

# 2020 - 2025 Strategic Plan



**PennState**  
Hazleton

# Mission, Vision, and Values

## Mission:

Penn State Hazleton upholds the highest standards in teaching and learning, while being a gateway to the rest of Penn State University. The campus employs student-centered approaches to extend access, fosters engaged scholarship, and embraces diversity. Penn State Hazleton extends the land grant mission of the University which promotes teaching, research, and community service.

## Vision:

Penn State Hazleton will be a leading educational institution that advances knowledge, creativity, and opportunity in a dynamic campus environment, supporting academic and research excellence, innovative programming and pedagogy, and community outreach.

## Values:

Penn State Hazleton promotes the University's values:

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

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

**RESPONSIBILITY** - We act responsibly and hold ourselves accountable for our decisions, actions, and their consequences.

**DISCOVERY** - Through advanced research and scholarship, we seek and create new knowledge and understanding, and foster creativity and innovation, for society's benefit.

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

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

# Process and Planning

## Process Documentation:

We began our planning process by considering the three reflective questions posed by the Provost:

- How has your strategic plan made an impact? How do you know this impact made a difference?
- What would you have done differently if given the chance in your plan?> Why would you have done these things differently?
- What parts of your current plan you think should be extended to 2020 - 2025? Why do you think these parts should be extended?

We took a full meeting of the Strategic Planning Council to consider each question during the Fall of 2019. We used the questions as a starting point for considering the extension of the plan until 2025. We decided that mission and vision did not need to be altered as it still applied. The goals, objectives, and action items were first submitted by the Senior Leadership team (all of whom are on the Council) and then by the other members of the Council. Then they all were discussed for inclusion in the plan. A good number of items (like recruitment, retention, etc.) were carried forward in the new plan as they continue to be strategic directions. Following the completion of the first draft of the document, a core group consisting of the Chancellor, the Director of Academic Affairs, the Associate Director of Academic Affairs, the Director of Student Services & Engagement, and the Director of Advising and Retention worked collaboratively to tighten up the document in terms of wording, timelines, etc. The second draft was presented to the entire Council and recommended to the Chancellor for approval which was given.

## Penn State Hazleton Strategic Planning Council

Susan Bartal, Director of Strategic Communications

Elena Boyle, Assistant Director of Admission

Barbara Brazon, Assistant Teaching Professor of IST

Debra Conway, Director of Continuing Education

Betty Corcoran, retired school administrator; community representative

Lorrie Deffley, Regional HR Strategic Partner

Margaret Esopi, Regional Registrar

Sarah Evancho, Financial Aid Coordinator

Dr. Maggie Gordon Froehlich, Assistant Professor of English/Gender and Sexuality Studies; Associate Director of Academic Affairs

Tracy Garnick, Director of Student Services and Engagement

Robert Knight, Interim Associate Director of Student Services and Engagement

Allen Koehler, Director of Enrollment Management

Kaitlyn Krasucki, Career Services Coordinator, Instructor

Dr. Keith Rohrbach, community representative

Dr. Gary Lawler, Chancellor

Patrice Lombard, Campus Director of Athletics

Valerie Lynn, Head Librarian

Dr. Daniel Mansson, Associate Professor – Communication Arts and Sciences

Christine Mencer, Director of Information Technology

Michael Morrison, Director of Business Services; Financial Officer  
Dr. Michael Polgar, Professor of Sociology  
Christen Reese, Director of Campus Development & Alumni Relations  
Shannon Richie, Reference Librarian  
Dr. Sherry Robinson, Associate Professor of Business  
Carole Shearer, Assistant to the Chancellor  
Dr. Karen Sofranko, Director of Advising and Retention  
Mark Tranguch, Housing, Food and Ancillary Services Manager 3  
Devon Whalen, (former) Assistant Director of Student Services and Engagement  
James Walsh, SGA President 2020 – 2021; student representative  
Elizabeth Wright, Director of Academic Affairs; Associate Dean for Academic Affairs (OVPC)







**Publicity for the plan:**

The plan is currently being added to our campus website ( <https://hazleton.psu.edu/strategic-plan> ). Updates on progress of the plan was given by the chancellor at a number of campus inclusive events including our Opening Days presentation, Faculty Senate meetings, and Staff Advisory Council meetings. Now that the draft is complete as we submit this we will further promote the entirety of the plan at our Opening Day presentation in January 2021.

**Plan Approved by:**

Formal recommendation by the full Strategic Planning Council; approved by Dr. Gary M. Lawler, chancellor

**Supporting Evidence:**

-  Meeting notes 2\_12\_20.docx
-  Meeting notes 10\_9\_20.docx
-  Meeting notes 1\_21\_20.docx
-  Meeting notes 9\_11\_19.docx
-  Meeting notes 10\_30\_20.docx
-  Meeting notes 9\_11\_20.docx

# Goal #1 – Extend the 21<sup>st</sup> Century Land Grant Mission

Goal Summary Name:

## Land Grant Mission

Goal Description:

Access, affordability, collaboration with campuses, connection with K-12, equity, global outreach, development, alumni, community outreach.

Objective:

### 1.1 Increase Enrollment

Increase overall campus enrollment to at least 1,000 students by 2025 and increase retention rate to 80% fall-to-fall for first year students, with the eventual goal of 1200 students enrolled. Accomplish this by expanding degree and certificate offerings, adding dual-enrollment programs, and continuing to form articulation agreements with local community colleges.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

June 30, 2025

Key Performance Indicators:

**Census, Enrollments, Head Count**

Objective Mapping:

**F1, F6, TE2, TE5, OP2, CO1, CO2, IS5**

Action Items:

**1.1.1 Expand portfolio to 15+ baccalaureate degrees singly and in collaboration with sister campuses.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Fifteen baccalaureate degrees offered**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.2 Update articulation agreements with area community colleges to strengthen relationships between the institutions and increase enrollment. Work with our partner campuses on developing a recruitment plan with a goal of increasing enrollment.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three plans reviewed/updated; recruitment plan developed.**

Responsible Party:

**Academic Affairs; Enrollment Management**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.3 Introduce pre-college students to educational and entrepreneurial opportunities.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three opportunities/year.**

Responsible Party:

**Continuing Education/LaunchBox Director**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.4 Maintain existing dual-enrollment program with area high schools (maximum 40 students/semester) to increase overall future enrollments. Strengthen K-12 connections to provide added access to the campus.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Forty students/semester**

Responsible Party: **Academic Affairs; Continuing Education**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.5 Create purposeful scholarships targeted to Honors, underrepresented, and lower income students.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Offer 70/year**

Responsible Party:

**Enrollment Management, Development, Chancellor**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2022**

**1.1.6 Create examples of engaged scholarship at the campus.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five per year**

Responsible Party:

**Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2022**

Target Date:

**August 1, 2023**

**1.1.7 Increase inter-campus collaboration and sharing of resources to become more efficient while providing additional opportunities.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five collaborations**

Responsible Party:

**Chancellor, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.8 Develop and maintain a collaborative working process between Enrollment Management and Academic Advising.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One collaboration process defined; completed and maintained.**

Responsible Party:

**Enrollment Management and Academic Advising**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2021**

**1.1.9 Continue and expand a formalized service/service learning experience for students.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One per year**

Responsible Party:

**Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2021**

Target Date:

**August 1, 2022**

**1.1.10 Provide library resource programs to enhance student academic success.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five per year**

Responsible Party:

**Academic Affairs, Library**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**



**1.1.11 Develop more veteran and adult learner recruitment initiatives.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three per year**

Responsible Party:

**Enrollment Management, Continuing Education**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2021**

**1.1.12 Develop and implement a student-athlete recruitment plan.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One plan developed and implemented.**

Responsible Party:

**Student Services and Engagement, Enrollment Management**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2021**

**1.1.13 Create a national footprint for fundraising in key areas of alumni population.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three areas developed**

Responsible Party:

**Chancellor, Development**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.14 Increase focus on larger, more transformative gifts and grants (> \$100K)**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Ten new gifts/grants.**

Responsible Party:

**Chancellor, Development**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.15 Increase scholarship opportunities targeting advanced standing students.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Ten new scholarships**

Responsible Party:

**Chancellor, Development**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.16 Recruit and support LatinX students to build enrollment and provide access.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Increase campus LatinX enrollment by 20%**

Responsible Party:

**Enrollment Management, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.1.17 Follow Sightlines Report and investigate capital planning projects for Gymnasium, Memorial Building, and Laurel Cottage on campus.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three buildings upgraded**

Responsible Party:

**Business Services, Chancellor**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2024**

**1.1.18 Use experience of COVID-19 pandemic, and campus/university response, to increase nimbleness in all regards.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five examples/year.**

Responsible Party:

**Campus Council**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## **1.2 Marketing and Promotion**

Objective:

**Create marketing, promotion, and recruitment plans for both existing and new degree offerings at the campus, including articulation agreements, dual enrollment, and other specialized offerings unique to Penn State Hazleton in order to create and highlight the campus brand.**

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

**December 31, 2025**

Key Performance Indicators:

**Enrollment Data**

Objective Mapping:

**F1, F2, TE5, OP2, CO3**

Action Items:

**1.2.1 Utilize community connections on local boards to expand knowledge about the campus, its programs, and its access for area students**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five board positions**

Responsible Party:

**Campus Council membership**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.2.2 Expand Outreach efforts regarding events to the greater community.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five outreach efforts**

Responsible Party:

**Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.2.3 Strengthen relationships with alumni to engage them more fully in the campus, specifically utilizing their campus connection in recruiting efforts. Establish benchmarks of current events.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Increase by three/year**

Responsible Party:

**Enrollment Management, Strategic Communications**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.2.4 Develop a recruitment plan to increase first-choice applications by 10% year over year.**

Action Item Implementation Tasks

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five years of increases**

Responsible Party:

**Enrollment Management**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.2.5 Develop a marketing plan to yield more second-choice offers, understanding that the message should be different for the cohort versus first choice offers.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One/year**

Responsible Party:

**Chancellor, Enrollment Management, Strategic Communications**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**

**1.2.6 Analyze and adjust campus scholarship dollars to consistently improve yield rates for the cohorts.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Once per year**

Responsible Party:

**Enrollment Management**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**1.2.7 Implement recommendations from the Campus Retention Task Force to further stimulate growth in overall enrollment and student success.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five recommendations implemented.**

Responsible Party:

**Chancellor**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**

**1.2.8 Develop a comprehensive integrated marketing communications effort combining media advertising, direct marketing, and web strategies, to generate interest and admission engagement. Collaborate with University Strategic Communications to ensure targeting, reach and messaging are consistent with overall brand and marketing efforts.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five new marketing efforts**

Responsible Party:

**Strategic Communications**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**

**1.2.9 Generate marketing insights by working in close collaboration with Enrollment Management Team; conduct critical analyses of enrollment trends including composition of student body (geography, gender, ethnicity, degree interest, etc.). Use resources available through University Strategic Communications – surveys, marketing trends, marketing results, etc.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/year.**

Responsible Party:

**Enrollment Management, Strategic Communications**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**

DRAFT

## Goal #2 – Advance Educational Innovation

Goal Summary Name:

### Educational Innovation

Goal Description:

Teaching and learning, new programming, articulation, undergraduate research, library and information literacy, understanding the relationship of new education technologies to learning, student engagement, adult learners, assessment, retention, developmental “bridge” programs.

Objective Name:

#### 2.1 Increase Retention

**Objective:** Improve our first to second year retention rate by 2%/year.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Targeted Completion Date:

**December 31, 2025**

Key Performance Indicators:

**Retention Data**

Objective Mapping:

**F1, F2, F4, F5, F6, TE3, OP1, GP2, DI5, CO5**

Action Items:

**2.1.1 Informed by the work of the campus retention team, create data-driven student success initiatives.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Nine initiatives.**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**



### **2.1.2 Increase undergraduate research at the campus.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Twenty students per year.**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2024**

### **2.1.3 Increase course-related information literacy sessions.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Twenty sessions.**

Responsible Party:

**Library**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2024**

### **2.1.4 Increase international experiences for students.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One per year.**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2022**

**2.1.5 Refine transfer orientation and advising process for students from area community colleges.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two/academic year.**

Responsible Party:

**Academic Affairs and Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2022**

**2.1.6 Implement planned learning outcomes tied to general education.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/academic year.**

Responsible Party:

**Student Services and Engagement, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2022**

**2.1.7 Implement planned learning outcomes tied to service learning.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/academic year.**

Responsible Party:

**Student Services and Engagement, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2022**

**2.1.8 Implement planned learning outcomes tied to athletics.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/academic year.**

Responsible Party:

**Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2022**

**2.1.9 Continue to design and expand academic experiences in the residence halls.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Four/academic year.**

Responsible Party:

**Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

**2.1.10 Offer entrepreneurship and innovation programs, tools, and resources at the Hazleton LaunchBox and Penn State Hazleton campus to spur job creation, economic development, and student success.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Ten/year.**

Responsible Party:

**Continuing Education/LaunchBox Director**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## 2.2 Expanding Assessment

**Objective:** Yearly assessments are completed by Program Coordinators for each program that is not associated with an accrediting body. The objective is to expand the use of assessments in revising program content.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

**December 31, 2025**

Key Performance Indicators:

**Increase over baseline assessment.**

Objective Mapping:

**F1, F2, F6, OP2**

Action Items:

**2.2.1 Use the results of program assessments to revise course content.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics

9 Assessments/year

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## 2.3 Expand Co-Curricular and Engagement Initiatives

**Objective:** Co-Curricular and engagement initiatives are a useful tool in increasing retention and connecting students to the campus and the University. While we have many initiatives in this area, we look to increase them even further with a result of adding to the retention efforts at the campus.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

December 31, 2025

Key Performance Indicators:

**Increase over base assessment.**

Objective Mapping:

**F2, F4, TE4**

Action Items:

**2.3.1 Continue and expand Alternative Spring Break experience for students.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One/academic year.**

Responsible Party:

**Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**2.3.2 Create co-curricular programming that expands the Student Affairs educational portfolio (i.e. Women's Initiatives, leadership development).**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Six/academic year.**

Responsible Party:

**Student Services and Engagement, Academic Affairs, Residence Life**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

## 2.4 Promote Innovative Teaching and Learning

Objective: Promoting innovation in teaching and learning, this objective is meant to increase the quality of our courses and provide an enhanced experience for students.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

December 31, 2025

Key Performance Indicators:

Median quality of course as reported in SRTEs.

Objective Mapping:

**F2, TE1, TE2, TE3, TE4, OP2, OP3**

Action Items:

**2.4.1 Create faculty/staff development opportunities that support innovation related to teaching and learning.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three annually**

Responsible Party:

**Academic Affairs, Chancellor**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**2.4.2 Create innovative learning spaces that are driven by pedagogy and can support the growing array of devices and content that faculty and students utilize in their courses.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Nine spaces created**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**2.4.3 Use technology to improve the delivery of educational programs, to help reduce costs, and to extend access to audiences while fostering improved programmatic partnerships among community, campuses, and the university.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three programs**

Responsible Party:

**Academic Affairs, Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2024**

## **2.5 Innovation Through Tapping the Philanthropic Pipeline**

Objective: **By carefully developing and stewarding our donor base, we plan to increase philanthropic giving to the campus. Cases will be developed and shared with potential donors to garner interest in individual as well as campus-wide initiatives.**

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Targeted Completion Date:

**December 31, 2025**

Key Performance Indicators:

**Increase campus endowment**

Objective Mapping:

**IS5, AH2**

Action Items:

**2.5.1 Grow the scholarship endowment**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Target = \$16,000,000 endowment**

Responsible Party:

**Chancellor, Development**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**2.5.2 Advance the campus' fine arts focus through events and programming**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three programs/year.**

Responsible Party:

**Chancellor, Development, Academic Affairs, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

**2.5.3 Create naming opportunities to advance programming and facilities**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five new naming opportunities completed.**

Responsible Party:

**Chancellor, Development**

Start Date:

**August 1, 2021**

Target Date:

**August 1, 2023**



## **Goal #3 – Promote Ethics, Values and Behaviors**

Goal Summary Name:

### **Ethics, Values and Behaviors**

Goal Description:

**Civic engagement, child safety and protection, integrity, equity, moral literacy, transparency, student engagement, respect for others.**

Objective Name:

### **3.1 Promote Ethical Behavior**

Objective: **Promoting ethical behavior supports the University's value of integrity.**

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target completion date:

**June 30, 2025**

Key Performance Indicators:

**Reports to hotline and student conduct.**

Objective Mapping:

**F2, F3, TE4, IS5**

Action Items:

**3.1.1 Promote ethical behavior and civic engagement of all students, faculty, and staff by expanding themed programming initiatives.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three programs/year.**

Responsible Party:

**Human Resources, Student Services and Engagement, Residence Life, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## 3.2 Increase Transparency and Communication

Objective: In order to be one university geographically dispersed, it is each campus' senior leadership team imperative to increase transparency through communication. When campus constituents understand reasoning that is behind a decision, they are generally accepting and have better morale. The objective is to increase these areas to improve morale.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

June 30, 2025

Key Performance Indicators:

**Documented number of meetings and senior leadership emails.**

Objective Mapping:

**F6, OP1, CO3**

Action Items:

**3.2.1 Monitor and verify campus compliance with university policies; keep students informed of the reasons behind our implementation of policies; inform students, faculty and staff of campus emergency operations protocols, plan testing and training**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One complete process**

Responsible Party:

**Chancellor, Business Services**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

**3.2.2 Increase transparency and support a culture of civility across the campus community by holding various meetings including the Campus Town Hall, Meet the DAA, etc.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Twelve per year**

Responsible Party:

**Chancellor, Academic Affairs, Student Services and Engagement, Campus Community**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

**3.2.3 Report admission activities and budget updates at Campus Council meetings, other major campus meetings, and during opening day programming.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three reports per year**

Responsible Party:

**Chancellor, Enrollment Management, Business Services**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2023**

**3.2.4 Increase communications to students regarding fees for increased transparency and accountability.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two per year**

Responsible Party:

**Bursar, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2022**

**3.2.5 Create a unified culture across all divisions/departments that facilitates trust, collaboration, transparency and accountability by offering programming and training.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two offerings/trainings per year**

Responsible Party:

**Chancellor, Academic Affairs, Student Services and Engagement, Human Resources**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2023**

## **Goal #4 – Foster Diversity**

Goal Summary Name:

### **Foster Diversity**

Goal Description:

*The Pennsylvania State University is committed to and accountable for advancing diversity, equity, and inclusion in all of its forms. We embrace individual uniqueness, foster a culture of inclusion that supports both broad and specific diversity initiatives, leverage the educational and institutional benefits of diversity, and engage all individuals to help them thrive. We value inclusion as a core strength and an essential element of our public service mission.*

**At Penn State:**

- *We will foster and maintain a safe environment of respect and inclusion for faculty, staff, students, and members of the communities we serve*
- *We will educate our faculty, staff, and students to be social justice advocates, creatively providing curricula, programs, and environments that reflect the diversity of our communities, and elevate cultural awareness.*
- *We will ensure fair and inclusive access to our facilities, programs, resources, and services, and ensure that all of our policies and practices are inclusive and equitable.*
- *We will advance and build our workforce by assessing hiring practices and performance review procedures to attract, retain, and develop talented faculty and staff from diverse backgrounds.*
- *We will address intergroup disparities in areas such as representation, retention, learning outcomes, and graduation rates.*
  
- *Develop and execute a plan to engage community partners to support diversity programming both on campus as well as in the region. Form a Committee on Diversity, Equity and Inclusion; committee would continue to offer programming on a regular basis beginning with each opening day in the fall and spring and continuing throughout the semesters.*

*Campus Committee on Diversity, Equity and Inclusion - Diversity Planning Goals:*

- *Create a welcoming and inclusive campus environment (all departments)*
- *Advance and build a diverse student body (Enrollment Management, etc.)*
- *Advance and build a diverse workforce and management (Campus Council, Human Resources)*
- *Develop a curriculum and co-curriculum that fosters United States and International cultural competencies (Academic Affairs, Student Services & Engagement)*

Objective Name:

#### **4.1 Increase diversity, equity, and inclusion training opportunities**

Objective: This objective supports the University's value of respect.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

**June 30, 2025**

Key Performance Indicators:

**Increase over baseline assessment (baseline = 2018 – 2019 year; pre-pandemic)**

Objective Mapping:

**F3**

Action Items:

**4.1.1 Expand and promote diversity education for the entire campus community.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Ten annual educational opportunities**

Responsible Party:

**Committee on DEI, Academic Affairs, Student Services and Engagement, Human Resources**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2023**

**4.1.2 Develop strategies to encourage, reward and promote faculty, staff and student participation in campus sponsored activities and events that provide diversity education.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three strategies developed**

Responsible Party:

**Committee on DEI**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**4.1.3 Create opportunities for engagement of the local Hazleton population at the Hazleton LaunchBox supported by Pasco L. Schiavo, Esq.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Ten opportunities**

Responsible Party:

**Academic Affairs, Chancellor, Continuing Education, Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**

**4.1.4 Include diversity education in all annual unit action plans. Provide DEI education for senior leadership in order to equip them with the tools to expand their expertise; explore additional targets and opportunities.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three educational opportunities**

Responsible Party:

**All directors and units; all staff and academic units**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

## **4.2 Increase campus diversity**

Objective: Our campus has been successful in recruiting underrepresented students from outside our service area. We need to increase our diversity within our service area. Additionally, while we have made slight progress in recruiting faculty and staff from underrepresented groups yet the percentages of the total campus population is small.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

**June 30, 2025**

Key Performance Indicators:

**Number of underrepresented students, faculty and staff relative to a baseline year of 2018-2019.**

Objective Mapping:

**F3, OP1**

Action Items:

**4.2.1 Develop and identify recruitment and retention strategies that account for the diversity of students, faculty and staff.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three strategies developed**

Responsible Party:

**Enrollment Management, Chancellor, Human Resources**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2023**

**4.2.2 Design educational opportunities that promote a culture of civility and inclusion among students, faculty and staff.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/year.**

Responsible Party:

**Human Resources**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2024**

**4.2.3 Create strategies to attract a stronger talent applicant pool that considers equal opportunity, minority recruitment, and highly qualified candidates.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three strategies**

Responsible Party:

**Campus Human Resources staff with University Talent Acquisition Team**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2022**



## Goal #5 – Enhance Sustainability

Goal Summary Name:

### Enhance Sustainability

Goal Description:

Sustainability is the simultaneous pursuit of human health and happiness, environmental quality, and economic well-being for current and future generations.

Objective Name:

#### 5.1 Increase sustainability efforts

Objective: Our sustainability objective has expanded from environmental sustainability to a more holistic view that supports the University value of Community. With help from the Sustainability Institute, we will increase the number of initiatives across the campus.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Target Completion Date:

**June 30, 2025**

Key Performance Indicators:

Increase over baseline sustainability initiatives (baseline = 2018 – 2019 year; pre-pandemic)

Objective Mapping:

**F2, F6, SP, IS1**

Action Items:

**5.1.1 Establish an overall campus sustainability committee, including faculty, staff and students, to link with global sustainability goals, explore ways to promote a culture of campus sustainability, and guided by the principles of the Sustainability Institute.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Committee (one) created**

Responsible Party:

**Chancellor**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2021**

**5.1.2 Create a professional development program for faculty and staff in order to create awareness of the benefits and cost savings associated with sustainability, and to become “sustainability literate”.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three opportunities created.**

Responsible Party:

**Chancellor, Human Resources**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**5.1.3 Create strategies to integrate sustainability into the student experience.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three strategies/year**

Responsible Party:

**Residence Life, Student Services and Engagement, Academic Affairs, Housing and Food Services**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2023**

**5.1.4 Collaborate with University Park Sustainability Institute on an annual basis to seek out information related to sustainability; host training opportunities, identify funding sources for sustainability initiative.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Five training opportunities**

Responsible Party:

**Chancellor, Campus Council, Human Resources, Business Services**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**5.1.5 Establish a goal of no less than 25 students enrolled in each Baccalaureate and Associate degree program. Reevaluate programs that are unable to sustain the goal of 25 student/program.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Twenty-five students/program**

Responsible Party:

**Enrollment Management, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**5.1.6 Include sustainability initiatives in all annual unit action plans.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two/unit/year.**

Responsible Party:

**All staff and academic units**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## Goal #6 – Invest in Technological Changes

Goal Summary Name:

### Technological Changes

Goal Description:

**Mobile computing, information technology, social media, risk, privacy**

Objective Name:

#### **6.1 Research and expand technology to meet the changing needs of the campus, along with faculty, staff and students.**

Objective: This objective has risen to the level of strategic as a result of the pandemic and the need to be nimbler with available technology for students, faculty, and staff.

Objective Years:

**2020 - 2025**

Start Date: *plan cycle.*

**August 1, 2020**

Target Completion Date:

**June 30, 2025**

Key Performance Indicators:

**Increase in baseline technology initiatives (baseline = 2018 – 2019 year; pre-pandemic)**

Objective Mapping:

**F2, TE3, SP, DI1, DI3, DI4, OP, CO3, IS4**

Action Items:

**6.1.1 Develop strategies to use technology to enhance security on campus, including the completion of swipe-card access in all buildings, etc.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two strategies developed**

Responsible Party:

**Business Services, Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**6.1.2 Develop a schedule to identify and invest in additional web based technologies; expand virtual learning spaces; upgrade equipment to insure quality interface with other campus communities.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Schedule developed**

Responsible Party:

**Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**December 31, 2021**

**6.1.3 Verify campus network is secure, private, and meeting faculty, staff and student needs through the use of data generated by University Park and campus surveys.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Verification ongoing**

Responsible Party:

**Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2021**

**6.1.4 Evaluate and enhance digital and social media presence for Penn State Hazleton, including videos featuring students, academic programs and overall campus identity and brand.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Four initiatives/videos/platforms developed**

Responsible Party:

**Information Technology, Enrollment Management, Strategic Communications**

Start Date:

**August 1, 2020**

Target Date:

**May 31, 2023**

**6.1.5 Develop plan to provide consistent and reliable access to data and greater integration of services; support systems and processes that make services more accessible and mobile.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Plan developed**

Responsible Party:

**Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**August 1, 2021**

**6.1.6 Research and implement best practices for improving and integrating technology into the classroom.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Four best practices implemented**

Responsible Party:

**Information Technology, Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2022**

**6.1.7 Work with faculty, staff and students to determine their technology needs, and include them in the decision making process by conducting surveys and holding open forums to solicit feedback.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two surveys/forums**

Responsible Party:

**Information Technology**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2023**

**6.1.8 Assess technological adaptations for both instruction and operations, created due to the response to COVID19, that may enhance instruction and campus operations for the future.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Target number TBD.**

Responsible Party:

**Instruction and Advising, Educational Technology Committee**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

## **Goal #7 – Plan Budgets Purposefully**

Goal Summary Name:

### **Plan Budgets Purposefully**

Goal Description:

**Faculty and Staff hiring plans, succession planning**

Objective Name:

#### **7.1 Enhance a culture amongst campus community that plans budgets which consider revenues, expenditures, and endowments**

Objective: The campus has been fiscally conservative over the years and met financial goals yet revenues, expenditures, and endowment have not been a strong driver in the budgeting model; service to students, faculty, and staff have been the focus. With the implementation of Simba, we will now be able to better understand the impact that enrollment has directly on the budget.

Objective Years:

**2020 - 2025**

Start Date:

**August 1, 2020**

Targeted Completion Date:

**June 30, 2025**

Key Performance Indicators:

**Comparison of budget total to enrollment**

Objective Mapping:

**F6, TE3, OP1, OP2, OP3**

Action Items:

**7.1.1 Create and utilize a cohesive and concise marketing plan for communication/implementation of new programs; invest in areas that have the potential to increase enrollment such as marketing, recruitment, and retention.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Plan developed**

Responsible Party:

**Chancellor, Strategic Communications**

Start Date:

**August 1, 2021**

Target Date:

**December 31, 2022**



**7.1.2 Plan and create enhancement projects using a collaborative model which will be achieved each year; plan purposeful use of enhancement monies; strategically analyze and prioritize expenses.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three/year**

Responsible Party:

**Chancellor**

Start Date:

**August 1, 2021**

Target Date:

**June 30, 2025**

**7.1.3 Update the faculty and staff hiring plans; explore opportunities to collaborate with other commonwealth campuses when hiring faculty and staff for overall expense reduction.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two/year**

Responsible Party:

**Chancellor, Academic Affairs**

Start Date:

**August 1, 2021**

Target Date:

**June 30, 2022**

**7.1.4 Develop a comprehensive budget model that considers performance, enrollment, endowment, and retention as a basis; create budgets that support a culture of development and growth.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Model developed.**

Responsible Party:

**Chancellor, Financial Officer**

Start Date:

**August 1, 2021**

Target Date:

**June 30, 2023**

**7.1.5 Seek and submit grants to create funding to support acquisition of new classroom and laboratory equipment and programming, in service to both campus and community.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Two funding sources**

Responsible Party:

**Academic Affairs**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**

**7.1.6 Assess the current organizational structure within departments to ensure optimal function and support succession planning.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**One assessment**

Responsible Party:

**Chancellor**

Start Date:

**August 1, 2021**

Target Date:

**June 30, 2022**

**7.1.7 Create a model to determine the departmental needs and plan budgets accordingly to assure return on investment in growth model for next 5 – 10 years.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Model created**

Responsible Party:

**Chancellor, Financial Officer**

Start Date:

**August 1, 2021**

Target Date:

**May 31, 2023**

**7.1.8 Use and access spending in venues of student generated funds, including student activity and facility fees.**

Action Item Implementation Tasks:

**Reported yearly in the Campus Action Plan**

Action Item Metrics:

**Three assessments**

Responsible Party:

**Student Services and Engagement**

Start Date:

**August 1, 2020**

Target Date:

**June 30, 2025**