

Inspiring Leadership and Service Strategic Plan: 2010 – 2015

Endorsed by Council of Trustees

February 4, 2010



East Stroudsburg University of Pennsylvania



Dear ESU Community:

With great appreciation and pride I am presenting East Stroudsburg University's strategic plan for the next five years. This strategic plan will serve as a guide for the university while at the same time being flexible enough to capture new challenges and opportunities in serving our students and the Commonwealth of Pennsylvania.

ESU faculty, students and staff have worked collaboratively to develop the strategic plan since September 2008. All ESU community members were involved in developing unit-level strategic plans and over fifty-five faculty, students and staff were directly involved in crafting this university-level strategic plan. In addition, a group of community leaders contributed their broad perspectives to the process. I firmly believe that an effective strategic plan is constantly a *work-in-progress*, and I advised the Strategic Planning Core Workgroup and Strategic Plan Advisory Council to keep the concept of work-in-progress in the final strategic plan document.

As you all know, completing a planning document denotes the end of one phase and beginning of a new journey for us. I am confident that every one of us will be an active partner in implementing the new strategic plan.

Sincerely,

Robert J. Dillman
President

East Stroudsburg University of Pennsylvania

Vision Statement

East Stroudsburg University of Pennsylvania will be the first choice for students seeking a comprehensive university with a small college climate distinguished by innovation and tradition where they will learn to serve, lead and succeed in a global society.

Mission Statement

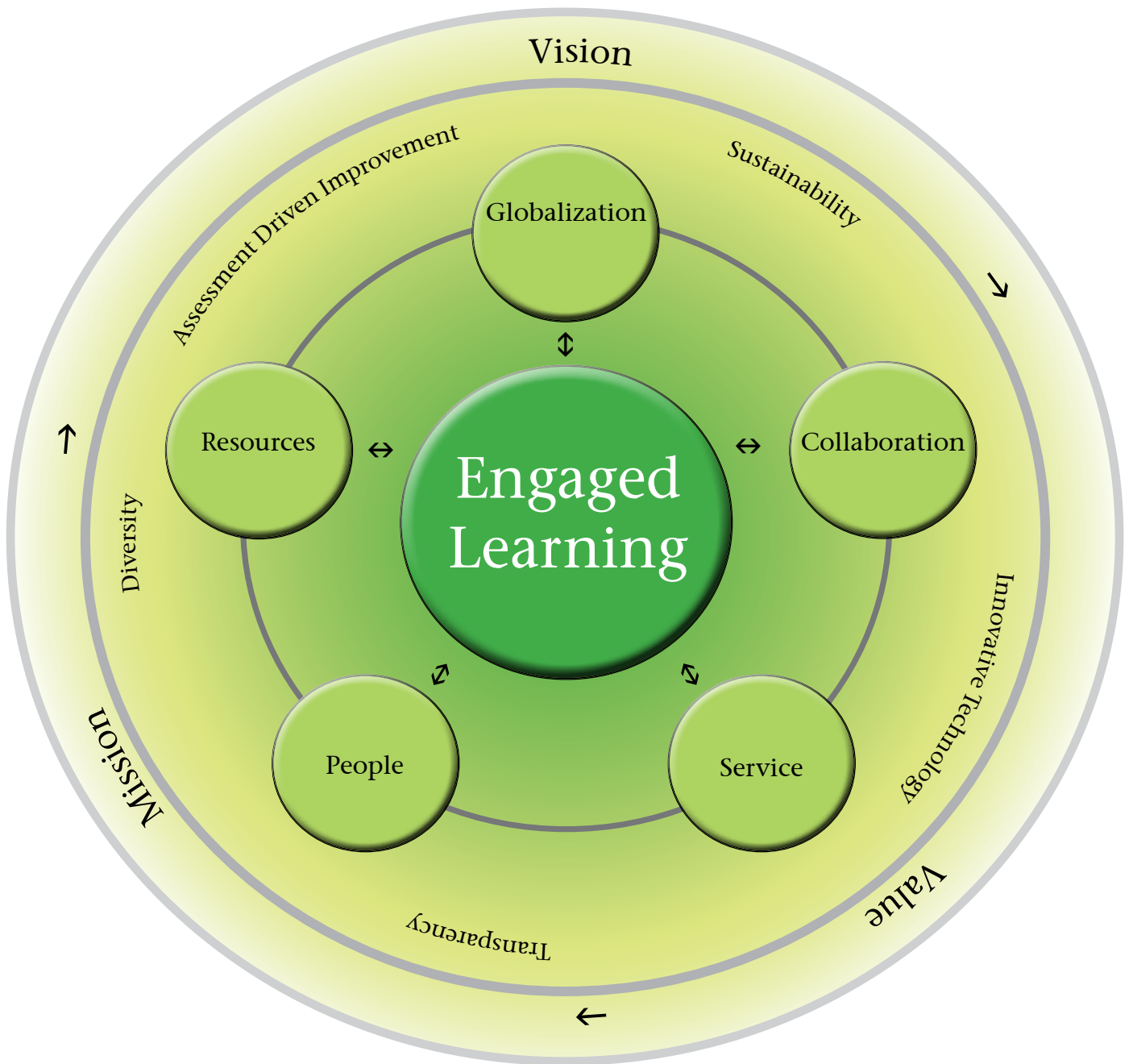
East Stroudsburg University of Pennsylvania will provide:

- challenging and contemporary undergraduate and graduate curricula that engage and equip students to critically appraise and apply knowledge in their lives and chosen fields of study.
- a learning community that promotes diversity and views teaching as the university's primary focus.
- varied opportunities for student and faculty research, creative endeavors and involvement in public service.
- leadership and service in the educational, cultural and economic development of the region.

Values Statement

We are committed to the principles of intellectual integrity, freedom of expression, the fair and equal treatment of all, good citizenship, environmental stewardship, and accountability for our actions and the resources entrusted to us.

Strategic Themes and Overarching Principles 2010 - 2015



Engaged Learning

We are committed to providing exemplary undergraduate and graduate education leading to student learning and success. We strive to ensure that every ESU student demonstrates the University-wide learning outcomes, which are anchored on the broader concept of liberal education and professional disciplinary competencies. We recognize that future leaders must be able to demonstrate contextually appropriate cognitive, social, and personal maturity and be able to apply knowledge and skills to improve and promote professional service, civic responsibility, and lifelong learning.

Student Learning

- Offer programs that combine a broad educational base with the knowledge, skills, and perspectives specific to a particular discipline to meet the needs of both our students and the Commonwealth.
- Meet the demands of the dynamic global society by developing students' writing and other communication skills, critical and creative thinking, quantitative and scientific reasoning, and information and technology literacy in both undergraduate and graduate education.

Student Experiences

- Enrich students' learning by incorporating research, internships, field-based and service learning, and capstone experiences into our programs, and by encouraging participation in entrepreneurship, collaborative projects, study-abroad opportunities, and co- and extra-curricular programs
- Strengthen and provide the university infrastructure and the student experiences to enhance and enrich students' academic, social, and personal skills to succeed as university students. Particular attention and resources should be devoted to first year students' academic success.

Continuous Enhancement

- Articulate program-specific student learning outcomes in every degree granting program and publish those outcomes in the University catalogues and in other documents shared with students.
- Evaluate ESU's academic effectiveness through a comprehensive, transparent outcomes-assessment program, geared toward continuously improving the quality of education and the learning opportunities it provides.
- Provide creative and innovative pedagogical (e.g., STEM) support and training for our faculty, as well as academic and student service professionals, to address the changing needs of our students.
- Provide the instructional-technology infrastructure and library resources (e.g., distance ed.) required to support both faculty teaching and student learning.

Globalization

We must prepare our students to be effective navigators and innovators in the increasingly interconnected and interdependent global world. The University will play dual roles – to help students become effective global citizens, and to become a social, economic and cultural hub, thereby affecting globalization of our immediate communities.

- Develop and continuously enhance innovative and dynamic curricula that produce globally competitive graduates.
- Expand programs with global outreach, such as international and study abroad programs, as well as domestic exchange programs.
- Assure that every ESU student, faculty, and staff member has multiple opportunities to acquire global cultural literacy and to act as an ethical and effective global citizen.
- Enhance programs and services that embrace our commitment to inclusiveness and multicultural competence in order to better prepare students for membership in a global society.
- Provide multicultural and international events that draw local community members.
- Investigate our students' exposure to global cultural literacy to develop appropriate programs to enrich their learning experiences.
- Use the ESU community's own rich resources of knowledge and experience to help students, faculty and staff become civically engaged global citizens.
- Develop active partnerships with regional entities (e.g., businesses, cultural organizations) that are respected for their engagement with globalization, and regularly bring them on-campus for learning opportunities.

Collaboration

ESU is a complex organization with many inter-related and interconnected units and professionals striving to serve students and accomplish the mission and goals of the University. Our internal culture must systematize and nurture effective habits of collaboration. We will build strong institutional trust and transparency, improve shared governance, develop an engaged community, and fully capitalize on our strengths.

- Effective communication is the foundation for building collaboration. The University will develop a communication plan and strategies that will institutionalize regular, ongoing communication. The communication plan will include methods and strategies to assess its effectiveness.
- ESU will continuously improve its website to serve the needs of current students and their parents, faculty, staff, and our future students.
- Cognitive development and social maturation both play a role in the successful education of students; therefore, Academic Affairs, Student Affairs and Enrollment Management must continuously collaborate to ensure student learning and student success.
- Faculty from different colleges will be supported to develop new programs and research initiatives that address the fast-paced, ever-evolving global world that our students will enter after graduating from ESU.
- Collaboration will push us to reflect on how we are accomplishing our work and to maximize the use of existing resources. In repurposing current practices, the University will celebrate diversity, expertise, multiple points of views, and creativity.
- The University will diligently assess, develop and nurture existing and new external partnerships. An external partnership review process will be implemented to assess benefits and cost, impact on student learning and development, and the overall impact on the institution.
- ESU will continuously pursue strategies to encourage civil discourse and give a voice to the ESU community. We recognize that often we hear but do not listen to others, leading to negative consequences and an erosion of trust.

Service

The University will foster a culture of service that values mutual respect, collegiality, and civility among students, faculty, staff, and the community at large, thus the concept of “service” will be part of the University spirit.

- Develop a tradition of service within the ESU community by building a service infrastructure and encouraging lifelong service engagements.
- Strengthen existing relationships and build new mutually beneficial relationships in our local and regional business, education, social services, civic and cultural communities.
- Construct a database of social services and civic and cultural organizations within our region to provide a resource for opportunities and track relationships in a systematic manner.
- Develop a process to recognize the service and scholarly contributions of students, faculty and staff.
- Build curricular and co-curricular programs to increase opportunities for experiential learning.

People

ESU personnel are essential and valuable asset of the University. Hence their knowledge, skills, creativity, and enthusiasm must be continuously supported and strategically developed to advance the University's vision and mission.

- Strategically support our personnel in their efforts to advance and stay current in their work-related knowledge and skills.
- Increase collaboration by creating learning communities for faculty and staff.
- Reward and recognize demonstrated commitment to lifelong learning and scholarly distinction, including areas of teaching, research, creative endeavor and innovation.
- Encourage, support and acknowledge faculty and staff (individuals or teams) who make an exceptional impact on the University.
- Set aside a portion of the University's operating budget to support mission-critical programs and the associated faculty and staff development.
- Develop a short- and long-range workforce plan that addresses concerns such as succession planning, knowledge management and transfer, and strategic allocation of recruitment and retention resources.
- Foster a culture of civility, collegial discourse, and respect for diversity in interactions and business processes.
- Create innovative opportunities to build awareness and promote the value of wellness among the ESU community members.
- Be vigilant in providing a physically, socially and emotionally safe work environment that is also aesthetically and physically comfortable for all ESU members.

Resources

ESU will continue to be a prudent steward of our public resources (facilities, finances, technology, and people) and continue to be innovative in creating new resources in support of accomplishing the University's mission and vision.

- Through open dialogue, ESU will develop a Resource Allocation Plan, articulating short-term strategies and long-term goals for the allocation of resources (including buildings and facilities; classroom spaces; finances; technology; and people) in ways that ensure stewardship, equity, accountability and transparency, as well as help us to address projected enrollment growth effectively.
- Develop clear policies and procedures for resource allocation and an evidence-based strategy to assess their effectiveness.
- Enhance administrative technology (e.g., budgeting software, accounting and reporting, and R25) to manage the University's resources at the unit level as well as at the institutional level more effectively and efficiently.
- Charge the Budget and Planning Committee of the University Senate with examining the effectiveness of the current budgeting process, taking into account mission-critical issues, including issues of inclusion and equity, and identifying best practices that can be modified to improve our budgeting process significantly.
- Each year, share overall resource allocation decisions with the entire University community and collect feedback before budgetary decisions are finalized.
- Broadly share the current Facility Master Plan, and if necessary, revise it through comprehensive assessment and open dialogue involving faculty, staff, students, and community. This should include strategies to reduce stress on on-campus facilities through creating off-campus opportunities.
- Work closely with the President's Sustainability Commission to make ESU a "green" campus and raise our environmental awareness.
- Develop creative yet aggressive fund-raising strategies and grant procurement, including enhancement of endowment funds, to supplement academic programs, scholarships, co- and extra-curricular programs, and much-needed facility improvements.

Overarching Principles: Definitions

Assessment Driven Improvement

ESU will implement a structured process to evaluate attainment of specified goals and objectives. This process insures ongoing fine-tuning and periodic improvements.

Diversity

ESU values cultural knowledge, practicing collaborative leadership and exhibiting individual, as well as, collective responsibility for total inclusion and empowerment of all within our community.

Sustainability

ESU commits, in its overall philosophy and day-to-day practices, to meeting the needs of the present while living within the carrying capacity of supporting ecosystems and without compromising the ability of future generations to meet their own needs.

Innovative Technology

ESU will aggressively seek, adopt and use emerging technology in curriculum, instruction and operational practices.

Transparency

ESU will adopt practices that develop openness, enhance communication, ensure operational accountability and make appropriate information available for timely decision making.

University-Wide Student Learning Outcomes

Upon earning an undergraduate degree from East Stroudsburg University, students will value creativity, diversity, ethical behavior, and professionalism. They will have achieved college-level proficiency in the following university-wide student learning outcomes:

- I. Demonstrate an understanding of their roles as citizens of a diverse, global society.
- II. Utilize critical thinking skills.
- III. Communicate orally, in writing, and through other formats.
- IV. Demonstrate information literacy and technological skills.
- V. Apply scientific reasoning to solve problems.

(Fall 2008, ESU/APSCUF University-Wide Assessment Committee)

East Stroudsburg University

Strategic Planning Timeline

<i>When</i>	<i>Planning Activities</i>	<i>Lead By</i>
September 2008 – December 2008	<ul style="list-style-type: none"> ◆ Introduction of ESU’s new Integrated Strategic Planning ◆ Strategic Planning Workshops ◆ Strategic Planning Round Tables ◆ Development of Unit Plans 	President Dillman Provost Borland Alla Wilson Division/Unit Leaders
January 2009 – February 2009	<ul style="list-style-type: none"> ◆ Establish Strategic Planning Core Workgroup ◆ Establish a comprehensive Strategic Plan Advisory Committee ◆ Finalize strategic planning timeline ◆ Develop and distribute strategic plan document template ◆ Strategic planning follow-up memo to ESU community ◆ Support individual division/unit planning process ◆ Continue development of Unit Plans 	President Dillman Provost Borland Yun Kim Division/Unit Leaders
March 2009 – May 1, 2009	<ul style="list-style-type: none"> ◆ Support individual division/unit planning process ◆ Develop charges for Strategic Planning Core Workgroup and Strategic Plan Advisory Council ◆ Hold organizational meeting of S.P. Core Workgroup ◆ Hold organizational meeting of S.P. Advisory Council ◆ Continue development of Unit Plans 	President Dillman Provost Borland Yun Kim Division/Unit Leaders
May 1, 2009	Unit Plan is Due	Division/Unit Leaders
May 2009 – July 2009	<ul style="list-style-type: none"> ◆ Unit Plans are discussed and integrated ◆ Drafting ESU Strategic Plan: 2010 - 2015 	President Dillman Provost Borland Yun Kim S.P. Core Workgroup
August 2009	<ul style="list-style-type: none"> ◆ Drafted Strategic Plan: 2010 - 2015 is fine tuned for internal feedback ◆ Drafted plan is uploaded to ESU’s Intranet 	President Dillman Vice Presidents Yun Kim S.P. Core Workgroup
September 2009	<ul style="list-style-type: none"> ◆ Community input via open forums/town hall meetings and online feedback form ◆ Meeting of S.P. Advisory Council ◆ Presentation to Student Senate 	President Dillman Provost Wells Yun Kim
October 2009	<ul style="list-style-type: none"> ◆ Integrate community members’ input ◆ Refine the drafted Strategic Plan: 2010 – 2015 ◆ Develop performance/assessment indicators and assessment reporting cycle ◆ Collect community input on performance/assessment indicators via web 	S.P. Advisory Council S.P. Core Workgroup Yun Kim
November 2009	<ul style="list-style-type: none"> ◆ Finalize performance/assessment indicators via web ◆ Finalize ESU Strategic Plan: 2010 - 2015 	President Dillman Provost Wells Yun Kim
December 2009	Strategic Plan: 2010 – 2015 is presented to the ESU Board	President Dillman Ken Borland

ESU Strategic Plan Core Workgroup and Advisory Council Membership List

President	Robert Dillman					
Vice Presidents	K. Borland/M. Wells	Henry Gardner	John Ross	Mary Frances Postupack	Rich Staneski	Doreen Tobin
Provost's Council	Ken Borland	Peter Hawkes	Mark Kilker	Yun K. Kim	Edward Owasu-Ansah	
	Mike Southwell	M. Wells/T. Tauer	Alla Wilson			

Barquaining Unit Representatives:

AFSCME	Leslie Raser	Kathy Adams	Val Cochran	Carleen Policastro		
AFSCME - Supervisors	Patricia Newhart	Helen Seidof				
APSCUF - Faculty	Cem Zeytinoglu	Andrew Whitehead	Tom LaDuke	Melissa Geiger	Cynthia Leenerts	
APSCUF - Coaches	Sandy Miller	Jeff Wilson				
OPEIU Nurses	Sandra Gordon	Peggy McCann				
SCUPA	Kim Adamson	Tina Franks	Jen Collier	Sarah Goodrich		
SPFPA - Police	Rich Connell					
Other	Patricia Smeaton	Fernando Perez	Wanda Ochei			

University-Wide Strategic Planning Core Workgroup Members:

C of Arts and Sciences	Bonnie Green				
C of Health Sciences	Gerard Rozea				
C of Education	Angelo Senese				
C of Business Mgt.	Angela Vauter				
Dean	Alla Wilson				
Student Affairs	Warren Anderson				
Enrollment Mgt.	Patti Kashner				
Finance & Administrat.	Michael Crapp				
Inst. Advancement	John Ross				
Non-Mgt. Staff	Joanne Eagleson	Randy Light			
Inclusion & Equity	Vicky Sanders				
Student	Tim Cavanagh	Adrew Karayannis	Stephen Kozak (as of September 2009)		
Facilitator	K. Borland (<i>until Aug.</i>)	Yun Kim			
Support for Facilitators	Joann Stryker	Curt Bauman	Jessica Diaz		

As of September 2009

Acknowledgement must be given to Professor Kim McKay and Professor William Broun of the English Department for editing the contents of the six strategic themes.

November 2009