



Strategic Objectives Aligned to Affirmed Strategic Initiatives

1 GROWTH THROUGH ACCESS

- 1.1 Enhance the academic portfolio to provide pathways that meet the needs of all learners (Affordability, Culture)
 - 1.1.1 Offer stackable, flexible credentials and short-term pathways that let learners upskill and re-enter programs as needed.
 - 1.1.2 Streamline completion pathways by simplifying transfer and block-credit processes.
 - 1.1.3 Deepen strategic partnership programs to expand access pathways and support.
 - 1.1.4 Track and analyze diverse learner pathways to guide portfolio decisions.
 - 1.1.5 Identify and develop programs responsive to evolving market demand.
- 1.2 Foster an inclusive learning environment and responsive support systems to allow every learner to thrive academically, socially, and personally (ASCEND)
 - 1.2.1 Scale academic support by expanding program-specific tutoring, exploring alternative instructional designs, developmental academic supports, and proactive advising and academic intervention.
 - 1.2.2 Implement a comprehensive First-Year Transitions experience that strengthens student belonging, academic readiness, and long-term success.
 - 1.2.3 Ensure physical and digital accessibility of classrooms, services, and communication for all learners.
 - 1.2.4 Expand culturally responsive wellness services and prevention education that educate and reduce stigma around help-seeking and reduce basic-needs barriers that impede persistence.
- 1.3 Expand recruitment pipelines and build a powerful network of advocates (Affordability, Support)
 - 1.3.1 Expand CTC/CTE and high school recruitment pipelines while focusing on developing distinct recruiting pathways for high-achieving students.
 - 1.3.2 Mobilize faculty, students, alumni, and industry partners as advocates through events such as guest-lecturer series, signature events, and tournaments to increase Penn College brand visibility.
 - 1.3.3 Grow peer-to-peer and ambassador programs to connect prospects with current students.
 - 1.3.4 Explore responsive and alternative recruitment pathways for non-traditional, adult learners, and/or workforce upskilling in response to the upcoming demographic cliff.

- 1.4 Expand and promote access to programs and services (Affordability, Support, Culture, Nudges)
 - 1.4.1 Increase flexible access to programs and services to meet a broad range of student needs.
 - 1.4.2 Deploy coordinated, multimodal communications to bring information directly to students and supporters.
 - 1.4.3 Ensure equitable access to internships and experiential learning by addressing practical barriers (attire, travel, expenses).
 - 1.4.4 Improve communication to support awareness of resources and events for students.
 - 1.4.5 Reduce basic needs-related barriers to success.
 - 1.4.6 Increase financial accessibility by evaluating tuition model alternatives, increasing student financial support and enhancing transparency about costs, scholarships, and financing options.

2 CONTINUOUS IMPROVEMENT THROUGH INNOVATION

- 2.1 Stabilize and optimize the ERP and implement data governance (Nudges, Data)
 - 2.1.1 Position the ERP for successful operation by evaluating alternative solutions, instituting governance, change management, and a campus-wide project lifecycle.
 - 2.1.2 Establish cross-college stakeholder forums for ERP decisions.
 - 2.1.3 Develop a data governance framework and institute data architecture and standards.
 - 2.1.4 Deliver training and communications to maximize systems adoption and benefits.
 - 2.1.5 Reinstitute and expand operational dashboards (e.g., Enrollment Climate; retention and graduation) and implement predictive analytics to inform timely interventions.
 - 2.1.6 Enable AI-powered, natural-language data access for non-technical users to retrieve institutional insights responsibly and securely.
- 2.2 Diversify revenue streams for long-term financial health (Affordability)
 - 2.2.1 Grow mission-aligned grants and philanthropy by building internal capacity and targeted prospecting.
 - 2.2.2 Strengthen external client management to increase utilization of campus facilities.
 - 2.2.3 Deepen revenue-generating partnerships with industry.
 - 2.2.4 Package and price non-credit and customized training flexibly for employers and adult learners.

- 2.3 Invest in critical capital facility and infrastructure needs that enhance teaching, learning, and operational effectiveness (Support, Culture, Engagement)
 - 2.3.1 Implement rolling five-year equipment and technology plans across labs and learning spaces.
 - 2.3.2 Create and enhance multifunctional, adaptable spaces to serve a variety of populations and stakeholder needs.
 - 2.3.3 Establish a Center for Teaching Excellence.
 - 2.3.4 Optimize opportunities to access simulation technologies across campus to serve multiple programs and pursue naming sponsorships through partners where available.
 - 2.3.5 Conduct targeted safety assessments in high-use learning spaces, address identified needs, and advance campus-wide emergency response planning.
 - 2.3.6 Assess and adapt external risk assessment infrastructure to monitor and address unanticipated changes to the operating environment.
- 2.4 Align values, improve communication, and support cross-department collaboration to enhance the employee experience (Culture, Engagement)
 - 2.4.1 Build structures and processes that improve cross-department collaboration and information flow.
 - 2.4.2 Inspect the employee experience over the course of their Penn College career for opportunities to enhance the employee experience and expand employee recognition.
 - 2.4.3 Further develop onboarding and professional development to align values, promote growth, and build shared culture.
- 2.5 Adapt to emerging technologies and support related innovative initiatives that advance our position as a national leader in applied technology education (Support)
 - 2.5.1 Explore AI-enabled student and employee services with clear governance and privacy practices.
 - 2.5.2 Provide foundational frameworks and pilots for emerging technologies.
 - 2.5.3 Expand remote access to specialized software and labs to increase learning flexibility.
 - 2.5.4 Grow the institutional knowledge base and training to accelerate adoption of new tools.
 - 2.5.5 Strengthen academic research skills and campus-wide information literacy.

3 EXCELLENCE THROUGH DISTINCTION

- 3.1 Enhance academic portfolio and program distinctiveness to support evolving student population and industry needs (Support, Culture)
 - 3.1.1 Further optimize the program review process through the integration of expanded data sources and exploration of a portfolio tool.
 - 3.1.2 Support the ongoing evolution of high quality online and hybrid courses and programs.
 - 3.1.3 Encourage action-based research that elevates applied technology teaching, including opportunities to showcase experiential learning (e.g., conferences, competitions) to highlight program strengths.
- 3.2 Recruit and retain top talent across the College while developing systems for training, upskilling, advancement, and succession planning (Culture)
 - 3.2.1 Improve internal employee lifecycle processes by streamlining workflows for candidate management, onboarding, and offboarding to ensure consistent and high-quality experiences for all employees.
 - 3.2.2 Upskill employees with targeted training for emerging needs.
 - 3.2.3 Document critical processes and build succession plans.
 - 3.2.4 Align hiring and workload to focus subject-matter expertise on growth priorities.
 - 3.2.5 Provide a structured training program for new or aspiring leaders with supervisory responsibilities.
- 3.3 Elevate the College's brand and identity
 - 3.3.1 Grow high-visibility camps, conferences, and community events that attract future students and partners.
 - 3.3.2 Pursue new relationships with high-profile corporations, foundations, and agencies to elevate visibility.
 - 3.3.3 Empower employees and students to act as brand ambassadors across public forums.
- 3.4 Develop programming, services, and facilities that support connection and belonging for students and employees (Support, Culture, Engagement)
 - 3.4.1 Support affinity groups and culturally-based celebrations with appropriate facilities and staffing.
 - 3.4.2 Increase College-wide programming and community service opportunities that bring employees and students together.
 - 3.4.3 Provide professional learning focused on emerging student challenges (e.g., study skills, resilience, de-escalation, and mindset) and cultural competence to support an inclusive campus climate.