



GUARANTEED MOMENTUM



2022-26 STRATEGIC PLAN
UPDATES FOR 2023

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

STRATEGIC PLAN 2022-2026



→ GOAL 1: Growth through Access

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

→ GOAL 2: Continuous Improvement through Innovation

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

→ GOAL 3: Excellence through Distinction

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

GOAL 1

Growth through Access

Initiative 1.1

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

Success Indicator 1.1.1

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

2023 Update

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

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.

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.

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.

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 intercession 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.

Initiative 1.3

Develop a campus community committed to diversity, equity, and inclusion 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).

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.

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.

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.).

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.

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.

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.

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 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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 & Teams migration are on hold, pending decommission of AS400.

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.

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.

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.

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.

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.

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.

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.

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 Carl Building Technologies Center (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.

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.

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.

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).

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.

Success Indicator 3.2.2

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

2023 Update

- Initiative delayed.

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.

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.

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.

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).

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.

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 JDxper 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.

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.
- 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.
- 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.