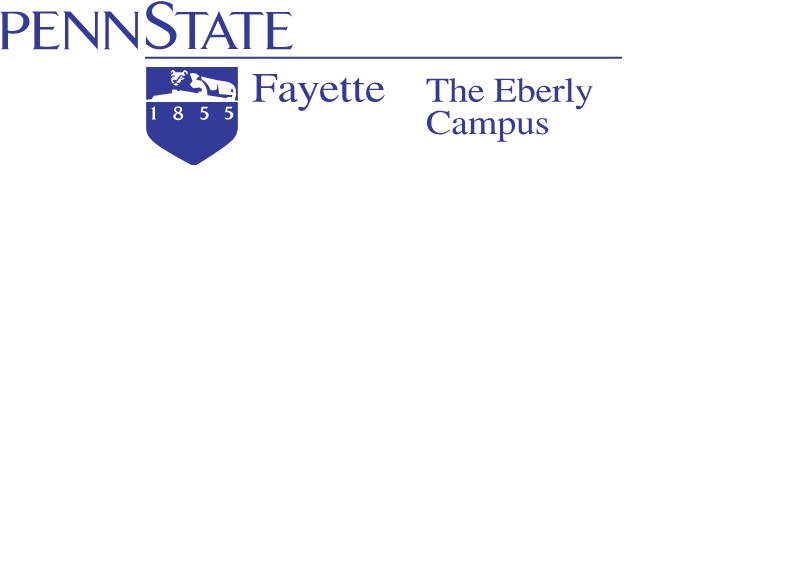
Penn State shield logo with black text and blue shield

Unit Strategic Plan: Penn State Fayette, The Eberly Campus

2014/2015 through 2018/2019

A more detailed version of this plan can be found at:

<http://www.fe.psu.edu/Information/34420.htm>



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# Strategic Plan

# 2015-2019

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## **Vision, Mission, Goals**

### **Vision**

Penn State Fayette, The Eberly Campus will be the premier institution of higher education in the region, recognized for superior academic programming and transformative educational experiences that help students to achieve their full intellectual and human potential and contribute to the cultural and economic development of the community.

### **Mission**

Penn State Fayette, The Eberly Campus is an undergraduate campus of The Pennsylvania State University. Committed to academic excellence, student-centered teaching and learning, service to others, and community engagement, we prepare students for lifelong learning and productive citizenship within an increasingly diverse and global society.

## **Strategic Goals and Implementation Processes**

The Penn State Fayette 2015-19 Strategic Plan is guided by six goals, each integral to its ability to offer transformative educational experiences that contribute to the cultural and economic development of the community:

* Increase student enrollment and retention;
* Encourage and support excellence in research, service, outreach, advising, teaching and learning;
* Enhance student-centered activities and foster student success;
* Nurture a learning community with a spirit of intellectual curiosity that respects differences, facilitates global and cross-cultural understanding, appreciates personal integrity, and models civil and civic discourse;
* Extend campus presence and leadership in the community’s economic, educational, and cultural growth ;
* Cultivate a campus ethos appreciative of institutional, community, and personal health.

### **Campus Goals, Objectives, Strategies/Tactics/Actions Steps for the 2015-19 Cycle**

##### *Goal 1:* Increase student enrollment and retention

Objective 1: Increase enrollments and FTEs production

Strategies/Tactics/Action Steps

* Improve processes used to identify and reach new populations of prospective students that will include out-of-state, international, adult, transfer, veteran, first-generation, and low socio-economic status applicants, among others, to replace the decreasing population of traditional students (Admissions)
* Enhance transfer opportunities for community college students to seamlessly enter our baccalaureate programs (Academic Affairs, Admissions, Chancellor)
* Leverage athletics to attract new students and to retain them at Fayette (Athletics, Academic Affairs, Student Success Center)
* Examine the feasibility of supporting additional academic minors that could increase the marketability of program graduates (Faculty Senate Chair, Academic Affairs, Faculty Senate)
* Develop and implement targeted outreach activities that will use data to strategically recruit new populations of students from community colleges, service area high schools with low current enrollments, and from out of state (Admissions, Academic Affairs, Marketing)
* Assess the needs of the adult student market and explore potential academic responses that could bring them to Fayette (CAO, Continuing Ed, Admissions)
* Collaborate with western campuses to explore the feasibility of jointly offering new baccalaureate degree programs (CAO/Chancellor)
* Explore opportunities to deliver upper-division courses via distance and blended learning to other Penn State campuses (CAO, Program Coordinators)
* Identify new programs that utilize expertise of existing faculty, that are responsive to student, community, and industry needs, and that leverage faculty strengths; secure approval from University Park to implement those programs (Faculty Senate, CAO/Chancellor, CE)
* Continue to explore a partnership with Penn College of Technology in effort to begin new programs (Chancellor/CAO)
* Partner with other campuses to carefully coordinate shared program delivery and to deliver individual courses for their programs (CAO, CE, ALC)
* Identify off-campus programming opportunities through CE and dual enrollment (CE, Admissions, CAO/Chancellor)
* Continue to identify previously enrolled students from Fayette who would be eligible to return to complete their degree program and sustain a system to encourage re-enrollment (Admissions, Academic Affairs, Advising)
* Increase available scholarship funding from private sources through new and existing campus endowments, and administer distribution of available scholarship funds (Development, Admissions)
* Establish an ad hoc enrollment task force (Chancellor/ CAO)

Objective 2: Improve processes for engaging and retaining already enrolled students

Strategies/Tactics/Action Steps

* Identify distinct segments of the student population and track the enrollment and retention of these population groups Admissions, Student Services, Academic Affairs (Registrar)
* Identify, develop, and sustain advances made in support and advising for transfer students and veterans (Academic Affairs, Advising, Student Services)
* Assess and modify existing early warning/intervention system associated with the Fayette Resource Team (Student Services, Advising)
* Assess success of two-year students looking at retention from semester 01-04, degree completion, and transfer status (Admissions, Registrar)
* Benchmark the two-year (for Associate programs), four-year, and six-year graduation rates at similar campuses and create resources to increase our campus graduation rates (Admissions, Academic Affairs, Student services, Athletics, Library and Student Success Center)
* Continue to implement our system of contacting students withdrawing from the university to identify their needs and determine campus weaknesses at retaining students; store and evaluate that information to make recommendations for campus process improvement (Academic Affairs, Advising, Student services, Admissions)

##### *Goal 2*: Encourage and support excellence in research, service, outreach, advising, teaching and learning

Objective 1: Engage faculty and staff in professional development opportunities to achieve excellence

Strategies/Tactics/Action Steps

* Enhance the seed grant program (RDG, TDG, and PDG) to support faculty development in teaching and research/scholarship (CAO)
* Support opportunities for faculty to engage in disciplinary collaborations with colleagues in other University College and University Park departments (CAO, ALC)
* Survey faculty interest and provide training to support the delivery of writing intensive courses and the development and implementation of online course and program delivery (paying particular attention, initially, to projects that will address under-enrolled courses) (Academic Affairs, Retention Task Force)
* Support staff professional development by creating a professional environment more conducive to and supportive of staff attendance at campus events and completion of educational activities (CAO, CE, BUS, Chancellor, ADM, SS, DEV, ATH, MKT)
* Continue to support professional ethics and academic integrity (Academic Affairs, Business Office, Athletics, CE)
* Upgrade laboratory and classroom facilities to accommodate current technology and industry standard equipment by submitting one UCIF proposal annually and by encouraging and supporting faculty who submit program requests though Development Office and who solicit equipment donations from their Technical/Industry Advisory (TAC or IAC) Committees (Business, Academic Affairs, Development)
* Integrate part-time faculty more fully into campus life and processes (Academic Affairs)

Objective 2: Develop and implement a learning outcomes assessment plan for all academic programs offered at Fayette

Strategies/Tactics/Action Steps

* Outline the Middle States requirement for implementing a learning outcomes assessment model for academic programs during the fall faculty orientation session (CAO)
* Schedule a regional or local assessment training workshop with the Schreyer Institute to provide faculty with the skills and knowledge to develop a learning outcomes assessment plan for their programs (CAO, ALC)
* Document the learning outcome assessment plans, and the results for the four academic programs that have national accrediting boards (EET, NURS, MNGT, and PTA), by using the relevant assessment standards (CAO, ALC)

Objective 3: Support diverse, high quality research, programs, and outreach attuned to community needs and opportunities

Strategies/Tactics/Action Steps

* Continue to support engaged undergraduate research by highlighting the Scholastic Excellence Award, increasing participation in the Learning Fair, providing service-learning options, promoting collaborative research with faculty, exploring the development of a Gifted Education Magnet (GEM) Center, reinvigorating the Honors Program, supporting honors-level team-taught interdisciplinary courses and honors options (Academic Affairs, Student Services, Chancellor, Business, Development)
* Encourage Academic Leadership Council to generate each academic year a list of potential community issues or engagement opportunities that can be used to generate service-learning opportunities, on-campus activities or special events, and other forms of outreach (Academic Leadership Council, CEDE)
* Continue to support special events for local youth, making sure that some of the activities specifically identify cultural minorities or minorities within particular fields, such as the MLK Celebration of Academics and the STEAM event sponsored by the local chapter of the Commission for Women (all areas)

Objective 4: Encourage all members of the campus to participate in a balanced service approach that includes pursuing opportunities both on and off campus

Strategies/Tactics/Action Steps

* Support and reward faculty and staff service on campus, on corporate boards, at recruitment events, at local schools, for professional organizations, and on university-level committees Admissions, CAO, Student Services (Chancellor/CAO, Directors of all areas)

Objective 5: Support development of new knowledge and techniques that enhance advising skills

Strategies/Tactics/Action Steps

* Support advising excellence by providing and rewarding faculty for participating in educational opportunities that explain the needs of different student populations (traditional, non-traditional, bachelor- and associate-degree, transfer, veterans, etc.) and help faculty advisors to interact with students (Academic Affairs, Advising)

##### *Goal 3*: Enhance student-centered activities and foster student success

Objective 1: Extend community-based research and service-learning opportunities to create purposeful co-curricular experiences

Strategies/Tactics/Action Steps

* Invite community agencies to campus to begin a dialog for increasing opportunities for service learning (CAO/Chancellor, CEDE, ALC)
* Showcase previous and current service-learning opportunities in marketing materials and on website (CEDE, MKT/PR, Admissions, Development)
* Develop a Service Learning Award to acknowledge one employee and one student per year who contribute to the community via a service project (CAO/Chancellor, Development)
* Develop special Honors-level opportunities for student involvement in campus curricular, co-curricular, and extra-curricular learning experiences (Academic Affairs, Honors Program Coordinator)
* Use the services, materials, and expertise of the Coal and Coke Center, such as its Special Collection, as an academic resource for courses on campus or for special visits (Library/CCHC)
* Continue to leverage opportunities for global and cross-cultural programs that better integrate Fayette’s domestic and international student populations (IIPO, Student Services, Academic Affairs, Honors Program Coordinator)

Objective 2: Engage students in activities attentive to development of professional behaviors and skills necessary for successful careers and citizenship in a global environment saturated by digital technologies

Strategies/Tactics/Action Steps

* Increase the department allotment provided to existing programs with funds to enhance the educational experiences of their majors (CAO, Development, Business)
* Increase student activities that support development of professional demeanor and skills (Student Services, CEDE, Athletics)
* Leverage athletics to create a stronger sense of community, to celebrate student participation in campus life, and to support student interaction and success (Athletics, Student Services, Academic Affairs)

Objective 3: Support academic achievement and an intellectual culture that celebrates and shares student work

Strategies/Tactics/Action Steps

* Encourage robust participation in the Learning Fair and Scholastic Excellence Award; utilize the Cultural Center and CFE events to link courses to diversity themes and to share relevant student work by displaying photos, drawings, paintings, and other works; encourage student participation in UP Undergraduate Research Fair (Academic Affairs, ALC, Honors, Student Services, IIPO, Faculty Senate)
* Asses and improve the system of identifying students at risk of dropping below full-time status, failing courses, or withdrawing completely, and recommending the appropriate support services for them (CAO, Student Services, Athletics, Advising)

Objective 4: Improve course scheduling processes and advising practices to meet student needs

Strategies/Tactics/Action Steps

* Strengthen course scheduling process by ensuring strategic location of general education courses, increasing flexible scheduling via the addition of technology-enhanced delivery methods, monitoring course rotations for day and evening students, identifying course conflicts, and adopting standard class times, assessing summer and weekend offerings (Academic Affairs Office, ALC)
* Explore the academic and support needs of adult and veteran student populations to enhance retention (Academic Affairs, Advising, Admissions)
* Continue to improve advising by developing new strategies and policies for supporting each of the following groups: associate degree students, transfer (advanced standing) students, non-traditional students, veteran students, and providing each semester a report from the Advising Coordinator to the Enrollment Management Committee on faculty training activities and process improvements to the early warning identification system (Advising, Academic Affairs)

Objective 5: Create “student friendly” learning and socialization areas in each building and consider altering existing areas to better meet student needs and to create new opportunities

Strategies/Tactics/Action Steps

* Develop and support better integration of Student Learning Centers and areas on campus (The Learning Center, Library, Computer Labs and spaces, Center for Adult Learners, Center for Experiential and Developmental Education, Student Center, Cultural Center) to better enable students to work quietly, in groups, and with technology (Library, Student Services, Academic Affairs)
* Provide comfortable seating for studying and socializing, quick-check computer centers for checking email, additional charging centers for mobile devices, vending machines, and space for collaboration (Library, Admissions, Business, IT, Student Services, AA committee for student affairs)

##### *Goal 4*: Nurture a learning community with a spirit of intellectual curiosity that respects differences, facilitates global and cross-cultural understanding, appreciates personal integrity, and models civil and civic discourse

Objective 1: Ensure all persons equal access to programs, facilities, admission, and employment without regard to personal characteristics unrelated to ability, performance, or qualifications

Strategies/Tactics/Action Steps

* Expand pool of campus representatives who have completed EOC diversity training and sustain HR commitment to a safe, diverse campus; provide training for faculty in issues of awareness and difference (BUS/HR, Academic Affairs)
* Develop and administer the Enhanced Education Pathway (Summer Bridge) Program for underrepresented/underserved student cohort (Chancellor/CAO, Student Affairs, Academic Affairs)

Objective 2: Maintain an academic and work environment free of discrimination or harassment against a person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation, or veteran status Business/HR, Academic Affairs

Strategies/Tactics/Action Steps

* Mobilize the Fayette Resource Team as a campus-level reporting body that can be used to raise awareness about and respond to acts of intimidation, intolerance, harassment, and utilize the campus Ombudsman when appropriate (Student Services, Business, Academic Affairs, IIPO)

Objective 3: Model debate as a respectful and acceptable campus discourse

Strategies/Tactics/Action Steps

* Conduct professional discussions in ways that illustrate mutual respect and produce a culture of collegiality and extend CEO Conversation presentations to include coverage of “hot” industry topics that illustrate professional ways of discussing professional, economic, and political disagreements (Student Services, CAO/Chancellor)

Objective 4: Continue to implement strategies for integrating diversity into all aspects of campus life

Strategies/Tactics/Action Steps

* Develop programming that explores areas of social disagreement in respectful yet intellectually rigorous ways based on a model of high-impact, integrated activities (Student Services, Academic Affairs, IIPO)
* Offer a range of US and IL courses by leveraging expertise of faculty, and create links between existing courses and diversity programming in order to generate greater participation and academic relevance (Academic Affairs, ALC, Student Services, CE, IIPO)
* Increase diversity and relevance of library holdings by continuing to build resources that promote international and intercultural understanding (Library)
* Fund and support a “Country of Focus” or similar initiative annually (IIPO, Honors, CAO/Chancellor, Development)
* Support at least one campus-based, class embedded international trip for students every year (CAO/Chancellor, IIPO, Student Services, Development)
* Increase visibility of academic integrity, disability, and diversity statements (Academic Affairs Office)

##### *Goal 5*: Extend campus presence and leadership in the economic, educational, and cultural growth of the service area

Objective 1: Facilitate community use of campus resources and intellectual expertise

Strategies/Tactics/Action Steps

* Support the development of “event speakers” to facilitate visits by faculty and staff to local school systems, businesses, and community events, and acknowledge employee service on community boards as important outreach activities that can be used to create a balanced portfolio of service (Admissions, Academic Affairs, Library)
* Leverage campus facilities and resources to bring service area high school students to campus to attend events (from athletics to cultural events to speaker series activities and STEM camps), and to bring visitors to the Coal and Coke Heritage Center’s museum (Library, IIPO, Student Services, Admissions)
* Leverage facilities (campus grounds, buildings, room, and athletic arenas and events) to become the first choice for important local events that can generate income and PR coverage for campus and region (Business, CE)

Objective 2: Support community-campus partnerships by extending outreach services, increasing alumni participation in campus initiatives, and leveraging the knowledge of Advisory Boards

Strategies/Tactics/Action Steps

* Collaborate with other University units in economic and workforce development, and leverage Continuing Education to meet local needs by collaborating with local employers and economic development agencies such as Fay-Penn, Uniontown and Connellsville Chambers of Commerce, Workforce Investment Board, and Career Link (CE, CAO, Faculty senate Outreach)
* Create a “Community Giving Day,” similar to the student Day of Service—an annual event through which campus representatives volunteer their services in a coordinated way to benefit the community (Student Services, Development, Chancellor, IIPO)
* Recruit additional advisory board members from local communities of difference; enhance Campus Advisory Board by increasing industry representation; create advisory boards for all degree programs (as modeled by AOJ, ENGR, HDFS, NURS, and Mining) to strengthen community ties and campus responsiveness to local conditions (Chancellor, CE, Development, ALC)
* Strengthen outreach to alumni by inviting participation on campus advisory boards and committees, Career Services panels, internship location development, mentorship opportunities, and program planning (Development, Career Services/CEDE)
* Support faculty development of summer camps for local students, employers, and residents such as STEM Education Training for teachers in the region (CE, Academic Affairs)

Objective 3: Enhance Continuing Education programming to meet the credit and non-credit bearing needs of local industries and communities via on- and off-campus activities and the use of relevant technologies

Strategies/Tactics/Action Steps

* Identify and work with existing faculty to develop new Dual Enrollment opportunities with and ensure high-quality courses for high schools in the service area, including additional course offerings, credit certificates, and increased incentives for enrolling in courses at Penn State (CE, Admissions, Academic Affairs)
* Identify non-credit opportunities relevant to local area career development (CE)

Objective 4: Strengthen processes of communication by establishing a planning and reporting mechanism that will better inform campus and community about Fayette activities

Strategies/Tactics/Action Steps

* Develop a reporting mechanism that enables cross-area collaboration at events and greater awareness of campus activities/events (BUS/IT, Marketing, ALC)
* Promote the campus as a social, cultural, and community center by creating and maintaining a PR buzz, by strategically organizing face-to-face events in areas outside the “Penn State in Pittsburgh” campaign; and by sustaining our presence in local media sites and on social media (Career Services, Marketing)

##### *Goal 6*: Cultivate a campus ethos appreciative of institutional, community, and personal health

Objective 1: Support community cohesion and campus-wide collaboration in areas of recruitment, retention, and student support services

Strategies/Tactics/Action Steps

* Create greater cohesion between on-campus, non-university services, and campus community by including DEC, Cub’s Den, CRH, library staff, and Barnes & Noble representatives in community announcements and activities, including open houses, tours and other events (Chancellor, Admissions, Student Services, Business, Development, Marketing, Athletics, CE)

Objective 2: Broaden integration of sustainability into campus processes and decisions

Strategies/Tactics/Action Steps

* Extend campus environmental and sustainability initiatives by creating a Green Team to increase campus awareness and training while also encouraging faculty to integrate sustainability into the curriculum; offering recycling services for paper, glass, and plastic to faculty and staff living in areas where recycling remains difficult or unavailable; continuing to implement sustainable practices and green products when applicable (Business)
* Explore the development of a “green roof” initiative that can leverage expertise of Honors program, science and engineering faculty, maintenance and other campus and community constituents (such as STEM /STEAM camp participants) to study the feasibility and potential implementation of a green roof (Honors, Business, Academic Affairs, Development)
* Continue to encourage use of ANGEL as document distribution site to reduce paper/copy usage and to encourage faculty to create custom packets for courses, when appropriate, rather than copying or asking students to copy extensive content (BUS/IT, Academic Affairs)

Objective 3: Create an environment supportive of healthy choices and respectful of personal integrity and well being

Strategies/Tactics/Action Steps

* Make all decisions pertaining to the business of the university in a way that honors the Penn State Principles and the university’s commitment to civility, fairness, honesty, transparency, and health (All areas)
* Continue to support student health by leveraging services of student nurse, counseling services, and faculty training in available community resources to which students can be referred (Student Services)
* Strengthen campus morale by supporting positive interactions and conflict resolution by offering at least two during business-hours professional development opportunities per year for employees (Business/HR)

Objective 4: Reinforce the importance of fiscal management

Strategies/Tactics/Action Steps

* Support cost-saving measures to ensure fiscal health while sustaining superior teaching and services (Chancellor/CAO, Business, Development)
* Assess the effectiveness of current degree programs and develop a plan to eliminate or re-define programs that are ineffective and consistently under-enrolled (CAO, Business)
* Collaborate with western Penn State campuses to efficiently utilize resources to address low-enrolled courses (CAO/Chancellor)
* Prioritize financial support of initiatives that are directly related to campus mission and strategic planning items (Chancellor/CAO, Business, Marketing, CE, Development, Athletics, Student Services, Admissions)

Objective 5: Increase pool of potential donors for restricted and unrestricted campus endowments and unrestricted annual gifts

Strategies/Tactics/Action Steps

* Engage in outstanding service and outreach to reinforce the importance of Penn State in Fayette County and to establish faculty as valuable community resources (All areas)
* Develop and cultivate relationships with corporations, foundations, school systems, industry representatives, alumni, and business allies (Chancellor, Development, CE)
* Identify and solicit individuals for unrestricted annual gifts at the President’s Club level (Development)