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VISION:
Cheyney University of Pennsylvania will be the premier educational model for academic excellence, character development, and social responsibility.

MISSION:
Established in 1837, Cheyney University of Pennsylvania continues to build on its legacy as America’s first institution of higher education for African-Americans.

Our Mission is to equip and empower students of diverse backgrounds to be visionary leaders in their chosen fields. We offer innovative approaches to teaching and quality academic programs that expose our students to pioneering ideas, research, and civic engagement.

Our transformative approach to student development emphasizes the whole person - fostering success in the classroom, on campus, and in life. Cheyney University of Pennsylvania will be the premier educational model for academic excellence, character development, and social responsibility.

VALUES:
- Scholarship
- Diversity
- Respect
- Integrity
- Service
Since its founding in 1837, Cheyney University, the nation’s oldest HBCU, has been a stalwart and highly respected institution of higher education. For 181 years our alumni have become leaders and left their mark on the social, economic, and political history of Philadelphia, the surrounding region, the nation, and the world. Building on this legacy, the vision for Cheyney University is to become the premier model for academic excellence, character development, and social responsibility.

Today, higher education is undergoing a dramatic transition, with new knowledge and new technology constantly changing the teaching/learning environment. As we move ever closer to our 200th anniversary we face many challenges. To remain in the vanguard of educational excellence, Cheyney must seek new sources of revenue while making sure that existing revenue is utilized with maximum efficiency to ensure long-term financial stability. This will include increasing the amount of revenue realized through research grants, as well as reprioritizing federal grant programs to reflect current strategic priorities. We will also seek ways to better utilize campus assets through public and private partnerships. In order to conserve revenue, we will pursue a policy of reducing our campus footprint by reducing the cost of utilities, repairs, maintenance, and university services.

In addition to the revenue enhancement strategies mentioned above, Cheyney will embark on a major capital campaign, with the Cheyney Foundation leading the way as our primary fundraising agency. Along with the capital campaign, we will engage in rebranding Cheyney, leveraging our strengths and future direction. This will include a new, more user-friendly website, better communication with local media outlets, and increased presence on social media sites.

The Cheyney University Strategic Plan charts a new path forward for the University. Cheyney is proud of its historic past and continues to build on its legacy to provide innovations in education, research and business practices that will secure a strong future. Thank you to the Strategic Planning and Continuous Improvement Council, and to all members of the campus community who have contributed to building a plan that will secure Cheyney’s future success.

Aaron A. Walton
President
OBJECTIVE 1.
DEVELOP AND STRENGTHEN THE ACADEMIC PROGRAM

Evaluate and update the curriculum to ensure currency, viability, responsiveness to workforce demands, and to enhance Cheyney's areas of academic distinction.

ENGAGE in a regular program review process to evaluate program outcomes, to ensure program viability, and to guide programmatic decision-making.

- Identify the core programs that reflect the academic strength of the institution.
- Redirect resources to further build and expand the academic programs that are identified as Cheyney’s core programs.

- Strengthen programs to meet specialized accreditation standards, where applicable.
- Assess and revise the general education program to emphasize interdisciplinary programs, coherency, and strong student outcomes.
- DEVELOP an array of academic programs that is integrated, interdisciplinary and utilizes the strengths of the faculty.
- Incorporate the study and research of race, ethnicity diversity, and social/economic justice into the curriculum and throughout the academic program.

- Develop a certificate in African-American Studies.
- Develop expanded faculty and student research opportunities.
- Expand curricular programs that are challenging and that meet workforce demands.
- Expand curricular offerings in STEM: health sciences and ecology.
- Expand/revise social science curricula to include public health/public service focus.

- Evaluate the teacher education program to determine means to revitalize the program and emphasize the needs of America’s diverse and urban populations.
- Expand collaborative agreements with PASSHE institutions and joint programs to further enhance curricular options for students.
- Incorporate career skills and opportunities into the academic curriculum and into classroom assignments.

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OBJECTIVE 2. ENHANCE THE TEACHING AND LEARNING ENVIRONMENT

Place emphasis on teaching excellence and enhance the teaching and learning environment by providing ongoing faculty development. Improve faculty engagement with students and expand faculty development opportunities in the areas of pedagogical innovation, grantsmanship, research and preparing students for career readiness.

- Provide workshops on intervention strategies for students academically at risk.
- Provide training on how to cultivate a mentoring orientation towards students to improve faculty/student interaction and student retention.
- Provide training on intrusive/proactive advising.
- Provide workshops that focus on the learning needs of students based on generational style, traumatic experiences and socioeconomic status.
- Recruit and hire faculty who highly value student interaction and mentoring.
- Cultivate an environment that supports student diversity and international education.
- Provide training opportunities on expanded use of technology in the classroom.
- Place special emphasis on training in the use of "virtual classroom" technology to enhance capacity to offer courses through distance education modality.

OBJECTIVE 3. EXPAND STUDENT SUCCESS SERVICES

Expand upon the elements of the Keystone Honors Academy to develop a campus-wide student support model that is holistic and responsive to student needs. Ensure collaboration between Academic Affairs and Student Affairs to improve student academic support services and develop early intervention strategies to improve retention.

- Further develop the First Year Experience (FYE) program and related coursework to instill an appreciation for lifelong learning.
- Develop a sophomore, junior and senior experience to support student development at each phase of the collegiate experience to improve student persistence to graduation.
- Expand services of the Academic Success Center, such as supplementary instruction.
- Develop living and learning communities around major fields of study and incorporate co-curricular engagement; formalize the learning community model and establish institutionalized mentoring for each cohort grouping.
- Engage in a strategic planning process for the library to establish a contemporary academic environment that integrates advanced technology and traditional service protocols.
- Develop peer-mentor and peer-leadership programs.
- Establish initiatives that enable students to make connections between academics and career pathways.
- Pursue grant funding that supports student success.
OBJECTIVE 4. FURTHER DEVELOP HIGH-IMPACT EDUCATIONAL PRACTICES TO IMPROVE STUDENT LEARNING AND PERSISTENCE

- Require culminating experiences and/or capstone courses in all academic degree programs.
- Develop innovative approaches to pedagogy to fully engage students in the learning process.
- Develop applied/engaged/field learning strategies and assignments that reflect applied work.
- Develop service learning courses and/or incorporate service learning experiences into existing courses.
- Develop problem-based learning and projects that are relevant to the student experience.
- Develop teaching strategies that are responsive to students’ learning styles and needs.
- Improve developmental learning through research and best practices.
- Expand cooperative field experiences, and/or internships.
- Cultivate student exploration of long-range goals and incorporate career and professional connections into the curriculum.

OBJECTIVE 5. CULTIVATE SKILLS FOR STUDENTS TO IMPROVE COLLEGE PERSISTENCE, GRADUATE SCHOOL PLACEMENT AND CAREER READINESS

- Expand the FYE program, curricular opportunities and services in the Academic Success Center to cultivate reading and study skills.
- Provide internship opportunities for students both on and off campus.
- Expand programmatic activities to support graduate school preparation and readiness.
OBJECTIVE 6. MANAGE ENROLLMENT TO ESTABLISH A STUDENT PROFILE OF DIVERSE STUDENTS WHO ARE MOTIVATED AND HIGH-ACHIEVING, AND LIKELY TO MAKE PROGRESS AT THE INSTITUTION.

• Revise admission criteria to emphasize academic preparation.
• Expand partnerships with junior and community colleges.
• Seek financial resources to provide scholarship support to all capable students.
• Establish data-driven recruitment and admissions strategies to realize a targeted student complement.
• Develop academic bridge and outreach programs to enrich college readiness of high school students.
• Implement a strategic enrollment management methodology, which includes a revised recruitment profile and expanded demographics.
• Establish an enrollment management strategy for veterans.
GOAL 2: ADVANCE STUDENT ACHIEVEMENT AND SUCCESS

OBJECTIVE 1. FOSTER A NURTURING CULTURE OF CIVILITY, RESPECT, AND SUPPORT IN WHICH STUDENTS ARE WELCOME, VALUED AND SAFE

- Develop a formal convocation event for first-year students to officially welcome and celebrate their entry into college.
- Provide life coaching services to all students.
- Develop mechanisms to formally celebrate student successes and accomplishments.
- Develop and implement programs that include collaboration between student services and academic affairs that promote character development, civility, and respect.
- Establish a statement of civility and respect to which all members of the community commit.
- Introduce activities to expose students to diverse ideas and multiculturalism.
- Provide customer service training and diversity training for all staff.

OBJECTIVE 2. DEVELOP A CAMPUS-WIDE STUDENT SUPPORT MODEL THAT IS HOLISTIC AND RESPONSIVE TO STUDENT NEEDS

- Ensure collaboration between Student Affairs and Academic Affairs to improve student support services and develop early intervention strategies to improve retention.
- Build relationships with alumni, faculty, staff and industry partners who may serve as mentors and effective role models.
- Develop living and learning communities around major fields of study and incorporate co-curricular engagement.
GOAL 2: ADVANCE STUDENT ACHIEVEMENT AND SUCCESS

OBJECTIVE 3. UTILIZE AN APPROACH TO STUDENT PROGRAMMING THAT ADDRESSES PERSONAL, PROFESSIONAL AND CHARACTER DEVELOPMENT

- Engage all student entities and organizations in personal, professional and character-development programming (including SGA, student organizations and clubs, Greek Life, counseling services, health and wellness, and residence life).

OBJECTIVE 4. ENHANCE CULTURAL AND EDUCATIONAL OUTREACH

- Engage the cultural programming committee to organize presentations and performances that support the mission and core values of the University.

OBJECTIVE 5. ENHANCE THE CAPACITY OF THE CENTER FOR CAREER AND PROFESSIONAL SERVICES

- Ensure the Center supports all students; residential and commuter
- Collaborate with the academic departments to provide internships and support specific to students within the academic disciplines.
- Connect students with prospective employers by increasing the number of industry partners

OBJECTIVE 6. ENHANCE HEALTH AND WELLNESS SERVICES FOR STUDENTS

- Provide health service support and ongoing programming on wellness issues.
- Provide counseling services and referrals to meet student needs.

OBJECTIVE 7. INCREASE ENROLLMENT AND STUDENT READINESS FOR COLLEGE

- Ensure collaboration between Student Affairs and Academic Affairs in developing a Summer Bridge Program to enrich college readiness of high school students.
OBJECTIVE 1. RELOCATE AND REPURPOSE THE CHEYNEY FOUNDATION

- House the Cheyney Foundation on the Cheyney Campus and designate the Foundation as the development arm for the University.
- Launch a capital campaign.
- Maximize development and fundraising opportunities through the Cheyney Foundation.
  o Engage corporations, foundations and private donors to reach development goals

OBJECTIVE 2. UPDATE AND IMPLEMENT THE CHEYNEY UNIVERSITY MASTER PLAN

- Complete the demolition of blighted and underutilized structures.
- Initiate construction of a new state of the art multipurpose facility.
- Renovate aging structures on the historic quadrangle.

OBJECTIVE 3. CREATE A MODEL OF LONG-TERM FINANCIAL STABILITY

- Adhere to a planning strategy for aligning resources with strategic priorities while ensuring a balanced budget.
- Reprioritize use of grant funding (Title III Part B and SAFRA grant submissions revised to reflect the University’s strategic priorities).
- Consolidate the campus footprint to reduce expenses in utilities, repairs, maintenance, and janitorial services.
- Evaluate the effectiveness of services provided by third-party providers and narrow the scope of services where feasible.
GOAL 3: MANAGE AND SECURE FISCAL RESOURCES AND FACILITIES NEEDED TO ENHANCE INSTITUTIONAL EFFECTIVENESS

OBJECTIVE 4. PURSUE COMMERCIAL DEVELOPMENT OPPORTUNITIES
- Pursue non-traditional sources of income by developing innovative ways to better utilize campus assets.
- Leverage public and private partnerships to expand internship and employment opportunities for students.
- Establish business relationships with regional and international businesses experiences and socioeconomic status.

OBJECTIVE 5. EXPAND STRATEGIC PARTNERSHIPS
- Strengthen the relationship with federal agencies such as the U.S. Dept. of Education and the U.S. Department of Health and Human Services.
- Increase the capacity of the university for successful grantsmanship.
- Initiate relationships with corporations, foundations, private donors and community partners.

GOAL 4: NURTURE CHEYNEY’S HUMAN CAPITAL

OBJECTIVE 1: ENHANCE WORKFORCE PROFESSIONAL DEVELOPMENT OPPORTUNITIES
- Utilize Title III funding to support faculty and staff in training to enhance the teaching/learning environment.
- Expand development opportunities and workshops to enhance skills and training of faculty and staff in their areas of specialization.
- Provide funding for conferences and/or on-campus workshops on grant-writing.

OBJECTIVE 2: CULTIVATE A THRIVING CULTURE OF SHARED PURPOSE AND COMMUNITY
- Provide social events where students, staff, and faculty interact.
- Increase faculty and staff participation in university social and educational events.
OBJECTIVE 3: DEVELOP AN ENVIRONMENT THAT PROMOTES HIGH PROFESSIONAL STANDARDS AND AN EFFECTIVE WORKFORCE

- Develop a comprehensive orientation program to integrate new staff and faculty into the Cheyney community culture, values, policies and procedures.
- Provide management training and improve the employee performance evaluation process.
- Offer recognition and incentives for strong work performance.
- Hire faculty and staff who are aligned with the University’s mission, vision, and values.
- Develop a meaningful system of communication for all students, staff, and faculty that is clear, consistent and timely in providing information relevant to the ongoing mission and operation of the University.
- Ensure timely updates and notifications of changes to all policies and procedures consistent with the mandates of the Office of Compliance.

OBJECTIVE 4: IMPROVE AND ENHANCE THE STUDENT EXPERIENCE

- Create and maintain a detailed handbook of student services.
- Provide targeted workshops for students to increase their awareness & understanding of critical services such as Financial Aid, Registrar, Bursar, etc.
- Provide mandatory in-service training for student support staff, to improve customer service.
- Develop programs and activities to promote civic engagement, character-development and social responsibility.
- Expand internship opportunities for students and improve processes for supporting student identification and engagement in internships.
- Encourage faculty and staff to embrace a mentoring orientation towards our students.
- Ensure annual training and awareness programs related to policies and procedures regarding campus safety, sexual violence, harassment, mental health, bystander intervention and consent.
GOAL 5: CULTIVATE PUBLIC ENGAGEMENT & CITIZENSHIP

OBJECTIVE 1. FOSTER A SENSE OF SOCIAL RESPONSIBILITY AND INCREASE COMMUNITY INVOLVEMENT WITHIN THE ENTIRE CHEYNEY COMMUNITY

- Embed service learning into the curriculum and expand service learning designated courses.
- Encourage and acknowledge student, faculty and staff involvement in community service.
- Designate an office with the responsibility for coordinating and supporting all community service and civic efforts.

OBJECTIVE 2. INCREASE THE CAPACITY OF THE UNIVERSITY TO BETTER SERVE THE REGIONAL COMMUNITY THROUGH ACCESSIBLE PROGRAMMING

- Promote university-sponsored cultural and athletic events to the external community.
- Hold community and entertainment events that resonate with student communities.
- Provide student mentoring and tutoring for students in the local school districts.
- Expand use of Cheyney facilities to community partners for conferences, meetings, events and civic activities.

OBJECTIVE 3. CULTIVATE STRONG RELATIONSHIPS WITH CHEYNEY ALUMNI

- Evaluate and strengthen alumni communication.
  - Create a portal on the Cheyney University website to serve as the hub for alumni news and key information.
  - Strategically use social media and mobile communications.
  - Consider a magazine or print newsletters as a way to communicate with additional audiences.
- Increase the number of hosted alumni events both on and off-campus.
- Create an Alumni Mentorship Program, starting when a student is accepted, to tie current students to alumni.
OBJECTIVE 4. ENHANCE THE UNIVERSITY’S BRAND AND INSTILL A SENSE OF PRIDE IN THE CHEYNEY COMMUNITY

• Redo and reimagine the Cheyney University brand.
• Improve the content, design, and navigation of the university website.
• Increase the visibility of original content on the website.
• Evaluate and maintain the accuracy of information posted to the website.
• Develop a marketing plan and engage in continuous activities to support the plan.
• Expand public relations and marketing to promote the activities and achievements of the university community.
• Utilize social media and mobile communications to broaden the reach of the University story.
• Tell student success stories; take students along on recruitment events (student ambassadors).

• Create a culture of pride.
• Embed self-esteem workshops into the FYE and throughout the collegiate experience.
• Celebrate Founders Day.
• Sell Cheyney branded merchandise on campus and encourage the community to wear and display Cheyney items.

OBJECTIVE 5. INCREASE CHEYNEY’S INVOLVEMENT IN THE COMMUNITY

• Improve interaction with area 2-year and 4-year institutions to provide social & learning opportunities.
• Create opportunities for faculty/students to present research at local and regional events.
GOAL 6: USE TECHNOLOGY EFFECTIVELY TO ENHANCE TEACHING AND LEARNING; INCLUDING SUPPORT SERVICES, BUSINESS PROCESSES AND THE PROCUREMENT OF EXTERNAL SUPPORT

OBJECTIVE 1. UTILIZE RELIABLE AND EMERGING TECHNOLOGIES AND INFORMATION RESOURCES TO SUPPORT INNOVATIVE AND TRANSFORMATIVE TEACHING, LEARNING, AND RESEARCH, AND EFFICIENT BUSINESS OPERATIONS

- Leverage technologies and information resources for enrollment management, recruitment and retention efforts and to support student services.
- Provide technology systems and services to enhance student learning and to foster curricular innovation.
- Work to ensure that software utilized by various departments is appropriately interfaced to optimize communication.
- Explore various options for electronic textbook vendors and open source publishers.
- Expand and enhance faculty and student educational technology support services.
- Identify and implement selected online academic programs and courses to provide alternative modes of instructional delivery for students.

OBJECTIVE 2. UPDATE THE WEBSITE

- Enhance new media strategies to extend the national and global reach of communications efforts.
- Monitor, review, and update the website with special attention to academic programs and student services.

OBJECTIVE 3. ENHANCE THE LIBRARY THROUGH TECHNOLOGY

- Integrate the library holdings into the public library listings and serve the neighboring community to foster positive relationships.
- Provide development opportunities to ensure librarians and staff are familiar with the technology available in the library to support students, faculty, and visitors.
- Explore the use of digital signage in the library to increase campus communications.