

**PSWS
2014-2019 IMPLEMENTATION PLAN**

Item	Actions	Person(s)/ Office(s) Responsible for Accountability	Persons/Offices Involved in Implementation	Out-of-Pocket Cost	Outcome Assessment	Implement Time Frame	Other Goals Affected	Document Received
1	Goal 1: Achieve Academic Excellence							
1.1	Campus Objective #1: We will develop existing and implement new innovative learning strategies.							
1.1.A	Campus Strategy A: We will encourage faculty to select innovative learning techniques based on careful research and integrate these techniques into traditional delivery methods in order to offer our diverse student population new paths to achieving academic success. We will fulfill our ethical responsibility to provide efficient, economical, and equal access to technological innovations in educational instruction.							
1.1A1	Determine which innovative educational practices, such as flipped classrooms, enhanced online learning tools, classroom "clickers," MOOCs, and simulation programs, will best help our diverse student population achieve academic excellence.	CAO	DIT INSTRUCTIONAL DESIGNER				1.1A2; 7.1.1	
1.1A2	Cultivate an atmosphere of innovation in educational practices. Faculty reviews, awards, and grants will recognize best practices in educational innovation and campus events, including professional development opportunities, and will encourage faculty members, staff, and students to evaluate and embrace new educational practices.	CHANCELLOR	CAO DIRECTORS		SECURING FUNDING (GRANTS); DOCUMENTATION OF ACTIVITY IN FAR/PT DOSSIER (REVIEW); CAMPUS UNIVERSITY RECOGNITION (AWARDS)		1.1A1; 1.2A3;7.1.1	
1.1B	Campus Strategy B: We will offer developmental programs and gateway courses for at-risk students. We will fulfill an ethical responsibility to ensure that every student, regardless of academic ability, has an equal opportunity to achieve academic success at Penn State Worthington Scranton.							
1.1B1	We will develop a Summer Bridge Program to prepare at-risk first-year students for academic success. We will target math, writing, and study skills, use innovative software and online resources, and continue summer tutorials into the first-semester coursework.	CAO	DEM DIT	COMPENSATION FOR PROGRAM STAFFING	CREATION OF BRIDGE PROGRAM	SU15	1.1B2;1.1B3	
1.1B2	We will utilize new, nuanced math placement testing (ALEKS PPL). This testing provides more accurate placement and quicker movement through required math coursework.	CAO	DEM DIT	TECHNOLOGY COSTS	COMPARISON OF INITIAL AND FINAL MATH 004 ENROLLMENT	SU14	1.1B1;1.1B3	
1.1B3	We will support academic achievement through continued and expanded structured support for courses with high deferred, withdrawn, and failing (D/W/F) grades. Support may include providing tutorial courses, such as Math 97 and English 05, guided study groups by peer tutors, and required enrollment in tutorial programs for struggling students.	CAO	AA DEM	STUDENT TUTORING AND FACULTY EXTRA COMPENSATION	STUDENT ENGL 005 & MATH 097 ENROLLMENT; STUDENT TUTORING NUMBERS	FA14 ONGOING		

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1.2	Campus Objective #2: We will support our faculty's continued dedication to excellent academic performance.							
1.2A	Campus Strategy A: Our plans to increase students' participation in rating courses and instructors, communicate clear learning outcomes, and conduct regular reviews of all faculty members will provide concrete measurements and resources for the achievement of academic excellence in every course.							
1.2A1	We will improve SRTE completion rates and make fuller use of the data these results provide.	CAO	AA PCs FACULTY	N/A	SRTE PERCENT COMPLETION RATE;COMPARISON WITH PREVIOUS CAMPUS AND CURRENT UNIVERSITY	FA14	1.2A2;1.2A3	
1.2A2	We will continue to develop Student Learning Outcomes (SLO) for all classes by providing ongoing workshops, discipline-specific professional development opportunities, and discussion of educational theory as faculty members identify specific learning outcomes for their courses, measure their achievement, and develop plans for improvement.	CAO	AA FACULTY SCHREYER INSTITUTE	POSSIBLE SUPPORT FOR WORKSHOP	FACULTY SUBMISSION OF SLO DURING FAR PROCESS	FA14 ONGOING	1.3D1	
1.2A3	We will implement regular peer reviews of all faculty members. In order to implement these reviews, a standard evaluation form should be developed based on pedagogy rather than content. Reviews should be conducted one time very three years by a full-time faculty member, preferably outside of the discipline of the faculty being reviewed in order to ensure a focus on pedagogical strategies rather than lesson content.	CAO	AA PCs FT FACULTY	POSSIBLE SUPPORT FOR FACULTY TRAINING	COMPLETION OF FT FACULTY REVIEWS	FA15	1.1A2	
1.3	Campus Objective #3: We will enhance faculty and staff development and professional success.							
1.3A	Campus Strategy A: Our plans to clarify and communicate expectations for faculty research activities will ensure that every faculty member has the necessary information to plan for professional advancement.							
1.3A1	We will establish guidelines that determine appropriate discipline-and position-specific scholarly activities for faculty members according to University College requirements.	CHANCELLOR	CAO	N/A	CREATION OF GUIDELINES THROUGH CONSULTATION WITH THE UC	FA14	1.3A2;1.3B1;1.3B2; 1.3B3;1.3D1	
1.3A2	We will communicate these guidelines to current and incoming faculty members through job advertisements and annual reviews.	CHANCELLOR	CAO	N/A	GUIDELINE INCLUSION IN JOB POSTINGS AND ANNUAL REVIEW FEEDBACK	FA14 ONGOING	1.3A1;1.3B2;1.3D1	
1.3B	Campus Strategy B: Our plans to promote faculty scholarly activities will insure that every faculty member has the necessary resources and support to achieve professional advancement.							

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1.3B1	The Office of Academic Affairs and faculty members will seek adequate funding to support faculty scholarly activities including travel to society conferences and professional development workshops.	CAO	FACULTY	MINIMAL (IT WORKSHOPS ON CAMPUS/ ONLINE)	SCHEDULING OF GRANT ASSISTANCE WORKSHOPS (VPCC GRANT RELATIONS)	FA15	1.3B3;1.3D1	
1.3B2	Incoming and current fixed-term faculty will develop an agenda that will detail their strategy to pursue scholarly activities.	CAO	F.T. FACULTY	N/A	FACULTY SUBMISSION OF RESEARCH AGENDA	FA14	1.3A2;1.3B1;1.3B3	
1.3B3	One hundred percent of our faculty will attend professional development workshops to stay current with changes in teaching methodologies. Additionally they will attend society conferences as a means of fostering disciplinary relationships and discussing and presenting their scholarly activities.	CAO	F.T. FACULTY	TRAVEL FUNDING	FAR EVALUATIONS	FA15	1.3B1;1.3B2;1.3D1	
1.3B4	We will hire a part-time laboratory technician to assist the science faculty in general laboratory maintenance.	CHANCELLOR	CAO	PENDING FUNDING	SUCCESSFUL HIRE	PENDING FUNDING		
1.3C	Campus Strategy C: We will promote professional development among staff members by insuring that every staff member has the necessary resources and opportunities for advancement that support campus-wide excellence.							
1.3C1	We will host and advertise on-site Penn State professional development workshops for staff members and encourage their attendance at external conferences.	CHANCELLOR	DB			FA14 ONGOING		
1.3C2	We will encourage staff members' participation in Penn State initiatives designed to foster professional development, including activities and training that support continuous quality improvement (CQI) and activities sponsored by the office of the Vice Provost for Educational Equity's commissions to promote diversity and inclusion.	CHANCELLOR	DIRECTORS	N/A	DOCUMENTATION IN SRDP	FA14 ONGOING	1.3D2	
1.3D	Campus Strategy D: We will provide a comprehensive planning and review process at the campus level to improve our faculty's tenure rates and increase faculty and staff promotion rates.							
1.3D1	Incoming tenure-track faculty will construct a comprehensive research and teaching development plan as a means of tracking their progress through the tenure process. These plans will be reviewed annually by the Chief Academic Officer.	CAO	FT FACULTY	N/A	SUBMISSION OF DEVELOPMENT PLAN BY SECOND SEMESTER OF HIRE	FA14 ONGOING	1.2A2;1.2A3;1.3B1; 1.3B3	

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1.3D2	Staff members will construct professional development plans as a means of tracking their progress toward development and promotion. These plans will be reviewed by each staff members' supervisor.	DIRECTORS	STAFF	N/A	PROFESSIONAL DEVELOPMENT PLANS WILL BE ESTABLISHED AND REVIEWED YEARLY DURING SRDP	SP15 FA15	1.3C2	YOU@PSU

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1.4	Campus Objective #4: We will continue to enhance faculty and student research.							
1.4A	Campus Strategy A: Our plans to encourage more students and faculty to participate in undergraduate research will provide our campus community with incentives and resources to develop collaborative projects.							
1.4A1	We will expand student research initiatives and leverage resources to engage students in faculty-mentored inquiry and discovery. This includes increasing funding to assist with student research projects for local, regional, and national events.	CAO	PCs FACULTY UNDERGRADUATE RESEARCH COMMITTEE	GRANT FUNDING	HIGHLIST STUDENT RESEARCH CO-CURRICULAR TRANSCRIPT RECOGNITION	FA14	1.3A2;1.3B1;1.3B2; 1.3B3;1.3D1;3.2A1; 6.1B2	
1.4A2	We will continue to revitalize the campus library as an attractive place for students to study and research. This includes improving the library facilities, such as the instruction classroom and collaborative study rooms.	CHANCELLOR	HEAD LIBRARIAN	\$4 MILLION	PROMOTE PROGRESS AT CAMPUS EVENTS	FA14		

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2	Goal 2: Increase Campus Enrollment							
2.1	Campus Objective #1: We will increase our retention of currently enrolled students.							
2.1.A	Campus Strategy A: We will understand why students leave the University or do not return to our campus and take action to diminish the exits.							
2.1A1	We will utilize the strategic data needed for student retention efforts and distribute information to others on campus to assist in enhancing student retention.	CHANCELLOR	CAO DEM DSA	N/A	ENHANCE WEEKLY TRACKING REPORTING TO CAMPUS DURING ENROLLMENT MANAGEMENT COUNCIL MEETINGS	SP15	2.1A2	
2.1.A2	We will develop a Retention Plan.	DEM	DSA		EDUCATE AND IMPLEMENT APPROVED RETENTION PLAN	FA14		
2.1.B	Campus Strategy B: We will enhance existing programs and develop new services for active students to promote student success.							
2.1.B1	Assess the reasons that current students maintain enrollment at Worthington Scranton.	DEM	DSA	\$1000.00	ESTABLISH SEMESTER SURVEYS AND FOCUS GROUPS TO ASSESS THE SATISFACTION TO THE CURRENT STUDENTS		2.1B7	
2.1.B2	Develop strategies for connecting with accepted students.	DEM			UTILIZE TALISMA TO STRENGTHEN THE COMMITMENT FROM ACCEPTED TO ENROLLED STATUS			
2.1.B3	Broaden the scope of new student orientations to all audiences.	DSA	CAO DEM	STAFFING FUNDS	UTILIZE AN E-ORIENTATION FOR STUDENTS UNABLE TO ATTEND NSO			
2.1.B4	Develop the range of advising and mentoring programs.	CAO DEM	DUS STUDENT SERVICES	STAFFING FUNDS			1.1B1;2.1B5	
2.1.B5	Launch an at-risk/provisional program.	CAO/DEM	DUS STUDENT SERVICES	STAFFING FUNDS	IDENTIFY "AT-RISK" STUDENTS; PROGRAM LAUNCH	FA15	1.1B1;2.1B4	
2.1.B6	Faculty members and staff will work together toward the integration of "in-classroom" and "out-of-classroom" experiences.	CAO OTHERS	FACULTY STAFF	N/A	DEVELOPMENT OF ACTION PLAN FOR EXPERIENCE INTEGRATION		1.4A1;3.2A1;6.1B2	
2.1.B7	Develop strategies to increase campus degree graduation rates.	CAO	ADVISING DSA	N/A	IDENTIFICATION OF FACTOR(S) ASSOCIATED WITH MATRICULATION		2.2A3	FADS
Campus Strategy C: We will determine, identify, and secure the personnel resources needed to implement Campus Strategies A and B.								

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2.1.C1	Representatives from Academic Affairs, Admissions, and Student Affairs will evaluate the workload and training needed to accomplish Strategies A and B.	CHANCELLOR	CAO DEM DSA		IDENTIFICATION OF NEEDS	FA14	2.1C2	
2.1.C2	The directors of these departments will recommend a plan to campus leadership, for the effective use of shared resources and training needs.	DIRECTORS	CHANCELLOR		REPORT SUBMISSION TO CHANCELLOR. CROSS EDUCATE OF DAILY PROCESSES FOR SHARED KNOWLEDGE.	FA16	2.1A2;2.1B	ANNUAL TIMELINE
2.2	Campus Objective #2: We will increase enrollment in new and current programs.							
2.2A	Campus Strategy A: We will establish new baccalaureate degrees starting with cororate communication and psychology.							
2.2A1	A resource development plan will be created.	CAO	CHANCELLOR	FT FACULTY LINE FUNDING FOR CC AND PSYCH	SUBMISSION OF RESOURCE PLAN	SP15	2.2A2;2.2A3	P-3 CORPORATE COMMUNICATION P-3 PSYCHOLOGY
2.2A2	Marketing and recruitment efforts for these programs will be developed.	CAO DEM	DEM PCs FACULTY	COST OF PRINT		FA14		
2.2A3	Faculty will assist in developing an enrollment management plan for each program.	CAO	PC'S DEM	N/A	MONTHLY MEETING WITH PC TO ENHANCE THE TARGET MARKETING AND RECRUITMENT EFFORTS	FA14 (CC) FA15 (PSYCH)	2.2A2;2.1B7;2.2B1	
2.2B	Campus Strategy B: We will expand our efforts to utilize various communication platforms to market our proram.							
2.2B1	We will revise our campus website to optimize our ability to recruit and enroll diverse students, especially adult learners, in our programs.	DEM	DIT		E-TEAM TO FOCUS ON DIVERSITY THROUGH PHOTOS, AND PROGRAM INVITES ON THE WEBSITE			
2.2B2	We will expand our use of social media.		WEB TEAM			FA14		
2.2B3	We will build a campus communication and marketing plan.	CHANCELLOR	ALL DIRECTORS			SP14		
2.2C	Campus Strategy C: We will improve processes and programs designed to move prospective students from offer status and paid enrollment ("student yield").							

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2.2C1	The Admissions Office, Student Affairs, and Academic Affairs will work collaboratively to guide students through successful enrollment and conversion to major.	DEM	CAO DEM DSA ADVISERS DOD	ADVISING CENTER SUPPORT	INCREASE IN MAJOR CONVERSION/ DECLARATION NUMBERS			
2.2C2	We will increase unrestricted funds for yield enhancement.	CHANCELLOR	DOD					
2.2D	Campus Strategy D: We will use our athletics programs to increase student recruitment and retention.							
2.2D1	We will promote the Penn State Worthington Scranton philosophy of the academic athlete, our athletic programs, and the success of our athletes.	HD						HARDSHIP FUND
2.2D2	We will develop new athletic programs that attract scholar athletes.	CHANCELLOR	AD					WOMEN'S SOCCER
2.3	Campus Objective #3: We will determine new academic programs for development with a target of fifteen total baccalaureate programs.							
2.3A	Campus Strategy A: The campus will identify existing University academic programs that prepare students for national and regional high-demand occupations as well as local employment opportunities and show strong student interest in the Northeast region.							
2.3A1	Worthington Scranton's New Programs Taskforce will collect and analyze relevant data on the campus' service area, adjoining local workforce markets, and national trends.	DCE CAO DEM	FACULTY SENATE		DETERMINE THE NEXT FOUR NEW PROGRAMS TO INCREASE ENROLLMENT TO 2000		2.3A3	
2.3A2	We will analyze the outcomes of the Northeast regional new program workgroup.	VPCC					2.3A1;2.3A3	
2.3A3	The campus will complete a resource assessment for each identified program such as: faculty workload capacity, services, staffing, and space analysis.	DCE CAO DEM DIT	CHANCELLOR	N/A	SUBMISSION OF RESOURCE ASSESSMENT	FA15 (AND AS NEEDED)		
2.4	Campus Objective #4: All Academic Programs will highlight a career focus.							
2.4A	Campus Strategy A: We will respond to the career outcomes emphasis being stressed by prospective students.							
2.4A1	Faculty will develop a career opportunities profile for each major.	CAO DSA	PC'S CAREER SERVICES	N/A	SUBMISSION/UPDAT E OF CAREER OPPORTUNITY PROFILE	FA14 ONGOING	2.4A3	
2.4A2	The campus website will present the profiles with reference material and supporting information such as Penn State alumni and Worthington Scranton graduates' testimonials.	DSA	CAREER SERVICES				2.4A1	
2.4A3	We will develop and implement a required career planning course for first- and second-year students.	DSA	CAO CAREER SERVICES		POTENTIALLY PART OF A FIRST YEAR EXPERIENCE COURSE			

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2.4.A4	We will build internship opportunities for every PSWS major with the goal of 100% participation among students enrolled in our campus baccalaureate programs.	CAO DSA	PC'S CAREER SERVICES	N/A TO POSSIBLE EXPENSE (e.g. FACULTY COMPENS ATION FOR INTERSHIP SUPERVISI ON IF FOR CREDIT)	DETERMINE INTERNSHIP OPPORTUNITY COHESIVENESS WITH CURRENT AND FUTURE PSWS MAJORS	FA16	2.1B6;3.2A	
2.4B	Campus Strategy B: We will provide degree-seeking students with value added programs that make them more marketable in the workforce while creating pathways for adult learners to enroll in short-term educational programs.							
2.4B1	Academic Affairs and Continuing Education departments will work together to provide short-term credit certificates that offer schedules and course offerings attractive to adult learners.	CAO DCE			EVALUATION OF ADULT LEARNED CERTIFICATE NEEDS			
2.4B2	Credit certificate offerings are to be marketed during degree recruitment efforts to show the value of seeking a degree at Penn State Worthington Scranton.	DCE	DEM		ENCORPORATE A STEP APPROACH TO ACCOMPLISHING A DEGREE			
2.4B3	We will offer students the opportunity to connect with Penn State Alumni and Worthington Scranton graduates to capitalize on their experiences and advice.	ALUMNI COORDINATOR						
2.5	Campus Objective#5: We will enhance existing and develop new partnerships with community colleges and other two-year institutions.							
2.5A	Campus Strategy A: We will develop transfer agreements with two-year institutions within and outside of Pennsylvania.							
2.5A1	The campus is to develop a transfer-student-friendly culture.	DEM CAO	ADVISING PCs FACULTY	FACULTY TRAINING	CREATION OF BEST PRACTICES DOCUMENT FOR WORKING WITH TRANSFER STUDENTS	FA14	2.5A4	NCC ARTICULATION AGREEMENT

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2.5A2	We will gain an understanding of our partners' transfer processes.	CAO DEM	ADVISING DEM		STANDARD ARTICULATION AGREEMENT WILL ENHANCE THE TRANSFER RECRUITMENT AND STREAMLINE THE APPLICATION PROCESS	SP15	2.5A4	
2.5A3	The enrollment team will acquire transfer data and set targets.	DEM			BUILD OOS TRANSFER TARGETS			
2.5A4	Informal Campus-to-Campus Partnership Programs will be developed with these colleges to build relationships between institutional departments to increase student success.	DEM	DEM PCs	N/A			2.5A1	

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3	Goal 3: Cultivate Student Engagement							
3.1	Campus Objective #1: We will foster a cohesive campus-wide understanding of student engagement and success.							
3.1A	Campus Strategy A: Student Affairs (SA) will educate the campus on the research, science, and "best practices" of student engagement and success.							
3.1A1	The campus will gain an understanding of our student profile using the "Understanding a Student Centered University" document as a guide. http://worthingtonscranton.psu.edu/FacultyStaff/31110.htm	DSA	DEM		RETENTION WILL BE A DIRECT INDICATOR OF OUR SUCCESS IN THIS AREA			
3.1A2	SA will provide information on how to build a collaborative model of student success, rather than a "student-as-customer model."	DSA			RETENTION WILL BE A DIRECT INDICATOR OF OUR SUCCESS IN THIS AREA			
3.1A3	SA will educate the campus on how to identify areas for improvement of student engagement and student success.	DSA	DEM		RETENTION WILL BE A DIRECT INDICATOR OF OUR SUCCESS IN THIS AREA			
3.1B	Campus Strategy B: Student Affairs (SA) will partner with Academic Affairs to revise and assess PSWS's First-Year Experience (FYE).							
3.1B1	Student Affairs and Academic Affairs will use campus resources to revise our campus FYE to become more comprehensive. FYE will cover topics such as leadership skills identification and development, time management, study skills, library skills, test-taking strategies, relationship skills, health and wellness, financial literacy, career services, global awareness development, and technology skills.	CAO DSA	FACULTY SENATE PROVOST	FACULTY/ STAFF COMPENSATION	PARAMETERS TO GUIDE FYE REVIEW COMMITTEE. FYE FOR ALL INCOMING FRESHMEN. DIRECT IMPACT ON RETENTION NUMBERS	SP15	3.1B2;3.4A2	
3.1B2	We will establish a campus committee to identify FYE's goals, review the outcomes, evaluate the program, and make recommendations for changes.	DSA CAO	CAMPUS COMMITTEE	N/A	RECOMMENDATION REPORT SUBMISSION	FA15		
3.2	Campus Objective #2: Develop learning opportunities that combine knowledge and experience.							
3.2A	Campus Strategy A: Student affairs, Academic Affairs, and the Development Department will work collaboratively to develop programs that enhance student learning and engagement.							
3.2A1	SA and Academic Affairs will establish and assess student programs and monthly themes that integrate academic and co-curricular learning.	CAO DSA	CLUB ADVISERS STUDENT ACTIVITIES		ASSESSMENT REPORT-STUDENT LEARNING OUTCOMES	FA15	1.4A1;2.1B6	
3.2A2	SA will partner with the Development department to identify additional funding sources and alumni and community resources.	DSA DOD	STUDENT ACTIVITIES					
3.3	Campus Objective #3: Implement a campus-based means to assess student engagement.							
3.3A	Campus Strategy A: Develop and use individual and comprehensive student engagement reports.							

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3.3A1	The Enrollment Management Council will collect data on student engagement based on specific performance indicators as found in the "Understanding a Student Centered University" document. <i>(Please see appendix for this document.)</i>	CAO DSA DEM	CHANCELLOR		COMPLETION OF DATA COLLECTION, SEMESTER REPORTING OF ENGAGED ACTIVITIES AND THEIR SUCCESS UTILIZE THE ELECTRONIC SWIPE TRACKER		3.3A2	
3.3A2	Student Affairs and Academic Affairs will respond to the data on student engagement with a plan of action.	CAO DSA	CHANCELLOR		SUBMISSION OF ACTION PLAN-EMC MEETINGS			
3.4	Campus Objective #4: Provide a means to record student engagement and use this record to promote and demonstrate student success.							
3.4A	Campus Strategy A: Identify, acquire, and advertise to students a means of recording student engagement.							
3.4A1	Identify and purchase a software package that generates a co-curricular transcript. The identification process will determine the goals and student uses of the software.	DSA DIT CAO		\$26K OR LESS	STUDENTS WILL BE ABLE TO DEMONSTRATE THEIR INVOLVEMENT TO POTENTIAL EMPLOYERS	SP15	3.4A3	ORG SYNC
3.4A2	Student Affairs, Academic Affairs, Career Services, faculty, and staff will work together to provide opportunities that integrate students' academic and co-curricular activities.	CAO DSA	STUDENT AFFAIRS CAREER SERVICES FACULTY	N/A	DEVELOPMENT OF INTEGRATION PLAN	FA14	3.1B1;3.1B2;3.4A3	
3.4A3	Student Affairs, Academic Affairs, Career Services, Faculty, and staff will communicate to students the benefits of recording their integrated academic and co-curricular activities in order to achieve their personal and educational goals and demonstrate success.	CAO DSA	STUDENT AFFAIRS CAREER SERVICES FACULTY	N/A	IDENTIFICATION OF EFFECTIVE COMMUNICATION APPROACH	SP15	3.1B1;3.1B2;3.4A2	
3.5	Campus Objective #5: Establish a comprehensive program to develop student leadership.							
3.5A	Campus Strategy A: Design and implement a comprehensive leadership development curriculum.							
3.5A1	Create a series of seminars, mandated to Student Government and club officers and open to all students, to broaden their leadership skills in college and work environments.	DSA	STUDENT ACTIVITIES	\$5K or less	ASSESSMENT BASED ON PRE-ESTABLISHED LEARNING OUTCOME ASSESSMENT		3.5A2;3.5A3	

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3.5A2	Provide opportunities for faculty to call on Student Affairs staff to present leadership development programs in the classroom.	CAO DSA	PC'S FACULTY	N/A	DOCUMENTATION OF CLASS PRESENTATIONS. ASSESSMENT WILL BE BASED ON HOW MANY FACULTY CHOOSE TO UTILIZE S.A. AND BY STUDENT LEARNING OUTCOMES	FA15	3.5A3	
3.5A3	Provide access to mechanisms by which students could discover their own leadership skill set.	DSA	STUDENT ACTIVITIES		ASSESSMENT BASED ON PRE- ESTABLISHED LEARNING OUTCOME ASSESSMENT			
3.5A4	Student Affairs will work with the Development department to identify funding sources for leadership development.	DSA DOD	STUDENT ACTIVITIES					

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4	Goal 4: Practices that Promote Integrity and Ethical Behavior							
4.1A1	We await a Penn State University statement derived for the Values Survey.	PSU		N/A	PRESENTATION OF VALUES SURVEY			
4.1A2	We utilize the result from the Values Survey to focus on areas of strength.	CHANCELLOR				MARCH 2015		
4.1A3	We plan to explore the Rock Ethics Institute.	CAO						

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5	Goal 5: Diversity Planning							
5.1	Challenge 1: Developing a Shared and Inclusive Understanding of Diversity							
5.1A	Campus Strategy A: We will provide opportunities to bring diversity matters to the campus community for examination, discussion, and elucidation. We also will support Penn State University's vision and mission as they relate to diversity.							
5.1A1	Each semester, our campus Diversity Committee will continue to provide signature programs that educate the campus community and engage us with a more comprehensive understanding of the diverse environments within which we work and live. <i>(Please see Appendix for a list of past events related to this Challenge.)</i>	CHANCELLOR	DIVERSITY COMMITTEE	PROGRAM FUNDING	SCHEDULE OF DIVERSITY EVENTS	FA14 ONGOING	5.1A3	
5.1A2	The campus community will share ideas, concerns, and areas for discussion and scrutiny to ensure a campus-wide sense of involvement in diversity matters.	CHANCELLOR	DIVERSITY COMMITTEE (?)	N/A		FA14 ONGOING	5.1A3	
5.1.A3	Members of the campus community will attend annual professional development programs, provided by the Diversity Committee, Human Resources, and other Penn State and campus departments	DBS	DIRECTORS	N/A	PROGRAM ATTENDANCE; FAR/YOU@PSU DOCUMENTATION	FA14 ONGOING		
5.1A4	The campus will continue our membership and participation in the Northeast PA Diversity Education Consortium (NEPDEC). The group consists of the higher educational institutions in the region and is a vital link to larger regional ideas and events.	CHANCELLOR	PSHN PSWB PSU					
5.2	Challenge 2: Creating a Welcoming Campus Climate							
5.2A	Campus Strategy A: We will continue to build and foster an atmosphere of inclusiveness within the campus community.							
5.2A1	We will expand our signature diversity programming by increasing student participation through faculty involvement and by encouraging more of our students and faculty to share their experiences. Most events in the past three years have promoted appreciation for diverse cultures (30 events). We also have hosted events focused on disability awareness (3 events) and events that support veterans, adult learners (4 events), and members of the LGBTA communities (5 events).	CHANCELLOR DBS DSA	DIVERSITY COMMITTEE	MINIMAL ANNUAL COMMITMENT	PARTICIPATION RATE	ONGOING		
5.2A2	We will encourage the participation of our growing adult learner population through new programming that welcomes and celebrates their contributions and addresses their needs.	DEM			RE-ESTABLISH THE NTSO AND ENCOURAGE PARTICIPATION			
5.2A3	We will encourage the campus community's participation in diversity planning through discussions and surveys.	DBS	DSA	SAF	PARTICIPATION RATE	ONGOING		
5.3	Challenge 3: Recruiting and Retaining a Diverse Student Body							
5.3A	Campus Strategy A: We will encourage a more comprehensive understanding of incorporating diversity into recruitment and retention of students, increase our international student population, and strengthen our efforts to recruit a diverse student population.							

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5.3A1	We will develop focused programs, such as recruitment activities that promote the visibility of our diverse campus population and academic programs that address the needs of ESL learners, to recruit and retain a diverse student body.	DEM			BUILD ON-CAMPUS RECRUITMENT EVENTS FOR TARGET POPULATIONS			
5.3A2	We will seek specific resources available through Penn State and from external sources to assist with recruitment and retention efforts that foster diversity.	DEM	DBS DOD					
5.3A3	We will increase our percentage of international students by solidifying and broadening our connections with international recruitment programs, including partnerships with international high schools and scholarship and financial aid programs designed for international students.	DEM DSA						
5.3A4	We will continue to draw students to activities specific to various cultural traditions, such as our celebrations of Holi, Garba, Ethnic Holiday Traditions, German October Fest, National Coming Out Day, Chinese New Year, Black History Month, and Veteran's Day Luncheon and our numerous musical and theatrical programs. We plan programs for different times of the day and evening in order to accommodate students' schedules.	ALL	DIVERSITY COMMITTEE DSA SGA					
5.3A5	We will create academic and cultural programming that targets our growing populations of adult learners, veterans, and dual enrollment students.	DSA	SGA					
5.4	Challenge 4: Recruiting and Retaining a Diverse Workforce							
5.4A	Campus Strategy A: We will encourage a more comprehensive understanding of incorporating diversity into employment and retention of a diverse workforce. We will ensure that diversity is a prominent factor in all faculty, staff, and administrative search.							
5.4A1	We will encourage all members of the campus workforce to increase their understanding of diversity through active participation in diversity training and programs.	CHANCELLOR DBS	DBS	MINIMAL ANNUAL FUNDING	SRDP'S			
5.4A2	We will encourage all members of the campus workforce to utilize the University Affirmative Action Office's <i>Guidelines for Recruiting a Diverse Workforce</i> .	DBS	ALL SEARCH COMMITTEES	N/A				
5.4A3	When recruiting employees, we will make efforts to reach all segments of our region and conduct relevant statewide, national, and international searches. We may advertise in local publications that serve particular populations and seek candidates with experience working in culturally diverse environments.	DBS	ALL SEARCH COMMITTEES	ADVERTISING COSTS				
5.4A4	Our retention efforts will include mentoring, workshops, and orientation for new employees, and providing them with resources to become active within the region's varied communities.	DBS	ALL SUPERVISORS					
5.5	Developing a Curriculum that Fosters U.S. and International Cultural Competencies							

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5.5A	Campus Strategy A: We will encourage a more comprehensive understanding of incorporating diversity into the classroom and program curricula to help students to gain competencies in the global environment within which they will work.							
5.5A1	We will continue to emphasize U.S. and international cultural study within and beyond the classroom. Our signature initiatives include our partnership with UNICO, which has established a popular lecture series and course of study in Italian, and our annual Study Abroad Spring Break Trip, which now includes a companion for-credit course.	CHANCELLOR CAO	PROGRAM COORDINATORS		NUMBER OF STUDENTS NUMBER OF PROGRAMS			
5.5A2	We will continue to promote faculty members' incorporation of international scholarly activities into their courses and public lectures.	CAO	OGP	RESEARC H/CREATIV E ACTIVITY SUPPORT	FACULTY DOCUMENTATION OF ACTIVITY	FA14 ONGOING	5.5A3	
5.5A3	We will seek specific resources available through the Penn State system and external sources that will support incorporating diversity within higher education curricula.	CHANCELLOR	ALL DIRECTORS					
5.6	Challenge 6: Diversifying University Leadership Management							
5.6A	Campus Strategy A: We will continue to recruit and retain representatives of diverse populations for leadership positions, including the Advisory Board, by fostering a welcoming environment that encourages their participation.							
5.6A1	The Office of Community Relations will work with our local press to make our diverse student, faculty, and staff populations more visible within our community.	PUBLIC RELATIONS						
5.6A2	As leadership positions become available, we will make every effort to attract and retain candidates from diverse populations.	CHANCELLOR	DBS HR		NUMBER OF DIVERSE LEADERS			
5.6A3	We will continue efforts to educate current employees on how to help foster diversity on our campus.	DBS	ALL SUPERVISORS	MINIMAL				
5.6A4	The Chancellor's Office will continue efforts to attract individuals from a wide variety of backgrounds and interests to the Penn State Worthington Scranton Advisory Board by exploring multiple avenues of recruitment.	CHANCELLOR	DBS	N/A	NUMBER OF DIVERSE BOARD MEMBERS			
5.7	Challenge 7: Coordinating Organizational Change to Support Our Diversity Goals							
5.7A	Campus Strategy A: We will continue to prioritize diversity as a core value that directs all campus operations. We will monitor and respond to developments concerning diversity within our local community and monitor all campus procedures and actions to ensure that diversity goals are supported.							
5.7A1	The Chancellor's Office will review all campus operations according to the goal of fostering diversity	CHANCELLOR	ALL DIRECTORS					
5.7A2	We will continue efforts to serve and reflect our diverse local community in all programs.	CHANCELLOR	ALL EMPLOYEES					

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5.7A3	The Chancellor's Office will continue to monitor our progress toward building a truly inclusive educational institution.	CHANCELLOR	PSU					

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6	Goal 6: Sustainability							
6.1	Campus Objective #1: Incorporate and promote campus-wide opportunities for learning about sustainability.							
6.1A	Campus Strategy A: Educate the PSWS community on how the concept of sustainability is central to our activities in and beyond the classroom.							
6.1A1	Highlight measurable demonstrations of sustainability as we create and improve facilities and grounds.	DBS	DBS	UNKNOWN	CAMPUS WIDE NOTIFICATION	ONGOING		
6.1A2	Integrate sustainability practices and learning opportunities into campus events.	DBS	DBS	N/A		ONGOING	6.1A5	
6.1A3	Provide sustainability training opportunities for current and incoming employees.	DBS	DBS	MINIMAL		ONGOING	6.1A5	
6.1A4	Create sustainability-focused learning opportunities for external constituents, such as our alumni, donors, corporate partners, and the general public.	DBS	DBS	N/A				
6.1A5	Faculty members will model sustainability practices in classroom activities.	CAO	FACULTY FACULTY SENATE PC'S	N/A	EVIDENCE OF ACTIVITY (e.g. FAR DOCUMENTATION)	SP16	6.1A2	
6.1B	Campus Strategy B: Infuse the concept of sustainability into relevant coursework.							
6.1B1	Provide access to faculty development opportunities and resources that support the integration of sustainability into teaching activities.	CAO	PCs DBA	TRAVEL/P ROGRAM SUPPORT	DOCUMENTATION OF FACULTY ENGAGEMENT IN ACTIVITY	FA15	6.1A5;6.1C1	
6.1B2	Incorporate opportunities to facilitate experiential learning through projects that involve students in the application of sustainability theory to real-world problems.	CAO DSA	SGA; FACULTY RESEARCH ADVISERS	RESEARC H/INSTRU CTIONAL SUPPORT	URGF; PROFESSIONAL CONFERENCES	SP15 SP16	1.4A1;2.1B6	
6.1B3	Utilize information from the Penn State Sustainability Institute	DBS			SHARE NEWSLETTER			
6.1C	Engage in opportunities to promote sustainability awareness and practices within and beyond the Penn State University system.							
6.1C1	Academic Affairs and faculty members will seek opportunities to participate in regional sustainability initiatives.	CAO	PCs FACULTY	OFF- CAMPUS INITIATIVE S	DOCUMENTATION OF PARTICIPATION (e.g. FAR DOCUMENTATION)	SP16	6.1B1;6.1B2	
6.1C2	Staff and administrators will explore ways to join local business and civic leaders in regional sustainability efforts.	DBS	ADVISORY BOARD	N/A	EARTH DAY CLEANUP			

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6.2	Campus Objective #2: We will create processes for the responsible use of resources and promote these practices.							
6.2A	Campus Strategy A: Identify and promote campus sustainability practices.							
6.2A1	Educate and promote our campus community's current sustainability efforts and practices.	PUBLIC RELATIONS						
6.2A2	Promote the University's website's information on sustainability.	DBS	DBS	N/A	WEBSITE			

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6.2B	Campus Strategy B: Widen the practice of sustainability efforts on campus.							
6.2B1	Develop employee engagement programs to empower staff and faculty to implement and share sustainability solutions in their work areas and campus-wide efforts.	DBS	DBS	MINIMAL	SCHEDULE PROGRAMS			
6.2B2	Reduce the consumption of resources.	DBS	DBS	N/A	SAVINGS			
6.2B3	Establish a campus sustainability committee to identify and promote best practices.	DBS	DBS	N/A	PROVIDE CAMPUS WIDE INFORMATION			

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7	Goal 7: Budget Planning and Adjustments							
7.1	Campus Objective #1: We will increase revenues and develop innovative income sources.							
7.1.1	We will continue to collaborate with other campuses on initiatives such as course sharing, eLearning cooperatives, and Penn State's World Campus.	CAO	PC'S	FUNDING FOR "SHARING" TECHNOLOGY/CLASSROOM SPACE; FACULTY TRAINING	DOCUMENTATION OF SHARED COURSES/COURSE OFFERINGS	FA14 ONGOING	1.1A1;1.1A2	
7.1.2	We will educate all members of the campus community on their role in development.	CHANCELLOR	DOD	MINIMAL COSTS FOR POTENTIAL GROUP LUNCH MEETINGS	A BETTER UNDERSTANDING OF THE ROLE OF DEVELOPMENT IN ENHANCING CAMPUS OPERATIONS AND ADDRESSING STUDENT NEEDS	BEGIN FALL SEMESTER 2014	CAN HAVE POSSIBLE EFFECT ON ENROLLMENT VIA SCHOLARSHIP SUPPORT	
7.1.3	The campus Development Office will work with campus leadership and key constituents including faculty, staff, and students to identify opportunities for securing funds.	CHANCELLOR	DOD AND UNIT STAFF	RELATED TO VERY SELECT DONOR SOLICITATIONS TO INCLUDE	ENHANCED SUPPORT FOR CAMPUS PRIORITIES	BEGIN FALL SEMESTER 2014	CAN HAVE POSITIVE EFFECT ON MULTIPLE AREAS OF CAMPUS OPERATION	
7.1.4	We will seek grant opportunities to increase funding for our educational programs.	CC GRANT	CAO DOD PCs FO	POTENTIAL MINIMAL GROUP LUNCH COSTS	ADDITIONAL MONIES TO SUPPORT ACADEMIC PROGRAMS	BEGIN FALL SEMESTER 2014		
7.2	Campus Objective #2: We will look for cost savings to support campus operations and growth.							
7.2.1	The campus community will evaluate all operations to create cost savings and increase efficiency in line with the strategic plan.	FO			BUDGET HEARING			
7.2.2	Campus departments will work together and with appropriate other campuses to explore cost-saving initiatives.	FO			BUDGET HEARING			
7.3	Campus Objective #3: We will reduce the impact of annual budget recycling of campus funds.							

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7.3.1	We will continue to seek additional resources to reduce the impact of recycled funds.	CHANCELLOR	PSU ALL DIRECTORS					
7.3.2	We will educate the campus community on the annual budget recycling process, especially to increase faculty, staff, and students' understanding of changes in positions that can occur as a result of recycling funds.	CHANCELLOR	ALL DIRECTORS					