

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

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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

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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

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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 “ <i>Between the Lions</i> ”	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

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

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Strategy 1.1.7: Recruit diverse and underrepresented student groups.				
Tactics	Measurable Outcomes	Responsible Positions*	Source of Info	Timeframe/Reports
<p>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.</p>	<p>Number of students enrolled Determine best practices from identified/allocated resources</p>	<p>Director of Enrollment Management Campus Environment Team Director of Student Services & Engagement</p>	<p>DEM</p>	<p>Annually Report 1 Report 2</p>
<p>1.1.7.b. Engage faculty and staff of underrepresented groups in recruitment efforts where appropriate</p>	<p>Number of faculty and staff partnerships</p>	<p>Director of Enrollment Management Campus Environment Team Director of Student Services & Engagement</p>	<p>FAR data, DEM</p>	<p>Annually Report 1 Report 2</p>

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Strategy 1.1.8: Strengthen credit, contracted, and public programs				
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

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Strategy 1.1.9: Strengthen transfer opportunities				
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

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

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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				
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				
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	

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Strategy 1.2.3: Involve students in undergraduate research				
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

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Strategy 1.2.4: Strengthen Academic Advising				
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

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

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Strategy 1.2.6: Provide transfer students with specific support				
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 1 st 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

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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	

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Strategy 1.2.8: Develop program for peer mentoring of students				
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

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

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Strategy 1.2.10: Use athletics as a tool to retain students				
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 1 st and February 1 st 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 1 st and February 1 st
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 1 st Reports

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

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Strategy 1.2.12: Explore, develop and implement alternate delivery methods for resident instruction courses				
Tactics	Measurable Outcomes	Responsible Positions*	Source of Info	Timeframe/Reports
1.2.12.a. Assess current practices	Develop inventory of courses taught by: <ul style="list-style-type: none"> • 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

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Strategy 1.2.13: Evaluate the state of campus ancillary services and improve				
Tactics	Measurable Outcomes	Responsible Positions*	Source of Info	Timeframe/Reports
<p>1.2.13.a. Assess services provided:</p> <ol style="list-style-type: none"> 1. Food Services 2. Physical Plant 3. Information Tech. Serv. 	<ol style="list-style-type: none"> 1. Food Services <ul style="list-style-type: none"> • Quality of food • Selections • Cost 2. Physical Plant <ul style="list-style-type: none"> • Ratio physical plant footage vs. OPP 3. Information Technology Services <ul style="list-style-type: none"> • Trouble Ticket • Customer Satis. Survey • Create Catalog 	<p>Director of Business Services Director of Information Technology Services</p>		<p>Every 2 years Report 1 Report 2</p>
<p>1.2.13.b. Improvement for services</p>	<ol style="list-style-type: none"> 1. Food Services <ul style="list-style-type: none"> • Quality of food • Selections • Cost 2. Physical Plant <ul style="list-style-type: none"> • Ratio physical plant footage vs. OPP 3. Information Technology Services <ul style="list-style-type: none"> • Trouble Ticket • Customer Satis. Survey • Create Catalog 	<p>DBS, DIT</p>		<p>Every 2 years Report 1 Report 2</p>

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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

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

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Strategy 1.2.17: More fully integrate Career Services into campus community				
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				
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

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Strategy 1.2.19: Strengthen personal counseling and disability services				
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				
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	

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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				
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				
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

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Strategy 2.1.3: Asses viability of the current academic programs				
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

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Strategy 2.1.4: Insure appropriate delivery of courses				
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

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Strategy 2.1.5: Increase course offerings by collaboration with other campuses				
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

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

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

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

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

Strategy 2.2.1: Assess and develop program initiatives				
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

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Strategy 2.2.2: Develop longer-term initiatives for new programs				
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

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

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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

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				
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

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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

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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				
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

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

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

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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 1 st Advisory Board Meeting)	Number of Alumni enrolled in CE programs	Director of Development, DCE, MarComm		Electronic Newsletter 2015-16 Report 1, Report 2

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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

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

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

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Strategy 3.3.4: Strengthen partnerships with Career Services at Penn State				
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

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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

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				
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

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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

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

Strategy 4.2.1: Raise awareness on energy conservation				
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

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

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Strategy 4.2.4: Operate campus utilities in the most efficient manner				
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

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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				
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

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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

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

Strategy 4.4.1: Incorporate ethical issues in all courses				
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

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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
4.5.1.a. 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

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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

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