

# Students First: INNOVATE ESU

*Our initial progress*



A Strategic Vision for 2014-2017

A Member of the Pennsylvania State System of Higher Education



# STUDENTS FIRST: INNOVATE ESU

A Strategic Vision for 2014-2017

## *ESU's 10 Community Principles*

### GOAL 1

#### **STUDENT SUCCESS AT ESU:**

Achieving higher satisfaction, retention and graduation rates

### GOAL 2

#### **A STRONG SENSE OF COMMUNITY:**

Understanding and living ESU's mission and values and building a commitment to our community and region

### GOAL 3

#### **REPUTATION FOR INNOVATION & ENTREPRENEURSHIP:**

Creating a curious, inventive, and risk-taking culture

### GOAL 4

#### **INNOVATIVE FACULTY:**

Developing a culture of research and scholarship and rethinking the preparation of successful graduates

In pursuit of its mission and vision, East Stroudsburg University seeks to adhere to the following principles in both the implementation of its strategic plan and its ongoing decision-making processes. Used in conjunction with the values outlined above, ESU is committed to:

**1. Providing quality, affordable academic programs** as well as opportunities for lifelong learning, always focusing on student success.

**2. Sustaining an intellectually challenging environment** that identifies and enhances its students' and the university community members' talents.

**3. Creating opportunities for innovation** that focus on high impact teaching and learning both inside, and outside, of the classroom.

**4. Identifying, recruiting, and retaining students** representing a multicultural world who by background, motivation, and commitment can benefit from higher education.

**5. Attracting and retaining a diverse, recognized, and credentialed faculty** committed to excellence in teaching and continuing scholarship.

**6. Attracting and retaining exemplary faculty, staff members, and administrators** who accept responsibility and accountability for the personal, professional, educational, and social values espoused by the university.

**7. Providing leadership, expertise, and service** to its local, regional, and global societies.

**8. Encouraging opportunities for the university community** to develop positive, healthy, and holistic lifestyles.

**9. Serving as a source of cultural and intellectual programs of importance** to students and residents of the region.

**10. Building and maintaining partnerships** to enhance opportunities for students, alumni, and the university community.

## MESSAGE FROM PRESIDENT WELSH

### Colleagues,

Soon after my arrival in 2012, we began working on a new, more actionable strategic plan for East Stroudsburg University which included a series of in-depth round table discussions and focus groups with students, faculty, staff, members of our Council of Trustees, alumni and our friends in the community. The outcome? A meaningful, fluid document that we publicly shared in June 2014 titled **Students First: Innovate ESU**.

Since then, the dialogue has continued, and the campus community has been invigorated with new ideas about ways we can work together to build a strong campus culture focused on helping students to be fully prepared for a career and all the life experiences that come with it in our ever-changing global society. We've just begun to scratch the surface of our strategic plan, but we are noticing inroads and nuances that were not here before; members of our campus community are taking ownership of the plan and personalizing it so they can find ways to make a difference.

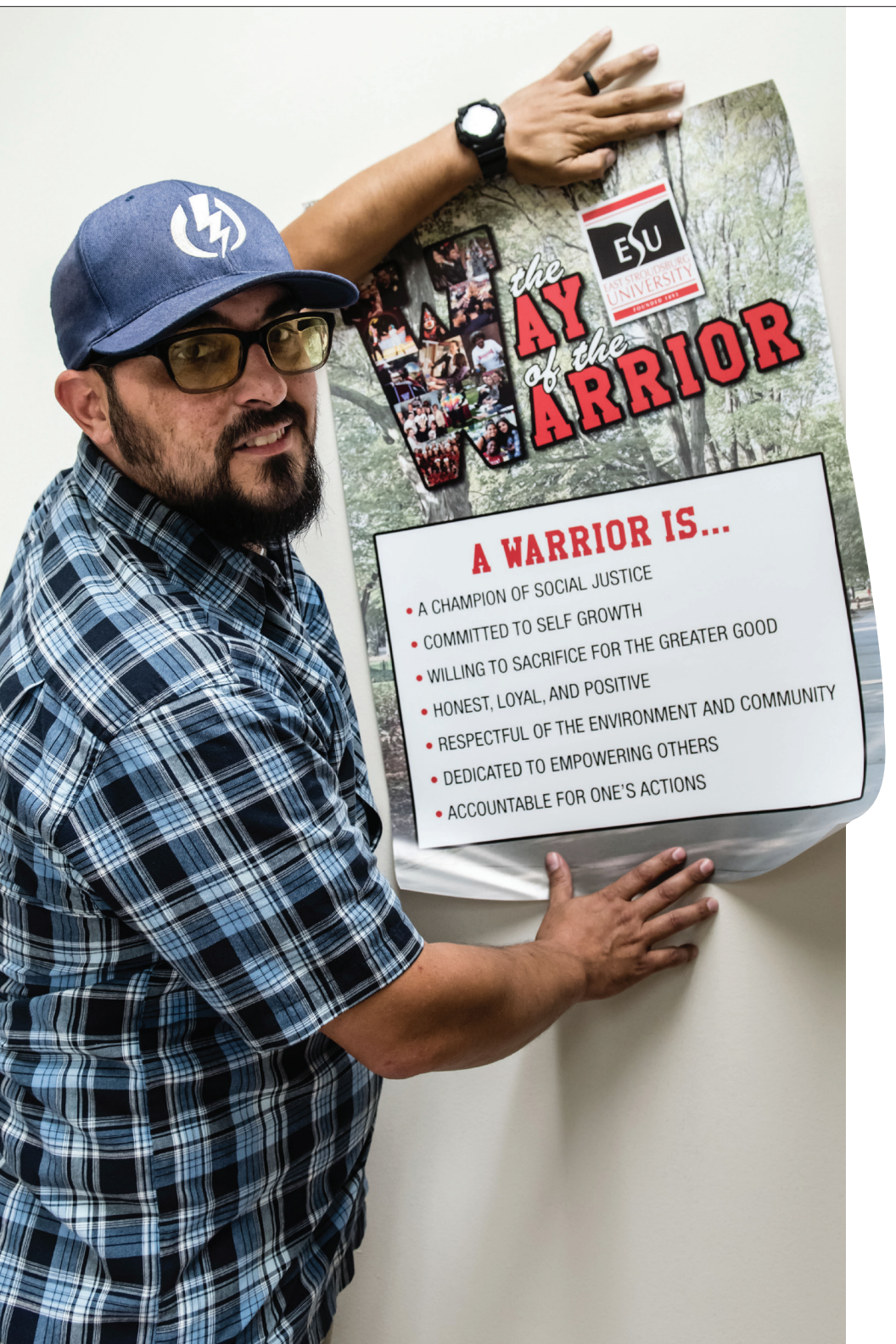
It is an exhilarating process, and I would like to thank every individual who has offered his or her perspective and support along the way. In the months following the launch of the plan, we've developed implementation groups whose sole purpose is to help us identify tasks and initiatives aimed to help ESU achieve its goals. We've gathered a few stories that speak to the progress we're making and wanted to share them with you as a valued member or friend of our university.

ESU is charting an exciting course, and I hope you will continue to join us on this great journey to put Students First and Innovate ESU.



**Marcia G. Welsh, Ph.D.**  
President





# the WAY of the WARRIOR

## A WARRIOR IS...

- A CHAMPION OF SOCIAL JUSTICE
- COMMITTED TO SELF GROWTH
- WILLING TO SACRIFICE FOR THE GREATER GOOD
- HONEST, LOYAL, AND POSITIVE
- RESPECTFUL OF THE ENVIRONMENT AND COMMUNITY
- DEDICATED TO EMPOWERING OTHERS
- ACCOUNTABLE FOR ONE'S ACTIONS

## Jared Hildabrant was on a mission ... and, suddenly, Way of the Warrior was born.

**A**s a member of ESU's staff advisory committee directly linked to the university's strategic plan, and an electrician within the facilities management department since 2011, Hildabrant was often in deep conversation with other staff members about the need for a code of ethics for ESU – something that staff, faculty, students and visitors to campus could adopt. Jared was deeply committed to the initiative and was pegged with the responsibility of helping to pen a slogan and a code of ethics that the campus community could embrace. Hildabrant started digging. Through his research, he read other universities' codes of ethics.

"They were like user agreements," he said. "It was all this stuff you could never digest. I wanted to make it something you could read and process in 15 seconds. For me it wasn't hard; it was very simple."

Hildabrant started doodling in a notebook. He wrote down a few words that describe a warrior, and suddenly, an image popped into his head. His vision took him back to some old Kung Fu movies he had seen, and reminded him of Bushido, the traditional Samurai code of honor, discipline and morality. It is also known as "the way of the warrior."

Bingo. A slogan – "Way of the Warrior" – came to life.

Hildabrant shared his idea with members of the committee. "I could see by the look in their eyes we were on to something during the meeting," Hildabrant said. "There was never really a doubt."

Rich Stoddard '12, staff committee chair and manager of parking and transportation at ESU, watched in amazement as Jared shared his ideas and how quickly the slogan and seven core values skyrocketed to popularity among committee members and, ultimately, among others within the campus community.

### **Bingo. A slogan – "Way of the Warrior" – came to life.**

"A few weeks later, the Way of the Warrior was presented to the University Senate, which consists of staff, faculty, students and administrators," said Stoddard. "I was really blown away with how positive and cohesive the response was. It's been nice to grab a win for the staff committee and to do something we think represents the strategic plan. We're ready to go."

Since then, the entire University has embraced the Way of the Warrior, and it continues to gain momentum. This summer, more than 200 faculty and staff members attended a kick-off luncheon, and at the start of the Fall 2015 semester, nearly 900 new students participated in the inaugural "Warrior Walk," a march around the university's campus which concluded with insightful comments about each of the seven core values from faculty and staff members, students and alumni.

Jared and his colleagues on the staff advisory committee are pleased with the initial results and are confident it will strengthen campus resolve for civility and integrity.



*Department chairs Dr. Gina Scala, special education and rehabilitation; Dr. Mary Ann Matras, mathematics; and Dr. Robert Cohen, physics, discuss the structure and operations of the newly formed council of chairs.*

Achievement

happiness



# Newly formed Council of Chairs: “We’re better together.”

**G**erard Rozea, Ph.D., chair of the ESU athletic training department, is a big fan of a computer program called College Scheduler, which is a great time saver in creating class schedules for students. The software works around conflicts in students’ schedules, streamlining the once laborious enrollment process.

Thanks to East Stroudsburg University’s newly formed Academic Council of Chairs, Rozea won converts to College Scheduler among the other 33 chairs of academic departments across campus who have to arrange classes for freshmen and transfer students.

“It really is a great tool for faculty, and particularly chairs, to register students,” he said. “It’s much less labor intensive and much more precise.”

Rozea explained the system in March at the monthly Council of Chairs meeting, which has become of a forum for department heads to discuss issues and problems, as well as subjects like future professional development and dates for university-wide open house events.

The Council of Chairs is one of the innovations that came from the university’s academic strategic plan titled “Students First: Innovate ESU, A Strategic Vision for 2014-2017.”

Alberto Cardelle, Ph.D., dean of the college of health sciences, helped set up the council and then stepped back.

“The idea behind the Council of Chairs is the chairs would run the meeting themselves, set the agenda, decide who would come and speak, and discuss any necessary issues,” Cardelle said. “They came up with their own bylaws and how

to manage it. That was the idea behind it: letting the chairs learn from the chairs.”

Mary Ann Matras, Ph.D., chair of the mathematics department, said presentations such as Rozea’s on how to streamline class scheduling have been helpful in communicating key information.

“As chairs, we often do not see each other because we’re scattered across campus,” she said.

Rozea’s talk was just one example of how the council has contributed to innovation on campus.

“We’ve had a lot of people come in and interact with us about things we think chairs would want to know,” Matras said.

**“That was the idea behind it: letting the chairs learn from the chairs.”**

In April that included the new ESU provost and vice president of academic affairs, Joanne Zakartha Bruno, J.D.

Matras worked on organizing the Council of Chairs along with Gina Scala, Ph.D., chair of the special education and rehabilitation department.

Scala said the council is a great way for longtime chairs to share tips with new department heads. Chairs are frequently the conduits of information flowing from the university administration to the students, and they also communicate students’ feedback to administrators.

“You’re getting it top down and bottom up,” Scala said. “If you can become more efficient and effective it would be silly not to share with other chairs.”







## Offering equal opportunity and assistance to all students who need it.

Students come to ESU with a desire to succeed and have the tenacity to flourish. But there are others who will likely need a little extra push to reach their full potential. When students struggle at ESU, they often head to the Department of Academic Enrichment and Learning (DAEL) for guidance.

During the Fall 2014 semester, DAEL saw a growing number of male students from underrepresented populations seeking support. Paying close attention to the numbers, DAEL wanted to offer added guidance from both the academic and social standpoint. And it's what the committee at ESU, known as the Multicultural Male Initiative (MMI), is so eager to be offering now.

MMI was spearheaded by Martin Lacayo, a DAEL academic success coach, and by this past spring, the group was in full swing. MMI seeks to engage students in academic success through interactions, leadership development and social integration by increasing persistence through partnerships with faculty, staff and students.

"Going to college can be overwhelming," Lacayo said. "Some new students don't know how to navigate the waters; they don't know where the resources are. Some students will make it on campus and can navigate with no problem. Others need that opportunity for help so that they can succeed because ultimately this is about making the students and their future our number one priority."

MMI will offer guest speakers, "straight talk" group discussions and workshops. Lacayo also has hopes of MMI encouraging a sense of community through

understanding the value of inclusion and cultural competence.

Cornelia Sewell-Allen, an MMI committee member and ESU's Director of Multicultural Affairs, is eager to be contributing to Goal 1 (Student Success) of the institution's new strategic plan, something faculty, staff and administrators have spent countless hours creating and perfecting.

**"Ultimately this is about making the students and their future our number one priority."**

"A lot of groups on campus are heavily saturated with females," Sewell-Allen said. "I wanted to find a way to empower our male students. I thought it was important that we give our male students a voice and allow them to see how they can impact campus and ultimately impact their own communities when they leave here. Given what's taking place in communities all across our country, this is absolutely the right time for this initiative."

MMI, which consists of five staff members and two students, meets the third Friday of every month.

"Incorporating such tactics into our strategic plan goals helps us all to improve ESU. Our committee is looking forward to making some positive change among this specific group of students at ESU which will ultimately have an impact on our entire campus," said Lacayo. "It doesn't get much better than that."

*ESU has hosted the annual Economic Outlook Summit since its inception in 2012.*



# University, community working as one for benefit of all.

**E**ast Stroudsburg University's annual Economic Outlook Summit is a prime example of initiatives underway in support of a Strong Sense of Community, the second goal of ESU's strategic plan. The summit attracted nearly 250 people to the Mattioli Recreation Center – the largest summit since its inception in 2013.

It's an event that continues to serve as a forum for collaboration and discussion for community members to jointly and strategically implement the Monroe County Economic Development Implementation Plan. This year's theme, "Leading Change – Thinking Outside the Box," sparked candid conversations on the current and future economic vitality of the region by government officials, business representatives, entrepreneurs and interested public participants.

"You are positioned for extraordinary economic growth," said Adam Sacks, founder of Tourism Economics, a company focused on analytically-based forecasting and marketing assessments for the tourism sector.

In addition to Sacks's insight into branding, marketing and tourism in the Pocono region, Stan Silverman, Leadership Catalyst - the Tier 1 Group, presented inventive ways to create a leadership culture that supports economic growth. During the working lunch, Eric Pages, president of EntreWorks Consulting, engaged participants in thought-provoking dialogue on the importance of working together to achieve the region's economic goals.

These discussions – and more – demonstrate the ongoing collaboration between ESU and the Pocono regional community.

An updated Monroe County Economic Scorecard, which reports on six performance indicators (employment, earnings, education, healthcare, housing, and business climate/innovation) for Monroe and six other counties, was also a highlight of the summit, shedding light on the high-points and challenges facing the region.

**“As one of the major employers in Monroe County, ESU’s economic impact on the Commonwealth is in excess of \$309 million.”**

Mary Frances Postupack, vice president for economic development and research support, noted that East Stroudsburg University's role as an engine for economic development is significant.

"As one of the major employers in Monroe County, ESU's economic impact on the Commonwealth is in excess of \$309 million," said Postupack. She added that, as an institution of higher education, ESU continues to partner with regional businesses in preparing its students for 21st-century careers.

ESU's Economic Outlook Summit was initiated by Marcia G. Welsh, Ph.D., soon after she became ESU president in 2012. Now in its third year, the summit has engaged several community sponsors including Pocono Mountains Visitors Bureau, Pocono Medical Center, Sano-fi Pasteur, PPL, Kalahari Resorts and Conventions, Met-Ed, PNC, and Monroe County Bar Association.



## Students putting classroom lessons to work with New Mind Design.

As Cameron Maher opens the door to East Stroudsburg University of Pennsylvania's Innovation Center, he can't help but smile.

It's work – for which he earns three credits – that has brought him to the building, but it has become something he loves. And best of all, it's bringing him real-world experience that has allowed him to foster his communication skills and has taught him about entrepreneurial spirit, all of which will help him once he finishes his degree next year.

Maher, an ESU senior from Chester Springs, Pa., majoring in art and design, is working for New Mind Design, a business started by ESU art professors David Mazure and Darlene Farris-LaBar. It is staffed by undergraduate students who provide graphic design services for local, regional and nationwide businesses. Students, most of whom are second-semester juniors or seniors, use 2D and 3D designs to create business cards, brochures, letterheads, posters, maps, information graphics and websites for clients.

"It's a great way for students to get a feel for the real world of design," said Maher, who will be the company's art director in the fall. "I'm sure most students don't get to experience what clients are like, what they want, and what their demands are. This pilot business is very important to all of the faculty members and students involved, and I really hope that in the coming semesters we can continue to promote our work so more people are aware our services available."

It's the kind of opportunity that ESU faculty and staff members had in mind

when they developed the institution's new strategic plan. They have visions of students working beyond the walls of campus buildings. They want to engage students outside the traditional classroom experience with the hopes they will learn how to be innovative and foster an entrepreneurial spirit.

**"It takes them out of the classroom atmosphere and puts them into a business environment. They know there is more responsibility. It takes it to a whole new level."**

"Every ounce of this is about entrepreneurship," Farris-LaBar said. "It's infusing it. We've taught them what they need to know in terms of graphic design, but now they need to evaluate each other, critique each other, know how to meet deadlines, be managers and understand the costs involved."

Any money that the completed projects bring in right now pays for printer operation and supplies and for rent at the Innovation Center. But it's all worth it, Mazure said.

"They love being at the Innovation Center," Mazure added. "It takes them out of the classroom atmosphere and puts them into a business environment. They know there is more responsibility. It takes it to a whole new level."

*New Mind Design student leaders Cameron Maher and Celeste Hylton-James show off the student design agency's mascot with art + design professors David Mazure and Darlene Farris-LaBar.*



## Faculty breaking boundaries and leading with creativity, research and innovation.

**T**he popularity of the C.R.E.A.T.E.\* Lab at East Stroudsburg University has grown much faster than co-founder Patricia Pinciotti, Ed.D., ever envisioned.

It has attracted faculty and students from multiple academic disciplines to experiment with art, science and technology, and has even spurred educators outside of the university to seek to replicate the lab in their own schools.

“People are constantly calling me to work in it,” said Pinciotti, who recently retired as a professor of early childhood and elementary education.

She attributes the interest in no small part to stories about the lab that have appeared on the ESU website which have been picked up by social media, such as Twitter, and other media outlets.

Not long ago, an ESU professor might have gotten a prestigious grant, publish a book, or complete an innovative project, and few people outside his or her department would know about it, according to Pinciotti. But in the past couple of years, the university began highlighting such accomplishments on the ESU website, and President Marcia G. Welsh has spotlighted them on Twitter.

“Our scholarship and our research are being made visible, and that’s huge,” Pinciotti said.

The C.R.E.A.T.E. Lab fits in well with ESU’s strategic plan, which has as Goal 4: “Innovative faculty: developing a culture of research and scholarship and rethinking the preparation of successful graduates.”

Pinciotti is chairing a group of 14 faculty and staff members who started meeting in April to work on that goal.

Showcasing faculty projects fosters collaboration across academic disciplines and enlightens students about professors with whom they might like to work. Such stories are reaching a wider audience, including the community and potential students.

Recently, a principal of an area elementary school heard about the C.R.E.A.T.E. Lab and asked Pinciotti to help start one in her school.

**“Our scholarship and our research are being made visible, and that’s huge.”**

Darlene Farris-LaBar, ESU associate professor of art + design, has seen increased interest in her 3D printed flowers in the last year following stories about ESU’s 3D design lab and her artwork.

Her creations will be seen around the globe as part of the 3D Printshow, a London-based company which exhibits 3D printed art worldwide. Her artwork will also be part of an exhibition in September at Delaware Water Gap National Recreation Area in conjunction with the 100th anniversary of the National Park Service.

“Publicity was the spark,” she said. “The media really helps provide credibility and raise awareness for what faculty members are doing.”

\*C.R.E.A.T.E stands for: **Connect** ideas, feelings and people through playful collaborative inquiry; **Realize** the curious and creative potentials within and across individuals and disciplines; **Engage** body, mind, heart and hands to communicate powerful, innovative ideas about teaching and learning; **Attend** to the aesthetic, sustainable and imaginative qualities of natural and global environment; **Transform** thinking through critical and creative problem posing and problem solving; **Expand** possibilities by listening, documenting and curating our discoveries through multiple literacies and technologies.



# Innovative Faculty

TEACHING • RESEARCH • PUBLICATION  
CREATIVE WORK • PRESENTATIONS • RECOGNITION

## Making innovation visible

Improvements to the ESU website have provided us the opportunity to highlight faculty innovation in teaching, scholarship, and service in a more visible, continuous format.

## Success stories online

Success stories on the ESU Insider page feature faculty and departments engaged in innovative work that has social, creative, and entrepreneurial value on campus, across the state, and globally.



## Funded grants

Publications such as the "Funding Year in Review" inform those in our ESU community and a wider audience about grant-funded research and projects.



The visibility of ESU faculty attracts new students, faculty members, social agencies, and businesses who are interested in studying, collaborating, supporting, and engaging in innovation that can make a difference in their lives and the lives of others.



## Faculty honorees

The ESyoU employee campaign recognizes faculty and staff who make a difference to the campus community and student success every day.

**College of Arts & Sciences:**  
12 honored



**College of Health Sciences:**  
4 honored



**College of Business Management:** 2 honored



**College of Education:**  
2 honored



## Faculty grants and project-based travel in 2013-2014:





## *Strategic Plan Advisory Groups*

### **Staff Advisory Group**

Richard Stoddard, chair

### **Academic Advisory Group**

Alberto Cardelle, Ph.D., chair

## *Strategic Plan Implementation Committees*

### **Goal 1: Student Success at ESU**

Rhonda Sutton, Ed.D., chair

### **Goal 2: A Strong Sense of Community**

Terry Barry, Ed.D., chair

### **Goal 3: Reputation for Innovation and Entrepreneurship**

Mary Devito, Ph.D., and N. Paul Schembari, co-chairs

### **Goal 4: Innovative Faculty**

Pat Pinciotti, Ed.D., chair