PennState
Brandywine

STRATEGIC PLAN 2020 – 2025

NEW OPPORTUNITIES, NEW STORIES

Budget and Strategic Planning Committee
February 2021

Contents

PENN STATE BRANDYWINE MISSION STATEMENT

Penn State Brandywine provides an undergraduate education among the arts, sciences, and professional fields to a highly diverse student population from Greater Philadelphia and beyond.

Penn State Brandywine offers a challenging and rewarding college experience, combining a small-campus environment with the extensive resources of a world-class public research university. Penn State Brandywine empowers students to fulfill their potential and prepares them for meaningful careers and lives as engaged citizens.

Penn State Brandywine's established and emerging partnerships through business and industry, community and civic, and k12- and higher education organizations positively impact the region. As a Commonwealth campus of The Pennsylvania State University, Penn State Brandywine pursues our land-grant mission of excellence in teaching, research, and outreach.

PENN STATE BRANDYWINE VISION STATEMENT

Penn State Brandywine will be a leader in student success, known for educating students to become valued professionals, leaders, creators, alumni, and citizens.

PENN STATE VALUES

- **Integrity** - We act with integrity 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, inclusive, and safe community.
- **Responsibility** - We act responsibly and hold ourselves accountable for our decisions, actions, and their consequences.
- **Discovery** - Through advanced research and scholarship, we seek and create new knowledge and understanding, and foster creativity and innovation, for society's benefit.
- **Excellence** - We strive for excellence in all of our endeavors as individuals, an institution, and a leader in higher education and research.
- **Community** - We work together for the betterment of our University, the communities we serve, and the world.

PENN STATE BRANDYWINE VALUES

- **Connection** – We cultivate meaningful relationships between members of our community that create a sense of belonging, shared identity, and wellbeing.
- **Equity** – We act to increase access and full participation of historically and currently marginalized groups, and to eliminate disparities in student success and professional fulfillment.
- **Sustainability** – We strive to be good stewards of our economy, our people, and our environment to promote healthy, resilient, and inclusive communities.

PLANNING PROCESS

Pre-Planning
The 2020-2025 Strategic Planning process began in the fall of 2019. The Budget and Strategic Planning Committee (BSPC), then co-chaired by interim Chancellor Cynthia Lightfoot and Assistant Teaching Professor Karen Theveny (Communications), reviewed Brandywine's previous 2014-2020 Strategic Plan with guidance from the Office of Planning, Assessment, and Institutional Research (OPAIR) throughout the 2019 Fall semester. The committee focused on assessing how our different programs and initiatives promote the foundational principles of the 2014-2020 Strategic Plan and how that plan aligns with the Penn State's foundational principles and strategic planning.

With the arrival of a new chancellor scheduled for January 2020, interim Chancellor Lightfoot requested that all units on campus submit a brief rundown of their responsibilities, personnel, immediate concerns, and short-term and long-term initiatives to be shared with the new chancellor. The BSPC reviewed these documents and synthesized them with their reflections on the 2014-2020 Strategic Plan. This process resulted in an executive summary from the BSPC to the new chancellor, identifying several overarching priorities for the campus's near future and several perennial challenges facing the campus.

Concurrently, the Brandywine Faculty Senate and Faculty Executive Committee, chaired by Associate Teaching Professor Laura Evans (HDFS), surveyed the faculty and held several listening sessions to learn about their priorities, goals, and concerns for the future of the campus. This material was also shared with the new chancellor.

Development of Plan
During the 2020 Spring, the BSPC, now co-chaired by new Chancellor Marilyn Wells and Karen Theveny, continued to analyze and evaluate these materials with the purpose of identifying overarching themes that would become the six goal themes for our new 2020-2025 Strategic Plan. Using OPAIR's Strategic Planning Resource Guide, the committee devised a timeline and process for developing the new plan.

Despite the challenges presented by the Covid-19 pandemic, including the campus's move to remote learning, teaching, and working, the committee continued to make progress through the spring, partnering with members of the Chancellor's Council in small working groups to draft a vision, mission, and values statement (April/May).

In May 2020, the committee identified co-chairs and campus members to work on drafting objectives, action items, and implementation tasks for the six goal themes: Grow our Student Population, Develop New Funding Streams, Advance a Diverse and Inclusive Environment, Expand Career and Professional Development, Reimagine our Physical and Digital Spaces, and Increase our Visibility. Each goal group included a co-chair from the BSPC and a co-chair from the Chancellor's Council. Faculty, staff, and administrators were identified based on their expertise to participate in specific goal groups.

In early June 2020, the BSPC held a workshop for the co-chairs of the six goal groups to review the plan's mission, vision, values, and goals and to discuss strategies for writing the goals and objectives. Jonathan Savage and Michael Gambol, President and Vice-President of Brandywine's Advisory Board, as well as Matthew Wickel and Jack Kwok, the incoming President and Vice-President of the Student Government Association, also attended this workshop.

Goal groups met regularly throughout the summer to draft their goals and objectives, punctuated by several BSPC meetings where co-chairs shared progress and discussed potential synergies and overlaps between the groups' drafts. Each goal group consulted a range of materials and invited additional campus members to talk with them about their specific goal.

Feedback
The BSPC, now co-chaired by Chancellor Wells and Assistant Professor James Berkey (English), hosted a series of town halls in August to introduce the Draft Strategic Plan to the campus and gather feedback. 97 members of the Brandywine community, including Advisory Board and Alumni Board members, attended these town halls. A Penn State Brandywine Strategic Plan website (https://sites.psu.edu/brandywinestrategicplan) was also created and shared with the community to publicize the emerging plan, provide materials about the plan, and gather feedback.

The BSPC co-chairs worked with Associate Professor of Business Julie Stanton's upper-division marketing research class (MKTG 342) to gather feedback from students about the Strategic Plan, meeting with the class of 16 students on multiple occasions to explain the plan and develop a suitable survey. The class surveyed 167 students and submitted a report to the BSPC in October.

Having received student feedback, Advisory Board feedback, and preliminary feedback from OPAIR by early October, the BSPC hosted a second town hall at the end of October to update the campus on the development of the Strategic Plan. 73 members of the campus community attended this town hall.

In response to OPAIR's suggestions that we carefully consider the scope and prioritization of the Plan's goals and objectives, the BSPC committee again enlisted Julie Stanton's marketing research class to develop a Strategic Priorities survey for faculty and staff, which was distributed to faculty and staff in November.

Integration of Feedback and Refinement of Plan
In December, the BSPC co-chairs convened a Prioritization, Integration, and Revision mini-retreat for members of the BSPC, the Chancellor's Council, and chairs of the Chancellor's Commissions on Equity to review the feedback and establish our critical priorities for the Strategic Plan. This group determined that the campus's three main priorities were Grow Our Student Population, Foster an Equitable Environment, and Increase our Visibility. The original six goal groups were pared down to three "integration and revision" groups, charged with

integrating elements from the three goals that were being dropped from the plan (Develop New Funding Streams, Expand Career and Professional Development, and Reimagine Physical and Digital Spaces). These three groups met in December and January to complete this work and submit revised goals to the BSPC.

Finally, in February of 2021, the BSPC co-chairs hosted a final Strategic Plan town hall to review our process and share the final version of the Strategic Plan with the campus before submitting it to OPAIR. 68 Brandywine community members attended this presentation. The presentation was also recorded and shared with the campus community. As one final way of garnering support and feedback from the campus, the BSPC created a poll to determine the Strategic Plan's title/theme and the campus chose New Opportunities, New Stories.

Planning Participants

Committees and Groups
- Budget & Strategic Planning Committee, 2019 –2021
- Chancellor's Council
- Faculty Senate
- Student Government Association
- Six Subgroups for "Goal" Work
- Penn State Brandywine Advisory Board
- Penn State Brandywine Alumni Society Board
- Julie Stanton's MKTG 342 Class
- Office of Planning, Assessment, & Institutional Research, University Park

Campus Individuals involved with Development of Goals

Christine Allen	Rhonda Delviscio	Tim Niiler
Margie Bacheler	Nicola DiFronzo-Heitzer	Bridget O'Donnell
Anna Bachus	Justin DiMatteo	Chris Olear
James Berkey	Ivan Esparragoza	Dani Rementer
Matt Bodek	Laura Evans	Peggy Signorella
Mark Boudreau	Ronnie Godshalk	Teresa Slobuski
Evan Bradley	Laura Guertin	Julie Stanton
Jeremy Branch	Marinda Harrell-Levy	Wiebke Strehl
Don Brennan	Charles Helou	Karen Theveny
Sanjay Bridges	Pat Hillen	Bill Tyson
Margaret Buban	Colleen Houseman	Marilyn Wells
Bobbi Caprice	Elizabeth Kearns	Gail Wray
Katy Carpenter	Kurt Kistler	Michael Yatauro
Sara Daly	Marleen Livingstone	Vippy Yee
Paul DeGategno	Gary Miller	Martin Yeh

GOAL #1: GROW OUR STUDENT POPULATION
Grow our student population through stronger student retention and increased enrollment, stabilizing at 1,500 students

Objective 1.1: Enrollment for Today's World
Develop a strategic enrollment management plan for Penn State Brandywine to increase student recruitment, retention, graduation, and marketing for today's world.

Action Item 1.1.1: Develop a multi-year enrollment management plan for student recruitment and enrollment, with a focus on student populations identified for increased representation or growth (e.g., Black/African American, Hispanic/Latino/a/x/e, first-generation, low-income, veteran, international, out-of-state, dual enrollment, stop-out, etc.)

> Implementation Task 1: Review, evaluate, and update current data collection and tracking systems and processes to gather accurate data on overall enrollment, and specific populations and cohorts
> Implementation Task 2: Create data sharing processes and practices for relevant offices that remove barriers to data access
> Implementation Task 3: Collect, analyze, and share data about retention rates for student enrollment overall, and populations of focus
> Implementation Task 4: Monitor and identify populations for increased representation or growth
> Implementation Task 5: Identify target high schools to increase overall enrollment and student populations for increased representation or growth
> ***Action Item Metrics:*** *A new Strategic Enrollment Management Plan finalized, with Fall and Spring enrollment targets, by cohort, and disaggregated by each population group identified for increased representation or group*
> ***Responsible Party:*** *Chancellor's Commission on Student Success by Design & Chancellor's Commissions on Equity by Design; and Director of Enrollment Management (Admissions, Financial Aid) in collaboration with Director of Academic Affairs (Registrar, Advising & Career Services, Disability Services, Multilingual & International Student Programs, Faculty), Director of Student Affairs (Athletics, Student Engagement, Residence Life), Director of Housing & Food Services, and Rosenberg Director of the Center for Ethics & Civic Engagement*
> ***Start Date:*** *4/1/2021*
> ***Target Date:*** *8/1/2021, with annual updates, 2022, 2023, 2024, 2025*

Action Item 1.1.2: Develop annual and multi-year targets for increasing retention, graduation, and degrees awarded at Penn State Brandywine, and other Penn State campuses, and on closing gaps in retention and graduation rates between students of color and white students

Implementation Task 1: Examine data on last 5-year retention and graduation rates, overall, and by demographic factors (e.g., race/ethnicity, low-income, first-generation, gender, etc.) to set data-informed targets

Implementation Task 2: Identify and select actions and interventions to achieve targets

Action Item Metrics: Within the Strategic Enrollment Management Plan, targets for retention and graduation rates, overall, and by demographic factors (e.g., race/ethnicity, low-income, first-generation, gender, etc.), that show progressive increases and gaps narrowed/eliminated; and list of targeted intervention strategies for each population group

Responsible Party: Chancellor's Commission on Student Success by Design & Chancellor's Commissions on Equity by Design; Director of Enrollment Management (Admissions, Financial Aid); Director of Academic Affairs (Registrar, Advising & Career Services, Disability Services, Multilingual & International Student Programs, Faculty); Director of Student Affairs (Athletics, Student Engagement); Director of Housing & Food Services; Rosenberg Director of the Center for Ethics & Civic Engagement

Start Date: 4/1/2021

Target Date: 8/1/2021, with annual updates, 2022, 2023, 2024, 2025

Action Item 1.1.3: Design and optimize annually digital marketing tactics and other strategies such as k12/higher education partnerships, pipeline programs, "recruit back" strategies, etc.

Implementation Task 1: Develop, and refine each year, a digital marketing plan targeted to prospective and current students to support the enrollment management plan

Implementation Task 2: Develop, and refresh each year, marketing strategies that complement the digital marketing plan (e.g., "Recruit Back" strategy for students who leave before finishing a degree or "stop-outs", new and enhanced pipeline programs, dual enrollment opportunities, etc.)

Action Item Metrics: Comprehensive digital marketing plan, adjoined with traditional and emerging marketing strategies

Responsible Party: Director of Strategic Communications in collaboration with the Director of Enrollment Management

Start Date: 8/1/2021

Target Date: 10/1/2021, with annual updates, 2022, 2023, 2024, 2025

Objective Years:	*2021 - 2025*
Start Date:	*4/1/2021*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Enrollment, retention, graduation data (Data Digest)*

Objective Mapping:
Foundation:	*F1, F3, F4*

Thematic Priority: TE4, TE5, DI1, DI3
Supporting Element: OP1, OP2, OP3, CO1, CO3, IS4

Objective 1.2: Financial Solutions and Affordability

Increase financial accessibility and affordability – a core component of student success – as a campus responsibility at Penn State Brandywine.

Action Item 1.2.1: Convene and charge a campus level strategic body (Chancellor's Commission on Student Success by Design) with action teams, and subsequent implementation teams, focusing on topics such as federal financial aid, federal work study, community-based federal work study, scholarships, tuition payment plans, financial literacy, and others; and continual assessment and improvement

> *Action Item Metrics: Evidence (agendas, minutes, action plans, etc.) of Commission formed and charged; action teams established; action plans developed with baseline data and targets; action plans assigned to responsible party; and continual assessment and improvement*
> *Responsible Party: Chancellor; Responsible Party for each of the Implementation Teams (Director of Advising & Career Services, Coordinator of Financial Aid/Student Financial Solutions, Director of the Center for Ethics & Civic Engagement, Business Services, Assistant Director of Stewardship, Development Communication, and Alumni Relations, Director of Strategic Communication)*
> *Start Date: 10/7/2020*
> *Target Date: 5/1/2021*

Action Item 1.2.2: Support best practices and initiatives to reduce total cost of attendance and meet basic needs for students, such as the campus food pantry, open access resources/textbook options, and continual assessment and improvement

> *Action Item Metrics: Announcement of Open Access Resources Program; Data on Faculty/Course Participation; Data on Course Enrollments; Data on Textbook Expenditures/Dollars Saved; Announcement of Campus Food Pantry; Data on Student Orders from Food Pantry; Data on Students Served by Food Pantry; Data on Donor Giving to Food Pantry*
> *Responsible Party: Rosenberg Director of the Center for Ethics & Civic Engagement; Head Librarian*
> *Start Date: 10/1/2020*
> *Target Date: 5/1/2022, and continuing through 12/1/2025*

Action Item 1.2.3: Increase Penn State Brandywine and external scholarships raised and awarded to support student recruitment, retention, graduation

> Implementation Task 1: Establish annual Penn State Brandywine fundraising priorities, and the metric and campaign goals for overall commitments raised, solicitations, commitments, solicitations, prospects solicited, qualified assessments, visits, and continual assessment and improvement

Implementation Task 2: Establish goals and scholarship priority for Penn State Brandywine's Giving Tuesday, and continual assessment and improvement

Implementation Task 3: Develop a process to assure that scholarship dollars raised are awarded each year, and that the process embodies transparency and equity

Implementation Task 4: Build scholarships into grant proposals, whenever and to the fullest extent possible per grant guidelines and concept for proposed project

Implementation Task 4: Identify a position on campus that is responsible for identifying external scholarship opportunities for Penn State Brandywine students, promoting these opportunities to students, assisting students with applying for the scholarships, and monitoring and tracking progress

Implementation Task 5: Identify a position on campus that is responsible for Penn State scholarship opportunities for Penn State Brandywine students, including identifying opportunities, promoting these opportunities, assisting with applications/award, and continual assessment and improvement

Action Item Metrics: *Penn State Brandywine scholarships (number, dollars) raised and awarded, student applications for scholarships (number), students served; Penn State scholarships (dollars) awarded to Brandywine; external scholarships identified, student applications (number), scholarships received (number organizations, number dollars, number students)*

Responsible Party: *Director of Development and Alumni Relations; Financial Aid (Student Financial Solutions & Resources); Rosenberg Director of the Center for Ethics & Civic Engagement*

Start Date: *7/1/2020*

Target Date: *6/20/2021*

continuing each year:
7/1/2/21 – 6/2022; 7/1/2022 – 6/30/2023;
7/1/2023 – 6/30/2024; 7/1/2024 – 6/30/2025

Objective Years:	*2020 - 2025*
Start Date:	*10/1/2020*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Unpaid Balance Data, Financial Hold Data, Bad Debt Expense Data, Student Debt Data Scholarship Data*
Objective Mapping:	
Foundation:	*F1, F3*
Thematic Priority:	*SP2, SP3, SP5, TE4, DI1, DI3*
Supporting Element:	*OP1, OP2, CO1, IS5*

Objective 1.3: Academic and Career Success
Enhance academic and career success for Penn State Brandywine students, from first year through graduation.

Action Item 1.3.1: Elevate current and new academic programs of study (majors, minors, certificates), and integrate themes such as sustainability, equity, civic engagement, global perspectives into course curricula to educate students for professional and career success, and continual assessment and improvement

> ***Action Item Metrics:*** *Curriculum proposals and approvals (majors, minors, certificates); report/evidence of curriculum integration; lists of faculty communities of practice/learning communities*
> ***Responsible Party:*** *Director of Academic Affairs; Faculty Senate (Curricular Affairs Committee); Chancellor's Commission on Sustainability; Rosenberg Director of the Center for Ethics & Civic Engagement*
> ***Start Date:*** *9/1/2020*
> ***Target Date:*** *8/1/2021 and continuing to 12/1/2025*

Action Item 1.3.2: Administer the *Beginning College Student Survey of Student Engagement (BCSSSE)* to first-year students to collect data on academic expectations and perceptions for the coming year and design educationally purposeful activities, such as a First-Year Seminar for all students, and with continuous assessment and improvement

> ***Action Item Metrics:*** *BCSSSE participation data and findings; list of educationally purposeful and student engagement activities planned and implemented based upon the data*
> ***Responsible Party:*** *Director of Academic Affairs (Director of Advising and Career Services) in collaboration with Director of Student Affairs (Associate Director of Student Affairs)*
> ***Start Date:*** *6/1/2022*
> ***Target Date:*** *5/30/2023, followed by annual assessment and continuous improvement*

Action Item 1.3.3: Provide each student, from first year through graduation, with holistic advising, with a focus on career exploration and earlier major declaration, especially majors offered at Brandywine, delivered by well-trained staff and faculty advisors

> Implementation Task 1: Implement the action plan developed by the "Exploratory Action Team" as a part of the Chancellor's Commission on Student Success by Design, with assessment and continuous improvement
> Implementation Task 2: Develop a strategic and comprehensive professional development program for holistic and inclusive advising for faculty and staff, with expectations for participation
> ***Action Item Metrics:*** *Exploratory Action Plan; Progress Reports on implementation of action steps; professional development program on holistic advising for faculty and staff; participation lists*
> ***Responsible Party:*** *Director of Academic Affairs (Director of Advising and Career Services)*
> ***Start Date:*** *3/1/2021*

>***Target Date:*** *9/1/2021, with ongoing assessment and continuous improvement*

Action Item 1.3.4: Create new physical and digital environments to support learning for academic and career success, with a focus on the Academic Success Center and campus garden

>Implementation Task 1: Complete the feasibility study for the Academic Success Center, identify funding, and complete the project
>Implementation Task 2: Pursue new funding streams (philanthropy, grants) for expansion of the campus garden
>Implementation Task 3: Pursue classroom renovation projects and funding through Penn State's Learning Space Leadership Committee Campus Funding program
>***Action Item Metrics:*** *Copies of the feasibility study; donor solicitations; proposals/applications and subsequent documentation of successful project outcomes*
>***Responsible Party:*** *Director of Finance & Business in collaboration with Director of IT; Director of Student Affairs; Director of Academic Affairs*
>***Start Date:*** *1/18/2021*
>***Target Date:*** *6/30/2022, with continuous assessment and improvement*

Objective Years:	*2021 - 2025*
Start Date:	*1/18/2021*
Target Completion Date:	*6/30/2023 (Academic Success Center), and continuing for other projects*
Key Performance Indicators:	*Facility and technology inventory data*

Objective Mapping:

Foundation:	*F1, F2, F3, F6*
Thematic Priority:	*DI1, DI2, DI3, EH4, SP*
Supporting Element:	*OP2, IS2, IS5*

Objective 1.4: Connections and Belonging
Advance Penn State Brandywine as a vibrant residential and commuter campus, a place where all students develop early and enduring connections and find a sense of belonging.

Action Item 1.4.1: Increase high impact practices (HIP), that is "active learning practices that promote deep learning by promoting student engagement as measured by the *National Survey on Student Engagement (NSSE)*", including First Year Seminars/Experiences, common intellectual experiences, writing intensive courses, collaborative projects/assignments, undergraduate research, diversity/global learning, service learning, community-based learning, internships, capstone courses/projects

>Implementation Task 1: Conduct a campus inventory of high impact practices currently offered (what, when, how, etc.) with data on student participation; review findings and set targets for growth/expansion of current HIPs, such as a

comprehensive First-Year Experience, internships, undergraduate research, and new multi-faceted or scaffolded practices, such as mentoring the Mock Convention and mentoring programs

Implementation Task 2: Convene cross-functional teams to develop action plans for the HIPs identified for expansion and launch, with continual assessment, improvement, and innovation

Action Item Metrics: Completed inventory of HIPs with student participation; targets for growth and launch of specific HIPs; action plans; assessment reports
Responsible Party: Director of Academic Affairs in collaboration with the Rosenberg Director of the Center for Ethics and Civic Engagement and Director of Student Affairs
Start Date: 9/1/2020
Target Date: 8/1/2021 and continuing to 12/1/2015

Action Item 1.4.2: Expand participation in Brandywine events and activities, student clubs and organizations, student government, residence life, health and safety programs, and Penn State signature events such as THON

Implementation Task 1: Conduct a campus inventory of Brandywine events and activities, student clubs and organizations, student government, residence life, health and safety programs, and Penn Stage signature events such as THON with data on student participation; review findings and set targets for growth/expansion, with continual assessment and improvement

Implementation Task 2: Incorporate student leadership opportunities and components, with continual assessment and improvement

Implementation Task 3: Build an annual class gift program to foster connection and build a culture of philanthropy with students

Implementation Task 4: Continue to host Spirit Week (student-oriented) and Homecoming (student & alumni-oriented) to build a sense of tradition and pride

Implementation Task 5: Continue to plan and host Mock Convention every four years to build campus traditions and civic engagement and participation

Action Item Metrics: Completed inventory; documentation of class gifts (funds raised and gifts); programs and photographs of Spirit Week; Mock Convention held in 2024
Responsible Party: Director of Student Affairs (Associate Director of Student Affairs, Assistant Director of Student Engagement, Assistant Director of Residence Life, Counseling, Health Services, Assistant Director of Stewardship, Development Communication, and Alumni Relations); Rosenberg Director of the Center for Ethics and Civic Engagement
Start Date: 10/1/2021
Target Date: 9/1/2022 and continuing to 12/1/2025

Objective Years: *2020 - 2025*
Start Date: *9/1/2020*
Target Completion Date: *12/1/2025*

Key Performance Indicators: *Data Digest, Student Engagement Surveys*

Objective Mapping:
   Foundation: *F2, F3*
   Thematic Priority: *TE4, EH4, AH3*
   Supporting Element: *OP1, OP2, IS1, IS5*

GOAL 2: FOSTER AN EQUITABLE ENVIRONMENT

Create an equitable and inclusive environment for Penn State Brandywine's diverse campus community to support and sustain the holistic development and well-being of our people

Note on Rationale: Penn State Brandywine ranks 2nd in students of color by percentage of headcount enrollment across Penn State's 24 campuses according to the Data Digest. However, data from Penn State's Community Survey, the campus Diversity and Inclusion Committee Student Experience Survey, and recent Brandywine Faculty Senate Executive committee reports combined with a high number of bias reports and gap in retention and graduation rates for Black/African American and Hispanic/Latinx students compared to White students has surfaced and underscored multiple barriers to equity on campus. In recognition of our commitment to equity and acknowledgment of our urgent need to do more, the Chancellor created Chancellor's Commissions on Equity by Design, commencing for the 2020 – 2021 academic year. The five commissions are: Advancing Accessibility, Empowering Women, Racial and Ethnic Justice, Sexual Orientation and Gender Identity, and Veterans and Military Success. The following objectives were designed in response to these multiple data points and will build on and formalize the work started in the Chancellor's Commissions and align the campus's Strategic Plan with the University's recently enhanced investments in diversity, equity, and inclusion (DEI) to target our campus's specific needs.

Objective 2.1: Office of Equity and Inclusion

Establish an Office of Equity and Inclusion at Penn State Brandywine, reporting directly to the Chancellor, as the lead unit for advancing diversity, equity, and inclusion.

Note: The data points referenced above indicate the need for an office that focuses exclusively on equity and inclusion at Penn State Brandywine, and partners with and coordinates with other campus units in advancing equity across the campus. While the campus has been working towards increasing retention rates of faculty, staff, and students of color; developing and providing DEI professional development opportunities; and prioritizing an accessibility framework, these efforts have been fragmented and decentralized. An Office of Equity and Inclusion would serve as a catalyst and central point for the other objectives in this goal.

Action Item 2.1.1: Develop the proposed strategy or course of action that outlines specific tasks to be completed, timeline, resources, and who will work on those tasks.

Implementation Task 1: Initiate the research for hiring a leader for the Office, from reviewing sample position descriptions to determine the salary range for the position to drafting the position description; this task would include review of current positions and functions related to diversity, equity, and inclusion (e.g., accessibility, bias reporting, etc.) to determine or formalize organizational structure, alignment, and coordination with the new Office

Implementation Task 2: Review current administrative assistant, staff, advising and other positions across campus units to determine coordination, sharing, reassignment, or reallocation of positions to the new Office, and potential need for new positions

Implementation Task 3. Determine the resources needed to establish the Office, including salaries, space, operating funds

Implementation Task 4: Identify and establish a sustainable funding stream and resources to initiate the Office

Implementation Task 5: Conduct the search for the leadership of the Office

Action Item Metrics: Position description; organizational chart; budget plans; search documents

Responsible Party: Chancellor in collaboration with Chancellor's Council and consultation with the Office of the Senior Vice President for Commonwealth Campuses and Office of Educational Equity

Start Date: 10/1/2021

Target Date: 7/1/2023

Action Item 2.1.2: Conduct an equity audit by an external professional or organization

Implementation Task 1: Consult with university and campus stakeholders to review existing data (e.g., Community Survey, bias reports, etc.) to identify target areas for an external equity audit

Implementation Task 2: Identify and review potential professionals or organizations to conduct an equity audit, execute agreement, and proceed with the equity audit

Implementation Task 3: Receive and review equity audit findings, share with campus stakeholders

Implementation Task 4: Select and assign person responsible for development and implementation of action plans based upon the findings, with continual assessment and improvement

Action Item Metrics: Agreement/contract for an equity audit; action plans

Responsible Party: Chancellor in collaboration with Chancellor's Council and consultation with the Office of the Senior Vice President for Commonwealth Campuses and Office of Educational Equity

Start Date: 10/1/2022

Target Date: 5/1/2024

Objective Years:　　　　　　2021 – 2024
Start Date:　　　　　　　　10/1/2021

Target Completion Date: *5/1/2024*
Key Performance Indicators: *HR Data/Reports, Community Survey, Bias Reports*

Objective Mapping:
   Foundation: *F3*
   Thematic Priority: *TE3, EH4, SP5*
   Supporting Element: *OP1, OP2, IS1*

Objective 2.2: Equity and Student Success
Support equity and student success at Penn State Brandywine, especially in our new enrollment management plan and for Black/African American and Hispanic/Latino/a/x/e students.

   Action Item 2.2.1: Provide opportunities for students to develop moral leadership around campus equity efforts, including first-year seminars and peer mentoring programs
      Implementation Task 1: Create first-year seminars with embedded peer mentors of color, specifically designed to improve sense of belonging and success for Black/African American and Hispanic/Latino/a/x/e students
      Implementation Task 2: Develop peer mentoring program that recruits students from historically and currently marginalized populations to support first-year students, such as the BLUEPrint Peer Mentoring Program at University Park
      Action Item Metrics: *Creation of FYS classes and peer mentoring program*
      Responsible Party: *Director of Academic Affairs; Director of Student Affairs*
      Start Date: *9/1/2022*
      Target Date: *9//1/2023*

   Action Item 2.2.2: Create an Equity and Inclusion Council comprised of students that work with campus leadership to take moral leadership and drive change to address matters involving student behavior related to bias, prejudice, and other forms of intolerance, such as Behrend's [Multicultural Council](#)
      Implementation Task 1: Develop a set of broad but firm expectations around the responsibilities and composition of the Equity and Inclusion Council including expectations that the Council is diverse and inclusive and includes faculty or administrators as advisors
      Implementation Task 2: Invite the student body, or a representative subgroup of the student body, to embark on a process to develop more specific expectations and boundaries regarding the work of the Council
      Implementation Task 3: Achieve approval of the form and function of the Council, and inaugural student representatives
      Implementation Task 4: Provide leadership opportunities, professional development and training opportunities in areas of diversity and bias

Implementation Task 5: Support the Council to make recommendations to reduce bias and create a more inclusive campus culture, with continual assessment and improvement
Action Item Metrics: *Committee or council created*
Responsible Party: *Director of Student Affairs in collaboration with the Chancellor's Commission on Racial and Ethnic Justice*
Start Date: *9/1/2021*
Target Date: *8/1/2023, with continual assessment and improvement*

Action Item 2.2.3: Identify strategic partners – businesses, civic and community leaders, and k12/higher education leaders – to increase access and full participation of historically and currently marginalized groups, and to eliminate disparities in student success through approaches such as pipeline programs, internships, and equity and inclusion mentoring networks
Implementation Task 1: Establish a network of equity and inclusion advisers and mentors, including strategic partners and faculty and staff
Implementation Task 2: Create equity ombudsperson position for students
Action Item Metrics: *Development of mentorship network; creation of student equity ombudsperson*
Responsible Party: *Director of Student Affairs in collaboration with the Chancellor's Commission on Racial and Ethnic Justice*
Start Date: *9/1/2022*
Target Date: *9/1/2023, with continual assessment and improvement*

Action Item 2.2.4: Enhance support of historically and currently marginalized students by creating and increasing access to equity grants and scholarships
Implementation Task 1: Increase knowledge of, access to, and applications for diversity and inclusion scholarships (see [Behrend's Diversity Scholarships page](#)), with continual assessment and improvement
Action Item Metrics: *Numbers and amounts of scholarships created; applications for scholarships and scholarships granted*
Responsible Party: *Director of Student Financial Solutions and the Assistant Director of Stewardship, Development Communication, and Alumni Relations*
Start Date: *7/1/2021*
Target Date: *5/1/2022, with continual assessment and improvement*

Action Item 2.2.5: Increase opportunity for students to take classes in or earn minors and certificates in areas such as African American Studies, Disability Studies, Global Studies, Latino and Latina Studies, and Women's, Gender, and Sexuality Studies
Implementation Task 1: Review and identify current courses with diversity and equity content or learning outcomes and consistent with requirements or options for general education, minors, and certificates
Implementation Task 2: Plan and offer new courses, minors, and certificates with diversity and equity content or learning outcomes

Implementation Task 3: Develop relationships with University institutes and programs that focus on antiracist and equity research, such as the Rock Institute, Africana Studies Institute, The McCourtney Institute for Democracy, Sustainability Institute, and Equity Pedagogy Network, among others
Implementation Task 4: Prioritize candidates for faculty positions across campus who have specialties in antiracism and equity in the fields
Action Item Metrics: *List of current and new courses with diversity and equity content or learning outcomes; curricular proposals; course schedules and enrollment; faculty hires*
Responsible Party: Director of Academic Affairs in collaboration with the Faculty Senate, Curricular Affairs Committee, and Chancellor's Commission on Racial and Ethnic Justice
Start Date: 9/1/2022
Target Date: 9/1/2020 and continuing to 12/1/2025

Objective Years: 2021 – 2025
Start Date: 9/1/2021
Target Completion Date: 12/1/2025
Key Performance Indicators: University Bulletin, Course Schedules, Course Registration

Objective Mapping:
  Foundation: F1, F2, F3, F4
  Thematic Priority: TE4, AH1, AH3
  Supporting Element: OP1, OP2, CO1, CO2, IS1

Objective 2.3: Equity and Professional Fulfillment
Enhance resources to foster a sense of belonging, well-being, holistic development, and professional fulfillment among our diverse faculty and staff at Penn State Brandywine.

Action Item 2.3.1: Achieve equity across employment lifecycle, from recruitment and hiring to promotion and tenure to sabbatical and other leaves of absence to retirement (See recommendations from Select Penn State Presidential Commission on Racism, Bias, and Community Safety—Recommendations (October 1, 2020),[p. 8-10]).
Implementation Task 1: Review and evaluate how job descriptions are written, search committee members selected, and committees charged, with findings and recommendations for improvement
Implementation Task 2: Develop and require a special level of training for campus leadership and search committee chairs on equity that includes guidance on managing all levels of search, from writing job postings to evaluating candidates to interviewing to post-interview deliberations
Implementation Task 3: Develop and require enhanced training, such as the new Enhancing Equitable Searches, for all search committee members
Implementation Task 4: Develop criteria for assessing the diversity of candidate pools, with the expectation that a search will not move forward that does not

meet the criteria, with the expectation that the respective Director or Chancellor will send back or not approve pools to prevent bias

Implementation Task 5: Establish a requirement or expectation that all faculty searches have a Diversity Advocate, and clear expectations for the role of the advocate, including communication with Human Resources and the Director of Academic Affairs

Action Item Metrics: Job postings/positions; list of search committee processes and criteria to foster equity (composition, trainings, criteria)

Responsible Party: Chancellor in collaboration with the Human Resources Strategic Partner and Chancellor's Council

Start Date: 2/1/2021

Target Date: 5/1/2023

Action Item 2.3.2: Create structures and processes to ensure that faculty and staff are not disproportionately burdened with service related to diversity, equity, and inclusion

Implementation Task 1: Develop metric for evaluating both the visible *and invisible* service labor that faculty and staff perform (See recommendations from Select Penn State Presidential Commission on Racism, Bias, and Community Safety—Recommendations (October 1, 2020), specifically regarding removing bias as a barrier to the success of students, staff, and faculty of color [p. 8-9])

Implementation Task 2: Reduce teaching load for faculty of color during pre-tenure period to offset higher service loads on diversity, equity, inclusion - focused committees and greater informal advising/support roles for students of color

Implementation Task 3: Create equity ombudsperson position on the new Staff Advisory Council

Action Item Metrics: New metrics for evaluating service in Faculty Activity Reports; equity ombudsperson for staff appointed; retention of faculty and staff of color compared with rates for the campus; overall retention rates for faculty and staff of color

Responsible Party: Director of Academic Affairs and Director of Student Affairs in collaboration with Chancellor's Commission on Racial and Ethnic Justice

Start Date: 9/1/2022

Target Date: 12/1/2025

Action Item 2.3.3: Increase representation of full-time faculty and staff of color so that campus personnel reflect the racial and ethnic diversity of our student population

Implementation Task 1: Create guidelines for writing job postings that reflect and prioritize importance of diversity, equity, and inclusion focused skills

Implementation Task 2: Create master list of job sites/listservs that serve underrepresented populations, establish them as a standard practice for the placement of all job postings

Implementation Task 3: Cultivate contacts at historically black colleges and universities (HBCUs), Hispanic serving institutions (HSIs) and other feeder programs with MA/PhD programs and advertise to specific programs

Implementation Task 4: Hire at least two new advisers/counselors of color to support advising and career counseling (see "Windows and Mirrors" theory for support that students benefit from mentors and resources that reflect their identities and experiences; see the Select Penn State Presidential Commission on Racism, Bias, and Community Safety—Recommendations [Oct. 1, 2020])

Action Item Metrics: Guidelines for job postings created; list of diversity-focused job sites and expectation for advertising developed; list of HBCU and HSI contacts; diversity of advisors

Responsible Party: Chancellor's Commission on Racial and Ethnic Justice in collaboration with the Human Resources Strategic Partner, Director of Academic Affairs and Director of Student Affairs

Start Date: 9/1/2021

Target Date: 12/1/2025

Action Item 2.3.4: Prioritize hiring faculty and staff with expertise in anti-racist and diversity, equity, and inclusion focused research and service or work

Implementation Task 1: Review programs for underrepresentation of faculty and staff with expertise in diversity, equity, and inclusion and anti-racism

Implementation Task 2: Develop hiring plans for areas with underrepresentation

Implementation Task 3: Execute a cluster/area hire of at least two faculty and two staff from underrepresented groups with expertise in anti-racist and diversity, equity, and inclusion focused research and service or work (in alignment with recommendations of Select Penn State Presidential Commission on Racism, Bias, and Community Safety)

Implementation Task 4: Prioritize hiring people with specialties in diversity, equity, and inclusion focused and antiracism work to fill open positions

Action Item Metrics: Findings of the review; hiring plans; search documents for positions; list of new hires (faculty and staff) with expertise in anti-racist and DEI-focused studies research and service or work

Responsible Party: Director of Academic Affairs, Director of Student Affairs, and Director of Enrollment Management in collaboration with Human Resources Strategic Partner and Chancellor's Commission on Racial and Ethnic Justice

Start Date: 9/1/2021

Target Date: 12/1/2025

Action Item 2.3.5: Increase funding to support anti-racist and diversity, equity, and inclusion focused research, scholarship, professional development, and initiatives

Implementation Task 1: Identify and grow funding sources (Penn State Brandywine, Penn State, and external) to support anti-racist and diversity, equity, and inclusion focused research, scholarship, professional development, and other initiatives and priorities, in alignment with recommendations from the

Select Penn State Presidential Commission on Racism, Bias, and Community Safety

Implementation Task 2: Identify and pursue specific curricular and co-curricular grants to support students, faculty, and staff to conduct research or engage in professional development about equity and inclusion

Action Item Metrics: List of current funding sources for diversity, equity, and inclusion research, scholarship, professional development, and other initiatives; list of new funding sources to pursue; list of new funding sources achieved

Responsible Party: Director of Academic Affairs, Director of Student Affairs, and the Director of Development and Alumni Relations in collaboration with the Chancellor's Commissions on Equity by Design and University Office of Educational Equity

Start Date: 7/1/2020
Target Date: 12/1/2025

Objective Years:	*2020 – 2025*
Start Date:	*7/1/2021*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Philanthropy and Grant Reports*

Objective Mapping:

Foundation:	*F3*
Thematic Priority:	*TE3, EH4, SP4*
Supporting Element:	*OP1, OP2, CO1, IS1, IS2, IS5*

Objective 2.4: Anti-Racist Agenda
Establish anti-racism as a core commitment and responsibility for a more equitable Penn State Brandywine.

Action Item 2.4.1: Develop an anti-racist agenda utilizing a multi-faceted framework with components such as: organization and culture, practices and procedures, connections and communications, technology tools and applications, data capacity and analytics, continuous improvement and evaluation

Implementation Task 1: Create an anti-racist agenda/commitment task force, comprised of faculty, staff, and students representing functional areas and disciplines, to compose the anti-racist agenda (e.g., Chancellor's Commissions on Equity on Design could serve as a starting point for campus workgroup)

Implementation Task 2: Research existing statements on anti-racism (eg: Penn State Dickinson Law, Penn State African American Studies, Penn State Presidential Commission on Race, Princeton, and other national examples) as well as review Brandywine's specific needs/experience to develop an anti-racist agenda

Implementation Task 3: Create or compose the anti-racist commitment/agenda, allowing for campus review, feedback, and refinement, with accountability measures for each area continual assessment and improvement
Action Item Metrics: Charge and membership of the anti-racist agenda/commitment task force; compilation of Penn State and national anti-racism statements; draft, feedback, and final anti-racist agenda/commitment with accountability measures and assessment plan
Responsible Party: Chancellor's Commission on Racial and Ethnic Justice in collaboration with the Chancellor's Council (especially the Rosenberg Director of the Center for Ethics and Civic Engagement) and Office of Equity and Inclusion (when established)
Start Date: 9/1/2022
Target Date: 12/1/2023

Action Item 2.4.2: Utilize the anti-racist agenda to align programs and services with anti-racist practices
Implementation Task 1: Develop a process to move programs and services along the continuum to anti-racist practices, track progress from baseline each year
Implementation Task 2: Provide professional development and training to faculty and staff responsible for programs and services on the anti-racist agenda, accountability measures, and assessment methods
Implementation Task 3: Conduct assessments and ensure improvements, in coordination with the Chancellor's Commission on Racial and Ethnic Justice and Office of Equity and Inclusion, when established
Implementation Task 4: Identify and secure new funding sources for implementation of successful movement along the anti-racist continuum
Action Item Metrics: Assessment and accountability methods developed; external audit performed.
Responsible Party: Chancellor's Commission on Racial and Ethnic Justice in collaboration with the Chancellor's Council and Office of Equity and Inclusion (when established)
Start Date: 12/1/2023
Target Date: 12/1/2025

Action Item 2.4.3: Digitally market, combined with traditional marketing tactics, Penn State Brandywine's anti-racist commitment, optimized annually based upon continual assessment and accountability measures
Implementation Task 1: Develop, and refine each year, a digital marketing plan to publicize Penn State Brandywine's anti-racist commitment, incorporating student voices and a message from the Chancellor
Implementation Task 2: Develop, and refresh each year, marketing strategies that complement the digital marketing plan, incorporating student voices and a message from the Chancellor

Implementation Task 3: Develop accountability measures to continually assess the digital marketing campaign with improvement
Action Item Metrics: Comprehensive digital marketing plan, adjoined with traditional and emerging marketing strategies; documentation of and data analytics from the digital marketing campaign; anti-racist commitment on the campus website
Responsible Party: Director of Strategic Communications in collaboration with the Chancellor's Commission on Racial and Ethnic Justice and Chancellor's Council (especially the Rosenberg Director of the Center for Ethics and Civic Engagement) and Office of Equity and Inclusion (when established)
Start Date: 12/1/2023
Target Date: 5/1/2024, with update in 5/1/2025

Objective Years:	*2022 – 2025*
Start Date:	*9/1/2022*
Target Completion Date:	*12/1/2025, with continual assessment and improvement*
Key Performance Indicators:	*Community Survey, Bias Reports, Data Digest*

Objective Mapping:

Foundation:	*F1, F3*
Thematic Priority:	*TE3, AH3,*
Supporting Element:	*OP1, OP2, IS1*

Objective 2.5: Accessibility Framework

Foster a culture of accessibility and inclusion as a guiding framework in all that we do at Penn State Brandywine.

Action Item 2.5.1: Develop the campus' organizational structure and capacity to align with and support Penn State's planning goals and accommodations plans and national best practices for accessibility and inclusion
Implementation Task 1: Charge the Chancellor's Commission on Disability and Advancing Accessibility to continually collaborate with the University's Office of Educational Equity to ensure alignment with planning goals and accommodations plans; and also, with national partners to tap into best practices and resources; develop accessibility plan and framework
Implementation Task 2: Support faculty and staff who serve on Penn State task forces, committees, and other groups to increase accessibility and inclusion
Implementation Task 3: Review physical and digital structures campus-wide to identify opportunities to enhance and create learning and engagement environments supported by technology, equipment and furniture that meet the needs of our diverse student body and virtual and on campus learning and engagement experiences; explore and pursue funding streams for enhancing physical and digital environments, such as through Penn State's Learning Space Leadership Committee Campus Funding program

Action Item Metrics: Accessibility plan and framework; list of faculty and staff on Penn State accessibility task forces and other bodies; findings of assessments of physical and digital structures with recommendations; proposals for Learning Space Leadership Committee Funding program and other funding sources
Responsible Party: Coordinator of Student Disability Resources and Chancellor's Commission on Disability and Advancing Accessibility together with the Chancellor's Council (especially the Director of IT and Director of Finance and Business) and Office of Equity and Inclusion (when established)
Start Date: 9/1/2021
Target Date: 5/1/2023, with continual assessment and improvement

Action Item 2.5.2: Provide robust professional development and guidance for faculty and staff pertaining to accessibility and Universal Design for Learning (UDL) concepts
Implementation Task 1: Support faculty and staff directly involved in the university-wide accessibility action plan, collaborate with university and campus stakeholders on topics related to professional development
Implementation Task 2: Design professional development trainings and workshops on accessibility and UDL topics
Implementation Task 3: Establish expectation that for all faculty and staff participate in professional development trainings and workshops
Implementation Task 4: Conduct professional development trainings and workshops, with continual assessment and improvement
Action Item Metrics: Professional development trainings and workshops designed and conducted; assessment tools and findings; written expectation for participation in accessibility trainings and workshops
Responsible Party: Coordinator of Student Disability Resources and Chancellor's Commission on Disability and Advancing Accessibility together with the Chancellor's Council (especially the Director of Academic Affairs and Human Resources Strategic Partner) and Office of Equity and Inclusion (when established)
Start Date: 9/1/2021
Target Date: 9/1/2023, with continual assessment and improvement

Action Item 2.5.3: Incorporate accessibility and inclusion as a standard criterion in budget and strategic planning
Implementation Task 1: Ensure consistent representation on all committees, teams, and other campus groups of staff with knowledge of accessibility
Implementation Task 2: Meet with area budget administrators and Directors to assess and include funding for accessibility in all unit or area strategic budget plans; meet with the Director of Finance and Business Services to explore budget solutions and reallocations to fund accessibility
Implementation Task 3: Partner with the Director of Development and Alumni Relations to grow new funding streams to increase accessibility

Implementation Task 4: Assess current procurement procedures and processes to accessibility needs, and make continual improvements

Action Item Metrics: Lists of committee, team, and other group membership rosters with accessibility representative/advocate; strategic budget plans with documentation of funding for accessibility; revised procurement procedures and processes with accessibility components

Responsible Party: Coordinator of Student Disability Resources and Chancellor's Commission on Disability and Advancing Accessibility together with the Chancellor's Council (especially the Director of Finance and Business and Director of Development and Alumni Relations) and Office of Equity and Inclusion (when established)

Start Date: 9/1/2021

Target Date: 9/1/2023, with continual assessment and improvement

Action Item 2.5.4: Incorporate accessibility and inclusion as a standard criterion in curricular and co-curricular/extracurricular planning and assessment

Implementation Task 1: Meet with the Curricular Affairs Committee and Assessment Team, and other related bodies to review current standards and practices for ensuring accessibility and inclusion; revise criteria to include accessibility and inclusion as standard criteria, with continual assessment and improvement

Implementation Task 2: Meet with Human Resources Strategic Partner, Directors, and other supervisors to review current practices for including accessibility and inclusion in Job Responsibility Worksheets (JRWs), annual performance evaluations and faculty activity reports (FARs); revise practices and expectations to include accessibility and inclusion as standard criteria, with continual assessment and improvement

Implementation Task 3: Meet with the staff and student leadership of the Student Government Association, Athletics, Brandywine Activities and Events Support Team (BEAST), and other areas to review current standards and practices for ensuring accessibility and inclusion; revise criteria to include accessibility and inclusion as standard criteria, with continual assessment and improvement

Action Item Metrics: Curricular planning and assessment documents with assessment criterion; guidelines and samples for inclusion of accessibility into job postings, JRWs, and performance evaluations and FARs; meeting agendas, minutes, and communications for Student Government, Athletics, BEAST and other groups

Responsible Party: Coordinator of Student Disability Resources and Chancellor's Commission on Disability and Advancing Accessibility together with the Chancellor's Council (especially the Director of Academic Affairs, Director of Student Affairs, and Human Resources Strategic Partner) and Office of Equity and Inclusion (when established)

Start Date: 9/1/2021

Target Date: *5/1/2023, with continual assessment and improvement*

Objective Years:	*2021 – 2025*
Start Date:	*9/1/2021*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Community Survey (data for students, faculty, staff with disabilities), Bias Reports, Student Engagement Surveys, Data Digest (recruitment, enrollment retention, graduation data for students with disabilities)*

Objective Mapping:

Foundation:	*F1, F2, F3*
Thematic Priority:	*TE2, TE3, EH4, SP2, DI2*
Supporting Element:	*OP1, OP2, CO2, IS1, IS5*

GOAL 3: INCREASE OUR VISIBILITY

Build Penn State Brandywine brand awareness, name recognition, and reputation in the minds of stakeholders, locally and globally.

Objective 3.1: Local, Regional, and Global Partner

Establish Penn State Brandywine as a valued economic, community, and educational partner in Media and throughout the region and the world.

Action Item 3.1.1: Increase Penn State Brandywine – Borough of Media participation and partnerships in campus and city life – business, government, shopping, dining, entertainment, education, history, sports, and more

Implementation Task 1: Increase participation and representation of Chancellor's Council on Media government, business, and civic bodies; and invite Media business, civic, and community leaders to participate in special events and activities at Penn State Brandywine

Implementation Task 2: Promote campus-wide – faculty, staff, and students – participation in ongoing and signature Media business, government, shopping, dining, entertainment, education, history, sports, and other events, such as Dining Under the Stars, parade ceremonies, and others; and host special Borough of Media days as Brandywine events, such as athletic competitions, Spirit Week, and others

Implementation Task 3: Strengthen the relationship between Penn State Brandywine as a Fair Trade Campus and Fair Trade Campaign and the Borough of Media Fair Trade Certification

Action Item Metrics: *List of Penn State Brandywine leadership serving on Media bodies; list of Penn State Brandywine special events to which Media leaders were*

invited with attendees; Penn State Brandywine Fair Trade digital media and annual report with collaborative and join Fair Trade collaborations
Responsible Party: *Chancellor together with the Chancellor's Council*
Start Date: *7/1/2021*
Target Date*: 6/30/2022 with annual updates in 2023, 2024, 2025*

Action Item 3.1.2: Grow pride in Penn State Brandywine, by establishing participating merchants in Media and throughout region accepting Lion Cash at their locations
> Implementation Task 1: Establish team to meet with businesses in Media and regionally to propose Lion Cash as a business opportunity
> Implementation Task 2: Develop communications and resources to assist in presentations to business associations and businesses
> Implementation Task 3: Complete process with participating merchants to accept Lion Cash, followed by marketing and promotion
> ***Action Item Metrics:*** *List of Lion Cash team members; list of dates and notes from business association/business meetings; list of Media and regional participants in Lion Cash, with continual assessment and improvement*
> ***Responsible Party:*** *Director of Enrollment Management with Director of Housing and Food Services and Director of Strategic Communications in collaboration with Chancellor's Council*
> ***Start Date:*** *2/1/2021*
> ***Target Date:*** *8/1/2022 with continual assessment and improvement*

Action Item 3.1.3: Cultivate local, regional, and international partners – business/industry, civic/community, and k12/higher education – as a key resource to achieve strategic directions, seize new opportunities, and increase visibility
> Implementation Task 1: Establish an organizational structure for leadership and support of strategic partnerships – business/industry, civic community, k12/high education
> Implementation Task 2: Select a digital platform to be a flexible relational data model for strategic partnerships
> Implementation Task 3: Develop a list of external contacts/prospects who are targeted as strategic partners, with continual assessment and improvement
> Implementation Task 3: Gain the advice and assistance of the Penn State Brandywine Advisory Board on expanding strategic partners
> ***Action Item Metrics:*** *Organizational chart with roles and responsibilities for strategic partnerships; digital platform selected and population; comprehensive list of strategic partners, from prospective to premier*
> ***Responsible Party:*** *Chancellor's Council with the support of the Penn State Brandywine Advisory Board*
> ***Start Date:*** *12/1/2020*
> ***Target Date:*** *12/1/2021, with continual assessment and improvement*

Objective Years: *2020 - 2025*
Start Date: *9/1/2020*
Target Completion Date: *12/1/2025*
Key Performance Indicators: *Annual and Campaign Metrics (annual and major gifts),*
                                        Data Digest (student enrollment, retention, graduation),
                                        Strategic Communications

Objective Mapping:
  Foundation: *F2, F4, F5, F6*
  Thematic Priority: *SP2, SP5, DI3*
  Supporting Element: *OP1, OP2, CO1, CO3, CO5, IS4, IS5*

Objective 3.2: Athletics Enhancement
Enhance Athletics at Penn State Brandywine, including pursuit of the pathway to become a National Collegiate Athletic Association (NCAA) Division III member institution.

> **Action Item 3.2.1:** Secure external funding for the NCAA Division III Exploratory Year and Provisional Membership, and for Athletics Enhancement in addition to or independent of the five-year NCAA Division III process
>> Implementation Task 1: Outline fees required and projected for NCAA Division III Exploratory Year and Provisional Membership, including costs to meet benchmarks, planning for unexpected costs – strategic budget plan
>> Implementation Task 2: Develop gift pyramid with prospects | fundraising strategy; cultivate donors, prepare solicitations, execute gift agreements, and steward donors; with continual assessment and improvement
>> Implementation Task 3: Communicate with stakeholders throughout the fundraising process Development Communications
>> *Action Item Metrics: Solicitations; commitments; donor agreements; funds raised to meet*
>> *Responsible Party: Director of Student Affairs in collaboration with the Director of Athletics, Director of Budget and Finance, Director of Development and Alumni Relations and with the support of the Penn State Brandywine Advisory Board Development Committee and the Campaign Committee*
>> *Start Date: 3/1/2021*
>> *Target Date: 12/1/2022 (for submission of application in 1/2023) with continual fundraising for Athletics Enhancement through 12/1/2025*

> **Action Item 3.2.2:** Submit application for the NCAA Division III Exploratory Year
>> Implementation Task 1: Convene and charge a NCAA Division III Exploratory Year Task Force, inclusive of the Directors or designees of Athletics, Student Affairs, Academic Affairs, SGA representatives, and others as needed, to complete the application for the NCAA Division III Exploratory Year
>> Implementation Task 2: Engage stakeholders in review and refinement of the application; refine and submit

Action Item Metrics: Membership roster and charge letter for the NCAA Division III Exploratory Year Task Force; draft application with notes of stakeholder engagement and input; final application with documentation of submission
Responsible Party: Chancellor together with Chancellor's Council and the NCAA Division III Exploratory Year Application Task Force and support of the Penn State Brandywine Advisory Board and Penn State Brandywine Alumni Society Board
Start Date: 8/1/2021
Target Date: 12/1/2022 (for submission of application in 1/2023)

Action Item 3.2.3: Make application for NCAA Division III Provisional Membership
Implementation Task 1: Convene and charge a NCAA Division III Provisional Membership Task Force (perhaps a continuation of the Exploratory Year Task Force); draft documents required for Provisional Membership
Implementation Task 2: Engage stakeholders in review and refinement of application for Provisional Membership; refine and submit
Action Item Metrics: Membership roster and charge letter for the NCAA Division III Provisional Membership Task Force; draft Provisional Membership application with notes of stakeholder engagement and input; final Provisional Membership application with documentation of submission
Responsible Party: Chancellor together with Chancellor's Council and the NCAA Division III Provisional Membership Task Force and support of the Penn State Brandywine Advisory Board and Penn State Brandywine Alumni Society Board
Start Date: 8/1/2023
Target Date: 12/1/2023 (for submission of provisional membership documents in 1/2024)

Action Item 3.2.4: Meet educational and operational benchmarks and comply with Division III legislation throughout the Exploratory Year and Provisional Membership
Implementation Task 1: Review all requirements of the Exploratory Year and Provisional Membership, with continual assessment
Implementation Task 2: Collaborate with stakeholders to meet requirements, including, but not limited to: Exploratory Year Orientation Program; Regional Rules Seminar; Faculty Athletic Representative – review the role and responsibilities of the Faculty Athletic Representative (FAR), solicit applications/nominations, appoint the initial FAR; Annual NCAA Conventions; complete and submit annual reports
Implementation Task 3: Assess and improve continually
Action Item Metrics: Compliance with all NCAA D III member requirements ensured; orientation programs completed by Brandywine personnel; NCAA Convention and Regional Rule Seminar attended; NCAA report submitted annually. Materials (attendance, program, etc.) from Orientation Program, Regional Rules Seminar, Annual NCAA Conferences; description of role and responsibilities for the FAR, call for nominations/applications, announcement of appointment of FA; Annual Reports

Responsible Party: Chancellor together with Chancellor's Council; NCAA Division III Provisional Membership Task Force; Faculty Athletic Representative; and with the support of the Penn State Brandywine Advisory Board and Penn State Brandywine Alumni Society Board
Start Date: 1/20/2024
Target Date: 1/20/2025 continuing through 12/1/2025

Action Item 3.2.5: Enhance continuously the Penn State Brandywine student athlete experience and lifelong success through partnerships, best practices, and promotion

Implementation Task 1: Explore the opportunity for PSUAC athletic teams to consider and accept invitations to compete in USCAA national champions, beyond bids for winning PSUAC championships; identify criteria and funding sources commensurate for the Chancellor to approve acceptance of an invitation

Implementation Task 2: Pursue partnerships and new funding streams (e.g., RACP, Student Government Association (SGA) Commonwealth Allocation Fund (CAF), etc.) fees to support field improvements and new and enhanced experiences for student-athletes and to benefit the campus, overall

Implementation Task 3: Collaborate with alumni relations to propose a mentoring program for junior and senior student athletes to promote career and lifelong success; gain feedback and launch program, with continual assessment and improvement

Implementation Task 4: Explore new opportunities and partnerships which emerge to enhance Athletics and the student-athlete experience

Action Item Metrics: USCAA National Championship invitations, announcements; RACP application completed and submitted; campus CAF minutes/approval of fee requests; Athletic field feasibility studies; Athletic mentoring program proposal and related documents; documents of new and emerging opportunities
Responsible Party: Director of Student Affairs together with the Director of Athletics, Director of Finance and Business and Director of Strategic Communications, Assistant Director of Stewardship, Development Communications, and Alumni Relations
Start Date: 7/1/2020
Target Date: 9/1/2020, and continuing through 12/1/2025

Objective Years: *2020 – 2025*
Start Date: *7/1/2020*
Target Date: *12/1/2025*
Key Performance Indicators: *USCAA and NCAA membership and competition rosters, Development reports, Office of Physical Plant inventories*

Objective Mapping:

Foundation: *F2*
Thematic Priority: *TE4, SP5,*
Supporting Element: *OP2, CO1, CO3, IS2, IS5*

Objective 3.3: Research and Impact

Elevate Penn State Brandywine's research expertise and impact by growing new funding streams and collaborations.

Action Item 3.3.1: Increase staff with grant expertise – grant research, grant writing, and pre- and post-award management.

      Implementation Task 1: Create a funding model that will support the hiring of a grant specialist, to be a self-sustaining position funded by the additional revenues generated

      Implementation Task 2: Hire a grant specialist or identify staff to allocate time to writing grant proposals, with the following qualifications imperative: expertise in grant researching, grant writing and government and private grant opportunities; high level writing and editing skills; collaborative nature; familiarity with grant cycles and processes, and such

      Implementation Task 3: Develop "boilerplate" or standard language for topics commonly requested on proposals, develop campus processes or workflow for grants from idea through completion and reporting, with continual assessment and improvement

      Implementation Task 4: Host professional development mini-sessions for faculty and staff on grantsmanship; introduce research and grant writing "affinity groups", with continual assessment and improvement

      Implementation Task 5: Celebrate success in grantsmanship, recognizing both proposals submitted (number, total dollars, funders) and awards received (number, total dollars, funding agencies), such as with an annual grant recognition reception/program

      Implementation Task 5: Partner with campuses across Penn State to leverage grant expertise and to pursue interdisciplinary research and research collaborations and grants that align with faculty and staff interests

      Action Item Metrics: *Position description for grant specialist; announcement of new grant specialist; standard language for proposals; list of professional development mini-sessions with attendees; list of grant proposals and awards*

      Responsible Party: *Director of Development and Alumni Relations with Chancellor's Council*

      Start Date: *2/1/2021*

      Target Date: *12/5/2021 with progressive growth through 12/1/2025*

Action Item 3.3.2: Achieve annual performance and campaign goals – grants, private giving, sponsorships – to increase funds for research, engagement, and outreach that raises visibility, locally and globally

Implementation Task 1: Develop, promote, and raise money for fundraising priorities that support the strategic plan, with continual assessment and improvement

Action Item Metrics: <u>*Note*</u>*: The first 2 years of the strategic plan period (FY21 and FY22) are the end of the current capital campaign, and the goals are stretch goals. FY23, FY24 and FY25 reflect the annual fundraising expectation for campus directors of development (per our metrics) and are being used in consultation with and support from the Assistant Vice President of Development*

Source	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**
Individuals	$1,425,000	$1,125,000	$375,000	$375,000	$375,000
Foundations	$400,000	$275,000	$100,000	$100,000	$100,000
Corporations	$75,000	$125,000	$25,000	$25,000	$25,000
Total	$1,900,000	$1,500,000*	$500,000	$500,000	$500,000

Responsible Party: Director of Development and Alumni Relations and Chancellor with Chancellor's Council
Start Date: 7/1/2020
Target Date: 6/30/2021 and through fi 2022, 2023, 2024, 2025

Action Item 3.3.3: Establish a campus-wide digital media strategy, combined with traditional media, to tell the stories of faculty, staff, students, and alumni who are positively impacting the world through research and engagement.

Implementation Task 1: Establish a new Task Force to assess our past/current strengths and future opportunities to use digital media, combined with traditional media, to more robustly and boldly tell the stories of faculty, staff, students and alumni who are positively impacting the world through research and engagement, with recommendations both to gather or collect stories of research expertise and engagement campus wide and for digital media strategy

Implementation Task 2: Implement recommendations to gather and collect stories of research and engagement from across campus (e.g., every department/unit responsible for identifying social media influencer to provide/recommend content for digital and traditional media, with approval by the respective Director, such as the Director Academic Affairs or Director of Student Affairs, and Director of Strategic Communications)

Implementation Task 3: Explore the creation of a social media internship program; student influencers could be positions that are paid (student wages, work study, etc.), for-credit, or other creative mechanisms

Implementation Task 4: Implement recommendations to celebrate progress and achievements in increasing visibility of our research expertise and outreach and engagement, especially through digital media

Implementation Task 5: Establish relationships with Greater Philadelphia's Top 10 Newspapers, business publications, and other media channels, including those focused on Black/African American and Hispanic/Latino/a/x/e audiences, to promote stories of faculty, staff, students, and alumni who are experts in their fields and positively impacting the world through research and engagement
Action Item Metrics: Increase our social media footprint by proactively promoting Brandywine over previous year by establishing a social media task force, creating social media internships and identifying influencers, to assist with sustainability of our institution and creation of a digital content input process.
Responsible Party: Director of Strategic Communications with Chancellor's Council (especially the Director of Academic Affairs and Director of Student Affairs) and other stakeholders
Start Date: 7/1/2021
Target Date: 6/30/2022 continuing through 2023, 2024, 2025

Objective Years:	*2020 – 2025*
Start Date:	*9/1/2020*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Development and Alumni Relations Annual and Campaign Metrics, Grant Reports, Digital Media Analytics, Market Research*

Objective Mapping:

Foundation:	*F1, F2, F3, F4, F5*
Thematic Priority:	*TE1, TE3, DI1, SP4, SP5*
Supporting Element:	*OP1, OP2, OP3, CO1, CO3, IS1, IS2, IS5*

Objective 3.4 Workforce and Innovation
Expand Penn State Brandywine's Innovation Hub Network, a part of the Commonwealth-wide Invent Penn State initiative to drive economic growth, job creation, and student career success.

Action Item 3.4.1: Launch a community makerspace/co-working space to be designated as the Penn State Brandywine LaunchBox
Implementation Task 1: Oversee execution of the Facilities Use Agreement for the community co-working space in Lansdowne, coordinate fulfillment of equipment and supplies, as well as the personnel, in accordance with collaborative grants and agreements
Implementation Task 2: Host ribbon-cutting ceremony with community, regional, and Penn State dignitaries and stakeholders; adjoined with robust digital and traditional media promotion and stories
Implementation Task 3: Offer monthly virtual webinar series (in person as COVID guidelines allow) as an awareness building campaign to coincide

Implementation Task 4: Develop a sustainable business model for the LaunchBox with diverse revenue streams (program fees, grants, philanthropy); develop budget processes and guidelines for programs; pursue grants, philanthropy, and program fees, with continual assessment and improvement

Implementation Task 5: Identify opportunities for Brandywine faculty and staff to engage with the community co-working space

Action Item Metrics: Fully executed facilities use agreement; media coverage for ribbon cutting ceremony; program advertisements; participant rosters; business plan and program budget planning worksheets; grant proposals and awards; donor solicitations and agreements; fee revenue

Responsible Party: Director of Workforce and Innovation Hub Network in collaboration with Chancellor's Council

Start Date: 7/1/2020

Target Date: 9/1/2021, with yearly progression and growth to 12/1/2025

Action Item 3.4.2: Create a campus social innovation/entrepreneurship/design thinking lab for students, faculty, staff, and alumni

Implementation Task 1: Explore potential locations for a social innovation/entrepreneurship/design thinking lab on campus; conduct feasibility study

Implementation Task 2: Pursue funding streams for renovation and technology, such as the through the University's Learning Spaces Leadership Committee or Student, Campus Allocation Fee, or Commonwealth Facilities Allocation Fee

Implementation Task 3:   Promote the lab to faculty, staff, and students campus wide as a hub for social innovation and design thinking; engage champions in planning programs, seminars, workshops, speakers, and other activities, leading to student participation in Penn State pitch challenges and competitions; with continual assessment and improvement

Action Item Metrics: Completed feasibility study; funds secured; list of programs, seminars, workshops, speakers, and other activities; list of students who enter/win business plan or pitch challenges and competitions

Responsible Party: Director of Academic Affairs, Director of Finance and Business, and Director of Information Technology Solutions in collaboration with Chancellor's Council, Penn State Brandywine Advisory Board, and campus stakeholders

Start Date: 2/1/2021

Target Date: 6/30/2023, with growth in 2024, 2025

Action Item 3.4.3: Promote business plan and pitch competitions, on campus and in the community

Implementation Task 1: Plan, conduct, assess the first IdeaTestLab program through the Launchbox, in collaboration with the Penn State Lehigh Valley LaunchBox, review assessment findings and plan for refinement and growth

Implementation Task 2: Compile an inventory of all Penn State business plan and pitch competitions; promote through the Penn State Brandywine LaunchBox and campus social innovation/entrepreneurship lab; identify opportunities for Brandywine faculty and staff to participate and support; with continual assessment and improvement

Implementation Task 3: Pursue corporate sponsorships, grants, and philanthropy to support pitch and business plan challenges and competitions

Action Item Metrics: Number and scope of programs workshops offered and number of attendees; gross and net revenues; number of faculty participants; number of business and community mentors and coaches; number of participants in business plan and pitch competitions; number and total dollars of corporate/external sponsors

Responsible Party: Director of Workforce and Innovation in collaboration with Chancellor's Council and Chancellor's Commission on Racial and Ethnic Justice

Start Date: 2/1/2021

Target Date: 6/30/2021, with growth in fiscal years 2022, 2023, 2024, 2025

Action Item 3.4.4: Offer youth innovation and entrepreneurship experiences, with a focus on stimulating Black and Brown business ownership

Implementation Task 1: Initiate program and event planning for Summer 2021 youth innovation and entrepreneurship experiences, such as *Start it!* (entrepreneurship), *Build it!* (engineering, construction/engineering), *Code it!* (robotics, networking, technology), *Make it!* (creative based drawing); promote via digital media campaigns and k12 partnerships; host "camps"; assess; plan for improvement and expansion

Implementation Task 2: Explore partnership with Keller Williams Kids Can (KWKC), in collaboration with the regional Keller Williams Realty Social Equity Committee and the Media Chapter of the NAACP Youth Council to recruit Penn State Brandywine students, especially Black/African American and Hispanic/Latino/a/x/e students, for the KWKC *Quantum Leap* program

Implementation Task 3: Explore new and emerging opportunities for youth innovation and entrepreneurship experiences, assess opportunities and offer promising activities and events, with continual assessment and improvement

Implementation Task 4: Pursue corporate sponsorships, grants, and philanthropy to support youth innovation and entrepreneurship programs, events, activities

Action Item Metrics: Lists of youth innovation and entrepreneurship experiences offered; lists of digital media promotions; KWKC Quantum Leap student participants and completers with demographic information; external funding raised to support youth innovation and entrepreneurship

Responsible Party: Director of Workforce and Innovation in collaboration with Chancellor's Council and Chancellor's Commission on Racial and Ethnic Justice

Start Date: 2/1/2021

Target Date: 8/1/2021, with growth in 2022, 2023, 2024, 2025

Action Item 3.4.5: Expand business start-up | "future of work" programs and workshops for a diverse campus and community

Implementation Task 1: Develop a comprehensive and robust annual calendar of business start-up | "future of work" programs and workshops for a diverse campus and community such as Global Entrepreneurship Week, Start Up Week, Black Entrepreneurship Week, and many others, with continual assessment and improvement

Implementation Task 2: Participate in regional Chamber of Commerce organizations, business associations, economic development organizations, and business and industry partners to assess workforce needs, design and conduct programs and workshops, with continual assessment and improvement

Implementation Task 3: Tap into faculty and staff research expertise for professional development and "future of work" programs and workshops

Implementation Task 4: Develop a sustainable business model for "future of work" /workforce programs, with continual assessment and improvement

Action Item Metrics: List of programs and workshops with participants and presenters; gross and net revenues; list of business memberships and partnerships

Responsible Party: Director of Workforce and Innovation with Chancellor's Council

Start Date: 3/1/2021

Target Date: 8/1/2021, with updates in 2022, 2023, 2024, 2025

Objective Years:	*2020 - 2025*
Start Date:	*7/1/2020*
Target Completion Date:	*12/1/2025*
Key Performance Indicators:	*Invent Penn State Innovation Hub Annual Reports*

Objective Mapping:

Foundation:	*F1, F2, F3, F4, F5, F6*
Thematic Priority:	*TE4, SP5, DI2, DI5*
Supporting Element:	*CO1, CO2, CO5, IS2, IS3*