



Strategic Objectives Aligned to Affirmed Strategic Initiatives

GROWTH THROUGH ACCESS

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

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

CONTINUOUS IMPROVEMENT THROUGH INNOVATION

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

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

EXCELLENCE THROUGH DISTINCTION

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