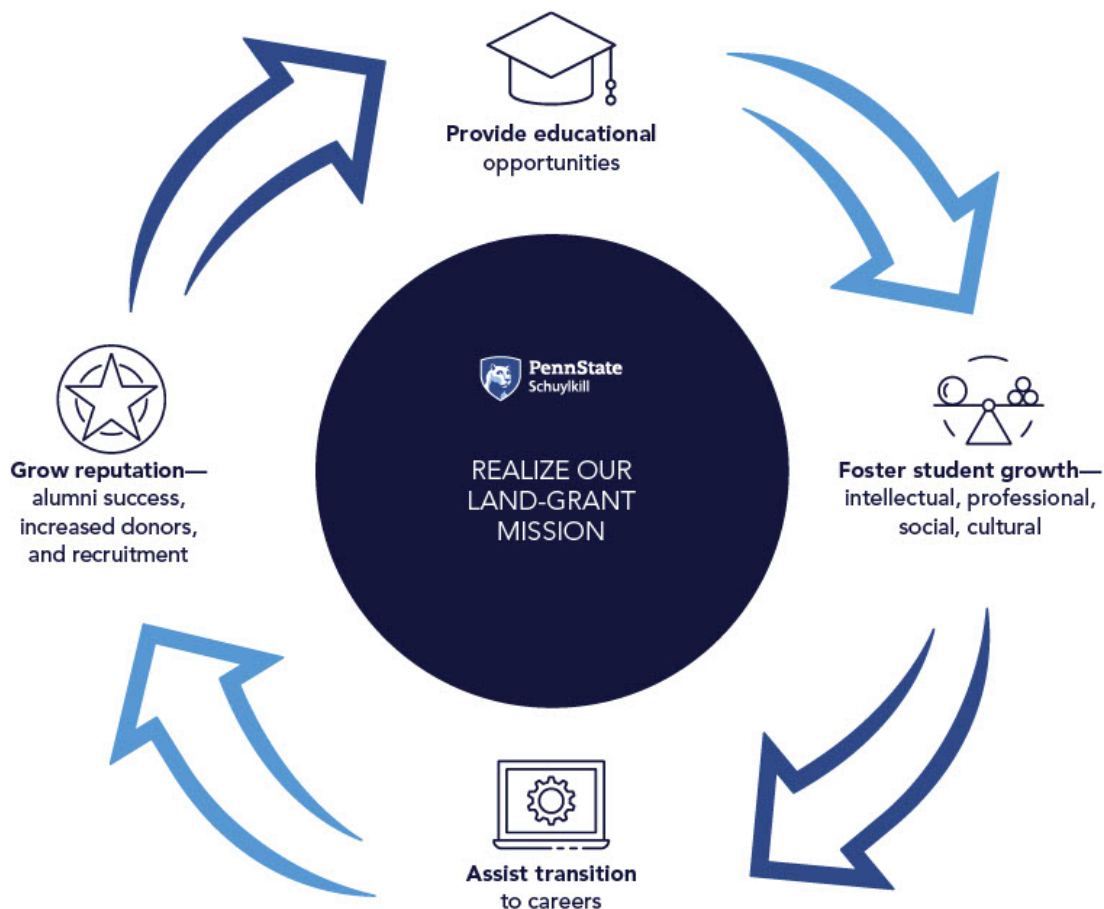# Strategic Plan

Strategic Plan (2020 - 2025) - Penn State Schuylkill

General Information

Mission / Vision / Values

Mission
Penn State Schuylkill fulfills Penn State's land-grant mission to provide access to affordable high-quality education, conduct and promote research to improve people's lives, and engage with our communities in order to make them better places to live.

Vision
Penn State Schuylkill will be an indispensable partner to business and community leaders, educators, and elected officials in our region for helping develop and retain an educated workforce, answering questions that require research and/or expert interpretation of data, and improving the quality of life in our communities.

Institutional Values
INTEGRITY: We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.
RESPECT: We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.
RESPONSIBILITY: We act responsibly, and we are accountable for our decisions, actions, and their consequences.
DISCOVERY: We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society, and the environment.
EXCELLENCE: We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.
COMMUNITY: We work together for the betterment of our University, the communities we serve, and the world.

Planning Process

2020 - 2025

Planning Process
The campus developed this plan organically by focusing on our mission and the practices that result in excellence in every area across campus.
We began in Fall 2019 with a semester-long campus-wide discussion of our land-grant mission as the core of our 85th Anniversary commemoration. It consisted of guest speakers, faculty research presentations, and committees of faculty and staff members interrogating the land-grant mission (https://schuylkill.psu.edu/85). The onslaught of COVID-19 caused us to pause work on this in Spring 2020.
We resumed this during Summer 2020 with the campus Executive Committee (ExCom) reading and discussing "Turning the Flywheel" by Jim Collins. Each member of ExCom identified the flywheel for their areas of responsibility.
The members of ExCom shared the flywheels they had developed with their team members in Fall 2020, who helped identify action items for each component of the flywheel.
The flywheels were then adapted into the language of this strategic plan; action item implementation tasks and metrics were developed by each area.
The plan was shared with the campus in a campus-wide faculty/staff meeting and posted online for feedback. Feedback from the campus was incorporated.

Personnel and constituents included in the planning process
Strategic Plan Steering Committee
Dr. Patrick M. Jones, Chancellor
Dr. Darcy Medica, Director of Academic Affairs
David Chavira, Director of Enrollment Management
Bryan M. Valentine, Director of Student Affairs and Engagement
Stephanie Wood, Director of Business Services and Financial Officer
Eileen Kuperavage, Director of Development
Lia Morrison, Director of Strategic Communication
Shannon Del Conte, Director of Community Engagement

Academic Affairs Participants
Dr. Marianne Adam, Associate Teaching Professor of Nursing and Division Coordinator of Health Sciences
Dr. Hakan Can, Professor of Criminal Justice and Division Coordinator of Social Sciences
Ronald Kelly, Assistant Teaching Professor of Criminal Justice
Judy Lenick, Academic Advisor
Julie Meyer, Instructional Design Specialist
Kim Quinn, Academic Advisor
Dr. Valerie Schrader, Associate Professor of Communications Arts and Sciences
Dr. Lee Silverberg, Associate Professor of Chemistry and Division Coordinator of STEM
Dr. Juyoung Song, Assistant Professor of Criminal Justice
Dr. Brenna Traver, Associate Professor of Biology
Michael Verhagen, Campus Registrar
Dr. Anita Vickers, Associate Professor of English and Division Coordinator of Humanities
Matthew Wayman, Head Campus Librarian
Robin Welsh, Interim Academic Advising Manager
Dr. Gina Whalen, Assistant Teaching Professor of Business and Division Coordinator of Business
Darlene Young, Learning and Tutoring Center
Dr. Art Zilleruelo, Assistant Teaching Professor of English
Kate Zimmerman, Director of Cooperative Education

Enrollment Management Participants
Gianna Agnello-Porambo, Assistant Director for Admissions

Planning Process

Lisa Cecchini, Coordinator of Student Aid
Michael Verhagen, Campus Registrar

Student Affairs and Engagement Participants
Valerie Clay, Associate Director of Student Affairs
Cynthia Ebling, Coordinator of Health Services
Joseph Godri, Director of Athletics
Lauren McCarthy, Assistant Director of Student Affairs
Melinda Spolski, Coordinator of Counseling and Disability Services
Kate Zimmerman, Director of Cooperative Education

Business and Finance Office Participants
Eva Cresswell, Financial Assistant
Don Somers, Facilities Supervisor and Assistant Director of Business Services
Deborah Spotts, Administrative Support Assistant
Elaine Tutko, Assistant to Financial Officer

Development and Alumni Relations Participants
Susan Faust, Administrative Support Assistant, Office of the Chancellor/Office of Development
Patricia Shoener, Alumni Relations & Stewardship Officer

Strategic Communications Participants
Samantha Bower, Marketing Communications Specialist
Kim Mousseau, Marketing Communications Specialist

Community Engagement Participants
Cynthia Drazenovich, PT Administrative Support
Mariann Young, Administrative Support Assistant

Publicity for the plan
The plan was promoted organically by each member of the campus executive committee with their faculty and staff members.
The plan was shared during a campus-wide faculty/staff meeting and posted online for feedback at:
https://forms.office.com/Pages/ResponsePage.aspx?id=RY30fNs9iUOpwcEVUm61LrFUKXze7GFIjROx_1DfD29
UOVNGSkFDVFlNUFFWRVVHMDdDMjAxWk1aTi4u

Plan Approved By
Dr. Patrick M. Jones, Chancellor

Supporting Evidence
2020.11.11.SCHUYLKILL.StrategicPlanUpdate .pdf

Goal 1

Recruit and Enroll Increasingly Larger and Diverse Classes (Enrollment Management)

Goal
The campus will recruit and enroll increasingly larger classes of students from the campus' service area, across Pennsylvania, and from out of state. Those students will reflect a diverse student body consisting of dual-enrollment high school students, traditional high-school-aged graduates, transfer students, military members and veterans, adult learners, athletes, honors students, and underrepresented minorities.
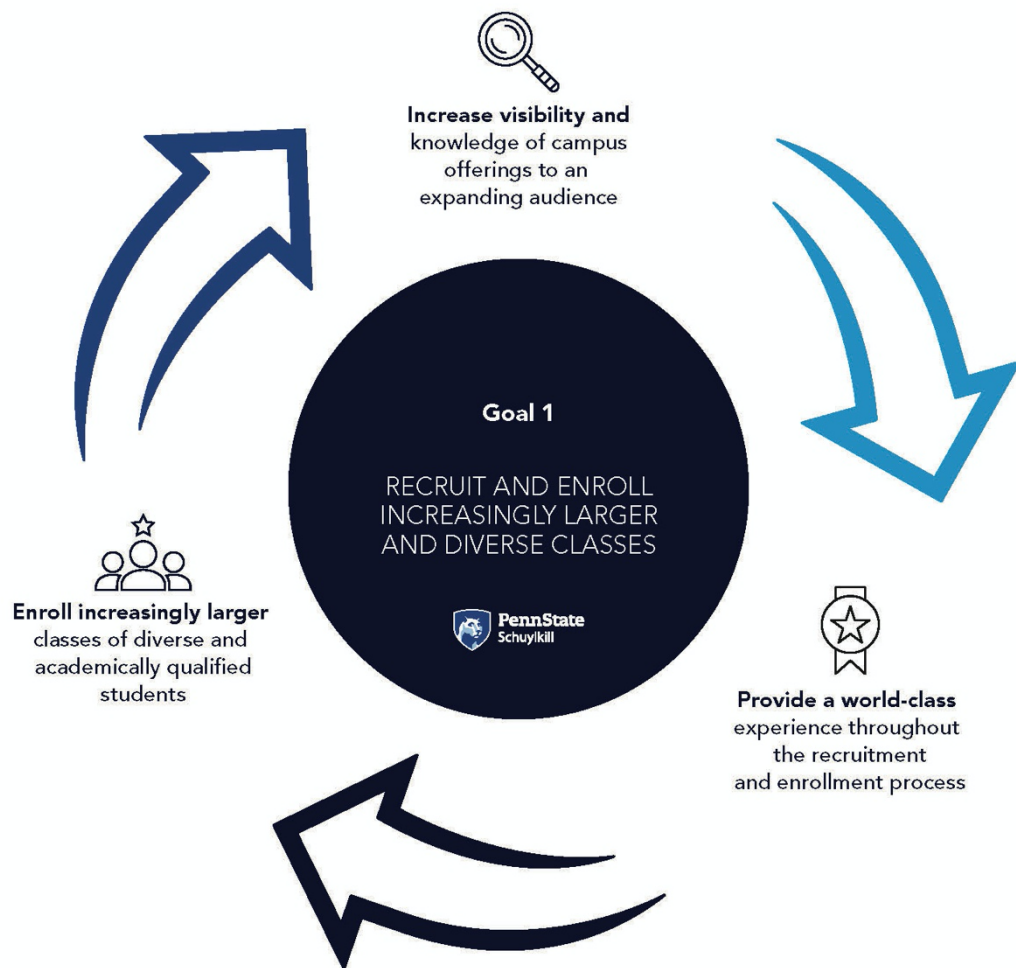
Strategic Plan (2020 - 2025) - Penn State Schuylkill

1.1: Increase visibility and knowledge of Penn State Schuylkill's Academic and co-curricular offerings to an expanding audience of potential students and influencers (Awareness, Suspects, Prospects)

Objective
Increased visibility and knowledge of Penn State Schuylkill's academic and co-curricular offerings to an expanded audience of potential students and influencers will be accomplished through targeted marketing designed to reach each population, high school and community college visits and attendance at college fairs, maintaining strong relationships with influencers in high schools, community colleges, and military bases/units, campus-based events both in person and online, and using technology to overcome distances and challenges posed by COVID-19.

Key Performance Indicator(s)
•   Increased number of inquiries from each geographic area and population identified.
•   Increased number of referrals from influencers in high schools, community colleges, and military bases/units.
•   Increased number of applications from each geographic area and population identified.
•   Increased number of programming for underrepresented student populations

Mapping
Penn State Foundations

- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators
- DI1 - Create digital solutions to new and emerging challenges

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Recruit and Enroll Increasingly Larger and Diverse Classes (Enrollment Management)

1.2: Provide a world-class Recruitment and Enrollment Experience for all populations in the enrollment funnel through expanded and enhanced recruitment tactics. (Inquiry, Application, Offer)

Objective
In order to provide a world-class Recruitment and Enrollment Experience for all populations in the enrollment funnel through expanded and enhanced recruitment tactics, events will be held both on and off campus and technology will be utilized to meet the needs of students from all demographic groups regardless of the geographic areas in which they live.

Key Performance Indicator(s)
Increased conversion rates from inquiry to applicant to offer.
Increased offerings for professional development for enrollment staff.

Mapping
Penn State Foundations

- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators
- DI1 - Create digital solutions to new and emerging challenges

Penn State Supporting Elements
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Recruit and Enroll Increasingly Larger and Diverse Classes (Enrollment Management)

1.3: Enroll increasingly larger classes of diverse and academically qualified students (Offer, Deposit, Matriculation)

Objective
In order to enroll increasingly larger classes of diverse and academically qualified students, tactics will include offering targeted yield events, scholarships that incentivize students to enroll in Penn State Schuylkill's baccalaureate programs, scholarships to assist underrepresented populations, awards for transfer students, and personalized approaches both in person and digitally.

Key Performance Indicator(s)
· 　　　Increased yields from offer to deposit to matriculation.

Mapping
Penn State Foundations
- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities
- No Associated Thematic Priority Connection

Penn State Supporting Elements
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Recruit and Enroll Increasingly Larger and Diverse Classes (Enrollment Management)

Goal 2

Increase Retention and Student Success (Academic Affairs)

Goal
The campus will increase retention and student success by providing an exceptional academic experience, encouraging and promoting academic success, assessing success and effectiveness and revising programming and offerings based on those assessments. This will lead to increased retention and student success and strengthen visibility and reputation of the campus.
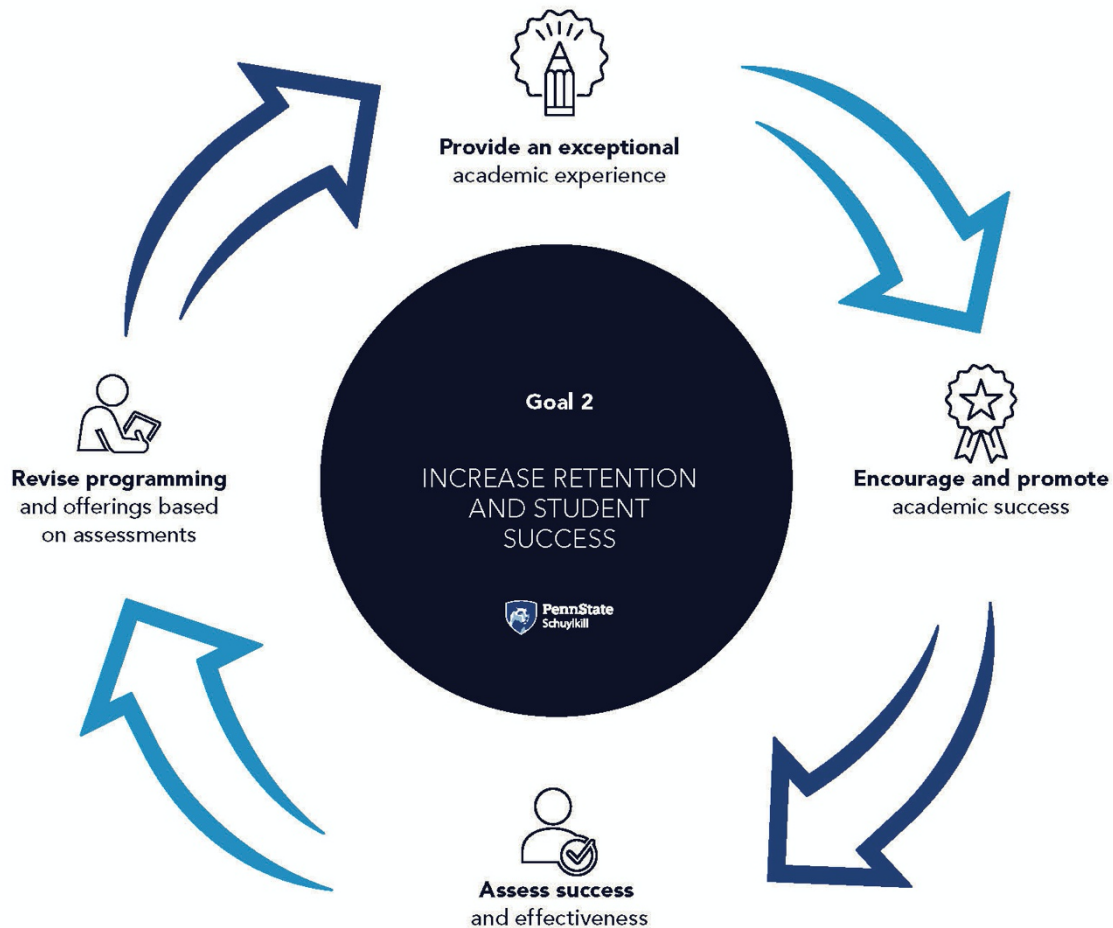
Strategic Plan (2020 - 2025) - Penn State Schuylkill

2.1: Provide an Exceptional Academic Experience

Objective

The campus will provide an exceptional academic experience through its academic degree programs and course offerings, learning and research support, opportunities for engaged scholarship, and faculty hiring and development.

Key Performance Indicator(s)

Degree programs have at least 20-30 students in major status with comparable numbers in pre-major status, and alumni have achieved jobs or additional education in their field.

- Increased retention and graduation rates.
    Retention: 2019 cohort first to second year retention, goal 80% by 2022 cohort, 85% by 2024 cohort (measured F2025)
    Graduation: 2014 cohort 6-year graduation rate 44.7%, goal 55% for 2019 cohort
- Increased number of students making the dean's list, accepted into academic honor societies, and graduating with   academic distinction while maintaining current grading standards and expectations.
- Increased number of students conducting research and presenting on campus and at academic conferences
- Increased percentage of students employed in their fields of study or entering graduate school after graduation as obtained by post-graduation surveys in partnership with Career Development Center

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS3 - Drive Innovation And Discovery

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Retention and Student Success (Academic Affairs)

2.2: Encourage and Promote Academic Success

Objective

In order to encourage and promote academic success, academic offerings will be evaluated, degrees that meet market and local and societal needs and faculty expertise and campus strengths will be offered, and additional methods of delivery will be utilized. Barriers to student success will be identified and addressed via advising, learning center programming, library, and tutoring services and programs geared toward the academic success of various student populations. Opportunities for enhanced learning will include an engaging Honors program, opportunities for undergraduate research and study away, global engagement, academic honor societies, and co-op experiences. Faculty will be hired and supported to be excellent teachers who are actively engaged with student recruitment and in the community, conduct and promote research, and are involved campus citizens.

Key Performance Indicator(s)

Programs and courses offered meet expectations for enrollment (20-30 students in major status), course enrollment of 15 or more students (below 400 level) or 8 or more at 400 level and graduates are recognized as bringing new and valuable insights to employers during internships/co-op and in the early years of employment or who are recruited for graduate school.

•   Learning and research support programs directly result in increased grades, retention, and graduation rates.
•   Engaged scholarship opportunities are well enrolled and directly result in student success in research and internships/co-op.
•   Faculty hiring results in a more diverse faculty who are successful in and out of the classroom and engaged in research, student recruiting, community engagement and campus life.
•   Faculty and students are aware of resources available to support student learning

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS3 - Drive Innovation And Discovery

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Retention and Student Success (Academic Affairs)

2.3: Assess Success and Effectiveness

Objective
The success and effectiveness of the academic enterprise of the campus will be assessed by reviewing the academic offerings for enrollment and career success of graduates, the efficacy of learning and research support offerings in increasing academic success, retention, and graduation of students, the impact of opportunities for engaged scholarship via participation rates and student success, and the hiring and development of faculty will be assessed based on faculty impact in and out of the classroom.

Key Performance Indicator(s)
•   Programs and courses are systematically assessed using internal data—such as graduation and employment rates—and feedback from employers and external experts in the relevant disciplines.
•   Learning and research support programs are systematically assessed using internal data—such as student grades, success in succeeding courses, retention and graduation rates—and are benchmarked against national data for similar programs.
•   Engaged scholarship opportunities are systematically assessed using internal data—such as participation rates, student success in presenting research and in internships/co-ops—and benchmarked against national data such as participation rates, student presentations and awards, and co-op-to-employment rates.
•   Faculty hiring and development practices are systematically assessed to determine if they result in a more diverse faculty who are successful in and out of the classroom and engaged in research, student recruiting and campus life.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Retention and Student Success (Academic Affairs)

2.4: Revise Programming and Offerings Based on Assessments

Objective
Programs and offerings will be revised based on assessment to ensure they are meeting academic, career, and societal needs, are effective in increasing academic success, retention, and graduation rates of students, providing opportunities for student success in research and employment preparation, and attracting and retaining diverse faculty members who are successful inside and out of the classroom, are active in recruiting, and are engaged campus citizens.

Key Performance Indicator(s)
Modifications are made to ensure that programs and courses offered are well enrolled and graduates are successful.
•	Changes to learning and research support programs directly result in increased grades, retention, and graduation rates.
•	Provide engaged scholarship opportunities that are well enrolled and directly result in student success in research and internships/co-op.
•	Modify faculty hiring practices and development opportunity to result in a more diverse faculty who are successful in and out of the classroom and engaged in research, student recruiting, community engagement and campus life.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Retention and Student Success (Academic Affairs)

Goal 3

Increase Levels of Student Engagement and Satisfaction (Student Affairs)

Goal
The campus will increase levels of engagement and satisfaction of all student populations—including commuter and residential, traditional college-aged and non-traditional students, and students of diverse backgrounds—that support student success in their studies and personal and professional growth outside of the classroom.
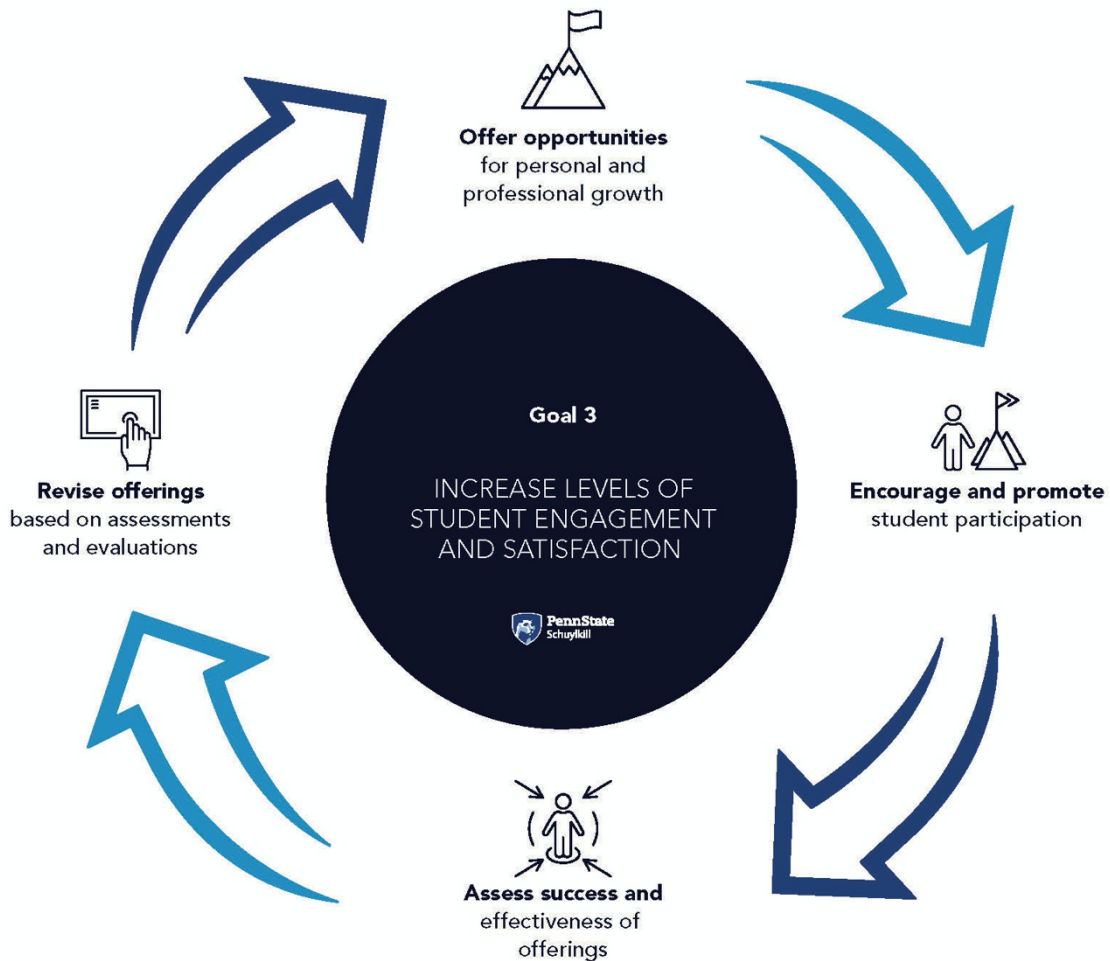
Strategic Plan (2020 - 2025) - Penn State Schuylkill

3.1: Offer Opportunities for Personal and Professional Growth

Objective
Programs are offered that promote personal and professional growth and will evolve to meet student needs including athletics, intramurals, and fitness; career, internship, and cooperative education; mental and physical health; socialization and understanding of a diverse and inclusive society; student development and involvement; and community service.

Key Performance Indicator(s)
Offer a variety of athletic, intramural, and fitness opportunities that meet the emerging interests of students which will be measured by tracking involvement, increases in roster sizes, success in competition, number of available opportunities, and garnering student input and feedback.
•   Provide robust career services and cooperative education programs that prepare students for the changing workplace which will be measured by tracking participation, assessing services and programs, and garnering student and employer feedback.
•   Offer mental and physical health programs and services that meet the growing needs of students which will be measured by tracking the number of students who utilize the services, assessing the services and programs offered, and garnering student feedback.
•   Provide an array of student development programs that meet the expanding needs and interests of students which will be measured through short- and long-term student involvement and participation, program assessment, and student feedback.
•   Present a selection of multicultural and inclusion programs that ready students for a diverse society which will be measured short- and long-term student involvement and participation, program assessment, and focus group discussions.
•   Offer a range of service opportunities that meet the needs of local, national, and global communities and are of interest to students which will be measured through initial and recurring student participation, individual and group reflection and assessment, and the notable impact on the communities served.

Mapping
Penn State Foundations
- F2 - Engaging Our Students

Penn State Thematic Priorities
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Increase Levels of Student Engagement and Satisfaction (Student Affairs)

3.2: Encourage and Promote Student Participation

Objective
Students will be recruited and encouraged to participate across the full range of offerings in order to promote their physical and mental health, socialization, understanding of diversity, and career preparation. They will be made aware of the various opportunities from as early as the admissions recruiting process throughout the course of their entire time at the campus by using recruiting tools and appearances at open houses, New Student Orientation, Welcome Weekend, personal invitations, and utilizing media to include broadcast, print, digital, and social platforms.

Key Performance Indicator(s)
•   Increased the number of student-athletes that result in full rosters for all teams based on NAIA minimum roster standards which will be measured by tracking roster sizes and offering both varsity and junior varsity team opportunities on the intercollegiate level.
•   Increased the number of students who utilize the fitness center and participate in intramural and fitness programs which will be measured by tracking attendance and usage each semester, evaluating the programs

offered though assessment, and garnering student feedback on current and future programs.

•   Increased the number of students who choose to attend the campus as a direct result of career services and the co-op program which will be measured by evaluating the programs offered though assessment, focus group discussions, individual meetings with students, student and employer participation rates, student persistence rates from the first year to the completion of the co-op program, and number of students who find employment within six months of graduation.

•   Increased the number and percentage of students in relevant majors enrolled in the co-op program which will be measured by the number of employers participating in the co-op program, majors represented among the internships and co-op opportunities offered, number of internships and co-op opportunities available to meet the needs of those students who are interested, number of students who are receiving internship and co-op opportunities in their major, and student and employer feedback.

•   Increased the number of students participating in mental and physical health promotion activities and programs (to be differentiated from counseling sessions or health care appointments) which will be measured by the frequency and types of promotion for the activities and programs, evaluation of the topics to determine interest, relevancy, and inclusiveness, and student feedback garnered.

•   Increased the number of students participating in student development and diversity-and-inclusion programs which will be measured by the frequency and types of promotion for the activities and programs, evaluation of the topics to determine interest, relevancy, and inclusiveness, topics and issues explored and presented, and student feedback garnered.

•   Increased the number of students participating in structured, campus sponsored service opportunities which will be measured by the frequency and types of promotion for the activities and programs, cost-effectiveness of the opportunities provided, evaluation of the topics to determine interest, relevancy, and inclusiveness, and student feedback garnered.

Mapping

Penn State Foundations

- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Levels of Student Engagement and Satisfaction (Student Affairs)

3.3: Assess the Success and Effectiveness of Student Engagement Opportunities

Objective

The success and effectiveness of the student affairs enterprise of the campus will be assessed to determine its impact on student success in general—as measured by retention and graduation rates and post-graduation employment, student participation rates, and the individual purposes for each program, such as athletic team success, mental and physical health habits adopted, student socialization and measures of tolerance, and so forth.

Key Performance Indicator(s)

•   Intercollegiate athletics teams are assessed annually for size and strength of rosters, performance in competition, and retention rates of student-athletes which will be measured through the number of student-athletes on each team roster, number of wins in regular season and postseason play, and number of student-athletes who return to the university each year to play on the team(s) that recruited them.

•   Career services and cooperative education programs are systematically assessed annually using internal data—such as retention and graduation rates and post-graduation employment rates—feedback from employers and students, and national data and benchmarks from the National Association of Colleges and Employers (NACE) and the Cooperative Education and Internship Association (CEIA).

Strategic Plan (2020 - 2025) - Penn State Schuylkill

• Counseling and Psychological Services (CAPS) offerings are systematically assessed annually based on participation numbers for campus-wide programs, student feedback via rigorous assessment tools, and the progression of students in individual and group counseling via the Center for Collegiate Mental Health (CCMH) assessments and comparisons with national data such as CCMH data and benchmarks.

• Health Services offerings are systematically assessed annually based on participation numbers for campus-wide programs,
student feedback via rigorous assessment tools, and the various health related topics covered at campus-wide programs.

• Student development and diversity-and-inclusion offerings are systematically assessed annually based on participation numbers, student feedback via rigorous assessment tools, and retention and graduation rates.

• Service offerings are systematically assessed annually based on participation numbers, student feedback via rigorous assessment tools, and community partner feedback—such as repeated requests from the community for student volunteers.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Levels of Student Engagement and Satisfaction (Student Affairs)

3.4: Revise Student Engagement Opportunities Based on Assessments and Evaluations

Objective
Programs and offerings will be revised based on assessments to ensure they are meeting the athletic, fitness, mental and physical health, career preparation, diversity, engagement, and social needs of students; are providing opportunities for student development; and are effective in increasing retention and graduation rates of students.

Key Performance Indicator(s)
• Programs contribute to increasing retention and graduation rates by encouraging student involvement, fostering connections to faculty, staff, and their peers, offering opportunities for meaningful engagement, and preparing students for a career upon graduation.

• Participation rates are high, and students are successful meeting the goals of each program by tracking student involvement, offering programs and activities that are interesting and relevant to students, and providing benchmarks and badges that students can reach and achieve.

• Rosters for all athletic teams meet minimum NAIA roster size standards by recruiting and retaining student-athletes, expanding the number of athletic teams and opportunities for play, offering competitions and games that are against competitive and known NAIA teams.

• Student, employer, and community satisfaction is high based on feedback received from the various assessment tools which can be measured through surveys, interviews, and focus groups.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

Strategic Plan (2020 - 2025) - Penn State Schuylkill

Penn State Supporting Elements
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Increase Levels of Student Engagement and Satisfaction (Student Affairs)

Goal 4

Meet Educational Needs of Community

Goal
Meet Educational Needs of Various Constituencies in the Community (Community Engagement)
The campus will meet educational needs of various constituencies in the community by offering programs for youth, working adults, entrepreneurs, and community and business leaders.
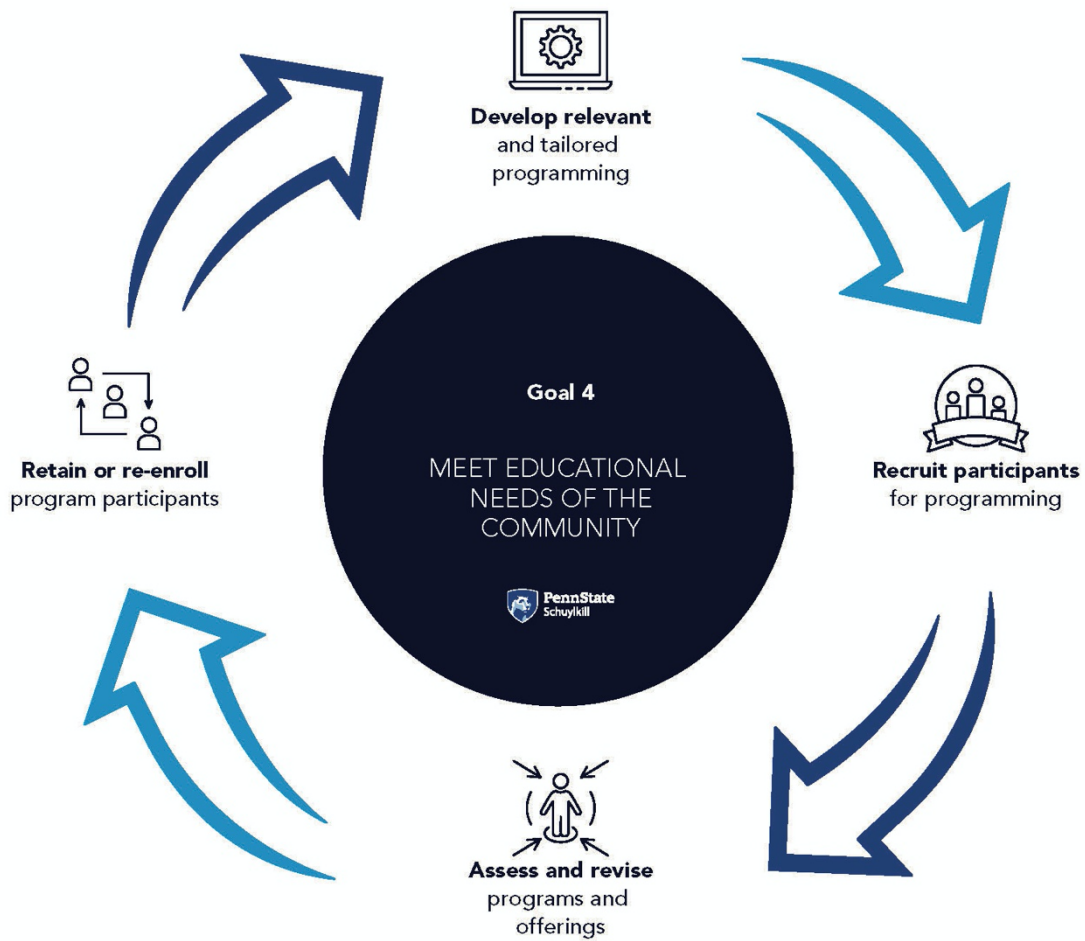
Strategic Plan (2020 - 2025) - Penn State Schuylkill

4.1: Develop Relevant and/or Tailored Programs

Objective

Programs will be offered that are timely and relevant for key constituencies or that are tailored to meet the needs of sponsors, such as employers.

Key Performance Indicator(s)

•   Pre-College programs are offered that are relevant and timely in meeting local needs, create awareness of Penn State Schuylkill, and develop pipelines to our degree programs as measured by the number of Pre-College program participants matriculating into Penn State Schuylkill.

•   Programs are offered for working adults that help them gain skills and knowledge for career advancement, lead to higher- level credentials, meet the needs of local employers, and utilize the expertise of our faculty as measured by the number of programs that obtain enough registrations to be considered successful.

•   Programs are offered to foster entrepreneurship of youth and adults, particularly by increasing the utilizationing of resources available through Invent Penn State, and community partners, such as the Schuylkill Chamber of Commerce.

•   Activities are offered in partnership with community and business leaders that meet employer training needs and foster economic development and community revitalization as measured by the number of collaborations and alliances formed.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education
- F5 - Driving Economic Development

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators
- DI1 - Create digital solutions to new and emerging challenges
- DI5 - Drive Economic Development

Penn State Supporting Elements

- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources
- CO5 - Support Economic Development And Community Renewal.

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Meet Educational Needs of Community

4.2: Recruit Participants for Programs

Objective

A variety of recruiting approaches will be used to ensure all offerings are fully subscribed, financially viable, and meet the individual goals of each program.

Key Performance Indicator(s)

•   Programs are fully subscribed
•   Programs are financially viable

Mapping

Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators

Penn State Supporting Elements

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Meet Educational Needs of Community

4.3: Assess & Revise Programs and Offerings

Objective
Programs and offerings will be assessed and revised to ensure they are meeting the needs of pre-college, working adults, entrepreneurs, and community and business leaders.

Key Performance Indicator(s)
- Pre-College programs are assessed annually for enrollment numbers, financial impact, and effectiveness as pipeline for matriculating participants.s to Penn State Schuylkill; offerings will be revised or discontinued as necessary.
- Adult programs are assessed annually for enrollment numbers, financial impact, and effectiveness in meetings the needs of working adults; offerings will be revised or discontinued as necessary.
- Entrepreneurship programs are assessed annually for enrollment numbers, financial impact, and effectiveness in fostering and supporting new businesses; offerings will be revised or discontinued as necessary.
- Programs for community and business leaders will be assessed annually for enrollment numbers, employer and community demand, financial impact, and effectiveness in meeting the needs of employers and communities; offerings will be revised or discontinued as necessary.

Mapping
Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators

Penn State Supporting Elements

- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources
- CO5 - Support Economic Development And Community Renewal.

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Meet Educational Needs of Community

4.4: Retain or Re-enroll Participants

Objective
Participants in the various offerings will be retained in successive courses or programs or re-enroll in additional offerings.

Key Performance Indicator(s)
- Participants in youth programs matriculate at Penn State Schuylkill or another Penn State campus.
- Participants in programs for working adults enroll in additional non-credit offerings, matriculate into degree programs at Penn State Schuylkill, and/or recruit other adults to participate in such programs.
- Participants in entrepreneurship programs promote the impact of the programs and recruit other entrepreneurs to participate in such programs.
- Community and business leaders re-engage the campus to offer programs for their businesses and communities and recruit participants for such programs.

Mapping

Strategic Plan (2020 - 2025) - Penn State Schuylkill

<u>Penn State Foundations</u>
- F1 - Enabling Access To Education
- F2 - Engaging Our Students

<u>Penn State Thematic Priorities</u>
- TE5 - Partner More Effectively With Pre-College Educators
- DI1 - Create digital solutions to new and emerging challenges

<u>Penn State Supporting Elements</u>
- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources
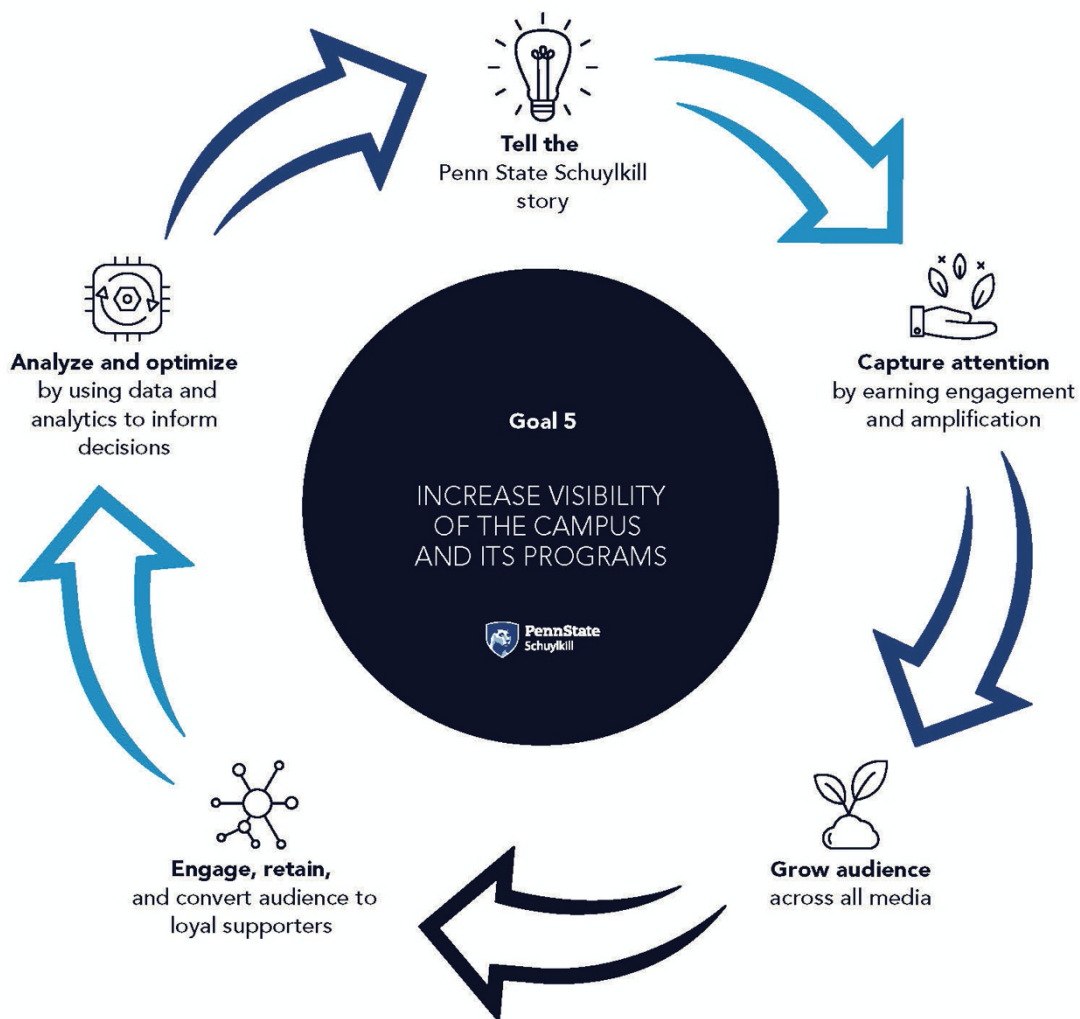
<u>Strategic Plan (2020 - 2025) - Penn State Schuylkill</u>
- Meet Educational Needs of Community

Goal 5

Increase Visibility of the Campus and Programs

Goal
Increase Visibility of the Campus and Programs (StratComm)
Increase the visibility of the campus and its programs by telling the Penn State Schuylkill story in ways that capture attention and grow, retain, and engage audience members in order to increase enrollment in credit and non-credit offerings; raise awareness of the high-quality education offered, research conducted, and community programs offered; promote school spirit and student retention; draw audience members to events; promote a positive image in the community; foster alumni affinity; and encourage philanthropy.

Strategic Plan (2020 - 2025) - Penn State Schuylkill

5.1: Tell the Penn State Schuylkill Story

Objective
Tell the Penn State Schuylkill story effectively by understanding the audiences; evolving digital media into enrollment-first marketing engines; focusing on distinctive and new academic programs, career development offerings, and athletics as differentiators for the campus; and elevating the campus' storytelling outputs.

Key Performance Indicator(s)
•   Increase in inquiries and applications from the general college-going population, those interested in highlighted programs, targeted populations, and student athletes
•   Interest in co-op expressed by new employers joining the Consortium of Co-Op Employers
•   Increased community awareness of the campus' offerings, value proposition, and impact on the community

Mapping
Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS2 - Invest In Resources Creatively And Systematically
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Visibility of the Campus and Programs

5.2: Capture Attention

Objective
Capture attention of audience members through analysis; targeted content to reach specific audiences; improved use of digital, video, and social media, multimedia and editorial-style stories; and utilization of faculty members as experts.

Key Performance Indicator(s)
•   Increased traffic to web pages of highlighted programs
•   Increased number of inquiries for highlighted programs
•   Increased predictability of impact of various stories and campaigns
•   Increased ROI on stories and campaigns

Mapping
Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Visibility of the Campus and Programs

5.3: Grow Audience

Objective
Grow the audience by reaching new audience segments via targeting and analytics, customized user-friendly interactions and experiences, and engaging media and content intended for different audiences.

Key Performance Indicator(s)
- Increase in number of new visitors to website
- Increased predictability of visits to intended web pages by new visitors
- Increased number of inquiries and applications from targeted audience members, such as geographic representation, transfer, military-veteran, under-represented populations, etc.
- Increased number of inquiries to highlighted programs

Mapping
Penn State Foundations
- F1 - Enabling Access To Education

Penn State Thematic Priorities
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Increase Visibility of the Campus and Programs

5.4: Retain and Engage

Objective
Convert readers/viewers to followers by creating high-quality content to meet interests and needs of audience members, continuously producing content that retains and engages and is focused on the value proposition of attending Penn State Schuylkill, student success, faculty expertise, and the impact of the campus.

Key Performance Indicator(s)
- Increase in time spent engaging with specific media by intended audience members
- Increase in repeat visits to website
- Increased visits to intended web pages
- Increased number of inquiries and applications from targeted audience members
- Increased number of inquiries and applications to highlighted programs

Mapping
Penn State Foundations
- F2 - Engaging Our Students

Penn State Thematic Priorities
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Increase Visibility of the Campus and Programs

5.5: Analyze and Optimize

Objective
Optimize communications by using data and analytics to inform decisions.

Key Performance Indicator(s)
Data to determine the impact of content and to inform the generation of new content
•   Strategic Communications uses data to determine the impact of channels and adjustments are made based on data
•   Strategic Communications uses data to determine the impact of campaigns and to inform the development of new campaigns

Mapping
Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- DI1 - Create digital solutions to new and emerging challenges
- DI2 - Living with digital innovation

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS2 - Invest In Resources Creatively And Systematically
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Visibility of the Campus and Programs

# Goal 6

Exceptional Customer Service

Goal
Provide an Exceptional Customer Service Experience in Bursar, Business, Housing, and Finance Functions (Business and Finance Office)
The Business and Finance Office will provide exceptional customer service in order to make the transactional experience of faculty, staff, students and their family members pleasant and inviting by reducing time and energy required to accomplish business by utilizing technology and customer-friendly approaches.
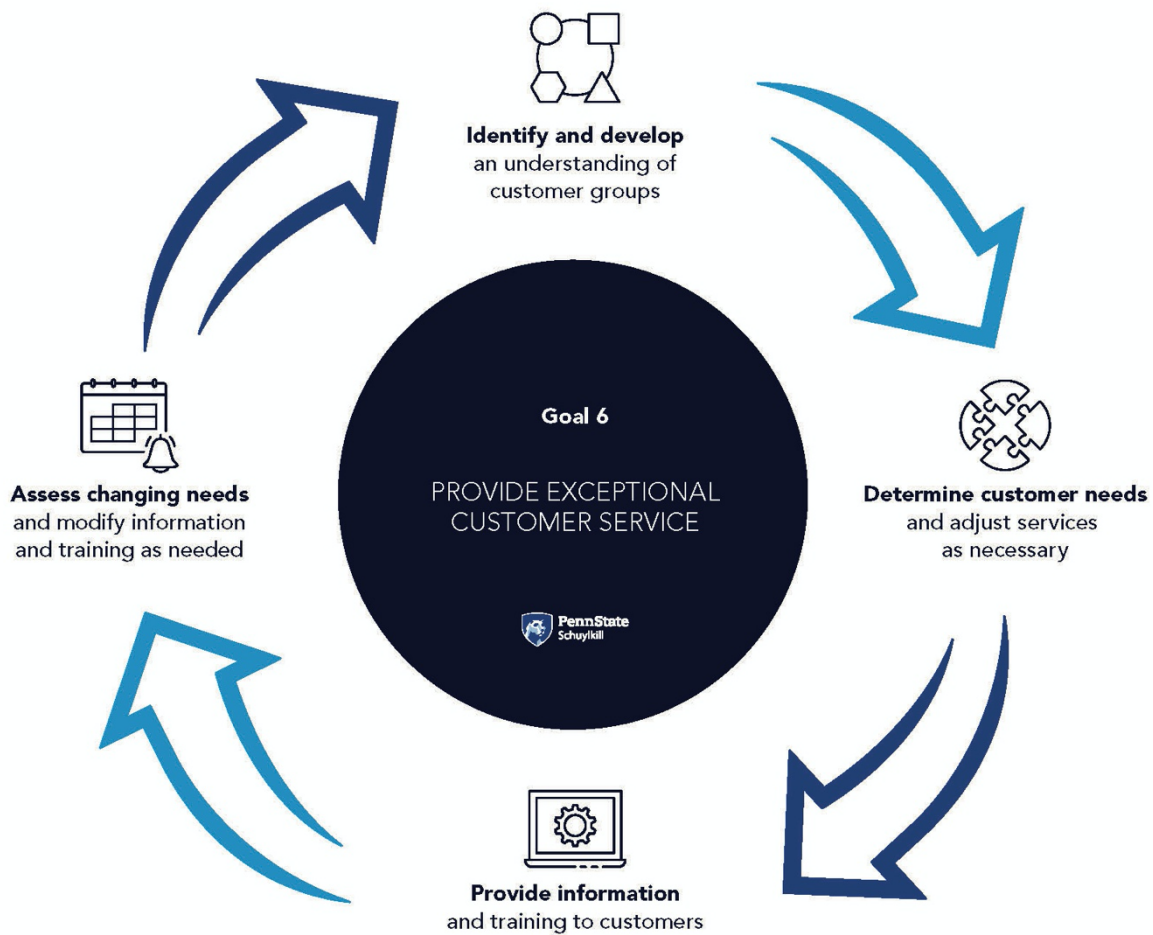
Strategic Plan (2020 - 2025) - Penn State Schuylkill

6.1: Identify and Develop an Understanding of Customer Groups

Objective
The Business and Finance Office will identify and develop an understanding of its various customer groups in order to develop processes and systems that meet their needs with a focus on an exceptional customer experience.

Key Performance Indicator(s)
Business and Finance Office staff demonstrate an understanding of various types of students, such as Generation Z, under-represented minorities, student-athletes, honors students, out-of-state, international, part-time, commuter, resident, Pell-eligible/lower SES, rural, urban, suburban, working adults, military/veteran, and transfer, and how best to interact with them. Survey students served by staff and obtain an evaluation of their individual experience. Implement a 24-hour turn around time for work orders.

- Business and Finance Office staff demonstrate an understanding of various types of parents, such as single, divorced, lower SES, international, under-represented minority, Generation X, Millennial, military, tech-savvy and non-tech-savvy, and how best to interact with them. Attend NSO and present information all parents need to know concerning tuition and housing bills. Housing staff would also attend NSO to present information pertaining to residential students, I.e., what to expect when their child leaves home, what items to bring, what items not to bring, etc.
- Business and Finance Office staff demonstrate an understanding of various types of staff members, such as budget executive, administrative support, professional staff, faculty, part-time, and how best to interact with them. .Increase internal communication to seize opportunities to provide improved customer service. Collaborate with HR to develop professional development opportunities for front-line staff.
- Business and Finance Office staff demonstrate an understanding of various offices on campus, such as admissions, financial aid, student affairs, and residence life, and how best to interact with them. Schedule meetings with each department in their space to determine how we can better serve their needs.

Mapping
Penn State Foundations
- F1 - Enabling Access To Education

Penn State Thematic Priorities
- DI1 - Create digital solutions to new and emerging challenges
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements
- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS2 - Invest In Resources Creatively And Systematically
- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Schuylkill
- Exceptional Customer Service

6.2: Determine Customer Needs and Adjust Services as Necessary

Objective
The Business and Finance Office will systematically determine customer needs and adjust services as necessary to meet their needs with a focus on providing an exceptional customer experience.

Key Performance Indicator(s)
- Processes are digital and technology is utilized in order to facilitate ease of transaction 24/7
- Robust information is readily available for customers to find on their own and pushed to customers on appropriate timelines Review campus web site regularly to be sure all information is current.

•	Physical and online office hours are based on customer needs Provide first-year seminar students and resident assistants with surveys to be completed by students to determine office hour needs.
•	Service hours are based on customer needs See above
•	Asynchronous and real-time customer support are provided Determine hours based upon survey responses. Communicate with bookstore and food service vendor to make sure their operating hours meet the needs of the students using their patron counts.
•	Business and Finance Office staff are proactive in meeting customer needs and working collaboratively across campus

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

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

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Exceptional Customer Service

6.3: Provide Information and Training

Objective
The Business and Finance Office will provide information and training for all customers in order to assist them in making transactions as simple and easy as possible.

Key Performance Indicator(s)
•	Information is provided in appropriate media and readily accessible to customers.
•	Information is pushed to customers on appropriate timelines
•	Training is provided in group and individual sessions both in planned and on-call formats
Develop FAQs for the most commonly asked questions/requests for information.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- IS2 - Invest In Resources Creatively And Systematically
- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Exceptional Customer Service

6.4: Assess Changing Needs and Modify Information and Training as Needed

Objective

The Business and Finance Office will routinely assess changing needs and modify information, training, and the ways in which they are provided based on changing needs of customers.

Key Performance Indicator(s)

•   Proactive engagement with customers and continuous process improvement are embraced in the Business and Finance Office

•   Feedback is solicited regularly via surveys and other systematic means asking specific questions that can lead to

improvements in service

•   Feedback from surveys and other systematic means indicate that customers are happy with the Business and Finance Office

Goal is to know that customers are satisfied, and any unfulfilled needs/requests are being addressed.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

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

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship

- IS1 - Prioritize Investment In Our People.

- IS2 - Invest In Resources Creatively And Systematically

- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Schuylkill
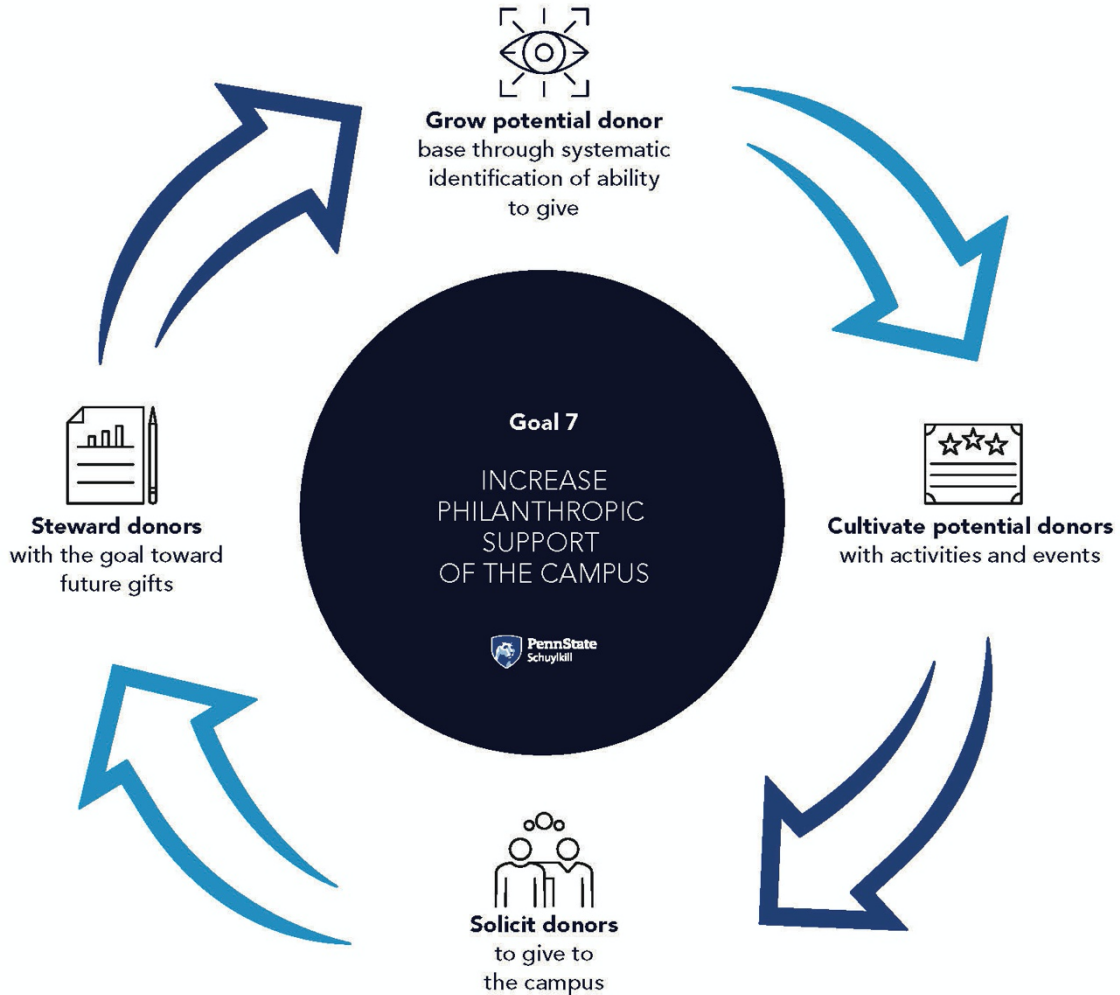
- Exceptional Customer Service

Goal 7

Increase Philanthropic Support of the Campus

Goal
Increase Philanthropic Support of the Campus (Development and Alumni Relations)
Increase Philanthropy Through Donor-Centric Experiences

Strategic Plan (2020 - 2025) - Penn State Schuylkill

7.1: Grow Potential Donor Base (Identification, Qualification)

Objective

The campus' donor base will be increased to include more alumni, community members, business leaders, foundations, and corporations through systematic identification and qualification of their capacities to give.

Key Performance Indicator(s)

•	Increase the number of alumni who will be identified and qualified for their giving capacity

•	Identify community members with potential affinity to the campus and its offerings who have significant giving potential and qualify their giving capacity

 Identify and qualify area business leaders with an interest in the campus' offerings

Explore funding resources available from more foundations and corporations with capacity to donate to the priority areas of the campus

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS5 - Align Fundraising To Address Specific Needs
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Philanthropic Support of the Campus

7.2: Cultivate Potential Donors

Objective

Potential individual donors, corporations, and foundations will be cultivated through multiple means—such as visits, sharing of information, invitations to serve on committees, interaction with students, and so forth, to make them aware of how their philanthropy could have an impact and their philanthropic interests achieved through donating to the campus.

Key Performance Indicator(s)

•	Increased number of alumni, community members, and business leaders—with capacity to give beyond the annual giving level—are engaged in meaningful ways with the campus, such as through campus visits to speak or work with students, helping students secure internships and jobs, and so forth

•	Increased number of corporations and foundations with the potential to donate to the campus are visited and engaged in meaningful ways, such as participating in career fairs and co-op, serving as visit sites for dual-enrollment students, and so forth.

Mapping

Penn State Foundations

- F0- No Foundation Connection

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

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

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Philanthropic Support of the Campus

7.3: Solicit Donors to Give to the Campus

Objective
Cultivation activities identify philanthropic interests of potential donors and help them envision how their interests align with specific needs of the campus. They are then solicited to contribute to the campus as a means of fulfilling their philanthropic interests in alignment with campus needs.

Key Performance Indicator(s)
- Increased number of alumni donate annually
- Increased number of alumni are moved from annual giving to leadership giving, donating larger individual gifts
- Increased number of community members and business leaders donating to the campus; donating larger individual gifts
- Increased number of corporations and foundations donating to the campus; donating larger gifts
- Gifts donated are to campus priorities

Mapping
Penn State Foundations

- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- DI1 - Create digital solutions to new and emerging challenges

Penn State Supporting Elements

- IS5 - Align Fundraising To Address Specific Needs

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Philanthropic Support of the Campus

7.4: Steward Donors with the Goal Toward Future Gifts

Objective
Stewardship of donors is robust, multi-faceted, and ongoing, to include multiple touch points, such as news stories for major gifts, thank you notes from the Chancellor and/or Director of Development for gifts, thank you letters from students, personal visits from the Chancellor and/or Director of Development, engagement with students as guest speakers or at dinners, service on committees, periodic updates on campus activities and impact of philanthropy, birthday and holiday cards, and additional opportunities in the area of research.

Key Performance Indicator(s)
- Donors are thanked for each gift in a timely and appropriate fashion, such as letters from the chancellor, director of development, and/or scholarship recipients
- Regular contact is maintained based on giving level, such as personal visits, mailings with updates, and cards
- Donors are encouraged for deeper engagement, such as speaking on campus, serving on committees, and other ways that align their expertise with the campus

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Donors are given multiple and reoccurring opportunities to engage with students, such as attending lectures, performances, athletic competitions, dinners, career fairs, and so forth
- Donors are cultivated for future gifts

Mapping

Penn State Foundations

- F1 - Enabling Access To Education
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- No Associated Thematic Priority Connection

Penn State Supporting Elements

- IS5 - Align Fundraising To Address Specific Needs

Strategic Plan (2020 - 2025) - Penn State Schuylkill

- Increase Philanthropic Support of the Campus