PRESIDENT’S CABINET’S OBJECTIVES
FOR THE 2013-2014 ACADEMIC YEAR

Published by the Reverend Bernard F. O’Connor, OSFS, President
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President’s Office:

President
Assistant to the President for Board Affairs

Academic Affairs:

Provost/Vice President for Academic Affairs
Dean of Undergraduate Education
Dean of Lifelong Learning
Dean of Graduate Education

Administration, Finance, and Campus Environment:

Vice President for Administration, Finance, and Campus Environment
Director of Finance and Treasurer
Associate Vice President for Administration and Planning

Institutional Advancement:

Vice President for Institutional Advancement
Executive Director of Communications

Student Life:

Vice President for Student Life
Dean for Enrollment Management
Dean of Students
Director of Athletics
Director of International Learning
PRESIDENT
Rev. Bernard F. O’Connor, OSFS, Ph.D.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. With the direction and support of the board of trustees and working collaboratively with the vice presidents, oversee the life of the University.

3. Working with the vice presidents of the university, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

4. Working with the vice president for administration, finance, and campus environment, the associate vice president for administration and planning, the director of finance and treasurer, and the director of human resources continue to monitor the status of the Patient Protection and Affordable Care Act and its applicability to the university considering pending legal challenges with respect to its requirement for implementation of various mandates that violate the beliefs and religious liberty of Catholic organizations.

Strategic Plan: 2010-2015

Goal #1: - Strengthen the reputation of DeSales for providing quality education.

5. Working with the provost/vice president for academic affairs and appropriate academic leadership, promote partnerships and auxiliary uses for the Gambet Center for Business and Healthcare.

6. Working with the provost/vice president for academic affairs, and dean for graduate education, obtain appropriate approvals, hire the faculty, complete the renovations of space and introduce the doctor of physical therapy degree at DeSales University.

7. Working with the provost and the associate vice president for administration and planning, complete an assessment of the new organizational structure of the university (with recommendations for improvements) and submit it to the board committee on educational affairs.

8. Working with the associate vice president for administration and planning and the full planning committee, complete the draft of the Strategic Plan: 2015-2020.

Goal #2: - Improve the appeal of the campus.

9. Working with the vice president for administration, finance, and campus environment construct the plaza for the founder of the Oblates, Blessed Louis Brisson, OSFS, through
the assistance of Mother Mary de Sales Chappuis (VHM) and three school children on DeSales Drive approaching the Connelly Chapel.

10. Working with the planning committee, identify academic programs with potential for enrollment enhancement and retention growth and relocate them within renovated spaces in Dooling Hall.

Goal #3: - Grow enrollments of the various programs.

11. Create a campus-wide culture of enrollment enhancement and retention commitment to address the concerns of the current cultural confusion about the value of higher education in the life of young people.

12. Working with the full cabinet and the planning committee of the university, conduct a thorough review of the George Dehne report on focusing the campus on a campaign for enrollment enhancement and retention accomplishment.

13. Working with the vice president for administration, finance, and campus environment and the vice president for student life, construct the first units of the upperclassmen housing and open them for the fall semester of 2014-2015.

14. Working with the vice president for student life, the dean for graduate education, and the vice president for administration, finance, and campus environment, design a temporary (or permanent) plan to begin housing graduate students.

15. Working with the vice president for student life and the athletic department, prioritize the projects to increase student enrollment through investments in athletic facilities at DeSales.

Goal #4: - Implement the new financial plan for DeSales University.

16. Working with the provost and the dean for undergraduate education, complete an analysis of the feasibility study for both elimination of or addition to the faculty lines of the university according to the procedure outlined in the Strategic Plan: 2010-2015 and authorize actions by October 1, 2013.

17. Working with the vice president for institutional advancement and the vice president for administration, finance, and campus environment create a comprehensive fundraising campaign for athletic improvements and successfully launch its first phase.

ASSISTANT TO THE PRESIDENT FOR BOARD AFFAIRS
Fr. John M. O’Neill, OSFS

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.
2. Oversee the work of the board of trustees of the university.

3. With the direction and support of the board, foster a multicultural campus/board which represents the populations DeSales University seeks to serve.

4. Interview each member of the board concerning committee membership, fundraising opportunities, and general functioning of the board meetings.

5. At the direction of the president, continue to monitor the functioning of the board meetings and to discuss different formats with members and the president as needed.

6. At the direction of the president, continue to obtain from the membership suggestions for new members in the various areas of expertise needed for a rich diversity of views and perspectives.

7. With the direction and support of the governance committee of the board and the work of the president, assist the board in the creation of the succession plan for the president of the university.

8. Continue to assist the board and the cabinet as they move into a paperless environment for conducting the business of the university through the use of dashboards and suitable mobile applications.

9. Prepare and execute meaningful weekend experiences for our Indian guest board members during their visits to the campus for meetings.

10. Continue the project of re-naming the buildings to include the religious character of many of the names and of posting bronze plaques that offer information about the individuals.

**ACADEMIC AFFAIRS:**

**PROVOST/VICE PRESIDENT FOR ACADEMIC AFFAIRS**

Dr. Karen Doyle Walton, Ed.D.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the academic administration and the faculty of the university.

3. Working with the vice president for student life, the deans within academic affairs, and the division heads, foster a multicultural campus community which represents the populations DeSales University seeks to serve.
Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales University for providing quality education.

4. Working with the deans within academic affairs and the division heads, nurture four pillars of academic strength: Christian humanism, science and healthcare, performing arts, and business.

5. Working with the president, the vice president for administration, finance, and campus environment, the academic administration, the faculty, and (possibly) consultants, seek to move the grant-writing and grant-acquisition functions of the faculty to a higher level of prominence.

6. Continue to take an active leadership role in helping each undergraduate major and each graduate program develop and execute an assessment program for the achievement of student learning outcomes and academic excellence. Prepare the division heads, dean of undergraduate education, and dean of graduate education to monitor and sustain effective assessment programs.

7. Continue to take an active leadership role in helping each academic affairs office develop and execute an assessment program for the achievement of student learning outcomes and academic excellence. Prepare the academic affairs administrators to monitor and sustain effective assessment programs.

8. Ensure that the general education core curriculum committee continues to examine the general education core curriculum and that the committee makes recommendations to the undergraduate academic affairs committee and the full faculty on improvements to the core.

9. Ensure that the general education core curriculum committee monitors, evaluates, and improves assessment strategies for the general education core curriculum.

10. Working with the dean of graduate education and the appropriate graduate program directors, department chairs, and division heads, hire a doctorally-prepared director of healthcare simulation (DHS) to shepherd implementation of the new clinical simulation education center (SCEC) in the Rev. Daniel G. Gambet OSFS Center for Business and Healthcare and initiate affiliations with the regional medical community.

11. Working with the chair of the nursing and health department, the director of the MSN program, the head of the division of healthcare and natural sciences, and the dean of graduate education, nurture and promote the new DNP program. Achieve student enrollment goals that justify the hiring of a seasoned professional to serve as director of the program.

12. Working with the vice president for student life, the dean of undergraduate education, and the dean of students, foster the development of the “DeSales Experience,”
encouraging faculty members to submit courses to the general education core curriculum committee that qualify for inclusion in the DeSales Experience.

13. Working with the dean of undergraduate education and the dean of graduate education, establish the policies and procedures for the distribution of the interest generated by the Donald B. and Dorothy L. Stabler Scholarship Fund. Implement and administer the Fund.

14. Working with the director of distance education and instructional technology (DEIT), the dean of undergraduate education, the dean of graduate education, the dean of lifelong learning, and DEIT consultant, develop a three-year strategic plan for distance education and instructional technology.

15. Working with the director of DEIT, the dean of undergraduate education, the dean of graduate education, and the dean of lifelong learning, begin to study the feasibility of offering MOOC’s for the university’s next five-year strategic plan.

Goal #3 – Grow enrollments of the various programs.

16. Working with the dean of undergraduate education, the dean of lifelong learning, and the dean of graduate education, support the achievement of their enrollment goals.

17. Working with the committee on student satisfaction and retention, the dean of undergraduate education, and the vice president for student life, design and implement strategies to increase retention of DeSales University undergraduate day students.

18. Take an active leadership role to ensure that the director of the doctor of physical therapy (DPT) program, the dean of graduate education, the dean of undergraduate education, and the head of the division of healthcare and natural sciences, develop a six-year (3 + 3) DPT program and a seven-year (4 + 3) DPT program, gain approval of the program from the appropriate accrediting body, and welcome the first class in May 2014.

19. Working with the chair of the nursing and health department, the dean of undergraduate education, the dean of graduate education, the dean of lifelong learning, and the head of the division of healthcare and natural sciences, provide optimal administrative structures for each program offered by the department of nursing and health (viz., traditional BSN, RN to BSN program, RN to MSN program, evening BSN program, accelerated BSN program, MSN program, and DNP program).

20. Monitor the NCLEX-RN results with a goal of maintaining a pass rate percentage in the mid- to upper-90s. Examine, in particular, the NCLEX-RN results of ACCESS nursing students.
Goal #4 – Implement the new financial plan for DeSales University.

21. Monitor the student/faculty ratio to determine the need for faculty lines in 2014 and 2015, eventually seeking the goal of 20/1.

22. Seek additional reductions in staff as opportunities arise.

Maintenance Function for Office of Academic Affairs:

23. Working with the dean of undergraduate education and the appropriate division heads, department chairs, and program directors, support the hosting of visiting teams for the following undergraduate day academic majors: AB, FN, MG, MK, SS (ACBSP); politics & legal studies (one team); and psychology.

24. Working with the dean of graduate education and the appropriate division heads, department chairs, and program directors, support the hosting of visiting teams for the following graduate programs: MBA (ACBSP), MACJ, MSIS, DNP (CCNE), and DPT (CAPTE).

25. Working with the dean of undergraduate education, the dean of graduate education, the division heads, and the department chairs, recruit and hire needed faculty members who can contribute to the academic excellence and the mission of the university.

26. Serve ex officio on the following university committees: rank and tenure, academic oversight, mission, general education core curriculum, institutional outcomes assessment, planning, and educational affairs.

27. Complete other projects as assigned by the president.

**DEAN OF UNDERGRADUATE EDUCATION**  
**Dr. Robert Blumenstein, Ph.D.**

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the undergraduate academic programs at DeSales University.

3. Assist the provost, deans, and division heads to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

**Strategic Plan: 2010-2015**

Goal #1 – Strengthen the reputation of DeSales University for providing quality education.
4. Working with the provost/vice president for academic affairs and the appropriate division heads, continue to promote the submission of courses that qualify for the “DeSales Experience”.

5. Working with the head of the division of the liberal arts and social sciences and the Spanish faculty, continue to implement and monitor the plan for Spanish education at DeSales University.

6. Working with the assistant program director and academic coordinator of the physician assistant program and the chair of the Spanish major, facilitate the development of a dual major in medical studies and Spanish leading to PA certification in six years (4+2).

7. Working with the division heads and the director of career services and internships, continue to promote the completion of internships.

8. Working with the director for career services and internships, evaluate and monitor the scope of career services and populations the office serves.

9. Working with the provost/vice president for academic affairs, continue to assess the need for additional personnel in the office of Career Services and Internships.

10. Working with the provost/vice president for academic affairs, monitor and sustain effective assessment programs for the undergraduate majors and programs.

11. Working with the provost/vice president for academic affairs and the dean of graduate education, establish the policies and procedures for the distribution of the interest generated by the Donald B. and Dorothy L. Stabler Scholarship Fund.

Goal #2 – Improve the appeal of the campus.

12. Working with the registrar, manage the scheduling of classes within the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare.

Goal #3 – Grow enrollments of the various programs.

13. Working with the heads of the divisions, support the achievement of their enrollment goals.

14. Working with the provost/vice president for academic affairs, the committee on student satisfaction and retention, and the vice president for student life, continue to investigate strategies to increase retention of DeSales University undergraduate day students.

15. Working with the director of the doctor of physical therapy (DPT) program, the dean of enrollment management, and the division head of healthcare and natural sciences, initiate a plan to recruit undergraduate students entering in the fall of 2015 interested in pursuing a DPT.
16. Working with the dean of lifelong learning, develop a core-to-core articulation agreement with Lehigh Carbon Community College and Bucks County Community College.

17. Working with the appropriate division head and/or department chair at DeSales University, investigate program-to-program opportunities with Lehigh Carbon Community College’s Computer Game & Simulation Development-Digital Art, Accounting, and TV/Film programs.

18. Working with the appropriate division head and/or department chair at DeSales University, investigate program-to-program opportunities with Montgomery County Community College’s Accounting, Criminal Justice, Communications, Theatre, Dance, Electronic Game and Simulation Design, Graphic Design, and Exercise Science & Wellness programs.

19. Working with the appropriate division head and/or department chair at DeSales University, investigate program-to-program opportunities with Bucks County Community College’s Cinema/Video Production, Accounting, Digital Game and Simulation Design, and Pre-K-4 Early Education programs.

20. Working with the appropriate division head and/or department chair at DeSales University, investigate program-to-program opportunities with Northampton Community College’s Criminal Justice, Accounting, Theatre, Computer Information Systems, and Radio/TV programs.

21. Monitor the enrollment goals for the traditional undergraduate day population.

Goal #4 – Implement the new financial plan for DeSales University.

22. Work with the chairs of majors and the dean of enrollment management to meet the viability ratio for majors of 20/1 by AY 2014-2015.

23. Evaluate each division of the university towards their attaining a student/faculty ratio of 20 students per 1 faculty line dedicated to the undergraduate day student population.

Maintenance Functions for the Office of Undergraduate Education:

24. Working with the provost/vice president for academic affairs, support the hosting of visiting teams for the following undergraduate day academic majors: AB, FN, MG, MK, SS (ACBSP); politics & legal studies (one team); and psychology.

25. Serve ex officio on the following university committees: undergraduate academic affairs committee, academic oversight committee, integrated communications committee, planning committee, and the student satisfaction and retention committee.

26. Continue to coordinate yearly modifications to the Undergraduate Catalog.
27. Continue to work with admissions counselors to facilitate transfers into the university.

28. Continue to meet families visiting DeSales University with an interest in biology.

29. Complete other projects as assigned by the provost/vice president for academic affairs and the president.

DEAN OF LIFELONG LEARNING
Mrs. Deborah L. Booros M.P.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Provide leadership and initiative in the oversight of all aspects of the ACCESS program.

3. Assist the provost, deans, and division heads to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales University for providing quality education.

4. Working with the division heads, department chairs, program directors, full-time faculty liaisons, and DEIT, continue to improve course preparation and instruction for all faculty.

5. Working with the division heads, department chairs, program directors, full-time faculty liaisons, and DEIT, enrich current course assessment practices by focusing efforts on the use of instructional equivalency activities in ACCESS hybrid and online courses.

6. Working with the manager of ACCESS in Lansdale and the director of the Easton Area campus, raise the visibility of the ACCESS program with community employers by enhancing our partnerships with them.

7. Working with the new adjunct advisory committee, establish priorities to enhance recruitment, training activities, professional and program development, and student assessment and retention practices.

8. Working with DEIT, update the ACCESS online orientation.

9. Work closely with the nursing department to increase the rigor for applicants to the evening-weekend nursing program.
Goal #3 – Grow enrollments of the various programs.

10. Working with the ACCESS staff, implement new recruitment and retention plans developed to grow and maintain enrollments; continue to work with DEIT to develop retention efforts for online students.

11. Begin to study the feasibility of offering MOOC’s and/or self-paced courses in ACCESS for the next five-year plan.

Goal #4 - Implement the new financial plan for DeSales University.

12. Seek additional reduction in staff as opportunities arise.

Maintenance Functions for the Office of Lifelong Learning:

13. Serve ex officio on the following university committees: academic affairs committee, academic oversight committee, integrated communications committee, and the planning committee.

14. Complete other projects as assigned by the Provost/Vice President for Academic Affairs and the President.

DEAN OF GRADUATE EDUCATION
Rev. Peter J. Leonard, OSFS, Ph.D.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the graduate programs of the university.

3. Working with the vice president for student life, the provost, other deans within academic affairs, and the division heads, foster a multicultural campus community which represents the populations DeSales University seeks to serve. Assist the directors of graduate programs in collecting demographic data on students and faculty to monitor current status.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the associate vice president for administration and planning, promulgate the results of the Middle States Commission on Higher Education periodic re-accreditation response to be received in November 2013.
5. Working with the provost, appropriate graduate program directors and department chairs and division heads, hire a doctorally prepared director of healthcare simulation (DHS) to shepherd implementation of the new clinical simulation education center (CSEC) in the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare and initiate affiliations with the regional medical community.

6. Working with the provost and dean of undergraduate education, assist in the development of policies and procedures for the distribution of the interest generated by the Donald B. and Dorothy L. Stabler Scholarship Fund.

7. Working with the provost, dean of undergraduate education, dean of lifelong learning, DEIT director, and DEIT consultant, to develop a three-year strategic plan for distance education and instructional technology.

8. Continue to take an active leadership role in helping each graduate program develop and execute an assessment program for the achievement of student learning outcomes and academic excellence. Monitor and sustain effective assessment programs.

9. Working with the PA program director and clinical staff, solidify clinical affiliations with the Cleveland Clinic and the Johns Hopkins University Health System, and explore options for similar affiliations with the Mayo Clinic.

10. Working with the provost, the chair of the nursing and health department, the director of the MSN program, and the head of the division of healthcare and natural sciences, nurture and promote the new DNP program. Assist in achievement of enrollment goals that justify the hiring of a seasoned professional to serve as director of the program.

Goal #2 – Improve the appeal of the campus.

11. Working with the graduate program directors, and vice president for administration, finance and campus environment, collaborate on the development of partnerships in the Rev. Daniel G. Gambet OSFS Center for Business and Healthcare.

12. Working with the appropriate administrators, participate in the process of space reallocation for areas vacated in the transition to the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare.

Goal #3 – Grow enrollments of the various programs.

13. Work with the graduate program directors to support the achievement of their enrollment goals.

14. Working with the director of the physician assistant program and program faculty, support the submission of an application for expansion of the physician assistant program to a cohort of 80 students for the incoming 2014-15 class. Recruit appropriate personnel to support this application.
15. Working with the director of graduate admissions and the PA program director, investigate the development of affiliations for direct entry into the PA program with select regional colleges and universities.

16. Working with the provost, the director of the doctor of physical therapy (DPT) program, the dean of undergraduate education, and the head of the division of healthcare and natural sciences, develop a six year (3+3) DPT program and a seven year (4+3) DPT program. Gain approval of the graduate program from CAPTE and welcome the first class in May 2014.

17. Working with the director of DEIT, the provost, the dean of undergraduate education, and the dean of lifelong learning assist in the development of a feasibility study of offering MOOCs for the next university five-year plan.

18. Working with the chair of the nursing and health department, provost, dean of undergraduate education, dean of lifelong learning, and the head of the division of healthcare and natural sciences, assist in the development and implementation of optimal administrative structures for each program offered by the department of nursing and health (viz., traditional BSN, RN to BSN, RN to MSN program, evening BSN program, accelerated BSN program, MSN program and DNP program).

19. Working with the Director of the M.Ed. program and chair of education, continue to support the stabilization and growth of enrollments in the M.Ed. through the implementation of new program initiatives.

20. Working with the graduate program directors, complete development of a comprehensive plan for the offering of tuition discounts to preceptors and other identified professionals, (g. law enforcement and first responders) in the various graduate programs.

Goal #4 – Implement the new financial plan for DeSales University.

21. Assist the provost, graduate programs and office of institutional advancement to implement new endowment funds to support the excellence of programming within the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare.

Maintenance Functions for the Office of Graduate Education:

22. Serve ex officio on the following university committees: academic oversight, academic affairs—graduate studies, integrated communications, and planning.

23. Serve on the following ad hoc committees: Distance education advisory group and branch campus operations committee.

24. Provide support to the graduate programs and DEIT group for the implementation of the new Blackboard (Bb) Learn (LMS).
25. Working with the provost, appropriate division heads, department chairs and program directors, support the hosting of visiting teams for the MBA (ACBSP), MACJ, MSIS, DNP (CCNE), and DPT (CAPTE).

26. Working with the provost, division heads, department chairs and program directors, assist in recruitment and hiring of needed faculty members who can contribute to the academic excellence and mission of the university.

27. Complete other projects as assigned by the provost or president.

ADMINISTRATION, FINANCE, AND CAMPUS ENVIRONMENT:

VICE PRESIDENT FOR ADMINISTRATION, FINANCE, AND CAMPUS ENVIRONMENT - Mr. Robert J. Snyder, C.P.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the administrative, financial, and campus environmental components of the university.

3. Working with the director of finance and treasurer, the associate vice president for administration and planning, the associate vice president of campus environment, and the director of information technology, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the associate vice president for administration and planning and other direct reports, support the creation of a draft of the next five-year Strategic Plan for 2015-2020.

5. Guide the LEED certification process for the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare and obtain appropriate publicity for the environmentally-friendly aspects of this new facility.

Goal #2 – Improve the appeal of the campus.

6. Oversee the completion of the DeSales Drive road realignment and phase I of the upperclassmen village project by August of 2014. Guide the installation of all technology and furnishings for the buildings.
7. Design a plan for a thorough remodeling of Dooling Hall in light of the movement of programs into the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare. Hire appropriate consultants and constitute a team of faculty and staff for the affected departments.

8. Construct the plaza for the statues of Father Louis Brisson, Mother Mary de Sales Chappuis, and the three young students, as well as convert DeSales Drive from Station Avenue to the plaza complex to a pedestrian way.

Goal #3 – Grow enrollments of the various programs.

9. Working with the provost and the dean for graduate education, complete the appropriate learning-teaching environments for the doctorate in physical therapy by December 2013.

10. Working with the associate vice president for administration and planning, the associate vice president of campus environment, and the director of athletics, complete the design and cost estimates for the first phase of athletic improvements included in the Strategic Plan: 2010-2015, and review such plan with the board of trustees at their September 2013 meeting.

Goal #4 – Implement the new financial plan for DeSales University.

11. Working with the director of finance and treasurer evaluate permanent financing options for the DeSales Drive road realignment, phase I of the upperclassmen village project and other capital projects, and make recommendations of options to consider to the finance and budget committee of the board of trustees at their September 2013 meeting.

Maintenance Functions for the Office of Administration, Finance, and Campus Environment:

12. Working with the associate vice president for administration and planning, the director of finance and treasurer, and the director of human resources, continue to monitor the status of the Patient Protection and Affordable Care Act and its applicability to the university considering pending legal challenges with respect to its requirement for implementation of various mandates that violate the beliefs and religious liberty of Catholic organizations.

13. Working with direct reports, host a visiting team for the department of auxiliary services.

14. Complete other projects as assigned by the president.

DIRECTOR OF FINANCE AND TREASURER
Mr. Michael A. Sweetana, C.P.A. (Inactive)

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.
2. Oversee all financial operations of the institution.

3. Working with the vice president of administration, finance, and campus environment foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the vice president for administration, finance, and campus environment and associate vice president for administration and planning, support the creation of a draft of the next five-year Strategic Plan for 2015-2020.

Goal #2 – Improve the appeal of the campus.

5. Working with the vice president for administration, finance, and campus environment and the associate vice president for administration and planning create a financial plan that will meet the requirements of the Dooling Hall remodeling plan in light of the movement of programs into the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare.

Goal #3 – Grow enrollments of the various programs.

6. Working with the vice president for administration, finance, and campus environment evaluate permanent financing options for the DeSales Drive road realignment, phase I of the upperclassmen village project, and other capital projects, and make recommendations of options to consider to the finance and budget committee of the board of trustees at their September 2013 meeting.

7. Working with the vice president for administration, finance, and campus environment, design a financial plan that will meet the funding requirements of implementing the athletic components of the Strategic Plan: 2010-2015.

8. Continue to work closely with Smith Barney on the implementation of their investment allocation strategy and evaluation of our investment managers in order to maximize returns on endowment and similar fund investments according to the university’s investment policy, which will add to resources available for financial aid and allow the university to compete effectively in the higher education marketplace and grow enrollments in the traditional undergraduate day program.

Goal #4 – Implement the new financial plan for DeSales University.

9. Working with the vice president for administration, finance, and campus environment, seek to provide administrative, staff, and faculty salaries in line with the goals of the Strategic Plan: 2010-2015.
10. Continue to update and refine the profit by department analysis, concentrating on the development of trend data now that nine comparative years of information are available, with a focus on methodology changes dictated by the university’s new organizational structure.

11. Evaluate options to renegotiate the terms of the 2007 tax-exempt debt note for which the fixed interest rate of 3.75% is set to expire in 2017. The proposed new rate for this note is 2.8% through 12/15/2023 netting a present value savings of $226,533, which will be reviewed with the finance and budget committee at the September 2013 meeting.

Maintenance Functions for the Office of Finance and Treasurer:

12. Working with the vice president for administration, finance, and campus environment, associate vice president for administration and planning, and the director of human resources, continue to monitor the status of the Patient Protection and Affordable Care Act and its applicability to the university considering pending legal challenges with respect to its requirement for implementation of various mandates that violate the beliefs and religious liberty of Catholic organizations.

13. Complete such other projects as might be assigned by the president or the vice president for administration, finance, and campus environment.

ASSOCIATE VICE PRESIDENT FOR ADMINISTRATION AND PLANNING
Mr. Peter Rautzhan, M.B.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee all assessment and planning functions of the university.

3. Working with the vice president of administration, finance, and campus environment foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the president, vice president for administration, finance, and campus environment, planning committee, and board of trustees, guide the discussion and development of a draft of the next Strategic Plan for 2015-2020. The draft of the Strategic Plan: 2015-2020 will then be further reviewed, discussed, and presented during fiscal 2015 for approval by the board of trustees in May of 2015.
5. Working with the vice president for administration, finance, and campus environment, continue the work to design and implement a plan for a robust assessment culture of the institution as a whole, combining the work of academic assessment of programs, the student life assessment of student satisfaction and retention, the assessment of the various administrators, and the multiple visiting team reports, into the working of the institutional outcomes assessment committee.

Goal #2 – Improve the appeal of the campus.

6. Working with the vice president for administration, finance, and campus environment, continue to design a plan for a thorough remodeling of Dooling Hall in light of the movement of programs into the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare.

7. Working with the vice president for administration, finance, and campus environment, the executive director of communications, and the associate vice president of campus environment, design a plan to inform the campus community of our achievements in creating an “eco-friendly environment”. 

Goal #3 – Grow enrollments of the various programs.

8. Working with the vice president for administration, finance, and campus environment, the associate vice president of campus environment, and the director of athletics, complete the design and cost estimates for the first phase of athletic improvements included in the Strategic Plan: 2010-2015, and review such plan with the board of trustees at their September 2013 meeting.

Goal #4 – Implement the new financial plan for DeSales University.

9. Working with the vice president for administration, finance, and campus environment, and the director of finance and treasurer, assist in identifying and evaluating additional staff reductions as they become available and coordinate appropriate responses to such reductions.

Maintenance Functions for the Office of Administration and Planning:

10. Working with the vice president for administration, finance, and campus environment, the director of finance and treasurer, and the director of human resources, continue to monitor the status of the Patient Protection and Affordable Care Act and its applicability to the university considering pending legal challenges with respect to its requirement for implementation of various mandates that violate the beliefs and religious liberty of Catholic organizations.

11. Work with the various administrative units charged with visiting team assessments for the academic year 2013-2014. Attend exit interviews of team visits.
12. Complete other projects as assigned by the president and the vice president for administration, finance, and campus environment.

INSTITUTIONAL ADVANCEMENT:

Vice President for Institutional Advancement
Thomas L. Campbell, M.B.A., ACFRE

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of institutional advancement at the university.

3. Working with the president, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the institutional advancement staff, seek to create additional corporate partnerships that include internships for our students, executive visits to our campus and classrooms, and interaction with our faculty.

5. Working with the institutional advancement staff, seek speaking and presentation opportunities to showcase DeSales University and to increase name recognition of the institution regionally and nationally.

6. Working with the new branding agency, design a comprehensive marketing/branding campaign to better leverage DeSales University’s strengths.

Goal #2 – Improve the appeal of the campus.

7. Working with the president, launch several additional fundraising efforts for the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare and begin to move the efforts of the capital campaign to include the athletic stadiums and future plans.

8. Working with the design team of athletic consultants, create a colorful brochure that can be used for athletic department fundraising.

Goal #3 – Grow enrollments of the various programs.

9. Grow the endowments for the financial aid/scholarship funds of the university by $2 million.
10. Introduce the academic endowment funds to support the various programs within the Gambet Center for business and healthcare.

11. Include efforts from the enrollment management office within the president’s annual tour to visit alumni whenever this is appropriate.

Goal #4 – Implement the new financial plan for DeSales University.

12. Working with the president, surpass the $24 million mark for the capital campaign.

13. Design strategies to increase the annual fund to the $1.5 million mark.

Maintenance Functions for the Office of Institutional Advancement:

14. Working with direct reports, design and implement a five-year plan to achieve a robust campus environment of philanthropy.

15. Conduct all annual fund events and increase net contributions to the university by 5%.

16. Increase alumni participation in annual fund events by 5%.

17. Serve ex officio on the following university committees: institutional advancement committee of the board of trustees and the planning committee.

18. Complete other projects as assigned by the president.

EXECUTIVE DIRECTOR OF COMMUNICATIONS
Mr. Thomas McNamara, B.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the communications function of the university, including marketing, public relations, publications, and website.

3. Working with the vice president of institutional advancement, help to foster a multicultural campus community that represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Work with the University’s new advertising agency of record (160over90) to create a new marketing and branding strategy for the University.
5. Increase the number of press releases and news articles for the website by creating an in-house beat reporter position for a communications intern or work study; improve the system for hometown press releases by using student e-mail addresses for a push to social media.

Goal #2 – Improve the appeal of the campus.

6. Work with the vice president for institutional advancement and the communications staff to begin a communications plan for the University’s 50th Anniversary (2015-16).

7. Work with the emergency services specialist and the chief of the University police to enhance the University’s crisis communications plan.

8. Working with the director of web communications, complete migration of all internal content into MyDSU Portal (intranet) and track statistics of website use and analyze for modifications and changes in strategy.

9. Working with the communications staff, create an editorial and web calendar to proactively make website updates as well as seek promotional, editorial, and marketing opportunities.

10. Evaluate the necessity of a mobile-friendly website (i.e., how many visits to the University’s website from a mobile device does the University receive) and work with a University partner to create the website.

11. Work with the director of publications to create an active web presence for the DeSales University Magazine that goes beyond the current issue to provide unique and expanded content.

Goal #3 – Grow enrollments of the various programs.

12. Expand geographic area of marketing (traditional or digital) into locations for growth supported by the University’s Strategic Plan; decrease newspaper advertising to better allocate resources to other media outlets.

Goal #4 – Implement the new financial plan for DeSales University.

13. Improve the publication and productions schedules for all 275+ publications for all departments across campus to increase project efficiency.

14. Review the need for 275+ publications for all the departments across campus with the intent to reduce this work load.
Maintenance Functions for the Office of Communications:

15. Serve as chair of the integrated communications committee and the judicial affairs committee.

16. Coordinate the recruitment of speakers for the university’s two endowed lectures.

17. Complete other projects as assigned by the president and vice president for institutional advancement.

STUDENT LIFE

VICE PRESIDENT FOR STUDENT LIFE
Dr. Gerard Joyce, Ph.D.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the student life administration of the university.

3. Working with the president, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the president and the planning committee, support the creation of the five-year strategic plan (2015-2020).

5. Working with the dean of students and associate dean for student development, foster the development of the “DeSales Solidarity Initiative” where full-time traditional day students develop a culture of inclusiveness, without judgment, through programming in extra-curricular activities, on service trips, and during international learning experiences.

Goal #2 – Improve the appeal of the campus.

6. Working with the dean of enrollment management, director of admissions, executive director of communications, and the new advertising firm, strengthen the traditional undergraduate marketing initiative.

7. Working with the dean of students, dean of undergraduate education, director of residence life, and director of housing, explore, develop, and implement a housing plan for the first two upperclassmen village units.
8. Working with the president, director of international learning, and director of international academic affairs, create a five-year strategic international learning plan.

9. Work with the vice president for administration, finance, and campus environment, associate vice president for administration and planning, director of athletics, and consulting firm, to design phase I of the athletic components of the master plan and identify funding sources and time lines for future phases of the plan.

Goal #3 – Grow enrollments of the various programs.

10. Working with the enrollment management office, visit the Oblate high schools, i.e., Salesianum, Father Judge, and St. Francis de Sales, to increase the number of applications, acceptances, and deposits from our Salesian high schools.

Goal #4 – Implement the new financial plan for DeSales University.

11. Seek to enhance enrollment in the undergraduate day student population by: (1) identifying new athletic programs both intercollegiate and club and promoting them; (2) recommending new majors to the academic administration; and (3) combining Spanish language second majors with healthcare and criminal justice majors for five-year programs ending in dual degrees (including a semester abroad), and expanding international recruitment.

Maintenance Functions for the Office of Student Life:

12. Working with direct reports, host visiting teams for the following offices: Character U and Student Engagement and Leadership

13. Serve ex officio on the following university committees: board sub-committee for student life, general education core curriculum committee, institutional outcomes committee, mission committee, planning committee, and student satisfaction and retention committee.

14. Complete other projects as assigned by the president.

DEAN OF ENROLLMENT MANAGEMENT
Ms. Mary Birkhead, B.S.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the enrollment management function for undergraduate day students at the university.
3. Working with the vice president for student life, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

**Strategic Plan: 2010-2015**

**Goal #1 – Strengthen the reputation of DeSales for providing quality education.**

4. Working with the vice president for student life and the planning committee, support the creation of the five-year strategic plan (2015-2020).

5. Working with the vice president for student life, director of admissions, executive director of communications, and the new advertising firm, strengthen the traditional undergraduate marketing initiative.

**Goal #2 – Improve the appeal of the campus.**

6. Work with the director of admissions, director of financial aid, and the manager of enrollment information services, to plan and implement a paperless application process for all traditional undergraduate applicants for the recruitment year 2014–2015.

7. Work with the office of institutional advancement, the director of technology, and the director of admissions, to monitor the effectiveness of the new website design for the university and ensure that all enrollment management programs are appropriately highlighted for the recruitment of the traditional undergraduate class entering in the fall of 2014.

**Goal #3 – Grow enrollments of the various programs.**

8. Generate 2,650 applications, 2,000 acceptances (75% acceptance rate), 485 gross deposits (24% gross deposit rate), and 465 net deposits (23% net conversion rate) for the freshman class of 2014-2015.

9. Recruit a minimum of 80 transfer students for the fall semester 2013 and 30 transfer and first-time freshman students for the spring semester 2014.

10. Recruit the freshman class of 2013 with at least 46% male, at least 20% multicultural/foreign, and 90% living in residence halls on campus.

11. Work with the president and the director of admissions, to ensure that the president accompanies the admissions staff whenever they visit the Oblate high schools, i.e., Salesianum, Father Judge, and St. Francis de Sales.
Goal #4 – Implement the new financial plan for DeSales University.

12. Work with the vice president for student life, vice president for administration, finance, and campus environment, director of finance, and director of financial aid, to determine the appropriate discount rate for the freshman class 2014 by November 1, 2013.

13. Seek to identify additional staff reductions as they become available.

Maintenance Functions for the Office of Enrollment:

14. Host two visits from Gayle Pollock during the 2013-2014 recruitment cycle.

15. Host the 4th annual DeSales University PACAC college fair in spring 2014.

16. Serve ex officio on the following university committees: educational affairs committee of the board, planning committee, student affairs committee, integrated communications committee, and the budget advisory committee.

17. Complete other projects as assigned by the vice president for student life and the president.

DEAN OF STUDENTS
Ms. Linda Zerbe, M.Ed.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the student affairs administration of the university.

3. Working with the vice president for student life, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the vice president for student life and the planning committee, support the creation of the five-year strategic plan (2015-2020).

5. Working with the vice president for student life and associate dean for student development, foster the development of the “DeSales Solidarity Initiative” where full-time traditional day students develop a culture of inclusiveness, without judgment, through programming, in extra-curricular activities, on service trips, and during international learning experiences.
Goal #2 – Improve the appeal of the campus.

6. Work with the office of institutional advancement, the director of technology, and the director of admissions, to monitor the effectiveness of the new website design for the university and ensure that all student affairs programs are appropriately highlighted.

7. Work with the student services data coordinator, director of student conduct, director of the student health center, and director of counseling, to implement an electronic tracking system for data used in the wellness center and student conduct office.

8. Work with the vice president for student life, dean of enrollment management, director of admissions, director of athletics, associate dean for student development, executive director of communication, and the new advertising firm, to develop a marketing recruitment plan for the center for character and leadership as a distinctive feature of the student life program.

Goal #3 – Grow enrollments of the various programs.

9. Working with the vice president for student life, dean of undergraduate education, director of residence life, and director of housing, explore, develop, and implement a housing plan for the first two graduate/upperclassmen village units.

10. Work with the vice president for student life, vice president for administration, finance, and campus environment, treasurer, and director of housing, to design a cost structure for the new upperclassmen village.

Goal #4 – Implement the new financial plan for DeSales University.

11. Seek to identify additional staff reductions as they become available.

Maintenance Functions for the Office of Student Affairs:

12. Working with direct reports, host visiting teams for the following offices: Character U and Student Engagement and Leadership.

13. Serve ex officio on the following university committees: student life sub-committee of the board, academic affairs, planning committee, and the student affairs committee.

14. Complete other projects as assigned by the vice president for student life and the president.
DIRECTOR OF ATHLETICS
Mr. Scott Coval, B.B.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the work of the athletic division of the university.

3. Working with the vice president for student life, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2010-2015

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Working with the vice president for student life and the planning committee, support the creation of the five-year strategic plan (2015-2020).

5. Work with the vice president for student life, vice president for administration, finance, and campus environment, and consulting firm, to design phase I of the athletic components of the master plan and identify funding sources and time lines for future phases of the plan.

Goal #2 – Improve the appeal of the campus.

6. Work with the office of institutional advancement, the director of technology, and the director of admissions, to monitor the effectiveness of the new website design for the university and ensure that all athletic programs are appropriately highlighted.

7. Working with the vice president for student life, dean of enrollment management, director of admissions, executive director of communications, and the new advertising firm, strengthen the marketing of the athletics program.

8. Work with the vice president for student life, dean of enrollment management, dean of students, director of athletics, associate dean for student development, executive director of communications, and the new advertising firm, to develop a marketing recruitment plan for the center for character and leadership as a distinctive feature of the student life program.

Goal #3 – Grow enrollments of the various programs.

9. Work with the vice president for student life to develop a strategic plan for the addition of varsity athletic programs that will increase the total number of student athletes recruited to the institution.
10. Working with the director of admissions, host the annual athletic department recruitment event.

Goal #4 – Implement the new financial plan for DeSales University.

11. Seek to identify additional staff reductions as they become available.

Maintenance Functions for the Office of Athletics:

12. Serve *ex officio* on the following university committees: student life sub-committee of the board, planning committee, and the student affairs committee.

13. Complete other projects as assigned by the vice president for student life and the president.

**DIRECTOR OF INTERNATIONAL LEARNING**
Mr. Brian MacDonald, M.B.A.

1. Witness support of and contributions to the mission of DeSales University by one’s life within the DeSales University community.

2. Oversee the recruitment and retention of traditional day international students.

3. Work with the vice president for student life, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

**Strategic Plan: 2010-2015**

Goal #1 – Strengthen the reputation of DeSales for providing quality education.

4. Work with the vice president for student life and the planning committee to support the creation of the five-year strategic plan (2015-2020).

5. Work with the president, vice president for student life, and director of international academic affairs to create a five-year strategic international learning plan.

6. Work with the office of institutional advancement, the director of technology, and the director of admissions, to monitor the effectiveness of the new website design for the university and ensure that all international programs are appropriately highlighted.

7. Work with the vice president for student life and director of international academic affairs to assess the university’s ongoing international activities using the Forum on Education Abroad standards of good practice and code of ethics.
Goal #2 – Improve the appeal of the campus.

8. Work with the vice president for student life, director of international academic affairs, dean of enrollment management, director of admissions, executive director of communications, and the new advertising firm, to strengthen the marketing of the international learning initiative.

Goal #3 – Grow enrollments of the various programs.

9. Continue to use electronic marketing to recruit traditional day international students.

10. Generate 40 international prospects, 10 applications, 7 accepts, and 5 deposited full-time traditional day students for the fall of 2014.

Maintenance Functions for the Office of International Learning:

11. Manage the application process for all international day students.

12. Manage the office of study abroad for traditional day students wishing to pursue international opportunities.

13. Process all INS related items to secure authorized visas for all traditional day and accelerated BSN international students.

14. Update electronic files for all traditional day and accelerated BSN international students in the SEVIS system to ensure that students remain in active status.

15. Coordinate the process for Optional Practical Training (OPT) for international students.

16. Serve as DeSales University’s primary designated office to the INS through the SEVIS tracking system.

17. Complete other projects as assigned by the vice president for student life and the president.