This special executive report is a comprehensive review of Robert Morris University's performance with the conclusion of the institution's first Five-Year Strategic Plan. The plan, which covered the period 2007-2012, focused on growth and development in five targeted initiatives.

Each of the initiatives is detailed in the following pages, along with a mission statement and measures of progress. The report also includes the top achievements at each of the university's five schools, as determined by those schools' deans. It contains a detailed look at the Student Engagement Program, one of the most significant additions to the university's mission. Finally, it lays out priorities and next steps as RMU prepares its next strategic plan.
INTRODUCTION

Every time I address our readers in Foundations, I’m sharing news of yet another university milestone: The opening of new buildings. The completion of our fundraising campaign. Record-setting undergraduate enrollment.

It may seem like chest-thumping, but the reality is that the previous five years have witnessed the most deliberate growth in the history of Robert Morris University, a history that has seen the university transform itself dramatically just about once every decade since its founding in 1921.

Practically every achievement we have enjoyed in the past five years is a result of our first strategic plan, which you can read about it in the pages that follow. The improvements to campus facilities, the Student Engagement Program, accreditations and new degree programs, the capital campaign – all were goals we identified in the plan, and all were realized thanks to the steps outlined in the plan.

An oft-quoted passage from the Book of Proverbs says, “Where there is no vision, the people perish.” I was fortunate when I became president to have inherited an institution of great vision that had grown from a small school of accountancy into a comprehensive university in scarcely 80 years.

But RMU faced steep challenges. Population decline in the Pittsburgh region, which still supplied the vast majority of our students, meant fewer and fewer college-age students. Many of our competitors, including lower-cost state schools, had made significant upgrades in residence halls and academic facilities. And we relied too heavily on tuition dollars for our operating revenue.

We also had many advantages, such as a beautiful, spacious campus in a safe, suburban community with easy access to downtown Pittsburgh. We offered 23 NCAA Division I sports – more than Pitt, Duquesne, or West Virginia – including college sports found nowhere else in western Pennsylvania, like ice hockey. And we boasted a consistently high placement rate for our graduates, among them the leaders of Pittsburgh’s foremost employers.

The overriding question we faced, that any organization faces, was how to build on our advantages in order to meet our challenges and position ourselves to compete into the future. The answer was our strategic plan, which a large cross-section of faculty, staff, and administrators hammered out in 2007. We identified problems and aspirations, solutions and goals, and measures of success.

Which is not to say that everything went according to plan, so to speak. We couldn’t have foreseen, for example, how the national economy would crater in 2008. That made fundraising more difficult and added additional pressure to keep tuition in check, but also made that sterling placement rate even more attractive to prospective students and their parents.

We didn’t achieve everything we wanted to, and I daresay we didn’t achieve everything we needed to. But we did put RMU in a position of strength to meet those challenges that remain in the next five years, with even more advantages to help us do the job.

– PRESIDENT GREGORY G. DELL’OMO, PH.D.
CONTINUOUS IMPROVEMENT OF ACADEMIC PROGRAMS

"RMU will strengthen all academic programs in order to maximize opportunities for students' academic success and career preparation."

RECOGNITION
The university attained its goal of having at least two nationally recognized programs. Actuarial science is designated by the Society of Actuaries as a Center of Academic Excellence, the veterans program has led to RMU’s listing in the Top 5% of Military Friendly Universities, and online degree offerings have earned the institution a spot in SuperScholar’s Smart Choice 25 Best Online Colleges. The target of at least four regionally recognized programs also was met by nursing, nuclear medicine technology, health services administration, sport management, and journalism.

DIVERSITY
The number of black and Hispanic faculty members increased, as did the number of faculty members with disabilities. Minorities make up 12% of the instructional faculty, the same proportion as in the student body.

ENDOWED CHAIRS
With a $900,000 grant from the Heinz Endowments, the university established its first endowed chair in 2012 to head Uzuri, the new research center on black male educational student success. The original strategic plan aimed to establish at two endowed chairs, so the university continues to seek opportunities.

FACULTY CREDENTIALS
Sixty percent of classes are taught by full-time faculty, up from 58% at the start of the five-year period. All new full-time faculty hires have a terminal degree in their field.

ACCREDITATIONS
In 2012 the university’s academic quality was unreservedly confirmed by the Middle States Commission on Higher Education, which commended RMU for its rigorous self-study process and extended its accreditation through 2022. Also, the School of Business sought and received AACSB accreditation – something only 5% of college business programs worldwide can boast. The School of Education and Social Sciences was the first in Pennsylvania to earn TEAC accreditation for its education and teacher training programs. Engineering and information systems programs were reaccredited by ABET, and the nursing school by CCNE.

online PROGRAMS
The university launched online bachelor’s and master’s degree programs in 2010. This past fall, 300 undergraduates and 200 graduate students were enrolled in RMU online courses in business, information systems, health services administration, psychology, and programs have earned top rankings from SuperScholar and U.S. News and World Report.
WHY ACCREDITATION MATTERS
Colleges and universities may make many public claims about their educational and community mission, the strength of their degrees, the quality of their programs, or the value proposition they present. The term “accreditation” describes a philosophy that the best way to determine the truth of those claims is to subject them to objective evaluation according to a consistent set of standards, guided by peers who have appropriate background to make such an assessment.

Accreditation, therefore, is a critical means of self-regulation adopted by the academic community.

Universities are accredited by one of seven regional accrediting bodies, all of which develop performance measures and standards by which they will evaluate the institution and its programs. For example, the Middle States Commission on Higher Education, RMU’s university-wide accrediting body, measures its member institutions against 14 “characteristics of excellence.” The characteristics evaluate the institution’s mission and goals, its leadership, its resources, the quality of its academic programs, support for its students, and, perhaps most importantly, its processes for assessment of its work. Measured by these standards, we are proud to say that RMU, in its 2011-2012 re-accreditation, was found to be in full compliance with all standards.

Full accreditation, as we have achieved, is important in that it continues to make our students eligible for all federal and state aid programs, but equally importantly, it is a mark of excellence that prospective students and parents can rely on in selecting our institution. A fully accredited institution attracts stronger candidates when we are recruiting for faculty and staff positions. And for current students and alumni, a degree from a fully accredited institution carries weight in the marketplace.

In addition to university accreditation, the world of higher education has a number of programmatic accrediting bodies. The goals are similar to institutional accreditation, to provide objective evidence of program quality that results in attracting quality students and faculty to the programs and enhancing the value of the degrees earned.

– PROVOST DAVID JAMISON, J.D.
"Enhance the quality of academic programs and student life experiences to promote enrollment of students with diverse backgrounds who show promise of success, to engage students in their own learning, and to provide appropriate support for their retention and graduation."

Last year 32% of incoming freshmen had graduated in the top 25% of their high school class, a share that has risen each year. The average GPA of new freshmen is 3.44, up from 3.24 at the start of the five-year period. SAT scores also have increased.

RMU was among the first private universities to guarantee free tuition to all veterans eligible for the Post-9/11 G.I. Bill, which covers tuition only up to the rate of state schools. Thanks to that commitment and other initiatives, including the new VETS Center in Jefferson Center, nearly 250 veterans are now enrolled at RMU, compared to 30 in 2008.
EXECUTIVE REPORT

STUDENT ENGAGEMENT PROGRAM
The university created a graduation requirement of achievement outside the classroom in six categories, including leadership positions, research projects, international and cross-cultural experiences, and pre-professional work and internships. To support this effort, RMU named its first dean of student engagement. (See full story on page 20.)

STUDENT ACTIVITIES
The office of student life met targets for creating new extracurricular activities, new professional and social clubs and organizations, new community service projects, and multicultural and diversity programs, as well as increased student participation in each to create a true living-learning environment.

ENROLLMENT
The university exceeded targeted growth in full-time traditional undergraduate enrollment, climbing 17% over five years to 3,517 this fall. More than half of those students reside on campus, another measure that outstripped the plan target. While enrollment in master’s degree programs fell a bit short of growth goals, doctoral program admissions exceeded them.

GRADUATION AND RETENTION
The university met targets for raising the six-year graduation rate, which climbed three points to 59%. The freshman-to-sophomore retention rate also met growth targets; four of every five freshmen continue as sophomores.

SCHOLAR-ATHLETES
Students on the NEC Commissioner’s Honor Roll (with a 3.75+ GPA).
"Develop a strategy to modernize RMU's facilities infrastructure so that it is a key factor in the students' and faculty's decision to attend and work at RMU. A strong focus will be placed upon creating a positive living/learning environment and a sense of place."

**CAMPUS BEAUTIFICATION**

The goal of one project a year was met, with the gazebo, memorial garden at Rogal Chapel, renovation of Rudolph Gardens, plazas and stairways in the residence hall area, and other projects.

**NEW ACADEMIC & ACTIVITY SPACE**

A new academic building was built for the School of Business, and another campus building was completely transformed to create the Wheatley Center, the new home of the School of Communication and Information Systems. The nuclear medicine program was moved to renovated space in the Benjamin Rush Center and the School of Education and Social Sciences moved to a new and improved location in Nicholson Center. Student dining spaces were added or renovated, and the Jefferson Center remodeled to include a veterans center and 24/7 computer lab. Reorganization has opened more space for both the Center for Student Success and student health and wellness center.

**DEFERRED MAINTENANCE**

New campus electrical and sanitary sewer systems were installed, and main water lines and storm drains were updated. New roofs and HVAC upgrades were added for most buildings, as well as security systems and cameras.

**STUDENT HOUSING**

Several of the residence halls that date back to the opening of the Moon campus 50 years ago underwent comprehensive exterior and interior renovations. RMU went beyond the plan’s initial vision, building two new apartment-style residence halls and buying the Holiday Inn, which is now used for campus housing with plans for further renovation. With more than half of undergraduates now living in campus housing, the transition from commuter to residential school is increasingly evident.

**PITTSBURGH**

The two Downtown buildings were sold, with the Bayer Center for Nonprofit Management and some part-time undergraduate and graduate programs moving to a new downtown location at the Heinz 57 Center. The one remaining downtown full-time undergraduate program, media arts, moved to the Moon campus, unifying the School of Communications and Information Systems.

**CAMPUS BUILDINGS**

- 30 CAMPUS BUILDINGS GOT NEW ROOFS.
- 13 CAMPUS BUILDINGS UNDERWENT MAJOR RENOVATIONS.

**technology UPGRADES**

All classrooms have been provided with presentation equipment, or “smartboards.” The IT help desk was expanded to 24/7 coverage.

**athletic facilities**

A new softball field was built, lights were installed to allow night games at Joe Walton Stadium, and improvements were made at Sewall Center arena and Island Sports Center.

**PARKING SPACES**

500 PARKING SPACES WERE ADDED TO ALLEVIAATE A GROWING CAMPUS PARKING CRUNCH.
MEDIA COVERAGE

Stories about RMU in local media outlets, higher ed and trade publications, and online more than doubled in the last five years, far exceeding targeted expectations.

MARKETING AND ADVERTISING

Despite a significant cut in the advertising budget, the university created the award-winning “Change a Life” commercials and related materials. That campaign underlines RMU’s holistic approach to education — that students can prepare for successful careers while also giving of themselves and serving others.

RANKING

The university has steadily risen in the U.S. News & World Report annual listings — rising 12 places last year alone — and is currently No. 70 in the North regional rankings, which includes 11 states from Maryland to Maine. A key component of rank is a survey of university officials in peer institutions throughout the region; RMU’s current peer ranking score of 2.8 of 5 is its best ever, up from 2.6 five years ago.

ATHLETICS

Half of the goal of having a nationally ranked team at the end of the season in a men’s and a women’s sport was met in 2010, with football finishing at No. 25 in the FCS coaches’ and overall polls. Men’s hockey and lacrosse programs have also held national rankings during their seasons. While no women’s team was nationally ranked, individual athletes excelled, including Team USA hockey goalie and Olympic silver medalist Brianne McLaughlin and Greek basketball star Artemis Spanou, a four-time MVP in European championships. Student attendance at games has exceeded a targeted 10% increase each year, and enthusiasm is high, as seen by the Colonial Crazies and other fans. Boosters now can support the program through the new 1921 Club.

SOLIDIFY & LEVERAGE REPUTATION

"Increase and enhance market awareness of RMU. Stress core competencies, promote signature programs, bring focus to main campus, highlight athletics."
STRENGTHEN FINANCIAL POSITION

"Strengthen the university's fiscal and capital position through enhanced and diversified revenue streams, increasing private, state, and federal support, and optimizing existing and new auxiliary enterprises."

CAPITAL CAMPAIGN

As called for in the five-year plan, the university and its Board of Trustees planned and carried out a successful capital campaign that raised $40 million, making it the largest in the institution's history. The campaign paid for two new academic buildings, grew the endowment by 63 percent, added 30 endowed scholarships, and created Uzuri, the new research center on black male educational student success.

ENDOWMENT

Like higher education institutions across the country, Robert Morris saw the value of its endowment plunge with the 2008 financial crisis and market crash. But the endowment, which at one point had lost nearly half its value, has fully recovered and now stands at more than $27 million.

ANNUAL GIVING

More than 3,000 people made a yearly donation to RMU last year, beating the final target by 10%. In the last five years, almost 800 new donors committed to supporting the university through annual contributions.

PRESIDENT'S COUNCIL

Supporters giving $1,000 or more annually to the university.
UNIVERSITY PRIORITIES

Besides helping the university to chart its progress over the last five years, a close review of the RMU strategic plan has identified some pressing issues and key goals that will be at the forefront of our next plan:

RMU needs to complete further upgrades to its academic facilities. The university completed construction of two new academic buildings, overhauled classrooms in the Hale Center, and renovated academic space throughout campus under the last plan. Next on the horizon is a new building for the School of Nursing and Health Sciences, which will include a medical simulation center that will serve health care workers throughout the region. Notably, the University Library is in need of modernization, an essential element in maintaining the overall quality of academic programs.

Other facilities are in need of enhancement, including residential and recreational spaces on campus. Most of the traditional residence halls have been renovated, but the largest, Washington Hall, is among those still in need of an upgrade. RMU purchased the Holiday Inn Pittsburgh Airport, which now houses Yorktown Hall, and plans are in the works to convert the entire building to a residence hall with dining and conference facilities. The fitness center in Jefferson Center has not kept pace with skyrocketing growth in residential student enrollment, and the quality of athletics facilities doesn’t always match the performance of the teams that compete there.

The university will continue to improve the quality of its academic programs, upon which the reputation of any university ultimately rests. RMU made great strides under our previous plan, earning several program-specific accreditations, hiring more full-time faculty, and boosting the University Honors Program, to list a few examples. Yet work still remains. An essential part is to encourage and support more faculty research, which informs good teaching. Assessment tools need to be implemented to measure how much students learn. The rising cost of higher education has students, families, and the general public demanding greater accountability for colleges and universities. RMU provides great value, but we shouldn’t expect you to take our word for it.

Finally, we must continue to strengthen RMU’s financial position, and in particular to reduce the budget’s reliance on tuition. The institution took an important step toward this goal with the successful completion of its first comprehensive capital campaign and the growth of the annual giving program. Yet tuition, room, and board still provide 82 percent of the university operating budget, which places an undue burden on students and allows very little cushion in meeting year-to-year enrollment targets. RMU has an obligation to its students to continue to increase philanthropic support for Robert Morris as well as identify other sustainable revenue streams. If we do not achieve this goal, we will not achieve any others.
When Kiersten Metzger ’13 graduates in May and starts searching for a teaching position, she knows the competition will be fierce. But she’s not worried. In her time here at Robert Morris University, Metzger, who is president of her class, has built a solid record of engagement as a first-year studies mentor for three years, secretary and media coordinator of the Claddagh Club, historian and secretary for Kappa Delta Rho, and a Colonial Ambassador.

And it’s all being documented on her Student Engagement Transcript.
“My S.E.T. will enable employers to see how active I was in school,” she says. “It will show them that I work well with others, that I’m not afraid to try new things, and that I’m a hard worker, too. It’s a valuable companion piece to my resume.”

RMU has always tried to give students like Metzger educational opportunities that go beyond the walls of the classroom; ways for them to get their hands dirty, try things outside of their comfort zone, and have real, tangible experiences that will benefit them after graduation. It wasn’t until 2009, however, that the university developed its Student Engagement Program to officially document and mandate these experiences so that students would have something to show employers down the road. It’s a philosophy that underlies RMU’s mission to change its students’ lives.

Through the program, students’ leadership roles, community service hours, international study trips, and internships are officially documented on this second transcript. Students must fulfill requirements in at least two of six categories: Arts, Culture, and Creativity; Global Experience; Undergraduate Research; Service; Leadership; and Professional Experience. This year’s graduating class is the first for whom participation in the program was a requirement for graduation.

Matthew Feryus ’11 is a graduate of the actuarial science program. “The Student Engagement Transcript conveyed the amount and variety of my extracurricular involvement at Robert Morris, and it enabled me to emphasize my professional achievements on my resume,” says Feryus, who works for Florida Blue in Jacksonville and was recently named an associate of the Society of Actuaries. He included his S.E.T. while applying for the John Culver Woody Scholarship, which gives preference to candidates who demonstrate leadership potential through their extracurricular activities. “I really believe it helped me receive that scholarship,” he says.

Shari Payne, Ed.D., is dean of engaged learning at the university. She continuously looks for new experiential opportunities, working closely with students to give them access to the out-of-the-classroom experiences that are part of an RMU education. “Our Student Engagement Program is invaluable to our students,” says Payne. “The S.E.T. is an important companion piece to their resume and a real draw to potential students,” says Payne. “They understand that employers want people who are well-rounded and aren’t afraid to try new things.”

One such employer is Susan M. Suver, vice president of human resources at U.S. Steel Corp., which has long been a supporter of RMU and its students. “Today, many employers are focused on selecting extremely well-rounded individuals as they recruit from college campuses,” says Suver, a member of the university’s Board of Trustees. “While strong academic performance in an academic major will continue to be very important, more frequently employers are also looking at community service, students with work experience including internships and co-op experiences, and those with involvement in extracurricular activities such as sports, arts and music, special projects, and student leadership. That’s what makes RMU’s Student Engagement Transcript so valuable.”

And for students like Metzger, having an official, university-endorsed record of their involvement is just another advantage they’ll have as they enter the job market. “There are a lot of people applying for the same positions as me,” she says. “So having the S.E.T. sent along with my transcripts will definitely give me an advantage.”

WITTEN BY VALENTINE J. BRKICH
PHOTOGRAPHY BY MICHAEL WILL ’08
The deans of each of the five schools were asked what they considered the three most significant achievements of their school in the past five years. Here are their responses:

### SCHOOL OF ENGINEERING, MATHEMATICS, AND SCIENCE
1. The National Science Foundation STEM grant, which brought a cohort of 21 engineering, mathematics, and science students to the university. The students are seniors this year; one is three-time Academic All-American (and NEC all-time sack leader) Nolan Nearhoof, a biology major.

2. Designation of our actuarial science program as one of only 14 Centers of Actuarial Excellence in the United States. It is a true achievement for a university of our size to receive this designation, since most others are large state institutions.

3. Being one of the nine university partners in of the consortium chosen by the White House to create the National Additive Manufacturing Innovation Institute, a $70 million plan to research 3-D printing.

### SCHOOL OF NURSING AND HEALTH SCIENCES
1. Introduction of new graduate and undergraduate programs, including the state’s first Doctor of Nursing Practice (D.N.P.) program, a bachelor’s degree in nuclear medicine technology, and online degrees in health services administration and R.N.-to-M.S.N.

2. Launching the Regional Research and Innovation in Simulation Education (RISE) Center. The center uses high-tech mannequins to simulate various patient scenarios. Future plans call for a major expansion of the center so that it can also be used for medical training of other health care professionals in the area.

3. Greatly expanding our international programs and partnerships; now almost half of all B.S.N. students have participated by the time they graduate. Carl Ross, Ph.D., recently made his 80th trip to Nicaragua with students to work in clinics there.

### SCHOOL OF COMMUNICATIONS AND INFORMATION SYSTEMS
1. Unifying all five departments — communication, English, information systems, media arts, and organizational leadership — under one roof for the first time in the new Wheatley Center. This opens avenues for interdisciplinary collaboration and further helps the school forge its identity.

2. Re-accreditation by ABET-Computing Accreditation Commission. Less than 1% of all information systems programs worldwide are accredited by ABET-CAC, and we have two of them: the B.S. in computer information systems and the B.S. in information sciences.

3. Developing converged media as a focus for interdisciplinary teaching and learning and for engaged learning and professional practice, involving at least three academic departments, the Academic Media Center and The Sentry, our online and print student newspaper.

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– DEAN BARBARA LEVINE, PH.D. – DEAN MARIA V. KALEVITCH, PH.D. – DEAN LYNDA J. DAVIDSON, PH.D.
EXECUTIVE REPORT

SCHOOL OF EDUCATION AND SOCIAL SCIENCES

1. Accreditation of our teacher education programs by the Teacher Education Accreditation Council (TEAC).

2. The Pennsylvania Department of Education’s official approval of our new education programs, including new bachelor’s degrees in early childhood and middle level, new M.Ed degrees in literacy and special education, and certification programs in reading specialist and special education.

3. Other new degrees including the B.A. in history and two new online degree programs — the B.A. in psychology and M.S. in instructional leadership.

– DEAN MARY ANN RAFOTH, PH.D.

SCHOOL OF BUSINESS

1. Earning initial accreditation by AACSB International, the Association to Advance Collegiate Schools of Business, joining only five percent of business schools worldwide with this recognition.

2. The new building that opened last year, creating a quality business educational environment that prepares students for the corporate world. Corporate partners ATI, PNC, and U.S. Steel have helped ensure the center is equipped with the latest technology, including Bloomberg terminals, a videoconferencing center, an interactive marketing wall, and an electronic stock ticker.

3. New programs and courses in sustainability, including a minor in sustainability and a new annual international conference at RMU focusing on sustainable enterprises of the future.

– DEAN JOHN M. BEEHLER, PH.D.
Here are some of the key measurements showing the university's growth over the 2007–2012 Strategic Plan.

**INTERNATIONAL STUDENTS**
Graduate and undergraduate combined.

- 2008: 1,203
- 2009: 1,778
- 2010: 1,778
- 2011: 1,778
- 2012: 1,778

**THE BOTTOM LINE**
Total Revenue vs. operating expenses. ($ MIL)

- 2008: $113.7
- 2009: $107.6
- 2010: $107.6
- 2011: $107.6
- 2012: $107.6

**ENROLLMENT**
Total enrollment vs. full-time traditional undergraduates.

- 2008: 4,815
- 2009: 4,815
- 2010: 4,815
- 2011: 4,815
- 2012: 4,815

**RESIDENTIAL STUDENTS**
Demand for on-campus housing has increased over the past five years.

- 2008: 1,203
- 2009: 1,203
- 2010: 1,203
- 2011: 1,203
- 2012: 1,203

**ONLINE STUDENTS**
Graduate and undergraduate combined.

- 2010: 74
- 2012: 494
This year the university is in the process of preparing its next five-year strategic plan. Doing so will require a careful and thorough evaluation of priorities for the near future, as well as taking stock of the many institutional changes that occurred during the last plan. This is a time of great change and challenge for higher education, and RMU wishes to approach its future in a thoughtful way.

Prior to embarking on the five-year strategic planning process, the university is undertaking a comprehensive, comparative review of all of its operating units. This review has both retrospective and forward-looking aspects. RMU has launched many new initiatives, and the accompanying infrastructure to support them, over the past five years. Have these initiatives been successful, and are they appropriately supported? The strategic review project is designed to distinguish units that may deserve more resources from those that require maintenance, restructuring, or re-examining. Findings will guide resource allocation and priorities in the next five-year plan.

With the help of a talented, hard-working, and diverse team of 33 RMU faculty members and administrators, I am coordinating the strategic review project, which will analyze 170 operating units of the university. We will present our findings to President Dell’Omo on May 1.

During the spring, the university also will undertake the next steps of the strategic planning process — choosing leadership, assembling teams, establishing timetables — all with the aim of preparing the new plan in the summer and fall. The new 2014-2018 RMU strategic plan is scheduled for completion this December.

With its first strategic five-year plan completed, RMU's top planner explains how the university is preparing its next long-term strategy.

WHAT COMES NEXT?

– DAVID MAJKA, ED.D., VICE PROVOST FOR STRATEGIC PLANNING AND QUALITY ASSURANCE