# Penn State Wilkes-Barre Strategic Plan 2014-2019

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## Introduction to the Strategic Plan

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 that 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 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 strategy 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 provides 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, which is 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 the 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 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

### OBJECTIVE 1.1: Increase the admission of new students

#### Strategy 1.1.1: Develop and strengthen partnerships with secondary education institutions

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 1.1.1.a.  Connect current students and graduates with their respective high schools in recruitment activities. | Number of established connections  Participation numbers | **Director of Enrollment Management**, Athletics Director, Director of Academic Affairs, Director of Continuing Education | DEM | Annually  Report 1  Report 2 |
| 1.1.1.b.  Continue to educate guidance counselors and teachers on value of PSU education, affordability, and academic and career opportunities. | Number of applications from high schools in service area | **DEM**, AD, DAA, DCE | DEM | Annually  Report 1  Report 2 |
| 1.1.1.c.  Offer SAT Prep courses & increase enrollments through SAT outreach. | Number of SAT participants that enroll at PSU-WB | **DEM**, AD, DAA, DCE | DEM, DCE | Annually  Report 1  Report 2 |

#### Strategy 1.1.2: Plan and evaluate marketing campaigns

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 1.1.2.a.  Assessment and follow up of current practices | Media coverage (weekly)  Analyze ROI for paid advertising practices | **Marketing and Communications** | MarComm | Annually  Report 1  Report 2 |
| 1.1.2.b.  Enhance media presence | Information from faculty and staff  Press releases / photo ops | **Marketing and Communications** | MarComm | Annually  Report 1  Report 2 |
| 1.1.2.c.  Strategy to market Penn State’s position in relation to career services | Flow of information | **Marketing and Communications** | MarComm | Annually  Report 1  Report 2 |

#### Strategy 1.1.3: Develop admissions events that showcase academic programs and graduate employment or graduate school opportunities. Analyze enrollment outcomes for each event.

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 1.1.3.a.  Assessment and follow up of current practices | Number of students participating in programs | **Director of Enrollment Management** | DEM | Annually  Report 1  Report 2 |
| 1.1.3.b.  Evaluate potential new opportunities | Number of students enrolling at WB and determining event specific success rates. | **DEM** | DEM | Annually  Report 1  Report 2 |
| 1.1.3.c.  Benchmark other campuses | Number of students enrolling at WB and determining event specific success rates. | **DEM** | DEM | Annually  Report 1  Report 2 |
| 1.1.3.d.  Analyze each event and redefine when needed | Number of students enrolling at WB and determining event specific success rates. | **DEM** | DEM | Annually  Report 1  Report 2 |

#### Strategy 1.1.4: Promote undergraduate research.

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 1.1.4.a.  Strengthen undergraduate research on campus | Number faculty involved in Undergrad Research  Number of Undergrad Research projects per academic year | **Director of Academic Affairs**  Head Librarian  Director of Development  Director of Enrollment Management | FAR data  Undergraduate Research Day | Annually  Report 2 |
| 1.1.4.b.  Expose accomplishments to future students | Number of stories sent to:  Campus PSU Media | **Director of Academic Affairs**  Head Librarian  Director of Development  Director of Enrollment Management | MarComm | Annually  Report 2 |
| 1.1.4.c.  Use alumni newsletter for dissemination | Number of undergrad research stories published in *“Between the Lions”* | **MarComm** | Publication | Annually  Report 2 |
| 1.1.4.d.  Target high schools from which the undergraduate research students graduated | Number of partnerships from this collaboration | **MarComm** | DEM | Annually  Report 2 |

#### Strategy 1.1.5: Design an annual awarding strategy based on current enrollment and federal aid conditions, and institutional resources to increase enrollment.

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.5.a.  Review current federal aid standards, enrollment data, and institutional resources to determine best practice | Number of enrollments from scholarship awards | **Director of Enrollment Management**  Financial Aid | eSteward, Scholarship and Enrollment reports | Annually. Internal  Report 1  Report 2 |

#### Strategy 1.1.6: Athlete recruitment.

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.6.a.  Ensure inclusiveness in athletic recruitment | Number of recruited student athletes  Number of students attending PSU-WB due to athletics (survey) | **Chancellor**  Athletics Director  Coaches | Athletics Director  Admissions Athletic Recruiter | Annually in September and January  Report 1 |
| 1.1.6.b.  Explore strategies to enhance coaches’ participation in recruiting | Augment coaches’ salaries | **Chancellor**  Athletics Director  Coaches | Comparison to other PSUAC coaches’ salaries | Annually in March  Report 1 |
| 1.1.6.c.  Explore additional sports focusing on female athletes | Increase in female athletes | **Chancellor**  Athletics Director  Coaches | Athletics Director  Admissions Athletic Recruiter | Annually in September and January  Report |

#### Strategy 1.1.7: Recruit diverse and underrepresented student groups.

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.7.a.  Identify and allocate recruiting resources such as financial aid, partnerships with external organizations, and targeted marketing to enroll a more diverse student body. | Number of students enrolled  Determine best practices from identified/allocated resources | **Director of Enrollment Management**  Campus Environment Team  Director of Student Services & Engagement | DEM | Annually  Report 1  Report 2 |
| 1.1.7.b.  Engage faculty and staff of underrepresented groups in recruitment efforts where appropriate | Number of faculty and staff partnerships | **Director of Enrollment Management**  Campus Environment Team  Director of Student Services & Engagement | FAR data, DEM | Annually  Report 1  Report 2 |

#### Strategy 1.1.8: Strengthen credit, contracted, and public programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/ Reports |
| 1.1.8.a.  Evaluate and implement credit certificates offered to the public and businesses | Number of public and business certificates  Number of student credit hours generated by public and business certificates | **Director of Continuing Education**  Director of Academic Affairs |  | Annually  Report 1  Report 2 |
| 1.1.8.b.  Evaluate and implement non-credit programs offered to the public and businesses | Number of public programs that run  Number of noncredit programs for business | **DCE**  DAA |  | Annually  Report 1  Report 2 |
| 1.1.8.c.  Evaluate and implement public programs based on service area needs to increase community engagement with PSU-WB | Number of public programs that run | **DCE**  DAA |  | Annually  Report 1  Report 2 |
| 1.1.8.d.  Evaluate post graduate certificates | Results of evaluating post graduate certificates | **DCE**  DAA |  | Annually  Report 1  Report 2 |
| 1.1.8.e.  Evaluate graduate degree in education | Results of evaluating graduate degree in education | **DCE**  DAA |  | Annually  Report 1  Report 2 |

#### Strategy 1.1.9: Strengthen transfer opportunities

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.9.a.  Develop articulation agreements with community colleges | Name and number of community colleges with Articulation Agreements.  Name and number of **local** community colleges with Articulation Agreements.  Number of articulated community college students transferring into PSU-WB | **Director of Academic Affairs**  Faculty  Director of Enrollment Management | OVPCC  DEM | Annually  Report 1  Report 2 |
| 1.1.9.b.  Continue developing advising agreements when necessary | Priority on Articulation Agreements | **DAA**  Faculty  DEM | DEM | Annually  Report 1  Report 2 |
| 1.1.9.c.  Strengthen presence of Wilkes-Barre faculty in community colleges | Number of visits from PSU-WB faculty members to community colleges | **DAA**  Faculty  DEM | DEM | Annually  Report 1  Report 2 |
| 1.1.9.d.  Utilize Prior Learning Assessment as an anchor tool to attract adult students | Number of PLA credit awarded. Separate by type of PLA activity | **DAA**  Faculty  DEM | Registrar | Annually  Report 1  Report 2 |

#### Strategy 1.1.10: Increase the number of Penn State students changing campus into Wilkes-Barre

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.10.a.  Develop collaborations for degree completion at Penn State  Wilkes-Barre | # of students from other locations transferring into WB campus  Number of programs at WB with PSU transfers | **Director of Academic Affairs** | Registrar, DUS | Annually internal  Report 1  Report 2 |

#### Strategy 1.1.11: Utilize honors program as a recruiting tool

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.1.11.a.  Promote honors program | Number of Honors students at PSU-WB  Number of Honors activities reported to:  • Campus • Media | **Director of Academic Affairs,** Honors Faculty, Director of Enrollment Management, Marketing & Communications | Registrar, MarComm | Annually internal  Report 1  Report 2 |
| 1.1.11.b.  Current honors student participation in student and admission events | Number of Honors students participating in recruitment events | **DAA,** Honors Faculty, DEM, MarComm | DEM | Annually internal  Report 1  Report 2 |
| 1.1.11.c.  Schreyer link | Number and type of activities generated by Honors students and faculty | **DAA,** Honors Faculty, DEM, MarComm | Honors coordinator | Annually internal  Report 1  Report 2 |

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

#### Strategy 1.2.1: Establish student learning outcomes for co-curricular programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.1.a.  Develop learning outcomes for all co-curricular programs and student services | Number of co-curricular programs and student services with learning outcomes | **Director of Student Services and Engagement** | DSSE | Annually |
| 1.2.1.b.  Implement assessment plan based on learning outcomes for all student services functional areas and programs | Results of Assessment Plans | **DSSE** | DSSE | Annually |

#### Strategy 1.2.2: Evaluate educational programming and services that support student learning

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.2.a.  Evaluate program effectiveness and quality | Results of Evaluation | **Director of Student Services and Engagement**  Director of Academic Affairs | DSSE |  |

#### Strategy 1.2.3: Involve students in undergraduate research

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.3.a.  Increase undergraduate research opportunities for Penn State Wilkes-Barre students | Students participating in Celebration of Scholarship  Faculty sponsoring students in Celebration of Scholarship  Other Undergraduate Research Projects | **Director of Academic Affairs**  Faculty | CoS  FAR Data | Annually  Report 1  Report 2 |
| 1.2.3.b.  Implement library instruction in promotion of research | Students participating in Celebration of Scholarship  Faculty sponsoring students in Celebration of Scholarship  Other Undergraduate Research Projects | **Director of Academic Affairs**  Faculty | CoS  FAR Data | Annually  Report 1  Report 2 |
| 1.2.3.c.  Increase involvement of faculty, community and business | Number of Undergraduate Research projects involving external constituencies | **Director of Academic Affairs**  Faculty | FAR Data | Annually  Report 1  Report 2 |
| 1.2.3.d.  Increase opportunities for showcasing undergraduate research | Number of stories sent to:  • Campus  • PSU  • Media | **Director of Academic Affairs**  Faculty | MarComm | Annually  Report 1  Report 2 |

#### Strategy 1.2.4: Strengthen Academic Advising

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.4.a.  Increase faculty actively involved in advising | Number of faculty advisors  Number of advisees for each faculty members  Number of faculty advisors at each NSO event | **Director of Academic Affairs**  Faculty  DUS Advisor  Director of Student Services and Engagement | DUS | Annually  Report 1  Report 2 |
| 1.2.4.b.  Provide adequate training for advisers | Number of training events  Number of faculty attending training events | **DAA**, Faculty, DUS Advisor, DSSE | DUS | Annually  Report 1  Report 2 |
| 1.2.4.c.  Strengthen student ownership of advising | Develop student survey focused on advising | **DAA**, Faculty, DUS Advisor, DSSE | DSSE | Annually  Report 1  Report 2 |
| 1.2.4.d.  Enhance DUS advising | Specific questions in survey about DUS advising | **DAA**, Faculty, DUS Advisor, DSSE | DSSE | Annually  Report 1  Report 2 |

#### Strategy 1.2.5: Use First-Year Experience as an anchor to engage all freshman students

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.5.a.  Evaluate FYE value to students | Retention FA-SP and FA-FA  Meeting with faculty teaching FYE | **Director of Academic Affairs**  Faculty | Data Warehouse | Annually Internal  Report 1  Report 2 |
| 1.2.5.b.  Adapt contents of FYE to student needs | Debrief after FYE ends | **Director of Academic Affairs**  Faculty | FYE Instructors | Annually Internal  Report 1  Report 2 |
| 1.2.5.c.  Make FYE a required course for all students | FYE listed in degree audit | **Director of Academic Affairs**  Faculty | OUE | Annually Internal  Report 1  Report 2 |
| 1.2.5.d.  Evaluate the possibility of a second-year experience (currently tabled) | Increased retention rates | **Director of Academic Affairs**  Faculty | Data Warehouse | Annually Internal  Report 1  Report 2 |

#### Strategy 1.2.6: Provide transfer students with specific support

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.6.a.  Streamline internal processes for sending out transfer petitions | Measure of lag time transfer petitions | **Director of Academic Affairs**  Faculty  DUS | New CSRS | Annually  Report 1  Report 2 |
| 1.2.6.b.  Adopt Prior Learning Assessment practices | Number of credits transfer by PLA | **DAA**, Faculty, DUS | Registrar’s Office | Annually  Report 1  Report 2 |
| 1.2.6.c.  Provide NSO support to transfer students | Number of transfer students attending specific orientation programs | **DAA**, Faculty, DUS |  | Annually  Report 1  Report 2 |
| 1.2.6.d.  Design additional monitoring of academic progress during 1st semester at PSU-WB | Number of students monitored | **DAA**, Faculty, DUS | Tools for monitoring academic progress 1st semester students | Annually  Report 1  Report 2 |
| 1.2.6.e.  Advise students at transfer institution when possible | Number students advised at transfer institution  Number of institutions where this advising occurs | **DAA**, Faculty, DUS |  | Annually  Report 1  Report 2 |

#### Strategy 1.2.7: Strengthen academic support

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.7.a.  Assess current practices in learning center and tutoring | Number of: tutoring hours  Number of tutored students | **Director of Academic Affairs**  Learning Center Coordinator, Head Librarian | Learning Center | Annually  Report 1  Report 2 |
| 1.2.7.b.  Balance peer tutors with professional tutors | Number of professional tutors  Number of peer tutors | **DAA**, Learning Center Coordinator, Head Librarian | Learning Center | Annually  Report 1  Report 2 |
| 1.2.7.c.  Insure quality tutoring | Develop survey for students using learning center. | **DAA**, Learning Center Coordinator, Head Librarian | Learning Center | Annually  Report 1  Report 2 |
| 1.2.7.d.  ‘Get it done’ and other library-sponsored activities | Number of students participating in events | **DAA**, Learning Center Coordinator, Head Librarian | Librarian |  |
| 1.2.7.e.  Textbooks in Library | Number of textbooks  Utilization of textbooks | **DAA**, Learning Center Coordinator, Head Librarian | Librarian |  |
| 1.2.7.f.  3D Printing in Library | Number of students using 3D printing | **DAA**, Learning Center Coordinator, Head Librarian | Librarian |  |

#### Strategy 1.2.8: Develop program for peer mentoring of students

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.8.a.  Benchmark current practices with other campuses | Report to the developed and presented to senior staff | **Director of Student Services and Engagement** | DSSE  Student Activities Coordinator | December 2015  Report 1 |
| 1.2.8.b.  Evaluate model for mentoring: SSS, honors, peer mentors, existing programs at other campuses | Development of peer mentoring model | **DSSE** | DSSE  DAA | December 2015  Report 1 |
| 1.2.8.c.  Evaluate students mentored | Assess efficacy mentoring.  Surveys | **DSSE** | DSSE | December 2015  Report 1 |
| 1.2.8.d.  Selection and training of student mentors | Tools for assessing training mentors | **DSSE** | DSSE | April 2016  Report 1 |

#### Strategy 1.2.9: Strengthen student engagement and learning outcomes in clubs and organizations

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.9.a.  Increase student participation in student organizations | Number different students involved in clubs | **Director of Student Services and Engagement**  Student Activities Coordinator | Student Activities Coordinator | Annually in May  Report 1  Report 2 |
| 1.2.9.b.  Provide additional opportunities for students to participate in leadership opportunities | Assessment student satisfaction/learning outcomes | **DSSE**, Student Activities Coordinator | DSSE  Student Activities Coordinator | Annually in May  Report 1  Report 2 |
| 1.2.9.c.  Increase opportunities to showcase events organized by student clubs | Number of stories sent to media | **DSSE**, Student Activities Coordinator | MarComm | Annually in May  Report 1  Report 2 |

#### Strategy 1.2.10: Use athletics as a tool to retain students

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.10.a.  Assessment of quality of athletic experience | GPA of student athletes  Survey from student athletes  Number of attendees to sporting events | **Chancellor**  Athletics Director | Athletics Director | Annually on October 1st and February 1st  Report |
| 1.2.10.b.  Assessment of correlation between athletic experience and retention | Retention number of student athletes | **Chancellor**  Athletics Director | Athletics Director | Annually on October 1st and February 1st |
| 1.2.10.c.  Develop plan to augment retention of student athletes | Survey from student athletes | **Chancellor**  Athletics Director | Athletics Director | Annually in April |
| 1.2.10.d.  Establish events to entice all students to attend athletic contests | Number of attendees to sporting events | **Chancellor**  Athletics Director | Athletics Director | Annually on May 1st  Reports |

#### Strategy 1.2.11: Develop a campus environment welcoming for under-represented students

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.11.a.  Ensure integration of students into campus life | Focus groups, quantitative surveys  Opportunities for multi-cultural and diverse co-curricular activities | **Director of Student Services and Engagement**  Head Librarian | Feedback from focus groups  Lists of events and attendance  Surveys | Annually in May  Report 1 |
| 1.2.11.b.  Provide students with necessary support | Focus groups  Opportunities for multi-cultural and diverse co-curricular activities | **DSSE**, Head Librarian | Focus groups surveys and surveys  Reports on % of students seen by collecting data from corresponding departments  DSSE | Annually in May  Report 1 |
| 1.2.11.c.  Educate faculty and staff on challenges experienced by under-represented students | Educational sessions offered for faculty and staff. Minimum of 1 per academic year. | **DSSE**, Head Librarian | Student focus groups  Participants assessments  Reports received from student services offices  Personal Counselor | December 2015 and May 2016  Report 1  Report 2 |
| 1.2.11.d.  Library collections for resources to under-represented students | Number of collections  Usage of collections | **DSSE**, Head Librarian | Librarian |  |

#### Strategy 1.2.12: Explore, develop and implement alternate delivery methods for resident instruction courses

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.12.a.  Assess current practices | Develop inventory of courses taught by:  • Entirely face to face • Entirely online • Entirely videoconference • Combination | **Director of Academic Affairs**  Director of Information Technology Services  Instructional Designer  Head Librarian | Registrar’s Office | Annually  Report 1  Report 2 |
| 1.2.12.b.  Assess student and academic needs | Develop survey for students that have taken at least one course in a non-traditional method | **DAA,** DIT,Instructional Designer, Head Librarian | DAA Office | Annually  Report 1  Report 2 |
| 1.2.12.c.  Develop guidelines for faculty to redesign courses for online and hybrid delivery. | Impact of guidelines on SRTEs | **DAA,** DIT,Instructional Designer, Head Librarian | SRTE / FAR Data | Annually  Report 1  Report 2 |
| 1.2.12.d.  Provide training for faculty to support and encourage alternative delivery methods. | Number of faculty attending training events or modules | **DAA,** DIT,Instructional Designer, Head Librarian | FAR Data | Annually  Report 1  Report 2 |
| 1.2.12.e.  Utilize online/digital resources from Libraries | Number of usage and consultations | **DAA,** DIT,Instructional Designer, Head Librarian | Librarian | Annually  Report 1  Report 2 |

#### Strategy 1.2.13: Evaluate the state of campus ancillary services and improve

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.13.a.  Assess services provided:   1. Food Services 2. Physical Plant 3. Information Tech. Serv. | 1. Food Services • Quality of food • Selections • Cost 2. Physical Plant • Ratio physical plant footage vs. OPP 3. Information Technology Services • Trouble Ticket • Customer Satis. Survey • Create Catalog | **Director of Business Services**  Director of Information Technology Services |  | Every 2 years  Report 1  Report 2 |
| 1.2.13.b.  Improvement for services | 1. Food Services • Quality of food • Selections • Cost 2. Physical Plant • Ratio physical plant footage vs. OPP 3. Information Technology Services • Trouble Ticket • Customer Satis. Survey • Create Catalog | **DBS**, DIT |  | Every 2 years  Report 1  Report 2 |

#### Strategy 1.2.14: Pursue facility updates and improved maintenance

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 1.2.14.a.  Continue using UCIF for classroom improvement | Number of UCIF grant proposals submitted.  Number of UCIF proposals funded & mount of awards | **Director of Business Services**  Director of Information Technology Services | UCIF Committee | Annually  Report 1, Report 2 |
| 1.2.14.b.  Student Facilities Fee |  | **DBS**, DIT |  | Annually  Report 1, Report 2 |
| 1.2.14.c.  Identify additional UCIF campus matching funds | Additional campus matching funds | **DBS**, DIT | FO – Campus Budget; DBS – Major maint. | Annually  Report 1, Report 2 |
| 1.2.14.d.  Collaborate with other major maintenance resources | Number of beautification grants submitted | **DBS**, DIT | DBS  Physical Plant | Annually  Report 1, Report 2 |
| 1.2.14.e.  Search for additional funding sources for facilities improvement | Number of additional funding sources | **DBS**, DIT | DBS  DIT | Annually  Report 1, Report 2 |
| 1.2.14.f.  Create life cycle replacement plan | Listing of all campus spaces: classrooms, computer labs, specialty labs, offices and meeting rooms, with dates of equipment and furniture upgrades. | **DBS**, DIT | DBS  DIT | Annually  Report 1, Report 2 |
| 1.2.14.g.  Ensure major maintenance needs are covered | Major maintenance list | **DBS**, DIT | DBS  Physical Plant | Annually  Report 1, Report 2 |

#### Strategy 1.2.15: Use the honors program as an anchor point for high achieving students

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.15.a.  Evaluate needs of honors students | Survey for Honors Students | **Direct of Academic Affairs**, Honors Program | DAA, Honors Coordinator | Annually  Report 1, Report 2 |
| 1.2.15.b.  Design approaches that fulfill academic potential of honor students | Encourage faculty to offer Honors sections | **DAA**, Honors Program | FAR Data | Annually  Report 1, Report 2 |
| 1.2.15.c.  Disseminate student accomplishments and achievements | Number of Honors activities reported to 1) Campus  2) PSU 3) Media | **DAA**, Honors Program | MarComm | Annually  Report 1, Report 2 |

#### Strategy 1.2.16: Increase student utilization of ARB & fitness program offerings

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.16.a.  Assess fitness program needs | Participation and student numbers | **Director of Student Services and Engagement**, Athletics Director | Surveys Focus groups | Annually Oct 1 & May 1, Report 1, Report 2 |
| 1.2.16.b.  Evaluate & develop fitness programs to increase female participation | Programs identified and implemented | **DSSE**, AD | Surveys Focus groups | Annually Oct 1 & May 1, Report 1, Report 2 |
| 1.2.16.c.  Assess weight room needs | Replacement or addition of equipment based on needs | **DSSE**, AD | Surveys Track usage | Annually Oct 1 & May 1, Report 1, Report 2 |

#### Strategy 1.2.17: More fully integrate Career Services into campus community

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.17.a.  Incorporate Career Services in recruiting events | Presence and effectiveness in recruitment events | **Director of Student Services and Engagement**  Career Services | DEM | Annually in October and April  Report 1 |
| 1.2.17.b.  Incorporate career awareness workshops for new students | Number of students attending Career Services events  Inclusion in FYS classes | **DSSE**, Career Services | Career Services | Annually in June  Report 1 |
| 1.2.17.c.  Increase internship and job opportunities for students and alumni | Number, type, significance of opportunities available | **DSSE**, Career Services | Career Services | Annually in June  Report 1 |
| 1.2.17.d.  Offer programs to augment skill development of students to successfully transition to workforce or graduate school | Number of programs offered  Number of students attended  Focus groups and surveys from students on impact of programs offered | **DSSE**, Career Services | Career Services | Annually in June  Report 1 |

#### Strategy 1.2.18: Increase student involvement in Health Services

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.18.a.  Offer up-to-date health promotions targeted to our students | Number and diversity of health promotion events  Survey student satisfaction and learning outcomes from sessions | **Director of Student Services and Engagement** | Nurse | Annually in June  Report 1 |

#### Strategy 1.2.19: Strengthen personal counseling and disability services

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.19.a.  Provide quality personal counseling services | Majority of students felt their needs were addressed | **Director of Student Services and Engagement** | Survey of participants’ learnings and perceived value of these sessions  Focus groups | Annually in December and May  Report 1 |
| 1.2.19.b.  Educate faculty on trends in personal counseling and disability needs of students | Presentations to campus community. Minimum of 1 per academic year | **DSSE** | Student Satisfaction Surveys  Focus groups | Annually in May  Report 1 |
| 1.2.19.c.  Deliver appropriate workshops and/or courses for students | Programs, workshops and courses offered | **DSSE** | Personal Counselor | Annually in May  Report 1 |

#### Strategy 1.2.20: More fully integrate Library Services in Campus Community

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 1.2.20.a.  Library involved in undergraduate research | Number of faculty and students involved in these activities | **Head Librarian** | Library |  |
| 1.2.20.b.  Library as tool for academic support | Number of faculty and students involved in these activities | **Head Librarian** | Library |  |

## 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

### OBJECTIVE 2.1: Strengthen the quality of Penn State Wilkes-Barre’s current academic programs

#### Strategy 2.1.1: Development and assessment of learning outcomes for all baccalaureate degrees at PSU Wilkes-Barre

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.1.a.  Develop program learning outcomes | Number of Baccalaureate and Associate degree programs with assessment plans | **Director of Academic Affairs**, Program faculty | DAA, OVPCC | Follow OVPCC timeline Report 1 |
| 2.1.1.b.  Share results of outcomes with appropriate constituencies | Feedback actions as result of assessment | **DAA**, Program faculty | Program Coordinators | Follow OVPCC timeline Report 1 |

#### Strategy 2.1.2: Pursue accreditation for degrees when accreditation appropriate

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.2.a.  Evaluate appropriate accrediting agencies for Penn State Wilkes-Barre baccalaureate degrees | Link academic programs with accrediting agencies | **Director of Academic Affairs**  Program faculty | DAA, Program Coordinators | As needed Report 1 |
| 2.1.2.b.  Evaluate accreditation requirements | Decision on pursuing accreditation | **DAA,** Program faculty | DAA, Program Coordinators | As needed Report 1 |
| 2.1.2.c.  Develop plans for accreditation process | Timetable for completion | **DAA,** Program faculty | DAA, Program Coordinators | As needed Report 1 |

#### Strategy 2.1.3: Asses viability of the current academic programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.3.a.  Measure number of declared majors in programs | Enrollment numbers per program | **Director of Academic Affairs** | Registrar’s Office | Annually  Report 1  Report 2 |
| 2.1.3.b.  Evaluate enrollment trends in programs | Enrollment projections | **DAA** | DEM, DAA | Annually  Report 1  Report 2 |
| 2.1.3.c.  Student Credit Hours generated vs. cost per SCH | SCHs, cost per program and faculty | **DAA** | DAA | Annually  Report 1  Report 2 |

#### Strategy 2.1.4: Insure appropriate delivery of courses

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.4.a.  Evaluate suitability of courses for different delivery formats | Catalog of courses through PSU offered in non-traditional formats | **Director of Academic Affairs**  Instructional Designer | DAA | Annually  Report 1  Report 2 |
| 2.1.4.b.  Determine technical needs | Hours of Video conference rooms needed | **DAA**, ID | Registrar’s Office | Annually  Report 1  Report 2 |
| 2.1.4.c.  Develop best practices document for diverse delivery formats | Best practices document | **DAA**, ID | Academic Affairs Committee | Annually  Report 1  Report 2 |
| 2.1.4.d.  Provide training for faculty | Number of local or University-wide training programs offered  Number of faculty attending training | **DAA**, ID | IDS, FAR Data | Annually  Report 1  Report 2 |
| 2.1.4.e.  Provide training for students | Number of programs offered  Number of students attending | **DAA**, ID | Faculty | Annually  Report 1  Report 2 |
| 2.1.4.f.  Determine non-technical needs for successful alternative course delivery | Best practices document  Faculty sharing experiences  Number of IDS consultations | **DAA**, ID | DAA | Annually  Report 1  Report 2 |

#### Strategy 2.1.5: Increase course offerings by collaboration with other campuses

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.5.a.  Expand minors available to students at Penn State Wilkes-Barre | Number of minors available to PSU-WB students | **Director of Academic Affairs**  Faculty  Instructional Designer | Registrar’s office | Annually  Report 1  Report 2 |
| 2.1.5.b.  Receive courses under enrolled at Penn State Wilkes-Barre | Number of courses received  Number of SCH received | **Director of Academic Affairs**  Faculty  Instructional Designer | Registrar’s office | Annually  Report 1  Report 2 |
| 2.1.5.c.  Deliver courses offered at Wilkes-Barre to other campuses | Number of courses exported  Number of SCH exported | **Director of Academic Affairs**  Faculty  Instructional Designer | Registrar’s office | Annually  Report 1  Report 2 |
| 2.1.5.d.  Determine non-technical needs for successful alternative course delivery | Best practices document  Faculty sharing experience  Number of IDS consultations | **Director of Academic Affairs**  Faculty  Instructional Designer | DAA | Annually  Report 1  Report 2 |

#### Strategy 2.1.6: Strengthen faculty excellence as a vehicle for high-quality programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.6.a.  Promote professional development of all faculty | Number of professional development activities for faculty. | **Director of Academic Affairs**  Faculty  Marketing and Communications | FAR Data | Annually  Report 1  Report 2 |
| 2.1.6.b.  Balance full-time vs. part-time faculty | Number of full-time and adjunct faculty members  Number of SCH generated by each group | **DAA**, Faculty, MarComm | DAA | Annually  Report 1  Report 2 |
| 2.1.6.c.  Balance tenure-line faculty and fixed term instructors | Number of tenure-line and fixed-term faculty  Number of SCH generated by each group | **DAA**, Faculty, MarComm | DAA | Annually  Report 1  Report 2 |
| 2.1.6.d.  Disseminate faculty accomplishments and expertise | Number of stories sent to:  • Campus • PSU • Media | **DAA**, Faculty, MarComm | MarComm | Annually  Report 1  Report 2 |

#### Strategy 2.1.7: Promote internships as anchor points for excellent academic programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.7.a.  Develop different strategies for credit vs. non-credit internships | Number of students completing required internships  Number of students completing supplementary internships | **Director of Academic Affairs**  Program faculty  Director of Student Services and Engagement  Career Services Coordinator | Registrar’s Office  Faculty supervisors | Annually  Report 1  Report 2 |
| 2.1.7.b.  Develop processes for supplementary internships to share with constituencies | Best practices document. Can be the same as for required internships | **DAA**, Program faculty, DSSE, Career Services Coordinator | Faculty supervisors | Annually  Report 1  Report 2 |
| 2.1.7.c.  Position career services to assist with internship preparation | Number of students using Career Services | **DAA**, Program faculty, DSSE, Career Services Coordinator | Career Services | Annually  Report 1  Report 2 |

#### Strategy 2.1.8: Promote staff development opportunities to strengthen the quality of the educational experience

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.8.a.  Assess staff development needs | Short- and long-range training plan for the campus | **Chancellor**  Directors and HR | Directors | Annually  Report 1, Report 2 |
| 2.1.8.b.  Assess staff development opportunities in different units | Create plan by individual/position | **Chancellor**  Directors and HR | Directors | Annually  Report 1, Report 2 |
| 2.1.8.c.  Provide development opportunities | Schedule training  Number of training hours | **Chancellor**  Directors and HR | Directors | Annually  Report 1, Report 2 |
| 2.1.8.d.  Development in support of underrepresented groups | Schedule training  Number of training hours | **Chancellor**  Directors and HR | Directors | Annually  Report 1, Report 2 |

#### Strategy 2.1.9: Promote engaged scholarship activities for all students on campus of all majors

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.1.9.a.  Develop inventory of engaged scholarship opportunities by course and program | Number of courses with engaged scholarship  Number of students involved in engaged scholarship | **Director** **of Academic Affairs**  Director of Student Services and Engagement | Faculty Survey  Registrar’s Office | Annually  Report 1, Report 2 |
| 2.1.9.b.  Develop methods to increase engaged scholarship opportunities | Action after evaluating item (a) | DAA, DSSE |  | Annually  Report 1, Report 2 |

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

#### Strategy 2.2.1: Assess and develop program initiatives

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.2.1.a.  Assess opportunities for new programs | Number of possible programs considered  Results of feasibility assessment | **Director of Academic Affairs**  Director of Continuing Education | DAA, OVPCC | As needed  Report 1  Report 2 |
| 2.2.1.b.  Evaluate new paths for continuing education of graduates | Assessment of program needs of graduates | **Director of Academic Affairs**  Director of Continuing Education | DCE | As needed  Report 1  Report 2 |
| 2.2.1.c.  Implement new programs as warranted | Number and type of new programs.  Development of appropriate documents in support of new programs | **Director of Academic Affairs**  Director of Continuing Education | DAA, OVPCC | As needed  Report 1  Report 2 |
| 2.2.1.d.  Evaluate academic results as programs are implemented | Number of students in new programs | **Director of Academic Affairs**  Director of Continuing Education | Registrar’s Office | As needed  Report 1  Report 2 |

#### Strategy 2.2.2: Develop longer-term initiatives for new programs

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.2.2.a.  Assess academic needs of HS graduates and adult students | Ranked list of academic interests | **Director of Academic Affairs**  Director of Continuing Education  Director of Enrollment Management | DEM | Annually  Report 1  Report 2 |
| 2.2.2.b.  Assess needs of local, regional and national employers | Number of job openings  Growth in specific sectors  Typical salaries for sectors | **DAA**, Dir CE, DEM | OVPCC  Local and Regional Career Coordinators | Annually  Report 1  Report 2 |
| 2.2.2.c.  Assess resources to develop and sustain new programs on campus | New faculty required for new programs  New equipment and infrastructure for new programs | **DAA**, Dir CE, DEM | DAA | Annually  Report 1  Report 2 |
| 2.2.2.d.  Evaluate post baccalaureate certificates for all baccalaureate degrees at Penn State Wilkes-Barre | Number of courses used in certificates  Student enrollment in these certificates | **DAA**, Dir CE, DEM | DCE | Annually  Report 1  Report 2 |
| 2.2.2.e.  Use existing courses to offer RI instruction and certificates simultaneously | Number of students completing certificate transferring to degree program | **DAA**, Dir CE, DEM | DCE | Annually  Report 1  Report 2 |

#### Strategy 2.2.3: Develop partnerships for program collaboration with other PSU campuses

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.2.3.a.  Strengthen traditional collaboration campuses in NEPA | Number of programs shared in a consortium with the other 5 NE campuses  SCH generated by this consortium | **Director of Academic Affairs**  Faculty | DAA | As needed  Report 1  Report 2 |
| 2.2.3.b.  Develop collaboration with PSU campuses outside of NEPA | Number of courses shared with these campuses.  Number of SCH generated with these campuses | **Director of Academic Affairs**  Faculty | DAA | As needed  Report 1  Report 2 |

#### Strategy 2.2.4: Develop partnerships for program collaboration with the World Campus

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 2.2.4.a.  Explore campus programs with potential to be delivered by World Campus | Discussions with World Campus representatives | **Director of Academic Affairs**  Faculty | DAA, World Campus | As needed  Report 1  Report 2 |

## 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 as 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 strengthen 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

### OBJECTIVE 3.1: Bring the outside community into Wilkes-Barre Campus

#### Strategy 3.1.1: Utilize campus facilities to raise awareness of Penn State Wilkes-Barre

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.1.1.a.  Increase the usage of the art gallery to attract visitors to Wilkes-Barre campus | Visitors to exhibits of work done by PSU students  Number of external groups exhibiting at art gallery.  Number of local arts organizations developed partnerships  Number of events  Number of stories reported in media | **Chancellor**  Director of Academic Affairs  MarComm |  | Annually  Report 1  Report 2 |
| 3.1.1.b.  Increase availability and use of Observatory | Number of events  Number of stories reported in media | **Chancellor,** Director of Academic Affairs, MarComm |  | Annually  Report 1  Report 2 |
| 3.1.1.c.  Increase ARB community memberships | Number of community members with ARB memberships  Type of fitness needs of external community  Number of new fitness programs offered | **Chancellor,** Athletics Director, MarComm | Surveys of ARB Community members  Reports from AD | Annually  Report 1  Report 2 |
| 3.1.1.d.  Showcase campus as a photographic location |  | **Chancellor**, MarComm |  | Annually  Report 1 |

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.1.1.e.  Increase the visibility of events hosted at Penn State Wilkes-Barre | Number of events  Number of stories in media | **Chancellor,** Athletics Director, MarComm |  | Annually  Report 1, Report 2 |
| 3.1.1.f.  Utilize CE led education and training programs | Number of stories in media | **Chancellor,** DAA, DCE, MarComm |  | Annually  Report 1, Report 2 |
| 3.1.1.g.  Family days for current students | Number of events  Number of stories in media | **Chancellor,** DAA,AD, DSSE, MarComm |  | Annually  Report 1, Report 2 |

#### Strategy 3.1.2: Increase Campus Advisory Board involvement with campus

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.1.2.a.  Strengthen involvement of Advisory Board in campus activities | Number of Advisory Board members participation.  Number of activities | **Chancellor**  Advisory Board Chair  Directors | Chancellor | Annually  Report 1, Report 2 |
| 3.1.2.b.  Where appropriate nominate and recognize Advisory Board members for Hayfield or campus Awards | Types and level of participation | **Chancellor,** Advisory Board Chair, Directors | Chancellor | Annually  Report 1, Report 2 |
| 3.1.2.c.  Increase Mentor/Mentee program | Number of Advisory Board Members participating | **Chancellor,** Advisory Board Chair, Directors | Career Services | Annually  Report 1, Report 2 |
| 3.1.2.d.  Utilize executive management forum to showcase Penn State Wilkes-Barre | Number of external attendees | **Chancellor,** Advisory Board Chair, Directors | DCE | Annually  Report 1, Report 2 |

### OBJECTIVE 3.2: Strengthen partnerships with organizations external to Penn State

#### Strategy 3.2.1: Expand Career Services relationships with business and industries

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 3.2.1.a.  Strengthen Alumni speaker series, job shadowing opportunities, internships, career fairs participation, networking opportunities | Number of Alumni involved in events for students | **Director of Student Services and Engagement**  Career Services Staff  Director of Continuing Education  Alumni Constituent Society | Career Services | Annually in June  Report 1 |
| 3.2.1.b.  Continue career exploration expo | Student participation in Career Expo | **DSSE,** Career Services Staff, DCE, Alumni Constituent Society | Career Services | Annually in June |
| 3.2.1.c.  Strengthen mentoring program | Number of students  Number of mentors  Assessment of perception of program value and learning outcomes from participation | **DSSE,** Career Services Staff, DCE, Alumni Constituent Society | Career Services | Annually in June |
| 3.2.1.d.  Create partnerships with local organizations, (chamber, professional groups) | Number and variety of contacts | **DSSE,** Career Services Staff, DCE, Alumni Constituent Society | Career Services,  Eastern Region Job & Internship Developer | Annually in June  Report 1 |

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 3.2.1.e.  Strengthen relationships with organizations that hire Penn State Wilkes-Barre graduates | Compile a searchable database that indicates the number and type of organizations hiring our graduates | **DSSE,** Career Services Staff, DCE, Alumni Constituent Society | Career Services, DCE | Annually in November  Report 1 |
| 3.2.1.f.  Identify and diversity job and internship opportunities | Number of contacts | **DSSE,** Career Services Staff, DCE, Alumni Constituent Society | Career Services, Eastern Region Job & Internship Developer | Annually in August  Report 1 |

#### Strategy 3.2.2: Respond, through Continuing Education, to the professional education needs in the region

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.2.2.a.  Assess education and training needs | Number of education / training programs offered | **Director of Continuing Education** |  | Annually  Report 1, Report 2 |
| 3.2.2.b.  Evaluate appropriate delivery methods | Delivery methods utilized | **Director of Continuing Education** |  | Annually  Report 1, Report 2 |
| 3.2.2.c.  Assess appropriate locations for education and training offerings (on campus vs off campus) | Number and type of locations | **Director of Continuing Education** |  | Annually  Report 1, Report 2 |
| 3.2.2.d.  Involve faculty in growing business |  | **Director of Continuing Education** |  | Annually  Report 1, Report 2 |

#### Strategy 3.2.3: Increase Penn State Wilkes-Barre’s participation in professional local and regional organizations

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.2.3.a.  Increase membership on boards | Number of board memberships  Number of presentations given | **Chancellor**  Directors  MarComm  Faculty and staff | FARs and SRDPs | Annually  Report 1  Report 2 |
| 3.2.3.b.  Increase service in organization committees | Number of individuals appointed or volunteered | **Chancellor**  Directors  MarComm  Faculty and staff | FARs and SRDPs | Annually  Report 1  Report 2 |
| 3.2.3.c.  Increase participation in Community awards | Participation in events in which donors, alumni or campus members are recognized | **Chancellor**  Directors  MarComm  Faculty and staff | FARs and SRDPs  Development | Annually  Report 1  Report 2 |
| 3.2.3.d.  Increase presentations high-lighting Penn State Wilkes-Barre | Number of presentations | **Chancellor**  Directors  MarComm  Faculty and staff | FARs and SRDPs | Annually  Report 1  Report 2 |
| 3.2.3.e.  Foster meetings of community organizations on campus | Number of meetings facilitated | **Chancellor**  Directors  MarComm  Faculty and staff | Campus schedule | Annually  Report 1  Report 2 |

#### Strategy 3.2.4: Become a resource and expertise center to regional High Schools

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.2.4.a.  Facilitate relationships with high school teachers and faculty | Number of teacher attendance or participation in admissions or campus events (program open houses, scholarly presentations, Science Olympiad, etc.)  Number of presentations or other collaborative efforts from faculty. | **Director of Enrollment Management**  Director of Academic Affairs | DEM | Annually  Report 1  Report 2 |
| 3.2.4.b.  Conduct a high school assessment to identify specific needs for teachers and guidance counselors | Match high school needs with faculty, staff, alumni, and Penn State employers’ expertise.  Number of resources provided and partnerships established. | **DEM**, DAA | DEM, DAA, DSSE | Annually  Report 1  Report 2 |
| 3.2.4.c.  Collaboration with high schools in the use of athletic facilities | Number of high school agreements | **DEM**, DAA | Athletics Director | Annually  Report 1  Report 2 |

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

#### Strategy 3.3.1: Strengthen relationships with Penn State Alumni

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 3.3.1.a.  Increase information shared with Alumni | Number of communications | **Director of Development**  Director of Continuing Education  MarComm |  | Alumni Directory 2016-17  Electronic Newsletter 2015-16  Report 1, Report 2 |
| 3.3.1.b.  Develop electronic newsletter | Number of communications | **Director of Development**, DCE, MarComm |  | Electronic Newsletter 2015-16  Report 1, Report 2 |
| 3.3.1.c.  Develop Alumni directory for internal use | Number of communications | **Director of Development**, DCE, MarComm |  | Alumni Directory 2016-17  Report 1, Report 2 |
| 3.3.1.d.  Develop Alumni directory for alumni networking | Number of Alumni engaged in Alumni Society activities (on and off campus) | **Director of Development**, DCE, MarComm |  | Alumni Directory 2016-17  Report 1, Report 2 |
| 3.3.1.e.  Provide Alumni with alumni benefits in Continuing Education programs (from 1st Advisory Board Meeting) | Number of Alumni enrolled in CE programs | **Director of Development**, DCE, MarComm |  | Electronic Newsletter 2015-16  Report 1, Report 2 |

| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| --- | --- | --- | --- | --- |
| 3.3.1.f.  Develop LinkedIn group for campus | Number of Alumni engaged in Alumni Society activities (on and off campus)  Number of communications | **Director of Development**, DCE, MarComm |  | Alumni Directory 2016-17  Electronic Newsletter 2015-16  Report 1, Report 2 |

#### Strategy 3.3.2: Explore partnerships with the Sustainability Institute

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
|  |  | **Director of Continuing Education** |  |  |

#### Strategy 3.3.3: Strengthen partnerships with Diversity offices at Penn State

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.3.3.a.  Exploring opportunities for workshops/ services available through Penn State University Offices (i.e. Global Programs, LGBTQ, Educational Equity, Women’s Center, Paul Robeson Center, Spiritual & Ethical Development) | Minimum of 2 events per year for campus community  List of possible workshops/events and resource offices available through various Penn State offices | **Director of Student Services and Engagement** | DSSE | May 2016  Report 1  Report 2 |

#### Strategy 3.3.4: Strengthen partnerships with Career Services at Penn State

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 3.3.4.a.  Regular attendance at monthly polycom/adobe connect system-wide meetings | Assessing if ideas generated during meetings would be effective for our campus | **Director of Student Services and Engagement** | Career Services | Annually in June  Report 1 |
| 3.3.4.b.  Attend Fall regional and spring system-wide conferences at University Park in person | Assessing if ideas generated during meetings would be effective for our campus | **Director of Student Services and Engagement** | Career Services | Annually in June  Report 1 |

## 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

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

#### Strategy 4.1.1: Develop and enhance financial resources for students

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.1.1.a.  Assess and evaluate student needs | Funds raised  Funds awarded  Number of students assisted | **Director of Development**  Chancellor  Financial Aid |  | Annually  Report 1  Report 2 |
| 4.1.1.b.  Match student needs with Development opportunities | Funds raised  Funds awarded  Number of students assisted | **Director of Development**  Chancellor  Financial Aid |  | Annually  Report 1  Report 2 |
| 4.1.1.c.  Establish internal yearly fund-raising goals | Funds raised  Funds awarded  Number of students assisted | **Director of Development**  Chancellor  Financial Aid |  | Annually  Report 1  Report 2 |

#### Strategy 4.1.2: Develop and enhance operational resources

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.1.2.a.  Increase scholarships and restricted gifts | Number of scholarships  Number of proposals to foundations | **Chancellor**  Directors | Development | Internal as needed  Report 1  Report 2 |
| 4.1.2.b.  Increase unrestricted gifts | Number and value of unrestricted gifts | **Chancellor**  Directors | Development | Internal as needed  Report 1  Report 2 |
| 4.1.2.c.  Seek other sources of funding | Number of proposals submitted to foundations and other non-recurring opportunities | **Chancellor**  Directors | Development | Internal as needed  Report 1  Report 2 |

### OBJECTIVE 4.2: Increase the amount of recycling and conservation of natural resources

#### Strategy 4.2.1: Raise awareness on energy conservation

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.2.1.a.  Monitor and display real-time energy consumption | Reports on electricity, gas and water usage | **Director of Business Services** |  | Annually  Report 1  Report 2 |
| 4.2.1.b.  Expand the use of energy-efficient devices | Number inefficient devices replaced | **Director of Business Services** |  | Annually  Report 1  Report 2 |
| 4.2.1.c.  Identify and solve inefficiencies | Number inefficient devices replaced  Number motion-activated switches  Number bathrooms equipped with water saving features | **Director of Business Services** |  | Annually  Report 1  Report 2 |
| 4.2.1.d  Evaluate the usage of renewable energy sources at campus | Number of renewable energy sources on campus | **Director of Business Services** |  | Annually  Report 1  Report 2 |

#### Strategy 4.2.2: Develop a culture that embraces the efficient use of resources

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.2.2.a.  Education of campus community on conservation and sustainability | Training opportunities  Number of recycling opportunities | **Director of Business Services**  Campus Environment Team | University Sustainability  HR  Business Services  Campus Recycling | Annually  Report 1  Report 2 |
| 4.2.2.b.  Evaluate and balance efficient life span of equipment with financial constrains | Age and condition of equipment | **Director of Business Services** | Equipment inventory | Annually  Report 1  Report 2 |
| 4.2.2.c.  Evaluate effects of repurposing of equipment | Replacement Plan. Cost analysis | **Director of Business Services** | Business Services | Annually  Report 1  Report 2 |
| 4.2.2.d.  Repurpose computers when possible | Number of repurposed computers | **Director of Information Technology Services** | ITS | Annually  Report 1  Report 2 |

#### Strategy 4.2.3: Strengthen the campus recycling program

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.2.3.a.  Increase internal and external visibility of this program | Amount Recycled  Campus Website  Press Releases | **Director of Business Services** | Recycling Coordinator  MarComm | Semester  Report 1 |

#### Strategy 4.2.4: Operate campus utilities in the most efficient manner

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.2.4.a.  Upgrade equipment and processes | Actions taken | **Director of Business Services** |  | Internal as needed  Report 1 |
| 4.2.4.b.  Educate staff on efficient procedures | Actions taken | **Director of Business Services** |  | Internal as needed  Report 1 |

### OBJECTIVE 4.3: Continuing being the University leader in a culture of resource sharing

#### Strategy 4.3.1: Share positions within the campus and with other campuses when appropriate

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| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.3.1.a.  Evaluate possibility of shared positions within campus | Number of positions shared internally | **Chancellor**  Directors  Human Resources |  | Annually  Report 1  Report 2 |
| 4.3.1.b.  Develop an internal culture that embraces multi-campus appointments | Number of positions shared with other campuses | **Chancellor**  Directors  Human Resources |  | Annually  Report 1  Report 2 |
| 4.3.1.c.  Identify sharing mutual opportunities with other campuses | Amount of resources shared | **Chancellor**  Directors  Human Resources |  | Annually  Report 1  Report 2 |

#### Strategy 4.3.2: Develop multi-campus faculty appointments when appropriate

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.3.2.a.  Develop a culture that embraces teaching at different campuses and online | Number of shared faculty  Number of SCH generated by shared faculty | **Director of Academic Affairs**  Faculty | FAR Data | Annually  Report  Report 2 |
| 4.3.2.b.  Provide adequate support and oversight for faculty teaching at different campuses and by different methods | Number of training events offered to faculty  Number of faculty-hours of actual training | **DAA,** Faculty | FAR Data | Annually  Report 1  Report 2 |
| 4.3.2.c.  Evaluate regional vs. state-wide sharing | Campuses with shared faculty | **DAA,** Faculty | DAA Office | Annually  Report 1  Report 2 |

#### Strategy 4.3.3: Strengthen collaboration between campuses for course offerings

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.3.3.a.  Use collaboration to offer courses traditionally under enrolled | Number of courses shared (broadcasted and received) Number of SCH shared (broadcasted and received) Number of new courses offered by being shared | **Director of Academic Affairs** | Registrar’s Office | Annually  Report 1  Report 2 |
| 4.3.3.b.  Use collaboration to increase variety of course offerings | Number of existing courses shared  Number of new courses shared | **DAA** | Registrar’s Office | Annually  Report 1  Report 2 |

### OBJECTIVE 4.4: Continue to infuse ethical decisions throughout all campus environment

#### Strategy 4.4.1: Incorporate ethical issues in all courses

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| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.4.1.a.  Include ethics in course syllabi | Number of courses discussing ethical issues | **Director of Academic Affairs**  Faculty | Faculty | Annually  Report 1  Report 2 |

#### Strategy 4.4.2: Incorporate ethical issues in all operations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.4.2.a.  Conduct periodic assessment of processes | Results of campus survey | **Chancellor**  Human Resources |  | Every 3 years  Report 1 |

#### Strategy 4.4.3: Provide support and training on ethical issues

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.4.3.a.  Provide opportunities for learning | Results of campus survey | **Chancellor**  Human Resources |  | Every 3 years  Report 2 |

### OBJECTIVE 4.5: Continue operating in a culture that embraces inclusivity

#### Strategy 4.5.1: Develop a campus atmosphere welcoming of differences

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.5.1a.  Assess campus climate periodically | Results of campus survey | **Chancellor**  Directors  Campus Environment Team |  | Every 3 years  Report 1 |
| 4.5.1.b.  Proactively respond to potential problems |  | **Chancellor**  Directors  Campus Environment Team |  | Every 3 years  Report 1 |

#### Strategy 4.5.2: Recruit diverse workforce

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.5.2.a.  Publish staff opportunities to attract a diverse pool of candidates | Employee demographics | **Human Resources Manager** |  | Annually  Report 1  Report 2 |
| 4.5.2.b.  Continue utilizing University tracking of candidate diversity | Employee demographics | **Human Resources Manager** |  | Annually  Report 1  Report 2 |

#### Strategy 4.5.3: Provide a campus environment that develops and supports student diversity

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Tactics | Measurable Outcomes | Responsible Positions\* | Source of Info | Timeframe/Reports |
| 4.5.3.a.  Make campus more welcoming to all students | Demographics of campus students | **Director of Student Services and Engagement** | DSSE  Qualitative surveys and focus groups  Registrar’s office | Annually  Report 1  Report 2 |
| 4.5.3.b.  Increase involvement of Campus Environment Team | Inclusivity activities generated by CET | **DSEE** | Chancellor’s Office | Annually  Report 1  Report 2 |
| 4.5.3.c.  Assess and respond to the needs of international and underrepresented students | Analysis of needs | **DSEE** | DSSE  International Student Committee  Qualitative Surveys and Focus Groups | Annually  Report 1  Report 2 |