

Unit Strategic Plan: Penn State Abington

2014/2015 through 2018/2019

PENN STATE ABINGTON

STRATEGIC PLAN UPDATE

2014 - 2019

Submitted by: Karen Wiley Sandler, Chancellor

# **VISION**

(Adopted Spring 2003)

The Abington College of the Pennsylvania State University will be recognized as a top-tier regional public college, distinguished in its integration of teaching, learning, research, service, and public scholarship.

# **MISSION**

(Revised Fall 2008)

Penn State Abington, a distinguished baccalaureate campus college within a world-class, land-grant research university, creates transformative educational experiences that empower students to forge their own success as productive, responsible, and discerning citizens of a global society.

In a multicultural and student-centered setting, the Abington College provides multiple educational options for degree choice, campus location, learning strategies, disciplinary and interdisciplinary studies, experiential and public scholarship, leadership, and civic commitment, culminating in the integration of academic learning with life experiences.

# **GOALS, STRATEGIES AND ACTIONS TO ACHIEVE OUR VISION**

Goal 1: Educational excellence

Provide an environment that fosters intellectual growth, personal development, lifelong learning, and responsible citizenship in an evolving digital age.

Strategies

1. Continue to assess, revise, and expand Abington College’s academic degrees and academic enrichment programs, taking into account faculty resources, external support, and the global marketplace.

Actions

* 1. Develop new high demand and high interest academic degree programs including majors, minors and options.
	2. Continue yearly assessments, periodic program reviews, and accreditation where required for all existing degrees and use the results for ongoing improvements.
	3. Collaborate by utilizing shared resources through Penn State Philadelphia (Abington, Brandywine and Great Valley) to increase the reach of Penn State in the region.
	4. Encourage opportunities for academic excellence through high impact practices, such as undergraduate research, academic distinction, international programming, internships, integrated undergraduate/graduate (IUG) programming, community partnerships, and creative work.
	5. Develop a budget model that will address the need to reduce the widening disparity between the income generated and the expense budget retained. This model will not directly impact other University budgets.
1. Cultivate the faculty’s ability to grow professionally in the areas of research, instruction and service.

Actions

* 1. Significantly increase and diversify the number of faculty grant proposals by providing additional support, resources, and various opportunities for collaboration.
	2. Actively recognize and publicize faculty research, scholarship, creative work, and academic accomplishments at the local, national, international, and global levels.
	3. Encourage and acknowledge faculty service locally, nationally, and internationally to enhance the reputation of the college.
	4. Maximize the recruitment efforts to identify and attract diverse new tenure-line and multi-year faculty in order to increase the proportion of student credit hours taught by full time faculty.
	5. Expand online and hybrid offerings to respond to the needs of the 21st century student.
	6. Continue to promote and support new and creative collaborations among faculty.
	7. Support faculty development seminars in order to promote an understanding of and communication with our diverse domestic student body and our growing international student population.
1. Cultivate a transformational Educational community through effective and appropriate academic support and infrastructure.

Actions

* 1. Create a synergy through the collaboration of academic advising, career advising, the learning center, and counseling services.
	2. Continue to implement academic restructuring that will optimize academic administration.
	3. Transform existing and develop new academic spaces to include low-tech, high-tech, formal, informal, and flexible collaborative workspace environments, multi-media support for video lectures, and where ideas are shared and cross-pollinated.
	4. Update infrastructure, including academic, office, common area, international, athletic, performance, and exhibition spaces.
	5. Create a mentorship program for new academic personnel and assign a pedagogy specialist in the Center for Teaching and Learning to support traditional classroom teaching for new and continuing faculty.
	6. Explore creative avenues for scholarships, funding and group underwriting to support faculty led program and study abroad curricula.
	7. Incorporate digital communication and an online presence to enhance career advancement, academic scholarship, a sense of academic community, and a process of active participation in extra-curricular activities.
1. Encourage the transition of knowledge and theory to applications by creating robust student life programs and co-curricular activities.

Actions

* 1. Accommodate the traditional and non-traditional commuter and residential learner by offering a diverse agenda of co-curricular and extra-curricular activities.
	2. Provide opportunities for students to participate remotely in campus activities.
	3. Structure the student experience in extra-curricular activities as an extension of their academic endeavors.
	4. Support academic learning by coordinating events that complement classroom theory.
	5. Support integrative opportunities for development of international collaboration within the academic curricula.

Goal 2: Growth, Enrichment, and Improvement

Achieve strategic and measured growth across all units of the college.

Strategies

1. Seek additional resources to allow enrollment of 4,000 as projected for Abington as a growth campus.

Actions

* 1. Increase residential opportunities to attract out-of-state and international students by building an off-campus University owned and operated residence hall for 400 students.
	2. Develop alternatives for both real and virtual learning spaces.
	3. Find office spaces for new faculty and staff.
	4. Increase the number of tenure line faculty by 25.
	5. Increase staffing to accommodate enrollment growth, student needs, and to support new student housing options.
1. Broaden our curricular portfolio by adding degree offerings that are both attractive to our students and provide them with opportunities after graduation.

Actions

* 1. Add approximately ten new degrees programs to bring the total number to 25 over the next three to five years (including but not limited to: Rehabilitation and Human Services; Accounting; Finance; Recreation, Parks & Tourism; Arts Administration; Security & Risk Analysis).
	2. Add new options to the existing majors, particularly the Science major.
	3. Offer new minors (including but not limited to: Asian Studies, Writing, and Kinesiology).
	4. Explore emphases within current majors (such as a biochemistry emphasis or a public history emphasis).
	5. Enhance current majors that have low enrollments through innovative planning and delivery (such as establishing new tracks in Integrative Arts and sharing upper level courses in American Studies with Brandywine).
1. Improve student retention and persistence to graduation rates.

Actions

* 1. Increase retention 3% for students moving from semester 02 to 03 (77% to 80%).
	2. Increase retention 5% for student moving from semester 04 to 05 (62% to 67%).
	3. Increase six year graduation rate from 50% to 60% in five years.
	4. Develop early and effective intervention strategies to monitor students’ academic progress.
	5. Engage students in the Abington community by providing additional co-curricular and athletic opportunities.
1. Achieve enrollment growth to 4,000 students by increasing the yield for Abington’s current service area market and expanding new market populations.

Actions

* 1. Increase the first-year new student service area yield by 9% over three to five years.
	2. Increase the transfer new student service area yield by 6% over three to five years.
	3. Expand recruitment in the out-of-state and international first-year and transfer markets to increase the offer pool.
	4. Increase the Continuing Education recruitment to increase the credit population.
	5. Develop effective strategies to convert Youth Program participants into degree applications.
1. Accelerate the Campus Master Plan

Actions

* 1. Develop comprehensive feasibility studies and architectural plan for newly constructed academic spaces, building additions and/or stand-alone building(s) and initiate at least one building project within three years
	2. Complete a comprehensive feasibility study and architectural plan for the expansion of Lares Building and initiate the project within two years.
	3. Continue to develop and upgrade playing/intramural fields within the campus, with the Abington School District, and with Abington Township.

Goal 3: Diverse, Inclusive and Welcoming Community

advance Penn state Abington college as an institutional and regional center of excellence for diversity learning and research.

Strategies

1. Affirm the University’s diversity and affirmation action goals.

**Actions**

* 1. *Increase retention of diverse student population.*
	2. *Continuously improve goal of further diversifying the faculty and staff.*
	3. *Add a diversity component to new faculty and staff orientations.*
	4. Increase international student enrollment and *expand international students’ engagement efforts.*
1. Infuse diversity in all aspects of the college community to reflect our culture and core values.

**Actions**

* 1. *Strengthen connections with community based organizations.*
	2. *Include Multicultural Climate Committee representatives to search committees.*
	3. *Strengthen the diversity of Advisory- and Alumni- boards and guest speakers.*
	4. *Build on Abington’s signature initiatives (Diversity Leadership Retreat, Campus Diversity Awards, “Bond of Brothers” Mentorship Program, Diversity & Inclusion Training Sessions for Faculty and Staff, Diversity collection development efforts from Abington Library, HOF Exchange Program for Business and IST students) to expand our diversity reach.*
	5. Expand educational initiatives and best practices such as No Place for Hate, Center for Intercultural Leadership and Communication (CILC), Abington Center for Civic Engagement and Social Scholarship (ACCESS), Global Dialogue Project and Diversity Leadership Retreat, Student-Veterans’ Program, Student-Parents Club and Lactation Room
1. Develop and promote multiple diversity learning opportunities internally and externally.

**Actions**

* 1. *Promote and enhance the work of the Office of Intercultural Affairs, the Multicultural Climate Committee, the Office of Global Programs, and the Center for Intercultural Leadership and Communication (CILC).*
	2. *Increase for credit and professional development course offerings focused on emerging countries and cultures.*
	3. *Develop a “Certified Diversity Professional” and/or a “Certified Diversity Educator” certificate program targeted to the faculty and staff of Penn State Abington and the community at large.*
	4. *Create campus wide diversity “learning spaces” to teach the importance of cultural competency.*
	5. *Increase diversity training, seminars, and professional development course offerings for administration, faculty, staff, and the community at large.*
	6. *Develop and maintain a freestanding diversity information portal on the college’s webpage that will include all diversity related college and community activities, materials, and resources.*
	7. *Create a “Diversity Handbook” which includes resources and guidelines for scheduling, and effectively advertising and coordinating diversity-related events.*
	8. *Explore synergistic connections with* Cooperative Extension *that foster learning activities to enrich the lives of our campus and community at large.*
	9. *Work with Alumni Society Board to include diversity as a strategic goal.*
1. Foster and promote research in order to shape a knowledgeable community that embraces better understanding and appreciation of all dimensions of diversity.

Actions

* 1. *Promote all forms of diversity focused faculty research including scholarly publications, public scholarship, and digital scholarship.*
	2. *Conduct an on-going diversity research audit to ensure current activities are being captured.*
	3. *Encourage and foster undergraduate diversity focused research that centers on increased cultural competence and awareness with both ACURA and independently.*
	4. *Work in partnership with the Office of Development to create an endowed faculty position focused on diversity research.*
	5. *Partner with the University Park central administration to continue funding for the Pre-doctoral Multicultural Fellowship Program*
	6. *Encourage an interdisciplinary approach to diversity research that involves all divisions and majors.*
1. Through its leadership expressions and activities, the College will demonstrate that it is a welcoming and inclusive environment.

Actions

* 1. *Foster and sustain an environment where the spectrum of human diversity is respected and individual differences are valued.*
	2. *Educate the campus about the impact of bias (stereotyping, prejudice, and ethnocentrism) on administrative and academic decisions.*
	3. *Conduct regular assessment and evaluation of the diversity climate/environment at Abington.*
	4. *Include diverse representation within administrative decision making through leadership development pipeline activities, campus climate assessment, hiring decisions, promotion and tenure, and student enrichment.*
	5. *Create informal networking learning exercises and personal enrichment activities for the campus and community at large within spaces such as the library and cafeteria.*
	6. *Create a Diversity Collection Development Plan to increase our collection of diversity-related books, journals, and other resources*

Goal 4: Sustainability

****Pursue a holistic and interdisciplinary approach to the integration of sustainability in order to improve human health and happiness, environmental quality, and economic well-being for current and future generations.****

Strategies

1. Incorporate sustainability practices and learning opportunities into daily life across the campus.

Actions

* 1. Offer informational sessions each semester to educate the campus community on the existing and future sustainability efforts the campus is engaged in (i.e. recycling, energy savings and efficiency, grounds keeping, educational).
	2. Highlight visible demonstrations of sustainability (i.e. signage)
1. Develop and promote coordinated academic and co-curricular programs that address sustainability

Actions

* 1. Increase the number of academic courses with sustainability content.
	2. Implement the Sustainability Leadership minor by the 2015-16 academic year.
	3. Offer workshops for faculty to integrate sustainability topics into their existing courses.
1. Create programs to facilitate experiential learning opportunities and projects that involve students in the enhancement of sustainability

Actions

* 1. Incorporate community-based experiential learning opportunities into students’ coursework.
	2. Formalize and promote a themed semester or year.
1. Utilize the University’s research strengths and global reach to advance sustainability.

Actions

* 1. Encourage faculty and student research that incorporates issues of sustainability.
	2. Encourage undergraduate research projects that incorporate sustainability issues, including but not limited to the Abington College Undergraduate Research Activities (ACURA).
	3. Assist faculty in identifying sustainability-related funding opportunities.
1. Identify and develop strategic partnerships, both internal and external, to facilitate the advancement of sustainability solutions.

Actions

* 1. Develop a community garden that engages students, staff, and faculty.
	2. Engage with external stakeholders (businesses, organizations, governments, and communities) to understand and address sustainability challenges, practices, policies, and solutions.
1. Develop means to readily recognize and respond to sustainability challenges.

Actions

* 1. Consistently utilize sustainability concepts in the design, delivery, and evaluation of services and functions (i.e. energy usage, building automation).
	2. Assign responsibility for assisting in the development, coordination and implementation of the campus sustainability efforts to one or more individuals.
	3. Encourage all college committees to include sustainability issues related to their charge.

Goal 5: Outreach, Stewardship and the Culture of Service

Extend our reach and reputation through collaborations which positively impact the region and strengthen our connections in the community.

Strategies

1. Focus student volunteer and service learning efforts to provide benefit to community organizations and to enhance our students’ exposure to future leadership opportunities.

Actions

* 1. Conduct an inventory of service efforts currently initiated.
	2. Conduct an inventory of skills and resources available for service efforts.
	3. Increase service learning and civic leadership opportunities.
1. Seek opportunities to share academic and professional resources with PSU partners and collaborate with entities in the community and throughout the region.

Actions

* 1. *Conduct an inventory of skills and resources available for these collaborations.*
	2. Recommend programmatic and institutional opportunities.
1. Offer select youth programs, credit certificates and corporate learning opportunities, which build pathways to our campus academic priorities and the community.

Actions

* 1. *Conduct a gap analysis to determine opportunities for new programs.*
	2. Recommend programmatic and institutional opportunities.
1. Build relationships, resources and investment through fund raising and engagement of alumni, parents, students, faculty, staff, corporations, foundations and the community.

Actions

* 1. *Using time, talent, and treasure, define events, establish and maintain relationships, and develop opportunities that benefit the College.*
	2. *Using identified campus academic degree programs, build relationships that tie directly back to those needs and that benefit all parties involved.*
	3. Build a Culture of Philanthropy by positioning Development and Alumni Relations as resource and collaborating with various college units, local alumni and community organizations to showcase College academics and Penn State regionally.
	4. Fundraise to advance academics, international programs, and athletics by establishing “Brand” events, expanding development marketing, alumni interest groups and alumni travel programs.
	5. Increase overall giving and the number of major gifts pledged each year by creating a donor retention program, by revitalizing direct mail appeals and creating Corporate and Foundation Relations Program and Parents Program.
	6. Advance implementation plan to achieve the goals of the Campus Master Plan and other large-scale capital projects by prioritizing and considering mini-campaigns within the current campaign to specifically fund projects of the Master Plan.
1. Steward college resources with integrity and efficiency in order to maximize the impact as a college on those we serve.

Actions

* 1. Promote responsible stewardship and integrity of resources by rewarding employees who demonstrate the initiatives that align with our mission.
	2. Encourage the development of new ideas and programs that increase the efficiency of our academic programming and infrastructure.

Develop a culture that improves the retention of our faculty, staff and students.

**ALIGNMENT OF COLLEGE STRATEGIES/ACTIONS WITH UNIVERSITY THEMES**

|  | **Enhancing Our Health and Well Being** | **Managing and Stewarding Our Resources** | **Transforming Education and Access** | **Leveraging Our Digital Access** | **Exploring and Promoting Our Cultures** |
| --- | --- | --- | --- | --- | --- |
| **Goal 1. Educational Excellence** | 3.a | 1.c | 2.e, 3.g | 2.e, 3.g, 4.b | 2.g |
| **Goal 2. Growth, Enrichment, and Improvement** | 2.a,2.b, 2.c |  | 3.a, 3.b, 3.c, 3.e |  |  |
| **Goal 3.**  **Diverse, Inclusive And Welcoming Community** | 2.d, 2.g | 2.a | 2.b, 2.c, 3.c, 4.b |  | 2.a-f, 3.a-e, 4.a-e |
| **Goal 4.**  **Sustainability** | 5.a | 6.a | 2.b |  |  |
| **Goal 5.**  **Outreach, Stewardship and The Culture Of Service** |  | 5.a, 5.b, 5.c | 1.c |  |  |

**ALIGNMENT OF COLLEGE STRATEGIES/ACTIONS WITH UNIVERSITY THEMES**

|  | **Excellence** | **Student Engagement** | **Economic Development and Student Career Success** | **Access and Affordability** | **Curriculum and Delivery** |
| --- | --- | --- | --- | --- | --- |
| **Goal 1. Educational Excellence** | 1.a,b 2.a,b,c,d,f 3.c,d,e,f 4.e | 1.d 2.g 3.c,d | 3.a | 1.c 4.a,b | 1.a,b 2.e 3.g |
| **Goal 2. Growth, Enrichment, and Improvement** | 1.d | 1.b,d 3.a,b,c,d,e | 4.d 5.c | 1.a | 2.a,b,c,d,e |
| **Goal 3.**  **Diverse, Inclusive And Welcoming Community** | 3.a 4.a | 1.a,c 2.a 3.c | 2.g 4.e |  | 2.b,c |
| **Goal 4.**  **Sustainability** | 4.c | 3.b 4.a,b 5.a | 3.a 5.b |  | 2.a,b |
| **Goal 5.**  **Outreach, Stewardship and The Culture Of Service** | 5.b,c | 1.c | 4.a,b | 4.e |  |