Penn State shield logo with black text and blue shield

Unit Strategic Plan: Penn State New Kensington

2014/2015 through 2018/2019

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



# Introduction

Technology, accessibility, affordability, changing student learning styles and preparation, increasing societal challenges and shifting public priorities are causing those in academia to reexamine the role of the University and the substance of a higher education degree for future generations. President Barron and Provost Jones have set out a new future for higher education and for Penn State and have challenged the University to think of new and innovative ways of both engaging students and communities and sharing our discoveries with them. We are truly in an exciting time of tremendous possibilities!

Penn State New Kensington has spent the past six years preparing for a world remarkably similar to that described in the President’s six imperatives and the Provost’s set of institution-wide priorities. We have engaged our communities and region; achieved a reputation for excellence; developed new ways of delivering programs and courses to enhance learning opportunities and save costs; developed innovative programs to help students succeed and addresses affordability and access. We’ve reached out to enhance diversity and address issues of demographics in the region. Within these, we’ve worked to promote our health, be better stewards of our resources, explored ways to transform education, and valued and explored the cultures around us. These efforts have positioned Penn State New Kensington to move into the next era in higher education.

Under new leadership, Penn State is in the process of developing a University-wide vision and strategic plan. Our intent here is to put forward an overall direction for the campus that is built on the needs of our region and students, our history, and our interpretation of where Penn State is heading. We intend to take some bold initiatives in AY 2014-2015 which are revealed in the action plan. Our action steps for the remaining four years will be developed after the University’s plan is completed, and we are confident that our goals align with those of the overall University.

## Penn State New Kensington’s Vision

*Penn State New Kensington will be known as the destination campus in the Pittsburgh area for students who desire a small campus environment that boasts exceptional learning, social, and networking opportunities afforded by one of the largest top-25 universities in the world. The New Kensington campus will also be a top choice among PSU campuses in the west for students seeking selected programming. We will be known for quality and for the economically-sustainable way that we bring Penn State University to our students and community. Specifically, we will be known for:*

* *Providing students with a Penn State quality education built on personal attention, scholarship, and engaged learning, as well as for our ability to prepare students for successful careers in a competitive, technologically enhanced, global environment.*
* *Collaborating with colleagues across the University to provide world-class educational opportunities that honor Penn State traditions and enhance personal growth. Our sharing of resources and use of technology will be models for the ways that they enhance the student educational experience while also curbing costs.*
* *Helping to make Penn State in Pittsburgh an exceptional educational experience that increases opportunities for students, broadens Penn State’s presence in the region, and draws students to PSNK and the other Pittsburgh campuses. We will enhance community sustainability and economic development in our region through faculty research, partnerships, community engagement, student learning, and stewardship.*
* *Delivering Programs of distinction. In addition to its stellar 2+2 program and four-year degree programs, Penn State New Kensington will be known as the destination campus in the Pittsburgh area for students interested in engineering and technology.*

### Values

Every culture has a unique set of values that guide its interactions and sense of place. One of the beauties of the Penn State system is that it has a strong set of values that are shared across the system. These shared values also drive Penn State New Kensington:

#### INTEGRITY

*We act with the highest moral standards of honesty, trustworthiness, and fairness, making certain that our behavior is consistent with our values.*

#### RESPECT

*We honor the dignity of each person and treat each individual accordingly, engage in civil discourse, and foster an inclusive community.*

#### RESPONSIBILITY

*We meet our obligations and hold ourselves accountable for our decisions, actions, and their consequences.*

#### EXCELLENCE

*We strive to give and do our best in all our endeavors.*

#### DISCOVERY

*We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society and the environment.*

In addition, Penn State New Kensington has several values that have been cultivated over much of our campus’ history, and these serve to define our campus and its place in the Penn State system:

#### STUDENTS FIRST

*Attention and service to students as individuals is a top priority. Student learning and personal growth is a central component to our work and informs our interactions and decision making.*

#### SUPPORT

*Our culture is one of mutual support and caring for each other and for our students. We are committed to an exceptionally friendly campus environment in which the norm is helping each other and providing the best possible educational experience for our students, faculty, staff, and community.*

#### BOLDNESS & INNOVATION

*We seek opportunities to try new ways of operating, teaching, and serving our students, University, and region. Our willingness to risk failure in search of a balance between excellence and prudence defines our character and commitment to providing a high quality education in a small campus environment.*

# PSNK’s Future Looking Forward: 2014-2018

## Planning Assumptions

Demographic declines, budget reductions, and difficult times at Penn State have created some uncertainty about the future roles campuses will be asked to play in the Penn State system. The Penn State New Kensington strategic plan has been designed under the assumption that campuses are central to fulfilling President Barron’s six imperatives and the Provost’s five principles because:

* + They are the **affordable** access points to higher education and Penn State for tens of thousands of Pennsylvanians each year.
  + They provide Penn State statewide access into communities, businesses and industries across this state giving our University an unmatched ability to **drive economic development and Student Career Success** in virtually every community of Pennsylvania.
  + Their small class sizes, Penn State faculty, and resources give the University an ability to deliver **Excellence** in teaching and learning as well as the ability to **engage** students in their learning.
  + They contribute significantly to **diversity** of both Penn State University overall and to that found in communities around campuses.
  + They are invested in using **technology** to enhance access, opportunities, and success in higher education. Their placement and increasing use of technology can help **transform education** in ways that few other Universities can do.
  + Their connections to communities will allow the University tremendous “living laboratories” in which to apply discoveries being pursued by the **five principles**.

# A Campus on the Move: Strategic Goals, Strategies and Initiatives – 2014-2019

Over the next five years, Penn State New Kensington will focus on expanding its reputation for academic excellence and engagement by pursuing seven strategic goals portrayed in this living document. Each of the goals presented below will be revisited annually to assure coherence with the University’s strategic plan.

## Strategic Goal 1: Strengthen and improve our High Quality Academic Educational Experiences and Develop High Quality Relevant and Affordable Programs and Research that Engage Students in Meaningful Ways

Strategy 1.1: Penn State New Kensington will build on our strengths in delivering the first two years of Penn State degrees across areas of social, physical and natural sciences, mathematics, and humanities in order to provide educational experiences that build strong foundational knowledge, deliver excellent advising, and prepare students to excel academically at any campus where they choose to complete their degrees.

Strategy 1.2: Penn State New Kensington faculty and staff will partner to harness those same strengths cited above to create educational experiences that demonstrably enhance students’ abilities to communicate, solve problems, and work in teams across disciplines, as well as to prepare well-rounded and culturally literate students for future academic and professional success and life-long learning in the information and digital age. We will build on the academic partnership with our library services in order to develop and promote rich levels of information literacy.

Strategy 1.1 & 1.2 Action Items[[1]](#footnote-1):

a. Identify current unique strengths and opportunities for adding experiences/educational components that engage students and deliver the foundational knowledge, advising, and preparation cited in Strategy 1.1. We are calling this the "2+2 Advantage".

b. Identify outcomes and learning opportunities for demonstrably enhancing communication, problem solving, team work, and other learning objectives cited in Initiative 1.2. This is tentatively named "critical skills".

c. Develop a communications plan for implementation in 2015/2016 that more effectively communicates to potential students PSNK's current and planned unique educational strengths for building the 2+2 and critical skills base at PSNK.

d. Explore ways in which the stated goals found in the 21st Learning Implementation plan can be bolstered and enhanced by unique experiences in athletics, student activities, near campus living, cultural competency and other activities. How do these supplemental goals bolster the 21st Century Learning Implementation plan.

e. Pursue developing a unique learning/living environment that provides students with an opportunity to learn about equity, home ownership, financial literacy, upkeep, and other life lessons.

f. Continue to develop and highlight unique programming that PSNK has created to aid students. Examples are the GREAT program for engineers, the financial literacy program (ASPIRE), the alcohol etiquette dinner, the residential housing relationship, the health programming offered by our Nurse, etc.

g. Utilize CE adjunct faculty to teach the soft skills needed to enhance our students in these areas

Strategy 1.3: We will use our strengths in non-STEM areas including social sciences and humanities to highlight existing and to develop unique new educational experiences that draw students to our Business, Communications, Psychology, and Administration of Justice programs.

Strategy 1.3 Action Items:

a. Review non-Stem programs and identify current strengths, unique attributes that separate our programs from competitors in the area.

b. Develop a communications plan (marketing messages / stories) for implementation and/or publication that highlight the unique aspects of our four year programs. Use these themes in the SAT Buying campaign. Examine using more stories on successful alumni.

c. Identify resources to help fund implementation plan

d. Develop and Highlight unique aspects of our programs on web and similar outlets

e. Develop unique youth programs that can act as feeders to these majors

Strategy 1.4: The quality of the academic experience will make Penn State New Kensington the number one choice of students entering Penn State in Western Pennsylvania for the BET, Rad Sci, EMET, and IST majors as well as for completing the first two years in engineering and engineering related disciplines.

Strategy 1.4 Action Items:

a. Work with VPCC and other campuses to be able to advertise and recruit across Western Pennsylvania for majors not offered in other service areas.

b. Increase efforts to expand the GREAT program and more fully incorporate its success into recruiting for PSNK. Use the attraction of the GREAT program to attract greater numbers of women and minorities into engineering programs.

c. Use the unique aspects of these programs to recruit out of state, international, women, and minority students directly to the programs.

d. Develop 3+1 and or 4+1 MS degree opportunities with Behrend, University Park, and/or other partners

e. Produce more effective stories on successes of BET, RadSci, EMET and IST alumni

f. Develop a plan to maintain the quality of the EMET program during expected transitions of current faculty into retirement. Develop a plan to increase the applicant pool to include qualified women and minority candidates.

g. Have EMET faculty and CE involved in high school activities such as Homework Hotline, ABC grant, etc., that would act as feeders to our EMET program.

h. Examine alternative programming in engineering/engineering related majors to attract adult/military students looking to make a career change in these areas.

i. Examine ways to link campus efforts in STEM Outreach programming to recruitment/tracking for PSNK STEM related majors.

Strategy 1.5: Penn State New Kensington will partner with other PSU campuses to develop Construction Engineering and at least one other degree opportunity in the next five years. The campus will also pursue at least one 3+1 or blended baccalaureate program and one 4+1 masters programs with Western campuses.

Strategy 1.5 Action Items:

a. Obtain the Structural Design and Construction Engineering Degree Program

b. Develop credit certificate courses in Energy that can be feeders to various other degree programs. In addition, provide CEUs to be used for professional certifications

c. Hold a Penn State Regional Engineering Conference at PSNK. This conference will involve all Western Campuses and hopefully the College of Engineering. The goal is to have companies come in to network, hear about major engineering advances, and to tell us their needs

d. Work with the EOC to develop the Active SOCOMM military program to enhance campus enrollments

Strategy 1.6: Create, refine, and realign structure, processes, and programming in Continuing Education to enhance academic quality, increase accessibility by non-traditional and minority groups, and to more strategically integrate CE activities into the core mission of the campus.

Strategy 1.6 Action Items:

a. Review the criteria for outcomes assessment in CE and develop in-house measures to assess outcomes

b. Reorganize Continuing Education areas

c. Develop and implement a plan for enhancing enrollment in OLEAD and collaborate with regional campuses to derive credit programs and classes that are offered through CE.

d. Develop and implement programs for recruiting veteran, adult, and minority students. Promote the 3 R's Recruit-Retrain-Retain in SWPA to these populations.

e. Providing the opportunity for internships and part time employment

f. Leverage the use of social media and technology to keep constant communication with our students and possible students both credit and non-credit

## Strategic Goal 2: Transform education by exploring how technology, faculty research, various pedagogies, and more effective use of resources can expand opportunities for student learning and discovery

Strategy 2.1: Penn State New Kensington, in conjunction with other campuses when appropriate, will work to develop the educational experience of the future, one that uses educational technology, online and blended-learning delivery modes, resources from across Penn State University, and engaged scholarship in order to create a learning environment that is recognized for the value that it adds to student learning and for the opportunities that it creates for students both locally and beyond the borders of our region;

Strategy 2.1 Action Items:

a. Identify partnering campuses, colleges, Penn State's Outreach & World Campus units, other universities willing to engage in experimenting with developing the best educational practices for the next generation;

b. Identify resources to be used to fund the study and determine limits so that tenure, promotion, and SRTE feedback related to experimentation do not hinder faculty efforts to engage and experiment

c. With relevant partners, develop a study design to examine the effects and impact of various modes of delivery on learning. Study design should consider best practices in traditional methods, emerging pedagogies, and the blending of opportunities to enhance learning. This study should identify goals for the educational learning experience we are trying to build as well as the traits and skills the graduate should possess upon leaving the program. Finally the study should include assessment plans.

d. Implement Study Design explored in Initiative 2.1c. Chosen Faculty and partners engage in exploring different formats for different majors and at different class levels. Entering faculty job descriptions at participating locations include a willingness to participate in new modes of delivery and the study as an opportunity. Study is coordinated by the DAA’s committee

e. Identify and secure the technology needed to engage in these experiments, keeping in mind that cost will likely influence what we can and cannot do.

f. Explore the use of technology to enhance cultural competency and global understanding.

g. Collaborate with regional campuses to develop programs and classes that are offered through CE.

Strategy 2.2: Penn State New Kensington will be a recognized leader for providing place-bound students with learning options that will enhance global competency skills and continuing to develop a shared understanding of diversity. In traditional face-to-face settings, as well as through course sharing and use of technology with other campuses and educational partners, PSNK will provide a range of educational experiences for students in the Alle-Kiski Valley and beyond.

Strategy 2.2 Action Items

a. Increased blended relationships with world campus.

b. Look for financial opportunities to build global competency and build existing endowments in global initiatives and leadership for students/ Look for opportunities for blended learning support.

c. Explore using technology to create meaningful internships and part-time work for place bound students.

d. Track recent graduates who are location bound to determine if this keeps them in the region upon graduation. Data driven accountability will provide a useable roadmap for short term and long term goals

e. Explore and develop cost efficient ways of delivering the educational opportunities identified

## Strategic Goal 3: Build Pennsylvania’s communities through engaged learning and scholarship and through partnerships in ways that enhance Student Career Success, aid Economic Development in the Region, and leverage Penn State campuses and assets to create a bigger impact in the area, across the state, and nationally.

Strategy 3.1: Penn State New Kensington will be a recognized leader for the way in which it engages community in three critical areas affecting Western Pennsylvania: poverty, sustainability, and STEM related programming in K-12 schools. Working with community and other partners, Penn State New Kensington will have a positive effect on the area while at the same time providing learning and research opportunities for Penn State students and faculty. Our forays into these areas will be offered as models for other campuses.

Strategy 3.1 Action Items

a. Develop an implementation plan from the Green Team on composting and finding ways to lead community in sustainability

b. Develop an action plan for addressing poverty in the local area.

c. Develop the Homework Hotline Pilot, the Grable Foundation Grant, and the Stem Academy projects.

Strategy 3.2: Penn State New Kensington will be Penn State’s liaison to the local community and, when appropriate with sister Pittsburgh campuses, to Southwest Pennsylvania for connecting industry, non-profit organizations, and community with Penn State;

Strategy 3.2 Action Items:

a. Hold a Penn State Regional Engineering Conference at PSNK. This conference will involve all Western Campuses and hopefully the College of Engineering. The goal is to have companies come in to network, hear about major engineering advances, and to tell us their needs

b. Develop relationship with Pittsburgh Center, and other partners to determine what is jointly occurring in Pittsburgh area.

c. Continue to build new and existing relationships with corporations, businesses and foundations to fund initiatives

d. Offer energy sustainability programs to the community gathering ideas from the "green team"

e. CE will continue to offer public programs for professional development

Strategy 3.3: In developing the educational experience of the future, Penn State New Kensington will join with western campuses and other Penn State entities to establish Penn State in Pittsburgh as one Penn State across Southwestern Pennsylvania. Penn State in Pittsburgh will be seen as a prestigious Penn State “campus” that attracts more students and alumni, increases donor participation, enjoys higher corporate sponsorships and greater numbers of partnerships with industry, and that results in increased grant and research activity (in collaboration with Behrend and the EOC as well as with individual departments at Penn State);

Strategy 3.3 Action Items:

a. Work with western campuses, the EOC, Carnegie, Pitt, Pittsburgh Center, Outreach, and others to develop a plan to gain partnerships and greater pathways into research and development for Penn State in the Pittsburgh region. The goal in this effort is to establish a greater Penn State presence in Pittsburgh, to develop engaged scholarship opportunities for western campus faculty and undergraduate students, and to establish the value that campuses can play in bringing Penn State into western Pennsylvania

b. Continue to build on success in developing Penn State in Pittsburgh opportunities for students.

c. Enhance recruiting of minorities in Pittsburgh region through development of messages of inclusion and welcoming climate.

d. Increase number of students engaged in exploration and participation in internships in Pittsburgh

e. Conduct a study on how Career Services can more effectively support and enhance campus efforts in experiential learning, engaged scholarship, internships, and expanding programs for professional success skills development (e.g., GREAT program)

## Strategic Goal 4: Develop resources needed to help keep the campus affordable and accessible for students and allow us to continue to invest in high quality education

Strategy 4.1: Achieve and maintain an enrollment at or above 900 in five years.

Strategy 4.1 Action Items:

a. Identify resources to fund new scholarships to help build enrollments

b. Identify more stories and successes of scholarship students to provide information to potential new students

c. Send out packets to all graduating wrestlers, volleyball, soccer, softball, and golf players within one hour of PSNK.

d. Collaborate with regional campuses to derive credit programs and classes that are offered through CE

e. Grow the OLEAD program by providing more flexibility in credit course delivery for the adult student

f. Develop credit certificate courses in Energy that can be attached to various degree programs

g. Increase numbers of minority and international students by 30%.

h. Successfully implement the 5 year enrollment plan to drive enrollment up to 900 students in five years.

Strategy 4.2: Develop efficiencies in administrative functions that reduce cost without sacrificing a quality educational experience.

Strategy 4.2 Action Items:

a. Reorganize CE and assess

b. Continue to examine campus organization and look for efficiencies. It should be noted that we continue to have one of the fewest number of staff on a Penn State payroll in the system.

c. Continue to explore partnerships with other campuses/entities in order to reduce costs and increase efficiency.

Strategy 4.3: Continue to build on a successful campaign to increase donor support for projects and student scholarships.

Strategy 4.3 Action Items:

a. Raise money for priorities of Theater, Construction Engineering, Faculty Office space in the loop, STEM activities, Softball field at ALCOA, Mini-house project, and Student Union in addition to the ever-present priority of scholarships.

*b. Develop and implement focus on the Arts in order to establish a “giving niche” and Art Auction event that will allow us to attract a higher level of donor to the campus.[[2]](#footnote-2)*

*c. Develop and implement Young Alumni campaign to attach four graduates to campus and cultivate for the next giving campaign.*

d. Identify money for additional scholarships

Strategy 4.4: Increase number and amounts of grant applications to support faculty and campus work.

Strategy 4.4 Action Items:

a. Increase faculty grant applications by 20% and increase number of grants by same percentage to support new projects.

b. Grant funding contain requests for student Research Assistantships

c. Increase number of Student Research Assistantships on the campus

Strategy 4.5: Increase collaborations and partnerships to offset costs and increase effectiveness of campus projects.

Strategy 4.5 Action Items:

a. Develop Partnerships with other campuses/entities to offset costs of operating.

## Strategic Goal 5: Penn State New Kensington will be recognized as a leader that provides a supporting and challenging educational environment where attention and service to students as individuals is a top priority.

Strategy 5.1: Create, assess, and use measures to evaluate and improve our performance as a student-centered that welcomes and nurtures all students regardless of race, ethnicity, and sexual preference.

Strategy 5.1 Action Items:

a. Develop baseline and comparative assessment data for the value added by our personalized attention

b. Examine the effects of personalized service on enhancing yield, student success in the classroom, retention, and graduation.

c. Develop feedback mechanisms to ensure that we keep personalized attention at the forefront.

d. Propose plan for measuring and monitoring customer service on phone calls.

e. Develop baseline measures for campus climate and monitor performance and progress.

Strategy 5.2: Develop ways to highlight and reward faculty, staff, and student efforts to provide a student-centered campus.

Strategy 5.2 Action Items:

a. Develop an award for student attention and *contribution to developing a welcoming climate* for staff and faculty

Strategy 5.3: Develop innovative ways to market our student centered environment to potential students and to the public.

Strategy 5.3 Action Items:

a. Provide professional development opportunities to staff and/or faculty willing to do presentations and/or articles of results on personal service.

b. Send scholarship recipients stories about their beneficiaries thru e-mail, Facebook and other social media

c. Develop a Penn State New Kensington campaign that demonstrates the difference in our student-centered environment from others

Strategy 5.4: Find new and effective ways of using technology to extend our student-centered focus beyond the campus.

Strategy 5.4 Action Items:

a. Explore and recommend ways to effectively use technology (ie, skype, social media) to enhance our personalized service to students, parents, corporate customers, and others doing business with the campus.

b. Leverage the use of social media and technology to keep consent communication with our students and possible students both credit and non-credit

## Strategic Goal 6: Penn State New Kensington will create an eco-friendly and healthy campus environment as well as improve the campus appearance.[[3]](#footnote-3)

Strategy 6.1: Implement the Sustainability plan being finalized by our Green Team.

Strategy 6.1 Action Items:

a. Implement campus-wide campaign to complete the SI Green Paws Program

b. Develop Teams and Assign Team Leaders involving 90% of full-time campus personnel

c. Complete one level of Green Paws Program across units and campus every year for four years.

d. Assess changes and make adjustments in year five of the strategic plan phase.

Strategy 6.2: Provide for greater awareness and education related to sustainability to impact faculty and staff practices in the workplace.

Strategy 6.2 Action Items:

a. Send a preliminary survey to all full-time employees to establish baseline for current awareness and knowledge of sustainability

b. Target areas of informational need to inform a communications campaign

c. Conduct survey after completion of each SI Green Paws level

Strategy 6.3: Make sustainability improvements to physical plant and campus environment

Strategy 6.3 Action Items:

a. Assess needs and locations for recycling bins

b. Place bins in appropriate areas

c. Complete Compost Collection area

d. Continue to monitor and improve collection areas and process

Strategy 6.4: Develop programming and education to enhance awareness of the need and importance of sustainability within our communities

Strategy 6.4 Action Items:

a. Conduct SI Green Paws program workshops for coaches

b. Develop and implement Green Team communication network

c. Lead and volunteer in community activities to increase local awareness and participation in sustainability efforts and initiatives.

## Strategic Goal 7: Penn State New Kensington will be recognized as a campus community that welcomes and celebrates diversity, embraces and supports an international curriculum and prepares students to be competitive in a global environment.[[4]](#footnote-4)

Strategy 7.1: Attract and cultivate a diverse campus community that fosters an inclusive, welcoming environment and promotes respect for all individuals.

Strategy 7.1 Action Items:

a. Evaluate service to Veterans at PSNK and identify areas for improvement. Develop and implement a plan to address needs.

b. Increase opportunities for staff, faculty and students to participate in diversity related professional development both on and off campus.

c. Create interactive campus web pages that define diversity, promote greater understanding and respect amongst campus community, list resources and share cultural programs.

d. Assess the current International Student Experience at PSNK and implement changes where appropriate.

e. Sponsor a western PA campus drive in workshop for faculty and staff to discuss support for international students (better understanding world religions, academic advising of international students, standard support services ) (2014-2015)

f. Explore the need for an international student specialist that would be shared between western region campuses.

g. Increase underrepresented populations within academic programs where gaps have been identified.

h. Increase use of early alert system to help us identify underrepresented populations who need help, are having problems…etc.

i. Keep lists of difficulties that our international students tell us they are having – share with future students.

j. Increase the use of diversity specific recruitment tool/sites. (Human Resources working with search committees) (2014-2015)

k. Conduct diversity audits semi-annually to assess hiring, promotions and review campus policies related to diversity.

l. Ensure that all new employees receive an orientation that includes diversity related resources from within the University and the local region.

Strategy 7.2: Develop new programs and increase student participation in curricular and co-curricular learning opportunities that supports US and international cultural competencies.

Strategy 7.2 Action Items:

a. Include workshops in the new Human Resources “communications” series for faculty and staff that develop a greater understanding of mutual respect and cultural differences between all individuals. (2014-2015)

b. Ensure that each academic year the campus community raises awareness on a wide variety of diversity topics/issues using an array of forums (ex. Film series in café, speakers, technology, interactive activities, discussions, art exhibits).

c. Develop programs that are inclusive of the larger New Kensington area community that foster a better understanding of diversity in the surrounding community.

d. Asses PSNK gradates’ knowledge of global cultures that may be important to their career success in their chosen field.

e. Identify and publicize places on campus where materials related to culture and diversity may be readily accessed. (2104-2015)

f. Build upon the success of the “County of Focus” initiative and increase integration across academic curriculum (based on responses from 2009-2014 plan) and develop a way to measure this goal.

g. Increase participation of students in the embedded travel component in courses offering the International Studies certificate.

h. Encourage students to do research and present at conferences and in other forums on diversity related issues and challenges. (2014-2015)

Strategy 7.3: Support organizational changes to encourage diversification of University leadership, fosters a collaborative environment and provides infrastructure to obtain diversity goals.

Strategy 7.3 Action Items:

a. Develop a 5 year budget plan that addresses the current and future needs of international students. (2014-2015)

b. Identify a means/method to assess the campus climate for faculty and staff.

c. Discuss campus diversity challenges and issues at least once a semester as a part of the extended first line staff meeting.

d. Institute annual faculty and staff diversity award that recognizes excellence in supporting campus and broader University diversity goals.

e. Chancellor and First Line Staff will actively support and encourage faculty and staff to participate in opportunities identified under 7.3c.

f. Assign Human Resources the responsibility of working with search committees to enhance diversity of the applicant pool.

1. All action step assigned staff, descriptions, timelines, and outcomes listed in the accompanying 2014-2019 Action Plan Document [↑](#footnote-ref-1)
2. *Italics indicate action Item added May 2015.* [↑](#footnote-ref-2)
3. These strategies are outlined in our campus Green Paws effort, which is part of a University-wide plan to increase sustainability across units. [↑](#footnote-ref-3)
4. These Strategies capture initiatives that are outlined in our diversity strategic plan, which is attached. [↑](#footnote-ref-4)