

2020-25 Penn State York Strategic Plan

Mission Statement

Penn State York is a campus of The Pennsylvania State University, a land-grant, public university that educates students from the state, the nation, and the world. We integrate our teaching, research, and service programs with the Penn State Values of integrity, respect, responsibility, discovery, excellence, and community, in an inclusive and equitable campus environment.

Adopted November 30, 2020

Vision Statement

Penn State York aspires to be a pre-eminent university campus by providing transformative education through exceptional academic programs, innovative research opportunities, and community-based partnerships that prepare students to become leaders locally and globally in a changing world. Collaboration with faculty and staff is integral to all students' experiences in an inclusive, supportive, and sustainable environment.

Adopted November 30, 2020

Diversity, Equity, and Inclusion Statement

Penn State York is committed to advancing diversity, equity, and inclusion. We celebrate individual uniqueness and are committed to a culture of inclusion that promotes intergroup dialogue, understanding, and respect. A diverse campus community enriches and engages its members and serves as a core component of our educational mission.

Adopted November 30, 2020

Strategic Goals

- Increase Enrollment to Expand Learning Opportunities
- Expand Retention Initiatives to Enhance Student Success
- Offer High-quality Academic Programs to Enhance Academic Excellence
- Develop Strategic Partnerships throughout the Community
- Develop a More Inclusive, Supportive, and Financially Sustainable Campus

Strategic Goal #1: Increase Enrollment to Expand Learning Opportunities

As a land-grant institution, Penn State York's primary mission includes the education of the citizenry in the region. Individuals enroll at Penn State for a variety of purposes, including the pursuit of an academic degree, completion of a certificate, development of job skills, and intellectual improvement. Students enter college at different points in life, particularly upon completion of high school, but many others enroll as adult students who have been working professionally for many years, or caring for family members in the home, or after serving in the military. No matter their reasons for enrolling in college or their status in life, all students are welcome at Penn State York.

The objectives for Strategic Goal 1 include three crucial elements for expanding enrollment at Penn State York. First, the entire campus community must acknowledge the importance of recruiting students and commit to playing their own part in its success. Second, the Admissions office must work closely with the faculty and staff of the campus to develop relevant and more effective recruiting strategies. Third, a renewed and expanded commitment must be given to enrolling more advanced standing and adult students.

Objective 1.1: Foster a culture that prioritizes the importance of everyone's contributions to enrollment and admissions

Mapping: F1, IS1 (see Appendix A)

KPI: Increased faculty and staff participation in recruitment efforts

Action Item 1.1.1: Develop a weekly report of enrollments by academic majors and pre-majors for new and continuing students

Implementation Tasks:

- The Enrollment Management Team defines the report
- The Registrar's Office runs the report and distributes to the faculty and staff

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Enrollment Management Team

Metrics: Bi-weekly recruitment and retention updates to the faculty and staff; updates include breakdown by academic discipline

Action Item 1.1.2: The Director of Enrollment Services and the Coordinator of Publications meets annually with the faculty of each academic unit to discuss marketing and recruitment strategies

Implementation Tasks:

- In the fall semester the Director of Academic Affairs schedules a meeting for the Director of Enrollment Services and the Coordinator of Publication with each of the three academic units

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Faculty and staff attendance in admissions events; new admissions initiatives developed by faculty and staff members; program web pages updated on an annual basis

Action Item 1.1.3: Develop marketing materials that highlight successful Penn State York graduates from each academic program

Implementation Tasks:

- The Coordinator of Publications annually requests program coordinators to identify recent alumni whose story might be highlighted
- The Coordinator develops appropriate marketing materials, including print material, social media posts, and academic program websites

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Coordinator of Publications

Metrics: Highlight at least one graduate in each academic program website in the 2020-21 academic year; create expanded stories for other marketing materials in the 2021-22 academic year

Objective 1.2: Expand recruitment efforts to increase the number of first-time student enrollments

Mapping: F1, TE4, TE5, CO2

KPI: Additional admission initiatives resulting in increased first-time student enrollments; number of first-time students in each targeted audience

Action Item 1.2.1: Develop unique recruitment initiatives for targeted audiences, including under-represented populations, athletes, international students; students interested in particular academic disciplines; and high-GPA high school students (*linked with 1.2.2 below*)

Implementation Tasks:

- The Director of Enrollment Services convenes a meeting of the Enrollment Management Team to identify potential recruitment initiatives
- The Director selects one to two pilot programs per year to develop, implement, and assess

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Enrollment Services

Metrics: Number of unique recruitment programs; student attendance at associated recruitment events; York-direct applications from members of the target audience

Action Item 1.2.2: Increase the use of Slate (Admissions CRM instrument) to target students with specific marketing initiatives (*linked with 1.2.1 above*)

Implementation Tasks:

- The Director of Enrollment Services and Coordinator of Publications identify best practices at other campuses
- The Director and the Coordinator develop and implement targeted recruitment campaigns

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of Enrollment Services

Metrics: Use of Slate; number of new marketing initiatives

Action Item 1.2.3: Develop programming to be delivered to high school students that will use the new Graham Center to brand the campus to show the benefits of the Penn State York experience

Implementation Tasks:

- The Director of the Graham Center for Innovation and Collaboration convenes a task force to identify a potential recruitment initiative
- The Director, in close consultation with the Director of Enrollment Services, develops, implements, and assesses one recruitment initiative in the 2021-22 recruitment year

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of the Graham Center for Innovation and Collaboration

Metrics: Number of dedicated Graham Center programs; student attendance at events; York-direct applications from the targeted high schools

Action Item 1.2.4: Expand social media social media presence with special attention given to unique Penn State York features, such as the Graham Center, student organizations, and new academic majors

Implementation Tasks:

- The Coordinator of Publications identifies best practices at other campuses in the use of social media
- At least twice a semester the Coordinator requests faculty and staff members to identify specific Penn State York features, events, and activities to highlight in social media
- The Coordinator reviews the submitted material and incorporates appropriate items into social media posts

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Coordinator of Publications

Metrics: Number of weekly communications, including social media posts; prospective student attendance at on-campus admissions events; social media analytics

Action Item 1.2.5: Refine a comprehensive financial aid award strategy (*linked with 1.3.5 below*)

Implementation Tasks:

- The Director of Enrollment Services and the Financial Aid Coordinator analyze the effectiveness of the current financial aid award strategy and make revisions, as warranted

Start Date: Fall 2021

End Date: Spring 2021

Primary Responsibility: Director of Enrollment Services

Metrics: Implementation of financial award strategy; creation of an accurate yield prediction; demonstrated efficacy of award strategy resulting in increased enrollments

Objective 1.3: Expand recruitment efforts to increase advanced standing, graduate, and adult student enrollments

Mapping: F1, F3, TE4, CO2, IS2

KPI: Additional admission initiatives resulting in increased advanced standing, graduate, and adult student enrollments

Action Item 1.3.1: Provide training to key Penn State York academic advisers re: the Harrisburg Area Community College (HACC) Articulation Agreement

Implementation Tasks:

- The Director of Academic Affairs works with the OVPC to update the HACC articulation agreement
- The Director of Advising and Career Development develops a training to assist faculty members in advising potential advanced-standing students from HACC
- The Director works with relevant academic programs to identify at least one faculty member who will advise these students

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Advising and Career Development

Metrics: Updated articulation agreement; annual increase in applications from HACC students

Action Item 1.3.2: Evaluate effectiveness of current transfer student enrollment strategy with the Harrisburg Area Community College (HACC) Articulation Agreement

Implementation Tasks:

- The Director of Enrollment Services meets with members of the Enrollment Strategy Team to review the effectiveness of current strategies and identifies opportunities to make it more effective

Start Date: Spring 2022

End Date: Spring 2021

Primary Responsibility: Director of Enrollment Services

Metrics: University College updates the articulation agreement; applications from HACC students

Action Item 1.3.3: Develop and implement a recruitment program for Veterans

Implementation Tasks:

- The Director of Enrollment Services charges a task force to identify best practices at other campuses and make recommendations for a program at Penn State York

Start Date: Spring 2022

End Date: Spring 3035

Primary Responsibility: Director of Enrollment Services

Metrics: Creation of web page identifying programs and processes that are specific to Veterans; implementation of on-campus recruitment event aimed at Veterans; Veteran student applications, enrollment, and graduations

Action Item 1.3.4: Develop online tools for advanced standing, graduate, and adult students to learn about educational options and opportunities at Penn State

Implementation Tasks:

- The Coordinator of Publications and the Director of Advising and Career Development identify the scope of the project and establish a timeline for the development and posting of the materials
- The Director develops the content of the advising tools
- The Coordinator works with the Penn State York Webmaster to post the online tools

Start Date: Fall 2022

End Date: Fall 2022 (new online tools made available)

Primary Responsibility: Coordinator of Publications

Metrics: Implementation of a dedicated web page for advanced standing, graduate, and adult students; use of the web page

Action Item 1.3.5: Use available resources to create scholarships for advanced standing, graduate, and adult student scholarships (*linked with 1.2.5 above*)

Implementation Tasks:

- The Director of Enrollment Services and the Financial Aid Coordinator identify underutilized scholarship funds that may be permanently directed toward advanced standing, graduate, and adult students

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Enrollment Services

Metrics: Advanced standing, graduate, and adult applications; number of students awarded funding

Strategic Goal #2: Expand Retention Initiatives to Enhance Student Success

Once a student has enrolled at Penn State York, the faculty and staff must provide the opportunities, resources, and support to allow students to be successful. The campus defines "student success" as students achieving their academic, personal, and professional goals. Proxies for this concept of success typically include fall-to-fall retention rates, continuation rates, timely progress toward degree completion, remaining in good academic standing, GPA, and graduation rates.

Penn State York's commitment to its students begins as soon as they accept their offer of admission to the University. These objectives include a successful orientation and "on-boarding" of students prior to the start of their classes, supporting and monitoring first-year student progress to enhance their re-enrollment in the subsequent year, working with all students to enroll in classes in a timely fashion, and substantially decreasing the number of students who fall out of good academic standing.

Objective 2.1: Strengthen and sustain on-boarding initiatives for new students

Mapping: F2, F6, TE4, OP1

KPI: New student participation in initiatives; self-reported gains from students after New Student Welcome

Action Item 2.1.1: Develop a comprehensive first-year experience/extended orientation model that integrates ConnectED, Nittany Success Center, the Student Engagement Network, and other workshop/offers with FYS courses (*linked with 2.2.1 below*)

Implementation Tasks:

- The Director of Student Affairs meets with the Enrollment Management Team to review current practices and make recommendations for improvements
- The Director convenes a meeting with the Director of Academic Affairs and the Coordinator of the First-Year Seminar to review and implement recommendations

Start Date: Spring 2022

End Date: Fall 2023 (new model implemented)

Primary Responsibility: Director of Student Affairs

Metrics: Implementation of an integrated and coordinated first-year experience model

Action Item 2.1.2: Develop an online new student on-boarding resource for new students, particularly returning adult students

Implementation Tasks:

- The Director of Student Affairs meets with the Enrollment Management Team to identify and develop essential resources

Start Date: Fall 2022

End Date: Fall 2023 (onboarding resource goes live)

Primary Responsibility: Director of Student Affairs

Metrics: New student usage; new student feedback; use of feedback to improve the onboarding resource

Action Item 2.1.3: Revise the relationship between New Student Orientation (NSO) and New Student Welcome (NSW), with special emphasis on creating belonging relationships and healthy help-seeking behaviors

Implementation Tasks:

- The Director of Student Affairs meets with the Enrollment Management Team to review current practices and make recommendations for improvements

Start Date: Fall 2022

End Date: Spring 2025

Primary Responsibility: Director of Student Affairs

Metrics: New student usage; new student feedback; use of feedback to improve the planning

Action Item 2.1.4: Assess the role and value of academic convocation

Implementation Tasks:

- The Director of Student Affairs meets with the Enrollment Management Team and academic leadership to review current practices and make recommendations for improvements
- The Director and the Enrollment Management Team assess each Convocation and recommends changes for future iterations

Start Date: Spring 2021

End Date: Fall 2021 (assessment completed and any recommendations submitted)

Primary Responsibility: Director of Student Affairs

Metrics: New student usage; new student feedback; use of feedback to improve convocation

Action Item 2.1.5: Develop and implement a communication plan for Penn State York families/parents

Implementation Tasks:

- The Director of Student Affairs meets with the Enrollment Management Team to identify best practices at other campuses and make recommendations for implementation at Penn State York
- The Director works with relevant offices to create content for the communication plan
- The Director works with the Coordinator of Publications to finalize submitted content and distribute it to families/parents

Start Date: Spring 2022

End Date: Fall 2022 (new plan implemented)

Primary Responsibility: Director of Student Affairs

Metrics: Web page views

Objective 2.2: Increase fall-to-fall retention rate of students

Mapping: F2, TE4, OP2

KPI: Assess the self-reported gains from students in the First-Year Seminar; measure the fall-to-fall retention rate of first-year students (*linked with 2.1.1 above*)

Action Item 2.2.1: Create a First-year Seminar course for all first-time, full-time baccalaureate degree students

Implementation Tasks:

- The Chair of the Faculty Senate charges the Faculty Senate Academic and Student Issues Committee to work with the Director of Academic Affairs to recommend elements of a new First-year Seminar requirement at Penn State York
- The Director requests the Office of Undergraduate Education to approve the requirement of the First-year Seminar at Penn State York
- The Director appoints a Coordinator of the First-Year Seminar

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs and Chair of the Faculty Senate

Metrics: Implementation of First-year Seminar requirement; appointment of a First-year Seminar coordinator; percentage of students successfully completing the FYS; increase in fall-to-fall retention of first-time baccalaureate students

Action Item 2.2.2: Develop and implement a proactive communication plan that touches every first-semester student at least once in the first three weeks of the term

Implementation Tasks:

- The co-chairs of the Enrollment Management Team identifies best practices both at Penn State and elsewhere
- The Enrollment Management Team creates the new plan and implements it

Start Date: Fall 2022

End Date: Spring 2025

Primary Responsibility: Enrollment Management Team

Metrics: Number of contacts made; number of student issues identified and resolved

Action Item 2.2.3: Appoint a coordinator to oversee the Nittany Scholars Program (i.e., the Penn State York EOP program)

Implementation Tasks:

- The Chancellor submits a new JRW to the Office of Human Resources
- Once Human Resources approves the JRW, Coordinator will be appointed and report directly to the Director of Academic Affairs

Start Date: Fall 2020

End Date: Fall 2020

Primary Responsibility: Chancellor

Metrics: Appointment of a coordinator; effectiveness measured via EOP enrollment, retention rate, and graduation rate

Objective 2.3: Increase student continuation rate

Mapping: F3, TE4, OP2

KPI: Measure four and six-year graduation rates

Action Item 2.3.1: Develop a comprehensive plan to increase student course scheduling during their assigned registration period (*linked with 2.3.2 below*)

Implementation Tasks:

- The co-chairs of the Enrollment Think Tank identify best practices at other Penn State campuses
- The co-chairs work with their team members to develop and implement the new plan

Start Date: Spring 2021

End Date: Fall 2021 (new plan implemented)

Primary Responsibility: Enrollment Think Tank

Metrics: Percentage of student scheduling their courses during their assigned registration period

Action Item 2.3.2: Develop a plan to communicate with unregistered students (*linked with 2.3.1 above*)

Implementation Tasks:

- The co-chairs of the Enrollment Think Tank identify best practices at other Penn State campuses
- The co-chairs work with their team members to develop and implement the new plan

Start Date: Fall 2021

End Date: Spring 2022 (new plan implemented)

Primary Responsibility: Enrollment Think Tank

Metrics: Percentage of unregistered students contacted; percentage of contacted students enrolling in classes

Action Item 2.3.3: Develop a proactive communication plan to continuing students who have holds preventing registration

Implementation Tasks:

- The co-chairs of the Enrollment Think Tank identify best practices at other Penn State campuses
- The co-chairs work with their team members to develop and implement the new plan

Start Date: Fall 2021

End Date: Spring 2022 (new plan implemented)

Primary Responsibility: Enrollment Think Tank

Metrics: Percentage of students with holds contacted; percentage of contacted students enrolling in classes

Action Item 2.3.4: Develop a drop-in advising model

Implementation Tasks:

- The Director of Advising and Career Development identifies best practices at other Penn State campuses
- The Director implements the new plan

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Advising and Career Development

Metrics: Number of students advised in drop-in sessions; percentage of students scheduling classes during their assigned registration period; percentage of students retained fall-to-fall

Action Item 2.3.5: Pilot a student peer advisor role in the Advising and Career Center

Implementation Tasks:

- The Director of Advising and Career Development identifies best practices at other Penn State campuses
- The Director implements the new plan

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Advising and Career Development

Metrics: Number of advising transactions; student feedback; use of feedback to improve the program

Objective 2.4: Decrease the number of students on Academic Warning/Suspension

Mapping: F1, TE4, OP2

KPI: Measure the number of students on academic warning/suspension; interview students returning from academic suspension

Action Item 2.4.1: Develop an intrusive advising and communication plan

Implementation Tasks:

- The Director of Advising and Career Development identifies best practices in intrusive advising strategies, both at Penn State and elsewhere
- The Director works with members of the Enrollment Think Tank to create and implement relevant advising strategies

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Advising and Career Development

Metrics: Number of students in academic warning; assessment of plan effectiveness

Action Item 2.4.2: Intervene with students who have two or more flags raised in Starfish during the reporting periods

Implementation Tasks:

- The Chair of the Student Success Team works with others to develop timely intervention strategies for students with two or more flags

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Chair of the Student Success Team

Metrics: Number of interventions with students having 2 or more flags; number of successful interventions through the resolution of flags

Action Item 2.4.3: Increase academic advisor utilization of Starfish to monitor and intervene with first-time students

Implementation Tasks:

- The Director of Advising and Career Development and the Director for Academic Affairs develop messaging to faculty members that underscores the importance of using Starfish
- The Director of Advising and Career Development develops training opportunities to assist academic advisors in using Starfish

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Advising and Career Development, Director of Academic Affairs

Metrics: Percentage of academic advisors using Starfish to monitor and intervene with first-time students

Action Item 2.4.4: Add additional online tutoring opportunities for students

Implementation Tasks:

- The Director of the Nittany Success Center identifies best practices in online tutoring, both at Penn State and elsewhere
- The Director makes recommendations to the Director of Academic Affairs for additional online tutoring

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of the Nittany Success Center

Metrics: Student use of online tutoring opportunities

Action Item 2.4.5: Assess the need for additional support in the Nittany Success Center with its current services

Implementation Tasks:

- The Director of Academic Affairs reviews services and staffing levels at the Nittany Success Center and comparable offices across the Commonwealth Campuses
- The Director makes recommendations to the Chancellor for any modifications to the services and staffing at the Nittany Success Center

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Completion of assessment; recommendations submitted to the Chancellor; recommendations implemented

Strategic Goal #3: Offer High-quality Academic Programs to Enhance Academic Excellence

Perhaps Penn State's most defining feature is its exceptional academic programs. Unlike many college campuses that offer a wide variety of under-resourced majors, Penn State York offers a select number of high-quality academic programs. The "value proposition" of a Penn State education is that students are taught by exceptional teacher/scholars who establish high expectations for student performance and maintain appropriately rigorous standards in the classroom.

The success of Penn State York's academic enterprise rests on four equally important pillars. First, the institution must focus resources on a limited number of relevant programs that align with students' career goals. Second, the campus should expand the "high-impact" educational experiences that research informs us are correlated with student retention, GPA, persistence, and graduation (see <https://www.aacu.org/node/4084> for a brief description of some of these practices). Third, instructors should be encouraged to innovate with pedagogical approaches to increase student learning. Finally, adequate support and recognition should be given to faculty members so that they remain engaged researchers and scholars.

Objective 3.1: Provide rigorous and high-quality academic programs

Mapping: F1, TE2, IS3

KPI: Review each program on a four-year basis; assess student progress toward achieving program learning outcomes

Action Item 3.1.1: Review existing academic programs to determine their quality, resource needs, capacity for growth, and continued viability (*linked with 3.1.2 below*)

Implementation Tasks:

- Annually the Director of Academic Affairs and Chair of the Faculty Senate identify two to three academic programs to be reviewed that year by the Faculty Senate Curricular Affairs Committee
- The committee submits its findings and recommendations to the Director and Chair
- Director and Chair submit their findings and recommendations to the Chancellor

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs and Chair of the Faculty Senate

Metrics: Review of existing majors through the lenses of (1) student learning, (2) high-quality instruction, and (3) faculty research support; subsequent adjustment to classes and the curriculum

Action Item 3.1.2: Identify opportunities to connect to or expand upon established academic programming (*linked with 3.1.1 above*)

Implementation Tasks:

- The Director of Academic Affairs identifies areas of faculty strength and capacity that could support new academic programming, including majors, options within majors, minors, and certificates

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Review of existing majors to identify areas of faculty strength and capacity; identification of potential new curricular programs

Action Item 3.1.3: Assist students in incorporating academic minors into their plans of study

Implementation Tasks:

- The Director of Academic Affairs, in consultation with the faculty, identifies opportunities for students to incorporate minors into their major program of study
- The Director of Advising and Career Development, in consultation with program faculty members, creates advising guides to assist students
- The Coordinator of Publications creates appropriate marketing materials and works with the Penn State York Webmaster to update websites

Start Date: Spring 2023

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs, Director of Advising and Career Development, and Coordinator of Publications

Metrics: Revised marketing materials, including websites and academic planning guides; number of minors awarded

Objective 3.2: Provide high-impact educational opportunities (e.g., undergraduate research, study abroad, community-based education, experiential learning)

Mapping: F2, TE4, IS3

KPI: Convene focus groups of students to measure the effect of high-impact educational opportunities

Action Item 3.2.1: Develop a three-year plan for increasing the number and range of dedicated Honors courses for all PSY honors students

Implementation Tasks:

- The Director of the Honors Program recruits interested faculty members to commit to a rolling three-year schedule of dedicated honors classes
- The Director communicates this schedule to students and on the Honors Program website

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of the Honors Program

Metrics: Number and range of dedicated Honors courses; student enrollment in these courses

Action Item 3.2.2: Develop a process to fund select faculty-led trips and activities tied to courses and student research

Implementation Tasks:

- The Director of Academic Affairs identifies opportunities to use endowed funds and/or scholarly activity dollars to fund research opportunities

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Development of new process for proposal review; number of course-related travel experiences; number of participating students

Action Item 3.2.3: Develop innovative approaches to promote study in other areas of the country and internationally

Implementation Tasks:

- The Director of Academic Affairs identifies best practices at other Penn State campuses.
- The Director consults with faculty members to identify opportunities to support select classes and programs

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Increase in the number of students studying in other areas of the country and internationally

Action Item 3.2.4: Develop a strategy to expand undergraduate research opportunities on campus and beyond

Implementation Tasks:

- The Director of Academic Affairs identifies best practices at other Penn State campuses.
- The Director consults with faculty members to identify opportunities to increase undergraduate research activities on campus

Start Date: Fall 2021

End Date: Spring 2022 (strategy implemented)

Primary Responsibility: Director of Academic Affairs

Metrics: Number of participants in undergraduate research fair; number of students enrolling in undergraduate research courses

Action Item 3.2.5: Work with the faculty and staff to develop programming in the Graham Center for Innovation and Collaboration to serve the larger campus community, including courses and academic programs

Implementation Tasks:

- The Director of Graham Center for Innovation and Collaboration consults with the Graham Center Leadership Group to identify opportunities to support academic programming
- Annually the Director pursues a select number of initiatives to develop, implement, and assess
- Annually the Director reports to the Leadership Group on the previous year's programming

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of the Graham Center for Innovation and Collaboration

Metrics: Number of dedicated Graham Center programs; number of students participating in programs

Objective 3.3: Support innovative and high-quality instruction

Mapping: F2, TE2, TE3, IS3

KPI: Interview faculty members to discuss the effectiveness of innovative instruction practices; number of innovative practices generated

Action Item 3.3.1: Provide incentives and support to faculty members for developing cross-disciplinary collaborations

Implementation Tasks:

- The Director of Academic Affairs puts out a request for faculty proposals to support cross-disciplinary course work
- The Director convenes a selection committee to identify proposals to be funded
- After a funded cross-disciplinary collaboration is completed, the faculty members report their findings to the Director and to the Faculty Senate Curricular Affairs Committee

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Number of cross-disciplinary courses

Action Item 3.3.2: Exclude SRTEs from annual performance reviews for first-time course offerings that incorporate new teaching practices

Implementation Tasks:

- The Director of Academic Affairs requests and receives permission from the OVPC to alter the campus practice

- The Director develops and communicates to the faculty a new campus practice that excludes SRTes for first-time course offerings
- Prior to the beginning of the semester, the Director documents in writing that a faculty member is incorporating a new teaching practice and that the SRTes for that class, although they will be given and their results will be calculated, will not be used in the annual performance review

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Implementation of campus policy, with approval from the OVPCC

Action Item 3.3.3: Provide local instructional design support and training for pedagogical innovation

Implementation Tasks:

- The Chancellor identifies funding to secure instructional design support

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Number of faculty members supported by instructional designer; faculty feedback

Action Item 3.3.4: Revise course planning process to increase the placement of faculty members in the academic spaces that support their desired modes of instruction

Implementation Tasks:

- The Director of Academic Affairs surveys faculty members to identify their desired classroom needs
- The Director communicates this information to the campus Registrar's Office

Start Date: Fall 2021

End Date: Spring 2022 (new process implemented)

Primary Responsibility: Director of Academic Affairs

Metrics: Implementation of revised process

Objective 3.4: Support faculty research and grant opportunities

Mapping: F2, TE3, IS3

KPI: Increased requests for support, requests supported, and philanthropic dollars raised

Action Item 3.4.1: Celebrate faculty research and creative accomplishments in a variety of media and at campus events

Implementation Tasks:

- The Director of Academic Affairs uses the annual review process to identify faculty scholarly accomplishments

- The Director shares this information with the Coordinator of Publications for the purpose of developing new releases, feature stories, website updates, etc.
- Annually the Director hosts a Faculty Research and Creative Accomplishments reception

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs and Coordinator of Publications

Metrics: Number of events, news stories, and announcements publicizing faculty research and creative accomplishments

Action Item 3.4.2: Create a process for providing campus matching funds for external grant awards

Implementation Tasks:

- Annually the Chancellor establishes a pool of campus funds to put toward a match of funded external research grants

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Number of external grants receiving matching funds from the campus

Strategic Goal #4: Develop Strategic Partnerships throughout the Community

As a land-grant institution, Penn State York must be engaged throughout the community that it serves. This engagement can take many forms, extending from particular academic programs to produce a highly-educated work force, to job skill training for individuals currently employed, to the technology transfer that occurs when faculty members support corporate partners and individual entrepreneurs, to the cultural programming that makes for a vibrant community, and to using the York region as an extended classroom in which students and faculty engage in community-based education. Whatever form Penn State engagement takes in the community, it raises the quality of life for all living in it.

Working outside the familiar campus environment takes special planning and persistence. Accordingly, two critical first steps must occur: the campus must formulate an integrated strategy for community engagement, and it must provide the support necessary for students, faculty, and staff members to collaborate with community partners. Once these new habits have been developed, the campus will strive to enhance regional economic development and establish itself as an educational, technical, and cultural resource for the community.

Objective 4.1: Create a campus infrastructure that supports community engagement opportunities

Mapping: F5, CO1, CO5

KPI: Creation of the infrastructure

Action Item 4.1.1: Conduct an independent review of community perceptions of Penn State York

Implementation Tasks:

- The Chancellor arranges for an independent review of prospective student perceptions of Penn State York
- The Chancellor distributes relevant results to students, faculty members, staff members, and Advisory Board members
- The Chancellor, in consultation with members of the Chancellor's Council, identifies strategic actions to respond to the survey results

Start Date: Fall 2021

End Date: Spring 2022

Primary Responsibility: Chancellor

Metrics: Use of feedback to inform future strategic initiatives

Action Item 4.1.2: Charge a standing committee to oversee community engagement strategic initiatives
(linked with 4.1.3 below)

Implementation Tasks:

- The Chancellor, in consultation with Advisory Board membership, appoints and charges a task force of students, faculty, staff, and Advisory Board members
- The task force submits its report to the Chancellor

- The Chancellor reviews, refines, and distributes task force recommendations to students, faculty members, staff members, Advisory Board members, alumni, and relevant local organizations

Start Date: Spring 2022

End Date: Fall 2022

Primary Responsibility: Chancellor

Metrics: Completion of plan; distribution

Action Item 4.1.3: Appoint a Director of Community Engagement and Strategic Initiatives (*linked with 4.1.2 above; linked with 4.2.2, 4.2.3, 4.2.4, 4.4.1, and 4.4.2 below*)

Implementation Tasks:

- The Chancellor defines the responsibilities and activities of the Director of Community Engagement and Strategic Initiatives
- The Chancellor, in consultation with Faculty Senate, Staff Advisory Council, and Advisory Board leadership, appoints the Director
- The Chancellor assigns to the Director the responsibility for overseeing relevant community engagement initiatives

Start Date: Fall 2022

End Date: Spring 2023

Primary Responsibility: Chancellor

Metrics: Appointment of the Director

Objective 4.2: Create a culture of volunteerism and community engagement

Mapping: F5, TE4, CO1, CO5

KPI: Increased student, faculty, and staff participation in community events

Action Item 4.2.1: Include community engagement activities as an acceptable (but not mandatory) element of faculty and staff annual evaluations

Implementation Tasks:

- The Chancellor announces to all staff members with managerial responsibilities that community engagement activities are an acceptable but not mandatory element of annual evaluations
- The Director of Academic Affairs announces to all faculty members that community engagement activities are an acceptable but not mandatory element of annual evaluations

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Chancellor and Director of Academic Affairs

Metrics: Statements in evaluations; community engagement recognition (awards); text included in job postings that highlight a desire for community engagement experience

Action Item 4.2.2: Publicize to the campus community opportunities for community engagement and volunteering (*linked with 4.1.3 above*)

Implementation Tasks:

- The Director of Community Engagement and Strategic Initiatives identifies potential opportunities and communicates them to the students, faculty, and staff

Start Date: Spring 2023

End Date: Spring 2025

Primary Responsibility: Director of Community Engagement and Strategic Initiatives

Metrics: Established web page populated with opportunities; web page analytics; number of Penn State York community members participating in events

Action Item 4.2.3: Provide training opportunities for students, faculty, staff, and Advisory Board members to engage in the community as a Penn State York representative (*linked with 4.1.3 above*)

Implementation Tasks:

- The Director of Community Engagement and Strategic Initiatives identifies and offers training opportunities

Start Date: Fall 2023

End Date: Spring 2025

Primary Responsibility: Director of Community Engagement and Strategic Initiatives

Metrics: Penn State York community members leading or serving on the boards of community organizations; Penn State York individuals visibly participating in community events

Action Item 4.2.4: Identify and promote opportunities for students to complete course work with local community (i.e., community-based education) (*linked with 4.1.3 above*)

Implementation Tasks:

- The Director of Community Engagement and Strategic Initiatives consults with faculty members to identify relevant opportunities for community-based education opportunities

Start Date: Fall 2023

End Date: Spring 2025

Primary Responsibility: Director of Community Engagement and Strategic Initiatives

Metrics: Number of faculty members who assign community-based projects; number of student community-based projects

Objective 4.3: Establish Penn State York as a premier regional resource for economic development

Mapping: F5, CO2, CO5

KPI: Increased use of LaunchBox resources; increased economic impact

Action Item 4.3.1: Establish a Penn State York LaunchBox with a variety of resources to support entrepreneurship in the region

Implementation Tasks:

- The Director of the Graham Center for Innovation and Collaboration consults with Invent Penn State leadership to identify resources that may be provided in the new LaunchBox
- The Director identifies potential community partner agencies
- The Director consults with a faculty and staff member task force to identify services to be provided in the new LaunchBox
- The Director works with the Coordinator of Publications and the Penn State York Webmaster to develop a dedicated campus LaunchBox page

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of the Graham Center for Innovation and Collaboration and Coordinator of Publications

Metrics: Number and breadth of events; amount of community participation; website analytics

Action Item 4.3.2: Identify new opportunities to provide workforce training for corporate partners

Implementation Tasks:

- The Director of Continuing Education consults with the Chancellor, the Director of Academic Affairs, the Director of the Graham Center for Innovation and Collaboration, and the Director of Development to identify existing and emerging opportunities
- The Director collaborates with counterparts at other campuses to provide shared programming

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of Continuing Education

Metrics: Establishment of new programs appealing to the needs of local businesses and non-profit agencies (e.g., COVID-19 recovery); subsequent enrollment from these businesses of students working toward specific credentials

Objective 4.4: Establish the campus as a community focal point for the exchange of knowledge

Mapping: F5, CO2, CO5

KPI: Increased instances of Penn State York collaborations with community partners

Action Item 4.4.1: Identify and promote campus areas of academic expertise (*linked with 4.1.3 above*)

Implementation Tasks:

- The Director of Community Engagement and Strategic Initiatives consults with the Director of Academic Affairs and faculty members to identify relevant areas

- The Director works with the Coordinator of Publications and Penn State York Webmaster to promote areas of expertise throughout the York community and region

Start Date: Spring 2023

End Date: Spring 2025

Primary Responsibility: Director of Community Engagement and Strategic Initiatives and Coordinator of Publications

Metrics: Identification of core areas; implementation of communication plan; number of marketing initiatives; number of inquiries from outside campus for specific academic area support

Action Item 4.4.2: Host workshops and round tables to bring community members to campus (*linked with 4.1.3 above*)

Implementation Tasks:

- The Director of Community Engagement and Strategic Initiatives consults with the Chancellor, to identify and offer relevant training opportunities

Start Date: Fall 2023

End Date: Spring 2025

Primary Responsibility: Director of Community Engagement and Strategic Initiatives

Metrics: Number of events hosted per year; number of community members participating in events

Action Item 4.4.3: Leverage the Graham Center for Innovation and Collaboration facilities to invite corporate partners and community members to engage with Penn State York students and faculty members

Implementation Tasks:

- The Director of the Graham Center for Innovation and Collaboration consults with the Chancellor, Director of Development, and the Director of Community Engagement and Strategic Initiatives consults with the Chancellor, to identify and offers opportunities for engagement with community partners

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of the Graham Center for Innovation and Collaboration

Metrics: Number of events hosted per year; number of students, faculty members, and community members participating in events

Action Item 4.4.4: Expand programming offered by the Penn State York Osher Lifelong Learning Institute (OLLI)

Implementation Tasks:

- The Director of OLLI at Penn State York identifies opportunities and resources to provide additional programming

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of OLLI at Penn State York

Metrics: Number of courses and events held; number of enrolled students; number of OLLI members

Action Item 4.4.5: Support and utilize the programming offered by the Pullo Center to increase the campus's reputation a community knowledge and cultural resource

Implementation Tasks:

- The Director of the Pullo Center will consider additional programming that provides both an educational and cultural opportunity for the local community
- During the COVID-19 public health emergency, the Director will investigate opportunities for remote programming

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of the Pullo Center

Metrics: Number of events; attendance at events; connections to Penn State academic and co-curricular programming

Strategic Goal #5: Develop a More Inclusive, Supportive, and Financially Sustainable Campus

A welcoming and dynamic workplace is necessary for the Penn State York community to realize its aspirations. Students, faculty, and staff members must be treated with dignity and supported with the necessary resources to be successful. An environment of shared goals and responsibilities should be nurtured, with the understanding that our unique strengths, experiences, and identities make us better qualified to address the challenges our community faces.

With well over 1000 students, faculty, and staff members, the campus must develop a comprehensive plan to achieve its goals. First, staff members must be provided the professional development opportunities necessary for them to succeed in their work. Second, although Penn State York is a commuter campus, it must have the wellness resources to support its students, who often have no other recourse for professional support. Third, the campus must expand its support of diversity, equity, and inclusion initiatives, including serious examinations of concepts such as social justice, privilege, identity, and social/economic disparities. Fourth, sustainability efforts on campus should be evaluated and improved. Finally, the campus must investigate opportunities to improve campus facilities.

Objective 5.1: Provide professional development opportunities for the faculty and staff

Mapping: F0, TE3, IS1

KPI: Increased faculty and staff participation

Action Item 5.1.1: Provide financial support for the Staff Advisory Council

Implementation Tasks:

- Annually the Chancellor provides professional development funding overseen by the Staff Advisory Council

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Number of events sponsored by the Staff Advisory Council

Action Item 5.1.2: Develop and implement a new-hire orientation process for non-managerial staff members

Implementation Tasks:

- The Staff Advisory Council develops a new hire orientation process for non-managerial staff members on campus. This process includes an opportunity for staff mentoring.

Start Date: Spring 2021

End Date: Fall 2021 (new process implemented)

Primary Responsibility: Chair of the Staff Advisory Council

Metrics: Implementation of new process and assessment of the new process

Action Item 5.1.3: Develop and implement professional development opportunities for managerial staff members, including mentoring

Implementation Tasks:

- Annually the Chancellor identifies and provides funding for relevant professional development opportunities for staff members with managerial responsibility

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Implementation of new process and assessment of the new process

Action Item 5.1.4: Develop a mentorship program for new faculty members

Implementation Tasks:

- The Director of Academic Affairs identifies best practices at other campuses.
- The Director, in consultation with Faculty Senate leadership, develops and implements the new program

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Implementation of programming; percentage of new faculty being mentored

Objective 5.2: Enhance resources to support the campus community's well-being

Mapping: F0, EH4, IS1

KPI: Measure use of and satisfaction with new well-being resources

Action Item 5.2.1: Provide healthcare services for students on a part-time basis

Implementation Tasks:

- The Director of Student Affairs negotiates an arrangement with a local health care provider to provide a part-time health educator on campus
- The Director of Student Affairs monitors the usage of the service to determine whether additional hours should be added
- The Director of Student Affairs determines the need for nursing services on campus

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of Student Affairs

Metrics: Partner with Family First to provide some on-campus services; number of students using the services

Action Item 5.2.2: Expand mental health counselling coverage for students through the summer

Implementation Tasks:

- The Director of Student Services, in consultation with the campus mental health therapist, recommends additional services during the summer
- The Chancellor approves appropriate funding to expand summer services

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of Student Affairs

Metrics: Availability of mental health counselling throughout the entire calendar year

Action Item 5.2.3: Plan at least one social event per semester to promote the sense of community among faculty and staff members

Implementation Tasks:

- Annually the Chancellor and Director of Business Services oversee on-campus community events for the faculty and staff

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Chancellor and Director of Business Services

Metrics: Number of faculty/staff social events per semester

Objective 5.3: Enhance resources to support the campus' commitment to diversity, equity, and inclusion

Mapping: F3, TE3, IS1

KPI: Increased number of events and student, faculty, and staff participation

Action Item 5.3.1: Charge the Faculty Senate Cultural Diversity and Enrichment Committee to identify and recommend initiatives, events, and activities to enhance diversity, equity, and inclusion on the campus.

Implementation Tasks:

- The Chair of the Faculty Senate will charge the committee
- The committee will submit recommendations to the Chair and the Chancellor at the end of the spring 2021 semester

Start Date: Spring 2021

End Date: Fall 2021 (recommendations submitted)

Primary Responsibility: Chancellor and the Chair of the Faculty Senate

Metrics: Charge of the task force; submission of recommendations

Action Item 5.3.2: Create a comprehensive web page of campus and University diversity, equity, and inclusion (DEI) resources

Implementation Tasks:

- The Coordinator of Publications and the Penn State York Webmaster identify best practices for sharing DEI resources
- The Webmaster updates pages and links Penn State York pages to relevant University pages

Start Date: Spring 2022

End Date: Fall 2022 (website goes live)

Primary Responsibility: Coordinator of Publications

Metrics: Creation of the website; website usage

Action Item 5.3.3: Create a Center for Inclusive Leadership

Implementation Tasks:

- The Chancellor and Director of Development convene focus groups of female executives in the community to discuss the value of creating a Center for Inclusive Leadership (CIL) to be housed in the Graham Center for Innovation and Collaboration
- The Chancellor, Director of Development, and the Director of the Graham Center for Innovation and Collaboration meet with a working group of faculty and staff members to identify elements and services of the CIL
- The Director of Development oversees efforts to raise external funding to support the CIL's operation

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Chancellor, Director of Development, Director of the Graham Center for Innovation and Collaboration

Metrics: Creation of the center; number of events held annually; number of students using its resources

Action Item 5.3.4: Appoint a trained diversity advocate on all full-time staff search committees

Implementation Tasks:

- The Chancellor charges the Staff Advisory Council to develop a process by which (1) individuals may receive University training in diversity hiring and (2) a diversity advocate serves as a voting member on each full-time staff search committees

Start Date: Spring 2022

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Percentage of searches including a diversity advocate

Objective 5.4: Enhance the sustainability of campus operations

Mapping: F6, SP, IS2, OP

KPI: Evaluate efficiency of new operations; measure increases in productivity and/or reduction of expenses

Action Item 5.4.1: Identify and implement more efficient business practices

Implementation Tasks:

- Annually the Chancellor and the Campus Financial Officer review business practices with members of the Chancellor's Council
- The Staff Advisory Council establishes a task force to review business practices and identifies opportunities for optimization.

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Chancellor, Campus Financial Officer, and Chair of the Staff Advisory Council

Metrics: Number of revised and improved business practices

Action Item 5.4.2: Identify staffing needs and recycle vacated positions to fill them, when appropriate. Areas with current staff needs include admissions, marketing, the Nittany Success Center, instructional design/faculty professional development, campus nursing, and faculty positions

Implementation Tasks:

- Annually the Chancellor reviews staffing levels and needs with members of the Chancellor's Council
- The Chancellor, in consultation with Faculty Senate and Staff Advisory Council leadership, determines the recycling of vacated positions when appropriate

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Implementation of new process; number of positions recycled

Action Item 5.4.3: Develop a regular review process, including during course planning meetings, by which the number of under-enrolled class sections can be decreased

Implementation Tasks:

- The Director of Academic Affairs, in consultation with the Associate Director of Academic Affairs, Faculty Senate Leadership, and the Registrar's Office, identifies inefficiencies in the current process that results in a large number of under-enrolled courses
- The Director implements a new process that will be reviewed on an annual basis

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Director of Academic Affairs

Metrics: Implementation of new process; percentage of sections that are under-enrolled

Action Item 5.4.4: Adopt paperless tickets in the Pullo Center for Performing Arts

Implementation Tasks:

- The Director of the Pullo Center makes a final determination of a vendor of a paperless ticketing system and seeks University approval
- The Director implements the new system

Start Date: Spring 2021

End Date: Spring 2025

Primary Responsibility: Director of the Pullo Center

Metrics: Implementation of paperless ticketing system

Action Item 5.4.5: Appoint and support a campus Sustainability Council consisting of students, faculty members, and staff members

Implementation Tasks:

- The Chancellor consults with Faculty Senate leadership, Staff Advisory Council leadership, Student Government leadership, and interested individuals to discuss the structure and charges of the new standing committee
- The Chancellor appoints and charges the committee

Start Date: Fall 2021

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Creation of Council; number of Council recommendations implemented

Objective 5.5: Improve campus facilities

Mapping: F1, F6, IS2

KPI: Number of new and renovated campus facilities

Action Item 5.5.1: Develop a process to allow for faculty input into the classroom renovation process

Implementation Tasks:

- The Chancellor consults with Faculty Senate leadership, the Director of Academic Affairs, the Director of Business Services, and the Director of IT Services
- The Chancellor finalizes the new process and communicates it to the Faculty Senate

Start Date: Fall 2020

End Date: Spring 2025

Primary Responsibility: Chancellor

Metrics: Development and implementation of the process

Action Item 5.5.2: Complete the creation of a new Police and Public Safety OfficeImplementation Tasks:

- The Director of Business Services oversees construction process during summer and fall 2020
- Occupation of the site in Spring 2021

Start Date: Fall 2020End Date: Spring 2025Primary Responsibility: Director of Business ServicesMetrics: Project completionAction Item 5.5.3: Improve the soccer field and facilitiesImplementation Tasks:

- The Director of Student Affairs works with the Director of Development to create a funding proposal to a regional foundation
- Once funding has been secured, the Director of Business Services assumes responsibility for the project. Desired timetable: architect selected spring 2021, design completed summer 2021, project goes out for bid early spring 2021, construction starts spring 2022, project completed fall 2022

Start Date: Fall 2021End Date: Fall 2022Primary Responsibility: Director of Student Affairs and Director of Business ServicesMetrics: Secured external funding; completion of projectAction Item 5.5.4: Renovate entrance to the Main Classroom Building and expand the Admissions suiteImplementation Tasks:

- The Director of Business Services meets with the Admissions staff to create a needs assessment
- The Chancellor approves a feasibility study
- The Chancellor, in consultation with the Director of Business Services and the Director of Enrollment Services determines whether to proceed with the project
- The Chancellor submits a capital funds request with the University
- Desired timetable: architect selected spring 2025, design completed fall 2025, project goes out for bid fall 2025, construction starts spring 2026, project completed summer 2026

Start Date: Fall 2024End Date: Summer 2026Primary Responsibility: Director of Business ServicesMetrics: Completion of Project

Appendix A: Participants in the Strategic Planning Process

Strategic Planning Committee

David Christiansen
 Barb Eshbach
 Robert Farrell
 Deirdre Folkers
 Joy Giguere
 Holly Gumke
 Fred Haag
 Di Hershey

Kara James
 Ali Kara
 Amy Harmon Krtanjek
 Andy Landis
 Jane Pflaum
 Scott Simonds
 Joan Smeltzer
 Mark Wheeler

Student Success Task Force

Michael Allen
 Andrew Caldwell
 Billy Dunkel
 Barb Eshbach (co-chair)
 Kyle Fullerton
 Harley Hartman

Marcy Nicholas
 Susan Ruch
 Ryan Service
 Scott Simonds (co-chair)
 Joan Smeltzer
 Josh Wolgamuth

Academic Excellence Task Force

Michelle Appelt
 Francine Baker
 Joe Downing
 Deidre Folkers (co-chair)
 LeighAnn Fry

Sarah Guillen
 Ali Kara
 Noel Sloboda (co-chair)
 Anne Vardo Zalik
 Emily Wenk

Community Engagement Task Force

Patty Bowen
 Bill Cantor
 Alice Conner Malyszek
 Barbara Dennis
 Ann Fetterman
 Holly Gumke (co-chair)
 Amy Harmon Krtanjek (co-chair)

Allan Lehman
 Jen May
 Jon Price
 Amber Seidel
 Debbie Simon
 Shakaib Tariq

Mission and Vision Statement Task Force

My-Hoa Do

Tyler Gibbs

Sukhdeep Gill (chair)

Cecilia Heydl-Cortinez

Erin Nelsen

Marcy Nicholas

Victoria Richter

Joe Royer

Cultural Diversity and Enrichment Committee

Eugen Botanov (chair)

Joel Burkholder

Barbara Dennis

Robert Foschia

Stephen Foster

Getinet Gawo

Sonia Molloy

Richard Pierce

Abdul Siddiqui

Scott Simonds

Drafts of the strategic plan were sent to the faculty, staff, and advisory board on two occasions for feedback. Drafts of the mission, vision, and diversity, equity, and inclusion statements were sent to the faculty and staff on two occasions for feedback.

Appendix B: Strategic Plan Mapping Appendix Guide

This mapping guide to the Foundations, Thematic Priorities and Supporting Elements in the university strategic plan is a reference for connecting Unit plans to the University plan components. More details for each component can be found in the full university plan at: <https://strategicplan.psu.edu>

Foundations:

Code	Foundation
F1	Enabling Access to Education
F2	Engaging Our Students
F3	Advancing Inclusion, Equity, and Diversity
F4	Enhancing Global Engagement
F5	Driving Economic Development
F6	Ensuring a Sustainable Future
F0	No Foundation Connection

Thematic Priorities:

Code	Thematic Priority	Priority sub-classification
TE1	Transforming Education	Advance the frontiers of knowledge.
TE2	Transforming Education	Foster a curriculum that integrates multiple modes of delivery, while leveraging online capabilities and enhanced and emerging digital learning options.
TE3	Transforming Education	Support and empower our outstanding faculty and staff.
TE4	Transforming Education	Prepare our students for success in their careers and in life.
TE5	Transforming Education	Partner more effectively with pre-college educators.
TE	Transforming Education	Transforming Education - no specified sub-classification

EH1	Enhancing Health	Advance discovery in personalized and population health.
EH2	Enhancing Health	Create innovative academic programs in personalized and population health.
EH3	Enhancing Health	Build synergistic partnerships to influence population health.
EH4	Enhancing Health	Facilitate wellness within the Penn State community.
EH5	Enhancing Health	Inform governmental health policy.
EH	Enhancing Health	Enhancing Health - no specified sub-classification

SP1	Stewarding Our Planet's Resources	Drive fundamental science relevant to critical problems.
SP2	Stewarding Our Planet's Resources	Develop technologies for implementation.
SP3	Stewarding Our Planet's Resources	Improve modeling capability.
SP4	Stewarding Our Planet's Resources	Fully engage our research infrastructure.
SP5	Stewarding Our Planet's Resources	Forge broad and relevant partnerships.
SP	Stewarding Our Planet's Resources	Stewarding Our Planet's Resources - no specified sub-classification

AH1	Advancing the Arts and Humanities	Strategically strengthen the arts and humanities through investments in selected areas.
AH2	Advancing the Arts and Humanities	Invest in Penn State as a cultural destination and enhance personal engagement in the arts.
AH3	Advancing the Arts and Humanities	Prepare students with the skills to work together to develop ethically and historically informed solutions to our most pressing problems.
AH	Advancing the Arts and Humanities	Advancing the Arts and Humanities - no specified sub-classification

DI1	Empowering through Digital Innovation	Create digital solutions to new and emerging challenges.
DI2	Empowering through Digital Innovation	Living with digital innovation.
DI3	Empowering through Digital Innovation	Develop a more robust digital infrastructure and culture.
DI4	Empowering through Digital Innovation	Make online education and personalized learning central to our 21st-century land-grant mission.
DI5	Empowering through Digital Innovation	Drive economic development.
DI	Empowering through Digital Innovation	Empowering through Digital Innovation - no specified sub-classification

Supporting Elements:

Code	Supporting Element	Element sub-classification
OP1	Organizational Processes	Improve the design, oversight, integration, and effectiveness of organizational processes.
OP2	Organizational Processes	Establish processes for continual institutional assessment, improvement, and innovation, including more systematic review of administrative and academic organizational performance and financial stewardship.
OP3	Organizational Processes	Develop a culture of academic business modeling to support innovation.
OP	Organizational Processes	Organizational Processes - no specified sub-classification

CO1	Constituent Outreach & Engagement	Focus on impact through partnerships.
CO2	Constituent Outreach & Engagement	Provide expanded access to Penn State resources.
CO3	Constituent Outreach & Engagement	Promote contributions through strategic communication.
CO4	Constituent Outreach & Engagement	Streamline translation of Penn State discoveries.
CO5	Constituent Outreach & Engagement	Support economic development and community renewal.
CO	Constituent Outreach & Engagement	Constituent Outreach & Engagement - no specified sub-classification

IS1	Infrastructure & Support	Prioritize investment in our people.
IS2	Infrastructure & Support	Invest in resources creatively and systematically.
IS3	Infrastructure & Support	Drive innovation and discovery.
IS4	Infrastructure & Support	Build and manage state-of-the-art information technology.
IS5	Infrastructure & Support	Align fundraising to address specific needs.
IS	Infrastructure & Support	Infrastructure & Support - no specified sub-classification

NSE	No Supporting Element Connection	No Supporting Element Connection
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