

Inspiring Leadership and Service

Strategic Plan: 2010-2015

East Stroudsburg University of Pennsylvania

Strategic Plan Implementation Update

Over eighty ESU community members, including faculty, staff and students, actively served on three strategic plan implementation teams during the academic year 2010-2011. In order to maintain the organic nature of our strategic plan and to keep our commitment to involve the entire ESU community in the implementation phase, three strategic plan implementation teams were established and staffed by our faculty, staff and students, reflecting the university's organization structure.

The Implementation Teams were charged to: 1) identify a set of strategic initiatives that should be implemented during the next two years; each team prioritizes the initiatives identified, and 2) develop an action plan for each strategic initiative that is to be implemented during the Academic Year 2010-2011.

Each team is led by two senior administrators and two faculty members. However, the Engaged Learning and Collaboration Team expanded their leadership team to five with the inclusion of the Director of Outcomes Assessment and Accreditation Support who is also co-chair of the University Assessment Committee. Michael Crapp is filling the leadership vacancy in the Globalization and Service Team created by Dr. Gardner's retirement. In addition, the People and Resources Team expanded its membership by recruiting additional sub-committee members. The Implementation Team leadership met regularly with the President to report and discusses their progress, challenges, and unexpected issues with the strategic plan implementation. The President will continue to hold regular meetings with the strategic plan implementation leadership team.

The first year of strategic plan implementation can be highlighted by meaningful "reflections," "linkages" and "integrations" that each Implementation Team made with numerous standing committees and Taskforces already in existence at the university; and planning for specific actions to be undertaken during the next academic year. The Implementation Teams adopted sub-group/sub-committee structure to expedite their decision-making process and their work. In addition, each Team carefully deliberated on reducing duplication of efforts and how to promote effective inter- and intra-team communications. The Implementation Teams reached out to the broader university community via electronic surveys, interviews, visiting other committee meetings and inviting many key constituents to their regular meetings.

Visit http://www4.esu.edu/aboutesu/president_office/implementation.cfm for Update Number 1 and more details on the Implementation Teams' activities!

Strategic Plan Implementation: Spring 2011 Highlights

[Each team's name reflects the Strategic Themes for which the team is responsible]

Engaged Learning and Collaboration Implementation Team

Initially, a set of four strategic initiatives were identified by this team for operationalization and implementation. The Team's work during the first year was focused around finding answers to:

- how to transform discourse on campus; creating structures for collaboration for faculty and staff to deliberately link what is happening in the classroom setting to what is happening outside the classroom in co-curricular settings (such as student organizations and service projects),
- how do create a common learning experience (such as, annual theme or common reading that would link past, present and future) meaningfully involving multi-disciplines and collaborations across Colleges, and
- how to develop sustainable structure/practices supporting faculty and student-faculty research and professional development of our faculty?

Globalization and Service Implementation Team

- As part of "globalization" initiatives, this team investigated instruments and interviewed many on-campus experts to identify or develop a tool for the university to assess global cultural literacy among ESU students. A sub-committee is currently developing a questionnaire.
- The Team has been actively engaged with the existing Service-Learning Initiative Committee (SLIC) throughout this year. This Team is planning to support the SLIC's webpage design and revision, and design and develop interactive service learning/community-service activities and volunteer opportunities within ESU and community partners.
- A sub-committee was established to construct a database for existing service-learning courses at ESU.

***People and
Resources
Implementation
Team***

The members of the People and Resources Implementation Team agreed to break into two subgroups, People and Resources, to increase the Team's effectiveness and efficiency.

Resources Group

- The Resources group reached out to the University Foundation to increase the members' awareness of fund-raising and learn about the results of fund-raising in more detail. The group is working on how to improve communication regarding major activities of The University Foundation to the broader university community.
- Provided feedback to the President's Council on the budget process prior to the Budget Guidance Memorandum. The Group also established a small workgroup to develop budget assessment tools. This workgroup has been asking – Is the budgeting process working well? How do we know the budgetary changes are resulting in estimated savings? Can one model of assessment be workable for the entire organization?

People Group

- The People Group conducted a Gap Analysis to learn what units have determined to be important "PEOPLE" issues at ESU. The results of this gap analysis informed their decision to, first, focus on faculty and staff recognition activities. The People Group will be interacting significantly with the Research/Professional Development Subgroup of the Engaged Learning and Collaboration Team and with the Committee on Excellence in Teaching and Learning in developing and implementing employee recognition activities/programs.
- The People Group conducted an in-depth review of the results of the recently completed Employee Satisfaction Survey to inform their assessment and design employee recognition activities/programs.