



PennState

Strategic Plan (2020 - 2025)

Faculty Affairs

Strategic Plan (2020 - 2025) - Faculty Affairs

Mission / Vision / Values

Mission

The Office of the Vice Provost for Faculty Affairs is dedicated to facilitating and promoting the success of all faculty members at Penn State over the course of their careers.

Vision

The Office of the Vice Provost for Faculty Affairs will facilitate Penn State's attainment of its mission through the recruitment and retention of a diverse faculty, a commitment to shared governance, the development of guidance and implementation of policies that promote faculty success over the course of their careers, and the creation of programs and practices that enable and foster faculty development and success

Institutional Values

INTEGRITY: We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.

RESPECT: We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.

RESPONSIBILITY: We act responsibly, and we are accountable for our decisions, actions, and their consequences.

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

EXCELLENCE: We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.

COMMUNITY: We work together for the betterment of our University, the communities we serve, and the world.

Optional Additional Values

COLLABORATION: We are committed to upholding the principle of shared governance, including establishing and maintaining productive relationships with academic units and faculty governance bodies.

EQUITY AND INCLUSION: We prioritize fostering a diverse and equitable community where faculty members are treated respectfully and where multiple identities and perspectives are welcome.

LEADERSHIP: We are dedicated to developing and amplifying leadership skills for faculty and staff at every stage of their career.

Strategic Plan (2020 - 2025) - Faculty Affairs

2020 - 2025

Planning Process

A draft of the plan was created by the leadership team in the Office of the Vice Provost for Faculty Affairs with the assistance of Daniel Newhart, Associate Vice Provost for Strategic Planning. A draft of the plan was shared with the administrative staff in the Office of the Vice Provost for Faculty Affairs, the Faculty Affairs Advisory Council (which includes Senate representation), the Executive Vice President and Provost, Nicholas P. Jones, and the Office of Planning, Assessment, and Institutional Research for feedback. After further discussion, revisions were made to the plan and the strategic plan was finalized.

Personnel and constituents included in the planning process

Contributors to the plan were Kathy Bieschke, Vice Provost for Faculty Affairs; Abby Diehl, Assistant Vice Provost for Faculty Affairs; Ann Clements, Assistant Vice Provost for Faculty Affairs-Faculty Development; the membership of the Faculty Affairs Advisory Council; Daniel Newhart, Assistant Vice Provost for Strategic Planning; Karen Parkes-Schnure, Executive Assistant; Mindy Kowalski, Administrative Staff Coordinator; Wendy Blumenthal, Administrative Staff Assistant; Nicholas P. Jones, Executive Vice President and Provost.

Publicity for the plan

The final version of the strategic plan will be posted to the website for the Office of the Vice Provost for Faculty Affairs. All members of the Faculty Affairs Advisory Council will be sent a link to the plan via email.

Plan Approved By

Kathleen J. Bieschke, Vice Provost for Faculty Affairs

Supporting Evidence

[OVPFA Strategic Plan 2021-2025_04-30.21 .docx](#)

[OVPFA Strategic Plan 2021-2025_03-31-21.docx](#)

Strategic Plan (2020 - 2025) - Faculty Affairs

Goal 1

Faculty recruitment and retention

Goal

Drive efforts that result in the recruitment, hiring, and retention of a diverse faculty and academic leader workforce.

Support efforts that result in the recruitment, hiring, and retention of highly qualified, diverse faculty and academic leaders. Better understand our hiring and retention practices as well as the accompanying challenges to hiring faculty who are underrepresented; develop practices, procedures, and initiatives to ensure that Penn State's faculty is both excellent and reflective of members of underrepresented groups and committed to the institution.

1.1: Review hiring policies and practices

Objective

Collaborate with administrative and academic units to review, update, and implement policies and practices related to hiring of faculty and academic administrators.

Key Performance Indicator(s)

Policies and practices result in enhanced ability to hire and retain highly qualified faculty and academic administrators, including those who are members of historically underrepresented groups at Penn State.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty recruitment and retention

1.2: Develop hiring resources

Objective

Partner with the Affirmative Action Office to identify best practices across the University related to recruiting and hiring of faculty and academic administrators that are reflective of equity and inclusive excellence, and develop mechanisms and resources for sharing this information.

Key Performance Indicator(s)

Academic units are better equipped to recruit and hire highly qualified faculty and academic administrators, including those who are members of historically underrepresented groups

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

Strategic Plan (2020 - 2025) - Faculty Affairs

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
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Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty recruitment and retention

1.3: Evaluate use of opportunity funds

Objective

Create best practices and identify metrics to evaluate the success of opportunity funds.

Key Performance Indicator(s)

Opportunity funds enhance our ability to recruit and hire highly-qualified faculty members from underrepresented groups.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty recruitment and retention

1.4: Employ innovative recruitment strategies

Objective

Identify and employ innovative faculty recruitment strategies, including strategies that target post-docs for future employment at Penn State.

Key Performance Indicator(s)

Innovative faculty recruitment strategies have increased the University's ability to hire highly-qualified faculty.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

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Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty recruitment and retention

Strategic Plan (2020 - 2025) - Faculty Affairs

Goal 2

Faculty development

Goal

Reconceptualize and expand the scope and impact of faculty development at Penn State. Develop and implement a strategic vision for faculty development that supports faculty from recruitment through retirement. Create, manage, and deliver a range of programs for faculty and academic leaders that enhance excellence at Penn State. Develop and implement programming designed to support the success of all faculty members, with special consideration towards those who are members of an underrepresented group.

2.1: Assess faculty development needs

Objective

Determine the professional development needs of faculty and use those data to inform ongoing programming in academic units and at the university-level.

Key Performance Indicator(s)

Faculty development needs assessed annually. Data from faculty development needs led to improved programming efforts as measured by faculty evaluations of program offerings.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- IS2 - Invest In Resources Creatively And Systematically

Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty development

2.2: Develop faculty development resources

Objective

In partnership with other units, develop resources for onboarding, mentoring, and retention of faculty.

Key Performance Indicator(s)

Increase in the number of programmatic offerings beyond existing programs for utilization within the university. Better usage of created materials. Increase in the value of events and materials measured through feedback from faculty and administrators.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Strategic Plan (2020 - 2025) - Faculty Affairs

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty development

2.3: Support non-tenure line faculty promotion

Objective

Provide guidance and support related to the promotion of non-tenure-line faculty members.

Key Performance Indicator(s)

Increased depth of understanding among Penn State faculty and administrators about the promotion of non-tenure-line faculty members. Tracking the use of created materials and increase in value of events and materials measured through feedback from faculty and administrators.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
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- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty development

2.4: Clarify tenure-line promotion pathways

Objective

Collaborate with administrative and academic units to clarify pathways from associate to full professor of tenure-line faculty.

Key Performance Indicator(s)

Increased depth of understanding among Penn State faculty and administrators about pathways from associate to full. Tracking the use of created materials and increase of value of events and materials measured through feedback from faculty and administrators.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes

Strategic Plan (2020 - 2025) - Faculty Affairs

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Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty development

2.5: Faculty leadership pathways

Objective

Collaborate with administrative and academic units to provide faculty with leadership training opportunities and leadership pathways to future administrative positions.

Key Performance Indicator(s)

Increase in the number of programmatic offerings beyond existing programs for utilization within the university. Usage of created materials. Increase in the value of events and materials measured through feedback from faculty and administrators.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

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Penn State Supporting Elements

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Strategic Plan (2020 - 2025) - Faculty Affairs

- Faculty development

Goal 3

Data-informed decision making.

Goal

Leverage data to drive decision making related to policies, programs, and resources that support faculty. In partnership with key stakeholders (Faculty Senate, academic leadership, Ed Equity, AAO), strengthen reporting and use of data to inform decision-making in regard to policy development, faculty development offerings, and initiatives to achieve goals.

3.1: Assess data use and availability

Objective

Assess current data use, accuracy, and availability and determine unmet data needs that have the potential to promote faculty success.

Key Performance Indicator(s)

Additional data sources and data gathering mechanisms are identified and developed; data is deployed to meet unmet and emergent needs

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Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

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Strategic Plan (2020 - 2025) - Faculty Affairs

- Data-informed decision making.

3.2: Enhance data use in decision making

Objective

Utilize data and reports to drive decision-making related to faculty success.

Key Performance Indicator(s)

Practices that support and reduce inequities among faculty are created/enhanced due to more rigorous use of quantitative and qualitative data and review.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

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Strategic Plan (2020 - 2025) - Faculty Affairs

- Data-informed decision making.

Goal 4

Fostering faculty equity

Goal

Foster equity among faculty via operational resilience. Engage in practices that reflect Penn State's commitment to developing and implementing policies and practices that are transparent, reflective of equity and inclusion, efficient, well-communicated, and consistently applied to academic administrators and faculty.

4.1: Engage stakeholder groups

Objective

Create and engage stakeholder groups that are focused on the development, revision, and implementation of academic practices and policies.

Key Performance Indicator(s)

Academic practices and policies reflect engagement with a wide array of constituent groups and the OVPFA's commitment to shared governance.

Mapping

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Strategic Plan (2020 - 2025) - Faculty Affairs

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
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Strategic Plan (2020 - 2025) - Faculty Affairs

- Fostering faculty equity

4.2: Review and revise policies

Objective

Undertake a comprehensive review and revision of policies and practices to reflect the OVPFA's commitment to equity and inclusion, transparency, and efficiency.

Key Performance Indicator(s)

Academic policies are attentive to fostering equity and inclusion, transparency, and efficiency

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
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Strategic Plan (2020 - 2025) - Faculty Affairs

- Fostering faculty equity

4.3: Develop a communication plan

Objective

Develop a plan to communicate regularly with faculty members and academic administrators about policies, practices, and other issues that are critical to faculty success.

Key Performance Indicator(s)

Faculty and administrators feel well informed about issues that are critical to faculty success

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

Strategic Plan (2020 - 2025) - Faculty Affairs

- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Faculty Affairs

- Fostering faculty equity

Strategic Plan (2020 - 2025) - Faculty Affairs

The University is committed to equal access to programs, facilities, admission, and employment for all persons. It is the policy of the University to maintain an environment free of harassment and free of discrimination against any person because of age, race, color, ancestry, national origin, religion, creed, service in the uniformed services (as defined in state and federal law), veteran status, sex, sexual orientation, marital or family status, pregnancy, pregnancy-related conditions, physical or mental disability, gender, perceived gender, gender identity, genetic information, or political ideas. Discriminatory conduct and harassment, as well as sexual misconduct and relationship violence, violates the dignity of individuals, impedes the realization of the University's educational mission, and will not be tolerated. Direct all inquiries regarding nondiscrimination policy to the Affirmative Action Office, The Pennsylvania State University, 328 Boucke Building, University Park, PA 16802-5901; Email: aao@psu.edu; Tel: 814-863-0471.

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