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**PENN STATE LEHIGH VALLEY**  
**OUR CAMPUS, OUR FUTURE**  
**2020-2025 STRATEGIC PLAN**

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**PennState**  
Lehigh Valley

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# INTRODUCTION

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**Welcome** to the 2020-2025 Strategic Plan for Penn State Lehigh Valley! The campus is pleased to share its vision for the future within this document.

Over the past year, the campus has engaged in a comprehensive planning process to develop a set of key priority areas with well-defined goals, actions, metrics, and timeframes. We have identified successes (continued enrollment growth, additional academic programs, our dedicated faculty and staff, and a diverse and inspiring student body...along with a brand-new campus expansion!) as well as articulated needs and opportunities for growth and improvement.

Indeed, the pandemic of COVID-19 presented the campus with both a challenging and unique situation in which to create a new strategic plan. Yet, despite being quarantined in home offices and in socially-distanced areas on campus, we came together (over many Zooms, emails, and survey collection tools) as an active and vocal community to share ideas, discuss practices and protocols, and envision our future as an educational leader within the Penn State University system. We collaborated, debated, and upheld transparent and open communication by inviting a range of stakeholders (administration, faculty, staff, students, alumni, and Board members) to contribute to the planning process in various ways. In the end, this strategic plan belongs to ALL members of our community, and the hope is that everyone can see themselves and their work profiled on many pages of this living and continually-evolving document.

The result of our efforts is a plan of which we can be proud--and one that we anticipate will help guide our growth and progress over the next 5 years. **WE ARE...**excited to work towards and achieve our future successes together at **PENN STATE LEHIGH VALLEY!**

For additional information and data related to many areas of the planning process, visit:

<https://sites.psu.edu/psulvplanning/>

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# VISION STATEMENT

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Penn State Lehigh Valley will be a local and regional educational leader that inspires students from diverse social, economic, and ethnic backgrounds to realize their highest potential intellectually and in the broader community.

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# MISSION STATEMENT

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As part of one university, geographically-distributed, Penn State Lehigh Valley serves a growing and diverse metropolitan region in a student-centered and supportive campus environment. The campus provides a high-quality academic experience that integrates innovative teaching, research, and community outreach. The Penn State Lehigh Valley community is dedicated to inspiring positive contributions to a sustainable global society through academic excellence, intellectual growth, and inclusion of all people.

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# CAMPUS GUIDING VALUES

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ACADEMIC EXCELLENCE

INTEGRITY & RESPONSIBILITY

EFFECTIVE COMMUNICATION

INCLUSION & EQUITY

DATA-INFORMED DECISION-MAKING

CREATIVITY & INNOVATION

# STAKEHOLDER FEEDBACK\*

## Doing Well: What Makes Us Proud

Academic Portfolio (majors, minors, infrastructure, and relatability to jobs)	Investigation of New Programming	Positive Working Relationships among Faculty and Staff
Rapid Response to Local Environment and Campus Needs	Assessment and Evaluation	Individualized Attention to Students and Learning Outcomes
Professional Development Opportunities	Enrollment Growth through Dedicated Recruitment Programs	Retention Efforts Involving the Entire Campus Community
Inclusive Campus Environment	Expansion of Facilities and Student Spaces	Diverse Populations of Students
Academic Support Services, Advising, & Mentoring	Scholarships & Student Aid	Strategic Thinking
Reputation and Brand Recognition	Focus on Systemic Change around Inclusion & Equity	Cultural Diversity and Co-curricular Programs
Student-Centered Learning and Feedback	“Heart of the Lion” and “Walker” Awards	Embedded Study Abroad & Undergrad Research
Internships and Industry Partners	Faculty Accomplishments in Research and Scholarship	Social Media and Marketing Campaigns
Encouragement of Forward-Thinking Practices	Interdepartmental Communications	Online Learning and Technology Infrastructure
Entrepreneurship	Dedicated Faculty (full-time and adjunct) and Staff	Stimulating and Diverse Art Exhibits
Athletic Programs and Coaching	Community Engagement and Outreach	We Are...Trend-Setters and Innovators

\*Feedback collected via questionnaires administered to faculty, staff, students, alumni, and board members.

## Needs Assessment: How Should We Grow?

Additional 4-year degree programs	Certificate & licensing programs	Resources for faculty development and support
Infrastructure for healthcare programs	Program connections to labor market (STEM, Business, etc.)	Focus on humanities and liberal arts
Quality assurance of programs	Support for tenure, promotion, and career advancement	Marketing and communication/recruitment plans
Varied course offerings and schedules	Strategic planning for recruitment efforts	Connections to prospective high school needs in the local region
Reducing student debt and increasing financial literacy	More targeted focus on transfer, nontraditional, and international students	Retention data to better understand student attrition
Quiet study areas for students	Expanded library resources	Outdoor learning spaces
Increased student learning opportunities	Analysis of employment success of PSU-LV grads	Enhanced community partnerships
Targeted first-year experience course	Leadership opportunities for students	More alumni engagement
CE non-credit and credit programming aligned with academic majors	Consistent academic rigor in all programs	Strengthen academic advising and support services
Wider representation on decision-making committees	Effective hiring practices for diverse candidates	Staff and faculty training on diversity and inclusion
Focused efforts on anti-racism and social justice	Diversity as key consideration for all teams/groups	Data on climate and engagement
Donor support and fundraising	Strategic use of recouped space	Coordination across campus for events
Feature profiles of individual students, faculty, staff, and alumni	Make the campus a safe zone for all individuals	Support for underserved populations
Workforce and soft skills for students	Look beyond the status quo	Naming opportunities for large-scale donors
Athletic facilities and additional sport programs	Learn from COVID-19 responses and resiliency	Healthy food offerings
Technology training and virtual education offerings	Better understanding of campus infrastructure and faculty/staff roles	Administrative support
Regional and global partnerships	Recognition of campus community members	More sustainability initiatives
Community service connected to undergraduate research	Faculty and staff leadership roles in community	Alumni connections

*\*Feedback collected via questionnaires administered to faculty, staff, students, alumni, and board members.*

# ARTICULATED VISION: THE 2025 CAMPUS BY THE NUMBERS

	2020	2025
ACADEMICS	10 DEGREE PROGRAMS <sup>1</sup>	<b>14 DEGREE PROGRAMS</b>
ENROLLMENT	977 STUDENTS <sup>2</sup>	<b>1,000+ STUDENTS</b>
RETENTION	87% (ONE YEAR) <sup>3</sup>	<b>89% (ONE YEAR)</b>
GRADUATION	124 GRADUATES <sup>4</sup>	<b>140 GRADUATES</b>
UNDER-REPRESENTED RACE/ETHNICITY STUDENTS FACULTY & STAFF	42% <sup>5</sup> 11% <sup>6</sup>	<b>45%</b> <b>15%</b>
CAMPUS SIZE	97,500 SQ FT <sup>7</sup>	<b>119,000 SQ FT</b>
ENDOWED SCHOLARSHIPS	22 (\$2,092,720) <sup>8</sup>	<b>27</b> <b>(\$2,568,335)</b>
SOCIAL MEDIA REACH	94,400 <sup>9</sup>	<b>276,000</b>
ALUMNI REACH	3,699 <sup>10</sup>	<b>4,250</b>

<sup>1</sup> Official University Records

<sup>2</sup> Official Enrollment Dashboard- iTwo

<sup>3</sup> PSU Factbook- Retention Tables

<sup>4</sup> PSU Factbook – Graduation Tables

<sup>5</sup> Official Enrollment Dashboard- iTwo

<sup>6</sup> PSU FactBook- Faculty & Staff Demographics Table

<sup>7</sup> Facilities Records

<sup>8</sup> Development Records- total scholarships and (total book value)

<sup>9</sup> Instagram impressions- Strategic Communications analytics

<sup>10</sup> Unique alumni via viable emails on list-serv

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# PRIORITIES, GOALS, & OBJECTIVES

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## PRIORITY: ACADEMICS

### **GOAL 1    Expand and strengthen the academic portfolio and educational opportunities of the campus**

- 1.1        Support the current academic portfolio
- 1.2        Add distinct credit programs
- 1.3        Expand healthcare programming
- 1.4        Grow for-credit workforce development programs
- 1.5        Enhance signature initiatives for students
- 1.6        Redesign the First-Year Experience Course
- 1.7        Explore scheduling options
- 1.8        Redesign and transform academic spaces

## PRIORITY: ENROLLMENT & RETENTION

### **GOAL 2    Enhance and expand our comprehensive, strategic practices to support increases in the enrollment and retention of students**

- 2.1        Develop action-based recruitment strategies
- 2.2        Provide student access to academic and wellness resources
- 2.3        Strengthen co-curricular offerings
- 2.4        Utilize high impact retention strategies
- 2.5        Provide appropriate campus spaces
- 2.6        Analyze enrollment and retention data

## PRIORITY: DIVERSITY, EQUITY, & INCLUSION

### **GOAL 3    Address structural and systemic practices and policies to ensure diversity, equity, and inclusion through multiple campus-wide approaches**

- 3.1        Include diverse campus voices in decision-making
- 3.2        Infuse civic engagement and social justice into learning
- 3.3        Institute hiring practices that increase diversity
- 3.4        Create a campus environment reflective of diversity
- 3.5        Promote diversity-based learning for faculty and staff



## **PRIORITY: CAMPUS INFRASTRUCTURE**

### **GOAL 4    Strengthen the campus infrastructure through strategic practices**

- 4.1            Support our faculty and staff
- 4.2            Share campus-wide strategic communications
- 4.3            Ensure campus technology remains current
- 4.4            Implement campus safety and security protocols
- 4.5            Focus on development and fundraising
- 4.6            Promote fiscal and environmental sustainability

## **PRIORITY: COMMUNITY INNOVATION & LEADERSHIP**

### **GOAL 5    Provide innovation and leadership in the local service area and beyond**

- 5.1            Grow and promote entrepreneurship
- 5.2            Offer non-credit programming in the community
- 5.3            Increase industry and non-profit partnerships
- 5.4            Offer thought-provoking arts education
- 5.5            Connect PSU alum to the campus

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# PRIORITY AREA 1: ACADEMICS

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## **Goal 1:**

**Expand and strengthen the academic portfolio  
and educational opportunities of the campus**

## Objective 1.1 SUPPORT THE CURRENT ACADEMIC PORTFOLIO

Support our current portfolio of academic degree programs to ensure the viability and sustainability of each program

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Enrollment maintained or increased in each program; Yearly Program Reviews show evidence of viability and sustainability

Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: TE4 Prepare our students for success in their careers and in life  
Supporting Element: OP3 Develop a culture of academic business modeling to support innovation

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.1.1</b> Support the learning objectives and outcomes of our academic portfolio through formative assessments and review meetings	<u>Task 1:</u> Ensure learning objectives are well-documented for each degree program and aligned with UP and Commonwealth campus programs <u>Task 2:</u> Hold yearly program reviews with the Chancellor, DAA, and Planning & Analysis Office <u>Task 3:</u> Infuse curriculum with real-world workplace skills needed to compete in today's ever-changing global employment arena	Formative assessments; program reviews and meetings	Academic Affairs  (Planning & Analysis)	2/2021 7/2025
<b>Action 1.1.2</b> Maintain and grow enrollment in each program, based on resource capacity, to ensure program efficacy	<u>Task 1:</u> Track current enrollments and use yearly program reviews to target needs and projected enrollments <u>Task 2:</u> Include program coordinators in program efficacy analysis and resource needs	Program enrollments maintained or increased-monitored each fall and spring semester	Academic Affairs  (Program Coordinators)	2/2021 7/2025
<b>Action 1.1.3</b> Develop academic profiles to showcase the uniqueness and distinction of each program	<u>Task 1:</u> Hold joint meetings with Strategic Communications and Program Coordinators to identify and develop content <u>Task 2:</u> Draft showcases and share through various avenues	Academic profile created for each degree program and publicized	Strategic Communications  (Program Coordinators)	2/2021 7/2022
<b>Action 1.1.4</b> Continue to hire intellectually, academically talented, and diverse	<u>Task 1:</u> Identify open positions <u>Task 2:</u> Publicize positions in a wide-ranging manner <u>Task 3:</u> Identify diversity as a factor in search committee discussions	Increased number of diverse faculty (based on race/ethnicity, program area, research background, and	Human Resources	2/2021 7/2025

faculty members to teach in programs		other diverse characteristics) from Y1-Y5 of plan		
<b>Action 1.1.5</b> Use syndicated data and analytics software to continually evolve curriculum to position our students to compete at the highest levels	<u>Task 1:</u> Use Labor Insights, including Burning Glass Technologies and PA State Data Center, to provide real-time data on job growth and specific skill requirements <u>Task 2:</u> Share insights with applicable program coordinators and faculty members	Labor Insights data	Planning & Analysis	2/2021 7/2025

## Objective 1.2: ADD DISTINCT CREDIT PROGRAMS

Collaborate with University College partners to add distinct credit-based programs to the academic portfolio of the campus

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Addition of credit programs to achieve of a target of 14 programs; admission and enrollment information for each new program for benchmarking.

### Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: TE1 Advancing the frontiers of knowledge  
Supporting Element: IS2 Invest in resources creatively and systematically

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.2.1</b> Continue to work on the acquisition of STEM-based majors and minors	<u>Task 1:</u> Progress the prospectus for an engineering degree program <u>Task 2:</u> Investigate accompanying programs such as a service engineer enterprise minor and a cyber security degree and submit appropriate prospectuses	Addition of STEM-based programs	Academic Affairs	2/2021 7/2023
<b>Action 1.2.2</b> Evaluate additional business-related offerings	<u>Task 1:</u> Investigate business-related programs such as accounting, finance, and digital marketing <u>Task 2:</u> Submit appropriate prospectuses	Addition of Business-related programs	Academic Affairs	2/2021 7/2023
<b>Action 1.2.3</b> Investigate the addition of undergraduate and graduate certificate programs	<u>Task 1:</u> Investigate the demand and labor projections for various certificate options <u>Task 2:</u> Take specific look at certificates in business management, cyber security, and supply chain	Addition of certificate programs	Academic Affairs  (Community Engagement)	2/2021 7/2023

<b>Action 1.2.4</b> Ensure the campus infrastructure can support new programming costs	<u>Task 1:</u> Identify available and appropriate financial resources available for new programs based on cost/revenue analysis <u>Task 2:</u> Consider building a Strategic Enterprise Management team to review costs and ROI	Program infrastructure analysis	Academic Affairs	2/2021 7/2025
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### Objective 1.3: EXPAND HEALTHCARE PROGRAMMING

Expand the infrastructure around health care programming to support an academic health care consortium

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Creation of an academic health care consortium; increased enrollment in healthcare programs; additional healthcare partnerships within the external community

Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: EH3 Build synergistic partnerships to influence population health  
Supporting Element: IS3 Drive innovation and discovery

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.3.1</b> Strengthen connections among current health-related academic degree programs to increase our footprint within the local healthcare infrastructure	<u>Task 1:</u> Continue working on a Health Policy & Administration (HPA) consortium with other campuses <u>Task 2:</u> Focus on healthcare education collaboration through the sharing of resources, courses, and learning outcomes	Healthcare program collaborations; increased enrollment in health degree programs	Academic Affairs	2/2021 2/2023
<b>Action 1.3.2</b> Design and build an innovative Organic Chemistry Lab to support state of the art science-based curriculum for students on a pre-medical track	<u>Task 1:</u> Continue working with architectural and business plans to develop the lab <u>Task 2:</u> Consult with appropriate faculty and staff on design needs <u>Task 3:</u> Construct the lab as part of the larger current campus expansion project <u>Task 4:</u> Consult with local healthcare entities on design	Construction of Organic Chemistry Lab	Chancellor (Academic Affairs)	2/2021 12/2021
<b>Action 1.3.3</b> Increase visibility and enrollment potential of the Practical Nursing Program,	<u>Task 1:</u> Identify marketable strengths of current programs <u>Task 2:</u> Collaboration of CE with Strategic Communications on marketing plans, including social	Enrollment in CE-based healthcare programs	Community Engagement (Strategic Communications)	2/2021 2/2023

Certified Recovery Specialist, Medical Interpreter, and Certified Nursing Assistant	media, web-based and ad campaigns <u>Task 3:</u> Continue to develop relationships with external community partners			
<b>Action 1.3.4</b> Maintain the Emerging Health Professionals dual enrollment program to support rising high school juniors and seniors interested in healthcare careers	<u>Task 1:</u> Continue to market the program to local high schools through guidance counselors and other marketing efforts <u>Task 2:</u> Continue to monitor learning deliverables and program outcomes to ensure program efficacy <u>Task 3:</u> Continue to build a pathway to PSU-LV with enrollment information, connections to campus, and marketing efforts	Enrollment in Emerging Health Professionals dual enrollment program	Academic Affairs  (Enrollment Management)	2/2021 7/2025

### Objective 1.4: GROW FOR-CREDIT WORKFORCE DEVELOPMENT PROGRAMS

Continue to grow for-credit workforce development offerings through Community Outreach and Engagement

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Increase in number of for-credit workforce development programs and enrolled/completer students; Workforce outcomes of program completers

Objective Mapping:

Foundation: F5 Driving Economic Development  
Thematic Priority: TE4 Prepare our students for success in their careers and in life  
Supporting Element: CO5 Support economic development and community renewal

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.4.1</b> Utilize labor insights data to inform program development	<u>Task 1:</u> Continue the use of Burning Glass and the PA State Data Center to pull relevant data tied to the job market and labor insights <u>Task 2:</u> Share data with appropriate staff and faculty to utilize in program development	Use of labor insights databases and data	Planning & Analysis  (Community Engagement)	2/2021 7/2025
<b>Action 1.4.2</b> Expand high quality micro-credentials and credit-based professional certificates that will support our current degree programs	<u>Task 1:</u> Identify growth areas and educational needs of the region <u>Task 2:</u> Develop micro-credentials and certificates aligned with academic program curriculum and learning outcomes <u>Task 3:</u> Work with other CE units on program development models and resource-sharing, where possible	Addition of micro-credentials and certificates	Community Engagement  (Academic Affairs)	2/2021 7/2025

<b>Action 1.4.3</b> Utilize the Lehigh Valley Writing Project to expand programming opportunities for teacher development	<u>Task 1:</u> Continue to work with local WP fellows and teacher-leader to develop high-quality in-service programs for local school districts <u>Task 2:</u> Offer graduate credit options for teachers in writing across the curriculum, pedagogy, inquiry, assessment, and others	Expanded in-service contracts and programs	Community Engagement	2/2021 7/2025
<b>Action 1.4.4</b> Develop strategic marketing plans for Community Education programming	<u>Task 1:</u> Develop marketing plans to appeal to a wide range of potential CE-based students <u>Task 2:</u> Update plan as needed to include new programs and offerings	Creation of marketing plan template for CE (can be updated each year)	Strategic Communications  (Community Engagement)	2/2021 2/2022

### Objective 1.5: ENHANCE SIGNATURE INITIATIVES FOR STUDENTS

Enhance signature initiatives of undergraduate research (UR), study abroad, internships, and honors programming to augment student majors/minors and learning experiences

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Participation rates of students in signature initiatives; impact of initiatives on student retention via rates and on student engagement measured by the Student Engagement & Demographics Survey

Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: TE4 Prepare our students for success in their careers and in life  
Supporting Element: IS3 Drive innovation and discovery

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.5.1</b> Work with the Office of Undergraduate Research and Fellowship Mentoring to enhance research opportunities on the campus	<u>Task 1:</u> Facilitate connections that support undergraduate excellence between academic colleges and campuses <u>Task 2:</u> Focus on equity in and access to undergraduate research <u>Task 3:</u> Share best practices of faculty mentorship and elevate our them by widely featuring faculty accomplishments and research and scholarship opportunities that attract and engage students	Increased undergraduate research opportunities for students	Academic Affairs	2/2021 7/2025
<b>Action 1.5.2</b> Continue to direct resources, where possible, to	<u>Task 1:</u> Create resource needs list that includes the necessary equipment and technology to implement research activities	Funds allocated for research endeavors	Academic Affairs	2/2021 7/2025

undergraduate research endeavors	<u>Task 2:</u> Create an avenue for faculty to request research funds and publicize this appropriately <u>Task 3:</u> Evaluate the best decision-making method to determine which research endeavors are funded			
<b>Action 1.5.3</b> Enhance study abroad and civic engagement programs for all students regardless of socioeconomic status	<u>Task 1:</u> Increase student participation via outreach to students and funding opportunities including study abroad scholarships <u>Task 2:</u> Develop additional partnerships and binational programming in new countries <u>Task 3:</u> Link Penn State CHANCE short-term study abroad program to the Sustainability Leadership minor housed in the College of Health and Human Development	Student participation numbers; program sites	Academic Affairs	2/2021 7/2025
<b>Action 1.5.4</b> Build our portfolio of internship offerings, job shadowing, and mentoring	<u>Task 1:</u> Conduct inventory of current offerings and develop list of potential new additions <u>Task 2:</u> Increase job sites for student-based learning <u>Task 3:</u> Track data related to internship, shadowing, & mentoring with employment connections	Increased in job site numbers and student employment after graduation	Career Strategies	2/2021 7/2025
<b>Action 1.5.5</b> Create a mentorship program that involves alumni and PSU partners, including Advisory Board members	<u>Task 1:</u> Identify potential mentors and roles/responsibilities <u>Task 2:</u> Develop program to connect students with individuals who work in students' fields of study	Number of mentor-mentee pairs; reflection survey	Advising	2/2021 7/2023
<b>Action 1.5.6</b> Promote and engage high-achieving students in honors programming	<u>Task 1:</u> Identify students who qualify for honors programming and connect them to resources and services <u>Task 2:</u> Find creative ways to continue enhancing the academic and co-curricular experiences for high-achieving students <u>Task 3:</u> Work to secure transfer scholarships for honors students from University Park	Number of students engaged in honors programming	Academic Affairs  (Development & Enrollment Management)	2/2021 7/2025



## Objective 1.6: REDESIGN THE FYE COURSE

Redesign the First-Year Experience (FYE) Course to best meet the needs of first-year students on campus

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Redesigned FYE Experience that meets course objectives and provides college transition support for students; aggregate number of sections and students per section

**Objective Mapping:**

Foundation: F2 Engaging Our Students  
Thematic Priority: TE4 Advance the frontiers of knowledge  
Supporting Element: OP2 Establish processes for continual assessment, improvement, and innovation, etc.

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.6.1</b> Continue the Faculty Senate Sub-Committee on the FYE to produce tangible recommendations for course enhancements and curricular changes	<u>Task 1:</u> Assign any new members to an FYE Redesign Committee and identify areas of improvement <u>Task 2:</u> Interview past FYE instructors and faculty members to apply best practices learned over the years to a new design <u>Task 3:</u> Develop recommendations for redesign	List of recommendations	Academic Affairs	2/2021 7/2021
<b>Action 1.6.2</b> Utilize the FYE pre- and post- survey results over 5 years to inform the process based on student responses to curriculum and learning objectives	<u>Task 1:</u> Pull all pre- and post-survey data <u>Task 2:</u> Identify major trends and improvement areas <u>Task 3:</u> Share findings with FYE Redesign Committee	Survey data	Planning & Analysis	2/2021 7/2021
<b>Action 1.6.3</b> Investigate a common integrated curriculum plan for all FYE sections	<u>Task 1:</u> Look for models of other FYE courses that may work for the campus <u>Task 2:</u> Develop a model that allows for minor alterations by individual faculty to accommodate particular resources and areas of interest <u>Task 3:</u> Develop a common course assessment plan that can be used in all course sections	Creation of common integrated plan	Academic Affairs	7/2021 7/2022

## Objective 1.7: EXPLORE SCHEDULING OPTIONS

1.7: Explore more robust scheduling options and diverse offerings in multiple delivery formats

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: More scheduling options and diverse offerings; students using new scheduling options to better track and target interventions

Objective Mapping:

Foundation: F1 Enabling Access to Education  
Thematic Priority: TE2 Foster a curriculum that integrates multiple modes of delivery, etc.  
Supporting Element: OP1 Improve design, oversight, integration, and effectiveness of org. processes

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.7.2</b> Identify innovative ways to offer new and necessary courses for students	<u>Task 1:</u> Investigate the addition of more evening and weekend course schedules by evaluating the current schedule and capacity to support changes <u>Task 2:</u> Collaborate with other campuses and World Campus for offerings and to promote equitable sharing of resources to reach more students <u>Task 3:</u> Increase 7-week course options <u>Task 4:</u> Connect with One Penn State 2025 Guiding Principle 1: Provide a seamless student experience.	Additional courses at new time frames; collaboration with other PSU campuses	Academic Affairs	2/2021 7/2025
<b>Action 1.7.3</b> Review consistently under-enrolled courses, including general education classes	<u>Task 1:</u> Revamp and modernize options to encourage higher attendance in these new courses <u>Task 2:</u> Identify courses that can be offered on a bi-semester basis rather than each semester <u>Task 3:</u> Look to share courses with other campuses to increase overall enrollment	Increased attendance in under-enrolled courses	Academic Affairs	2/2021 2/2023
<b>Action 1.7.4</b> Support faculty exchanges and joint course offerings with regional and	<u>Task 1:</u> Investigate current options to grow partnerships in terms of exchanges and course offerings <u>Task 2:</u> Look to grow new partnerships with	Number of faculty exchanges; partnerships with other universities	Academic Affairs	2/2021 7/2025

international universities	universities-identify needs and areas of focus			
<b>Action 1.7.5</b> Evaluate COVID remote and mixed modalities to determine which new facets of delivery should be continued	<u>Task 1:</u> Identify ways to expand or evolve programming after on-campus returns based on faculty and staff feedback <u>Task 2:</u> Launch survey to collect findings and discuss ideas with appropriate action groups	Faculty and staff survey feedback	Academic Affairs  (Planning & Analysis)	2/2021 12/2021 Continue longer, if needed, based on COVID conditions

## Objective 1.8: REDESIGN & TRANSFORM ACADEMIC SPACES

Continue to redesign and transform academic learning spaces for students to enhance learning experiences

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Addition and scope of new, redesigned academic spaces; increased satisfaction as evidenced in Student Engagement & Demographics Survey

### Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: TE Transforming Education- no specified sub-classification  
Supporting Element: IS2 Invest in resources creatively and systematically

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 1.8.1</b> Add an Organic Chemistry Lab and IST Lab in a STEM Wing to enhance courses and programs	<u>Task 1:</u> Follow current plans as developed through the campus expansion plan for both labs <u>Task 2:</u> Finish raising funds through the Charles W. Dent Gala and other development initiatives to support the Chem Lab <u>Task 3:</u> Identify resources and needs for the feasible set-up of both labs	Addition of STEM Wing with two labs	Chancellor  (Academic Affairs)	2/2021 12/2021
<b>Action 1.8.2</b> Creatively utilize recouped spaces through the current campus expansion to meet student needs for small group discussion spaces and individual study areas	<u>Task 1:</u> Evaluate student needs expressed via past surveys and focus group discussions <u>Task 2:</u> Identify areas that can be converted to small group and study spaces	Addition of small group and study spaces	Chancellor  (Space Reallocation Committee)	2/2021 2/2023

<p><b>Action 1.8.3</b> Continue working towards construction of Learning Commons initiative to enhance library and learning center services for students</p>	<p><u>Task 1:</u> Continue to follow plans developed for the Learning Commons <u>Task 2:</u> Address any rising concerns or needs to ensure the project moves forward</p>	<p>Addition of Learning Commons</p>	<p>Chancellor  (Library and Learning Center)</p>	<p>2/2021 2/2023</p>
<p><b>Action 1.8.4</b> Continue to work toward locating art exhibit spaces more prominently</p>	<p><u>Task 1:</u> Evaluate options to enhance the campus entrance with visual impact and to demonstrate support of diverse learning experiences (i.e., within the Welcome Center) <u>Task 2:</u> Investigate the feasibility of moving the Art Gallery from the third floor to a more prominent location</p>	<p>Relocation of art exhibit spaces</p>	<p>Chancellor  (Arts Programming)</p>	<p>8/2021 8/2022</p>
<p><b>Action 1.8.5</b> Add an outdoor classroom learning space/s to enhance courses and alleviate classroom demand</p>	<p><u>Task 1:</u> Focus on the addition for art, literature, biology, environmental science, and other courses <u>Task 2:</u> Determine feasibility of this addition and resource needs <u>Task 3:</u> Consider adding a campus garden as an accompaniment to the classroom area</p>	<p>Addition of outdoor classroom space</p>	<p>Chancellor  (Academic Affairs)</p>	<p>1/2022 1/2023</p>
<p><b>Action 1.8.6</b> Integrate universal design and flexible styles into building concepts to accommodate all learners</p>	<p><u>Task 1:</u> Ensure universal design is built into campus spacing plans <u>Task 2:</u> Look into room set-ups that already have wheelchair seating included <u>Task 3:</u> Determine other universal design that can be built into campus spaces</p>	<p>Evidence of universal design on campus</p>	<p>Academic Affairs  (Learning Center-SDR)</p>	<p>2/2021 7/2025</p>

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# PRIORITY AREA 2: ENROLLMENT & RETENTION

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## **Goal 2:**

**Enhance and expand our comprehensive, strategic practices to support increases in the enrollment and retention of students**

## Objective 2.1: DEVELOP ACTION-BASED RECRUITMENT INITIATIVES

Develop action-based recruitment initiatives that promote student diversity to increase enrollment annually

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Increased enrollment each year (target of total headcount of 1,000); evidence of increases across target groups; evidence of new strategies and feedback of success

Objective Mapping:

Foundation: F1 Enabling Access to Education  
Thematic Priority: TP Transforming Education (general)  
Supporting Element: OP1 Improve design, oversight, integration, and effectiveness of org. processes

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.1.1</b> Use the comprehensive enrollment strategic plan as a guide for increasing overall campus enrollment	<u>Task 1:</u> Refer to Enrollment Strategic Priorities and Goals for all task details	Enrollment headcount and FTE	Enrollment Management	2/2021 7/2025
<b>Action 2.1.2</b> Implement strategies to increase enrollment of underrepresented race and ethnic groups and low-income, out-of-state, veterans, adults, and international students	<u>Task 1:</u> Identify specific strategies of best practice for recruiting and admitting a variety of populations by target group <u>Task 2:</u> Leverage the 2 plus 2 structure to provide prospective students with access to over 260 majors across the university <u>Task 3:</u> Host recruitment programs, events, and visits that accommodate students, parents, and community groups both on and off campus	Enrollment numbers of target populations	Enrollment Management	2/2021 7/2025
<b>Action 2.1.3</b> Recruit community college transfer students for our academic degree programs	<u>Task 1:</u> Work with community college partners to hold recruitment events and information sessions <u>Task 2:</u> Update articulation agreements as needed to remain in line with degree programs	Transfer student enrollment	Enrollment Management	2/2021 7/2025
<b>Action 2.1.4</b> Create and implement high-impact strategic marketing plans	<u>Task 1:</u> Design social media, digital campaigns, and website using SEO (search engine optimization), UX (user experience), and content evolution	SEO & UX analytics	Strategic Communications	2/2021 7/2025

that effectively target students through organic and paid outlets	<u>Task 2:</u> Continue to focus on traditional outlets <u>Task 3:</u> Transition the traditional marketing team to digitally equipped unit			
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## Objective 2.2: PROVIDE STUDENT ACCESS TO ACADEMIC & WELLNESS RESOURCES

Support all students by providing access to the academic and wellness resources needed for success in college and timely graduation

Start Date: 2/2021

Target Completion Date: 7/2025

Key Performance Indicator: Access to student resources as evidenced by student feedback and usage reports

### Objective Mapping:

Foundation:	F1	Enabling Access to Education
Thematic Priority:	EH4	Facilitate wellness within the Penn State community
Supporting Element:	OP1	Improve design, oversight, integration, and effectiveness of org. processes

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.2.1</b> Increase participation in Bridge Programs and Academic Coaching that respond to students' academic and financial needs	<u>Task 1:</u> Continue marketing the PaSSS, EOP, and other bridge programs to prospective, qualifying students in innovative ways <u>Task 2:</u> Focus on continuous quality improvement strategies based on participant and instructor feedback and program outcomes	Bridge Programs enrollment	Enrollment Management	2/2021 7/2025
<b>Action 2.2.2</b> Refine the New Student Orientation (NSO) Programs to support students with a comprehensive introduction to the university and campus	<u>Task 1:</u> Embed technology support for CANVAS, LionPath, and other resources into NSO (particularly found to be needed during COVID-19) <u>Task 2:</u> Identify other aspects to include in NSO based on student and staff feedback	NSO agenda; NSO student feedback	Academic Advising  (Student Affairs)	2/2021 7/2021
<b>Action 2.2.3</b> Assess and implement effective Advising Services to ensure that they are	<u>Task 1:</u> Hold regular Academic Advising meetings as a team and with appropriate faculty to guide practices and strategies <u>Task 2:</u> Institutionalize the use of Starfish among faculty for establishing early alerts and	Positive feedback from students (Student Engagement Survey),	Academic Advising  (Planning & Analysis)	2/2021 7/2025

meeting student needs	advising notes that can aid in the advising and retention support of all students <u>Task 3:</u> Devise a plan of action for ensuring efficacy, including based on findings from the Student Engagement & Demographics Survey	faculty, and Advising team		
<b>Action 2.2.4</b> Continue to enhance resources for the campus Learning Center to support tutoring and disability support services	<u>Task 1:</u> Use tutoring analytics and peer tutor feedback to inform process improvement <u>Task 2:</u> Continue to offer CI200 to train peer tutors <u>Task 3:</u> Participate in the University-wide Tutoring Initiative <u>Task 4:</u> Provide an ESL professional tutor to support international students and domestic students who need language assistance <u>Task 5:</u> Continue to enhance services for students with disabilities through resource identification, accessibility protocols, and faculty/staff training opportunities	Tutoring Analytics (user information); SDR Reports	Learning Center  (Academic Affairs)	2/2021 7/2025
<b>Action 2.2.5</b> Make health, counseling, wellbeing, and fitness services for students more visible and accessible	<u>Task 1:</u> Identify ways to more widely share the availability of services with students through various channels of communication <u>Task 2:</u> Continue to find creative and efficient ways to offer services (i.e., Mantra Health for counseling referrals) <u>Task 3:</u> Ensure areas of service are adequately staffed and resourced to meet student need and demand	Number of students utilizing services; resources offered to students	Student Affairs	2/2021 7/2025

**Objective 2.3: STRENGTHEN CO-CURRICULAR OFFERINGS**

Strengthen co-curricular offerings and experiences for students

Start Date: 2/2021  
Target Completion Date: 7/2025

Key Performance Indicator: Scope and number of co-curricular experiences; student engagement data

Objective Mapping:  
 Foundation: F2 Engaging Our Students  
 Thematic Priority: TE4 Prepare our students for success in their careers and life  
 Supporting Element: IS1 Prioritize investment in our people



Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.3.1</b> Provide a cohesive strategy for student leadership opportunities across many departments	<u>Task 1:</u> Hold joint discussion with leaders of SGA, LEAP, Student Leadership Breakfasts, Athletic Leadership, EOP, and PaSSS to discuss strategy <u>Task 2:</u> Share learning objectives and outcomes for collaboration, efficiency, and student impact	Creation of cohesive strategy	Student Affairs	8/2021 8/2022
<b>Action 2.3.2</b> Enhance the range of student clubs and organizations to meet the needs and interests of a diverse student body	<u>Task 1:</u> Continue offering the wide range of clubs already in place and collect relevant feedback to continually enhance the student experience <u>Task 2:</u> Offer specific clubs aimed at enhancing diversity and inclusion, such as First-Generation Club, Black Student Union, HOLA, Muslim Student Association, Pride Club, and find ways to encourage greater participation <u>Task 3:</u> Increase the number of Lion Ambassadors and better utilize their efforts to promote the campus at various events	Student club participation numbers; scope of clubs	Student Affairs	2/2021 7/2025
<b>Action 2.3.3</b> Continue to enhance a culture of student participation in service-learning and community service projects	<u>Task 1:</u> Create an inventory of service projects available currently for student participation <u>Task 2:</u> Identify new opportunities <u>Task 3:</u> Widely publicize projects to students <u>Task 4:</u> Encourage staff and faculty participation to enhance student connections and learning as part of projects	Student participation rates in service projects	Student Affairs (Academic Affairs)	2/2021 7/2025
<b>Action 2.3.4</b> Optimize the impact of Career Strategy	<u>Task 1:</u> Focus on outputs rather than inputs by tracking key data through a Career Strategies dashboard <u>Task 2:</u> Share engaging and relevant content on social media <u>Task 3:</u> Offer programs tailored directly toward employment opportunities for students	Dashboard data points that showcase student outputs and achievements (internship numbers, employment numbers, etc.)	Career Strategies	2/2021 2/2022
<b>Action 2.3.5</b> Maximize recruitment strategies for our current athletic programs to increase competitiveness and program success	<u>Task 1:</u> Work with Enrollment Management to determine current successful practices and to identify new ideas <u>Task 2:</u> Work with Strategic Communications on marketing strategies and social media campaigns <u>Task 3:</u> Create and implement a PSULV Athletics Hall of Fame to recognize stellar athletes	Increase in student athlete enrollment	Student Affairs/Athletics  (Enrollment Management and Strategic Communications)	2/2021 2/2023

## Objective 2.4: UTILIZE HIGH IMPACT RETENTION STRATEGIES

Utilize high impact retention strategies that produce desired outcomes

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Increased campus retention rates

Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: TE Transforming Education (general)  
Supporting Element: OP2 Establish processes for continual assessment, improvement, and innovation, etc.

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.4.2</b> Use retention data to monitor and guide retention processes and practices	<u>Task 1:</u> Continue to pull, disaggregate, and analyze retention data <u>Task 2:</u> Share findings, successes, and needed improvement with the campus community through targeted avenues such as the campus retention website, retention working groups, and the larger campus community (All Campus Day and list-serv)	Use of retention data in processes and practices	Planning & Analysis	2/2021 7/2025
<b>Action 2.4.1</b> Maintain the work of the retention strategic planning work groups focused on implementing the initiatives within the four main retention pillars	<u>Task 1:</u> Involve a significant cadre of faculty and staff in retention-based efforts <u>Task 2:</u> Focus on the four retention pillars: 1-Increasing Student Year Retention and Sophomore Programming, 2-Retaining Students through a Focus on Demographic Trends, 3-Enhancing Campus Engagement through High Impact Practices, and 4- Addressing Campus Structures Related to Access and Affordability	Increased retention rates (aggregate and disaggregate); number of faculty and staff involved in working groups	Planning & Analysis	2/2021 7/2025
<b>Action 2.4.3</b> Assist and follow-up with students regarding financial aid and bursar processes as part of successful course registration	<u>Task 1:</u> Create list of bursar-hold students each semester <u>Task 2:</u> Follow-up through phone call and email contact with students <u>Task 3:</u> Address financial aid concerns as they arise <u>Task 4:</u> Efficiently implement strategies and resource allocation where possible (i.e., CARES Act funding)	Processes in place for assisting students with bursar holds or financial aid issues	Bursar (Student Aid)	2/2021 7/2025

<b>Action 2.4.4</b> Continue to build on social media as a key communications tool to engage and retain students.	<u>Task 1:</u> Identify new and innovative ways to utilize social media as a key retention tool <u>Task 2:</u> Embed exciting content, graphics, and video into social media posts <u>Task 3:</u> Widely advertise campus events, services, resources, and others o social media to attract and inform students	Growth in social channels (users and content) via analytics	Strategic Communications	2/2021 7/2025
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## Objective 2.5: PROVIDE APPROPRIATE CAMPUS SPACES

Provide appropriate campus spaces to support student growth and retention

Start Date: 2/2021  
 Target Completion Date: 7/2025

**Key Performance Indicator:** Construction of appropriate spaces; Student Engagement data

Objective Mapping:

Foundation: F2 Engaging Our Students  
 Thematic Priority: TE Transforming Education  
 Supporting Element: IS2 Invest in resources creatively and systematically

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.5.1</b> Continue to move forward on current campus expansion efforts	<u>Task 1:</u> Continue the three-story expansion of the academic building to include enhanced student spaces and a new eatery <u>Task 2:</u> Ensure that the Admissions Welcome Center provides appropriate reception and programming to support recruitment and retention of students	Completed three floor expansion and Welcome Center	Chancellor  (Facilities)	2/2021 12/2021
<b>Action 2.5.2</b> Enhance opportunities and facilities to support our athletics programs	<u>Task 1:</u> Continue to identify needs to best support our athletic programs and teams <u>Task 2:</u> Identify possible facilities or enhancements	Enhanced athletic facilities	Student Affairs/Athletics	1/2022 7/2025
<b>Action 2.5.3</b> Continue to evaluate the need for improved and updated spaces on campus to meet student needs	<u>Task 1:</u> Continue the work of the Campus Space Reallocation Committee to analyze needs based on faculty, staff, and student feedback <u>Task 2:</u> Develop a proposal and rubric to evaluate space allocation decisions <u>Task 3:</u> Utilize feedback from the Student Engagement Survey to inform ideas and needs	Proposals and rubric created; Student Engagement Survey feedback	Chancellor  (Space Reallocation Committee)	1/2022 7/2025

## Objective 2.6: ANALYZE ENROLLMENT & RETENTION DATA

Focus on collecting, analyzing, and sharing key enrollment and retention data to inform and guide practices

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Enrollment & retention data

**Objective Mapping:**

Foundation: F1 Enabling Access to Education  
Thematic Priority: TE Transforming Education  
Supporting Element: OP2 Establish processes for continual assessment, improvement, and innovation, etc.

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 2.6.1</b> Utilize enrollment data and ongoing enrollment meetings to inform and refine strategies and practices	<u>Task 1:</u> Hold weekly enrollment meetings with key staff to discuss enrollment numbers <u>Task 2:</u> Evaluate data related to applications, commits, admits, yield rates, and registrations	Enrollment data (as defined in task 2)	Enrollment Management	2/2021 7/2025
<b>Action 2.6.2</b> Implement the Student Engagement and Demographics Survey for all students	<u>Task 1:</u> Follow the bi-yearly schedule to continue evaluating trends over time (with modifications to timetable due to COVID-19) <u>Task 2:</u> Launch survey with creativity and incentives to increase student response rates <u>Task 3:</u> Use survey data and findings to inform and design practices and initiatives across many departments on campus	Response rate of at least 30%; use of survey data	Planning & Analysis	4/2021 4/2023 4/2025
<b>Action 2.6.3</b> Continue expanding the collection and evaluation of retention-based data	<u>Task 1:</u> Continue the yearly Cohort Study and the collection of data from UP <u>Task 2:</u> Disaggregate retention data to better focus on target populations and to monitor progress <u>Task 3:</u> Share data with retention strategic planning working groups to inform actions	Retention-based data	Planning & Analysis  (Academic Advising)	2/2021 7/2025
<b>Action 2.6.4</b> Identify the reasons that students leave our campus and ensure this	<u>Task 1:</u> Identify a proactive and efficient way to collect this information <u>Task 2:</u> Utilize findings to inform areas of concern and corresponding retention practices	Findings of student attrition reasons	Planning & Analysis  (Academic Advising & Strategic Communications)	2/2021 12/2022

information guides future practices	<u>Task 3:</u> Utilize findings in marketing and recruitment efforts			
<b>Action 2.6.5</b> Utilize the Graduation Survey data to track graduates over time and assess program outcomes	<u>Task 1:</u> Continue to implement the graduation survey each semester and increase respondent rates through effective strategies <u>Task 2:</u> Use the Graduation Survey dashboard to extract data relevant to degree programs	Gradation survey respondent rates and data	Career Strategies  (Planning & Analysis)	2/2021 7/2025

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# PRIORITY AREA 3: DIVERSITY, EQUITY, & INCLUSION

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## **Goal 3:**

**Address structural and systemic practices and policies to ensure diversity, inclusion, and equity through multiple campus-wide approaches**

## Objective 3.1: INCLUDE DIVERSE CAMPUS VOICES IN DECISION-MAKING

Include a diverse range (race, ethnicity, gender identification, and other diverse features) of faculty, staff, and student voices to inform new ways of operating and decision-making

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Community Survey Data, Student Engagement Survey Data

### Objective Mapping:

Foundation: F3 Advancing Inclusion, Equity, and Diversity  
Thematic Priority: AH3 Prepare students to work together to develop informed solutions, etc.  
Supporting Element: IS3 Drive innovation and discovery

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 3.1.1</b> Continue to push beyond conversations about diversity to initiate real change that we can assess and be proud of as a campus	<u>Task 1:</u> Continue to offer and promote participation in initiatives such as the All-In Committee and Faculty/Staff Book Clubs that can spearhead new initiatives and practices on campus <u>Task 2:</u> Hold “Hot Topic” conversations for students and the campus community to propel action <u>Task 3:</u> Invite guest speakers and programming that promotes diverse thoughts and allows for open dialogue about actions to take on campus	Diversity-based changes on campus	Chancellor  (Academic Affairs & Student Affairs)	2/2021 7/2022
<b>Action 3.1.2</b> Share the work, programming, and discussion opportunities coming from Student Representation & Affinity Groups	<u>Task 1:</u> Identify ways to share out the findings and work of the Black Student Union, Muslim Group, HOLA, SGA, and others <u>Task 2:</u> Identify appropriate audiences for information dissemination <u>Task 3:</u> Use conversations to identify areas of student concern, address issues, and establish visions for the future	Dissemination and use of student groups’ findings to inform practices	Student Affairs  (Chancellor)	2/2021 7/2022
<b>Action 3.1.3</b> Identify grant sources that can help us include a wider range of students in campus activities and courses	<u>Task 1:</u> Work with the EOP Office at UP to secure funding through their grant opportunities <u>Task 2:</u> Look for sources that can help us expand our pre-college programming options and opportunities to invite HS students to campus (i.e., Celebration of Diversity)	New grant funding sources; increase in pre-college programming	Enrollment Management	2/2021 7/2025

## Objective 3.2: INFUSE CIVIC ENGAGEMENT & SOCIAL JUSTICE INTO LEARNING

Infuse concepts of civic engagement, social justice, and environmental justice into student learning through curricular and co-curricular offerings

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Participation rates in activities; impacts recognized through program evaluations and qualitative student data

**Objective Mapping:**

Foundation: F2 Engaging Our Students  
Thematic Priority: AH3 Prepare students to work together to develop informed solutions, etc.  
Supporting Element: OP2 Establish processes for continual assessment, improvement, and innovation, etc.

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 3.2.1</b> Utilize the newly formed Learning Community around Race and Social Justice to enhance campus culture and academic offerings	<u>Task 1:</u> Share programing and resources (literature, videos, etc.) stemming from the learning community with the larger campus community <u>Task 2:</u> Find ways to involve greater participation in learning community arena through sharing of findings and revelations <u>Task 3:</u> Encourage faculty to evaluate learnings and discussions for infusion in additional individual courses	Use of learning community as a campus learning tool	Academic Affairs	2/2021 7/2022
<b>Action 3.2.2</b> Utilize and enhance FYE classes to examine ethics and values	<u>Task 1:</u> Examine current use and effectiveness of Moral Moments curriculum through student surveys and instructor feedback <u>Task 2:</u> Determine other avenues to examine ethics and values in the FYE <u>Task 3:</u> Integrate findings as part of HDFS/FYE redesign	Incorporation of ethics/values into HDFS/FYE learning outcomes	Academic Affairs	2/2021 12/2022
<b>Action 3.2.3</b> Provide events that introduce a broad range of perspectives regarding justice issues and share avenues to encourage civic engagement among the campus community	<u>Task 1:</u> Continue to increase active student participation in Voter Registration Drives, Capitol Day, and other civic events <u>Task 2:</u> Encourage participation in environmental justice and sustainability issues and campaigns <u>Task 3:</u> Work collectively as faculty and staff to identify new opportunities, speakers, and resources	Participation numbers; events offered	Student Affairs (Academic Affairs)	2/2021 7/2025



## Objective 3.3: INSTITUTE HIRING PRACTICES THAT INCREASE DIVERSITY

Institute hiring and retention practices that increase diversity among faculty and staff

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Increased faculty and staff diversity percentages (non-White, URM)

**Objective Mapping:**

Foundation: F3 Advancing Inclusion, Equity, and Diversity  
Thematic Priority: TE3 Support and empower our outstanding faculty and staff  
Supporting Element: OP1 Improve design, oversight, integration, and effectiveness of org. processes

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 3.3.1</b> Enhance our ability to identify, attract, and hire high-qualified diverse applicants	<u>Task 1:</u> Work with Human Resources, Educational Equity, Student Disability Resources, and Affirmative Action offices to identify best practices <u>Task 2:</u> Train and inform search committee chairs and members of appropriate search practices <u>Task 3:</u> Utilize university trained Equity Action Resource Team (EART) members who serve as search committee liaisons on behalf of Penn State Offices of Human Resources <u>Task 4:</u> Continue to have HR review candidate lists prior to interviews and modify as necessary	Defined search committee diversity practices	Chancellor  (Human Resources)	2/2021 7/2025
<b>Action 3.3.2</b> Create a sense of belonging that promotes a demonstrated ability to effectively hire and also effectively work within diverse teams	<u>Task 1:</u> Identify significant, related findings in the 2020 PSU Community Survey that can help inform this process <u>Task 2:</u> Create initiatives that encourage a faculty/staff culture of diversity (such as through the All-In Committee and other faculty/staff-led endeavors) <u>Task 3:</u> Offer opportunities for faculty and staff to work in diverse team settings	Sense of belonging among faculty and staff (measured through survey data)	Chancellor  (Academic Affairs & Human Resources)	2/2021 7/2025
<b>Action 3.3.3</b> Announce open positions in a wide-ranging	<u>Task 1:</u> Ensure positions are publicized for appropriate lengths of time and in a wide range of locations	Evidence of wide-ranging open position announcements	Human Resources	2/2021 7/2025

manner and within diverse entities	<u>Task 2:</u> Partner with entities and institutions that can help announce open job positions to diverse populations (such as African American and Hispanic Chambers of Commerce, etc.)			
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### Objective 3.4: CREATE A CAMPUS ENVIRONMENT REFLECTIVE OF DIVERSITY

Create a physical campus environment and climate that reflects our commitment to diversity

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Diverse physical campus environment; Community Survey Data

Objective Mapping:

Foundation: F3 Advancing Inclusion, Equity, and Diversity  
Thematic Priority: AH2 Invest in PSU a cultural destination and enhance personal engagement in arts  
Supporting Element: IS2 Invest in resources creatively and systematically

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 3.4.1</b> Analyze our common spaces and classrooms to ensure that students see them themselves reflected as important contributors to our success	<u>Task 1:</u> Invite students to provide feedback about their ideas for showcasing diversity on campus <u>Task 2:</u> Investigate using Student Faces/Portraits as a mural to tell the story of our diversity on campus <u>Task 3:</u> Ensure all forms of diversity are recognized (students with disabilities, sexual orientation, race/ethnicity, gender, etc.)	Evidence of diversity showcasing on campus	Chancellor  (Student Affairs)	2/2021 7/2024
<b>Action 3.4.2</b> Engage in aesthetic design opportunities that transform existing and new spaces to incorporate greater diversity and sense of belonging and welcomeness	<u>Task 1:</u> Envision the new Admissions Welcome Center as a place that houses diverse art and cultural pieces and showcases our PSU-LV campus story <u>Task 2:</u> Incorporate diverse elements into new Lion’s Den and Student Lounge as part of expansion <u>Task 3:</u> Investigate other spaces on campus that could be transformed to be more welcoming	Transformation of spaces to be more welcoming/inclusive	Chancellor  (Student Affairs & Enrollment Management)	2/2021 7/2024

<p><b>Action 3.4.3</b> Offer diversity-based exhibits in the Art Gallery that invite the campus community to engage in active learning around important aesthetic pieces and artifacts</p>	<p><u>Task 1:</u> Continue to offer diverse exhibits that feature diverse artists in the campus art gallery and via virtual options <u>Task 2:</u> Integrate learning around art exhibits and arts programming into credit courses (including first-year seminar courses)</p>	<p>Number and scope of diversity-based art exhibits; integration into credit courses</p>	<p>Arts Programming</p>	<p>2/2021 7/2025</p>
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### Objective 3.5: PROMOTE DIVERSITY-BASED LEARNING FOR FACULTY & STAFF

Promote diversity-based learning opportunities for faculty and staff

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Faculty and staff participation in learning opportunities; post-learning evaluations and surveys

Objective Mapping:

Foundation: F3 Advancing Inclusion, Equity, and Diversity  
Thematic Priority: TE3 Support and empower our outstanding faculty and staff  
Supporting Element: IS1 Prioritize investment in our people

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<p><b>Action 3.5.1</b> Identify opportunities to grow in the main areas of academic disciplines, interdisciplinary offerings, and diversity/inclusion</p>	<p><u>Task 1:</u> Partner with the Educational Equity Office at UP to identify resources and trainings <u>Task 2:</u> Identify best practices from other higher education institutions (through publications, webinars and conferences) that can be evaluated as potential opportunities for growth on campus</p>	<p>Identification of opportunities</p>	<p>Academic Affairs</p>	<p>2/2021 7/2025</p>
<p><b>Action 3.5.2</b> Continue to focus on knowledge-building and critical pedagogy</p>	<p><u>Task 1:</u> Continue book clubs and reading groups such as the Council's current reading of "Caste" <u>Task 2:</u> Identify critical diversity-based resources for faculty to embed in courses, such as Educational Equity's website of resources <u>Task 3:</u> Identify ways for faculty, staff, and students to share pedagogy and discussion/debate</p>	<p>Shared pedagogical resources</p>	<p>Academic Affairs  Student Affairs</p>	<p>2/2021 7/2025</p>

	points, such as a campus Padlet or website			
<b>Action 3.5.3</b> Create an Emerging Leaders professional development series for staff members	<u>Task 1:</u> Charge a committee to develop an Emerging Leaders program <u>Task 2:</u> Identify resources needed (use CE model for training) <u>Task 3:</u> Investigate online modules and certification programming <u>Task 4:</u> Incorporate global sustainability as part of our understanding of diversity	Implementation of Emerging Leaders program	Chancellor (Community Engagement)	2/2021 7/2022

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# PRIORITY AREA 4: CAMPUS INFRASTRUCTURE

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## **Goal 4:**

**Strengthen the campus infrastructure  
through strategic practices**

## Objective 4.1: SUPPORT OUR FACULTY & STAFF

Support our faculty and staff through professional development and career advancement opportunities

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Faculty and Staff Survey Data; Retention rates of faculty and staff

Objective Mapping:

Foundation:	F3	Advancing Inclusion, Equity, and Diversity
Thematic Priority:	TE3	Support and empower our outstanding faculty and staff
Supporting Element:	IS1	Prioritize investment in our people

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 4.1.1</b> Provide the resources to support promotion and tenure of full-time faculty	<u>Task 1:</u> Assist faculty in promotion and tenure processes <u>Task 2:</u> Set up administrative support and committees, as needed	Promotion and tenure of faculty	Academic Affairs	2/2021 7/2025
<b>Action 4.1.2</b> Provide financial resources for conferences for faculty and staff	<u>Task 1:</u> Identify available financial resources based on the current budget model each year <u>Task 2:</u> Identify criteria used to allocate conference funding to interested faculty and staff	Funds spent on conference attendance	Academic Affairs  (Financial Services)	2/2021 7/2025
<b>Action 4.1.3</b> Increase financial and marketing resources for research and scholarship to better support the academic success of faculty	<u>Task 1:</u> Identify grants and publication opportunities available to faculty and share these appropriately <u>Task 2:</u> Find effective ways to showcase these endeavors to the campus community to continue growing our intellectual marketplace	Numbers and types of grants, publications, and stories	Academic Affairs  (Strategic Communications)	2/2021 7/2025
<b>Action 4.1.4</b> Continue offering staff and faculty development through campus-led efforts	<u>Task 1:</u> Continue programs through Administrative SuperPowers, Staff Advisory Council, and Virtual Education <u>Task 2:</u> Find creative ways to increase participation numbers in programs, including identifying and implementing new programs/topics <u>Task 3:</u> Investigate professional development for onboarding new faculty that includes effective teaching and testing practices	Professional development programs offered; participation rates	Chancellor  (Chairs of each committee)	2/2021 7/2025

<p><b>Action 4.1.5</b> Encourage service participation on professional, industry, and community boards and committees</p>	<p><u>Task 1:</u> Create an inventory of faculty and staff participation to share among the campus <u>Task 2:</u> Identify boards and committees where there is no PSU-LV representation and work to find and suggest appropriate faculty/staff members for consideration <u>Task 3:</u> Encourage faculty and staff to align with professional organizations that can assist in the sharing and collection of best practices and resource-building for the campus</p>	<p>Staff and faculty participation rates on various boards and committees</p>	<p>Chancellor (Department Supervisors)</p>	<p>2/2021 7/2025</p>
<p><b>Action 4.1.6</b> Ensure wide-ranging representation of various stakeholders on decision-making committees of the campus</p>	<p><u>Task 1:</u> Evaluate membership on committees to ensure vast representation of faculty and staff departments <u>Task 2:</u> Create high-performing teams based on best practices and tracking of effective outcomes</p>	<p>Break-down of representation on committees</p>	<p>Chancellor (Academic Affairs)</p>	<p>2/2021 7/2025</p>
<p><b>Action 4.1.7</b> Identify ways to celebrate our faculty and staff and campus accomplishments</p>	<p><u>Task 1:</u> Use forums such as All Campus ceremonies to showcase progress towards campus priorities <u>Task 2:</u> Hold yearly awards ceremonies hosted by the Staff Advisory Council and Academic Affairs <u>Task 3:</u> Share accomplishments of faculty and staff on the campus website and through social media</p>	<p>Evidence of celebration of accomplishments</p>	<p>Chancellor (Strategic Communications)</p>	<p>2/2021 7/2025</p>

## Objective 4.2: SHARE CAMPUS-WIDE STRATEGIC COMMUNICATIONS

Identify and proactively utilize avenues to share campus-wide strategic communications and information

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Strategic Communications Data (social media, Google Analytic, publication reach, etc.)

**Objective Mapping:**

Foundation: F3 Advancing Inclusion, Equity, and Diversity  
Thematic Priority: DI3 Develop a more robust digital infrastructure and culture  
Supporting Element: OP1 Improve design, oversight, integration, and effectiveness of org. processes

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 4.2.1</b> Focus on data-driven, cutting-edge practices for communication strategies to include a wide range of stakeholders	<u>Task 1:</u> Remain current with cutting-edge practices through research and best practices sharing <u>Task 2:</u> Employ data-driven techniques to devise and track communication methods	Evidence of data-driven communication practices	Strategic Communications  (Planning & Analysis)	2/2021 7/2025
<b>Action 4.2.2</b> Engage staff from all departments in creating external strategic marketing plans and develop an integrated internal communication plan among staff departments	<u>Task 1:</u> Set-up meetings with staff departments to discuss needs and ideas <u>Task 2:</u> Begin drafting plans for each department centered on effective marketing plans <u>Task 3:</u> Align communication practices on campus <u>Task 4:</u> Investigate software options to better organize internal communications	External marketing plan templates for all departments; internal communication plan created	Strategic Communications	2/2021 7/2022
<b>Action 4.2.3</b> Articulate a communication plan for executive leadership of the campus	<u>Task 1:</u> Identify avenues to share important information and updates with all faculty and staff, such as All Campus Day, Chancellor’s Chat, Tea with DAA, Town Hall sessions <u>Task 2:</u> Utilize the campus list-serv as a tactic for connecting with faculty and staff <u>Task 3:</u> Investigate ways to use technology and social media to enhance leadership communications	Articulation of executive leadership communication plan	Chancellor  (Strategic Communications)	2/2021 7/2022



<p><b>Action 4.2.4</b> Develop social media campaigns that engage students and deliver timely communications necessary to aid in the student experience</p>	<p><u>Task 1:</u> Focus on registration, advising, scholarship announcements, health and safety, etc. <u>Task 2:</u> Find innovative ways to share content and information</p>	<p>Social media users, posts, content created across all platforms</p>	<p>Strategic Communications</p>	<p>2/2021 7/2025</p>
<p><b>Action 4.2.5</b> Promote the Go App to connect the campus community with important and timely information</p>	<p><u>Task 1:</u> Ensure students and the overall campus community download the Go App and see it as a viable method for campus information <u>Task 2:</u> Use the Go App to track student participation in programs and events and set reminders for students on important dates and deadlines</p>	<p>Go App Analytics</p>	<p>Student Affairs  (Strategic Communications)</p>	<p>2/2021 7/2025</p>

### Objective 4.3: ENSURE CAMPUS TECHNOLOGY REMAINS CURRENT

Ensure technology systems and technology-related departments (Information Technology, Virtual Education, and MIC) remain current

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** New technology integration; faculty and staff survey data; Student Engagement survey data

Objective Mapping:

Foundation: F1 Enabling Access to Education  
Thematic Priority: D11 Create digital solutions to new and emerging challenges  
Supporting Element: IS4 Build and manage state-of-the-art information technology

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<p><b>Action 4.3.1</b> Stay up to date with IT changes, upgrades, and security measures</p>	<p><u>Task 1:</u> Perform classroom AV upgrades (Zoom-capable: cameras mics, projectors, etc.) to enhance the student/faculty experience <u>Task 2:</u> Refresh machine life cycles <u>Task 3:</u> Use IT infrastructure plan to set up virtual labs and investigate 3<sup>rd</sup> party network host <u>Task 4:</u> Follow network safety measures needed to ensure that all computer labs and networking capabilities are secure</p>	<p>IT records</p>	<p>Information Technology</p>	<p>2/2021 7/2025</p>

<b>Action 4.3.2</b> Disseminate new and cutting-edge practices related to technology and virtual education	<u>Task 1:</u> Showcase new technology methods and practices through virtual education dept. <u>Task 2:</u> Assist faculty with integration of new technology into curriculum through sharing of best practices, faculty development sessions (such as Faculty Day), and one-on-one guidance from the VE department	Dissemination of tech & VE practices	Virtual Education	2/2021 7/2025
<b>Action 4.3.3</b> Provide faculty and staff with training in the area of computer security, AD 95, Accessibility, and PII information	<u>Task 1:</u> Ensure faculty and staff computers are running latest security software <u>Task 2:</u> Share with faculty and staff how and where their computer information/data is stored, how it is shared and when SPAM/security breaches are plausible <u>Task 3:</u> Ensure accessibility is followed for all web-based content	Trainings offered and participant numbers	Information Technology  (Virtual Education)	2/2021 7/2025
<b>Action 4.3.4</b> Ensure we are staffed to appropriately support campus technology-based needs	<u>Task 1-</u> Review staffing needs of tech-related departments via self-studies and dept. meetings <u>Task 2-</u> Identify new possible staffing arrangements based on financial resources	Staffing patterns	Chancellor  (Human Resources)	2/2021 7/2025

## Objective 4.4: IMPLEMENT CAMPUS SAFETY & SECURITY PROTOCOLS

Implement campus safety and security protocols and practices that are updated and consistently followed

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Safety and security statistics and student feedback

### Objective Mapping:

Foundation: F6 Ensuring a Sustainable Future  
Thematic Priority: EH4 Facilitate wellness within the Penn State community  
Supporting Element: OP2 Establish processes for continual assessment, improvement, and innovation, etc.

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 4.4.1</b> Continue to update the Campus Emergency Plan and the Crisis Communication Plan to ensure appropriate and secure safety practices	<u>Task 1:</u> Hold regular table-top scenarios to prepare our responses and evaluate our readiness for action, if needed <u>Task 2:</u> Encourage use of the PSU Alert System among all faculty, staff, and students	Updating and implementation of emergency plan; student feedback about safety and security in Student Engagement Survey	Safety & Security  (Chancellor)	2/2021 7/2025

	<p><u>Task 3:</u> Maintain ongoing training for safety officers through UP</p> <p><u>Task 4:</u> Update both plans quarterly</p>			
<p><b>Action 4.4.2</b> Ensure Facilities Department is following all mandated practices for safety on the job</p>	<p><u>Task 1:</u> Follow the practices and protocols of the Environmental Health and Safety (EHS) Office and Office of Physical Plant (OPP) Safety Office</p> <p><u>Task 2:</u> Ensure all materials and cleaning products used on campus grounds are safe and approved</p> <p><u>Task 3:</u> Follow safety protocols when using small or heavy equipment in the building and on campus grounds</p>	Evidence of safety practices in place	Facilities (Chancellor)	2/2021 7/2025
<p><b>Action 4.4.3</b> Ensure all PSU employees are completing yearly compliance trainings and have proper clearances, as needed</p>	<p><u>Task 1:</u> Encourage completion of (and follow-up on reminders from UP for) yearly Mandated Reported and Clery Act (Title IX) Training for all employees who have not completed in a timely manner</p> <p><u>Task 2:</u> Clearances completed for any employees working as per Policy AD 39</p>	Compliance training completion rate of 100% each year; 100% clearances on file	Human Resources	2/2021 7/2025

## Objective 4.5: FOCUS ON DEVELOPMENT & FUNDRAISING

Provide a dedicated focus on development and fundraising for the campus to support numerous important initiatives that benefit students and the larger community

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Development funds raised, including new endowments

### Objective Mapping:

Foundation: F1 Enabling Access to Education  
Thematic Priority: SP5 Forge broad and relevant partnerships  
Supporting Element: IS5 Align fundraising to address specific needs

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 4.5.1</b>	<u>Task 1:</u> Hold ongoing meetings of Scholarship Committee and	Increased scholarship	Enrollment Department	2/2021 7/2025

Increase student scholarship recipients and scholarship opportunities each year	identify new strategies for identifying students of need and merit <u>Task 2:</u> Work with Development Office to identify new donors and fundraising opportunities for scholarships	recipient numbers and available funds	(Development & Alumni)	
<b>Action 4.5.2</b> Increase funds to support the Student Emergency Fund	<u>Task 1:</u> Showcase the valuable assistance that the emergency fund offers students <u>Task 2:</u> Explain the need to grow funds and identify potential donors <u>Task 3:</u> Use groups such as the Advisory Board and the Alumni Chapter & Society to help raise awareness and funds	Increased funds for Student Emergency Fund	Development (Student Affairs)	2/2021 7/2025
<b>Action 4.5.3</b> Increase funds through THON-based efforts to support children with pediatric cancer each year	<u>Task 1:</u> Showcase the valuable assistance that THON offers the community internal and external to PSU <u>Task 2:</u> Have students explain the need to grow funds and identify potential donors <u>Task 3:</u> Use groups such as the Advisory Board and the Alumni Chapter & Society to help raise awareness and funds <u>Task 4:</u> Showcase dancers on campus for Send-Off to THON each year	Increased funds for THON	Development (Student Affairs, Alumni)	2/2021 7/2025
<b>Action 4.5.4</b> Increase funds needed to enhance curricular and co-curricular programs and spaces	<u>Task 1:</u> Identify private/corporate donors and naming opportunities <u>Task 2:</u> Utilize special events and opportunities, such as Giving Tuesday, to raise funds for projects	Increased funds for programs and spaces on campus	Development	2/2021 7/2025

**Objective 4.6: PRIORITIZE FISCAL AND ENVIRONMENTAL SUSTAINABILITY**

Prioritize sustainability in the use of financial resources and in decision-making to promote responsible practices on campus

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Evidence of responsible fiscal and sustainability practices through departmental records and faculty/staff and student surveys

Objective Mapping:

Foundation:	F6	Ensuring a Sustainable Future
Thematic Priority:	SP	Stewarding our planet’s resources
Supporting Element:	IS2	Invest in resources creatively and systematically

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 4.6.1</b> Utilize the SIMBA Business System to conduct and manage all business practices and ensure staff and faculty effectively use financial resources	<u>Task 1:</u> Use SIMBA to better manage departmental budgets and campus resources <u>Task 2:</u> Prioritize strategic investments that can increase enrollment, retention, and campus efficiencies	Evidence of use of SIMBA system; enhanced budgeting and investment processes	Financial Services	2/2021 7/2025
<b>Action 4.6.2</b> Evaluate and showcase the economic impact of the University and campus in the LV region	<u>Task 1:</u> Continue to assess the impact of the campus by collecting relevant data and indicators related to workforce development, HR, LaunchBox, and others <u>Task 2:</u> Work with Governmental Affairs efforts to continue to evaluate and showcase the economic impact of the University and our campus in PA and in the Lehigh Valley region	Economic indicators and corresponding data points	Planning & Analysis  (Strategic Communications)	2/2021 7/2025
<b>Action 4.6.3</b> Create a greater emphasis on environmental sustainability on campus	<u>Task 1:</u> Integrate sustainable practices and utilize sustainable materials where possible on campus <u>Task 2:</u> Learn from the Sustainability Institute at UP by attending workshops, hosting speakers <u>Task 3:</u> Reinvigorate the Sustainability Committee on campus <u>Task 4:</u> Investigate adding a sustainability minor to the credit portfolio	Evidence of sustainable practices and learnings	Academic Affairs	2/2021 7/2022

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# PRIORITY AREA 5: COMMUNITY INNOVATION & LEADERSHIP

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## **Goal 5:**

**Provide innovation and leadership in the  
local service area and beyond**

## Objective 5.1: GROW AND PROMOTE ENTREPRENEURSHIP

Continue to grow and expand Lehigh Valley LaunchBox to support early-stage entrepreneurs and promote an entrepreneurial mindset

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Growth of LaunchBox entrepreneurs and programs/services

**Objective Mapping:**

Foundation: F5 Driving Economic Development  
Thematic Priority: TE1 Advance the frontiers of knowledge  
Supporting Element: CO2 Provide expanded access to Penn State resources

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 5.1.1</b> Expand the reach of Business Accelerator Grants, LaunchBox Ladies, Teen Camps to increase participants and offer valuable programming within the region	<u>Task 1:</u> Define and implement key strategies to attract new participants in current LB programming <u>Task 2:</u> Market programs through business and community partnerships with Factory, Chamber of Commerce, and others <u>Task 3:</u> Utilize the LV LaunchBox Advisory Board to grow connections for participant recruitment	Increased participants across all program areas	Business Development	2/2021 7/2023
<b>Action 5.1.2</b> Build the portfolio of resources that can attract and educate entrepreneurial stakeholders	<u>Task 1:</u> Grow the Boot Camps, MasterMind Series, and a Marketing & Media Council <u>Task 2:</u> Utilize the LaunchBox Advisory Board and other stakeholders to assist in new programming ideas and implementation <u>Task 3:</u> Market the new portfolio options in innovative, wide-reaching ways to build capacity	Creation of new programs; participant rates	Business Development	2/2021 7/2025
<b>Action 5.1.3</b> Encourage the integration of diversity and inclusion into all LaunchBox activities	<u>Task 1:</u> Continue to celebrate the diversity, fellowship, and accomplishments of women through LaunchBox Ladies <u>Task 2:</u> Engage in the <i>We Rise Together</i> initiative through the Kaufman Foundation <u>Task 3:</u> Mindfully and purposefully integrate diversity, equity, and inclusion into LaunchBox programming, recruiting, and marketing	Integration of diversity into programming	Business Development	2/2021 7/2025

<p><b>Action 5.1.4</b> Establish the Penn State Lehigh Valley LaunchBox as a community leader in the entrepreneur ecosystem in the region</p>	<p><u>Task 1:</u> Continue to serve on the Entrepreneurship Council of the Lehigh Valley Economic Development Council <u>Task 2:</u> Utilize the findings of NextFab Assessment Reports to guide conversations about the entrepreneur ecosystem in the LV <u>Task 3:</u> Determine substantive actions that can be taken to organize efforts in the community by LV LaunchBox</p>	Evidence of leadership	Business Development	2/2021 2/2023
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**Objective 5.2: OFFER NON-CREDIT PROGRAMMING IN COMMUNITY**

Offer non-credit programming in the community that attracts the continuum of life-long learning

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Non-credit programming offerings and participation rates

Objective Mapping:  
 Foundation: F2 Engaging Our Students  
 Thematic Priority: TE5 Partner more effectively with pre-college educators  
 Supporting Element: CO2 Provide expanded access to Penn State resources

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<p><b>Action 5.2.1</b> Utilize the Penn State Lehigh Valley Writing Project as a conduit to continue offering and developing teacher professional development training</p>	<p><u>Task 1:</u> Continue to offer and expand teacher in-service contracts with local school districts <u>Task 2:</u> Continue partnerships with LV Reads through the United Way to train and support early education leaders <u>Task 3:</u> Write grants to support the work and outreach efforts of the Writing Project</p>	Viability of the Writing Project through contracts, participants, and partnerships	Community Engagement	2/2021 7/2025
<p><b>Action 5.2.2</b> Leverage academic youth programming focused on k-12 students in a manner that attracts interest from prospective students</p>	<p><u>Task 1:</u> Continue to refine youth programs to appeal to a range of local k-12 students <u>Task 2:</u> Market programs effectively and with innovation <u>Task 3:</u> Find an effective way to track students over time to monitor conversion rates to becoming PSU students</p>	Participation rates in k-12 programming; conversion rates of students	Community Engagement	2/2021 7/2025



<b>Action 5.2.3</b> Grow and enhance the SAGE Program to better serve seniors and older adults	<u>Task 1:</u> Continue to offer relevant and engaging programming <u>Task 2:</u> Identify new program focuses and market effectively	Participation rates in SAGE	Community Engagement	2/2021 7/2025
<b>Action 5.2.4</b> Participate in the statewide CE partnership to ramp up programming and share resource	<u>Task 1:</u> Engage in statewide CE meetings and find ways to actively share resources and expertise <u>Task 2:</u> Partner on data collection and insights, such as a license with Burning Glass Technologies <u>Task 3:</u> Engage in linkages with the Sustainability Institute to increase integration of sustainability curriculum into non-credit program offerings	Evidence of statewide CE partnership	Community Engagement	2/2021 7/2025

### Objective 5.3: INCREASE INDUSTRY AND NON-PROFIT PARTNERSHIPS

Increase industry and non-profit partnerships that enhance academic programs and professional development for students, both credit and non-credit

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Increased industry and non-profit partnerships by number and impact, as defined by program evaluations

Objective Mapping:

Foundation: F5 Driving Economic Development  
Thematic Priority: TE4 Prepare our students for success in their careers and in life  
Supporting Element: CO1 Focus on impact through partnerships

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 5.3.1</b> Promote the expertise of faculty to serve in consultant roles and media requests related to important regional and national issues	<u>Task 1:</u> Continue to keep inventory of faculty and areas of expertise <u>Task 2:</u> Utilize Strategic Communications as a conduit to help manage media requests <u>Task 3:</u> Promote faculty expertise with local and regional news outlets	Number of faculty in consultant roles and/or collaborating with media outlets	Strategic Communications  (Academic Affairs)	2/2021 7/2025
<b>Action 5.3.2</b> Increase our community service engagements with local organizations to help	<u>Task 1:</u> Continue to partner with LVEDC, Chamber of Commerce, and LVPC in regional efforts to grow the capacity of the Lehigh Valley	Community service events and campus participation rates	Student Affairs  (Chancellor)	2/2021 7/2025

grow partnerships and visibility of PSU-LV as an education destination	educational and economic infrastructure <u>Task 2:</u> Initiate and promote “Days of Service” for faculty and staff to volunteer in the community together			
<b>Action 5.3.3</b> Leverage the collective assets of post-secondary institutions in the Lehigh Valley for maximum community impact	<u>Task 1:</u> Continue to be a valuable partner in regional efforts with other higher education institutions on collective initiatives (Census Day, Alumni Surveys, etc.) <u>Task 2:</u> Speak at and attend regional higher education events to share knowledge and expertise of higher education concerns and visions for the future	Partnerships and events with higher education institutions in the Lehigh Valley	Chancellor  (Academic Affairs)	2/2021 7/2025
<b>Action 5.3.4</b> Further develop community and industry relationships to enhance our academic mission and student outcomes	<u>Task 1:</u> Utilize community relationships to institute advisory boards for each degree program on campus <u>Task 2:</u> Identify additional, viable internships sites and employment opportunities for students through relationships in the community	Additional internship sites; advisory board for each program	Academic Affairs  (Career Strategies)	2/2021 7/2025

## **Objective 5.4: OFFER THOUGHT-PROVOKING ARTS EDUCATION**

Offer thought-provoking arts education through the Ronald K. De Long Art Gallery and art-related programming

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Arts Programming exhibits and participants; increase in students participating in campus projects (gallery exhibits, course enrollment, campus, and community art initiatives)

### Objective Mapping:

Foundation: F2 Engaging Our Students  
Thematic Priority: AH2 Invest in PSU as a cultural destination and enhance personal engagement, etc.  
Supporting Element: IS3 Drive innovation and discovery

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 5.4.1</b> Curate and host exhibits with renowned artists and professional art organizations	<u>Task 1:</u> Identify new opportunities for hosting exhibits and artists in the Gallery <u>Task 2:</u> Stay connected to regional and national arts	Number of exhibits	Arts Programming	2/2021 7/2025

	organizations and networks to identify new talent and artistic options			
<b>Action 5.4.2</b> Identify ways to showcase community-based artists and diverse perspectives through arts programming	<u>Task 1:</u> Showcase the community gallery and provide exhibit space for local budding artists, including school districts and community organizations <u>Task 2:</u> Establish the <i>Essence of Democracy Project</i> series to bring sociopolitical and diversity-inspired events to campus	Exhibits and artists recognized in community gallery	Arts Programming	2/2021 7/2025
<b>Action 5.4.3</b> Enhance and promote The Arts Project to local community members and alumni	<u>Task 1:</u> Partner with the Department of Outreach and Community Engagement to develop and market sessions <u>Task 2:</u> Find creative projects to engage community and alumni members	Enrollment in Arts Project	Arts Programming  (Community Engagement)	2/2021 7/2025
<b>Action 5.4.4</b> Cultivate Friends of the Gallery and seek funding to support art-based endeavors	<u>Task 1:</u> Evaluate the <i>Friends of the Gallery</i> list to identify new potential donors <u>Task 2:</u> Offer new and creative ways for donors to support the Gallery and arts programming	Increased donors and funding for arts programming	Arts Programming  (Development)	2/2021 7/2025

**Objective 5.5: CONNECT PSU ALUM TO THE CAMPUS**

Connect local PSU alum in the region to the campus and strengthen the Alumni Chapter and Alumni Society

Start Date: 2/2021  
Target Completion Date: 7/2025

**Key Performance Indicator:** Participation rates of PSU alum with the campus; increased alumni giving

Objective Mapping:  
 Foundation: F2 Engaging Our Students  
 Thematic Priority: TE4 Prepare our students for success in their careers and in life  
 Supporting Element: CO1 Focus on impact through partnerships

Action Items	Implementation Tasks	Metrics	Responsible Party	Start Date Target Date
<b>Action 5.5.1</b> Build stronger relationships among the alumni groups and campus administration	<u>Task 1:</u> Elevate practices and activities through more regular updates and semesterly meetings <u>Task 2:</u> Embrace the full-range of PSU diverse	Semesterly meeting agendas and attendance; Evidence of alumni participation in campus decision-	Alumni Relations  (Chancellor)	2/2021 2/2023

	<p>alumni as PSU-LV thought partners, ambassadors, and commencement speakers</p> <p><u>Task 3:</u> Engage alumni input in academic program planning and campus growth strategies using conversations and the Alumni Survey</p>	making efforts (use of Alumni Survey data)		
<p><b>Action 5.5.2</b> Connect students with alumni who can provide mentoring, internships, and jobs</p>	<p><u>Task 1:</u> Identify alumni who are interested in providing opportunities</p> <p><u>Task 2:</u> Find ways to connect students with opportunities and track outcomes</p>	Alumni connections with students	Alumni Relations (Career Strategies)	2/2021 7/2025
<p><b>Action 5.5.3</b> Profile alumni stories to support recruitment and retention efforts</p>	<p><u>Task 1:</u> Develop key list of alumni to profile; use Alumni Survey results as a way to gather names and interest areas</p> <p><u>Task 2:</u> Develop series of alumni profile stories through video or social media interviews</p> <p><u>Task 3:</u> Share via social media posts and in recruitment campaigns</p>	Number of alumni profiles created	Alumni Relations (Strategic Communications)	2/2021 7/2023

# PROCESS DOCUMENTATION

## PLANNING PROCESS TIMELINE

PLANNING ACTIONS	TIMING
<b>Initial Planning for 2020-25 Begins</b>	Spring 2020 Semester
<b>Faculty &amp; Staff Identify Opportunities for PSU-LV, 5 Years</b>	January 2020 (All Campus Day)
<b>Planning Process Defined by Planning &amp; Analysis Office</b>	February 2020
<b>Reimagining of Process due to COVID-19</b>	March 2020
<b>Student Focus Group Held</b>	April 16, 2020
<b>Provost Visit &amp; Planning Update</b>	April 30, 2020
<b>Strategic Planning Website Portal Created to House Drafts &amp; Feedback</b>	Beginning May 2020
<b>Priority &amp; Goals Established</b>	Mid-May 2020
<b>Faculty &amp; Staff Questionnaire Launched</b>	June-July 2020
<b>Advisory Board Update &amp; Feedback Questionnaire: Actions Alumni Feedback Questionnaire: Actions</b>	June-July 2020
<b>Planning &amp; Analysis Office Defines Objectives &amp; Actions Based on Feedback &amp; Sessions with Faculty, Staff, Students &amp; Administration</b>	August-Early September 2020
<b>Faculty &amp; Staff Review Objectives and Actions and Offer Feedback and Recommendations</b>	September-October 2020
<b>Metrics are Identified for All Objectives &amp; Actions; Plan Draft is Updated &amp; Shared with the Campus Community</b>	October 2020
<b>Plan Undergoes Further Review; Plan is Submitted to UP</b>	November 2020
<b>Draft is Reviewed by OPAIR, Plan Updated Via Feedback)</b>	December 2020-February 2021
<b>Final Draft Submitted</b>	March 2021

## **PERSONNEL & CONSTITUENTS INVOLVED IN THE PLANNING PROCESS**

- **The Faculty & Staff Community**
  - Ongoing Input, Electronic Questionnaire, and Review Periods
- **PSU-LV Students**
  - Town Hall Session and Student Feedback Survey
- **Chancellor's Council & Faculty Senate Officers**
  - Ongoing Guidance and Review from Administrative Level
- **Alumni & Board Members**
  - Feedback Survey

## **PUBLICITY FOR THE PLAN**

- **Strategic Planning Website**
- **LV-All List-Serv Messages and Student List-Serv Messages**
- **Chancellor's Chat Sessions**
- **Announcements and Information Sessions at All Campus Day**

## **SUPPORTING EVIDENCE**

- All feedback collected is available at **<https://sites.psu.edu/psulvplanning/>**
  - The website features all survey and questionnaire data (qualitative and quantitative), planning drafts, and plan components.

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# ATTACHMENT

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## RESPONSES TO COVID-19

### STUDENT-BASED RETENTION INITIATIVES AND ACTIONS FALL SEMESTER 2020: DURING COVID-19

#### COMMUNICATION AVENUES AIMED TO ENGAGE & INFORM STUDENTS

- Weekly Student List-Serv Message with information and updates from Student Affairs
- Weekly Reminders from Advising about setting up virtual advising appointments
- Weekly Programming – announced via emailed promo paper and on social media
- Daily Instagram and Facebook posts on important information and campus activities

#### RESOURCES & SERVICES OFFERED FOR STUDENTS

- Tutorials during NSO on technology platforms and resources (CANVAS, Zoom, LionPath)
- On-campus Welcome Station at front door during first two weeks of class to hand out masks and help students navigate campus
- Set-up of tents in parking lot and courtyard as Zoom areas to meet in virtual classes on campus
- Use of Starfish for Advising appointments to best accommodate students and meet them virtually (in many cases on-demand through a check-in/queue system) throughout the semester
- Use of online tutoring appointments for the Learning Center (professional math, physics, and chemistry tutors)
- Writing Center available virtually, by-appointment (18 hours per week)
- Peer tutors (17) for a wide range of subjects available by-appointment virtually and on-campus
- On-demand tutoring with Tutor.com up to 24 hours a day/ 7 days a week in select Canvas courses
- Sign language interpreters and note-takers embedded in Zoom and in-person courses for students requiring accommodations

#### PROGRAMS, EVENTS, AND ACTIVITIES

*(just a sampling is offered here; all on-campus events held under strict COVID-19 protocols)*

- Career Chat Series- held online on Fridays
- Speed Friending hosted by Lion Ambassadors – held in Courtyard- August 31
- Adult Learner Meet & Greet – over Zoom – August 31
- Tails of Valor (puppies and veterans program) – held in Courtyard- September 9
- Popcorn and Positivity by the Psych Club – held in Courtyard – September 10
- Moment of Silence – held in Courtyard – September 11
- Fall Involvement Fair (Courtyard and Instagram Live) - September 16
- LEAP (Leaders Emerging at PSULV) started meeting on campus – September 18
- Study Skills Marathon – online the week of October 5
- Fitness Center remains open for student use (via sign-ups)

- Fall Career Days- held virtually the week of September 21
- Virtual 5K for THON- September 26/27
- PSULV Student Art Exhibit – in the Ronald K. De Long Art Gallery - August 24 to October 31
- Prospective Student Drive-In Event on campus- November 6
- Student Panel on Remote Learning- November 12
- Additional events to be held in November/December

### **SPECIFIC RETENTION-BASED EFFORTS**

- Use of Starfish to track and follow-up with any students who did not attend class during the first two weeks of the semester. Faculty helped to identify students. The retention committee divided the list and contacted all students to check-in and offer assistance with next steps. More than 60% of students were reached, and student concerns were logged and addressed.

Additional practices and innovations are being collected via a COVID-19 Faculty & Staff Questionnaire administered electronically by the Office of Planning & Analysis in November 2020.