Strategic Plan

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

General Information

Mission / Vision / Values

Mission
Penn State Greater Allegheny inspires students to be greater by offering transformative educational experiences. We are a catalyst for individual and social change, committed to improving the community and world around us.

Vision
Penn State Greater Allegheny will be a diverse and vibrant education environment for all members of our campus community. We prioritize equitable and just experiences so our students develop the skills to become responsible members of society and advocates in a global world. We leverage our collective experiences, talents, and resources to cultivate educational opportunities, and promote economic growth.

Institutional Values
INTEGRITY: We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.
RESPECT: We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.
RESPONSIBILITY: We act responsibly, and we are accountable for our decisions, actions, and their consequences.
DISCOVERY: We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society, and the environment.
EXCELLENCE: We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.
COMMUNITY: We work together for the betterment of our University, the communities we serve, and the world.

Optional Additional Values
Student Success
Global Excellence
Diversity
Equity
Engagement

Planning Process

2020 - 2025

Planning Process
Penn State Greater Allegheny utilized a Steering Committee to lead the process. The work from our campus retention committees, and survey results formed the basis of our Strategic Principles, and principle working groups recommended our goals, objectives and action items.
Personnel and constituents included in the planning process
Steering Committee: Jacqueline Edmondson – ex-officio; Victoria Garwood – chair; Lorraine Craven; Dave DeNardo; Megan Nagel; Kristin Sciulli; Erica Willis.
Chancellor's Leadership Team: Jacqueline Edmondson, George Barron, Lorraine Craven, Dave DeNardo, Eric Ewell, Victoria Garwood, James Jaap, Melan Hasquet, Missy Hnatkovich, Laura King, Andrew Marshall, Korie Morton-Rozier, Megan Nagel, Debbie Gaydos.
Retention Committee Chairs:
Faculty: Andrew Marshall – Technology Committee, Beth Lindsey – Programming Committee, MaryEllen Higgins- Professional Development Committee, Zack Furness – Academic Advising Committee.
Staff: Adam Homer – Facilities Committee, Justin Dandoy – Programming Committee, Siobhan Brooks – Diversity Committee; Kathy Hill – Finance and Financial Aid Committee
Principle Working Groups:
Education – Megan Nagel and Lorraine Craven co-chairs, Faculty – Liz Mazur, James Jaap; Staff – LaVaughn Wesley; Student – Charles Geoff
Diversity, Equity, and Inclusion – Erica Willis chair; Faculty – Andrew Marshall; Staff – Shelly Brown
External Engagement – Kris Sciulli chair; Faculty – Alandra Kahl; Staff – Laura King, Eric Ewell
Infrastructure – Steering Committee members
Subject Matter Experts: (functioned as consultants to our Strategic Principle Working Groups):
Education Principle – Faculty: Michael Vicaro, Emmy Radich, Jennifer Breese, Debbie Gaydos, Dominick Tavella, Mildred Mickle; Staff – Louise Whyte-Aravich, Ann McCurdy, Mike Jones, Jennifer Ross, Justin Dandoy
Diversity, Equity and Inclusion Principle – Johnathan White, Shakeria Carter
External Engagement Principle – Faculty: Kuei-Nuan Lin, Domenic Tavella, Debbie Gaydos, Kristal Tucker, Liz Mazur, James Jaap, Rosemary Martinelli, Michael Vicaro, Eric Lipsky, Johnathan J. White.
Infrastructure – Laura King
Due to COVID/Remote Work, we sent the vision statement draft and a questionnaire to the Employee List Serve on 6/1/2020. We sent a vision statement and questionnaire to the campus Advisory Council on 7/13/2020. The leadership team received monthly updates March – October. The campus community received a narrative document and survey on 11/8/2020.

Publicity for the plan
Please see attached emails to the campus community and the campus advisory council
Plan Approved By
Jacqueline Edmondson, Chancellor and Chief Academic Officer
Supporting Evidence
PS Greater Allegheny.docx

SP Vision Statement Survey Results.docx

SP Vision Statement Survey Results_Advisory Council.docx

Vision Evolution_final.docx

Strategic Plan Template_11132020.docx

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

Goal 1

Education Principle

Goal
Penn State Greater Allegheny gives students the opportunity to discover things about themselves and the world around them in an accepting and supportive, yet challenging environment. Education occurs within and beyond classroom walls, and each member of the community can help another member to learn, thrive, and succeed. By design, in class and out of class experiences intentionally intersect and fulfill our mission to provide a transformative educational experience. We commit to strategies that develop knowledge and skills in deliberation and argumentation, an evaluation of claims, and an understanding of place and historical context.

1.1: Curricular and co-curricular offerings

Objective
Offer degree programs, curricular and co-curricular experiences to support student success. Penn State Greater Allegheny academic programs and related offerings will contribute to a student's transformational educational experience.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Start Date
01/01/2021

Completed Date
01/01/2021

Target Completion Date
06/30/2025

Key Performance Indicator(s)
Beginning with a strong first-year experience, a Penn State Greater Allegheny education will include educational offerings and co-curricular experiences that improve student retention and satisfaction, while also fulfilling the needs of the region.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

Penn State Supporting Elements

- CO - Penn State will partner directly and effectively with our constituencies in sharing consequential research, creative works, and scholarship worldwide.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Education Principle

Action Item

1.1.1: Expand degree program portfolio to match student aspirations and connect to regional needs. Use economic outlook and recruitment data to build Greater Allegheny's portfolio, and offer companion programs to strengthen that portfolio and student success.

Current Status
1 - Active

Action Item Implementation Tasks
1: Review recruitment data to assess student program interests
2: Review labor studies and market trends to determine what degree program needs exist
3: Collaborate with others across the university to increase the number and types of degree programs

Action Item Metrics
1: Secure market data from OVPCC;
2: Student search data from UAO Number of programs offered.

Responsible Party
Chancellor's Office, Academic Affairs, Admissions, Strategic Planning

Start Date
01/21/2021

Target Date
06/30/2025

Action Item

1.1.2: Identify co-curricular opportunities to support degree program objectives.

Current Status
1 - Active

Action Item Implementation Tasks
1: Inventory current co-curricular offerings and identify gaps as they relate to degree programs
2: Engage current students and program faculty to identify opportunities to design out of class opportunities aligned with program
3: Establish new co-curricular programs

Action Item Metrics
1: A co-curricular map that lists at least one experience/program for each degree program will demonstrate success. (ie. Communications has a newspaper and a radio station)
2: Map co-curricular opportunities to each program we offer

Responsible Party
Academic Affairs, Student Affairs

Start Date
01/21/2021

Target Date
06/30/2025

Action Item

1.1.3: Integrated Career Development Experiences. Infuse career development into our campus culture, strengthening its presence in our degree programs.

Current Status
1 - Active

Action Item Implementation Tasks
1: Identify partnerships with external employers to increase internship and job shadowing opportunities for students.
2: Engage each degree program to identify internship opportunities for students
3: Create on campus work and internship experiences that support students in reaching their post-graduation goals.
4: Engage alumni to identify internship sites; others to be determined.

Responsible Party
Academic Affairs, Student Affairs, Alumni Affairs, Human Resources

Start Date
07/01/2021

Target Date
06/30/2025

Action Item

1.1.4: Support student success through First Year Experience Program. Leverage first year experience to engage affinity groups and build a supportive community of learners.

Current Status
1 - Active

Action Item Implementation Tasks
1: Review GA disaggregated retention data to determine populations that would benefit from an affinity group seminar (ex. ACE students; First Generation students, etc.)
2: Identify faculty with interest and expertise to work with identified affinity groups
3: Determine feasibility of a linked course experiences to further build community within affinity groups
4: Identify FYE components including built in Health and Wellness initiatives
5: Address the needs of non-first time college students at the campus

Responsible Party
Academic Affairs, Student Affairs, Development

Start Date
01/21/2021

Target Date
06/30/2025

1.2: Developing strong employees

Objective
Provide relevant professional development opportunities for staff and faculty aligned with the needs of our students and our communities. In order to best meet the needs of our students, our faculty and staff will have opportunities to develop and strengthen their knowledge and expertise.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Start Date
07/01/2021

Completed Date
07/01/2021

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

Target Completion Date
06/30/2025

Key Performance Indicator(s)
To enhance belonging and professional connections, each campus unit will identify resource experts and will communicate the roles of these individuals to the campus community. Review action item related metrics to demonstrate we provide educational opportunities for employees that align with personal and professional topics identified by the campus community.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- TE1 - Advance The Frontiers Of Knowledge
- TE3 - Support And Empower Our Outstanding Faculty And Staff

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Education Principle

Action Item

1.2.1: New Employee Orientation Program. Develop a Greater Allegheny New Employee Orientation program to help our newest members understand our values and priorities

Current Status
1 - Active

Action Item Implementation Tasks
1: Appoint a working group tasked to create this program – representation to include those identified by HR, Finance and Business, and the Chancellor's Office.
2: Develop learning objectives for a new employee orientation program covering our values, priorities, structure,
3: Engage current employees who can speak to those objectives

Action Item Metrics
List of topics and the facilitator of each; counts of new employees completing

Responsible Party
Chancellor's Office, HR, Finance and Business

Start Date
07/01/2021

Target Date
06/30/2025

Action Item

1.2.2: Professional Development Week. Develop a Greater Allegheny professional development week prior to each semester's start.

Current Status
1 - Active

Action Item Implementation Tasks
1: Appoint a Professional Development Week Committee
2: Solicit proposals to present

3: Identify other PSU employees to speak, as a way to encourage partnerships across the university.
4: Identify external speakers with community knowledge as a way to increase employee understanding of the communities we serve.
Collaborate with the Task Force on Racial Equity and Justice, and the DEI principle group to be sure we are including DEI topics into the professional development week activities.

Action Item Metrics
1: Each semester's program – with offering types and presenters will document completion; count the number of participants in each semester's program; a proceedings document will be added to our archives, and referred to in order to determine how we use those experiences and knowledge to strengthen our work.
2: Specific to 1.2.4 - Penn State 2020 Community Survey – reassess and improve faculty and staff comfort with surrounding communities

Responsible Party
Chancellor's Office, HR, Finance and Business, Strategic Planning

Start Date
01/14/2021

Target Date
06/30/2025

Action Item

1.2.3: Reducing Attrition and Improving Retention. Develop a series of training programs that speak directly to factors and activities that reduce attrition and improve student retention.

Current Status
1 - Active

Action Item Implementation Tasks
1: Develop and deliver academic advisement workshops to increase the use and effectiveness of advising
2: Develop and deliver mental health awareness workshops to help employees recognize student behaviors and use referral processes in a timely manner
3: Implement Dialectical Behavior Skills Training to help employees understand and respond to the emotional, social and socioeconomic barriers students face.
4: Support a Faculty Peer Mentoring Program to provide faculty with informal feedback on effective teaching strategies
Appoint individuals to lead action items and develop schedule for delivery. Incorporate into each program information about our current cohort, and first year cohort retention.

Action Item Metrics
List of topics and the facilitator of each; counts of employees completing.
Develop annual metrics to increase year to year first year retention rates.

Responsible Party
Chancellor's Office, Academic Affairs, Student Affairs, Strategic Planning

Start Date
07/01/2021

Target Date
06/30/2025

Action Item

1.2.4: Showcase employee work to external audiences. Identify ways in which to share successful research, service, teaching and programming activities conducted by Greater Allegheny faculty and staff.

Current Status
1 - Active

Action Item Metrics
1: Document publications and presentations;
2: Document the number of times local media seek GA employees to speak as experts;
3: Document the number of times external groups seek GA employees to speak as experts.

Responsible Party
Chancellor's Office, Campus Leadership Team

Start Date
07/01/2021

Target Date
06/30/2025

1.3: Innovative Learning Models

Objective
Create innovative models to enrich student learning. Penn State Greater Allegheny will implement cross discipline programming to engage students, faculty and staff in collaboration and learning.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
The shared campus educational goals will enhance curricular engagement and generate an experience unique to Greater Allegheny, thus increasing faculty satisfaction and improved student retention.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE1 - Advance The Frontiers Of Knowledge
- TE4 - Prepare Our Students For Success In Their Careers And In Life
- DI1 - Create digital solutions to new and emerging challenges

Penn State Supporting Elements

- IS1 - Prioritize Investment In Our People.
- IS3 - Drive Innovation And Discovery

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Education Principle

    Action Item

    1.3.1: Develop campus specific learning goals. Establish broad Greater Allegheny learning goals that cut across all disciplines and programming and that distinguish what it means to be a student at our campus.

    Current Status
    1 - Active

    Action Item Implementation Tasks
    1: Identify the learning goals a student will experience and master during their time at Greater Allegheny

Action Item Metrics
1: Map learning goals to all programming; evaluate the programs identified in our action items through that lens.
2: Students will engage in an activity to demonstrate mastery of the learning goals and specific points in time; ie. At the 2+2 gateway, or at graduation with one of our 2 or 4 year degrees.

Responsible Party
Academic Affairs, Student Affairs

Start Date
02/01/2021

Target Date
06/30/2025

Action Item

1.3.2: Leverage existing educational programs to support cross-disciplinary experiences. Develop an integrated and coordinated approach to the Honors Program, Teaching International, and Scholarly & Creative Research Activities

Current Status
1 - Active

Action Item Implementation Tasks
1: Coordinate activities to enrich cross discipline experiences and encourage faculty and student collaborations.
2: Identify funding opportunities to support faculty and student experiences.
3: Expand CURES (Course based undergraduate research experiences) to additional disciplines.
4: Focus academic education programming around shared goals for the campus.
5: Reduce redundancy and increase attendance at educational program offerings.
6: Increase student participation in authentic research experiences across disciplines.

Responsible Party
Academic Affairs, Student Affairs, Development

Start Date
04/01/2021

Target Date
06/30/2025

Action Item

1.3.3: Develop Peer Educator Programs. Offer students the opportunity to apply pedagogy and health and wellness knowledge in learning assistant and peer education programs.

Current Status
1 - Active

Action Item Implementation Tasks
1: Identify upper level courses in which learning assistants could work.
2: Identify co-curricular and academic support programs in which peer mentors could work.
3: Offer training programs based in pedagogy to prepare students to work with their peers in upper level courses.
4: Offer health and wellness training programs to prepare students to work as peer educators.
5: Identify funding to reward students for their work.

Action Item Metrics
1: The number of courses using learning assistants;
2: The number of programs using peer educators.

Responsible Party
Academic Affairs, Student Affairs, Finance and Business, Development

Start Date
05/01/2021

Target Date
06/30/2025

Action Item

1.3.4: Digital Fluency Program. Leverage our existing Digital Fluency Project to enhance learning and drive innovation.

Current Status
1 - Active

Action Item Implementation Tasks
1: Submit an application to become an Apple School of Distinction
2: Develop strategies for each academic program to incorporate the Digital Fluency Project into its work

Action Item Metrics
1: Increase campus wide participation as documented by end of semester surveys;
2: Apple Distinguished School application outcome (resubmit if necessary)

Responsible Party
Chancellor's Office, Information Technology, Strategic Planning

Start Date
03/01/2021

Target Date
06/30/2025

Goal 2

Diversity, Equity and Inclusion Principle

Goal
We proudly express that we are one of the more diverse campuses within the University. We want to sustain and increase that diversity. In order to do that, we need to challenge the rules and habits of engagement already established in our communities. Even in diverse environments, such as the United States, there is segregation. Consider the make-up of our region; we live in neighborhoods and go to public schools where people have similar earnings and look similar. Diversity challenges us, and when challenged, we learn. We have the potential to further engage with others who are different than we are so each member of our campus community meets their full potential.

2.1: Inclusive Campus Culture

Objective
Foster a culture of respect and inclusion that acknowledges the experiences and perspectives of faculty, staff, and students. Penn State Greater Allegheny will be an inclusive community that demonstrates respect to all members.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Start Date
06/01/2021

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

Completed Date
06/01/2021

Target Completion Date
06/30/2025

Key Performance Indicator(s)
1: Increased number of collaborations that address identified equity issues between the Task Force on Racial Equity and Justice, interdepartmental units, faculty, staff, and students;
2: Increased opportunities to participate in equity focused development programs.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

Penn State Supporting Elements

- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Diversity, Equity and Inclusion Principle

   Action Item

   2.1.1: Leverage Crossing Bridges program to expand cultural exchanges and explore opportunities for social change.

   Current Status
   1 - Active

   Action Item Implementation Tasks
   1: Facilitate regular meetings to address specific campus concerns that arise within our communities.
   Engage student lead unity talks to hear the concerns and needs of students;

   Action Item Metrics
   1: Ongoing utilization of formative and summative evaluations for all DEI objectives including quantitative/qualitative surveys that will help identify concerns raised and inform responses ex Climate Survey, Strategic Planning Survey etc.;
   2: Number of student led unity talks facilitated each semester;
   3: Number of students who participate in crossing bridges summit and other signature programming.

   Responsible Party
   Chancellor's Office, Academic Affairs, Student Affairs.

   Start Date
   06/01/2021

   Target Date
   06/30/2025

   Action Item

   2.1.2: Align DEI initiatives with campus priorities, equity goals, and signature programs while integrating equity-minded research practices into the development and assessment of DEI initiatives

   Current Status
   1 - Active

Action Item Implementation Tasks
1: Identify methods of inquiry/frameworks that emphasize equity-mindedness, collaboration and commitment to improving practice. Identified frameworks include Supporting Success Framework, Completion by Design, and Guided Pathways.
2: Engage Taskforce for Racial Equity and Justice and regularly review existing initiatives and develop new initiatives using identified frameworks. Develop action plans grounded in research-based practices.
3: Create DEI process that routinely shares data, facilitates open dialogues, provides opportunity for deep reflection, and iteratively designs action steps for achieving equity goals.
4: Engage the campus community in regular conversation on the campus definition of DEI and what it will look like in practice.
5: Establish DEI communication framework that ensures consistent communication and engagement among campus leadership and campus community.

Action Item Metrics
1: Increased interdepartmental and Racial Equity and Justice Taskforce collaboration in equity focused events/activities co-sponsoring at least 1 event per year in coordination with GA's signature programming;
2: Implementation of completed DEI Communication Process Framework within 3 years;
3: Engagement of Task Force on Racial Justice in implementation of action items.

Responsible Party
Chancellor's Office, Academic Affairs, Student Affairs.

Start Date
03/01/2021

Target Date
06/30/2025

Action Item

2.1.3: Create First-Generation Equity Practitioner training programming that leverages professional development opportunities

Current Status
1 - Active

Action Item Implementation Tasks
1: Implement established programming like CUPA 21-Day Diversity Equity and Inclusion Challenge (History through the lens of race, Microaggressions/Whiteness and implicit bias, the media and race and allyship and action steps).
2: Create GA specific Equity Practitioner curriculum for faculty, staff, and students.
3: Develop a calendar of activities for CUPA challenge; seek expert advice from Affirmative Action Office & Diversity Education to develop our equity practitioner program.

Action Item Metrics
1: Completed Equity Practitioner curriculum grounded in equity-minded frameworks for faculty, staff and students within first 2 years;
2: Completed annual calendar of equity-minded programming to be offered in conjunction with Crossing Bridges and Professional Development week within 1 year;
3: Recruitment of at least 5 faculty, 5 staff, and 5 student participants to go through equity practitioner training within 3 years.

Responsible Party
Chancellor's Office, Academic Affairs, Student Affairs.

Start Date
04/01/2021

Target Date
06/30/2025

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

2.2: Curriculum and Programming

Objective
Implement curricula and programming that interrogate social issues and inspire social responsibility

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Increased number of pedagogy training opportunities and experiential learning opportunities related to the exploration of intersectionality of race, gender, religion, and culture for students, faculty and staff.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Diversity, Equity and Inclusion Principle

    Action Item

    2.2.1: Implement recommendations from the Crossing Bridges Summit – Task Force on Racial Equity and Justice.

    Current Status
    1 - Active

    Action Item Implementation Tasks
    1: Offer opportunities for students to engage in experiences that explore intersectionality of race, gender, religion, and culture.
    2: Offer professional development opportunities for faculty and staff to explore intersectionality of race, gender, religion, and culture
    3: Take recommendations from the task force and develop a calendar of activities

    Action Item Metrics
    1: Increased number of experiential learning opportunities offered annually growing by 10% from year to year;
    2: Increase number of students, faculty and staff that engage in identified learning opportunities by 20%.

    Responsible Party
    Chancellor's Office, Academic Affairs, Student Affairs, Human Resources

    Start Date
    07/01/2021

    Target Date
    06/30/2025

Action Item

2.2.2: Provide pedagogy training opportunities grounded in social justice and equity-mindedness.

Current Status
1 - Active

Action Item Implementation Tasks
1: Collaborate with the Equity Pedagogy Network – Professional Learning Communities to identify subject matter/equity experts that conduct syllabi review sessions with faculty that focus on direct application of course content to social justice issues.
2: Identify discipline specific DEI experts who can present DEI pedagogy in a real -world way helping faculty incorporate equity mindedness into curriculum and student interactions.
3: Identify DEI Faculty Champions at GA – those who are willing to receive intense equity training and will then provide ongoing training to new and existing faculty in their respective departments.
4: Identify equity experts in co-curricular spaces who can help staff, student organizations and administrators incorporate equity mindedness into co-curricular student experiences.
5: Benchmark for best practices and to identify best practitioners to work with faculty and staff; Engage interested faculty champions from that group; Provide experiences and training for students and staff.

Action Item Metrics
1: Identification of (1) DEI faculty champion from each academic department within 2 years;
2: Coordinate with the Equity Pedagogy Network to facilitate 1 syllabus review session using subject matter/equity expert for each academic department;
3: 50% of syallabi will reflect changes that foster equity at the end of year 5;
4: Identify equity-focused co-curricular programming (ex. Student Led Unity Talks) that can be embedded into curricular course offerings.

Responsible Party
Chancellor's Office, Academic Affairs, Student Affairs, Human Resources

Start Date
07/01/2021

Target Date
06/30/2025

2.3: Strengthening Organization Structures

Objective
Evaluate and rectify organizational structures, policies, and practices that cause differential impact and limit access and opportunities for faculty, staff, and students at Penn State

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Increased awareness of barriers to equity, established equity indicators that are used to regularly inform practice and measure improvement, and implementation of relevant interventions to address equity gaps.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

<u>Penn State Supporting Elements</u>

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- IS1 - Prioritize Investment In Our People.

<u>Strategic Plan (2020 - 2025) - Penn State Greater Allegheny</u>

- Diversity, Equity and Inclusion Principle

Action Item

2.3.1: Review current employee manuals and campus policies for institutionalized barriers as part of the ongoing strategic plan.

Current Status
1 - Active

Action Item Implementation Tasks
1: Establish criteria for examining current policies and process for amendments or revisions
2: Create non-punitive options to address insensitivity or devaluing of students or staff that fosters personal growth, behavioral changes and ensures accountability.
3: Include Impact statements/progress reports to address inadequate structures/policies/practices

Action Item Metrics
Established committee that prioritizes and reviews 5 policies/processes annually; Create survey that allows campus community to give feedback on policies that create institutional barriers; Provide annual impact statement related to reviewed policies that includes committee recommendations.

Responsible Party
Chancellor's Office, Human Resources

Start Date
05/01/2021

Target Date
06/30/2025

Action Item

2.3.2: Develop equity indicators and benchmark goals that help uncover barriers to access, increase access, increase affordability, retention, and graduation rates for historically underserved student populations.

Current Status
1 - Active

Action Item Implementation Tasks
1: In conjunction with OPAIR, develop baseline data for all identified equity indicators. Once identified prioritize which equity gaps will be addressed first and how.
2: Routinely examine and report underserved student participation in high impact practices, honors programs, institutional scholarships, participation in undergraduate research, study abroad, internships, fields of study, graduation with honors etc.
3: Work collaboratively to develop recruitment and intervention strategies that increase student participation in identified areas.
4: Create GA specific common learning experiences, tied to first year seminars to include focus on high impact practices. Create learning outcomes tied to each high impact practice. Measure access to these high impact practices.

Action Item Metrics
1: Completed list of Greater Allegheny specific equity indicators and collection of baseline data;
2: Completed plan that leverages technology (canvas learning management system/digital fluency signature program/digital badges) and existing university resources (Student Engagement Network Course) to connect students with PSU learning experiences and high impact practices that align with F2;
3: Collaborate with first-year seminar instructors embed information on high impact practices into a canvas course that can be accessed by all FYS students.

Responsible Party
Chancellor's Office, Academic Affairs, Admissions

Start Date
05/01/2021

Target Date
06/30/2025

Action Item

2.3.3: Develop explicit retention, graduation, and STEM participation goals along race, ethnicity and other established equity indicators.

Current Status
1 - Active

Action Item Implementation Tasks
1: Examine disaggregated student data and conduct a root cause analysis based on data findings.
2: Identify a range of interventions and select a few for implementation.

Action Item Metrics
1: Coordinate with OPAIR to determine disaggregated baseline data, paying particular attention to data for underserved and underrepresented groups as compared to highest performing student group complete process within 6 months;
2: Complete root cause analysis/equity audit within 1 year using the Equity Scorecard Process that will inform goal development.

Responsible Party
Chancellor's Office, Academic Affairs, Strategic Planning

Start Date
06/01/2021

Target Date
06/30/2025

Action Item

2.3.4: Identify institutional policies that can be leveraged to positively impact ability of students to return, progress, and graduation i.e. grade forgiveness and appeals.

Current Status
1 - Active

Action Item Implementation Tasks
1: Identify key decision makers who can make policy exceptions for unique circumstances.
2: Once policies are identified, create an easily accessible platform to share and access the information.

Action Item Metrics
1: Conduct meetings with department heads to determine single point of contact for policy exception issues within 6 months;
2: Develop protocol on how to evaluate student issues to determine if exception should be requested;

3: Develop policy exception directory that can be used to address unique circumstances encountered by students (ex. Verification for foster youth) within 1 year.

Responsible Party
Chancellor's Office, Academic Affairs

Start Date
06/01/2021

Target Date
06/30/2025

2.4: Increase Diverse Populations

Objective
Recruit, support, and advance a diverse student body, faculty, and staff.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Enroll, retain and graduate more than half of student population from underrepresented and underserved groups.

Mapping

Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators

Penn State Supporting Elements

- No Associated Supporting Element Connection

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Diversity, Equity and Inclusion Principle

Action Item

2.4.1: Enroll more than half of our students from underrepresented and underserved groups.

Current Status
1 - Active

Action Item Implementation Tasks
1: Include alumni, particularly those from underserved and underrepresented groups, in outreach opportunities for potential students.
2: Conduct targeted outreach to community youth organizations who are primarily serving underserved and underrepresented students, leveraging existing connections with faculty and staff who may be connected to these organizations.

Action Item Metrics
1: 51% enrollment of ethnically diverse students;
2: Increase number of faculty/staff community connections and community youth organizations that could be potential recruitment pipelines by 15% over 3 years.

Responsible Party
Admissions, Academic Affairs, Athletics

Start Date
05/03/2021

Target Date
06/30/2025

Action Item

2.4.2: Develop explicit academic pathways that include equity indicators at critical transition points.

Current Status
1 - Active

Action Item Implementation Tasks
1: Establish guided pathways and equity indicators in collaboration with the advising office and faculty chairs.
2: Map all GA programs of study to math requirements and create meta major groupings.
3: Establish equity indicators at critical pipeline transition points on guided pathways, particularly completion of high DFW courses on first attempt, entrance to major, satisfactory academic progress, graduation, and workforce entry.
4: Identify interdisciplinary opportunities that link BA degrees with STEM related minors and certifications that can increase student marketability and earning potential upon graduation.

Action Item Metrics
1: Identification of at least 5 interdisciplinary opportunities that link Greater Allegheny BA degrees with minors or certifications that align with high-wage/in-demand occupations within 1 year;
2: Creation of math pathways based on meta major groupings within 2 years;
3: Establish equity plan that maps equity indicators to key transition points.

Responsible Party
Academic Affairs, Strategic Planning

Start Date
05/03/2021

Target Date
06/30/2025

Action Item

2.4.3: Build collaborative partnerships that bridge interdisciplinary and departmental boundaries with the goal of enhancing student success, experiences and opportunities.

Current Status
1 - Active

Action Item Implementation Tasks
1: Develop a student success action plan that is informed by the supporting success framework.
2: Coordinate a student success taskforce that includes faculty, staff and students to collaboratively design curricular/co-curricular student-centered learning environments that provide direct support and create explicit pathways to reaching academic and career goals.
3: Provide intensive guided support and mentoring that highlights academic/career pathways and encourages the habitual use of campus resources.
4: Provide authentic professional development activities and experiences that raise greater awareness of interdisciplinary opportunities for non-STEM majors in STEM fields.
5: Create academic support plan to connect students in high DFW courses with student success resources at the beginning of the course.
6: Create action plan to connect students with timely and relevant academic, career, and basic need support services based on their needs.
7: Create a virtual one-stop shop that provides coordinated overview/easy access to campus and community resources/supports.

8: Develop plan to leverage technology to better coordinate delivery of services, supports and resources available through the student success network.

9: Prioritize success of students who transfer based on 2+2 program – develop a warm hand-off system so that transition is smoother.

Action Item Metrics
1: Consolidation of campus and community resources/supports to an easily accessible webpage "Virtual One Stop Shop" within 1 year;
2: Creation of campus student success taskforce within 6 months charged to address action items above within strategic planning period;
3: Create task force that has representation from students and all departmental units.

Responsible Party
Academic Affairs

Start Date
05/03/2021

Target Date
06/30/2025

Action Item

2.4.4: Identify interventions that address financial barriers that underserved students encounter.

Current Status
1 - Active

Action Item Implementation Tasks
1: Maximize student use of financial aid opportunities increasing the affordability of a Penn State education.
2: Create DEI &Student Success Taskforce work study positions to serve on a action development working group, tasked with addressing elements of the student plan
3: Leverage digital fluency program and open resource materials to lower cost of textbooks, reducing a major financial barrier for students.

Action Item Metrics
1: Create 10 DEI/Student Success Taskforce Work-study positions and recruit students;
2: In conjunction with library services create coordinated list of open resource materials/textbooks on reserve and make information easily accessible to students within 6 months.

Responsible Party
Admissions, Academic Affairs, Athletics

Start Date
05/03/2021

Target Date
06/30/2025

Goal 3

External Engagement Principle

Goal
It is not possible to be the campus we envision without recognizing that our students, faculty, and staff come to our campus from many neighborhoods, cities, states, and nations. By understanding that place shapes us, we can create opportunities to learn with one another and grow with one another. Our extension into places we know and have yet to discover will open our eyes to community needs and will allow us to meet partners with whom we will work to make a difference for others.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

3.1: Civically Minded Students

Objective
Penn State Greater Allegheny students will be civically minded citizen, displaying an enhanced awareness of and commitment to social justice and building community.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Start Date
07/01/2021

Completed Date
07/01/2021

Target Completion Date
06/30/2025

Key Performance Indicator(s)
Students will have opportunity to complete a documented community experience and complete a reflective assessment to demonstrate the impact of their work and their understanding of social justice.

Mapping
Penn State Foundations
- F2 - Engaging Our Students

Penn State Thematic Priorities
- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements
- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny
- External Engagement Principle

   Action Item

   3.1.1: Enhance student efforts in active citizenship

   Current Status
   1 - Active

   Action Item Implementation Tasks
   1: Increase student participation in ASB (Alternative Spring Break) activities by 10% over the next three years.
   2: Implement an AFB (Alternative Fall Break), starting Fall 2021, to engage students in services projects that serve the local community.
   3: Expand community service opportunities by organizing Monthly Community Service Excursions – ½ day excursions within Pittsburgh and the surrounding area.
   4: Encourage service requirements for student clubs/organizations to add a community service component for clubs, starting Fall 2021
   5: Organize student volunteers to serve at local Pittsburgh area food banks on a monthly basis, starting Fall 2021
   6: Engage interested students to identify locations for semester break service trips and monthly trips.

   Action Item Metrics
   1: Reports from Student Affairs and student clubs indicating the completion and/or expansion of activities.
   2: Pre and Post activity surveys given to the students to determine what impacts the experience had on their attitudes, beliefs, or feelings regarding social justice, community needs and civic responsibility.

Responsible Party
Students, Faculty and Student Affairs

Start Date
08/23/2021

Target Date
06/30/2025

Action Item

3.1.2: Support student pursuits in efforts to build leadership skills, explore experiential learning opportunities and develop an integrated identify.

Current Status
1 - Active

Action Item Implementation Tasks
1: Institute a service learning log where students can document participation in activities during their academic career, which can be beneficial in pursuits of employment upon graduation.
2: Continue to promote student efforts in on-campus day of service projects such as those supporting MLK Day, 9/11, and the Flight 93 Memorial.
3: Encourage student clubs to continue current service activities such as Blood Drives and Food Drives, and develop new ways to display advocacy for other causes.
4: Expand the LeaderQuest program to provide additional skill building activities for future student leaders.
5: Open the Free Store 15132 after the pandemic.
6: Engage interested students in activities.

Action Item Metrics
1: Reports from Student Affairs and student clubs indicating the completion and/or expansion of activities. Number of hours served.
2: Survey community leaders, local business owners, etc. to monitor the influence our campus is having and determine areas in which increased focus is needed.

Responsible Party
Students, Faculty and Student Affairs

Start Date
08/23/2021

Target Date
06/30/2025

3.2: Course based Community Engagement

Objective
Community Engagement Through Course Work. Penn State Greater Allegheny will promote community engagement and participate in external engagement for students through faculty coursework.

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Start Date
07/01/2021

Completed Date
07/01/2021

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

Key Performance Indicator(s)
Review the action item related metrics to determine trends of student enrollment in courses with engaged experiences, by course and community settings.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life

Penn State Supporting Elements

- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- External Engagement Principle

  Action Item

  3.2.1: Incorporating engagement in course work

  Current Status
  1 - Active

  Action Item Implementation Tasks
  1: Increase participation in external engagement through faculty coursework
  2: Assess historic and current usage and benchmark with other campuses;
  3: Assess community needs and trends;
  4: Determine potential new opportunities for Greater Allegheny
  5: Focus on impact through partnerships with aligned local community organizations, facilitated by the PSU Office of Community and Government Relations

  Action Item Metrics
  1: Data provided by faculty survey will illustrate growth from 5 courses in 2019 to 10 courses in 2025; Student participation will increase from 30 students in 2019 to 60 students in 2025.
  2: Number of communities/agencies served; Assess student awareness of the history of the community or agency; Qualitative documentation through photography and story.

  Responsible Party
  Faculty, Staff and Students

  Start Date
  08/23/2021

  Target Date
  06/30/2025

  Action Item

  3.2.2: Facilitating workshops for faculty interested in adding engagement

  Current Status
  1 - Active

  Action Item Implementation Tasks
  1: Support faculty preparation of coursework involving external engagement.
  2: Implement peer-run workshops
  3: Identify faculty with experience in external engagement to work with other faculty who have little or no experience
  4: Connect with the Sustainability Institute to support partnerships for external engagement for faculty

Action Item Metrics
1: Increase participation in external engagement through faculty coursework by 50% over 5 years, and expand opportunities offered by 50% over 5 years.
2: Document the number of courses with external engagement opportunities and promote each as part of the CIVCM minor; document the number of students completing the CIVCM minor.

Responsible Party
Faculty

Start Date
08/23/2021

Target Date
06/30/2025

3.3: Empowering Communities

Objective
Empower Communities Through Mentoring and Innovation. Promote and expand opportunities for communities through engagement with the Mon Valley Launchbox

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Reviewing action item related metrics will show perceived value of a Penn State education; one that is recognized as an exceptional experience, because alumni have the knowledge and commitment to make a difference for others.

Mapping
Penn State Foundations
- F5 - Driving Economic Development

Penn State Thematic Priorities
- No Associated Thematic Priority Connection

Penn State Supporting Elements
- CO1 - Focus On Impact Through Partnerships
- CO5 - Support Economic Development And Community Renewal.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny
- External Engagement Principle

Action Item

3.3.1: Campus - community partnerships

Current Status
1 - Active

Action Item Implementation Tasks
1: Collaborate with the Office of Government and Community Relations to engage with community leaders and local governments to identify needs and opportunities
2: Collaborate with Invent Penn State to expand programming locally
3: Develop key partnerships with lending institutions to strengthen support to emerging entrepreneurs.
4: By engaging with community leaders, we be able to identify people and programs with whom we can partner.

We will meet with those people to assess their needs and connect them to programs that help them meet their goals. Our relationships with lending institutions will allow us to connect people to financial experts.

Action Item Metrics
1: Use historical Mon Valley Launchbox data to determine the amount of small business growth through 2020 and establish targets to increase that over the next five years.
2: We will document the number of people served and the number of programs offered. Through a narrative, we will highlight success stories and expand awareness of our programming and services.

Responsible Party
Continuing Education and MonValley LaunchBox Street Team.

Start Date
06/21/2021

Target Date
06/30/2025

Action Item

3.3.2: Expand opportunities for alumni to connect with the community

Current Status
1 - Active

Action Item Implementation Tasks
1: Work with alumni to engage in community service, education and advocacy
2: Engage alumni to serve as mentors for students and community initiatives
3: Match alumni members skills and talents to needs identified in our communities.

Action Item Metrics
1: Increase number of alumni engaging in programming.
2: We will document the number of alumni who engage with students; we will document the number of community building programs conducted by alumni, we will develop an alumni expertise database and document the number of community organizations who use it for initiatives.

Responsible Party
Continuing Education and Alumni Relations

Start Date
08/21/2021

Target Date
06/30/2025

3.4: Creating and Sustaining Educational Pathways

Objective
Promote educational opportunities and create a continuum of learning and engagement experiences

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Efforts will yield individuals who hold ever changing and multiple lifetime roles with the campus: young learner, degree student, non-degree student, legacy student, alumni, donor.

Mapping
Penn State Foundations

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators
- TE - Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- CO - Penn State will partner directly and effectively with our constituencies in sharing consequential research, creative works, and scholarship worldwide.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- External Engagement Principle

Action Item

3.4.1: Enhance and expand opportunities for continuing education in the region

Current Status
1 - Active

Action Item Implementation Tasks
1: Increase participation in Continuing Education programming by 33% over 5 years
2: Expand CE programs offered by 33% over 5 years.
3: Develop CE programs that can be a pathway to college enrollment
4: Assess historic and current usage and benchmark with other CE providers
5: Assess community needs and trends
6: Determine potential new programming for Greater Allegheny
7: Develop and offer youth programming
8: Develop a pathway for GED testers to engage with admissions

Action Item Metrics
1: Data provided by Continuing Education will illustrate growth in programs offered.
2: Number of new programs that address an need identified in surveys/assessments.
3: Number of students enrolling in credit programs after completing a CE program.

Responsible Party
Continuing Education, Faculty, Admissions

Start Date
04/01/2021

Target Date
06/30/2025

Action Item

3.4.2: Establish a theory of talent to identify students who can engage in our teaching, learning, and research activities

Current Status
1 - Active

Action Item Implementation Tasks
1: Identify places from which we can draw future students.
2: Admissions, Athletics and Continuing Education will design recruitment plans that emphasis campus opportunities and benefits.

Action Item Metrics
1: Data showing an increase in credit and non-credit learners will illustrate growth in the numbers we serve.

Responsible Party
Admissions and Student Aid, Continuing Education, Athletics, Academic Affairs

Start Date
05/02/2021

Target Date
06/30/2025

Goal 4

Campus Infrastructure

Goal
The environment in which we learn, and work affects student recruitment and retention, as well as employee professional success. Effective use of indoor and outdoor spaces and technology supports teaching, learning and research, and provides individuals a place where they envision themselves and feel comfortable. A campus that desires to serve its community and a diverse student body can think creatively and responsibly to make the campus a reflection of those we serve. Effective use of data, and responsible use of budgets, private, corporate and foundation support, can support the achievement of strategic vision and goals.

4.1: Space utilization

Objective
Use space to impact student learning and leisure. Penn State Greater Allegheny will examine facility usage to ensure it serves our campus and our communities

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
Review the action item related metrics to determine how we leveraged external resources to optimize space and offset construction costs. We will increase these resources each year by 2025.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- IS1 - Prioritize Investment In Our People.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Campus Infrastructure

Action Item

4.1.1: Increase effective use of space.

Current Status
1 - Active

Action Item Implementation Tasks
1: Survey faculty, staff and students to determine needs and desires for indoor and outdoor spaces.
2: Analyze utilization data to inform classroom improvement project plans.
3: We will use reporting that compares class capacity with class enrollments and make adjustments to maximize space usage or identify where we can repurpose space.

Action Item Metrics
1: Areas identified as under-utilized, or non-functional, will be repurposed and considered for classroom improvement; and development/fundraising priority.
2: We will need to establish baseline metrics in early 2021 and determine improvement measures from there.

Responsible Party
Faculty, Student Affairs, Academic Affairs, Finance and Business, Information Technology

Start Date
05/01/2021

Target Date
06/30/2025

Action Item

4.1.2: Have space and technology reflect the needs of our stakeholders.

Current Status
1 - Active

Action Item Implementation Tasks
1: Meet curricular and co-curricular learning outcomes by prioritizing technology and pedagogy needs when assigning space.
2: Engage faculty program coordinators to determine what room design and technology best supports their programs.
3: Leverage Digital Fluency Project work – Apple Distinguished application – to incorporate innovative pedagogy.

Action Item Metrics
1: Satisfaction surveys from students and faculty.

Responsible Party
Faculty, Student Affairs, Academic Affairs, Finance and Business, Information Technology

Start Date
03/01/2021

Target Date
06/30/2025

4.2: Building and Grounds

Objective
Use employee expertise and student work to enhance buildings and grounds. Penn State Greater Allegheny will create an environment reflective of those we serve, while highlighting the research and creativity of our faculty and staff.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

Objective Status
1 - Active

Objective Year(s)
2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)
1: Progress efforts yield increased visually appealing spaces that draw visitors to campus and align with the populations we serve.
2: Progress efforts support learning outcomes in degree programs and general education/integrative courses.

Mapping

Penn State Foundations

- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- TE1 - Advance The Frontiers Of Knowledge
- AH1 - Strategically Strengthen The Arts And Humanities Through Investments In Selected Areas

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- CO - Penn State will partner directly and effectively with our constituencies in sharing consequential research, creative works, and scholarship worldwide.

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

- Campus Infrastructure

  Action Item

  4.2.1: Use art to tell the story of our campus, the McKeesport Community, and members of both.

  Current Status
  1 - Active

  Action Item Implementation Tasks
  1: Develop an annual inventory of pieces
  2: Identify campus spaces that could be used to display art.
  3: Publish a compilation of all pieces displayed in an academic year
  4: Identify funding opportunities to display art in campus spaces
  5: We will engage faculty whose classes incorporate visual art and written communications
  6: Identify and engage local Penn State alumni (ie. Art Education, Music Education, Graphic Design, etc.) in our work

  Action Item Metrics
  1: Collect and organize both photos and stories of campus history to create visual displays throughout the campus;
  2: Counting the number of visual representations in the Frable Art Gallery and in newly added locations will illustrate growth.

  Responsible Party
  Faculty, Student Affairs, Facilities and Maintenance, Strategic Communications, Development

  Start Date
  07/01/2020

  Target Date
  06/30/2025

Action Item

4.2.2: Use outdoor space for educational opportunities and expanded sustainability efforts.

Current Status
1 - Active

Action Item Implementation Tasks
1: Identify locations that can serve as outdoor learning spaces.
2: Expand sustainability efforts by benchmarking UN Sustainable Development Goals and Times Impact Rankings
3: Identify funding opportunities
4: We will engage our academic programs, ie. Recreation, Park & Tourism Management, Energy Engineering and our Faculty Senate Sustainability Committee to expand our sustainability programs and to create outdoor learning laboratory spaces. Program learning outcomes will be considered when identifying and designing outdoor learning laboratory spaces.

Action Item Metrics
1: Counting the number of outdoor learning spaces, and new sustainability initiatives will illustrate growth.
2: We will need to establish baseline metrics during the spring 2021 semester and determine improvement measures from there.

Responsible Party
Faculty, Facilities and Maintenance, Strategic Planning, Development

Start Date
08/01/2020

Target Date
06/30/2025