PRESIDENT’S CABINET’S OBJECTIVES
FOR THE 2016-2017 ACADEMIC YEAR

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

President
Director of Salesian Center

Academic Affairs:

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

Student Life:

Vice President for Student Life
Dean for Enrollment Management
Dean of Students
Director of Athletics
Director of International Learning

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
PRESIDENT
Fr. 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 and working through the vice presidents, oversee the work of the institution.

3. With the direction and support of the board and working with the vice presidents, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

4. With the direction and support of the governance committee of the board and the work of the assistant to the president for board affairs, prepare to implement the succession plan for the fourth president of the University during the 2016-2017 academic year.

Strategic Plan: 2015-2020

Goal #1 – Enhancing Educational Distinction

5. Work with the vice president for administration, finance, and campus environment and Legal Counsel to maintain and strengthen our public Roman Catholic identity in the face of the massive cultural forces of secularism.

6. Work with the vice president for administration, finance, and campus environment and Legal Counsel to minimize the intrusive character of federal mandates that require increases in tuition and benefits.

7. Plan to thin the book collection and reallocate spaces in the Trexler Library for the academic resource center, exploratory studies professionals, and instructional technology specialists.

8. Work with the provost/vice president for academic affairs, the vice president for administration, finance, and campus environment, and key faculty to plan for the reallocation spaces in the basement of Dooling Hall (including a remodeling of the auditorium) for the social science programs.

9. Monitor the progress of a new major in hospitality management to the point of board consideration.

Goal #2 – Advancing Reputation and Reach

10. Work with the co-chairs of the steering committee of the Middle States review to produce the report and supporting documents for our re-accreditation process.
11. Work with the provost/vice president for academic affairs, the dean of graduate education, the vice president for administration, finance, and campus environment, and key faculty to plan for the design of the academic programs that will be housed in the next medical studies building for the campus. Identify possible funding resources for this project.

12. Nurture the four new undergraduate majors as recruitment begins.

13. Work with the vice president for institutional advancement to secure pledges for a minimum of $7 million for the next phase of the Dr. John Compardo Athletics Complex at DeSales University.

Goal #3 – Stewarding and Extending Resources

14. Working closely with the study team for the next medical studies building, prepare for requests to the Commonwealth of Pennsylvania, various foundations, and key benefactors for advanced gifts.

15. Working with the vice president for student life, the dean for graduate education, and the vice president for administration, finance, and campus environment, plan appropriate housing options for undergraduate day and graduate students.

16. Working with the vice president for student life and the athletic director, evaluate the work of this past summer in the creation of the athletic fields and venues for competition.

17. Working with the vice president for institutional advancement, design a “DeSales University Wine Festival” as a major fall semester fundraising event.

18. Working with the vice president for administration, finance, and campus environment, create an endowment fund for the enhancement of the campus roads and parking lots. Fund the endowment with a gift from the operationally generated funds, a yearly parking fee, and from parking fines.

19. Working with the treasurer of the institution, return the operationally generated funds to the $4 – $5 million range.

Goal #4 – Partnering for the Future

20. Working with the vice president for student life, the director of international learning, and the director of international academic affairs, expand the Rome experience to both fall and spring semesters and identify two additional countries to our lists of partnerships.

21. Working with the dean for graduate education and the business faculty, formulate a graduate level partnership with Don Bosco University in India.
22. Working with the dean for graduate education and the physician assistant program leadership, create a partnership with St. John’s University Hospital in Bangalore India.

23. Plan for the design of a large storage building and book repository for general campus use.

SALESIAN CENTER FOR FAITH AND CULTURE
Fr. Thomas Dailey, OSFS, S.T.D.

In terms of our Salesian MISSION ...

- Provide assistance, wherever invited, to the working groups assigned to prepare the self-study of DeSales University in view of renewed accreditation by the Middle States Commission on Higher Education

- Review the organizational structure of the Salesian Center and, where necessary, propose changes to the staffing

In terms of our EDUCATIONAL initiatives ...

- Introduce the new alumni component of the Ryan Leadership Institute (“L.I.V.E. – It”) with a special event as part of the 2016 Homecoming celebrations

- Plan, and if possible execute, the creation of a fully digital version of the various components of the Inculturation series for new full-time employees at DeSales University

In terms of our DIALOGUE opportunities ...

- Create and participate in a special Salesian event with the Pennsylvania Shakespeare Festival to celebrate their 25th anniversary and honor the festival’s founder – REV. GERARD SCHUBERT, OSFS

- Expand participation in the “Arts & Culture” programs sponsored by the Salesian Center (i.e., the Reel to Real film series and the John Paul II Memorial event)

In terms of our PARTNERSHIP ventures ...

- Collaborate with the Rider Pool Foundation, the Healthcare Council of the Lehigh Valley, and related departments/divisions at DeSales University, to host a public summit on “The Road to Health” Community Health Needs Assessment for the Lehigh Valley

- Assist the Forum for Ethics in the Workplace to introduce a new and improved version of “The Societas Award for Responsible Business Conduct”

In terms of PUBLIC RELATIONS ...
• Collaborate with members of the Salesian Scholars Seminar, the Oblates of St. Francis de Sales, and others to publish a festschrift celebrating the 90th birthday of the Senior Salesian Scholar at DeSales University – REV. ALEXANDER POCETTO, OSFS

In terms of **INSTITUTIONAL ADVANCEMENT** ...

• Work with the Office of Institutional Advancement to cultivate financial support for the creation of a polling institute at DeSales University

**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: 2015-2020**

Goal #1 – Enhancing Educational Distinction

4. Assist the co-directors of the 2016-2017 University-wide self-study to ensure that the task forces complete successfully the Middle States Commission on Higher Education (MSCHE) self-study during the 2016-17 academic year in anticipation of MSCHE visiting team assessment of the University in 2017-2018. Serve as co-chair of the educational effectiveness assessment working group.

5. Working as a member of our hospitality management advisory board, which consists of DeSales faculty and administrators; general managers of hotels, restaurants, and Saucon Valley Country Club; and area tourism managers, complete the feasibility study for a new undergraduate major in hospitality management, which might include an international internship. If the feasibility study is positive, working with the chair of the hospitality management advisory board, the dean of undergraduate education, and the dean of enrollment management, draft a proposal for approval by the undergraduate academic affairs committee, the full faculty, the educational affairs committee, and the board of trustees.

6. Working with the dean of graduate education, dean of undergraduate education, the healthcare division head, and the vice president for administration, finance, and campus environment, propose whether the University should establish a new major in
occupational therapy. If the suggestion is positive, investigate the accreditation process, hiring needed faculty, planning for the required physical spaces and equipment, and obtain the approvals of the undergraduate and graduate academic affairs committees, the full faculty, the educational affairs committee, and the board of trustees.

7. Working with the director of the DPT program, the dean of graduate education, the dean of undergraduate education, and the healthcare division head, nurture and promote our six-year (3 + 3) DPT program and our seven-year (4 + 3) DPT program, after gaining the next level of accreditation approval of the DPT program from CAPTE.

8. Working with the chair of the nursing and health department, the dean of undergraduate education, the dean of graduate education, and the healthcare division head, 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/weekend BSN program, accelerated BSN program, MSN program, and DNP program).

9. Monitor the NCLEX-RN results with a goal of maintaining a pass rate percentage in the mid- to upper-90s. Continue to examine the NCLEX-RN results of ACCESS nursing students.

10. Working with the dean of undergraduate education, the dean of enrollment management, the dean of lifelong learning, and the appropriate division head, promote the development and marketing of the new majors in health communication, homeland security, supply chain management, and healthcare administration.

11. Working with the dean of undergraduate education, the liberal arts and social sciences division head, and the social sciences department, promote the development of a center for homeland security.

12. Working with the dean of undergraduate education and the division heads and/or department chairs, promote the development of courses with an international travel component.

13. Working with the vice president for student life, the dean of undergraduate education, and the dean of students, continue to 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.

14. Working with the dean of undergraduate education, the director of distance education and instructional technology (DEIT), and the division heads and/or department chairs, promote the development of online “master courses” to be offered in the traditional day program. A traditional undergraduate student is permitted to take at most two of these online courses as part of his/her undergraduate degree program.
15. Working with the dean of undergraduate education, the dean of graduate education, and the appropriate division heads, department chairs, and program directors, support the hosting of visiting teams for the following majors and programs: BI; BICH & CH (one team evaluates both); CS & MA (one team evaluates both); ECE (PDE accreditation); TR; and TV/Film.

16. Working with the director of DEIT, the dean of undergraduate education, the dean of graduate education, the dean of lifelong learning, the division heads, the department chairs, and the program directors, study the feasibility of offering MOOCs as part of the University’s 2015-2020 Strategic Plan.

17. Working with the library director, develop a multi-year information literacy assessment plan incorporating the ACRL Framework for Information Literacy in Higher Education.

18. Working with the library director and the associate vice president for campus environment, create a remodeling plan with cost estimates for Trexler library.

19. Working with the registrar and the associate vice president for campus environment, investigate the possibility of remodeling the space occupied by the registrar’s office to provide separate offices for the registrar and the associate registrar, providing the confidentiality needed when they speak with students about academic issues.

Goal #2 - Advancing Reputation and Reach

20. Working with the dean of undergraduate education, the dean of graduate education, and the division heads and/or department chairs, explore additional undergraduate majors and graduate programs in health-related fields such as nutrition, speech therapy, occupational therapy, and Certified Registered Nurse Anesthetist (CRNA).

21. Working with the dean of graduate education and the appropriate graduate program directors, division heads, department chairs, and the director of healthcare simulation, nurture the development of the clinical simulation education center in the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare and promote affiliations with the regional medical community.

22. Working with the dean of graduate education and the appropriate graduate program directors, division heads, department chairs, and the director of healthcare simulation, pursue the initiative of our healthcare faculty preparing simulation scenarios to be marketed by a company that is a leader in the field of simulation.

Goal #3 – Stewarding and Extending Resources

23. Pursue new initiatives to increase ACCESS enrollments.
Goal #4 – Partnering for the Future

24. Working with the physician assistant faculty and the dean of graduate education, continue to develop our affiliation with the DeSales Free Clinic at the Allentown Rescue Mission and related outreach. Implement an expanded presence in Manchay, Peru, and nurture the newly-established international rotation at the clinic at the Lumen Christi Institute in Arusha, Tanzania. Begin investigation of a third international site in India.

Maintenance Functions for the Office of the Provost/Vice President for Academic Affairs

25. 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.

26. 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, the dean of undergraduate education, the dean of lifelong learning, and the dean of graduate education to monitor and sustain effective assessment programs.

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

28. 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. Working with the provost/vice president for academic affairs, the deans within academic affairs, the associate dean of academic life, and the division heads, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

Strategic Plan: 2015-2020

Goal #1 – Enhancing Educational Distinction

4. Working with the provost/vice president for academic affairs, the dean of graduate education, and the dean of enrollment management, explore the feasibility of a program in Occupational Therapy.
5. Working with the provost/vice president for academic affairs and the dean of enrollment management, continue to explore the feasibility of a program in Hospitality Management.

6. Working with the provost/vice president for academic affairs, the division head of liberal arts and social sciences, and the chair of the social science department, explore the development of a Center for Homeland Security.

7. Working with the provost/vice president for academic affairs, the director of distance education and instructional technology (DEIT), and the division heads and/or department chairs, continue to assist in the development of online “master courses” to be offered in the traditional day program.

8. Working with the provost/vice president for academic affairs and the dean of enrollment management, continue to explore new undergraduate majors.

9. Working with the provost/vice president for academic affairs, facilitate the work of the Middle States Commission on Higher Education (MSCHE) Steering Committee and the MSCHE Co-Chairs in preparation for the MSCHE Team visit in the spring of 2018. Serve as co-chair of the student learning experience working group.

Goal #2 – Advancing Reputation and Reach

10. Support the new accelerated nursing program director in the recruitment of students into the accelerated nursing program.

11. Working with the provost/vice president for academic affairs, the associate dean of academic life, and the director of the exploratory studies program, assess the effectiveness of the exploratory studies program. Examine its administrative structure to maximize the effectiveness of the program.

12. Working with the associate dean of academic life and the director of the exploratory studies program, develop a recruitment plan for students interested in the exploratory studies program.

Goal #3 – Stewarding and Extending Resources

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

14. Continue to evaluate each division of the University towards their maintaining a student/faculty viability ratio of 20 students per 1 faculty line dedicated to the undergraduate day student population.

Goal #4 – Partnering for the Future
15. Working with the appropriate division head and/or department chair, and the associate dean of academic life, continue to develop program-to-program agreements with partnering community colleges.

**Maintenance Functions for the Office of Undergraduate Education**

16. Working with the associate dean of academic life and the registrar, develop a plan to submit approval forms electronically.

17. Working with the provost/vice president for academic affairs, the appropriate division heads, and the department chairs, support the hosting of visiting teams for the following majors: BI; BICH & CH (one team evaluates both); CS & MA (one team evaluates both); TR; TV/Film; and ECE (PDE accreditation).

18. Serve *ex officio* on the following University committees: undergraduate academic affairs, academic oversight, distance education, integrated communications, planning, student affairs and student satisfaction and retention.

19. Working with the associate dean of academic life, continue to coordinate yearly modifications to the *Undergraduate Catalog*.

20. Working with the associate dean of academic life, continue to work with the admissions counselors to facilitate transfers into the University.

21. 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. Working with the provost/vice president for academic affairs and the division heads, foster a multicultural campus community which represents the populations DeSales University seeks to serve.

*Strategic Plan: 2015-2020*

**Goal #1 – Enhancing Educational Distinction**

4. Serve as a working group co-chair and member of the Steering Committee for the DeSales University Self-Study for the Middle States Commission on Higher Education (MSCHE).
5. Working with Institutional Advancement, plan various events to celebrate the 40th anniversary of ACCESS by promoting the strength and accomplishments of the program, the excellence of our faculty, and the support of our alumni.

6. Working with the division heads, department chairs, and program directors, help ensure the quality of the ACCESS program.

7. Working with division heads/department chairs and community business partners, research, identify, and pursue the development of interdisciplinary and multidisciplinary programs using alternative pathways with capacity to grow enrollments (e.g., nanodegrees, stackable certificates, micro degrees).

8. Working with the director of web communications and information technology, web manager/technical content analyst, and the ACCESS social media coordinator, assess the ACCESS website’s overall health, content, and ease of use.

9. Working with the director of DEIT, develop a new training and professional development model for adjunct faculty by expanding the tools and formal processes to assist faculty in the continuous development and improvement of their teaching skills.

Goal #2 - Advancing Reputation and Reach

10. Working with swr&b and our marketing staff, develop a digital marketing campaign that will help expand our online programs within a 60-mile radius of main campus to help increase inquiries by 30 percent.

11. Review the current tuition model, fee structures, and discounts with a view toward enhancing revenue streams.

12. Working with the Division of Business and DEIT, continue to research the possibility of introducing a Competency Based Education (CBE) program in ACCESS. Investigate the curriculum and faculty support structure needed for a CBE program.

13. Working with the business and financial aid offices, begin discussing a financial model for an ACCESS CBE program.

Goal #3 – Stewarding and Extending Resources

14. Continue working with the ad hoc committee on graduate and adult student services to help expand support for high-quality, easy-to-navigate student services, specifically those that include career services.

15. Working with DEIT, continue to develop a new online orientation program for ACCESS students to be piloted in the fall of 2016.

16. Continue to cultivate and support an adjunct faculty pool that distinguishes itself as creative, innovative, and learner-focused.
Goal #4 – Partnering for the Future

17. Working with full-time business faculty, survey current students and alumni about the possible “rebranding” of the ACCESS program.

18. Working with the appropriate personnel, market and promote the new majors.

Maintenance Functions for the Office of Lifelong Learning

19. Serve ex officio on the following University committees: academic oversight, academic affairs—undergraduate studies, distance learning, integrated communications, and planning.

20. Serve on the ad hoc branch campus operations committee.

21. Complete other projects as assigned by the provost/vice president for academic affairs or 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. Support the work of the Salesian Center for Faith and Culture by supporting the Ryan Leadership Institute, the DeSales Honor’s Program and “The Road to Health” summit sponsored by the Rider Pool Foundation and the Healthcare Council of the Lehigh Valley.

3. Oversee the work of the graduate programs of the University.

4. Participate in the MSCHE decennial steering committee and co-chair working group 7 - governance, leadership, and administration.

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

Strategic Plan: 2015-2020

Goal #1 – Enhancing Educational Distinction

6. Working with the provost/vice president for academic affairs, appropriate graduate program directors, and Director of Healthcare Simulation (DHS), shepherd the ongoing
development of the clinical simulation education center (CSEC) in the Rev. Daniel G. Gambet, OSFS, Center for Business and Healthcare. Support the gathering of data necessary to pursue accreditation of the center during the 2018-2019 academic year. Continue to support the healthcare faculty in the development of simulation scenarios for publication.

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

8. Working with the provost/vice president for academic affairs, dean of undergraduate education, dean of lifelong learning, and DEIT director, shepherd implementation of the three-year strategic plan for distance education and instructional technology. Support the planning of an additional year for this rolling plan.

9. 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.

10. Working with the director of DEIT, the provost/vice president for academic affairs, and the Director of the MBA, support the development plan for the creation of MBA master courses for online learning.

Goal #2 – Enhancing Reputation and Reach

11. Working with the vice president for administration, finance, and campus environment and other appropriate administrators, support the development of plans for the Pocetto Wellness Center, a new academic building to house the DPT, sport and exercise physiology programs, and other healthcare majors to be identified.

Goal #3 – Stewarding and Extending Resources

12. Working with the graduate program directors, support the achievement of their enrollment goals. Explore new program initiatives where feasible.

13. Working with the provost/vice president for academic affairs, the dean of undergraduate education, the dean of lifelong learning, and the division heads and/or department chairs, explore additional undergraduate majors and graduate programs in health-related fields such as nutrition, occupational therapy, Certified Registered Nurse Anesthetist (CRNA) and speech therapy.

14. Working with the provost/vice president for academic affairs, the director of the Doctor of Physical Therapy (DPT) program, the dean of undergraduate education, and the healthcare division head, nurture and promote our six-year (3+3) DPT program and our seven-year (4+3) DPT program, after gaining the next level of accreditation approval form the Commission on Accreditation of Physical Therapy Education (CAPTE).
15. Working with the chair of the nursing and health department, provost/vice president for academic affairs, dean of undergraduate education, dean of lifelong learning, and head of the healthcare division, 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).

16. Continue the process for performing a comprehensive evaluation of graduate student services necessary to create a graduate student wellness model and provide appropriate funding structure for initial implementation during the fall 2016 semester.

   a. Academic support, including disabilities accommodation
   b. Career counseling and placement
   c. Access to healthcare, including psychological counseling
   d. Access to recreational facilities
   e. International student support

Goal #4 – Partnering for the Future

17. Working with the physician assistant faculty and the provost/vice president for academic affairs, continue to develop our affiliation with the DeSales Free Clinic at the Allentown Rescue Mission and related outreach. Implement an expanded presence in Manchay, Peru, and nurture the newly-established international rotation at the clinic at the Lumen Christi Institute in Arusha, Tanzania. Begin investigation of a third international site in India.

Maintenance Functions for the Office of Graduate Education

18. Serve ex officio on the following university committees: academic oversight, academic affairs—graduate studies, distance learning, integrated communications, planning, and the ad hoc branch campus operations committee.

19. Working with the provost/vice president for academic affairs 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.

20. Complete other projects as assigned by the provost/vice president for academic affairs or president.

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: 2015-2020**

Goal #1 – Enhancing Educational Distinction

4. Working with the vice president of academic affairs, dean of undergraduate education, dean of enrollment management, and director of admissions, introduce at least two new majors for the recruitment cycle 2017-2018.

5. Working with the dean of students, director of student engagement and leadership, director of career development, director of residence life, director of campus ministry, director of the DeSales Experience, and wellness center directors, offer a solidarity program founded in Salesian spirituality on a monthly basis.

6. Working with the dean of undergraduate education, director of international academic affairs, the director of international programming, and department chairs, develop a semester abroad track within each academic major.

7. Working with the director of international academic affairs and director of international programming, propose two additional international partnerships.

8. Working with the dean of students, director of campus ministry, director of international learning, and the Oblate community, offer a summer pilgrimage on Salesian spirituality in Annecy, France, with a self-supporting cost structure based on enrollments.

9. Working with the president, director of international academic affairs, and director of international learning, submit a formal budget proposal for a DSU Rome spring cohort to begin in the spring of 2018.

Goal #2 – Advancing Reputation and Reach

10. Working with the dean of enrollment management and the director of admissions, generate 2,800 applications, 2,200 acceptances (78 percent acceptance rate), 485 gross deposits (22 percent gross deposit rate), and 470 net deposits (21 percent net conversion rate) for the freshman class of 2017-2018.

11. Working with the vice president for administration, finance, and campus environment, associate vice president of campus environment, director of athletics, associate director of athletics, baseball and softball coaches, and other related athletic personnel, complete the design and construction documents for the next phase of the athletic improvements that will include a new plaza, concession stands, restrooms, baseball seating, softball seating, and press boxes by December of 2016.
12. Working with the dean of students, dean of enrollment management, director of athletics, director of international programming, and executive director of communications, develop a student life marketing plan that includes all aspects of student life as complimentary to the academic program.

13. Working with the vice president for administration, finance, and campus environment, associate vice president for administration and planning, dean of students, and Legal Counsel, implement a sexual discrimination policy in compliance with Title IX.

Goal #3 – Stewarding and Extending Resources

14. Working with the vice president for administration, finance, and campus environment, associate vice president of campus environment, dean of students, and student life personnel, review the programming and design of existing upperclassmen village units and modify as appropriate for improved functionality in preparation for construction of additional units, the timing of which will be determined from enrollment demand and available funding.

15. Working with the dean of students, associate vice president of campus environment, and director of student engagement and leadership, redesign student organization space in the Bishop McShea Student Union.

Goal #4 – Partnering for the Future

16. Working with the president and enrollment management office, 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.

Maintenance Functions for the Office of Student Life

17. Working with direct reports, host visiting teams for the following offices: Athletics and International Programming.

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

19. Complete other projects as assigned by the president.

DEAN OF STUDENT LIFE
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 president, design plans to foster a multicultural campus community which represents the populations DeSales University seeks to serve.

**Strategic Plan: 2015-2020**

Goal #1 – Enhancing Educational Distinction

4. Working with the vice president for student life, director of student engagement and leadership, director of career development, director of residence life, director of campus ministry, director of the DeSales experience, and wellness center directors, offer a solidarity program founded in Salesian spirituality on a monthly basis.

5. Working with the vice president for student life, director of campus ministry, director of international learning, and the Oblate community, offer a summer pilgrimage on Salesian spirituality in Annecy, France, with a self-supporting cost structure based on enrollments.

Goal #2 – Advancing Reputation and Reach

6. Working with the vice president for student life, dean of enrollment management, director of athletics, director of international programming, and executive director of communications, develop a student life marketing plan that includes all aspects of student life as complimentary to the academic program.

7. Working with the vice president for student life, vice president for administration, finance, and campus environment, associate vice president for administration and planning, director of athletics, and Legal Counsel, implement a sexual discrimination policy in compliance with Title IX.

8. Working with the vice president for student life, vice president for administration, finance, and campus environment, associate vice president of campus environment, and student life personnel, review the programming and design of existing upperclassmen village units and modify as appropriate for improved functionality in preparation for construction of additional units, the timing of which will be determined from enrollment demand and available funding.

9. Working with the vice president for student life, dean of enrollment management, and director of admissions, develop significant recruitment activities highlighting the benefits of student life at DeSales University for prospective students.

Goal #3 – Stewarding and Extending Resources

10. Working with the vice president for student life, associate vice president of campus environment, and director of student engagement and leadership, redesign student organization space in the Bishop McShea Student Union.

Goal #4 – Partnering for the Future
11. Working with the dean of graduate education, dean of lifelong learning, the director of career development, director of counseling, and director of health center, determine appropriate services offered for non-traditional and graduate students.

12. Working with the dean of students, associate dean for student development, and director of service and social justice, increase participation in domestic and international social action trips.

13. Working with the director of the DeSales Experience and associate director of career development, enhance the Character U speaker series.

14. Working with the director of the DeSales Experience and the associate director of career development, develop opportunities for alumni to engage in the Senior Success Series.

15. Working with the vice president for student life, director of athletics, director of residence life, director of student engagement and leadership, director of service and social justice, and Legal Counsel, create training policies and procedures for graduate assistants.

Maintenance Functions for the Office of Student Affairs

16. Serve on the following University committees: board committee for student life, student affairs committee, academic affairs committee, planning committee, CARE team committee, LVAIC student affairs committee, safety committee, dining service committee, student conduct committee, DeSales Experience advisor, character scholarship committee, and student government adviser.

17. Serve as co-chair for MSCHE standard #1 on mission.

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

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 office 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: 2015-2020

Goal #1 – Enhancing Educational Distinction
4. Working with the vice president of academic affairs, dean of undergraduate education, dean of enrollment management, and director of admission, introduce at least two new majors for the recruitment cycle 2017-2018.

Goal #2 – Advancing Reputation and Reach

5. Working with the vice president for student life and the director of admissions, generate 2,800 applications, 2,200 acceptances (78 percent acceptance rate), 485 gross deposits (22 percent gross deposit rate), and 470 net deposits (21 percent net conversion rate) for the freshman class of 2017-2018.

6. Recruit the freshman class of 2017 with at least 46 percent male, at least 20 percent multicultural/foreign, and 90 percent living in residence on campus.

7. Working with the vice president for student life, director of admissions, and director of financial aid, redesign the recruitment and financial aid award schedule to meet the “Prior” federal regulation.

8. Recruit a minimum of 80 transfer students for the fall semester 2016 and 30 transfer and first time freshman students for spring 2017.

9. Working with the president, vice president for student life, and the director of admissions, 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.

10. Working with the director of information technology and the director of admissions, improve data management to increase reach and yield.

11. Working with the director of admissions and the coordinator of the Exploratory Studies Program, market this unique academic program to improve quality and yield.

12. Working with the director of admissions, fine tune the new SAT optional admissions process for certain majors.

13. Working with the manager of enrollment information services, director of admissions, and information technology staff, institute a method for recalculating and standardizing high school GPAs.

Goal #3 – Stewarding and Extending Resources

14. Working with the director of admissions, fine tune a Customer Relationship Management (CRM) system to improve communications with prospective undergraduate students.

15. Working with the vice president for student life, vice president for administration, finance, and campus environment, director of finance and treasurer, and director of
financial aid, determine the appropriate discount rate for the freshman class 2017 by November 1, 2016.

Goal #4 – Partnering for the Future

Maintenance Functions for the Office of Enrollment Management

16. Host a visit from Gayle Pollock during the 2016-2017 recruitment cycle.
17. Initiate a professional development program to improve the enrollment staff’s dialogue with prospective families in the closing stages of recruitment.
18. Working with the director of financial aid, evaluate and improve the financial aid matrix using historical financial aid data to increase yield.
19. Serve ex officio on the following University committees: educational affairs committee of the board, planning committee, student affairs committee, integrated communications committee, and budget advisory committee.
20. Complete other projects as assigned by the vice president for student life.

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 athletics 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: 2015-2020

Goal #1 – Enhancing Educational Distinction

4. Working with student engagement and leadership and the director of student athlete services, provide Healthy Choices program opportunities for our student athletes.
5. Working with our director of student athlete services, secure grants from the NCAA and MAC to help defray costs for our Healthy Choices program.

Goal #2 – Advancing Reputation and Reach

6. Working with the vice president for student life, the vice president for administration, finance, and campus environment, associate vice president of campus environment,
associate director of athletics, baseball and softball coaches, and other related athletic personnel, complete the design and construction documents for the next phase of the athletic improvements that will include a new plaza, concession stands, restrooms, baseball seating, softball seating, and press boxes by December of 2016.

7. Working with the vice president for student life, the vice president for administration, finance, and campus environment, associate vice president of campus environment, and associate director of athletics, develop a plan and timeline to enhance the existing locker rooms and the wood court in Billera Hall.

8. Working with the vice president for student life, vice president for administration, finance, and campus environment, associate vice president for administration and planning, dean of students, and Legal Counsel, implement a sexual discrimination policy in compliance with Title IX.

9. Working with the vice president for student life, dean of enrollment management, dean of students, director of international programming, and executive director of communications, develop a student life marketing plan that includes all aspects of student life as complimentary to the academic program.

10. Working with the vice president for student life and the executive director of communications, complete a branding strategy which would include enhancing our school mascot logo. Use this to brand at our new outdoor venues.

11. Working with our sports information department and the associate vice president of campus environment, find fiscally attainable solutions for displaying past DeSales athletic achievements including the Hall of Fame display.

12. Working with the associate vice president of campus environment, create additional storage space in Billera Hall.

13. Working with the director of alumni relations and institutional advancement, continue to host sport specific alumni events for multiple teams.

Goal #3 – Stewarding and Extending Resources

14. Working with the director of auxiliary services and our athletic head coaches, utilize bookstore sales and online team stores to generate revenue for the athletic department.

15. Complete and finalize a partnership with a national apparel company to create a DeSales brand and generate revenue for the athletic department.

Goal #4 – Partnering for the Future
Maintenance Functions for the Office of Athletics

16. Working with direct reports, host visiting teams for the athletics department.

17. Serve *ex officio* on the following University committees: student life committee of the board, planning committee, and student affairs committee.

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

**Strategic Plan: 2015-2020**

Goal #1 – Enhancing Educational Distinction

4. Working with the vice president for student life, dean of undergraduate education, director of international academic affairs, and department chairs, develop a semester abroad track within each academic major.

5. Working with the vice president for student life and the director of international academic affairs, propose two additional international partnerships.

6. Working with the president, director of international academic affairs, and director of international learning, submit a formal budget proposal for a DSU Rome spring cohort to begin in the spring of 2018.

7. Working with the vice president for student life, dean of students, director of campus ministry, and the Oblate community, offer a summer pilgrimage on Salesian spirituality in Annecy, France, with a self-supporting cost structure based on enrollments.

Goal #2 – Advancing Reputation and Reach

8. Working with the dean of students, dean of enrollment management, director of athletics, director of international programming, and executive director of communications, develop a student life marketing plan that includes all aspects of student life as complimentary to the academic program.
9. Continue to align current study abroad policies and practices with the Forum on Education Abroad’s standards of good practice and code of ethics.

10. Working with the DeSales University videographer, create promotional videos for each of the opportunities for undergraduate international travel.

Goal #3 – Stewarding and Extending Resources

11. Working with the office of information technology, create a central and secure location to house international student files required by SEVIS.

12. Working the vice president for student life, identify a provider for risk assessment and insurance for international travel.

Goal #4 – Partnering for the Future

13. Working with the vice president for student life, conduct site visits to at least five international partners to ensure current academic and non-academic conditions are suitable for DeSales University students.

14. Working with the dean of enrollment management and the director of admissions, conduct at least one information session specifically targeting international students.

15. Working with the vice president for student life, reevaluate the current policies regarding travel agents and vendors for short-term international travel and make recommendations towards an approval process.

Maintenance Functions for the Office of International Learning

16. Working with direct reports, host visiting teams for the office of International Learning.

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

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

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

20. Serve as DeSales University’s primary designated office to the INS through the SEVIS tracking system.
ADMINISTRATION, FINANCE, AND CAMPUSS ENVIRONMENT:

VICE PRESIDENT FOR ADMINISTRATION, FINANCE, AND CAMPUSS 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: 2015-2020

Goal #1 – Enhancing Educational Distinction

4. Working with the director of finance and treasurer, provide appropriate support as necessary for the Middle States Commission on Higher Education self-study occurring during the fiscal year.

5. Working with the director of finance and treasurer and the associate vice president for administration and planning, lead the construction/finance team in the planning and securing of reliable cost estimates for a future healthcare related academic building that will be programmed and developed by the provost/vice president for academic affairs and the academic team.

6. Working with the director of finance and treasurer, associate vice president for campus environment, dean of graduate education, and academic team, develop a business plan, identify space, and determine the feasibility to proceed with the introduction of an occupational therapy program.

Goal #2 – Advancing Reputation and Reach

7. Working with the associate vice president for campus environment, provost/vice president for academic affairs, and librarian, conduct a study of the Trexler Library with respect to usage, books maintained and related space utilization in visioning a comprehensive plan that will include the integration of academic resources and academic programming in redesigned spaces.

8. Working with the associate vice president for administration and planning, provost/vice president for academic affairs, and other appropriate academic leadership, continue to
develop plans for the next phases of remodeling of Dooling Hall, which should consider renovation of the Dooling Hall auditorium space as a priority.

9. Working with the associate vice president of campus environment, vice president for student life, director of athletics, associate director of athletics, baseball and softball coaches, and other related athletic personnel, complete the design and construction documents for the next phase of the athletic improvements that will include a new plaza, concession stands, restrooms, baseball seating, softball seating, and press boxes by December of 2016. Evaluate cost estimates for such project and make a recommendation for the timing of construction given available funding through fundraising, financing, and operations.

10. Working with the director of information technology, the director of institutional research, and the assistant to the president for board relations, review the appropriate format and develop a plan for the sustained deployment of an improved “dashboard” system for communication of progress toward relevant University operating goals and benchmarks.

Goal #3 – Stewarding and Extending Resources

11. Working with the associate vice president of campus environment, vice president for student life, and student life personnel, review the programming and design of existing upperclassmen village units and modify as appropriate for improved functionality in preparation for construction of additional units, the timing of which will be determined from enrollment demand and available funding.

12. Working with the associate vice president of campus environment, develop plans for a new storage building that can be used to consolidate storage and free space across campus that can be deployed in more productive ways, such as programming for students, the space currently being utilized in the McShea Student Union for storage.

13. Working with the director of finance, comptroller, director of human resources, and associate vice president for administration and planning, evaluate options to move the University’s defined contribution 403(b) plan to an open architecture structure that will allow greater options to employees for investment and provide for a more efficient operating cost structure.

Goal #4 – Partnering for the Future

14. Working with appropriate constituents of the University, continue to implement the enterprise risk management plan and develop a new prioritized list of action items that can be reviewed with the audit committee by March 2017 in order to determine the next focus of enterprise risk management efforts.

15. 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.

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

16. Working with the director of emergency services, develop two campus-wide simulated emergency events to test the effectiveness of emergency communication systems and the preparedness of campus constituents.

17. Working with the chief of police, host a visiting team for the office of campus police.

18. 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: 2015-2020

Goal #1 – Enhancing Educational Distinction

4. Working with the vice president for administration, finance, and campus environment, provide appropriate support as necessary for the Middle States Commission on Higher Education self-study occurring during the fiscal year.

Goal #2 – Advancing Reputation and Reach

5. Working with the vice president for administration, finance, and campus environment and the associate vice president for administration and planning, in planning and securing reliable cost estimates for a future healthcare related academic building that will be programmed by the provost/vice president for academic affairs and academic team.

6. Working with the vice president for administration, finance, and campus environment, associate vice president for campus environment, dean of graduate education, and academic team, develop a business plan, identify space, and determine the feasibility to proceed with the introduction of an occupational therapy program.
Goal #3 – Stewarding and Extending Resources

7. Working with the vice president of administration, finance, and campus environment, develop a financing plan for completion of the second phase of the athletic improvements that will include the baseball and softball venues, construct additional upperclassmen village units, construct a storage building and renovate the Dooling Hall auditorium, which will be reviewed with the board of trustees at their May 2017 meeting.

8. Working with the associate vice president of administration and planning and director of human resources, evaluate options for electronic time sheet reporting for implementation January 1, 2017.

9. Working with the director of auxiliary services, begin the review of the bookstore operation and options for renewal of the contract with Follett that expires June 30, 2018.

Goal #4 – Partnering for the Future

10. Working with the comptroller, evaluate options and implement an upgraded purchasing card system.

11. Working with the vice president of administration, finance, and campus environment, conclude the study on University travel and make recommendations for improvement that will improve the effectiveness and efficiency of all travel options in consideration of safety, cost, risk management, and insurance protocols.

12. Continue to work closely with Morgan Stanley 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 enrollment in the traditional undergraduate day program.

13. 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: 2015-2020.

14. Continue to update and refine the profit by department analysis, concentrating on the development of trend data now that 10 comparative years of information are available, with a focus on methodology changes dictated by the University’s new organizational structure.

Maintenance Functions for the Office of Finance and Treasurer

15. 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.

16. 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: 2015-2020*

Goal #1 – Enhancing Educational Distinction

4. Working with the vice president for administration, finance, and campus environment, provide appropriate support as necessary for the Middle States Commission on Higher Education self-study occurring during the fiscal year, which includes leading the completion of the compliance report and co-chairing a working group.

5. Working with the president, vice president for administration, finance, and campus environment, and planning committee, lead the planning committee to consensus with respect to prioritization of the next items to implement from the *Strategic Plan: 2015-2020*.

6. 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 – Advancing Reputation and Reach

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, continue to evaluate and implement a plan to inform the campus community of our achievements in creating an “eco-friendly environment”.

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Goal #3 – Stewarding and Extending Resources

8. Working with the vice president for administration, finance, and campus environment and the director of human resources, review the requirements of the Fair Labor Standards Act with respect to new overtime rules and develop and implement a plan to address such new standards that will be effective December 1, 2016.


10. 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 due to attrition and work flow efficiencies and coordinate appropriate responses to such opportunities.

Goal # 4 – Partnering for the Future

11. Working with the director of institutional research and analysis, develop and implement a plan to organize the office of institutional research as a centralized repository for University data in order for departments/programs to efficiently access such data while providing assistance in the analysis of same in managing their operations.

12. Working with the vice president for administration, finance, and campus environment, vice president for student life, various student life personnel, and Legal Counsel, develop and implement a consolidated booklet for outlining the University’s Title IX policy and other policies and protocols with respect to preventing sex discrimination, including sexual harassment and sexual violence by August 1, 2016.

13. Working with the director of human resources, update the professional and staff employee handbooks by November 1, 2016, and provide appropriate guidance to the provost/vice president for academic affairs for updating the faculty handbook.

Maintenance Functions for the Office of Administration and Planning

14. 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.

15. Work with the various administrative units charged with visiting team assessments for the academic year 2016-2017. Attend exit interviews of team visits.

16. 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
Mr. Thomas L. Campbell, MBA, 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 of the University, help to foster a multicultural campus community that represents the populations DeSales University seeks to serve.

*Strategic Plan: 2015-2020*

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 interactions with our faculty.

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

6. Organize a “Farewell” Presidential Tour and include the enrollment management office within selected tour events to help with recruitment of accepted students.

7. Raise $4 million in total giving.

8. Continue athletic capital fundraising and begin silent phase for new healthcare building.

9. Schedule at least one planned giving seminar.

10. Continue fundraising efforts for the academic endowment funds to support the various programs.


12. Increase donor base by three percent.

13. Increase alumni donors by three percent.

14. Conduct all annual giving events and increase net contributions to the University by five percent.

15. Increase the number of donors and size of gifts to the athletic endowment by five percent.
16. Increase alumni participation in annual fund events by five percent.

17. Introduce the Women for DeSales Committee and add 15 women to its membership.

18. Acquire 50 new DSYou members by end of the fiscal year.

19. Grow membership in the St. Francis de Sales Society by 10 percent.

20. Serve *ex officio* on the following University committees: institutional advancement committee of the board of trustees and the planning committee.

21. Complete all 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: 2015-2020*

4. Incorporate the communications specialist position into the department; shift additional publications work to freelance staff.

5. Conduct a content review of the DeSales University website; rewrite as needed.

6. Provide more in-depth and detailed web analytics.

7. Increase the use of online marketing campaigns; work with the agency of record to provide benchmarks (click through rates, etc.).

8. Work with the communications staff to incorporate alumni profiles and feature stories in both written and video formats for website and social media.

9. Begin planning for a University re-branding scheduled for 2017-18 with a July 2018 launch. Marketing campaigns, website, and overall look of the University will be affected.

10. Work with the director of athletics and the vice president for student life to complete the athletic rebrand, including a revision to the graphic representation of the mascot.
11. Begin to plan the website overhaul, including an evaluation of the navigation and content management system.

12. Consolidate the website calendar system.

13. Continue to use expanded media outlets for marketing, including the fall television and the internet radio campaigns.

14. While still using a news story format, when appropriate, transition to more cinematic videos.

15. Work with the Federal Aviation Association (FAA) and the new regulations regarding the use of the University’s drone for videography and still photos of the campus.

16. Incorporate more online streaming of large University events, including graduations, orientation events, etc.

17. Work with the newly created Social Media Advisory group and the office of human resources to develop a Social Media Use Policy for the campus.

18. Work with the associate vice president for campus environment to replace the 50th Anniversary pole banners with new art.

19. Work with the dean of lifelong learning and the dean of graduate education to develop a generic photo/likeness release form.

20. Work with the director of emergency services to continue crisis communication training for communications staff.

**Maintenance Functions for the Office of Communications**

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

22. Coordinate the recruitment of speakers for the University’s two endowed lectures.

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