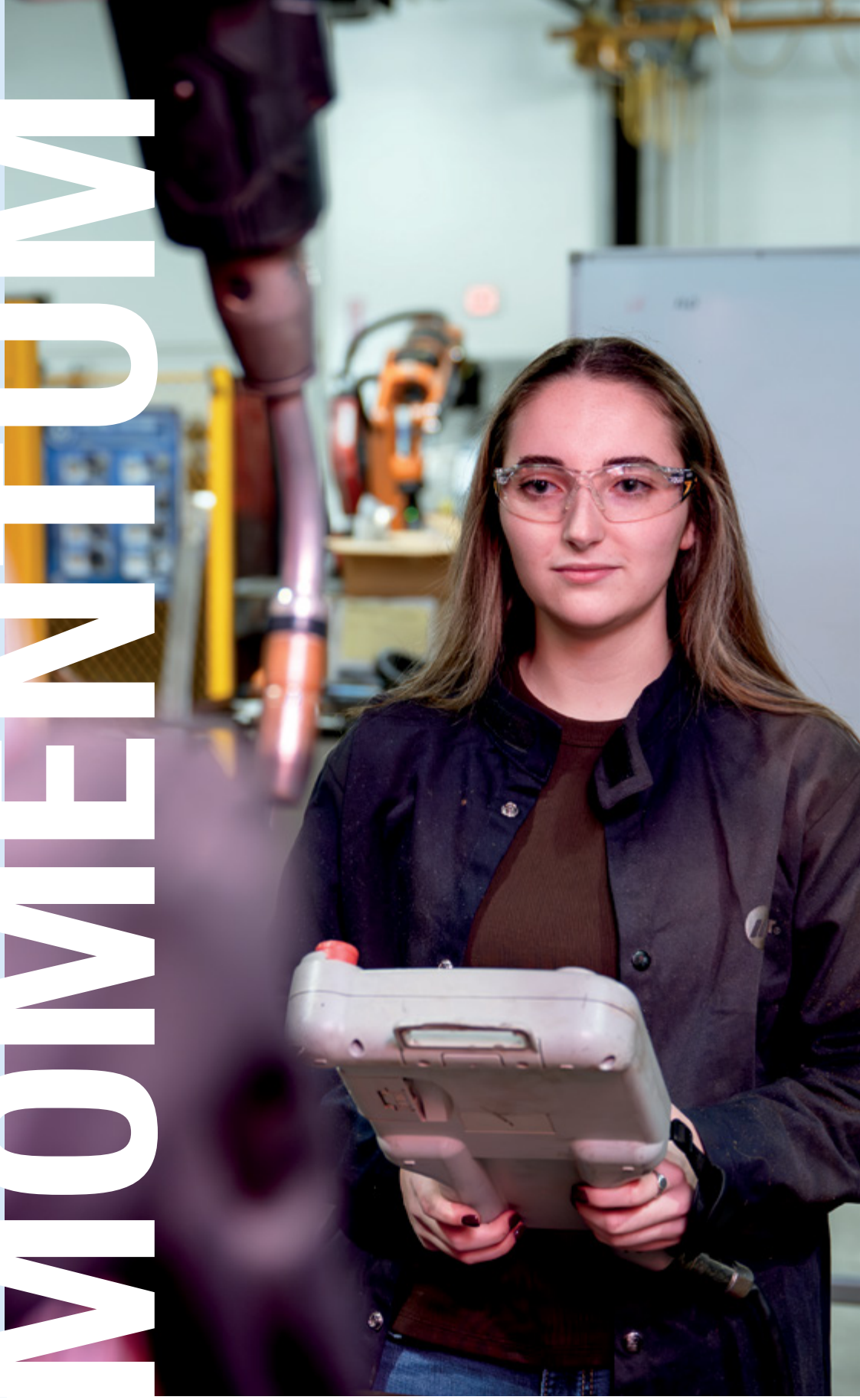
GUARANTEED MOMENTUM



2022-26 STRATEGIC PLAN

UPDATES FOR 2026

PCT.EDU

Pennsylvania College of Technology

A Penn State Affiliate

PENN COLLEGE

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.

Annual updates are due to the President in August and presented to the Board at a subsequent meeting.

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.

2025 Update

- A pathway agreement between Workforce Development's apprenticeship in mechatronics and the Mechatronics Technology (AAS) and Automation Engineering Technology: Mechatronics (BS) was updated.
- Achieved PA State Board of Nursing approval to establish a Williamsport satellite site to offer the Licensed Practical Nursing program, which starts in 2025-26.

2026 Update

- Two pathways established to increase access to for-credit programs.
  - In September 2025, Workforce Development established an LPN program satellite training site in Williamsport, approved by the State Board of Nursing, increasing the number of practical nursing trainees aware of LPN pathway opportunities to for-credit programs.
  - In November 2025, Workforce Development's Bus Maintenance Technician apprenticeship was approved through the PA Department of Labor and Industry. The apprenticeship program launched in July 2025, increasing awareness of for-credit programs, including a pathway to the Apprenticeship Technology associate's degree.

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.

2025 Update

- After the new Student Information System is fully implemented, Workforce Development will work with the Registrar and/or other College departments to explore how to best track and consistently measure students who participate in a pathway opportunity to a degree program.

2026 Update

- No update due to continued implementation of the Student Information System. This item will be addressed during a needs assessment.

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).

2025 Update

- Workforce Development continues to identify the industry recognized credentials which are most relevant, so that growth in achievement of those credentials can be measured.

2026 Update

- Identification of industry recognized credentials which are most relevant continued, so that growth in achievement of those credentials can be measured.

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.

2025 Update

- School of Nursing & Health Sciences
  - The Surgical Technology program is exploring a sponsorship opportunity with PA Ear & Eye Surgery.
  - The Nursing Scholars program through Noodle expanded to include Penn Highlands Healthcare, the WellSpan Network, and the Lehigh Valley Health Network.
  - The Paramedic program fully transitioned to Workforce Development in Spring 2024, with the associate's degree and certificate ending in August 2025.
- School of Engineering Technologies
  - The Polymer Processing certificate was approved by the Curriculum Committee for a Fall 2026 start. Initially targeting high school students, it is also an accessible option for incumbent workers employed at West, Sekisui, etc.
  - Through connection with EARTH NSF grant funding, the HVAC department is developing a fully online, completion program for their bachelor's degree in Heating, Ventilation & Air Conditioning Engineering Technology with a Fall 2026 implementation date.

2026 Update

- Scholar's program through Noodle expanded to include radiography students who are interested in working at WellSpan Evangelical.
- Physical Therapy sponsorship agreement created for PTA students. The agreement provides tuition reimbursement when the student begins employment with CPRS after graduation.
- Polymer Processing Certificate for high school students for Fall 2026.
- Video series to articulate credit for DSM117 has been developed. Rollout to diesel CTC programs scheduled for Fall 2026.
- First cohort of the online, completion degree in HVAC Engineering Technology begins in Fall 2026 made possible by EARTH grant partnership with University of Kansas.
- Business Essentials certificate was launched in Fall 2026 to provide additional option to students seeking coursework in business and to address waitlist challenges in many applied technologies majors.
- A cross-school collaboration to develop an online, completion bachelor's degree in transportation management is underway with expected start in Fall 2028.

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.

2026 Update

- Initiative retired in 2024 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

- 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).
- 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).

2024 Update

- 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).
- 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.

2025 Update

- Conducted eleven classroom presentations on various topics, including Inclusive Excellence, Respect, etc.
- Collaboration with Academic Affairs to present a Strength through Respect session for all students in the FYE classes in Fall 2024 (10 sessions held over two days).
- Hosted eight Lunch & Learns on topics including:
  - Developing Emotional Intelligence
  - Professional Branding
  - Financial Literacy
  - Night of Empowerment

2026 Update

- Cultural Fusion Festival held on April 13. The event was held in collaboration with Student Engagement, the Hudock Center for Academic Excellence, culinary faculty and students, and Lycoming College students, faculty, and staff.
- *Lessons from Plants* book club launched in collaboration with Lycoming College. The themes of the book included inclusive organizations, equitable systems, and the value of diversity.
- Professional development sessions offered on hidden curriculum, recognizing signs of student distress, recognizing signs of literacy deficiency, pedagogical strategies to create inclusive learning environments, and trauma-informed responses in classroom management.

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

- 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.
- 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.

2024 Update

- A technical proof-of-concept accessibility desktop has been developed and is being tested to prepare for use in Summer/Fall 2024.

2025 Update

- Campus-wide accessibility audit led by DAR and the Accessibility Committee was undertaken to assess the readiness of the College to comply with updates to ADA that come into effect August 2026. Results of the audit will guide prioritization of any areas in need of remediation and provide a basis for systemic attention to accessibility across campus in all media, instruction, and communications.

2026 Update

- Following the Accessibility Audit, all digital assets residing on pct.edu were reviewed for accessibility in anticipation of the ADA Title II web and mobile accessibility deadline originally scheduled for April 2026. This deadline was extended to April 2027 by the DOJ, which will allow for continued attention to PDFs.
- Accessibility training continued with emphasis on departmental points of contact who were identified through the audit.
- Assistive software added to the Virtual Lab environment, accessible to all students who may need it, alongside many commonly used academic software titles. Additional software added at faculty request.

Success Indicator 1.3.3

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

2023 Update

- 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 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.

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.

2025 Update

- At this time in response to guidance issued by the federal government, we have adjusted scholarship agreements and grant pursuits to avoid funding streams with specific criteria related to race and gender.
- Grant pursuits based on DEI initiatives have been paused.

2026 Update

- Scholarship agreements and grant pursuits were adjusted in response to federal directives to avoid funding streams with specific criteria related to race and gender.
- Grant pursuits based on DEI initiatives have been paused in response to federal directives.

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.
- Self-identifiers have been incorporated into the recruitment process to identify these special populations of volunteers.
- College Relations is now managing Foundation Partnerships (e.g., Howley, Lenfest, Milton Hershey School, etc.).

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.

2025 Update

- At the conclusion of the Fall 2024 semester, the formal Wildcat Alumni Career Mentor program was suspended due to low student engagement. Alumni Relations and Career Services have partnered to create a special appointment for students that will launch in Fall 2025, called "Connect with Successful Alumni." Through this initiative, students can learn ways to network with Penn College alumni in their industry, including those who are members of our Alumni Tomorrow Makers program.

2026 Update

- Alumni Relations and Career Services have partnered to create a special appointment for students that launched in Fall 2025, called "Connect with Successful Alumni."

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.

2025 Update

- The process of the candidate's experience has been assessed in conjunction with the upcoming implementation of the HRIS/ATS integration to further fine-tune the candidate's experience. Candidate feedback was reviewed to identify friction points. Further modifications have been recommended. Ongoing improvements are planned through Summer 2025.
- People & Culture partnered with PRM in the development of an employee recruitment video refresh. It is anticipated that completion is September 2025.

2026 Update

- Evaluating delivery platform (Vector vs. P.L.A.T.O.) for online search committee.
- The applicant experience survey was updated in Spring 2026 to improve the quality of feedback received, and an iCIMS dashboard was created to provide easy access to survey results.
- Employment candidate communications streamlined.

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 Amercia), 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.

2025 Update

- An Anatomage competition was held in March 2025. Twenty teams of 3-4 students from various schools in the area participated in the competition. College Relations secured sponsors for the event.
- Direct outreach to community colleges and information sessions at annual conferences to increase awareness of Healthcare Leadership & Administration and Dental Hygiene completion degree. Articulation agreements in place with Johnson College for seamless transition to HLA.
- BAS-specific recruitment events to increase awareness of offerings were held during 2024-25. They include the following: Rotorfest, Graphic Design Day, Brewing Capstone, Hospitality Visit Day, four middle school visits, FBLA, and three summer camps, annual full-scale exercise for emergency management.
- ET hosted FFA competition, SkillsUSA regional competition, SkillsUSA PA State Competition for Welding, and STEMFEST.
- Enrollment & Academic Operations: While still underway, the 2024-25 application cycle yielded over 8,000 total applications. As of Summer 2025, deposits are trending ahead in all categories.
- Student attendance numbers during 2024-25 Admissions on-campus events:
  - Open House: 2,395
  - General Campus Tour: 233
  - Personal Tour: 302
  - Accepted Students Day: 504

2026 Update

- Anatomage competition held on Thursday, March 5. Twenty-six teams (3-4 students per team) participated in the competition.
- With the School of Nursing & Health Sciences, nine school-wide recruitment visits to CTC/CTEs, high school co-op programs, and career expos. Hosted 11 schools on campus.
- Program Director for Dental Hygiene met with students from five institutions to recruit for the Dental Hygiene completion program:

  Harrisburg Area Community College
  Luzerne County Community College
  Fortis – Salt Lake
  Fortis – Scranton
  Allegany College of Maryland

He also met with school representatives from six colleges to promote the Dental Hygiene completion program:

Westmoreland County Community College
Camden County College (Blackwood, NJ)
Hudson Valley (Albany, NY)
Monroe Community College (Rochester, NY)
Howard Community College (Columbia, MD)
Harcum College

- The PA program signed an affiliation agreement with Lycoming College that reserves up to three seats in each PA cohort for high-achieving biology students from Lycoming College – effective Fall 2028.
- Hosted FFA competition, SkillsUSA regional, SkillsUSA PA State Competition for welding.
- Hosted STEMFest in May 2026. Over 350 middle school students representing a dozen schools from Bradford, Clinton, Lycoming, Northumberland, and Tioga counties.
- The School of Business, Arts & Sciences hosted 13 events: Accounting & Business Administration Learn Conference; Future Graphic Designer Day; Hospitality Visit Day; Hospitality Career Exploration & Leadership Workshop; FBLA regional conferences for high schools and for middle schools; summer camps; Rotorfest; Pennsylvania Wing Civil Air Patrol Cadets; Lycoming CTC Mock Crash; CTC/CTE Instructor visit day.
- The School of Business, Arts & Sciences collaborated with Marcom to define program-level enrollment capacity, assess current enrollment performance, and prioritize marketing focus using an enrollment forecasting tool.
- The School of Business, Arts & Sciences analyzed CTE enrollment data through 2023–24 by instructional program and identified opportunities to expand outreach across programs using CIP-code segmentation.
- Marketing efforts continue to be refined in alignment with institutional, enrollment and academic priorities, using performance data to improve audience reach, support program-level enrollment goals and expand engagement in key target markets, including targeted outreach to CTE, workforce development and other audiences.

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.

2025 Update

- ARP is working with Admissions and PRM to develop a Slate dashboard in support of this initiative.
- Secondary Partnerships, with the support of College Relations, secured a 2-year, 1 million dollar grant to expand and innovate the College's dual enrollment program. This grant will allow the College to:
  - Add additional partners, particularly charter and cyber charter partners.
  - Better engage DE partners at their home locations through increased staffing.
  - Enhance on-campus technologies that both engage DE students and add instructional value.
  - Assist DE partners with transportation to and from campus activities.

2026 Update

- Secondary Partnerships joined the Admissions team to become Admissions & Secondary Partnerships and is including formalizing out-of-state pilots in Fall 2026 efforts.

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.

2025 Update

- Secondary Partnerships finalized an MOU with Insight Cyber Charter School and will offer DE courses in Fall 2025.
- CCA is currently reviewing the MOU and is expected to sign on as a DE partner in early Fall 2025.
- The College centralized support for students participating in foundation partnerships that support educational expenses.

2026 Update

- Initiative completed with Fall 2025 update.

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.

2025 Update

- Athletics continues to be an exceptional leadership development program. We now have 357 total student-athletes—an increase of over 100 students the past three years; approximately 90% year-to-year retention rate, 3.30 average GPA, thousands of service hours, and another high mark with wins, conference championships and NCAA bids. Flag football did not garner enough interest to begin a team. The College will continue to explore low-cost, high-yield female sports options to retain NCAA eligibility.

2026 Update

- Women's athletics had an exceptional year. In the classroom, earning above a 3.30 GPA and were deeply involved in service leadership. In competition, women's basketball earned its first 20-win season and had its deepest playoff run in the NCAA era. Softball had its best season ever and advanced into the NCAA tournament, securing its first NCAA tournament victory. The women's soccer and tennis programs also rewrote their respective record books with deep playoff runs and regular season successg.
- Expanding women sports continues to be explored; however, two challenges continue to surface. First, in many respects the infrastructure would need to be enhanced (locker rooms, etc.) and the costs outweigh the benefits. Second, student interest is limited. Exploration of flag football, lacrosse, and stunt by polling students; interest continues to be limited. Early indicators suggest women's wrestling would draw students; however, locker room facilities, including showers should be placed in the field house before considering adding another sport.

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.

2025 Update

- NHS worked with PRM to begin development of a more robust landing page for prospects and applicants for online programs.
- Restarted initiative to be grounded in PRM research with essential Academic Affairs input and review.

2026 Update

- Cross-functional collaboration continues to strengthen content development and storytelling efforts, supporting institutional visibility and audience engagement.

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.

2025 Update

- This year, we had sponsorships for the Transitions Conference, STEM Fest, Diesel Truck & Heavy Equipment pre-college programs, and the My Tomorrow Middle School Exploration camp.
- Sponsorship continues for the Anatomage Competition and the Diesel Skills Competition, supporting scholarships for matriculating students.

2026 Update

- Sponsorships for the Transitions Conference, STEM Fest, Diesel Truck & Heavy Equipment pre-college programs, and the My Tomorrow Middle School Exploration camp.
- Sponsorship continues for the Anatomage Competition and the Diesel Skills Competition, supporting scholarships for matriculating studentss.
- AllOne Foundation & Charities provided support for the NHS Pre-Health Science Bridge program.

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.

2025 Update

- These programs continue to be a fundraising priority for the Foundation.
  - The Global Experiences program is the fundraising initiative for our annual Make a Difference Monday campaign.
  - Recruitment Days continue to support internships and professional development opportunities for students annually.
  - We have established the Student Competition Fund in the Penn College Foundation to support student expenses related to competition events and travel. The first funds supported all students attending the 2025 Summer SkillsUSA competition in Atlanta.

2026 Update

- These programs continued to be a fundraising priority for the Foundation.
  - The Global Experiences program has become the fundraising initiative for the annual Make a Difference Monday campaign.
  - Recruitment Days continue to support internships and professional development opportunities for students annually.
  - Established the Student Competition Fund in the Penn College Foundation to support student expenses related to competition events and travel.

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.

2025 Update

- Bed expansion continued in Residence Life with additional conversions of triples to quads, putting former offices into the inventory as rooms, and a reduction in emergency and show rooms. A system of prioritization for students with disability accommodations and those in partnership programs was established to ensure equitable access. Housing deposits were removed in an additional effort to ensure equitable access and maximizing opportunity for all students to live on campus.

2026 Update

- In Summer 2025 and continuing through Summer 2026, the College introduced the Essential Futures scholarship designed to support students in programs where enrollment is less than capacity with the goal of reducing financial burden for students looking to achieve these degrees.

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.

2025 Update

- Anthology Student and FHP stabilization efforts and data cleansing continue.
- StarRez (Residence Life) launched for housing management in Fall 2025.
- StarFish (CAE) launched. Expanded functionality to be introduced in Phase 2.
- Expanded capabilities of internal data integration hub ongoing.

2026 Update

- Anthology implementation scope completed with transition to Global Support enhanced through Managed Services. ERP and SIS functionality is nominal. Gaps in data, functionality, and reporting persist.
- An external assessment to identify quick wins and organizational, structural, and technical improvements to guide next steps in the transformation was completed May-June 2026; report pending.

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.

2025 Update

- Efforts to ensure continuity of data reporting post-Anthology transition are on track with a full rollout of new Interactive Reports by Fall 2025.
- Anthology Succeed was both implemented and withdrawn in 2024-25 due to limitations in functionality. The College re-engaged Starfish for early alert services, and service will be restored in August 2025.

2026 Update

- Anthology FHP and SIS implementations completed. Ancillary system implementations continue (Dining, Housing, ID Card).
- ERP Readiness Assessment completed. Persona, Business Process, and Documentation efforts suggested as next steps. Immediate focus on data, reporting, and automation of manual processes, out-of-system activities, and workarounds.

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.

2025 Update

- Institutional project intake, scorecard in development.

2026 Update

- Efforts are ongoing in the project and portfolio space. As more areas with common ground with institutional service points are identified, additional discussions and modifications are being explored. The goal of institutional project and portfolio management has not been reached, but progress is being made.

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.

2025 Update

- Initiative complete. Service in a continuous improvement cycle.

2026 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.

2025 Update

- Multiple administrative departments have gone live in TDX, including People & Culture, Financial Operations, ARP, and more.
- Working on adding forms for Registrar, Academic Operations, and Governance.

2026 Update

- Though not every service is represented and there is a certain amount of service and form sprawl in the organization, efforts are ongoing (operationalized) as departments/teams adopt TDX for service management. List of participating departments includes:
  - Academic Affairs
  - Assessment, Research and Planning
  - Career Services
  - College Store
  - Financial Operations
  - General Services
  - Library
  - Office of the President
  - People & Culture
  - Registrar
  - Strategic Marketing and Communications
  - Workforce Development

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.

2025 Update

- Wi-Fi 6 deployment completed in all academic, administrative, and residence buildings.
- OneDrive, Teams, and VOIP migration on hold pending decommission of AS400.

2026 Update

- OneDrive & Teams migration on hold pending decommission of AS400.
- The full migration of all users to OneDrive and Teams as primary storage was not completed by Summer 2026. However, progress has been made toward a cloud-first storage strategy. As storage requests are received, ITS actively guides users toward utilizing OneDrive and Teams before provisioning additional local storage. This has increased the adoption of Microsoft 365 storage solutions.

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.

2025 Update

- Anthology Phase 2 implementation continues. Key stakeholder groups meet regularly to define the projects and priorities needed to complete implementation, meet business needs, and improve processes.

2026 Update

- Anthology implementation scope completed with transition to Global Support enhanced through Managed Services.
- An external assessment to identify governance needs and organizational, structural, and technical requirements to guide next steps in the transformation was completed May-June 2026; report pending.

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.

2025 Update

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

2026 Update

- Anthology implementation scope completed with transition to Global Support enhanced through Managed Services.
- An external assessment to identify master data management needs, and organizational, structural, and technical requirements to guide next steps in the transformation was completed May-June 2026; report pending.

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).
- Enterprise Risk Management data dashboard developed Fall 2024.
- Divisional Risk Assessments to be scheduled Spring 2025.

2025 Update

- IT Risk Assessment updated October 2024, 49% compliance with the NIST 800-171 framework. (This score appears lower than previous years due to changes in compliance standards and reporting. All scores are landing 15-20 points lower than previous years. Contextually, this would place us at 64-69%. So in-line with previous years' net progress.)

2026 Update

- IT Risk Assessment updated October 2025, 53% compliance with the NIST 800-171 framework. This reflects a relative 8.16% improvement from 2024-25 assessment of 49%.

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).

2025 Update

- Continuous maturity improvements are underway including security scanning and alert automation initiatives. Better alignment of the College's security controls with the deficiencies discovered in our annual Risk Assessment.
- Additional policies are staged for deployment that will assist in Privacy and AI compliance efforts.

2026 Update

- Continued progress has been made in advancing information security and privacy maturity initiatives. Several key policies have been published, including P8.06 *Information Security Governance Policy*, P8.07 *Information Security Awareness Training Policy*, P8.08 *Employee Privacy Policy*, and P8.05 *Responsible Use of Artificial Intelligence Policy.*
- Significant progress has also been achieved in developing and implementing an updated enterprise Privacy Policy. Ongoing collaboration with an information security partner has resulted in the successful completion of both internal and external penetration testing, as well as incident response tabletop exercises, further strengthening our security posture and preparedness.
- The implementation of a secure recursive DNS service has significantly reduced compromised account activity. Additionally, efforts continue to shift the organization's cybersecurity approach from a primarily reactive model to a proactive, intelligence-driven strategy through increased utilization of Microsoft security intelligence, advanced security tooling, and AI-enabled capabilities.

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.

2025 Update

- There are currently 385 Corporate Tomorrow Makers with 84 developed Maker profiles to help support recruitment marketing.
- All Corporate Tomorrow Makers have been given scholarship cards to help recruit students.

2026 Update

- Through the President's Leadership Council a small workgroup was formed to help inform the College's recruitment strategy through the lens of key industry partners.
- There are currently 410 Corporate Tomorrow Makers with 88 developed Maker profiles to help support recruitment marketing.
- All corporate tomorrow makers have been given scholarship cards to help recruit students.

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.

2025 Update

- We have completed several "showcases" 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.

2026 Update

- Completed several "showcases" with companies at the ESC to bring in new equipment/technology to share with faculty and students.
- The industry showroom is currently under construction 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.

2025 Update

- Companies are beginning to inquire about sponsorships again as their needs for workforce increase. College Relations is ready to accommodate sponsorships moving forward.

2026 Update

- College Relations is ready to accommodate sponsorships moving forward.
- Workforce Development explored the potential to establish new short-term programs that align with industry needs, including developing and offering a short-term welding program.

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.

2025 Update

- A major grant and/or direct fundraising has been conducted for every institutional priority project this year. Successful projects include:
  - Coterra Energy - HVAC/Building Automation & Scholarships
  - Coterra Energy - Xalter & Dual Enrollment
  - Journey Bank - CAC & EITC
  - Johnson Controls - HVAC, Machining, Welding Scholarships
  - Caterpillar Foundation - Diesel and Heavy Equipment Scholarships
  - Donald B. and Dorothy L. Stabler Foundation - Scholarships
  - Brook J. Lenfest Foundation - Scholarships
  - UPMC - BTC Project (Annex)
  - Ken and Kristie Healy Foundation - LaunchBox and LJC Renovations
  - Hudock Capital Group - Entrepreneur Tech Fund
  - PA Department of Education - Dual Enrollment
  - PA Broadband Development Authority - Laptops
- Workforce Development received two major grant awards this year:
  - US Department of Labor $4 million MIDAS+ grant award for apprenticeship and pre-apprenticeship expansion.
  - PAsmart PA Department of Labor & Industry $600,000 grant to establish a Bus Mechanic Apprenticeship.

2026 Update

- A major grant and/or direct fundraising has been conducted for every institutional priority project this year. Successful projects include:
  - Hunger Free Campus - Supporting food insecurity on campus.
  - Parent Pathways – Supporting parenting students.
  - MILO Simulation - supporting the Emergency Management & Homeland Security program.
  - Caterpillar Power Generation Lab - providing equipment and programmatic funding for Onsite Power Generation.
  - Conewago Building Trades Classroom - supporting the construction of the BTC project.
  - Johnson Controls Community College Partnership - providing scholarship support for HVAC, Welding, and Machining students.
  - Charlotte W. Newcombe Foundation - providing scholarship funding.
  - AllOne Foundation & Charities – providing support for the Pre-Health Sciences Bridge program and telehealth services for students.
- The College submitted three Workforce Development-focused grant applications and concept papers totaling $5.4 million:
  - Building Performance workforce readiness expansion
  - Short-term Workforce Pell program development for welding and facilities maintenance technician
  - Rural healthcare and emergency preparedness program development and expansion.

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.

2025 Update

- Successful grants have been awarded from Johnson Controls, Newcombe, EQT Foundation, AllOne Foundation, Howley Foundation, Lasko Foundation, PPL Foundation, Stabler Foundation, TC Energy Foundation, and Walmart Foundation.

2026 Update

- Successful grants have been awarded from Johnson Controls, Charlotte W. Newcombe, EQT Foundation, AllOne Foundation, Howley Foundation, Bill and Janet Lasko Foundation, Brook J. Lenfest Foundation, PPL Foundation, Stabler Foundation, TC Energy Foundation and BAE Systems, Inc.

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.

2026 Update

- This initiative was completed in 2024.

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.

2025 Update

- Named spaces or space dedications this year include the Williamsport LaunchBox supported by Ken and Kristie Healy, West Pharmaceuticals Electrical Lab, the Le Jeune Chef Market (Ken and Kristie Healy), Physical Therapy Assistant Clinic and Architecture Suite.
- Established and renewed entrustments including Anderson, Bihler, FlackTek, Fronius, Groff Tractor, Hypertherm, Miller, Novatec, and Volvo CE.

2026 Update

- Named spaces or space dedications this year include the Larry A. Ward ‘66 Engineering Design Pilot Plant, Honeywell Building Automation, MILO Simulator supported by the Pellegrino Family, Onsite Power Generation supported by Caterpillar, Conewago Building Construction Classroom, UPMC Annex, Jeff Erdly Materials Science Library.
- Established and renewed entrustments including Anderson, Bihler, FlackTek, Fronius, Groff Tractor, Hypertherm, Miller, Novatec, and Volvo CE.

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.

2025 Update

- The AI Committee divided into subcommittees: Curriculum, Professional Development, Academic Integrity, and AI Security.
- Subcommittees offered four new professional developments: Academic Dishonesty in the Age of AI, Artificial Intelligence (AI) Introductory Session, Using AI in the Lesson Planning Process: It's OK!, and Microsoft Copilot; drafted two new minors, Applied AI and Society, Technology & AI which are aimed to go through curriculum in 2025-26; a new AI pilot course CSC199: Introduction to Artificial Intelligence; created an AI literacy unit with the FYE committee that will launch in FYE courses Fall 2025; and drafted an AI acceptable use scale with PRM to launch in Fall 2025.

2026 Update

- XALTER headsets were launched to provide immersive experiences for prospective students.
- Starfish was updated to include retention-scoring methodologies that use AI to form retention scores.
- Workforce Development explored MILO simulation with Emergency Management faculty and determined the technology could be beneficial to provide to clients and embed within relevant existing workforce programs. Next steps are to solidify plans to utilize MILO in Workforce Development offerings in the next fiscal year.

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 Coterra 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.

2025 Update

- Regional recruiters will begin using VR headsets that access the Xalter virtual campus platform in Fall 2025.

2026 Update

- XALTER headsets were launched to provide immersive experiences for prospective students.

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.

2025 Update

- Large Language Model (LLM) used for enrollment projections and Copilot professional development was completed.
- AI Acceptable Use Policy in draft.

2026 Update

- External support sought for business process analysis and master data management capabilities required to leverage automation and AI at scale. Scopes of work in development.

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.

2025 Update

- The cost and logistics of designing and implementing this technology in specific programs remains a challenge to proceeding. We will continue to assess AI solutions that may make content creation faster and more effective.

2026 Update

- Workforce Development collaborated with the College's Emergency Management faculty to develop a simulation offering that utilizes MILO emergency management simulations to enhance Workforce Development programming and meet industry needs.

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.

2025 Update

- School of Nursing & Health Sciences:
  - Investigating the potential to create a shared simulation space with various reservable spaces for collaborations among NHS programs.
  - The Nursing program integrated UbiSim VR into the Fundamentals and Mental Health nursing courses.
  - Surgical Technology program is using PerioSim VR within its curriculum.
  - An Anatomage table was secured through a Dual Enrollment grant opportunity and will be used to enhance instruction across NHS programs.
- WD determined that AR technology explored would not be feasible to implement as part of the MIDAS grant.

2026 Update

- Anatomage Table received in March 2026 and is now housed in ATHS W114. Anatomage Tablets moved to W114 over the summer. Exploration of shared simulation equipment for this space.
- Turnitin Clarity was purchased to support academic integrity in the era of AI.
- A Coursera scholarship for Google Professional Certificates was applied for and granted. Certificates include an Introduction to AI and AI prompt engineering courses that are available to faculty as professional development and for faculty to assign to students in class as supplemental AI instruction. The scholarship ends in December 2027.
- The MILO system was successfully installed and set up in the designated lab area, providing enhanced learning experiences for students, external learners, and partners.

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.

2025 Update

- In Academic Affairs, the third year of the yearlong new faculty mentoring program was offered to 22 new faculty in the fall and 1 new faculty in the spring. Full-time faculty members were prepared for the mentoring role through professional development sessions. Optional Summer 2025 sessions were offered again with the assistant dean of curriculum and instruction and EET.
- Mentoring assessments showed appreciation for excellent mentoring and as such, an Excellence in Mentoring Award was created and will be awarded for the first time in May 2025.
- The new faculty evaluation process conducted during the probationary period was assessed for best practices. Research conducted resulted in the creation of a new probationary faculty evaluation process that focuses on development, growth and coaching in years 1-3. The new process was piloted starting Fall 2024 and will be evaluated in Summer 2026.
- In People & Culture, improvements have been implemented to new hire orientation based on feedback and surveys.
- First New Supervisor HR-Orientation was conducted in October 2024. On-going sessions are now being offered regularly.
- In 2025-26, evaluating how to offer front line supervisor training to our leaders in the Service group.

2026 Update

- Mentoring for new faculty and mentoring professional development continued to be offered. The Excellence in Mentoring award was given for the first time with two awardees.
- Year two of the pilot probationary evaluation process for full-time faculty was conducted and a focus group discussed the impact. The coaching, continuous development style of year two was successful in the mentoring style relationships it has created between supervisors and new faculty.
- Assistant Dean of Curriculum & Instruction reached out to make connection in part-time faculty orientations to increase awareness and enhance supports. ACDI &EET will attend BAS adjunct orientation in August 2026.
- Proposal for a Center of Teaching Excellence submitted in Fall 2025. Online presence development research and organization commenced.
- A review of the onboarding process for all employees is underway to streamline and modernize the new hire experience. Existing onboarding tasks (onboarding checklist) are being evaluated, new tasks are being developed, and the onboarding checklist is being transitioned into iCIMS to provide a more integrated experience, improve task tracking, and give supervisors greater visibility into onboarding progress.

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.

2025 Update

- Work continues to slowly progress with ERP implementation.
- Through grants and investments, electrical and architecture have expanded and the College has secured funding to enhance construction and HVAC labs.
- As costs continue to rise, the College will continue to invest more resources in short-term, stackable credentials and grant writing, and expand fast growing areas by divesting in areas that are higher cost, lower yield.
- Employee LMS paused pending completion of Anthology HCM, iCIMS, JDxpert systems.

2026 Update

- Continued to work through complexities of the ERP implementation. GDC was contracted to complete discovery and develop a roadmap for continual improvement. Their services will shift from evaluation to implementation, beginning in 2026-27.
- Infrastructure and campus updates continue to be a priority. Using a multifaceted approach, the College invested millions in infrastructure. These included major updates to building construction, plumbing, and HVAC labs; chiller system replacements; updates to radiography lab; a LaunchBox addition; a new patisserie; a pilot plant for engineering students; and a significant investment to update the Earth Science Center and student housing.
- Attempts to engage employees, including coffee and conversations with president, provost, and executive leaders; all employees were given the opportunity to provide feedback on their direct supervisor through the president. This feedback is being used to drive personal goals and identify opportunities for improvement.

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.

2025 Update

- Employee LMS is paused, pending completion of Anthology HCM, iCIMS, and JDxpert systems.

2026 Update

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

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.

2025 Update

- Goal reached in 2024.

2026 Update

- Renewed offering of Calm Health, providing employees with an enhanced and more comprehensive mental health and wellbeing experience through the Calm Health app.

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.

2025 Update

- With a goal of team building within the school, NHS hosted several opportunities including a mindfulness professional development session, an end-of-the-semester holiday luncheon and team-building activity in December, and an end-of-the-year celebration in May.
- NHS offered a two-part professional development opportunity for leaders in conjunction with Workforce Development. Participation included NHS leaders as well as leaders across other areas of Academic Affairs.
- People & Culture deployed and completed a College wide Employee Retention Survey (ERS) through CUPA-HR during Spring 2025. Results will be tentatively shared during Fall 2025.
- The Engagement and Recognition Committee task of successfully creating a Department Engagement Survey was completed. Implementation is anticipated during 2025-26.
- Implementation of the New Leaders Luncheon, which brings newly hired or promoted leaders together to build knowledge and relationships.
- People & Culture partnering with Academic Affairs to implement 2nd Year Faculty Engagement Series beginning Fall 2025.

2026 Update

- Launched of the department engagement survey with two departments: CLC and GS.
- Partnered with Academic Affairs to offer a fall and spring second-year faculty engagement series.

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.

2025 Update

- In alignment with PA Act 69, the College introduced additional loan default prevention efforts through a contractual partnership with PHEAA.

2026 Update

- Financial Aid released a series of videos for prospective students and families to help navigate aid types, understand lending requirements, and access additional resources.

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

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.
- 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.

2025 Update

- A one-stop dashboard is under development for program review. Planned for Fall 2025, this dashboard will provide enhanced access to data needed to complete the program review process.
- Retention data dashboard transitioned from stand-alone report to inclusion within interactive reports. Graduation rate views among other new features. Enhanced access to data will assist with program review analysis.
- Analysis of pre-program data revealed that academic support in anatomy and physiology is a significant need for pre-program students. To address low success rates in BIO courses, NHS – through grant funding – developed the Pre-Health Plunge for Summer 2025. The goal of the initiative is to lay a strong foundation for students to be successful in their Fall 2025 courses. Up to 15 students will participate.
- In NHS, a pre-program student communication plan was developed and all students were emailed about the new resources page to assist them with the transition to college.
- A communication plan to guide consistent and continuous outreach and interaction with online students was created. NHS collaborated with Admissions to revise the drip campaign for online students. Work continues across all campus offices to improve the online experience for students. Additionally, a social media presence continues to support engagement amongst completion degree and online/hybrid students.
- With a focus on increasing representation of diverse populations in instructional materials/lab equipment, NHS programs began to more intentionally incorporate learning activities and lab equipment that reflected diversity in patient care. All NHS programs now have at least one student learning outcome in at least two courses focused on diversity and inclusion.
- To bolster student connection with programs and/or the College to increase retention events and produce a positive impact on the community, BAS undertook the following activities: Emergency Management students participated in disaster zone event with PEMA; Human Services & Restorative Justice students partnered with Union County Giving Closet and Athletics to gather donations for Hurricane Helene; PSY410 students supported the 2025 Wellness Fair. Baking & Pastry Arts students offered complimentary desserts to offices across campus throughout 2024-25.
- The Summer Advantage bridge program was offered in Summer 2024 with 11 students participating. Results were very strong with all students passing their courses. In Summer 2025, the Summer Advantage was again offered for students to complete FYE, MTH, and ENL courses.

2026 Update

- Held the Pre-Health Sciences Plunge Program from July 30-August 13, 2025.
- Efforts to increase communication and service to online students has continued this year. Several departments across campus have taken a more intentional approach to providing information for online students via their myPCT portal sites, information videos, and various email communications. Marcom is working on a new landing page for prospective online students to better describe the College's approach to online education and the many support services that will be available to them. An ad-hoc sub-committee was established to focus on elevating online instruction. The first outcome is a P.L.A.T.O course template that provides a structure based on the Quality Matters framework. This will be available for faculty to use in Fall 2026.
- Within the School of Nursing & Health Sciences, faculty presented colleagues with a brief overview of their key takeaways from the Quality Matters training in August 2025.
- A professional development session for NHS faculty/staff titled, "Practical Tips from Quality Matters to Improve Your Online Course" was delivered in November 2025. The session was recorded and shared with all NHS faculty and staff. Faculty teaching online or hybrid courses are working with their program director/assistant dean to revise their course(s) to align with QM best practices.
- First Year Success remediation course piloted based on FYE success and corresponding retention data. The course is designed to provide critical intervention of necessary skills and to provide exposure to supports available after the first year.
- FYE continued Strength through Respect presentations which were adapted to present Inclusive Excellence through the lens of industry and careers.
- FYE advisory committee explored data from the Nation's Report Card and explored the inclusion of social/emotional learning into the curriculum. Mike Rowe's SWEAT Pledge curriculum was pursued.
- Educational & Emerging Technologies (EET) developed a QM best practices P.L.A.T.O. shell to be shared with online faculty and be used when creating DL coursework.
- A variety of experiences were designed to cultivate a sense of belonging and positively impact retention within Business, Arts & Sciences majors.
- Summer Advantage program for FYE/MTH/ENL offered Summer 2026.
- In support of the Title III grant, the Wildcat Math Hub opens to support students in successfully completing math requirements. Student and professional math facilitators integrated into all 17 face-to-face sections of MTH005 beginning in Fall 2025.
- Student Success staff have begun collaborating with Residence Life to enhance early intervention in response to Starfish flags. As of Spring 2026, Residence Life professional staff now attend daily 'flag review' meetings to identify and outreach to students in need of support. A similar collaboration is underway between Student Success and DAR to enhance outreach to students registered with DAR.

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.

2025 Update

- College Health Services entered into a partnership with the residency program at UPMC to bring physicians in training to campus through rotations focusing on adolescent and college health in an effort to expand provider availability while simultaneously supporting the objectives of our healthcare partner.
- College Health Services continued to expand clinic services and screenings, and implemented a food insecurity screening as an addition to their anxiety and depression screenings to support early intervention for students in need.
- NHS held a Poverty Simulation event on campus in April 2025 in collaboration with faculty/students from Emergency Management & Homeland Security and Human Services & Restorative Justice to promote awareness around well-being and basic needs of our students and employees.

2026 Update

- College Health expanded patient screenings again this year to include a gambling screening tool, with resources and referrals available when scores demonstrate need. A prevention-focused newsletter was also started to begin communicating with students and their parents about health and wellness considerations during college.

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.

2025 Update

- The College re-engaged with Starfish, an EAB product, as an early alert and retention management tool. Starfish went live in August of 2025 and has already surpassed the usage of Anthology Suceed. The relaunch includes referrals for Essential Needs and Math-specific flags for tracking support across developmental MTH offerings.
- Multiple Hudock Center staff members completed a "Success Coaching" certification to better inform their work with students experiences academic and personal challenges.
- Counseling Services is working to reestablish urgent protocol with UPMC to ensure continuity of care for more significant mental health concerns.
- Counseling Services contracted with Aiberry in Summer 2025 to replace mental health screening services previously provided by TAO.
- Residence Life's transition to a new housing platform will allow staff to more efficiently manage housing assignments and manage housing waitlists transparently and in real time.
- Models for enhanced tracking of resident students and information sharing among professional staff was established for piloting in 2025-26.
- Resident Life continues to partner with Disability & Access Resources and Shelley Moore in her capacity as Partnership Liaison to identify unique housing needs and requirements early and optimize housing placements for these populations by examining trends across the population and forecast in response to current demand.

2026 Update

- Residence Life undertook an effort to diversify their programming and support to engage a broad range of students and student preferences for how they engage. Both formal and informal programs and support services were presented across a variety of channels and patterns of engagement were tracked to guide future engagement programming in the halls.
- Starfish implementation continued throughout 2026-27 in conjunction with staffing adjustments between Student Success and Student Advocacy to identify the most efficient and effective outreach strategies tailored to the specific need(s) of the student.

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.

2025 Update

- DAR has continued to refine their model and has demonstrated progress in optimizing student support through supportive and progressive nudges.
- Residence Life has established baseline comparative reference data as a basis for goal setting and benchmarking in a focused effort to positively impact retention of on-campus students.

- The Hudock Center launched several initiatives to promote retention of various student populations including:
  - Redeploying Starfish with an updated tiered intervention model and referral processes.
  - Intrusive advising and engagement of re-enrolled students.
  - A basic needs survey to establish root causes of academic performance concerns.
  - Case management of developmental math students in alignment with Title III grant efforts.

2026 Update

- Advising with Anthology support manual evaluated and revised by the Excellence in Academic Advising committee. Support videos on Anthology usage, as well as the manual, shared with faculty during the advising period. Anthology development added to new faculty orientation and class sessions.
- Starfish implementation continues, and staff are preparing to launch the first phase of a predictive analytic dashboard that will provide insights into specific factors that may pose a retention risk for students. The algorithm is being tested and will be deployed to select staff by Fall 2026.

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.

2025 Update

- Career Readiness Modules and video series are continued updated to add needed content. Recent additions include finding internships and short-term housing and incorporating generative AI into career readiness.
- This initiative has been completed and will be routinely monitored and updated as necessary.

2026 Update

- This initiative has been completed and will be routinely monitored and updated, as necessary.

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

- Diesel Competition, December 2022
  - Participation included 26 students from 14 CTCs.
  - College Relations secured more than 20 industry sponsorships for the event.
- Horticulture Competition, November 2022
  - 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.

2024 Update

- 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: 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.

2025 Update

- NHS hosted an Anatomage competition in March 2025. Twenty teams of 3-4 students from various schools in the area participated in the competition.
- The School of Engineering Technology hosted an FFA competition, diesel competition, SkillsUSA regional competition, and the SkillsUSA PA State Competition for Welding.
- College Relations secured sponsorships for the Anatomage Competition and the Diesel Skills Competition.

2026 Update

- College Relations secured sponsorships for the Anatomage Competition and the Diesel Skills Competition.

Success Indicator 3.5.2

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

2023 Update

- 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 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.

2024 Update

- 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:
  - Externship for middle/high school teachers for diesel and MSET in June 2024.
  - 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.

2025 Update

- Externship for Diesel CTC instructors was held in June 2025.
- In collaboration between Secondary Partnerships and academic schools, Penn College hosted a Wellsboro High School PD day on February 17, 2025, focused on instructional alignment and the important of general education in trades.

2026 Update

- Externship for diesel CTC instructors was held; externship for high school teacher exposure to Polymers in July. TAP program externship for teachers in June 2026 (PA DOE grant).

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.

2025 Update

- NHS conducted nine school-wide recruitment visits to CTC/CTEs, high school co-op programs, and career expos. Hosted 11 schools on campus for a tour of NHS and campus.
- BAS hosted an Emergency Management & Homeland Security CTC/CTE Instructor Visit Day.
- Academic schools continue to partner with Secondary Partnerships in the development of pathway agreements to recognize valuable coursework completed in high school/CTC and award credit in Penn College programs.

2026 Update

- The College supported Williamsport Area School District by delivering Machining CTC instruction on-site.

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.

2025 Update

- The Polymer Processing certificate was approved by Curriculum Committee for a Fall 2026 start. High school students will complete this certificate by attending courses on the Penn College campus during their junior and senior years of high school.

2026 Update

- The Polymer Processing certificate has an initial cohort identified for a Fall 2026 start.