudet. To meet this challenge and respond to the needs of potential new service populations (e.g., students exiting without a degree), staff training and development is essential. There is an immediate, short-term need to "train-up" staff for these new challenges.		

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Clarify priorities of Career Center in light of performance indicators (GPRA post-graduation employment), requests for new services or programs (DAL), emerging institutional aspirations (internship requirement), opportunities for collaboration (service-learning, GSR capstone, senior seminars) AND the actual staff and resources available to address these needs.		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	President, Provost,
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	June 2008	Resources	Current
Assessment:	Successful alignment of priorities, performance indicators and resources		
Comments:			

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Objective:	<i>2.3 Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Staff the Career Center to better prepare students for the employment marketplace and engage employers in recruiting them. Bring Career Center staffing level up to par with peers/competitors like NTID by adding: <ol style="list-style-type: none"> 1. Secretary or Career Development Assistant (program support) 2. Employer Education Specialist (job developer) 3. Career Consultant (target populations) 4. Career Consultant (undecided majors, retention) 		
Primary Responsibility:	Director, Career Center	Other responsible individuals:	President, Provost,
Action Dean(s):	CAPSS	Coord Dean(s):	
Deadline:	Contingent on re-assignment of staff	Resources	Current
Assessment:	Successful implementation of staffing plan		
Comments:			

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Goal: DAL- Career Center Collaboration	Goal 2: Provide rigorous academic programs and effective co-curriculum and services that support recruitment, retention, graduation, life-long learning, and attracts a talented and diverse student body.		
Objective:	<i>2.3: Improve undergraduate and graduate career development programs.</i>		
Strategy or Task:	Create an honorable exit program for our students and provide some type of careers focus for our students who cannot take FYS.		
Primary Responsibility:	DAL & Career Center	Other responsible individuals:	Dept & Unit Chairs
Action Dean(s):	EMGS, CAPPS	Coord Dean(s):	GSPP, CLAST
Deadline:	8/30/08	Resources	Current
Assessment:	Completion of task.		
Comments:	FOE recommendation		

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Objective:	2.4 <i>Link classroom and experiential learning by leveraging Gallaudet's location in Washington, DC</i>		
Strategy or Task:	Require majors to complete an internship		
Primary Responsibility:	Dept Chairs	Other responsible individuals:	Chair CUE
Action Dean(s):	CLAST, GSPP, CAPSS	Coord Dean(s):	
Deadline:	Degree requirements defined by 8/15/09	Resources	Current
Assessment:	NSSE, academic program assessment, graduate survey		
Comments:			

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Objective:	2.4 <i>Link classroom and experiential learning by leveraging Gallaudet's location in Washington, DC</i>		
Strategy or Task:	Expand service learning opportunities beyond GSR courses		
Primary Responsibility:	Dept Chairs	Other responsible individuals:	Chair CUE
Action Dean(s):	CLAST, GSPP, CAPSS,	Coord Dean(s):	
Deadline:	Degree requirements defined by 8/15/09	Resources	Current
Assessment:	NSSE, academic program assessment, graduate survey		
Comments:			