



GUARANTEED MOVEMENT



2022-26 STRATEGIC PLAN
UPDATES FOR 2024

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**Pennsylvania
College of Technology**
A Penn State Affiliate

STRATEGIC PLAN 2022-2026



→ GOAL 1: Growth through Access

- ◇ Align institutional offerings to include stackable pathways such as badging and micro-credentials that can lead to degree completion.
- ◇ Explore new methods of instruction and delivery to include alternate schedules/formats with the goal of engaging individuals who are unable to participate in our current offerings.
- ◇ Develop a campus community committed to diversity, equity, and inclusion by all for all.
- ◇ Increase enrollment across a variety of populations through impactful marketing and engagement opportunities.
- ◇ Pursue additional sources of financial support for students to increase access.

→ GOAL 2: Continuous Improvement through Innovation

- ◇ Modernize and transform information systems to improve the user experience and leverage next generation technologies
- ◇ Modernize business practices, policies, and procedures to improve operational efficiency.
- ◇ Cultivate relationships with new and existing industry partners, demonstrating the value of those relationships and the associated mutually beneficial outcomes.
- ◇ Pursue innovative funding and investment opportunities.

→ GOAL 3: Excellence through Distinction

- ◇ Enhance College and academic programs through continued development of capital infrastructure and equipment in alignment with industry standards.
- ◇ Implement use of emerging technologies such as artificial intelligence (AI), augmented reality (AR), virtual reality (VR), and simulation to enhance our capabilities.
- ◇ Improve the employee experience through innovative recruitment, development, and engagement initiatives.
- ◇ Improve the student experience through engagement, wellness, and support services to increase retention and build affinity.
- ◇ Identify and build strategic relationships to grow awareness of the College's offerings with K-12 partners.

GOAL 1

Growth through Access

Initiative 1.1

Align institutional offerings to include stackable pathways such as badging and micro-credentials that can lead to degree completion.

Success Indicator 1.1.1

Pathways from Workforce Development to for-credit programs are evaluated and established for at least two programs annually.

2023 Update

- With the elimination of the associate's degree and certificate in paramedic science/practice, pathway agreements with Workforce Development were developed for the associate's degree in Allied Health and bachelor's degrees in Pre-Hospital Medicine and Healthcare Leadership & Administration.
- Currently working on the transition of the Practical Nursing associate's degree on main campus to be offered through Workforce Development, similar to the current program in Wellsboro.

2024 Update

- Paramedic Program credit pathway continues, with three credit pathways completed in August 2023 to the following academic programs: Prehospital Medicine (B.S.), Allied Health (A.A.S.), and Healthcare Leadership & Administration (B.S.). Work on the bachelor's degree in Emergency Management & Homeland Security continues to be in process.
- Evaluating opportunity to transition the main campus Licensed Practical Nursing program to Workforce Development in 2024-25.

Success Indicator 1.1.2

The number of individuals utilizing pathways to for-credit programs is increased by an average of 10 students each year.

2023 Update

- Currently, Workforce Development, through individual conversations, is learning of apprenticeship and pre-apprenticeship students matriculating to Penn College.

2024 Update

- Pathways from Workforce Development to for-credit programs continue to be promoted. The current mechanism for tracking data on students using workforce training and apprenticeships to accelerate degree completion is manual, which is inconsistent and sometimes anecdotal. As the new Student Information System is implemented fully, the tracking of students who take advantage of pathway opportunities will be consistently measured.

Success Indicator 1.1.3

The number of individuals obtaining credentials that align with industry needs is increased.

2023 Update

- Baseline can be determined for Apprenticeship, Clean Energy Center, and Nursing programs in Workforce Development.

2024 Update

- Workforce Development identifying the industry recognized credentials which are most relevant, so that 2023 baselines can be established and growth in achievement of those credentials can be measured. The focus will be on apprenticeship, pre-apprenticeship, clean energy, Lean/6 Sigma, and healthcare programs (EMT, Paramedic, and LPN).

Initiative 1.2

Explore new methods of instruction and delivery to include alternate schedules/formats with the goal of engaging individuals who are unable to participate in our current offerings.

Success Indicator 1.2.1

Identified high-demand programs are piloted in an alternate format.

2023 Update

- The first cohort in the part-time, evening, and weekend associate's degree Nursing program was offered in 2023-24.
- The 2022-23 Human Services & Restorative Justice program review indicates a desire to consider possibilities of new delivery methods.
- Heating, Ventilation & Air Conditioning Engineering Technology; and Residential Construction Technology & Management are exploring the potential of moving the last two years online. Two faculty took part in Online Teaching & Learning (OTL) training in Summer 2023.
- The Paramedic program is preparing to move to Workforce Development in Spring 2024. There is a teach-out plan for the associate's degree and certificate through August 2025.
- A draft of the Engineering Management online completion degree was created.
- A new online Essential Computed Tomography course, utilizing specialized CT (computed tomography) software, ran for the first time in Summer 2023. It targets working professionals seeking the additional credential.
- An online, asynchronous post-master's certificate program in Nursing Education was approved in Spring 2023. The first cohort will begin in Summer 2024.
- The Prehospital Medicine curriculum was revised to allow individuals with paramedic certification to start a four-year program, beginning in Fall 2024.
- Cummins TAP (Technician Apprentice Program) has potential but is on hold due to a faculty resignation.

2024 Update

- School of Nursing & Health Sciences (NHS) is exploring a scholars program with UMPC for Surgical Technology students.
- Part-time evening/weekend hybrid associate degree nursing program (NHS) began in Fall 2023 with 28 students.
- A Nursing Scholars program (NHS) with Noodle, Evangelical Community Hospital, and Guthrie Hospital was finalized with the goal of attracting additional students in the nursing program.
- Polymers Grant, School of Engineering Technologies (ET), was received in May 2024. Work has begun to create certificate program(s) available to high school students and working adults (including hybrid options).
- In Fall 2023, an initiative focused on strengthening education and employment outcomes for individuals returning to their communities after a period of incarceration was awarded a highly competitive U.S. Department of Justice grant for \$866,188.

Success Indicator 1.2.2

Exploration, and if feasible, implementation of a voluntary Winter intercession is completed.

2023 Update

- The initiative was explored with the School of Business, Arts & Sciences (BAS). The math department indicates brevity of the session would not be appropriate for math courses; no other feedback was received. Due to the early return in January, a winter intersession may not be appropriate for courses.
- Therefore, this initiative will be paused due to lack of time and uncertainty about the ability to provide necessary student support over the holiday break.

2024 Update

- Initiative retired due to lack of interest/insufficient resources.

Initiative 1.3

Develop a campus community committed to diversity, equity, and inclusion (DEI) by all for all.

Success Indicator 1.3.1

Strategy for centralizing diversity, equity, and inclusion initiatives is established, thereby creating a consistent institutional focus on DEI.

2023 Update

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| <ul style="list-style-type: none">• Inclusion workgroups will be conducted in Spring 2024.• In collaboration with Student Affairs and Public Relations & Marketing, developed a Community Resource Guide (Access & Belonging).• In working with People & Culture and Student Engagement, created a Professional Development—ILT (Instructor Lead Training), online, blended (Inclusion). | <ul style="list-style-type: none">• Collaborating with Assessment, Research & Planning to develop a tool to measure baseline and future growth of DEIB (Diversity, Equity, Inclusion, Belonging).• Collaborating with Academic Affairs to develop an Inclusion Transformation session for all students in the First Year Experience (FYE) classes (two days, 10 sessions). |
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2024 Update

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| <ul style="list-style-type: none">• Development of Inclusion dashboard for all programming and systems scheduled for Fall 2024 with support from Assessment, Resource & Planning (ARP) and Title IX personnel.• Collaboration with Academic Affairs to present an Inclusion Transformation session for all students in the FYE classes in Fall 2023 (10 sessions held over two days). | <ul style="list-style-type: none">• Professional Development Series (LinkedIn Learning, Book Club, Focus Groups, and Lunch & Learns) developed in collaboration with Academic Affairs, People & Culture, Hudock Center, and Workforce Development. |
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Success Indicator 1.3.2

Accessible technology (AT) will be seamlessly integrated into the campus by providing assistive technologies as part of the core user experience.

2023 Update

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| <ul style="list-style-type: none">• An assistive technology committee was convened, consisting of representatives from ITS and Student Affairs; compiled existing AT and licensing options and conducted an exploration of barriers and opportunities in broadly deploying assistive technologies. | <ul style="list-style-type: none">• Disability and Access Resources surveyed students on perceptions and use of AT to further inform priorities.• A technical proof-of-concept accessibility desktop has been developed and is ready for testing in Fall 2023. |
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2024 Update

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| <ul style="list-style-type: none">• A technical proof-of-concept accessibility desktop has been developed and is being tested to prepare for use in Summer/Fall 2024. | |
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Success Indicator 1.3.3

Funding focused on social and racial justice is sought through a private foundation annually.

2023 Update

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| <ul style="list-style-type: none">• DEI related grants from Johnson Controls, Newcombe Foundation, and the Howley Foundation were secured.• Submitted three NAP (Neighborhood Assistance Program) Grants in partnership with Coterra Energy to fund projects related to low-income | <ul style="list-style-type: none">families, veterans, rural community issues, and affordable housing through Architecture and Electrical programs and veterans on campus.• Private funding was secured to expand The Cupboard with six satellite locations. |
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2024 Update

- Secured DEI-related grants from Johnson Controls, EQT Foundation, Newcombe Foundation, the Brook J. Lenfest Foundation, and the Howley Foundation.
- Received three NAP grants in partnership with Coterra Energy to renovate the Architecture Suite, construct the commercial electrical lab, and to establish a scholarship program with Camp Freedom. In June 2024, submitted two additional NAP Grants in partnership with Coterra Energy to fund projects related to low-income families, veterans, rural community issues, veterans, and affordable housing related to the Building Automation, Electrical, and HVAC programs and to provide GAP Scholarship support to incoming students.
- Submitted for private foundation funding to expand access and offerings of student health and wellness initiatives in the Campus Center, including a renovation of College Health Services to increase efficiency and patient throughput.

Success Indicator 1.3.4

A subset of the Wildcat Alumni Career Mentor program is established with a focus on access and success for special populations of students.

2023 Update

- The following special populations have been identified: first generation, non-traditional by age, non-traditional by gender, and veteran.
- College Relations is now managing Foundation Partnerships (e.g., Howley, Lenfest, Milton Hershey School, etc.).
- Self-identifiers have been incorporated into the recruitment process to identify these special populations of volunteers.

2024 Update

- A pilot of the Wildcat Alumni Mentor special populations initiative was launched during Fall 2023. Full implementation will be launched with the Fall 2024 Wildcat Alumni Career Mentor cohort.

Success Indicator 1.3.5

Employee recruitment processes are transformed to attract a broader and more diverse applicant pool.

2023 Update

- In Spring 2023, the iCIMS applicant tracking system was successfully launched, allowing for expansion of the scope of position postings to a wider audience. Job listings posted via iCIMS will be seamlessly and instantly shared across more than 20 career websites. In addition, Penn College has attended two meet-and-greets with Career Link and hosted an onsite job fair.
- iCIMS allows applicants to submit their resumes for consideration, streamlining the application process. This particularly benefits passive candidates by simplifying their application experience. On average, it takes candidates 2 ½ minutes to apply to the College.
- Beginning in Summer 2023, applicants complete an experience survey at the time that they complete their new hire paperwork, describing their experience in applying for the position, as well as the interview process.

2024 Update

- Since the implementation of a new employee recruitment and application system, usage is continually monitored to identify opportunities for improvement. Areas for enhancement are evaluated to benefit both the applicant experience and the internal users of the College.

Initiative 1.4

Increase enrollment across a variety of populations through impactful marketing and engagement opportunities.

Success Indicator 1.4.1

On-campus recruitment initiatives are expanded to expose more prospects to the College, positively impacting enrollment.

2023 Update

- An assessment of the most recent Open House model was conducted, and changes were made with campus-wide input—changes effective Fall 2023.
- A Regional Admissions Coordinator/Partnership Development Specialist was hired in the Philadelphia area in Spring 2023.
- An Assistant Director of Secondary Partnerships was hired in Summer 2023 with the goal of streamlining relationships between K-12 and the College.

2024 Update

- In Fall 2023, a restructuring of the Admissions Team was announced and led to the hiring of seven regional recruiters (remote positions) and reallocated prior admissions counselors as Enrollment Counselors. This change allows for more one-on-one support for prospective students after the point of acceptance.
- The 2023-24 Admissions application cycle yielded over 7,400 applications which exceeded the number of total applications of any year in recent institutional history; additionally, these increased application numbers produced a significant increase in deposited students over the prior year.
- Thirteen BAS-specific recruitment events to increase awareness of offerings were held during 2023-24. They included the following: Rotorfest, Graphic Design Day, Brewing Capstone, Hospitality Visit Day, four middle school visits, one high school visit, FBLA (Future Business Leaders of America), and three summer camps.
- ET (CAT, Construction & Architecture Division) hosted PA Build My Future in October 2023 which brought more than 1,000 students and chaperones from regional high schools and career and technical education centers to campus.
- ET (MSET, Materials Science & Engineering Technologies Division) hosted more than 275 middle school students and teachers, representing 13 schools in 10 counties as part of STEMfest, a celebration of engineering and technical careers.
- Various summer camps were held in 2024, including the Tinker Camp, which was supported by grants from Nuts, Bolts & Thingamajigs, the Gene Haas Foundation and EQT Corp. Thirty high school students discovered career possibilities connected to science, technology, engineering, and math.

Success Indicator 1.4.2

A dual enrollment program is explored, and if feasible, developed for out-of-state partners.

2023 Update

- The timeline was updated in connection with the establishment of the Center for Academic Excellence and the hiring of the Assistant Director for Secondary Partnerships.

2024 Update

- Two partners have been identified (Rhode Island and New Jersey) for consideration in piloting out-of-state dual enrollment offerings.

Success Indicator 1.4.3

Partnership opportunities with relevant charter school networks are evaluated for feasibility and implemented where appropriate.

2023 Update

- Commonwealth Charter Academy (CCA) visited campus in Summer 2023 to determine if there are partnership opportunities between the two institutions. A meeting is set for Fall 2023 to further outline the partnership.

2024 Update

- The College hosted CCA's TechWorks Roadshow in April 2024 for local families to explore STEM-based learning opportunities.
- Secondary Partnerships is working to finalize select dual enrollment offerings with CCA and other charter school networks with hopeful implementation in Fall 2025.

Success Indicator 1.4.4

Additional sport sponsorship is evaluated with the goal of expanding student recruitment.

2023 Update

- Women's sports must strengthen Title IX compliance. Women's lacrosse was explored, but concerns surfaced about having enough participants to field a competitive team. Currently, it is difficult to field enough members for women's tennis.
- Stunt, a newer sport that is a combination of competitive cheer and gymnastics, aligns well with program strengths, and club cheer could feed this program. However, the NCAA is slow to expand stunt to northern regions.
- Bowling is also under evaluation.

2024 Update

- Penn College Athletics had its most successful year ever in the NCAA era – earning conference championships, NCAA tournament bids, and individual performances. There was an increase in overall GPA and service hours. Women's sports continue to be an area of focus, and the College is exploring women's flag football and wrestling.
- A United East Conference pilot for female flag football is now scheduled to take place in Spring 2025, sponsored by the NFL. Penn College will have a team in this pilot/club series. Club team will play five games in the Spring 2025 as part of the pilot.

Success Indicator 1.4.5

Each academic program cluster has a marketing plan jointly developed and implemented.

2023 Update

- At the conclusion of the 2022-23 academic year, cluster marketing plans for 11 majors had been created.

2024 Update

- 25% of academic areas have plans. Initiative paused due to questions about ROI. Public Relations & Marketing (PRM) is pivoting in its approach to meet this initiative's objectives with intentional experimentation and targeted Academic Affairs collaboration.

Initiative 1.5

Pursue additional sources of financial support for students to increase access.

Success Indicator 1.5.1

Two sponsorships for Pre-College Programs are secured each year.

2023 Update

- Sponsorships for the Transitions Conference, Parents as Partners, Tinker Belles, Health Careers, Diesel Truck & Heavy Equipment Pre-College Programs, and the My Tomorrow Middle School Exploration camps were secured this year.

2024 Update

- This year, the Transitions Conference, Tinker Camp, Diesel Truck & Heavy Equipment pre-college programs, and the My Tomorrow Middle School Exploration camp were sponsored.

Success Indicator 1.5.2

Cash donations are increased by 25% to support global experiences, student competitions, and internship opportunities.

2023 Update

- Annual solicitations are occurring.
- These programs continue to be a fundraising priority for the Penn College Foundation.
- The Global Experiences program has become the fundraising initiative for on-campus Dress Down Days.
- Recruitment Days continue to support internships and professional-development opportunities for students annually.

2024 Update

- Annual solicitations for these fundraising priorities continue.

Success Indicator 1.5.3

Institutional cost structures impacting student financial responsibility are evaluated and modified in alignment with best practices.

2023 Update

- In conjunction with Financial Operations, Student Affairs conducted a review of Residence Hall expenses, determining competitive pricing in relation to amenities and facilities, allowing for a no-increase position for the 2023-24 academic year with the exception of single rooms in Dauphin Hall, which were adjusted upward.
- In conjunction with Financial Operations, Dining Services reviewed costs related to inflation and identified cost-containment strategies to minimize a dining plan increase for 2023-24.

2024 Update

- Residence Life continues to seek opportunities to increase on-campus housing, introducing triple occupancy rooms, regaining beds that were previously occupied by part-time coaches, and dual-purposing emergency and show rooms.

GOAL 2

Continuous Improvement through Innovation.

Initiative 2.1

Modernize and transform information systems to improve the user experience and leverage next generation technologies.

Success Indicator 2.1.1

Students and employees can access primary information systems anywhere, using any device.

2023 Update

- Anthology FHP (Finance, Human Resources, Payroll) is scheduled for October 2023.
- Anthology Student is scheduled for January 2024.
- New MyPCT Portal (SharePoint Online) migration was completed. Additional portal enhancements are planned for Fall 2023.

2024 Update

- Anthology Student launched May 2024. Challenging launch, focused on stabilizing core functionality.
- CampusESP (Family Portal), Student/Faculty Portals launched Summer 2024.

Success Indicator 2.1.2

College operations are updated in alignment with the functionality of the new Enterprise Resource Planning (ERP) application, to include employee training in support of successful implementation.

2023 Update

- Anthology Finance was launched July 3, 2023.
- Anthology HCM is scheduled for September 2023.
- iCIMS applicant tracking and onboarding system launched June 1, 2023.
- Anthology Payroll is scheduled for October 2023.
- Anthology Budget Planning is scheduled for November 2023.
- Anthology Student is scheduled for January 2024.
- A decision was made to retain Slate for Admissions & Enrollment Management.

2024 Update

- Anthology Student launched May 2024. Challenging launch, focused on stabilizing core functionality.
- Decision made to retain Slate for Admissions & Enrollment Management.
- Decision made to retain Raiser's Edge for College Relations.
- Phase 2 FHP/Student implementation starting October 2024.

Initiative 2.2

Modernize business practices, policies, and procedures to improve operational efficiency.

Success Indicator 2.2.1

Institutional projects, including General Construction, Strategic Planning Initiatives, and other major cross-functional projects utilize a common project and portfolio management (PPM) system.

2023 Update

- Current state process analysis and baseline setup of Team Dynamics (TDX) PPM was completed in August 2022.
- General Services Renovation Requests in TDX PPM launched in March 2023.

2024 Update

- Unified project intake, scorecard in development for Fall 2024.

Success Indicator 2.2.2

A technology procurement process that includes multiple checks to ensure selection of best-fit solutions that integrate accessibility, security, privacy, and data governance is implemented.

2023 Update

- The Technology Procurement Process was redesigned in August 2022.
- A new Technology Procurement Process launched in September 2022.

2024 Update

- Initiative complete. Service in a continuous improvement cycle.

Success Indicator 2.2.3

Apply Enterprise Service Management (ESM) strategies, practices, and tools to administrative services, increasing ease of access for users, and aligning service areas on common best practices.

2023 Update

- General Services launched TDX ESM on February 1, 2023.
- Public Relations & Marketing and the Clean Energy Center are adopting TDX in Fall 2023.

2024 Update

- Continued development of General Services ticketing and projects.
- Focusing next on People & Culture, Financial Operations, Payroll, and Procurement.
- TDX inventory and asset management use for Transportation vehicle/donor tracking nearly completed, pending integration with GS ticketing and asset management as GS services those vehicles.

Success Indicator 2.2.4

Students and employees have access to state-of-the-art College information systems, telephony options, and network access supporting their learning and working objectives.

2023 Update

- Firewall upgrades are postponed until FY24-25.
- OneDrive and Teams migration are on hold, pending decommission of AS400.

2024 Update

- Cisco ISE integrated security platform in design stage.
- OneDrive and Teams migration on hold, pending decommission of AS400.
- Teams telephony/VOIP (Voice Over Internet Protocol) options on hold, pending other projects.
- Wi-Fi 6 upgrade in deployment stage. 1,100+ access points being replaced throughout campus over the next nine months.

Success Indicator 2.2.5

Data governance standards and practices are established to support data-driven decision making across operational areas.

2023 Update

- Data governance activities rolled into Anthology implementation project. Formal governance processes pending completion of Anthology implementation.

2024 Update

- Formal governance processes are being integrated as part of the Anthology Phase 2 implementation. Key stakeholder groups will meet monthly to define the projects and priorities needed to complete implementation, meet business needs, and improve processes.

Success Indicator 2.2.6

A common data dictionary and analytics/visualization tools are widely available to ensure consistent use of and access to institutional data.

2023 Update

- Microsoft Purview was selected for data dictionary, governance.
- Microsoft PowerBI was selected for reporting, analytics, and visualization.
- PowerBI is used for Anthology Budget Analysis report.

2024 Update

- Initiatives on hold pending completion of Anthology Phase 2. Final implementation of products, modules, and configurations are required for final data definitions, cross-system mapping, and data dictionary development.

Success Indicator 2.2.7

Institutional risks are systematically inventoried and assessed, resulting an institutional risk register.

2023 Update

- President's Council to serve as the ERM (Enterprise Risk Management) Steering Committee.
- IT Risk Assessment updated October 2022. Next update is October 2023.

2024 Update

- IT Risk Assessment updated October 2023. 62% compliance with NIST 800-171 framework (+10% from 2022).
- Divisional Risk Assessments to be scheduled Spring 2025.
- Enterprise Risk Management data dashboard developed Fall 2024.

Success Indicator 2.2.8

A comprehensive information security and privacy program is developed, matured, and validated.

2023 Update

- Data Classification was completed in August 2022.
- IT Risk Assessment was completed June 2022. Updated May 2023.
- The Vendor Risk Management program was launched in October 2022.
- WISP (Wireless Internet Service Provider), InfoSec (Information Security), AUP (Acceptable Use Policy), and Data Classification policies launched in October 2022.

2024 Update

- Core policies in place. Additional standards, procedures, and policies in continuous development cycle (Privacy – General, Employees, Students).

Initiative 2.3

Cultivate relationships with new and existing industry partners, demonstrating the value of those relationships and the associated mutually beneficial outcomes.

Success Indicator 2.3.1

Industry partners are more fully integrated into the new student enrollment process through participation and support of recruitment initiatives.

2023 Update

- The top three plan priorities have been developed.
- Established the filter system on the Corporate Tomorrow Maker website for Admissions' use.
- Developing routine Corporate Maker profiles with Public Relations & Marketing for admissions marketing.
- All Corporate Tomorrow Makers have been given scholarship cards to help recruit students.
- Discount programs for Corporate Tomorrow Makers were established for two academic programs (Applied Management and Applied Health Studies) in Spring 2023.

2024 Update

- There are currently 328 Corporate Tomorrow Makers with 77 developed Maker profiles to help support recruitment marketing.
- All corporate tomorrow makers have been given scholarship cards to help recruit students.
- Engaged five corporate partners in creating the Polymer Promise Scholarship program to support Polymer Engineering recruitment.

Success Indicator 2.3.2

Pop-up industry showrooms that allow partners to showcase their services and opportunities are offered at least once annually after development.

2023 Update

- The first industry showroom space was incorporated into the Economic Development Administration (EDA) grant application for the Carl Building Technologies Center (BTC).
- Several "showcases" have occurred with companies at the Schneebeli Earth Science Center (ESC) to bring in new equipment/technology to share with faculty and students.

2024 Update

- Several more "showcases" have occurred with companies at the ESC to bring in new equipment/technology to share with faculty and students.
- The industry showroom will be established through the BTC renovation project.

Initiative 2.4

Pursue innovative funding and investment opportunities.

Success Indicator 2.4.1

Sustainable revenue generating opportunities that support industry needs, research, and innovation are explored.

2023 Update

- One official sponsorship with Laurel Health has been developed: two sponsorships of \$12,500 per year for dental hygiene.
- After multiple conversations with industry, it was learned that companies do not want the risk of supporting incoming students. This could work for retention, but not for recruitment.
- Redirected to create a business directory on the Corporate Tomorrow Makers (CTM) website, which is complete and ready for use.

2024 Update

- Industry feedback shifted focus from tuition sponsorships to a promotional business directory and other program sponsorships (such as skills competitions and summer campus). College Relations continues to evolve sponsorship opportunities based on industry interest.

Success Indicator 2.4.2

One major grant application (\$100,000+) is submitted for each identified priority project.

2023 Update

- A Foundation pipeline has been developed. A moves management system has been established in Raiser's Edge to track applications and responses.
- A major grant has been submitted for every major project pursuit this year: Automated Manufacturing, Electrical Renovation, and Architecture Renovation.
- July 2023: EDA – Economic Assistance Program grant awarded for project totaling \$3,978,420 (including a match from Penn College of \$1,989,210). The grant will retrofit the construction labs in the BTC and create a new entrance with a materials library and showcase room. Additionally, a new Clean Energy Center house will be built on the main campus.

2024 Update

- A major grant has been submitted for every major/priority project this year, including the electrical renovation, forestry addition, and the architecture lab renovation.

Success Indicator 2.4.3

Three to five new relationships are established with nationally recognized private foundations.

2023 Update

- A Foundation pipeline has been developed. A moves management system has been established in Raiser's Edge to track applications and responses.

2024 Update

- Successful grants have been awarded from Johnson Controls, Newcombe, Dr. and Mrs. Arthur William Phillips Charitable Trust, and AllOne Foundation.

GOAL 3

Excellence through Distinction

Initiative 3.1

Enhance College and academic programs through continued development of capital infrastructure and equipment in alignment with industry standards.

Success Indicator 3.1.1

The Automated Manufacturing Lab is newly equipped with \$1 million in upgrades/enhancements.

2023 Update

- The grant is secured. Lab renovation will be complete by Fall 2023.

2024 Update

- This is complete.

Success Indicator 3.1.2

Increased financial support to supplement capital/equipment purchases is established through named campus spaces on an annual basis.

2023 Update

- Spaces have been identified and documented in College Relations.
- Five labs have been named: Foley CAT, Kenworth Trucking (2), Ken and Kristie Healy (Baja), and Gene Haas (automated manufacturing).

2024 Update

- Named spaces this year include the Jean McMahon Soars Center for Additive Manufacturing and the Journey Bank Community Arts Center.
- Established and renewed entrustments including Fronius, Miller, Novatec, and Bihler.

Initiative 3.2

Implement use of emerging technologies such as artificial intelligence (AI), augmented reality (AR), virtual reality (VR), and simulation to enhance our capabilities.

Success Indicator 3.2.1

An Immersive Experience Committee (IEC) is developed to produce recommendations for increased AI/AR/VR/simulation campus wide.

2023 Update

- IEC paused, set to resume Fall 2023.

2024 Update

- This has splintered into separate topic-focused groups.
 - The Artificial Intelligence Committee is facilitated by Academic Affairs. In Summer 2024, the Summer Teaching Institute was held with a theme of AI in Higher Education. The two-day professional development event for faculty and staff included sessions: Preparing for AI's Transformation of Educational Institutions; A Framework for Designing Instructions with AI; AI: Past, Present, and Future; Harnessing AI: Faculty Perspectives on Integrating AI in Education; AI in Action: Collaborative Classroom Activities.
 - Workforce Development met with multiple emerging technology providers to explore options and opportunities to embed content into programs.
 - Next steps are to work with the AI Committee to identify any WD programs to serve as a testing ground for off-campus delivery feasibility, cost effectiveness, and impact on learning. WD will also continue to explore with external partners, including MIDAS+ intermediaries, strategies for partnering, research potential providers, and plans for periodic content review and updates.

Success Indicator 3.2.2

AI, AR and VR are integrated into recruitment efforts by highlighting campus spaces and labs.

2023 Update

- Initiative delayed.

2024 Update

- Through the support of Coteria and College Relations, the College will begin the design and development of a virtualized campus mall. This VR technology will equip regional recruiters with headsets that allow individuals to experience campus from any location.

Success Indicator 3.2.3

Automation and AI are integrated into business processes, resulting in operational efficiencies and improved customer experience.

2023 Update

- Changes to Anthology launch dates have pushed these initiatives into Fall 2023, Summer 2024, and Summer 2025, respectively.

2024 Update

- Administrative automation and AI initiatives paused pending completion of Anthology Phase 2. Automation and AI require fully implemented ERP systems to leverage as data sources.
- ARP attended an Association for Institutional Research conference and a subsequent webinar on incorporating AI in their work.

Success Indicator 3.2.4

Create new, or modify existing, apprenticeship and training models that integrate AI/AR/VR and other emerging technology to further scale programs nationally and serve as a testing ground for implementation across applicable academic programs.

2023 Update

- Initiative delayed.

2024 Update

- Workforce Development piloted the use of RealWear headsets to augment CNC Apprenticeship training. Challenges with implementation were identified and need further exploration.

Success Indicator 3.2.5

Augmented, Extended, Mixed, and Virtual Reality solutions are applied and integrated within curriculum where appropriate.

2023 Update

- In Fall 2022, School of Nursing & Health Sciences (NHS) programs interested in integrating VR were identified:
 - Paramedic
 - Physician Assistant
 - Physical Therapist Assistant
 - Surgical Technology
 - Radiography
 - Nursing (already using it)
- NHS Team explored VR simulation products such as Oxford Medical Simulation, Skilitics Health/Virtual Medical Coaching, and Echo Immersive Space.
- NHS submitted a new initiative request for FY24 to purchase Anatomage VR and tablets.
- Geisinger donated \$9,750 for the purchase of four Anatomage tablets for NHS programs.
- School of Engineering Technologies (ET): College support for an electronics faculty sabbatical focused on research and implementation of AI in curriculum.
- Madigan Library: Created a library guide on AI tools.
- Committee formed to explore the impact of ChatGPT and other AI tools on instruction. Updated policy, syllabus language, surveyed faculty. School meetings were held on the topics.
- Workforce Development (WD): Fall 2023, waiting on modification to the MIDAS (Modular Industry Driven Apprenticeship Strategies) grant to pursue purchasing zSpace. Computer-generated augmented reality (AR) simulations will be used to supplement the content instruction for the Mechatronics Technicians, Industrial Manufacturing Technicians (IMT), and CNC Precision Machinists apprenticeships. Instructors will be able to use the AR devices with in-person classes and simulcast AR images over video streaming.

2024 Update

- NHS piloted UbiSim VR with nursing in Spring 2024. Nursing program is moving forward with the purchase of UbiSim to replace SimX in Fall 2024.
- NHS was awarded a \$10,000 grant from the Dr. and Mrs. Arthur Williams Phillips Charitable Trust to purchase PeriopSim VR for Surgical Technology.
- NHS purchased four Anatomage tablets and five licenses for Anatomage VR to be used by all NHS programs. PTA is currently using it in lectures/labs.
- \$25,000 was donated by Geisinger to purchase Sim2Grow (medication dispensing system) for nursing.
- NHS was awarded a \$100,000 grant from AllOne Foundation to purchase a new Gaumard birthing simulator for the nursing program.
- Emergency Management (BAS) is pursuing acquisition of MILO with support of donor through College Relations.

Initiative 3.3

Improve the employee experience through innovative recruitment, development, and engagement initiatives.

Success Indicator 3.3.1

Institutional and divisional employee onboarding practices are modernized to more universally acclimate new hires.

2023 Update

- A new faculty mentoring program was implemented in Fall 2022 for the 2022-23 academic year. Nineteen new faculty members benefitted from the program.
- As a result of feedback, optional orientation materials were made available to new faculty in Summer 2023 through P.L.A.T.O., and five optional meetings were held with the Dean of Curriculum & Instruction (DCI) and Educational & Emerging Technologies (EET).

2024 Update

- In Academic Affairs, the second year of the year-long new faculty mentoring program was offered in 2023-24 to 23 new faculty. Full-time faculty members were prepared for the mentoring role through professional development sessions. Optional Summer 2024 sessions were offered again with the assistant dean of curriculum and instruction and EET.
 - Surveys were administered for new faculty and their mentors.
 - Generally positive results. Feedback was used to improve the process for 2024-25.
- A newly created NHS committee developed a checklist for onboarding and mentoring new part-time faculty along with engagement guidelines for part-time faculty. Additionally, NHS created a checklist for onboarding and mentoring new deans, assistant deans, and program directors.
- To better support part-time faculty, BAS developed resources that were sent to PT faculty at key times during the academic year. Adjunct orientation was held in Summer 2023 and 2024.
- Throughout 2023-24, a New Employee Orientation Day and Onboarding program was developed and implemented in August 2024. Additionally, a New Hire Orientation Survey has been created to gather feedback for continuous improvement. A Supervisor Experience Survey is also in development and will be implemented in 2024-25.

Success Indicator 3.3.2

Stakeholders are engaged in a standardized process that reviews allocation of resources, opportunities for operational efficiencies, adequate infrastructure, and support.

2023 Update

- This is a continual work-in-progress as the new ERP is implemented.
- Systematic improvements from FY23 included enhanced data-driven budgetary planning and streamlining operations and reducing/restructuring executive administration.
- These systematic changes have enhanced sustainability efforts, with an estimated savings of more than \$1 million annually.

2024 Update

- Continual work in progress as new ERP is implemented.
- Supporting efforts to strengthen grant writing, international recruitment, expansion in high demand areas, and entrepreneurship.

Success Indicator 3.3.3

All employee training and learning opportunities are coordinated through an employee-focused learning management system (LMS).

2023 Update

- Employee LMS is paused, pending completion of Anthology HCM (human capital management), iCIMS, and JDxpert systems.

2024 Update

- Annual Title IX training launched in coordination with People & Culture new employee orientation and existing IT security trainings.
- Employee LMS on hold pending Anthology FHP stabilization.

Success Indicator 3.3.4

Enhanced employee wellness programming is implemented.

2023 Update

- Looked at previous wellness offerings and determined what to continue to offer, and what should be offered, in the upcoming year, based on known employee and societal needs.
- Implemented a plan for the 2023-24 academic year to offer more—and a greater variety—of wellness programs, with planning underway for at least one wellness offering per month.
- In process: Develop a measurement tool to evaluate 2023-24 offerings and determine 2024-25 needs, to be administered at the end of the 2023-24 academic year.

2024 Update

- In collaboration with the Lycoming County Insurance Consortium (LCIC) Health & Wellness Coordinator, Penn College Wellness Committee, and UPMC, various employee wellness programs were provided. These offerings will continue.
- Addressing health and wellness in two categories: 1) personal health and wellness, and 2) workplace wellbeing. Workplace wellbeing initiatives will be a new component of Employee Engagement Initiatives moving forward.
- In 2023-24, introduced various college-wide workplace wellbeing programs. Efforts began to include workplace wellbeing in an engagement survey currently in development. Will continue to evaluate and offer programs based on departmental needs, while also providing ongoing College-wide offerings.

Success Indicator 3.3.5

Campus and department-specific employee engagement strategies are identified, evaluated, and deployed.

2023 Update

- The first Engagement Series implemented in 2022-23 included a total of seven sessions offered in various departments/schools across campus. The second installment of the Engagement Series began in the 2023-24 academic year with an increase to nine sessions offered.
- The first Engagement & Recognition Committee meeting was held in May 2023. The committee is in the process of creating a mission statement and developing goals.
- A Supervisor's Coffee Connection will be offered in October 2023, which will highlight trainings and resources available through Workforce Development for team-building and staff development on a departmental level.

2024 Update

- In 2023-24, the second year of the Engagement Series increased to nine sessions. This series will conclude this year.

Initiative 3.4

Improve the student experience through engagement, wellness, and support services to increase retention and build affinity.

Success Indicator 3.4.1

Financial Aid resources, including a contemporary communication plan, a financial literacy program, and a loan default prevention educational awareness program, are available for students.

2023 Update

- Timeline is updated in alignment with Financial Aid staffing focusing on Anthology implementation.

2024 Update

- A first-generation student committee was developed and identified Financial Literacy as a priority. Financial Aid staff are included in committee membership and will launch initial Financial Literacy offerings to this population in Fall 2024. Any additional Financial Aid-specific default strategies are on hold pending completion of Anthology transition.

Success Indicator 3.4.2

Program/division specific retention efforts are developed and executed in connection with the Program Review process and relevant data.

2023 Update

- Assessment, Research & Planning developed a comprehensive retention dashboard that is sortable by program and other demographic variables.
- The School of Nursing & Health Sciences (NHS) created a spreadsheet in Spring 2023. NHS directors will start recording data on new pre-program students starting in Fall 2023 so there will be data to analyze by Spring 2025.

- Program review template revised for 2023-24 to include enhanced analysis of retention data in line with MSCHE (Middle States Commission on Higher Education) expectations.

2024 Update

- Revised Program Review template, including enhanced data analysis of retention rates, was implemented in 2023-24. Program Review Committee will assess the implementation of these changes with the four programs submitting Program Reviews in July 2024.
- The Hudock Center for Academic Excellence, with NHS, offered various study and learning workshops/tutoring for in-program and pre-program students.
- NHS was awarded a \$20,000 grant from AllOne Foundation to support a Pre-Health Summer Bridge program in Summer 2025 to better support retention efforts of pre-program students.

- Timeline updated to reflect a Fall 2023 launch of the College-wide retention plan.

- In NHS, a resource page was created for all pre-program students. Directors plan to review midterm grades of all pre-program students and address students with D/F grades to improve retention.
- In NHS, a Completion Degree/Online Student Retention Committee was established and recently created a Guide to Successful Online Learning for all NHS students enrolled in online programs. The committee is also developing a communication and advising handbook for this target population.

Success Indicator 3.4.3

The health and wellbeing of campus is improved through coordinated efforts that promote awareness, early intervention, and access to high quality care.

2023 Update

- Student Affairs (SA) triangulated data from Healthy Minds, ACHA-NCHA (American College Health Association-National College Health Assessment), campus recreation survey, department-level survey, and utilization data—analyzed in relation to national trends. Priorities set for 2023-24 will align with emerging retention plan.

2024 Update

- Welcome Week opportunities for incoming students were revised to address key retention risk factors including student mental health, belongingness, and academic confidence. Programming through 2023-24 was framed around these themes, as well as financial literacy and leadership and essential skills.

Success Indicator 3.4.4

Data-informed solutions are implemented to retain students and minimize barriers during the first and second semester.

2023 Update

- Trends in SA data indicate belonging and well-being are the largest non-academic indicators of retention risk. SA programming and support efforts will be framed around these two constructs.
- In Summer/Fall 2023, the College launched the Center for Academic Excellence (CAE) to better support students at all stages of their college career. Additional measures, including the implementation of multiple efforts supporting developmental math success, are being taken. These supports include a focus on math success in new-student orientation, Welcome Week, and staffing in CAE.

2024 Update

- Funding was secured to rename the Center for Academic Excellence to the Michael J. Hudock, Sr. Center for Academic Excellence. With this naming comes annual financial support for retention-based programs and initiatives.
- The Hudock Center for Academic Excellence launched a first-generation student committee to better support the acclimation of this population.
- In Summer 2024, the Hudock Center went live with Anthology Succeed, the successor to Starfish, which allows for more coordinated success planning across participating students, including journey mapping communications.
- The Data Summit hosted by Academic Affairs in May showcased the use of data across the College in support of retention efforts.

- Assessments of student health needs trend strongly toward the impact of mental health on students. In response to this continuing trend:
 - College Police and College Health Services have had all their staff members receive Mental Health First Aid and/or Critical Incident Training.
 - College Health and Disability & Access Resources have implemented anxiety and depression screenings into their individualized work with students and developed a referral process to counseling for those identified as at elevated risk.
 - Athletics and Counseling also operate under

a pre-season screening protocol for elevated levels of mental health distress in athletes and have developed a referral mechanism for support.

- Counseling has implemented a flexible care model to provide timely assistance to students while increasing capacity.
- In collaboration with the Hudock Center, Counseling is implementing TalkCampus, an online service that provides social connection to students across the globe to help address trends that indicate an uptick in loneliness among high school and college populations.

Success Indicator 3.4.5

Retention practices and systems of support are improved using predictive analytics and creation of personalized success plans for students.

2023 Update

- Personalized plans are a model already employed by Disability and Access Resources (DAR)—efforts will continue, with additional emphasis on factors identified in retention plan.
- Starfish was completely revamped to launch a tiered intervention strategy, with the goal of providing more direct and responsive service to students at all levels of need.

2024 Update

- DAR has continued to refine their outreach and support model, guided by predictive modeling developed in the office. Using predictive analytics, a series of “nudges” were implemented to encourage ongoing engagement with support services, yielding increases correlated with each nudge.
- For example, DAR’s early accommodations initiative resulted in 44 students having accommodations in place before the Fall 23 semester began (a 44% increase).
- Additional predictive modeling in the Hudock Center is on hold pending full integration of Anthology.

Success Indicator 3.4.6

Develop and promote a framework of key milestones in students’ out-of-class experiences to support essential skills for the workplace.

2023 Update

- Student Affairs has conducted an initial review of key milestones and skills. Pathways will be formalized in 2023-24. The implementation of Anthology Engage will allow pathways to be built around the identified framework, once established.
- College Relations enhanced Career Readiness milestones: P.L.A.T.O. modules were updated and communicated via the Portal to students and faculty for this academic year. They were also reviewed in all FYE classes.
- A Career Readiness Video Series was created.

2024 Update

- Student Engagement developed the Engage Pathways tool, which allows students to complete a digital badging opportunity related to three unique areas: Time Management, Effective Communication, and Controversy with Civility. Per track, students must participate in a set number of programs or experiences hosted by the Hudock Center for Academic Excellence, Center for Career Design, or Office of Student Engagement (OSE).
- In addition, OSE launched a pilot program, Groups @ PCT, to provide students with meaningful opportunities to make connections with peers based on affinity or identity outside of the typical structures of a student organization or club. OSE also developed and implemented three campaigns (Seize the Awkward, One Love, Bystander Intervention) targeting student mental health and wellness, healthy relationships, and essential interpersonal skills.
- Career Readiness P.L.A.T.O. modules and video series were fully implemented for 2023-24 with 436 students submitting 549 activities. The Career Readiness modules were incorporated as standard activity across all sections of FYE101.

Initiative 3.5

Identify and build strategic relationships to grow awareness of the College's offerings with K-12 partners.

Success Indicator 3.5.1

Five curricular and co-curricular high school competitions are offered on campus.

2023 Update

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| <ul style="list-style-type: none">• Diesel Competition, December 2022<ul style="list-style-type: none">– Participation included 26 students from 14 CTCs.– College Relations secured more than 20 industry sponsorships for the event. | <ul style="list-style-type: none">• Horticulture Competition, November 2022<ul style="list-style-type: none">– Participation included 31 students from four high schools/CTCs.– Ten industries supported the event.• NHS: A CTC/CTE student competition committee was established in April 2023. |
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2024 Update

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| <ul style="list-style-type: none">• College Relations continued their support of the Diesel Competition (ET-DTNR) with sponsorships in December 2023.• ET supported the following competitions in 2023-24, in addition to the Diesel Competition: | <ul style="list-style-type: none">FFA competition, SkillsUSA regional, Skills USA PA State Competition for Welding, Project MFG Competition for Welding.• NHS has an Anatomage competition with high school students planned for Spring 2025. |
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Success Indicator 3.5.2

Three trainings or other opportunities are offered for high school teachers and administrators on campus annually.

2023 Update

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| <ul style="list-style-type: none">• A Teacher Training Institute was offered to Academic Schools. Welding Teaching Training was held in Spring 2023.• ET/ICT (Industrial & Computer Technologies): A \$140,72 grant was awarded through the GenCyber program, supported by the National Security Agency (NSA) and the National Science | <ul style="list-style-type: none">Foundation, to hold a GenCyber Teacher Camp Program in Summer 2024.• NHS: A CTC/CTE Teacher Training committee was established in April 2023.• Expanded K-12 activities and counselor event must be reevaluated, based on reorganization. |
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2024 Update

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| <ul style="list-style-type: none">• NHS offered Infection Control in Practice professional development training to dental hygienists in Feb 2024. CTC teachers were invited; one attended.• ET offered the following opportunities:<ul style="list-style-type: none">– Externship for middle/high school teachers for diesel and MSET in June 2024. | <ul style="list-style-type: none">– Concrete Science Technology program conducted trainings for FFA instructors.– The GenCyber grant provided IT Security training to high school teachers.– Welding teacher training was offered. |
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Success Indicator 3.5.3

Partnerships are strengthened with CTCs/CTEs across the Commonwealth to accelerate degree completion opportunities.

2023 Update

- In Spring 2023, the College announced the creation of the Executive Director of Career & Technical Education Partnerships position. Additionally, in Spring 2023, the launch of the Center for Academic Excellence reorganized K-12 Outreach as Secondary Partnerships to centralize points of contact for these relationships. Planning is ongoing.

2024 Update

- NHS established a school-wide initiative to complete at least six NHS recruitment visits to CTCs, CTEs, or high schools to increase awareness of NHS program areas. Twelve visits were completed in 2023-24.
- ET (DTNR) is in the progress of significant curriculum revision to better enable them to award credit to students completing CTE/CTC programs in diesel. These changes will make the diesel programs more affordable and thus has potential to increase access.
- ET (ICT) completed a curriculum change that involved the separation of ELT116 into ELT114/ELT115 to facilitate advanced credit opportunities for CTE/CTC students.
- ET (CAT) developed a template for BCT103 to streamline CTE/CTC/high school pathway agreements.
- ET (TT) developed a new course AMT100 that will enable students with an automotive background through CTE/CTC experience to gain credit for their secondary experience.
- Across Academic Affairs, divisions continue efforts to develop pathways with partner CTE/CTC/high schools to recruit students to programs and recognize experience gained through secondary educational experiences.

Success Indicator 3.5.4

Select 100-level program courses are offered on campus to high school cohorts through a pilot program with local CTCs/CTEs.

2023 Update

- Initiative delayed.

2024 Update

- Through the Polymer Grant received in Summer 2024, ET will develop a program that offers polymer engineering technology certificate(s) to high school students on the Penn College campus beginning in Fall 2026.