

**Penn State Wilkes-Barre  
Strategic Plan  
2014-2019**

**The Pennsylvania State University  
Wilkes-Barre Campus**

## **Introduction to the Penn State Wilkes-Barre Strategic Plan 2014-2019**

Penn State Wilkes-Barre finds itself at a critical juncture similar to many other institutions of Higher Education through the United States. We believe that the next few years will be decisive in molding the future of our campus, therefore bringing renewed importance to our strategic plan.

While we had a period of growth that coincided with the initial implementation of the 2008-2013 Strategic Plan, the campus is currently suffering an enrollment decline. In recent years, Penn State Wilkes-Barre has been subjected to strong internal and external forces that have had a powerful impact on enrollments.

Internally, the events of November 2011 that reverberated through the whole of Penn State resulted in a temporary loss of confidence in the University that caused lesser number of students matriculating to its different campus locations. A positive internal force during this time period was the release of the Core Council Letters for the Commonwealth Campuses, as well as each individual campus. These reports forced the campus to be introspective, looking at practices and operations. It provided a needed framework for change. An additional positive internal force for our campus was the improvement of career services on the campus – the increased staffing of career services, unveiling the new Struthers' Family Career Service Centers on campus in October, 2013, and the addition of a Regional Career Services Coordinator for the 5 campuses in the Northeast.

Nationally, Higher Education in the United States is being subjected to increased scrutiny by legislators, policymakers, and our society in general. The economic downturn that the country has experienced has resulted in many individuals and civic organizations examining the value of a college degree.

Locally, the demographics of the Commonwealth of Pennsylvania, and in particular its most rural areas, show a decrease in the number of high school graduates. Northeast Pennsylvania has, at best, an expectation of high school graduates being flat – no growth, no major decline. The level of competition for this stagnant number of graduates continues to be heavy in and around Wilkes-Barre with three growing very aggressive private institutions and a highly respected community college.

It is in this environment of increased competition and accountability where Penn State Wilkes-Barre has developed its 2014-2019 Strategic Plan. In order to respond to these, and new challenges, the campus

has found itself becoming a leader in the sharing of resources with other neighboring campuses. In mid-2012, due to staffing changes, Penn State Wilkes-Barre piloted the sharing of a Registrar with another Penn State campus. Because the results created an intercampus synergy, this temporary arrangement became permanent and provided a set of guidelines and parameters to be replicated by other Penn State campuses. By 2014, the campus began sharing a Financial Officer with other two campuses and a Human Resources specialist with four campuses. In addition, the new academic offerings planned for the short-term will also be shared with other Penn State campuses. These changes allow us, as well as to our partner campuses, to give access to students to an increased portfolio of programs while maintaining our financial responsibilities.

While the campus embraces the idea of sharing resources, we also recognize that each Penn State campus is different and unique. In this respect, the campus is committed to growing the academic programs unique to Penn State Wilkes-Barre and using the appropriate technology to reach a larger number of students dispersed throughout the Commonwealth.

The Strategic Plan described in this document is the first step in our planned development and growth. We want to continue to provide access to quality Higher Education to our students and the citizens of the Commonwealth of Pennsylvania in fulfillment of the land-grant mission of Penn State. As a campus of Penn State, we want to be an economic engine for local and regional development as well as to develop a faculty culture conducive to the transfer of knowledge with business and industry.

Wilkes-Barre aspires to become a campus of Penn State valued for establishing new and bold approaches to Higher Education. We strive to be a campus of Penn State recognized for our excellence in working with students with varying academic levels when they reach our doors, giving them the personal and professional skills they need to succeed in tomorrow's environment. We seek to be a campus that is known not only for valuing and respecting diversity, but by being inclusive and using our individual differences to grow. We desire to be recognized as a campus that thrives on private philanthropy that is rooted in our constituents' desire to help those less fortunate. We aspire to be a model of civility as reflected by the actions of our community in our day to day life.

### **Development of Penn State Strategic Plan**

During the Fall 2013 semester, Chancellor Davis appointed a group of faculty and staff (Strategic Plan Steering Committee), charged with reviewing 2008-2013 Mission, Vision and Values and provide

recommendations for any possible changes. While upholding the spirit of this document, the Steering Committee proposed several changes to better reflect the purpose and goals of the Wilkes-Barre campus. After review of several drafts, the document was adopted for inclusion and formed the basis of the new Strategic Plan. The campus followed a similar process for the creation and development of the 2014-2019 Strategic Plan. The review of the 2018-2013 Strategic Plan led to the identification of the key Goals and Objectives for Penn State Wilkes-Barre for the next five years. Once again, these main Goals and Objectives were circulated among the diverse campus constituencies to gather feedback that was analyzed and incorporated into the document. This process was repeated, with each iteration increasing the level of detail in the document until the consensus was reached with the 2014-2019 Penn State Wilkes-Barre Strategic Plan presented in this document.

### **Approach to Strategic Plan**

The 2014-2019 Strategic Plan implements the revised Mission, Vision and Values for Penn State Wilkes-Barre. The plan consists of 4 major Goals that we have identified as the strategic priorities for Penn State Wilkes-Barre. Each goal is supported by one or more objectives that in turn, are supported by several strategies. We must state that the strategies used to implement the objectives are not listed in any particular order. These strategies are the fundamental unit of action that drives the Penn State Wilkes-Barre strategic plan. One or more positions of leadership within the campus are responsible for leading the implementation of the different tactics and action plans that support each strategies to the point that each campus employee and external constituents become fully involved with the campus strategic plan.

### **Diversity and Inclusiveness**

Penn State Wilkes-Barre values diversity and respects and appreciates all members of the campus, local and global communities. Our goal is to promote a community of mutual support and acceptance where all individuals contribute and have equal opportunities. Through academic infusion, co-curricular and extra-curricular programming we attempt to inspire interested students, staff, faculty, and the greater community to: gain an understanding of international interdependence and cultural diversity; to develop as global/world citizens; develop a personal value system which demonstrates appreciation and sensitivity for lifestyles and traditions which are different from ones' own; and effectively interact with others by learning the importance of the individual human experience, the shared human experience, and exploration of both diversity and sameness with others.

To increase the appreciation for diversity and inclusiveness, Penn State Wilkes-Barre provides events, programs, and presenters from a variety of diverse human experiences including, but not limited to: international cultures; sexual orientations; ethnicity, culture and race; class and society; spirituality; gender differences; ability; and counter cultures. Through these activities, we will provide students, staff, faculty and the greater community the resources to develop their knowledge and appreciation on intellectual growth; effective communication and collaboration; enhanced self-esteem; leadership development; healthy and appropriate behavior; human diversity and cultural competence; meaningful interpersonal relationships; independence and interdependence; social responsibility; satisfying and productive lifestyles; and spiritual awareness of self and others.

## **Penn State Wilkes-Barre Mission, Vision and Values**

**Mission:** Penn State Wilkes-Barre provides a student-centered educational environment whereby students of all ages, backgrounds and experiences can access the excellence of The Pennsylvania State University to become productive, responsible global citizens.

**Vision:** Penn State Wilkes-Barre aspires to be the premier educational institution of choice in the region by providing superior opportunities for students to excel in academic and co-curricular excellence leading to rewarding careers.

**Values:** We are committed to creating an environment of:

- **Academic Excellence** that provides students with a rich academic experience by fostering intellectual curiosity, exploration, innovation, and open inquiry.
- **Student Focus** in which students are provided with opportunities for intellectual and personal growth inside and outside the classroom. We are committed to education that meets students' needs and provide them with a wide variety of strong positive values in academic and co-curricular activities. We recognize and embody the value of life-long learning.
- **Ethics and Integrity** based on civil dialog in which all individuals are heard and respected. The actions of the campus community members will be driven by the highest standards of integrity and ethical behavior.
- **Community Service** that recognizes values and encourages lifelong service to the community as an integral part of educating well rounded students.
- **Inclusiveness** that recognizes and embodies the benefits of diversity, vital for personal, intellectual, and social growth.

## **Summary of Strategic Goals**

### **Goal 1: To increase the number of students enrolled at Penn State Wilkes-Barre**

Objective 1.1: Increase the admission of new students

Objective 1.2: Increase the retention and persistence to graduation of current students

### **Goal 2: To deliver Programs of Academic Excellence at Penn State Wilkes-Barre**

Objective 2.1: Strengthen the quality of Penn State Wilkes-Barre's current academic programs

Objective 2.2: Increase the number of academic programs at Penn State Wilkes-Barre

### **Goal 3: To foster Outreach**

Objective 3.1: Bring the outside community into Wilkes-Barre campus

Objective 3.2: Strengthen partnerships with organizations external to Penn State

Objective 3.3: Strengthen partnerships with organizations internal to Penn State, external to Wilkes-Barre campus

### **Goal 4: To develop a culture of Innovative Operations and Sustainability**

Objective 4.1: Increase the amount of financial resources at Penn State Wilkes-Barre

Objective 4.2: Increase the amount of recycling and conservation of natural resources

Objective 4.3: Continue being the a university leader in a culture of resource sharing

Objective 4.4: Continue to infuse ethical decisions throughout all campus environments

Objective 4.5: Continue operating in a culture that embraces inclusivity

## **Strategic Goal 1: To increase the number of students enrolled at Penn State Wilkes-Barre**

Goal 1 is focused on increasing the number of students enrolled at Penn State Wilkes-Barre. We implement this goal by using a dual approach: first, we plan on increasing the number of new students admitted to the campus and second, we plan on increasing the retention and persistence to graduation of our current students.

As stated in the introduction, the number of new students admitted to Penn State Wilkes-Barre has fluctuated as the demand for enrollment at the campus has been subjected to strong internal and external forces. The data on retention and persistence to graduation for the campus students places the campus above the average for the Commonwealth Campuses. However, we strongly believe that our commitment to providing excellence in higher education and therefore helping the university to fulfill its land granted mission, demands for us to develop strategies to better help our students to achieve their academic goals.



**GOAL 1: To increase the number of students enrolled at Penn State Wilkes-Barre**

<b>OBJECTIVE 1.1: Increase the admission of new students</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Reporting Timeframe</b>
1.1.1 Develop and strengthen partnerships with secondary education institutions	<ul style="list-style-type: none"> <li>a. Collaboration with high schools including involvement of current Penn State Wilkes-Barre students graduates from specific High Schools</li> <li>b. Collaboration with high schools in the use of athletic facilities</li> <li>c. Support to high schools on academic competitions (Science Olympiad, JETS, etc.)</li> <li>d. High school recruiting visits</li> <li>e. Offer SAT preparation courses</li> </ul>	<p><b>Director of Enrollment Management</b></p> <p>Athletics Director</p> <p>Director of Academic Affairs/Faculty</p> <p>Director of Continuing Education</p>	<ul style="list-style-type: none"> <li>• Number of presentations implemented with service area high schools.</li> <li>• Number of Agreements with high schools to use facilities</li> <li>• Implementation of academic support programs</li> <li>• Number SAT enrollments</li> <li>• Number SAT participants that enroll at PSU-WB</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Reporting Timeframe
1.1.2 Plan and evaluate marketing campaigns	<ul style="list-style-type: none"> <li>a. Assessment and follow up of current practices</li> <li>b. Enhance media presence</li> <li>c. Strategy to market Penn State's position in relation to career services</li> </ul>	<b>Marketing and Communications</b>	<ul style="list-style-type: none"> <li>• Media coverage</li> <li>• Analyze ROI for paid advertising practices</li> </ul>	Annual report
1.1.3 Plan and evaluate admissions events	<ul style="list-style-type: none"> <li>a. Assessment and follow up of current practices</li> <li>b. Evaluate potential new opportunities</li> <li>c. Benchmark other campuses</li> <li>d. Analyze each event and redefine when needed</li> </ul>	<b>Director of Enrollment Management</b>	<ul style="list-style-type: none"> <li>• Program Attendance</li> <li>• Number enrollments generated into PSU-WB</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Reporting Timeframe
1.1.4 Promote undergraduate research	a. Strengthen undergraduate research on campus b. Expose accomplishments to future students c. Use campus newspaper for dissemination d. Use alumni newsletter for dissemination e. Target high schools from which the undergraduate research students graduated	<b>Director or Academic Affairs</b> Director of Development Director of Enrollment Management Marketing and Communications	<ul style="list-style-type: none"> <li>• Number faculty involved in Undergrad Research</li> <li>• Number of Undergrad Research projects per academic year</li> <li>• Number of undergrad research stories published in “<i>Between the Lions</i>”</li> <li>• Number of HS visits</li> <li>• Number of HS partnerships generated from outreach</li> </ul>	Annual report. Starting after SP 15
1.1.5 Plan and evaluate distribution of scholarships and awards	a. Revise strategies for awards b. Strategically award scholarships to increase enrollment	<b>Director of Enrollment Management</b> Financial Aid	<ul style="list-style-type: none"> <li>• Developed awards that meet the needs of WB student population</li> </ul>	Internal annual report
1.1.6 Athlete recruitment	a. Ensure inclusiveness in athletic recruitment b. Explore strategies to enhance coaches participation in recruiting c. Explore additional sports focusing on female athletes	<b>Director of Student Affairs</b> Athletics Director and Coaches	<ul style="list-style-type: none"> <li>• Number of recruited student athletes</li> <li>• Number of students attending PSU-WB because of athletics (survey)</li> <li>• Increase in female athletes</li> </ul>	Internal annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Reporting Timeframe
1.1.7 Recruit diverse and underrepresented student groups	<ul style="list-style-type: none"> <li>a. Make campus more welcoming to all students</li> <li>b. Increase involvement of Campus Environment Team</li> <li>c. Assess and respond to the needs of international students</li> </ul>	<p><b>Director of Enrollment Management</b></p> <p>Campus Environment Team</p> <p>Director of Student Affairs</p>	<ul style="list-style-type: none"> <li>• Number students recruited from underrepresented groups</li> <li>• Climate survey every 3 years</li> <li>• Focus groups</li> <li>• Meetings with specific student groups</li> </ul>	Annual report
1.1.8 Strengthen credit, contracted, and public programs	<ul style="list-style-type: none"> <li>a. Evaluate and implement credit certificates offered to the public and businesses</li> <li>b. Evaluate and implement non-credit programs offered to the public and businesses</li> <li>c. Evaluate and implement public programs based on service area needs to increase community engagement with PSU-WB</li> <li>d. Evaluate post graduate certificates</li> <li>e. Evaluate graduate degree in education</li> </ul>	<p><b>Director of Continuing Education</b></p> <p>Director of Academic Affairs</p>	<ul style="list-style-type: none"> <li>• Number of public and business certificates</li> <li>• Number of student credit hours generated by public and business certificates</li> <li>• Number of public programs that run</li> <li>• Number of noncredit programs for business</li> <li>• Results of evaluating post graduate certificates</li> <li>• Results of evaluating graduate degree in education</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Reporting Timeframe
1.1.9 Strengthen transfer opportunities	a. Develop articulation agreements with Community Colleges b. Continue partnership with other colleges and universities c. Continue developing advising agreements when necessary d. Strengthen presence of Wilkes-Barre faculty in Community Colleges e. Utilize Prior Learning Assessment as an anchor tool to attract adult students	<b>Director of Academic Affairs</b> Faculty Director of Enrollment Management	<ul style="list-style-type: none"> <li>• Number of articulations in effect</li> <li>• Number of CC visits by faculty</li> <li>• Number of students from specific CC transferring into PSU-WB</li> <li>• Number of PLA credits awarded</li> </ul>	Semester and annual reviews  Annual report
1.1.10 Increase the number of Penn State students changing campus into Wilkes-Barre	a. Develop collaborations for degree completion at Penn State Wilkes-Barre	<b>Director of Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Number of PSU students transferring into WB campus</li> <li>• Number of programs at WB with PSU transfers</li> </ul>	Internal annual report
1.1.11 Utilize honors program as a recruiting tool	a. Promote honors program b. Current honors student participation in student and admission events c. Schreyer link	<b>Dir. of Academic Affairs</b> Honors Faculty Director Enrollment Management Marketing and Communications	<ul style="list-style-type: none"> <li>• Number of Honors students at PSU-WB</li> <li>• Number and type of activities by Honors students</li> <li>• Number of events reported in media</li> </ul>	Internal annual report

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<b>OBJECTIVE 1.2: Increase the retention and persistence to graduation of current students</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
1.2.1 Involve students in undergraduate research	a. Increase undergraduate research opportunities for Penn State Wilkes-Barre students b. Increase involvement of faculty, community and business c. Increase opportunities for showcasing undergraduate research	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• Number of undergraduate research projects. Students involved. Presentations.</li> <li>• Number of related stories published</li> </ul>	Annual report after Fall 2015
1.2.2 Strengthen Academic Advising	a. Increase faculty participation b. Adequate training for advisers c. Strengthen student ownership of advising d. Enhance DUS advising	<b>Director of Academic Affairs</b> Faculty DUS Advisor Director of Student Affairs	<ul style="list-style-type: none"> <li>• Number of faculty actively advising</li> <li>• Number of training events for advising</li> </ul>	Annual report
1.2.3 Use first First Year Experience as an anchor to engage all freshman students	a. Evaluate FYE value to students b. Adapt contents of FYE to student needs c. Make FYE a required course for all students d. Evaluate the possibility of a second year experience	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• FYE assessment after each offering</li> <li>• FYE listed in degree audit</li> </ul>	Internal annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.4 Provide transfer students with specific support	<ul style="list-style-type: none"> <li>a. Streamline internal processes for sending out transfer petitions.</li> <li>b. Adopt Prior Learning Assessment practices</li> <li>c. Provide NSO support to transfer students</li> <li>d. Design additional monitoring of academic progress during 1st semester</li> <li>e. Advise students at transfer institution when possible</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Faculty</p> <p>DUS</p>	<ul style="list-style-type: none"> <li>• Measure of lag time transfer petitions</li> <li>• Number of credits transfer by PLA</li> <li>• Number of transfer students with specific orientation programs</li> <li>• Tools for monitoring academic progress 1<sup>st</sup> semester students</li> <li>• Number students advised at transfer institution</li> </ul>	Annual report after FA 16
1.2.5 Strengthen academic support	<ul style="list-style-type: none"> <li>a. Assess current practices in learning center and tutoring</li> <li>b. Balance peer tutors with professional tutors</li> <li>c. Insure quality tutoring</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Learning Center Coordinator</p>	<ul style="list-style-type: none"> <li>• Number of tutoring hours</li> <li>• Student demand</li> <li>• Tools for measuring tutoring quality</li> </ul>	Annual report after FA 16

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.6 Develop program for peer mentoring of students	<ul style="list-style-type: none"> <li>a. Benchmark current practices with other campuses</li> <li>b. Evaluate model for mentoring: SSS, honors, peer mentors, etc.</li> <li>c. Evaluate students mentored</li> <li>d. Selection and training of student mentors</li> </ul>	<b>Director of Student Affairs</b>	<ul style="list-style-type: none"> <li>• Development of peer mentoring model</li> <li>• Assess efficacy mentoring. Surveys</li> <li>• Tools for assessing training mentors</li> </ul>	Annual report after FA 17
1.2.7 Strengthen student engagement and learning outcomes in clubs and organizations	<ul style="list-style-type: none"> <li>a. Increase student participation in student organizations</li> <li>b. Provide additional opportunities for students to participate in leadership opportunities</li> <li>c. Increase opportunities to showcase events organized by student clubs</li> </ul>	<b>Director of Student Affairs</b> Student Activities Coordinator	<ul style="list-style-type: none"> <li>• Number different students involved in clubs</li> <li>• Number of stories sent to Marketing and Communications</li> <li>• Assessment student satisfaction/learning outcomes.</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.8 Use athletics as a tool to retain students	<ul style="list-style-type: none"> <li>a. Assessment of quality of athletic experience</li> <li>b. Assessment of correlation between athletic experience and retention</li> <li>c. Develop plan to augment retention of student athletes</li> <li>d. Establish events to entice all students to attend athletic contests</li> </ul>	<p><b>Director of Student Affairs</b> Athletics Director</p>	<ul style="list-style-type: none"> <li>• GPA of student athletes</li> <li>• Retention number of student athletes</li> <li>• Survey from student athletes</li> <li>• Number of attendees to sporting events</li> </ul>	Annual report
1.2.9 Develop a campus environment welcoming for underrepresented students	<ul style="list-style-type: none"> <li>a. Ensure integration of students into campus life</li> <li>b. Provide students with necessary support</li> <li>c. Educate faculty and staff on challenges experienced by underrepresented students</li> </ul>	<p><b>Director of Student Affairs</b> Campus Environment Team</p>	<ul style="list-style-type: none"> <li>• Focus groups</li> <li>• Academic performance underrepresented students</li> <li>• Training for faculty and staff</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.10 Explore, develop and implement alternate delivery methods for resident instruction courses	<ul style="list-style-type: none"> <li>a. Assess current practices</li> <li>b. Assess student and academic needs</li> <li>c. Develop guidelines for faculty to redesign courses for online and hybrid delivery.</li> <li>d. Provide training for faculty to support and encourage alternative delivery methods.</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Director of Information Technology Services</p> <p>Instructional Designer</p>	<ul style="list-style-type: none"> <li>• Utilization of video conference facilities</li> <li>• Number of resident instruction courses that transitioned to hybrid or online learning</li> <li>• Number of training sessions and consultations</li> </ul>	Annual report
1.2.11 Evaluate the state of campus ancillary services and improve	<ul style="list-style-type: none"> <li>a. Assess services provided                             <ul style="list-style-type: none"> <li>Food services</li> <li>Physical plant</li> <li>Information Technology Services</li> </ul> </li> <li>b. Improvement for services</li> </ul>	<p><b>Director of Business Services</b></p> <p>Director of Information Technology Services</p>	<ul style="list-style-type: none"> <li>• Food services:                             <ul style="list-style-type: none"> <li>Quality of food</li> <li>Selections</li> <li>Cost</li> </ul> </li> <li>• Physical plant:                             <ul style="list-style-type: none"> <li>Ratio physical plant footage vs. OPP</li> </ul> </li> <li>• Info. Technology Svcs:                             <ul style="list-style-type: none"> <li>Trouble Ticket</li> <li>Cust. Satis. Survey</li> <li>Create Catalog</li> </ul> </li> </ul>	Report every 2 years

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.12 Pursue facility updates and improved maintenance	<ul style="list-style-type: none"> <li>a. Continue using University Classroom Improvement Fund (UCIF) for classroom improvement</li> <li>b. Identify additional UCIF campus matching funds</li> <li>c. Collaborate with other major maintenance resources</li> <li>d. Search for additional funding sources for facilities improvement</li> <li>e. Create life cycle replacement plan</li> <li>f. Ensure major maintenance needs are covered</li> </ul>	<p><b>Director of Business Services</b></p> <p><b>Director of Information Technology Services</b></p>	<ul style="list-style-type: none"> <li>• Number of UCIF grant proposals submitted.</li> <li>• Number of UCIF proposals funded.</li> <li>• Number of beautification grants submitted</li> <li>• Number of additional funding sources.</li> <li>• Amount of funding awards.</li> <li>• Number of classrooms updated/improved.</li> <li>• Additional campus matching funds</li> </ul>	Annual report
1.2.13 Use the honors program as an anchor point for high achieving students	<ul style="list-style-type: none"> <li>a. Evaluate needs of honors students</li> <li>b. Design approaches that fulfill academic potential of honor students</li> <li>c. Disseminate student accomplishments and achievements</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Honors Program</p>	<ul style="list-style-type: none"> <li>• Number of specific educational programs for honors students</li> <li>• Media events</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.14 Increase student utilization of ARB & fitness program offerings	a. Assess fitness program needs b. Evaluate and develop fitness programs to increase female participation c. Incorporate modern equipment for use	<b>Director of Student Affairs</b>  Athletics Director	<ul style="list-style-type: none"> <li>• Participation and student numbers</li> </ul>	Annual report
1.2.15 More fully integrate Career Services into campus community	a. Utilize Career Services in recruiting events b. Incorporate career awareness workshops for new students c. Increase internship and job opportunities for students and alumni d. Offer programs to augment skill development of students to successfully transition to workforce or graduate school	<b>Director of Student Affairs</b>  Career Services	<ul style="list-style-type: none"> <li>• Presence in recruitment events</li> <li>• Number of students attending Career Services events</li> <li>• Number of opportunities available</li> <li>• Results of skill assessments</li> </ul>	Annual report
1.2.16 Increase student involvement in Health Services	a. Offer up-to-date health promotions targeted to our students	<b>Director of Student Affairs</b>	<ul style="list-style-type: none"> <li>• Number of health promotion events</li> <li>• Survey student satisfaction</li> </ul>	Annual report after FA 15

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
1.2.17 Strengthen personal counseling and disability services	<ul style="list-style-type: none"> <li>a. Provide quality personal counseling services</li> <li>b. Educate faculty on student need for personal counseling</li> <li>c. Educate faculty on disabilities accommodations</li> <li>d. Deliver appropriate workshops for campus</li> </ul>	<b>Director of Student Affairs</b>	<ul style="list-style-type: none"> <li>• Results of peer review of services at other PSU Campuses</li> <li>• Presentations to campus community</li> <li>• Programs and workshops offered</li> </ul>	Annual report after FA 15

## **Strategic Goal 2: To deliver programs of academic excellence at Penn State Wilkes-Barre**

Goal 2 is focused on Academic Excellence. We believe that the continuing strive for academic excellence is the basis for the activities in which Penn State Wilkes-Barre engages. As stated in the current University Strategic plan, academic excellence is the essential attribute of a great university. Our first objective to support this goal is based on continuing strengthening the quality of the academic programs currently offered at Penn State Wilkes-Barre. We will achieve this objective by developing partnerships between Academic Affairs, faculty and other units at the campus that will increase the quality of the educational experience for students at Penn State Wilkes-Barre.

The second objective in Goal 2 is based on increasing the number of academic programs offered at Penn State Wilkes-Barre. An increase in the number of programs offered by the campus results in better serving our location-bounded students as well as those who do not wish to live the area local to the campus. Our growth in the number of programs contemplates new programs that will be offered starting in Fall 2014 as well as developing strategies for long-term growth based on local, regional and national needs. The overarching premise for the growth of new programs at Penn State Wilkes-Barre is, once again, academic excellence for our academic programs.

**Goal 2: To Deliver programs of academic excellence at Penn State Wilkes-Barre**

<b>OBJECTIVE 2.1: Strengthen the quality of Penn State Wilkes-Barre’s current academic programs</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
2.1.1 Development and assessment of learning outcomes for all baccalaureate degrees at Penn State Wilkes-Barre	a. Develop learning outcomes for programs b. Share results of outcomes with appropriate constituencies	<b>Director of Academic Affairs</b>  Program faculty	<ul style="list-style-type: none"> <li>• Set of program objectives and learning outcomes</li> <li>• Procedures for assessment</li> </ul>	One program each year until all 4-year
2.1.2 Pursue accreditation for degrees when accreditation appropriate	a. Evaluate appropriate accrediting agencies for Penn State Wilkes-Barre baccalaureate degree b. Evaluate accreditation requirements c. Develop plans for accreditation process	<b>Director of Academic Affairs</b>  Program faculty	<ul style="list-style-type: none"> <li>• Number of programs with potential for accreditation</li> <li>• Number of new programs accredited</li> </ul>	After FA 15
2.1.3 Assess viability of the current academic programs	a. Measure number of declared majors in programs b. Evaluate enrollment trends in programs	<b>Director of Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Economic viability of programs</li> </ul>	Internal annual report

\* Bolded → Reporter

Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
2.1.4 Insure appropriate delivery of courses	<ul style="list-style-type: none"> <li>a. Evaluate suitability of courses for different delivery formats</li> <li>b. Determine technical needs</li> <li>c. Develop best practices document for diverse delivery formats</li> <li>d. Provide training for faculty</li> <li>e. Provide training for students</li> <li>f. Schedule courses</li> <li>g. Teach courses in appropriate formats</li> <li>h. Determine non-technical needs for successful alternative course delivery</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Director of Information Technology Services and Instructional Designer</p> <p>Instructional Designer</p>	<ul style="list-style-type: none"> <li>• Number of training courses offered to faculty</li> <li>• Number of training courses offered to students</li> <li>• Student feedback on experience</li> <li>• Number of hours of Instructional Designer consultation</li> </ul>	Annual report
2.1.5 Increase course offerings by collaboration with other campuses	<ul style="list-style-type: none"> <li>a. Expand minors available to students at Penn State Wilkes-Barre</li> <li>b. Receive courses under enrolled at Penn State Wilkes-Barre</li> <li>c. Deliver courses offered at Wilkes-Barre to other campuses</li> <li>d. Determine non-technical needs for successful alternative course delivery</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Faculty</p> <p>Director of Information Technology Services</p>	<ul style="list-style-type: none"> <li>• Number of courses shared</li> <li>• Number of IT support and assistance required</li> <li>• Number of consultations with Instructional Designer</li> </ul>	Annual report

\* Bolded → Reporter



Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
2.1.6 Strengthen faculty excellence as a vehicle for high-quality programs	<ul style="list-style-type: none"> <li>a. Promote professional development of all faculty</li> <li>b. Balance full-time vs. part-time faculty</li> <li>c. Balance tenure-line faculty and fixed term instructors</li> <li>d. Disseminate faculty accomplishments and expertise</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Faculty</p> <p>Marketing and Communications</p>	<ul style="list-style-type: none"> <li>• Number of faculty with professional development activities</li> <li>• Staffing plans</li> <li>• Number of faculty stories in media</li> </ul>	Annually through FAR
2.1.7 Promote internships as anchor points for excellent academic programs	<ul style="list-style-type: none"> <li>a. Develop different strategies for credit vs. non-credit internships</li> <li>b. Develop processes for non-credit internships to share with constituencies</li> <li>c. Position career services to assist with internship preparation</li> </ul>	<p><b>Director of Academic Affairs</b></p> <p>Program faculty</p> <p>Director of Student Affairs/Career Services Coordinator</p>	<ul style="list-style-type: none"> <li>• Number of non-required internships completed</li> </ul>	Annual report
2.1.8 Promote staff development opportunities to strengthen the quality of the educational experience	<ul style="list-style-type: none"> <li>a. Assess staff development opportunities in different Units</li> <li>b. Provide development opportunities</li> <li>c. Development for underrepresented groups</li> </ul>	<p><b>Chancellor</b></p> <p>Directors and HR</p>	<ul style="list-style-type: none"> <li>• Training schedule plan</li> <li>• Number of opportunities offered</li> <li>• Number of actual training hours</li> <li>• Staff participation</li> </ul>	Annual report

\* Bolded → Reporter

<b>OBJECTIVE 2.2: Increase the number of academic programs at Penn State Wilkes-Barre</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
2.2.1 Assess and develop program initiatives	a. Assess opportunities for new programs b. Evaluate new paths for continuing education of graduates c. Implement new programs as warranted d. Evaluate academic results as programs are implemented e. Provide life-long learning opportunities	<b>Director of Academic Affairs</b> Faculty Director of Continuing Education	<ul style="list-style-type: none"> <li>• Number of new program plans</li> </ul>	Annual report after FA 15

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
2.2.2 Develop longer-term initiatives for new programs	a. Assess needs of potential students b. Assess needs of local, regional and national employers c. Assess resources to develop & sustain new programs on campus d. Evaluate post baccalaureate certificates for all baccalaureate degrees at Penn State Wilkes-Barre e. Use existing courses to offer RI instruction and certificates simultaneously	<b>Director of Academic Affairs</b> Faculty Director of Continuing Education Director of Enrollment Management	<ul style="list-style-type: none"> <li>• Assessment of local and regional needs</li> <li>• Assessment of student trends</li> <li>• Plans for programs</li> <li>• Number of post-baccalaureate certificates</li> </ul>	Annual report after FA 16
2.2.3 Develop partnerships for program collaboration with other PSU campuses	a. Strengthen traditional collaboration campuses in NEPA b. Develop collaboration with PSU campuses outside of NEPA	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• Programs offered as regional consortia</li> <li>• Specific collaborations other campuses</li> </ul>	As needed
2.3.4 Develop partnerships for program collaboration with the World Campus	a. Explore campus programs with potential to be delivered by World Campus	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• Programs discussed with World Campus</li> </ul>	As needed

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### **Strategic Goal 3: To Foster Outreach**

Goal 3 is based on strengthening how Penn State Wilkes-Barre serves the needs of those who are in our area of influence as well as to increase this area. Our campus has a long tradition of serving our communities as part of the land-grant mission of the University.

The first objective in support of this goal is focused on bringing the outside community to our campus by making us and our services more visible in our communities. The second and third objectives are focused on strengthening the partnerships with groups and organizations both internal and external to the University in order to increase our outreach efforts.

**Goal 3: To Foster Outreach**

<b>OBJECTIVE 3.1: Bring the outside community into Wilkes-Barre Campus</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
3.1.1 Utilize campus facilities to raise awareness of Penn State Wilkes-Barre	a. Increase the usage of the art gallery to attract visitors to Wilkes-Barre campus b. Increase availability and use of Observatory c. Increase ARB community memberships d. Showcase campus as a photographic location e. Increase the visibility of events hosted at Penn State Wilkes-Barre f. Utilize CE led education and training programs	<b>Chancellor</b> Director of Academic Affairs Director of Student Affairs Marketing and Communications	<ul style="list-style-type: none"> <li>• Visitors to exhibits of work done by PSU students</li> <li>• Number of external groups exhibiting at art gallery.</li> <li>• Number of local arts organizations developed partnerships</li> <li>• Number of community members with ARB memberships</li> <li>• Type of fitness needs of external community</li> <li>• Number of new fitness programs offered</li> <li>• Number of events</li> <li>• Number of stories reported in media</li> </ul>	Annual report

\* Bolded → Reporter

Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
3.1.2 Increase Campus Advisory Board involvement with campus	a. Strengthen involvement of Advisory Board in campus activities b. Recognize Advisory Board members at annual Spring campus meeting c. Increase Mentor/Mentee program d. Utilize executive management forum to showcase Penn State Wilkes-Barre	<b>Chancellor</b> Advisory Board Chair Chancellor and Directors	<ul style="list-style-type: none"> <li>• Number of members participating in events</li> <li>• Types and level of participation</li> <li>• Growth of Mentor/Mentee program</li> <li>• Number of external attendees</li> </ul>	Annual report

\* Bolded → Reporter

<b>OBJECTIVE 3.2: Strengthen partnerships with organizations external to Penn State</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
3.2.1 Expand Career Services relationships with business and industries	a. Strengthen Alumni speaker series b. Continue career exploration expo c. Strengthen mentoring program d. Create partnerships with local organizations, (chamber, professional groups) e. Strengthen relationships with organizations that hire Penn State Wilkes-Barre graduates f. Identify job and internship opportunities	<b>Director of Student Affairs</b> Career Services Staff Director of Continuing Education Alumni Constituent Society	<ul style="list-style-type: none"> <li>• Student participation in Career Expo</li> <li>• Number of Alumni involved in speaker series</li> <li>• Number and type of organizations hiring our graduates</li> <li>• Number of contacts</li> </ul>	Annual report
3.2.2 Respond, through Continuing Education, to the professional education needs in the region	a. Assess education and training needs b. Evaluate appropriate delivery methods c. Assess appropriate locations for education and training offerings (on campus vs off campus)	<b>Director of Continuing Education</b>	<ul style="list-style-type: none"> <li>• Number of locations</li> <li>• Number of education/training programs offered</li> <li>• Delivery methods utilized</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
3.2.3 Increase Penn State Wilkes-Barre's participation in professional local and regional organizations	a. Increase membership on boards b. Increase service in committees c. Increase participation in Community awards d. Presentations highlighting Penn State Wilkes-Barre e. Foster meetings of community organizations on campus.	<b>Chancellor</b> Directors Marketing and Communications Faculty and staff	<ul style="list-style-type: none"> <li>• Number of campus personnel in organizations</li> <li>• Number of board memberships</li> <li>• Number of presentations given</li> <li>• Participation in events in which donors or alumni are recognized</li> </ul>	Annual report
3.2.4 Become a resource and expertise center to regional High Schools	a. Develop relationships with high-school teachers b. Become a resource for high schools to help fulfill their academic needs c. Utilize faculty expertise to offer high-school presentations	<b>Director of Enrollment Management</b> Director of Academic Affairs	<ul style="list-style-type: none"> <li>• Number of established relationships with high schools</li> <li>• Identification of PSU faculty who will serve as partners to specific high schools</li> </ul>	Annual report

\* Bolded → Reporter



<b>OBJECTIVE 3.3: Strengthen partnerships with organizations internal to Penn State, external to Wilkes-Barre Campus</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
3.3.1 Strengthen relationships with Penn State Alumni	a. Increase information shared with Alumni b. Develop electronic newsletter c. Develop Alumni directory for internal use d. Develop Alumni directory for alumni networking e. Provide Alumni with discounts for Continuing Education programs	<b>Director of Development</b> Director of Continuing Education Marketing and Communications	<ul style="list-style-type: none"> <li>• Number of Alumni engaged in Alumni Society activities (on and off campus)</li> <li>• Number of Alumni enrolled in CE programs</li> <li>• Number of communications</li> </ul>	Alumni Directory 2016-2017 Electronic Newsletter 2015-2016.
3.3.2 (9/9/14) Strengthen partnerships with the Sustainability Institute				
3.3.3 (9/9/14) Strengthen partnerships with Diversity offices at Penn State				

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## **Strategic Goal 4: To develop a culture of Innovative Operations and Sustainability**

Goal 4 is based on developing a culture of innovative operations and an increased appreciation for sustainability at Penn State Wilkes-Barre. The campus is committed to being the best steward of all the resources available to us, including financial and natural resources.

Penn State Wilkes-Barre is a frontrunner at the time of sharing administrative infrastructure and faculty with other campuses when doing this is appropriate and will enhance student learning rather than detriment it. We plan on expanding these approaches with the overarching goal of serving our students better. The employees of Penn State Wilkes-Barre strive to be a model of operating at the highest levels of ethics. We strive to continue growing an appreciation for differences at our campus to the extent that all feel welcome and included to the highest extent.

**Goal 4: To develop a culture of Innovative Operations and Sustainability**

<b>OBJECTIVE 4.1: Increase the amount of financial resources at Penn State Wilkes-Barre</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
4.1.1 Develop and enhance financial resources for students	a. Assess and evaluate student needs b. Match student needs with Development opportunities c. Establish internal yearly fund raising goals	<b>Director of Development</b> Chancellor Financial Aid	<ul style="list-style-type: none"> <li>• Funds raised</li> <li>• Funds awarded</li> <li>• Number of students assisted</li> </ul>	Annual report
4.1.2 Develop and enhance operational resources at campus	a. Coordinate and enhance planning processes at Wilkes-Barre b. Seek other sources of funding	<b>Chancellor</b> Directors	<ul style="list-style-type: none"> <li>• Increase in unrestricted gifts raised</li> <li>• Number of proposals to foundations</li> </ul>	Internal report as needed

\* Bolded → Reporter

<b>OBJECTIVE 4.2: Increase the amount of recycling and conservation of natural resources</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
4.2.1 Raise awareness on energy conservation	a. Monitor and Display real-time energy consumption b. Expand the use of energy-efficient devices c. Identify and solve inefficiencies d. Evaluate the usage of renewable energy sources at campus	<b>Director of Business Services</b>	<ul style="list-style-type: none"> <li>• Reports on electricity, gas and water usage</li> <li>• Number inefficient devices replaced</li> <li>• Number motion-activated switches</li> <li>• Number bathrooms equipped with water saving features</li> <li>• Number of renewable energy sources on campus</li> </ul>	Annual report
4.2.2 Develop a culture that embraces the efficient use of resources	a. Education of campus community on conservation and sustainability b. Evaluate and balance efficient life span of equipment with financial constrains c. Evaluate effects of repurposing of equipment d. Repurpose computers when possible	<b>Chancellor</b> Campus Environment Team Director of Business Services Director of Information Technology Services	<ul style="list-style-type: none"> <li>• Record of age and condition of equipment</li> <li>• Replacement plan</li> <li>• Number of repurposed computers</li> <li>• Average computer life at PSU-WB</li> </ul>	Annual report

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Strategy	Tactics	Responsible Positions*	Measurable Outcomes	Timeframe
4.2.3 Strengthen the campus recycling program	a. Increase internal visibility of this program b. Increase external visibility of this program	<b>Recycling Program Coordinator</b>	<ul style="list-style-type: none"> <li>• Outcomes recycling program</li> </ul>	Semester report
4.2.4 Operate campus utilities in the most efficient manner	a. Upgrade equipment and processes b. Educate staff on efficient procedures	<b>Director of Business Services</b>	<ul style="list-style-type: none"> <li>• Actions taken</li> </ul>	Internal report as needed

<b>OBJECTIVE 4.3: Continue being the University leader in a culture of resource sharing</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
4.3.1 Share positions within the campus and with other campuses when appropriate	a. Evaluate possibility of shared position within campus b. Develop a culture that embraces multi-campus appointments c. Identify sharing mutual opportunities with other campuses	<b>Chancellor</b> Directors Human Resources	<ul style="list-style-type: none"> <li>• Number of positions shared internally</li> <li>• Number of positions shared with other campuses</li> <li>• Amount of resources shared</li> </ul>	Annual report
4.3.2 Develop multi-campus faculty appointments when appropriate	a. Develop a culture that embraces teaching at different campuses and online b. Provide adequate support and oversight for faculty teaching at different campuses and by different methods c. Evaluate regional vs. state-wide sharing	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• Number of shared faculty</li> <li>• Training opportunities provided to faculty</li> <li>• Number of faculty-hours training</li> </ul>	Annual report
4.3.3 Strengthen collaboration between campuses for course offerings	a. Use collaboration to offer courses traditionally under enrolled b. Use collaboration to increase variety of course offerings	<b>Director of Academic Affairs</b>	<ul style="list-style-type: none"> <li>• Number of courses shared</li> <li>• Number of new courses offered by being shared</li> <li>• SRTEs in courses shared across campuses</li> </ul>	Annual report

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<b>OBJECTIVE 4.4: Continue to infuse ethical decisions throughout all campus environment</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
4.4.1 Incorporate ethical issues in all courses	a. Evaluate course syllabi	<b>Director of Academic Affairs</b> Faculty	<ul style="list-style-type: none"> <li>• Number of courses discussing ethics</li> </ul>	Annual report
4.4.2 Incorporate ethical issues in all operations	a. Conduct periodic assessment of processes	<b>Chancellor</b> Human Resources	<ul style="list-style-type: none"> <li>• Results of campus survey</li> </ul>	Every 3 years
4.4.3 Provide support and training on ethical issues	a. Provide opportunities for learning	<b>Chancellor</b> Human Resources	<ul style="list-style-type: none"> <li>• Results of campus survey</li> </ul>	Every 3 years

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<b>OBJECTIVE 4.5: Continue operating in a culture that embraces Inclusivity</b>				
<b>Strategy</b>	<b>Tactics</b>	<b>Responsible Positions*</b>	<b>Measurable Outcomes</b>	<b>Timeframe</b>
4.5.1 Develop a campus atmosphere welcoming of differences	a. Assess campus climate periodically b. Proactively respond to potential problems	<b>Chancellor</b> Directors Campus Environment Team	<ul style="list-style-type: none"> <li>• Results of campus survey</li> </ul>	Every 3 years
4.5.2 Recruit diverse workforce	a. Publish staff opportunities to attract a diverse pool of candidates b. Utilize University tracking of candidate diversity	<b>Chancellor</b> Human Resources	<ul style="list-style-type: none"> <li>• Employee demographics</li> </ul>	Annual report
4.5.3 Recruit diverse students	a. Insure recruitment in locations populated by diverse students b. Allocate resources to attract qualified students of diverse backgrounds	<b>Director of Enrollment Management</b>	<ul style="list-style-type: none"> <li>• Number of students from underrepresented groups</li> <li>• Campus student demographics</li> </ul>	Annual report

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