

Unit Strategic Plan: Outreach and Online Education

2014/2015 through 2018/2019

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

<http://www.outreach.psu.edu/wp-content/uploads/2015/04/Outreach_and_Online_Education_1415_1819_Strategic_Plan_FINAL.pdf>

Engage, empower, and inspire global learners.
Every day.
Everywhere.

Penn State Outreach and Online Education

Strategic Plan 2014-2015 through 2018-2019

In the fall of 2013, the University renamed “Outreach” to “Outreach and Online Education” to more accurately reflect the organization’s role in advancing the growing relevance of online education at Penn State. Outreach and Online Education plays a strategic leadership role in advancing Penn State’s twenty-first century land-grant mission by, first, providing access to the University’s rigorous undergraduate, graduate, and non-credit programs to *students* studying at a distance through online education; and, second, by improving the welfare of communities across the Commonwealth, nation, and world through engaged scholarship and outreach programs that connect the University’s faculty and *student* expertise to impact societal issues, and to inform curricula, research, and *student* learning.

Leading our core focus areas are:

World Campus

WPSU Penn State

Corporate Alliance Programs

Small Business Development Center (SBDC)

Pennsylvania Technical Assistance Program (PennTAP)

Conferences

Justice and Safety Institute

Marcellus Center for Outreach and Research

Youth Programs

Shaver’s Creek Environmental Center

Center for Online Innovation in Learning (COIL)

Continuing Education

Pittsburgh and Philadelphia Urban Centers

Council on Engaged Scholarship (sponsor)

Commission for Adult Learners (sponsor)

# Executive Summary

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he 2014-2015 through 2018-2019 strategic plan for Outreach and Online Education (OOE) addresses two very important University priority areas—online education and outreach and engagement. Within these two primary bodies of work, OOE addresses some of the most pressing and rapidly developing issues in higher education: first, the expanding field of online education and digital learning; and second, the emerging role of higher education to engage communities in addressing society’s most pressing issues through evidence-based interventions and student engagement. OOE offers particular expertise in these areas and stands at the ready to lead initiatives or facilitate University-wide dialog in the creation of Penn State’s long-term future. In particular, OOE’s unique, innovation-driven competencies include:

* Building communities, connections, and partnerships within Penn State and globally
* Enhancing learning and maximizing Penn State’s contribution to society by extending the expertise of faculty and students through OOE’s diverse distribution channels such as online, broadcast, urban centers, and conferences
* Providing creative and intuitive learning design infused with technology
* Working closely with our internal administrative partners to engage new technologies and processes to advance their services to students
* Applying story-telling expertise to the delivery of important messaging, such as via compelling video
* Sharing our business acumen and innovative practices, especially in understanding audiences, advancements in technology, and markets
* Determining academic program opportunities through data-driven market research

OOE offers an ideal mix of methodologies, administrative capabilities, and enthusiasm for innovation, and we embrace the role of serving as an incubator of ideas. We have streamlined our portfolio, gained efficiencies, scaled creatively for growth, and improved collaborative processes so that we are nimble and flexible. We exist and evolve to best serve the University’s land-grant mission, extend its work, and add value in the advancement of institutional priorities.

The major strategies that OOE will employ during this strategic planning period directly speak to our critical role in these domains:

* Penn State will engage outstanding faculty, staff, and administrators in advancing a comprehensive, learner-centric World Campus experience through the integration of high-quality academic programs, outstanding student services, and excellent instruction informed by research and driven through innovation for students who choose to study at a distance worldwide, while maintaining progress toward the University’s World Campus growth goal of 45,000 by approximately 2024-2025.
* To advance the University’s imperatives and thematic priorities, Outreach and Online Education will provide a wide spectrum of programs and responses to societal issues within the three areas of engaged scholarship, outreach and community engagement, and student engagement.

These two thrusts demand OOE to maintain its leadership role in advancing creativity and innovation through processes, products, and services. In addition, OOE must continue to provide opportunities to the University community to leverage our many innovation-driven competencies. Such value-added resources have, in the past, supported our University colleagues well in the pursuit of their own key priorities, strategies, and timely needs. This trend will certainly continue, especially in support of larger emerging priorities of the University.

This 2014-2015 through 2018-2019 strategic plan represents a philosophical change to OOE’s approach to strategic planning. We have moved away from unit-based planning to holistic, division-wide, goal-based planning that is informed by the major themes of the University strategic planning process. This is due to the increased need for greater internal collaboration, improved focus, and the maximization of resources. OOE views strategic planning as a continuous process with ongoing review and adjustment to meet a highly competitive landscape and rapidly emerging trends impacting higher education. The result is a unit that is more adaptable and responsive to change in the pursuit of its mission.

## Our Vision:

*Penn State Outreach and Online Education will reimagine and redefine learning to enact positive change and improve society.*

## Our Mission:

*Engage, empower, and inspire global learners. Every day. Everywhere.*

## Our Values:

OOE supports the establishment of a common set of Penn State values that applies to all units University-wide. Once the values are formally published, OOE will adopt these to reflect the “One Penn State, geographically (and virtually) dispersed” mindset. OOE currently operates under five specific organizational values that are in alignment with existing and proposed University values and provide a compass for our work.

**Excellence** – We focus our efforts on areas of greatest strength and opportunity

**Integrity** – We hold ourselves to the highest ethical standards

**Accountability** – We tenaciously take ownership of our work, our actions, and our organization

**Innovation** – We embrace creativity and disciplined risk-taking

**Inclusiveness** – We create an inviting environment for all people to be heard

## Our Organizational Goals:

**Strengthen Our Leadership in Online Learning** – Advance strategies to meet the University’s long-term growth goals for the World Campus, build a statewide blended and online learning initiative, and ensure Penn State’s reputation nationally as a leader in online education.

**Champion Outreach and Engagement** – In collaboration with other Penn State partners, advance University-wide institutionalization of engaged scholarship, including student and community engagement, and support University strategic themes to truly impact our various external communities and address pressing societal issues.

**Enhance Adult Learner Recruitment, Access, and Success** – Increase adult learner access, opportunities for success, engagement, and enrollments.

**Support University Priorities** – Advance University priority areas, imperatives, and themes by leveraging OOE expertise and culture of innovation.

**Operate in a Fiscally Responsible Model** – Align our budget with our priorities and execute our strategic plan with discipline.

**Make Outreach and Online Education a Great Place to Work** – Attract and engage a qualified, diverse, and exceptionally talented team of professionals and advance a culture of empowerment, accomplishment, innovation, ethics, integrity, and career satisfaction.

# Goals, Objectives, and Strategies

Outreach and Online Education’s (OOE) organizational goals articulate what we will do to achieve our vision and mission. In our planning process, we determined that work in all areas of OOE should be tied back to at least one of these organizational goals if not several. The conversations surrounding the development, selection, and final wording for each of these goals has great meaning to us. They represent the support of ongoing changes in culture taking place within our division and focus on key things that we believe will take OOE and the University to new heights. And, they provide tremendous opportunity to enhance Penn State’s leadership role as the 21st century land-grant university. Underpinning our goals is a notable and powerful dedication to being student-centric.

To provide context about what our organizational goals mean, we have provided detailed objectives and strategies that are concrete and tactical in nature. We have not listed everything that we intend to do in the next five years. In fact, our need to be able to adjust to our rapidly changing environment dictates that we set unit-based and functional strategies annually in support of our strategic plan and review the progress and accuracy of these quarterly.

## 1. GOAL: Strengthen Our Leadership in Online Learning

Advance strategies to meet the University’s long-term growth goals for the World Campus, build a statewide blended and online learning initiative, and ensure Penn State’s reputation nationally as a leader in online education.

**1.1 Objective:** Reinforce an unwavering commitment to academic quality, student learning, and University academic priorities in online learning

**Example Strategies:**

* Engage deans and chancellors biannually to articulate and advance a joint learning strategy to include issues related to quality of online program development, professional development and scholarly engagement for online faculty, and the online student experience, in alignment with college/campus goals and appropriately integrated with resident instruction
* Improve faculty onboarding and provide support services in collaboration with academic partners
* Assure high-quality instruction through outstanding faculty development programs, such as instructional technique courses and mentoring programs, integrating with or augmenting faculty development efforts from throughout the University
* Ensure quality and relevant academic programs across the World Campus portfolio
* Advocate for, and contribute to, University-wide online course design standards
* Continue to advance effective and innovative distance and online design models through emerging tools and instructional design methodologies
* Create a University-wide community of learning designers to promote high levels of course design and consistent student interfaces

**1.2 Objective:** Grow the World Campus student headcount from 14,000 to 23,800, maintaining progress toward the goal of 45,000 students by approximately 2024-2025

**Example Strategies:**

* Work with our academic partners to decrease time-to-market and explore opportunities for significantly scaling enrollments of high-interest programs with attention to faculty capacity including unique hiring, funding models, incentives, and promotion standards
* Significantly expand corporate alliance partnerships to include more Fortune 500 and global companies
* Expand domestic marketing strategy to achieve significant growth in high-demand states
* Further extend marketing initiatives to locations and modalities where higher diversity populations exist
* Develop an aggressive international strategy through targeting specific markets and pursuing partnerships with select global corporations and key academic institutions
* Build a deeper partnership with the military to grow active military and veteran enrollments
* Continue an annual, proactive market research function, tracking competitor offerings and advances in the marketplace

**1.3 Objective:** Reduce the cost of online higher education borne by students, increasing affordability and accessibility

**Example Strategies:**

* Support scaled online pedagogical design through the selective use and evaluation of low-cost course offerings and embedded student-retention tools
* Implement technology to streamline administration, including LionPATH
* Leverage favorable vendor pricing and/or education technology investment opportunities/commercialization
* In collaboration with the Office of Undergraduate Education, implement University-wide Prior Learning Assessment (PLA) and transfer credit recommendations from the PLA Task Force
* In partnership with Undergraduate Education and Information Technology Services, use new predictive analytics to increase student success, improve retention, and reduce time-to-degree
* In partnership with Undergraduate Education and the Commonwealth Campuses, explore collaborative dual-enrollment programs with high schools
* Develop merit- and need-based scholarships to ensure financial accessibility of online education
* Evaluate program audiences, transfer student trends, and marketing channels to identify and pursue strategic, high-quality articulation agreements with community and four-year colleges
* Explore unique tuition models and flexible-payment options; integrate World Campus scholarship goals into the philanthropy strategy of every college

**1.4 Objective:** Ensure Penn State’s reputation nationally and internationally as a leader in online education

**Example Strategies:**

* Continue to advance the OOE News Bureau’s national media strategy
* Maximize social media for visibility and positioning
* Publish articles in professional journals and give presentations to advance the field of online education
* Remain an active, visible participant and leader in noteworthy professional organizations
* Participate in the most highly regarded rankings and awards programs and promote our accomplishments

## 2. GOAL: Champion Outreach and Engagement

In collaboration with other University partners, advance University-wide institutionalization of engaged scholarship, including student and community engagement, and support University strategic themes to truly impact our various external communities and address pressing societal issues.

**2.1 Objective:** Provide Penn State students with engaged scholarship opportunities within OOE

**Example Strategies:**

* Continue the work of the Pennsylvania Technical Assistance Program (PennTAP) to link students with existing and emerging businesses for internships
* Continue internship and service-learning opportunities with WPSU Penn State
* Extend entrepreneurship opportunities for students through the Small Business Development Center
* Expand collaborations with faculty to provide more credit-based, experiential learning opportunities within OOE, such as credit internships
* Continue to expand engaged scholarship and student engagement opportunities at Shaver’s Creek Environmental Center and urban centers
* Document existing pathways between OOE cocurricular student engagement and University engaged scholarship experiences to expedite and enhance student learning opportunities and experiences in both areas
* Expand student engagement opportunities through efforts such as creating a TechCelerator experience for student entrepreneurs

**2.2 Objective:** Advance the University’s strategic themes, imperatives, and impact through OOE subunits and partnerships

**Example Strategies:**

* Leverage OOE’s core competencies including: expertise in building community partnerships and connections; skills in designing and packaging solutions the way learners and partners want them; compelling story-telling; and access to diverse distribution channels (e.g., conferences, urban centers, other face-to-face means, broadcast, online)
* Expand the partnership between Stone Valley/Student Affairs and OOE’s Shaver’s Creek Environmental Center for additional student engagement opportunities and in support of stewarding our resources
* Support and administer the continued growth of Penn State Global Entrepreneurship Week in support of student engagement, entrepreneurship, and success

**2.3 Objective:** Advance Penn State’s national leadership role in engaged scholarship

**Example Strategies:**

* Host the 2015 international/national conference of the Engagement Scholarship Consortium (ESC)
* Continue to shape and advance the national and international agenda in engagement and engaged scholarship through leadership roles in councils of the Association of Public and Land-grant Universities (APLU), ESC, and the emerging Academy of Community Engagement Scholars (ACES)
* Manage, nurture, and leverage such opportunities as the U.S. Department of State (DOS) selection of the World Hope International and Penn State Humanitarian Engineering and Social Entrepreneurship to be one of twenty-six organizations eligible to submit proposals to assist the DOS Office of Global Partnerships with activities across sectors, industries, and borders as they arise over the next five years without a competitive bid

**2.4 Objective:** Advance engaged scholarship across the University through the Council on Engaged Scholarship (COES), an alliance sponsored by the vice president and dean for Undergraduate Education, the vice president for Student Affairs, and the vice president for Outreach and vice provost for Online Education

**Example Strategies:**

* Continue leadership, administrative management, and fiscal support for the COES
* Continue to provide subject-matter experts to lead and support COES committees, especially in piloting programs, facilitating communications, and implementing events
* Provide leadership and fiscal support for the annual Penn State Engaged Scholarship Symposium and the Penn State Engaged Scholarship Expo
* Develop a Penn State program/society to recognize students active in engaged scholarship
* Develop funding models in support of increasing student engagement opportunities
* Work with the Faculty Senate to advance a rewards structure for faculty actively involved in engaged scholarship
* Contribute to continued change in campus culture through COES alignment with the Penn State Joint Diversity Awareness Task Force (JDATF), including promoting dialogue and experiences that enable students to gain exposure to and understanding of diverse cultures
* Lead the application to maintain Penn State’s Carnegie Elective Classification in Community Engagement (every five years)

**2.5 Objective:** Provide the leadership, processes, and infrastructure to further and scale engaged scholarship with external partnerships and sites to advance University themes

**Example Strategies:**

* Support engaged scholarship that addresses key societal issues in the Commonwealth and beyond through evidence-based interventions with demonstrated impact
* Consider and recommend systems and processes to track, report, and measure the impact of Penn State’s engaged scholarship on communities, the Commonwealth, and beyond
* Manage and sustain vetted engagement and engaged scholarship partnerships such as World Hope International, Project HOME, and statewide businesses
* Working with Extension, enhance local initiatives in Pittsburgh, where populations are more concentrated and diverse, by engaging regional campuses to bring faculty and students closer to the Pittsburgh core to further identify local curricular needs and establish connections and relationships for learning and research
* Continue to grow the Pittsburgh and Philadelphia Centers to become vital Penn State community connectors and locations for urban engagement
* Maximize the expertise and connections of the members of OOE’s numerous advisory boards to identify new opportunities for student/community engagement and better understand the perceptions and value placed on engagement/engaged scholarship in the marketplace, particularly in hiring practices

**2.6 Objective:** Advance Penn State’s University-wide outreach mission through reimagining the twenty-first century land-grant mission

**Example Strategies:**

* Envision and co-lead the convergence of engagement, economic development, and innovation within the University structure
* Expand the partnership with Extension to bring multi-disciplinary solutions to Pennsylvania issues
* Support the dissemination of translational and community-based participatory research

## 3. GOAL: Enhance Adult Learner Recruitment, Access, and Success

Increase adult learner access, opportunities for success, and enrollments.

**3.1 Objective:** Ensure the World Campus student experience is world class

**Example Strategies:**

* Continually investigate and enhance online learner needs with appropriate and effective educational technologies
* Upgrade the current Learning Management System with University stakeholders
* Provide a single interface and navigation across a curriculum of study
* Enable mobility for all student technology interfaces
* Promote and accelerate the implementation of accessibility standards for all online courses for students with sensory (visual/auditory) impairments
* Leverage the many opportunities offered by our Penn State alumni and deeply engage them in the recruitment and retention of World Campus students
* Expand enrollment service and academic support for applicants in the following areas: transfer credit review prior to enrollment, orientation, retention coaching, and tutoring
* Create a rich “Penn State experience” for the diverse students learning at a distance by embedding research experience, internships, and other forms of engagement into the curricula, or by enhancing the co-curricular opportunities with appropriate and meaningful pursuits
* Enhance career services for World Campus students to include leveraging Penn State alumni

**3.2 Objective:** Increase the World Campus student success rate

**Example Strategies:**

* Pilot and analyze the efficacy of the first-year student support model for World Campus students
* Identify barrier courses and gateway courses and create a tutor program strategy
* Identify and pilot an online tutoring option
* Operationalize the use of predictive analytics for the purpose of student interventions
* Enhance the advising function with the use of appropriate technology
* Strengthen student connections with faculty through engaged scholarship opportunities
* Optimize the financial-aid process and continuously improve communication from the Office of Student Aid to students
* Ensure that special needs and accommodations of military personnel and veterans are identified and met to the extent of the students’ desirability

**3.3 Objective:** Advance and lead the work of the Commission for Adult Learners

**Example Strategies:**

* Continue to support (funding and staffing) the overall administration of the Commission for Adult Learners
* Support Prior Learning Assessment (PLA) and financial literacy efforts by providing funding for coordinators and their operations
* Expand opportunities for credit by examination to provide additional credit attainment for students
* Continue to provide financial support the Course Substitution Request System initiative
* Identify and remove barriers impacting adult learners; advance services, policies, and programs to enhance success

**3.4 Objective:** Advance blended learning in collaboration with the campuses and colleges

**Example Strategies:**

* Identify and engage with campuses and chancellors interested in working with World Campus
* Charge a “Commonwealth Campus and World Campus Strategy Team” to identify opportunities for co-developing and delivering online programs, including in a hybrid format
* Explore the feasibility of developing a degree completion/competency-based degree that would reduce student costs and promote the acceptance of transfer credit, prior learning assessment, and articulation agreements with two-year programs

## 4. GOAL: Support University Priorities

Advance University priority areas and the emerging University imperatives and themes by leveraging OOE expertise and culture of innovation.

**4.1 Objective:** Further innovative services, educational technologies, and processes to support University objectives

**Example Strategies:**

* Implement systems to track prospect and student activity and identify behavioral trends to improve acquisition, retention, and student satisfaction
* Utilize emerging technologies and knowledge to improve student success rates
* Assist in the development of University process and service enhancements to serve the needs of World Campus prospects, students, and channels (e.g., military, B2B, international)
* Review and, if appropriate, recommend revisions to University policies to empower stronger partnerships with academic, campus, and administrative partners
* Support central University specialized units that the World Campus impacts, appropriately funding the tools and resources needed to serve online students
* Advance the work and impact of the Center for Online Innovation in Learning (COIL)

**4.2 Objective:** Lead the Digital Learning Steering Committee with the Vice President and Dean of Undergraduate Education to advance a University digital learning strategy and transform education, integrating educational technologies throughout the curriculum to advance student learning and increase student success

**Example Strategies:**

* Review and recommend changes to administrative and academic policies
* Advance important collaborations with University administrative partners to support the integration of World Campus students, policies, and innovations into the University core
* Monitor and respond to federal and state policies impacting digital learning
* Monitor the integration of educational technology with on-campus classrooms
* Advance processes and practices to ensure fiscal optimization of digital offerings

**4.3 Objective:** Advance WPSU Penn State production services and networks as key resources for University academic and administrative priorities

**Example Strategies:**

* Provide video, audio, and multimedia design, direction, production, and content distribution to strengthen the University’s brand; promote and advance University research and discovery, including the realm of sustainability; and generate compelling content to support development and recruitment goals with local, regional, national, and international audiences
* Advance work with University Development on the creation of positive messaging surrounding campaign efforts and such activities as THON
* Continue to provide support for live streaming of Board of Trustees and other meetings to extend the transparency of Penn State
* Continue to work with Intercollegiate Athletics in its “One Team” approach and communication of the academic accomplishments of our athletes
* Continue to provide production services to faculty across Penn State to disseminate their research findings and promote scientific research endeavors
* Maintain support of recruitment and admissions efforts for the University
* Provide online coursework support through our production and distribution capabilities for World Campus courses, as well as online course content and platforms of centers and colleges

**4.4 Objective:** Leverage our organizational strengths and the momentum of our online success to advance Penn State as a major hub for educational technology (EdTech) entrepreneurship and innovation.

**Example Strategies:**

* Brand, announce, and fund the Penn State EdTech Network, working with faculty, staff, students, community partners, and alumni
* Strengthen our relationship with the most innovative EdTech companies and thought leaders in order to advance Penn State’s position as the leading online university
* Support workforce and economic development in Pennsylvania; encourage partner companies to create high-value employment opportunities for Penn State students and alumni
* Work with partners like Teaching and Learning with Technology (TLT), Information Technology Services (ITS), and Research, to capitalize on Penn State’s current EdTech strengths by cultivating Penn State students, faculty, staff, and alumni as EdTech innovators and entrepreneurs through internship, incubator, and accelerator programs
* Develop Penn State’s standing as an EdTech leader through sponsoring and hosting national conferences
* Develop Penn State digital learning assets
* Raise Penn State’s profile with leading education foundations

**4.5 Objective:** Foster the use of OOE’s extensive marketing expertise, partnership-building abilities, diverse distribution channels, learning-design capabilities, and business acumen

**Example Strategies:**

* Provide information architecture, web analytics, search engine optimization, search engine marketing, and web accessibility best practices for University projects (e.g. PSU.EDU, Penn State adult learner website, Penn State website for military veterans)
* Conduct user-centric content research, design, development, and efficacy measurement to enhance the user experience for University prospects (e.g., The Graduate School Usability Project to Enhance the Graduate Application)
* Launch enterprise-wide rollout of customer relationship management initiative (Talisma) with Undergraduate Admissions Office to all campus locations for University prospect communication
* Deliver high-priority national and international conferences for academic and administrative partners (e.g., National Autism Conference, The Annual Conference on Child Protection and Well-Being, Marcellus Summit)
* Implement University advancement in information technology (e.g., predictive analytics, KPIs/dashboards, Internet2/Acquia, IT governance)
* Conduct and foster University research and innovation in online learning (e.g., Center for Online Innovation in Learning–COIL, Institute for Emerging Leadership in Online Learning)

**4.6 Objective:** Advance emerging University priorities through OOE programs, services, and resources

**Example Strategies:**

* Provide internal mechanisms from which innovation can germinate such as through organizational “Ideas in Action” discussions around innovation
* Serve as a test bed for pilot programs and partnerships in transforming education to improve pedagogy and student services
* Leverage OOE’s external advisory boards to provide consultative input regarding our rapidly changing environment and emerging processes

**4.7 Objective:** Proactively support and embrace University objectives to embed sustainability as a fundamental value through the advancement of literacy, solutions, and leadership**.**

**Example Strategies:**

* Build a consistent organizational understanding of the definition of sustainability; foster thinking about how OOE can uniquely contribute to University goals
* Strengthen OOE sustainability efforts in teaching and co-curricular activities, service and community engagement, and operations
* Continue to work with our academic partners to create and grow sustainablity-related World Campus programs that meet market needs
* Continue funding of the Sustainability Institute
* Investigate and develop Shaver’s Creek Environmental Center and Stone Valley Recreation Area (which is now under Student Affairs) as a world-class learning lab for student engagement with sustainability disciplines
* Extend the role of the Green Team to enhance educational efforts; continue to operationalize sustainability within OOE; support the planning, implementation, and reporting of sustainability activities; and recommend policy or process changes

## 5. GOAL: Operate in a Fiscally Responsible Model

Align our budget with our priorities and execute our strategic plan with discipline.

**5.1 Objective:** Increase the World Campus gross and net revenues through enrollment growth

**Example Strategies:**

* Implement the recommendations from the 2015 World Campus Revenue Distribution Committee Report
* Reduce the percentage of revenue that is allocated to the World Campus and partner colleges for the administration of the World Campus
* Increase revenue allocation to central University budgets
* Fund faculty, learning design, and central administration positions (currently more than fifty-three positions funded by World Campus)
* Pursue World Campus growth strategies

**5.2 Objective:** Develop organizational processes and skills to maximize efficiencies, effectiveness, and innovations

**Example Strategies:**

* Establish a disciplined governance process to link World Campus investments to strategies
* Mature project management skills across OOE
* Standardize project management methodologies and tool sets across the organization to achieve more predictable, valuable outcomes
* Optimize current business processes through industry-endorsed principles

**5.3 Objective:** Continuously evaluate stewardship of University resources

**Example Strategies:**

* Hold quarterly financial reviews with the Strategic Leadership Team, financial staff, and others
* Set targets to reduce internal administrative costs to manage the World Campus
* Evaluate new technologies to reduce costs and improve student success
* Develop executive-level, unit-level, and project-level dashboards for more frequent snapshots regarding progress and success

## 6. GOAL: Make Outreach and Online Education a Great Place to Work

Attract and engage a qualified, diverse, and exceptionally talented team of professionals and advance a culture of empowerment, accomplishment, innovation, ethics, integrity, and career satisfaction.

**6.1 Objective:** Establish alignment between our people and our Penn State and OOE mission, vision, and values

**Example Strategies:**

* Support business literacy efforts for understanding of other units’ functions and a sense of the larger picture
* Reinforce our vision, mission, values, and goals at internal communication and leadership opportunities
* Acknowledge and praise a job well done through formal (awards program) and informal processes
* Conduct regular climate survey, monitor response, and devise action, if warranted
* Encourage employee involvement in activities that support our mission, vision, values, and goals, such as participating in the Green Team, United Way, and student scholarship fund-raising committees

**6.2 Objective:** Continue to address the challenges shared in the University’s Framework to Foster Diversity

**Example Strategies:**

* Build a consistent organizational understanding of the definition of diversity and foster broader thinking about how OOE can address challenges
* Implement a succession planning strategy with strong consideration to minority members
* Pilot a recruiting program to increase HR participation in the full life cycle of the recruitment process; provide best practices in attracting, selecting, and retaining a diverse workforce
* Revamp the role of the OOE Diversity Council to develop programming, coordinate events, and more actively engage in related planning, reporting of activities, and advising on policy or process changes
* Evaluate the need for the establishment of an OOE multicultural officer
* Require the identification of diversity/inclusion efforts within subunits’ operational plans

**6.3 Objective:** Provide professional and personal health development opportunities throughout OOE

**Example Strategies:**

* Allow for participation of many levels of employees on cross-functional teams, enabling broader contributions and development of new leaders
* Encourage staff to take advantage of tuition reimbursements and pursue educational goals
* Initiate human resources analytics and identify key metrics in support of the continued development of a talent management strategy, including recruitment, retention, mentoring, succession planning, etc.
* Support employee participation in professional organizations, such as assuming leadership roles, attending conferences, and delivering presentations
* Promote ongoing University wellness efforts; continue to offer University classes on diabetes prevention, CPR, and first-aid training
* Launch training on workplace stress management

**6.4 Objective:** Create an environment that ensures that employees are informed and valued

**Example Strategies:**

* Set clear, measurable, and achievable objectives; consistently report on progress
* Develop and share access to dashboards
* Enhance transparency through communications, open forums, and other opportunities for staff engagement
* Hold “Coffee Chats” with the Vice President/Vice Provost to share current information, promote the voicing of opinions, and encourage all staff to be leaders regardless of position