

PENNWEST UNIVERSITY STRATEGIC PLANNING COUNCIL (USPC)
SUBCOMMITTEE SUMMARY REPORT
FEBRUARY 2025

The USPC monitoring process and committee structure is informed by the five values of PennWest's strategic plan:

1. **Learning:** We are a community of educators who provide a learning environment where students thrive and achieve their educational, professional, and personal goals.
2. **Growth:** We are student-ready, guiding our students toward personal, financial, and academic success.
3. **Inclusion:** We advocate for all members of our campus communities and provide a supportive environment that builds a sense of belonging and togetherness.
4. **Collaboration:** We engage in innovative partnerships, programs, and opportunities to address the needs of our regional communities and the state.
5. **Culture:** We share a sense of purpose that unites everyone and provides opportunities to learn, work, and thrive.

PROCESS

In the 2023-24 academic year, the strategic plan monitoring process focused on learning and growth values, reflected in the percentage of initiatives completed or in progress. Student success remained a priority, driving efforts such as refining the academic program array and reorganizing colleges. This period also marked a leadership transition, with the new president emphasizing culture-building and strategic communication.

Given that the University Strategic Planning Council was established shortly after integration, assessment plans were leveraged to ensure continuous monitoring without losing a year of progress. Looking ahead, committees will take a more independent research approach, broadening data collection efforts to enhance the effectiveness of the monitoring process and provide a more comprehensive evaluation of strategic initiatives.

PennWest defined Diversity, Equity, and Inclusion in the strategic plan in a way that encompasses all our stakeholders and places equity as a key motivator for success. Therefore, the monitoring of these principles are embedded throughout our strategies and initiatives of learning, growth, collaboration, and culture and included in each of those values in the summary below.

OVERALL SUMMARY:

PennWest's Strategic Plan 2023-2026: Path to Student Success is guided by five core values, 17 strategies, and 65 initiatives. Each Value includes 4-5 strategies outlining broader goals, with specific initiatives developed under each strategy to be monitored through 2026.

Overall progress on the strategic plan:

- 29% of initiatives are completed
- 40% are in progress
- 31% are pending, with anticipated progress in the 2025-2026 cycle

These results align with expectations at the plan's midpoint. Additional details on specific values are outlined below.



As of January 2025, 28 of the 65 initiatives were targeted for the 23-24 academic year. Of these:

- 68% have been completed
- 32% remain in progress or ongoing



| 2023-2024 YEAR STATUS | | |
|-----------------------|---------------|-----|
| Progress | # Initiatives | % |
| Complete | 19 | 68% |
| In Progress | 9 | 32% |
| Pending | 0 | 0% |
| Total | 28 | |

KEY THEMES IN THE 23-24 STRENGTHS

Equity & Student Success – Focus on closing graduation and retention gaps for underserved students, reinforcing DEI principles, and improving student outcomes.

Student Support & Engagement – Enhancing student experience through streamlined processes, increased awareness of support services, mentoring programs, and academic support for student-athletes.

Data-Driven Decision-Making – Using early-alert systems, academic recovery tracking, and enrollment data to measure effectiveness and improve retention.

Collaboration & Partnerships – Strengthening cross-campus teamwork and external partnerships to support institutional initiatives.

Branding & Community Engagement – Promoting success stories through strategic communication, including the PennWest branding initiative.

Infrastructure & Resource Investment – Upgrading academic facilities, enhancing online learning, and optimizing campus space for efficiency.

CONCLUSION

The strengths highlight a commitment to equity, student success, data-driven strategies, collaboration, branding, and resource investment. Further integration of assessment measures or broadening data collection efforts can enhance the effectiveness of tracking individual initiatives.

KEY THEMES IN THE 23-24 OPPORTUNITIES FOR IMPROVEMENT

Student-Centered Engagement & Support

- Increase student input to better align strategies with student needs.
- Develop a structured, seminar-style model from first year to graduation to track and support student progression.

- Implement a holistic advising model to streamline registration, improve retention, and address student frustrations with course scheduling and financial holds.

Assessment, Data Integrity, & Accountability

- Expand data collection and transparency by identifying responsible units for assessment and ensuring continuous reporting.
- Clarify timelines and evaluation metrics for DEI goals (S1.1, S1.2, S1.3) and wellness initiatives.
- Improve PennWest data integrity to enhance decision-making and university-wide communication.

Faculty & Staff Development

- Create a Center of Excellence for faculty *and* staff to foster professional development and best practices.
- Survey departments for existing initiatives to build a more comprehensive institutional strategy.

Career Readiness & Workforce Alignment

- Embed career readiness initiatives into curricula and expand professional internship opportunities.
- Evaluate career readiness program effectiveness to ensure it meets industry and student needs.

Enrollment & Marketing Strategies

- Increase first-year student enrollment through targeted marketing campaigns focused on career readiness.

Campus Culture & Communication

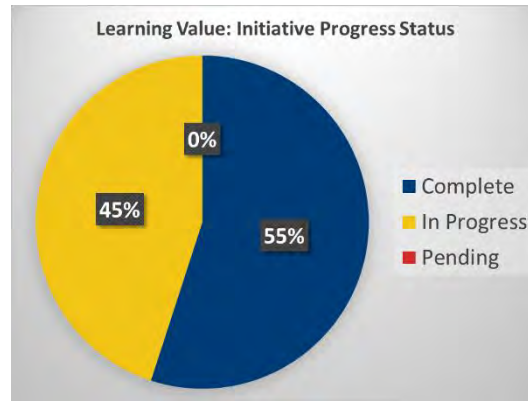
- Continue to enhance morale and cross-campus communication to strengthen collaboration across the three campuses.

CONCLUSION

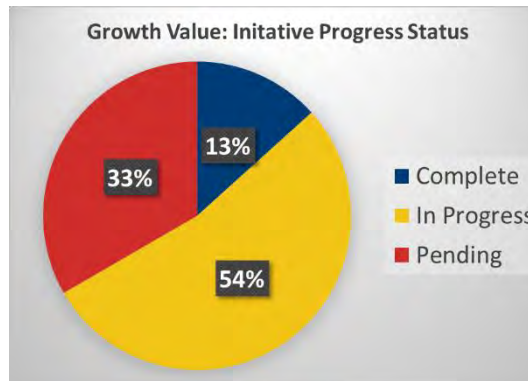
The primary opportunities for improvement focus on strengthening student support, refining assessment strategies, enhancing faculty and staff development, embedding career readiness into academics, boosting enrollment, and improving campus communication and morale. Addressing these areas will ensure more effective implementation of strategic initiatives.

INDIVIDUAL SUB-COMMITTEE STATISTICS:

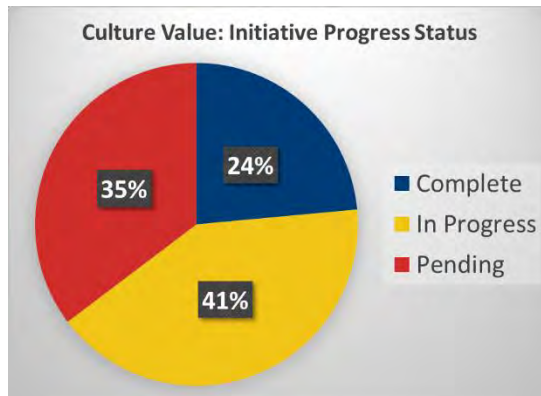
| LEARNING | | |
|----------------------------|--------|------------------------|
| Year Initiative is Tracked | Counts | % of Total Initiatives |
| 23-24 | 13 | 65% |
| 24-25 | 7 | 35% |
| 25-26 | 0 | 0% |
| Progress Status | | |
| Complete | 11 | 55% |
| In Progress | 9 | 45% |
| Pending | 0 | 0% |



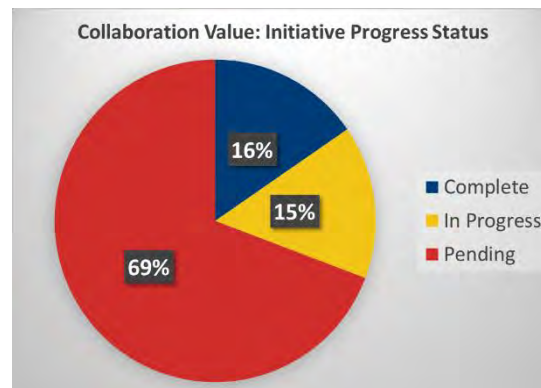
| GROWTH | | |
|----------------------------|--------|------------------------|
| Year Initiative is Tracked | Counts | % of Total Initiatives |
| 23-24 | 8 | 53% |
| 24-25 | 4 | 27% |
| 25-26 | 3 | 20% |
| Progress Status | | |
| Complete | 2 | 13% |
| In Progress | 8 | 53% |
| Pending | 5 | 33% |



| CULTURE | | |
|----------------------------|--------|------------------------|
| Year Initiative is Tracked | Counts | % of Total Initiatives |
| 23-24 | 5 | 29% |
| 24-25 | 6 | 35% |
| 25-26 | 6 | 35% |
| Progress Status | | |
| Complete | 4 | 24% |
| In Progress | 7 | 41% |
| Pending | 6 | 35% |



| COLLABORATION | | |
|----------------------------|--------|------------------------|
| Year Initiative is Tracked | Counts | % of Total Initiatives |
| 23-24 | 2 | 0% |
| 24-25 | 2 | 0% |
| 25-26 | 9 | 0% |
| Progress Status | | |
| Complete | 2 | 0% |
| In Progress | 2 | 0% |
| Pending | 9 | 0% |



USPC MEMBERSHIP (FALL 2024):

| Name | Title |
|----------------------|--|
| Susanne Fenske | Vice President, Institutional Effectiveness and Student Affairs; Chair |
| Becky McMillen | Executive Director, Institutional Effectiveness |
| Brenda DePaoli | Executive Staff Associate, Institutional Effectiveness and Student Affairs |
| Fawn Petrosky | Vice President, Finance and Administration |
| Jim Fisher | Interim Provost; Vice President, Academic Affairs |
| Kelly Repinski | Vice President, Communications and Marketing |
| Sheleta Camarda-Webb | Chief Diversity, Equity, and Inclusion Officer |
| Jesse Haight | Professor, Department of Education |
| Rebecca Wehler | Assistant Professor, Department of Exercise, Health and Sports Sciences |
| Kristen Schaffner | Assistant Professor, Department of Education |
| Kristine Hall | Executive Staff Assistant, Finance and Administration |
| Traci Necciai | Director, Financial Aid |
| Cathy Connelly | Executive Director, Donor Relations |
| Emily Peters | Student Representative |
| Gage Gray | Student Representative |
| Jacob Sukhenko | Student Representative |

SUB-SOMMITTEE MEMBERSHIP (FALL 2024):

LEARNING

| | |
|--------------------------|---------------------|
| Jesse Haight, Co-Chair | Tim Stevenson |
| Rebecca Wehler, Co-Chair | Christopher LaFuria |
| Sabrina Hykes-Davis | John Bielawski |
| Natalie Armstrong | Shawna Lind |
| Kim Hardner | Ava Long |
| Kaylee Gmutza | Gavin Mitsdarfer |
| Josh Domitrovich | Stephanie Stern |

GROWTH

| | |
|-------------------------|-----------------|
| Traci Necciai, Co-Chair | Kate McPherson |
| Kristine Hall, Co-Chair | Sandra Trejos |
| Alawya Alawami | Pratibha Menon |
| Kemi Akinkuowo | Stephanie Stern |
| Amanda Sissem | Nicole Hiller |
| Jacquelyn Bergo | Lynne Fleisher |
| Kristy DeBord | |

INCLUSION

| | |
|--------------------------------|---------------------|
| Sheleta Camarda-Webb, Co-Chair | Jennifer Ramsey |
| Brandon Packard, Co-Chair | Dr. George Richards |
| Melisa Bosse-Karczmar | Jessica Schleig |
| Rhonda Gardner | Ben Schlipf |
| Molly Jenkins | Sydney Speicher |
| Jim McGee | Dachao Sun |
| Jim Pflugh | Laura Tuennerman |

COLLABORATION

Kristen Schaffner, Co-Chair
Rebecca Maddas, Co-Chair
Susan Rutledge
Abdur Rahman
Nripendra Singh
Christopher Lantinen
Amy Eperthener

Jennifer Williams
Peggy McGarry
Suzanne Homan
Tahaney Al-Balawi
Jessica Barwell
Garrett Hannah
Vienna Enos

CULTURE

Cathy Connelly, Co-Chairs
Jeff Bender, Co-Chairs
Spencer Norman
Jennifer Barch
Robin Bilan
Everett Painter
Kristen Louttit

Lisa Glasser
Maria Gatesman
Ariel Phillips
Mike Holtcamp
Meagan Mariotti
Jesse Walker
Farina Zeb