



Unit Strategic Plan: Penn State Harrisburg

2014/2015 through 2018/2019

A more detailed version of this plan can be found at:

<http://harrisburg.psu.edu/chancellors-office/strategic-plan>

Penn State Harrisburg, The Capital College



Strategic Plan
2014/15 -2018/19

Penn State Harrisburg Strategic Plan

Vision Statement

Penn State Harrisburg will be distinguished by educational excellence, innovative research, commitment to diversity, and strategic partnerships that support community building and increased access to education. These strengths will enable us to prepare our students to lead positive and sustainable change as ethical citizens.

Mission Statement

The mission of Penn State Harrisburg is to provide an integrated and responsive approach to education that benefits society.

- Our comprehensive offerings of rigorous undergraduate, master's, doctoral and continuing education programs broaden accessibility and produce knowledgeable and skilled graduates.
- Our dynamic array of extra and co-curricular activities enhances learning beyond the classroom, engages students in our community, and facilitates inclusiveness and diversity.
- Our world-class intellectual and creative pursuits broaden our knowledge, enhance the value of teaching and learning, and promote academic excellence.
- Our collective dedication to innovation, applied problem solving, and critical thinking drives our mission of education, research, and service.

As the largest and most comprehensive of the University's Commonwealth Campuses, we strive to achieve national and international standing in academic quality and impact upon the progress of society.

Values Statement

The vision and mission statements of Penn State Harrisburg are informed by the sustaining values of integrity, diversity, and excellence in all our endeavors. Our purpose is to promote lifelong learning by creating and sharing knowledge, enriching the lives and well-being of individuals, communities, and our global society, and educating our students to become knowledgeable, skilled, and ethically-engaged citizens. Therefore, our core values include:

I. Academic Excellence. We value:

- Outstanding teaching and research in a community that promotes lifelong learning;
- Learning-centered education that develops socially and globally competent leaders;
- Scholarship that changes lives and deepens understanding;
- Discovery, creativity and innovation that have a positive impact on society.

II. Respect, Cooperation, and Diversity. We value:

- Civility and free exchange of ideas;
- Community and international engagement;
- Commitment to diversity and an appreciation for the perspectives and talents of each individual;
- Treating others with openness and professionalism in all interactions;
- Teamwork, citizenship, and a learning environment conducive to interdisciplinary collaboration.

III. Integrity, Transparency, and Accountability. We value:

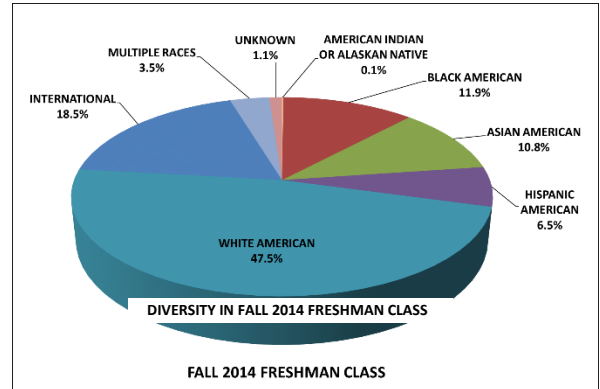
- Academic freedom, responsibility, and shared governance;
- Creating a culture of trust;
- Promoting honesty, fairness, and courageous ethical behavior;
- Promoting good stewardship and prudent management of resources;
- Promoting environmental and organizational sustainability;
- Continually improving our organizations and ourselves.

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Background and Situation Analysis: A Context for Planning

Penn State Harrisburg, The Capital College is the largest and most comprehensive of the University's Commonwealth Campuses. An undergraduate college and graduate school, Penn State Harrisburg offers more than 65 degree programs and is the only campus, along with University Park, to offer programs from the associate to doctoral levels. All professional degree programs are nationally accredited.

Since its creation in 1966, the college has experienced record enrollment growth, primarily at the undergraduate level. This growth can be attributed in part to Penn State Harrisburg's transition from a campus that originally served only upper division and graduate students to a four-year residential college. The college now provides access to higher education from three distinct entry points – freshman, transfer, and graduate – and enrolls more than 4,500 students. Enrollment growth also has resulted from efforts to attract students from outside the region and from underrepresented markets, and to maintain competitive strength in the adult learner market. Almost 45 percent of the 2014 freshman class is from outside of Pennsylvania, from 23 states and 16 countries. This class is also highly diverse, with its composition reflecting the American population demographers are forecasting for the near future.



Intellectual capital – research and scholarship – is the basis for outreach to the broader community. Each year, faculty bring in approximately \$6 million in new research grants. The college delivers outreach through a range of business, industry, and educational partnerships and campus centers, including the State Data Center, the Institute for State and Regional Affairs, the Center for Signal Integrity, the Pennsylvania Recycling Markets Center, and the Central Pennsylvania Teaching and Research Laboratory for Biofuels.

Penn State Harrisburg is situated in a highly competitive region of the state that is demographically diverse, economically stable, and for which the number of high school students is projected to increase through 2020-21.

Because of these factors, increased competitive activity presents a challenge as additional higher education institutions look to the Capital Region as a source of students. In addition, the cost of tuition is also affecting market share, particularly in professional graduate degree enrollment. In the past several years, the gap in costs per credit between Penn State Harrisburg and regional competitors including Pennsylvania State System of Higher Education (PASSHE) institutions has widened considerably. Finally, Penn State, along with many public universities, has experienced declining or flat budgetary support. Increasing tuition rates to compensate for budget gaps is neither desirable nor sustainable in the long term. Consequently, Penn State Harrisburg must find innovative ways to meet its expectations with limited resources.

Despite competition, the increasing cost of education, and budgetary resource constraints, the college has been growing and is expected to grow in this planning cycle. Students are attracted by the college's commitment to academic excellence, the availability of numerous high-impact extracurricular activities, and the attributes of the campus physical environment.

Penn State Harrisburg provides a comprehensive portfolio of academic programs, including the largest number of graduate offerings in the region. The college is the University's flagship for public affairs, and is the only regional institution providing a range of engineering and engineering technology programs.

The college has been able to attract and retain well-qualified faculty, even in disciplines with shortages of faculty with terminal degrees, and maintains resources to support effective faculty professional development programs. The college created the Faculty Center for Teaching and Instructional Technology to support faculty in the use of instructional methodologies and learning theories that address diverse learning preferences and delivery strategies.

The commitment to academic excellence includes an emphasis on personal attention in the classroom and on the provision of a wide array of support services. Many of the lower division sections, including popular general education courses, are taught in smaller sections compared to peer Commonwealth colleges. The student/faculty ratio currently stands at 14/1. The college has deliberately managed enrollment growth, carefully planning and making necessary investments in support services that reflect the changing needs of the student body.

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Committed to offering high impact activities for students, the college recently expanded the scope of honors programs, international education, and undergraduate student research opportunities. These initiatives join long-standing programs such as internships, service learning opportunities, and capstone course projects. Penn State Harrisburg also now offers 14 varsity sports competing at the NCAA Division III level and numerous intramural and club sports.

The college, with assistance from the University, has made considerable investment in improving the physical infrastructure of the campus, adding new buildings and facilities, and in the beautification of the open spaces. In addition, the campus location, near the hub of state government and in a region that is home to the headquarters of many international corporations, provides opportunities for students, faculty, and staff. The campus is easily accessible via major roadways and sits adjacent to Harrisburg International Airport. An Amtrak rail station soon will be located directly across the street from campus.

The Strategic Plan focuses on six themes for this planning cycle: Academic Excellence, Cooperation and Collaboration, Outreach through Scholarship, Student Enrichment, Diversity and Inclusiveness as a Way of Life, and Sustainability through Efficiency and Effectiveness. Each theme has sub-themes with associated initiatives and performance indicators. Unless otherwise noted, the baseline for all indicators is 2014, with completion by the end of this planning period. Ongoing assessment practices, including those that measure student learning outcomes, will monitor accomplishments and progress toward strategic goals in each year of implementation. This will inform direction and prompt revisions, as necessary.

Theme 1: Academic Excellence

A comprehensive review of academic programs and administrative services was conducted in academic year 2010-11. Penn State Harrisburg benefited from the analysis and Core Council recommendations. Select under-enrolled degree programs have been eliminated or merged as options in a related degree program, and new high-demand degree programs have been introduced, several of which already have been highly successful in attracting new students and have received national professional accreditation.

The college is distinguished by the caliber of its faculty. Penn State Harrisburg's reputation and continued growth enable the college to continue to attract highly-qualified faculty. The college is able to retain them by creating opportunities for professional development and for scholarly engagement. Furthermore, Penn State Harrisburg's distinction lies in the many ways the college continues to improve teaching and learning. The college adds and rebalances academic offerings regularly to meet student demands and societal needs. Penn State Harrisburg has increased investments in the Faculty Center for Teaching and Instructional Technology, the library, and Information Technology Services; created a number of non-classroom learning spaces to support new pedagogy; made regular upgrades to classrooms and laboratories; and constructed a new building to address some of the critical facility needs for continued growth.

The initiatives below reflect a commitment to ensuring that programs meet the highest standards; that graduates will be competitive in the regional, national, and international job market; that human and financial resources are allocated sufficiently to maintain academic programs at the highest level; and that the college remain a good steward of the Penn State brand.

Support Enrollment Growth and Retention

Retaining students is a top priority. In addition to matching the most highly qualified students with Penn State Harrisburg academic programs, other factors that will positively impact retention include: increased academic program offerings, enhanced undergraduate research opportunities, active honors and international programs, the availability of scholarships, and improved student support services.

Initiatives

- Strengthen existing recruitment practices for targeted market and develop new retention enhancement strategies that address the needs of a diverse student community.
- Increase hybrid and online delivery of resident graduate and undergraduate courses during summer.
- Offer flexible options for Commonwealth Campus students to complete work towards a Penn State Harrisburg graduate degree program at their respective campuses.
- Increase the number of graduate assistantship awards to attract additional full-time graduate students, to extend teaching assistants to undergraduate campuses in close proximity for general education and lower division instruction whenever possible.

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Performance Indicators

- Increase enrollment:
 - Of full and part-time freshman, transfer, and graduate students by 80 per year.
 - In online resident instruction graduate and undergraduate courses by 25 students each summer.
 - In hybrid and online resident courses by 50 students each summer.
- Increase the freshman retention rate by 2 percentage points for One-Year Retention Rates (using 2013 Cohort as a baseline; 3 percentage points for Two-Year Retention Rates (using 2012 Cohort as a baseline), and 3 percentage points for Three-Year Retention Rates (using 2011 Cohort as a baseline.)

Enhance Curricular Excellence through Accreditation and Program Review

The college's commitment to academic excellence is reflected in its plans to achieve recognition and accreditation by state, regional, and/or national accreditation associations and learned societies (AACSB, ABET, NASPAA, NCATE, BACB, and ACJS) for its programs.

Initiatives

- Maintain all professional degree accreditations and develop plans for review of other degree programs.
- Continue to utilize learning outcomes assessment plans to measure educational effectiveness and guide curricular revisions and changes to teaching practices.

Performance Indicators

- Complete an annual report to indicate the status of accreditation of all professional degree programs.
- Complete a self-assessment report of all remaining degree programs.

Explore Market Needs-Based Degrees, Minors, and Certificate Programs

The consideration for adding new academic programs is based on demonstrated market needs, program strength, existing faculty expertise, and the ability to attract qualified new faculty. The college strives to provide an academic program portfolio with an array of choices for students and that also supports market and workforce demand.

Initiatives

- Perform market analysis for potential new degree programs.
- Develop new Integrated Undergraduate/Graduate (IUG) programs.
- Develop undergraduate and graduate degree programs for World Campus per market needs.

Performance Indicators

- Implement five new academic programs.
- Implement five new IUG programs.
- Introduce three new degree programs through the World Campus.

Create and Enhance Learning Spaces and Support Services

The college has been a leader within the University in creating learning spaces. Building on the college history as an upper division interdisciplinary college, Penn State Harrisburg will enrich disciplinary curriculum through initiatives that integrate the arts and sciences, and through the development of learning spaces and programming that supports collaborative research and creative activity. The proposed Student Enrichment Center will bring many student support services under one roof. This will aid student retention and provide for program needs to enrich the collegiate experience.

Initiatives

- Strengthen the college's capability to aid international students with instructional, cultural and language transitions.
- Configure spaces that further inspire study and learning.

Performance Indicators

- Maintain the retention rate for international students at the current high rate (using 2013 Cohort as a baseline.)
- Increase collaborative learning space by 20%.

Support Faculty Professional Development

The college sponsors ongoing faculty orientation and professional development programs designed to advance understanding of promotion and tenure policies and performance expectations, enhance teaching, and support research. The Faculty Center for Teaching and Instructional Technology is a primary resource, supporting faculty innovation, excellence in teaching and the integration of instructional technology in the classroom. The academic schools, the Office of the Senior Associate Dean

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for Academic Affairs, and the Office of the Associate Dean for Research and Outreach provide several sources of funding to support faculty research, and scholarly and creative activities.

Initiatives

- Develop information technology literacy that contributes to academic teaching and learning.
- Strengthen the capacity and capabilities of the Faculty Center for Teaching and Instructional Technology to support new degree programs.

Performance Indicators

- Increase faculty participation in utilization of technology in classrooms by 35%.
- Increase enrollment of online resident instruction graduate and undergraduate courses by 100 each year as a result of strengthening the capacity and capabilities of the Faculty Center for Teaching and Instructional Technology.

Theme 2: Cooperation and Collaboration

The college community seeks to create an environment that promotes a culture of cooperation and collaboration in the fullest sense, from the sharing of resources and processes, to partnerships that enhance intellectual and cultural diversity. Through internal and external strategic alliances, shared administrative structure among the campuses, and commitment to accessibility and mobility across the University, Penn State Harrisburg will strengthen its ability to increase access to education, deliver a richly diverse learning experience to students, and better serve the land grant mission of the University.

Expand International Partnerships and Programs

The college actively cultivates international partnerships that enhance globalization through study tours and student exchanges, scholar and faculty exchanges, and alliances with well-known overseas universities, directing special attention to those in emerging countries with strategic value to the University. Through these efforts, Penn State Harrisburg will build relationships that expand the spectrum of offerings and create supporting programs that deliver international activities to the campus community.

Initiatives

- Expand inter-institutional international partnerships and programs
 - Strengthen the collaborative relationship with Hochschule Darmstadt, University of Applied Sciences, Darmstadt, Germany.
 - Develop 3+2 programs with Fergusson College, University of Pune, India.
 - Implement new student exchange partnership with Universidad Politecnica De Madrid, Spain.
- Enhance globalization efforts through curriculum revisions and additional study tours.
 - Provide study tours across a spectrum of disciplines that address more focused subject areas.
 - Specialize in interdisciplinary study tours that build sustainable partnerships on campus.
 - Increase campus programming that disseminates scholarship and creative activities generated from international programs.

Performance Indicators

- Increase the number of study tours by 20%.
- Increase the number of exchange students by 20%.
- Seek approval and implement 3+2 degree programs in three areas of engineering with Fergusson College.

Expand Regional Partnerships

Penn State Harrisburg's location at the heart of the state provides unique access to the capital and to state lawmakers. Regional linkages are excellent, and the college actively serves the Commonwealth and the greater Harrisburg community through its engagement in economic development. The college's Continuing Education unit in particular is situated to expand partnerships between the Commonwealth and the University through addressing education, workforce, and economic development challenges.

Initiatives

- Enrich and expand relationships with corporations and organizations for internships and faculty research opportunities.
- Serve as a primary contact to state and federal agencies for educational programming.

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- Strengthen relationships with local school districts.
- Increase college representation on community-based and government-related organizations.

Performance Indicators

- Increase external college engagement by 10%.
- Increase internships with local industry by 15%.

Increase Collaborations in the Arts and in Cultural Programming

Penn State Harrisburg seeks to increase the diversity and quality of its cultural offerings through partnerships within units of the college and with external organizations, thereby creating an inclusive cultural climate that is accessible to the public and that establishes the college as a valued partner in cultural programming for the region.

Initiatives

- Partner with regional organizations to deliver more diverse arts and cultural programming to the college and the community.
- Increase interdisciplinary and interdepartmental collaborations for cultural planning (i.e., STEAM, guest speaker partnerships such as Humanities and Athletics).

Performance Indicators

- Increase diversity and cultural programming activities created in partnership with other organizations by 10%.
- Increase interdisciplinary and interdepartmental collaborations by 30%.

Enhance Student Mobility across the University's Campuses and Colleges

Given Penn State Harrisburg's inaugural mission as an upper division campus, the college has nearly 50 years of experience in student transition within Penn State and in articulated transfers with colleges and universities outside of Penn State. As such, the college offers best practices in this important arena.

Initiatives

- Review and refine practices for seamless transitions to inform and revise the academic advising process.
- Increase access to graduate programs through arrangement of 3+2 and 4+1 programs.

Performance Indicators

- Increase the number of advanced standing (transfer) students to the college by 2% per year.
- Implement 3+2 and 4+1 programs with five different Penn State campuses.

Increase Shared Administrative Support among Penn State Campuses

Core Council recommendations included an emphasis on greater shared administrative structure among the campuses. Penn State Harrisburg provides its expertise and capacity to other Penn State campuses, and will continue to seek effective collaborations that benefit units across the University.

Initiatives

- Continue sharing administrative and technology expertise with other Penn State campuses in the region.
- Share faculty positions and professional development.

Performance Indicators

- Prepare a biannual report to indicate the extent and impact of sharing administration, faculty, professional development, and technology expertise.

Theme 3: Outreach through Scholarship

Penn State Harrisburg's intellectual capital, measured by research, creative endeavors, and scholarship, represents a resource not only to the college, but to the broader region as well. During this planning cycle, the outreach initiatives will emphasize the following initiatives.

Strengthen Community Involvement

A vibrant, culturally sensitive, and welcoming neighborhood outside of the campus is important for the well-being of the college community. Penn State Harrisburg has an excellent relationship with Middletown Borough and Lower Swatara

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Township, where an increasing number of Penn State Harrisburg students live. Penn State Harrisburg will strengthen existing relationships with these neighboring communities.

Initiatives

- Work closely with and provide expertise to local governments and school districts.
- Encourage participation by local residents in campus programs.
- Develop community programming (e.g. lectures, exhibits, performances).

Performance Indicators

- Increase community event programming by 5% each year.

Enhance Regional Linkages and Economic Development

Penn State Harrisburg has long-standing regional linkages with businesses, community-based and government-related agencies, and educational organizations. The campus location near the state capital facilitates engagement in state government and with the many global corporations with headquarters in the region. The college is home to a number of centers and institutes that serve the Commonwealth and interact regularly with business and industry partners. Penn State Harrisburg will advance these strategic regional linkages with local businesses, industries and other governmental and community-based organizations and develop new relationships to foster the sharing of intellectual capital.

Initiatives

- Establish the Center for Innovation and Entrepreneurship.
- Support faculty partnerships with community partners, as either research collaborators or “living” models for research.

Performance Indicators

- Complete a needs analysis for the Center for Innovation and Entrepreneurship by fall 2016.
- Increase the level of faculty collaboration with other organizations in the region by 10%.

Theme 4: Student Enrichment

Recognizing the value of the educational opportunities that exist outside of the classroom, Penn State Harrisburg purposefully offers opportunities for students to focus on leadership development, community and civic engagement, social responsibility, and ethical decision-making.

Advance Engaged Scholarship

The Student Affairs unit and academic units play an active role in shaping the out-of-class experience of students. This scholarship in action supports campus and community-based research/creative projects that strengthen the connection between teaching, faculty research, and the students’ educational experience. Due to the rich diversity of Penn State Harrisburg’s student body, faculty and staff, the college offers an environment that allows everyone to learn about diverse worldviews and cultures from each other. In addition, the Capital College Honors Program and the University’s Schreyer Honors College provide students with special honors courses in various disciplines, supervised research opportunities, and support for international travel and study abroad.

Initiatives

- Expand undergraduate research across all academic programs that utilize the campus and the surrounding communities as tools for education.
- Increase international study opportunities.
- Increase the number of campus activities focused on international culture.
- Increase awareness and participation in campus arts and cultural events/activities with a focus on those funded with Student Activity Fees and on student-designed creative events/activities.
- Expand on the current three to five programs per year by inviting additional thought leaders and scholars to engage students through lectures/workshops.
- Analyze expenditures, participation rates and student interest for current and potential weekend programming to provide for a richer campus life experience.

Performance Indicators

- Double the number of student presentations at the annual campus-wide undergraduate research symposium.
- Increase academic school study abroad opportunities by 20%.

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- Increase international festivals and special holidays celebrated on campus by 20%.
- Increase the number of arts and cultural events by 20%.
- Focusing on social, political, and/or ethical issues, implement a new donor funded speaker series to bring two to three renowned thought leaders each year.
- Using the student affairs student satisfaction survey, realize a 20% improvement in student satisfaction rate for campus life.

Promote Leadership Development

The college provides resources and opportunities for students to discover and explore their leadership potential and to develop and enhance their leadership skills. This is accomplished through training programs, workshops, retreats, symposia, and active participation in more than 70 student clubs/organizations, and national leadership honor societies. The college has a strong Student Government Association, a vibrant intramural program, as well as a quality NCAA Division III intercollegiate athletics program.

Initiatives

- Introduce the concept of the integrated leadership framework starting with orientation.
- Offer leadership training that aligns with the Student Leadership Development Framework.
- Participate in National Society of Leadership and Success.
- More fully integrate the NCAA Division III athletic program into the life of the campus.

Performance Indicators

- Achieve 70% participation rate in leadership activities for on-campus student organization officers.
- Increase student, faculty, staff and community fan attendance at intercollegiate contests by 15%.

Promote Community/Civic Engagement

Penn State Harrisburg continues to develop and enhance community and global outreach initiatives. By introducing students to service opportunities that address community needs, they are encouraged to engage in self-improvement while making a positive contribution to society.

Initiatives

- Expand the number of community service opportunities for students.
- Develop a student-led group dedicated to community service to help with the planning and implementation of service projects.

Performance Indicators

- Increase student participation in service learning opportunities by 20%.
- Utilize Orgsync to increase student participation in service learning opportunities by 10%.

Foster Social Responsibility and Ethical Decision-Making

Academic integrity standards in the classrooms, the student code of conduct, and the example set by faculty and staff provide students a broad awareness of ethical and socially responsible behavior. Stimulating social awareness among students creates opportunities to help them prepare as future global leaders.

Initiatives

- Create an environment where students have an opportunity to be accountable for personal choices and learn from those decisions.
- Increase awareness of sustainability issues and motivate students to apply their knowledge, passion, and skills in the pursuit of humanitarian goals.
- Develop a module on SHOW YOU CARE for delivery at new student orientation.

Performance Indicators

- Utilizing student government, student conduct, and academic units, present two lectures and/or workshops per year around the theme of accountability by fall 2016.
- Utilizing student government, the Office of Physical Plant, and the School of Science, Engineering, and Technology, conduct two lectures and/or workshops around the theme of sustainability by fall 2016.
- Implement University initiative SHOW YOU CARE by fall 2015.

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Theme 5: Diversity and Inclusiveness as a Way of Life

Diversity is woven into the fabric of the college and extends into all aspects of its work. Committed to enriching the lives of all students, faculty, and staff, Penn State Harrisburg fosters an environment in which respect for different cultures, beliefs, ideas, knowledge, and perspectives is paramount. The college community prides itself on the diversity of people and the diversity in philosophies, curriculum, co-curricular activities, teaching, and research. The campus culture promotes respect for all and creates an environment in which students learn to be global citizens.

Penn State Harrisburg fosters a supportive environment that is accessible and welcoming for a diverse student population. The college's long-standing Diversity and Educational Equity Committee (DEEC), with membership that includes students, faculty, and staff, is the central instrument to scale and coordinate college diversity initiatives, and reports to the chancellor. The DEEC administers programs that seek to continually refine and adapt understanding of diversity, ensure that practices reflect core values, and succeed in achieving diversity in all aspects of the college community. Through the following initiatives, the college will build upon existing strengths to enhance programs and activities that expose students and the entire college community to other people and opinions, inviting exploration of issues of race, class, gender, religion, abilities, political beliefs, sexual orientation, age, and culture.

Develop a Shared and Inclusive Understanding of Diversity

Penn State Harrisburg promotes diversity as an expression of its commitment to an inclusive campus community. Through continual reflection on "diversity and inclusiveness as a way of life," the college strives to create a dynamic, shared understanding of diversity that guides actions and strengthens the college community. Penn State Harrisburg promotes public attendance at many DEEC-sponsored events, helping to broaden recognition of important diversity topics.

Initiatives

- Continue college community and public involvement in diversity programming with the goal of increasing participation across diverse groups.
- Identify emerging and demonstrated areas of concern to guide programming and communication.
- Facilitate continual refinement and definition of diversity through DEEC forums.
- Build communication and education on diversity through the First Year Seminar (FYS), DEEC website, and discussion forums.

Performance Indicators

- Beginning fall 2015, conduct two faculty and staff forums to communicate the DEEC *Capital College Climate Assessment* results.
- Beginning fall 2015, deliver two DEEC forums annually.
- Increase FYS diversity content by 10%.
- Build a new DEEC website.

Create a Welcoming Campus Climate

The college understands a welcoming campus climate as an environment that responds to the changing needs of its community, nurtures the growth and enrichment of all, and creates a safe environment for diversity of culture, thought, ethnicity, religion, and ability. Creating a climate that values and respects the contributions of all community members is a primary goal, and through these efforts builds an enduring community of lifelong learners. The new Student Enrichment Center, with a completion date of June 2016, creates a focal point for these activities, and communicates the high value they hold at the college.

Through the spectrum of offerings of the Student Government Association clubs, and with the support of the Office of Student Affairs, students, faculty, and staff have tools to develop self-directed extracurricular programming that reflects the needs and interests of the community. Additionally, the college conducts assessments of faculty, students, and staff perceptions of the teaching, learning, and working environment every three years, with the next assessment slated for 2015. The formal assessment, conducted by DEEC, includes the *Penn State Student Satisfaction Survey*, and the *Capital College Climate Assessment*. The assessment data are provided to all units within the college for use in identifying areas of need and to inform goal setting and future programming.

Initiatives

- Administer college, University, and national student satisfaction surveys.
- Create informed and effective diversity-focused programming and strategic initiatives.

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- Expand International Student Affairs office efforts to increase and enhance cultural programming and intercultural education for students.
- Enhance support for disability and counseling services.
- Utilize the on-campus assessment program to identify students with possible learning disabilities.

Performance Indicators

- Maintain satisfaction levels at or above University or national averages.
- Increase cultural programming and intercultural education activities by 10%

Recruit and Retain a Diverse Student Body

Transitioning to a four-year curriculum has enabled the college access to full participation in the University's recruitment, retention, and admissions efforts. With its expanded mission, the college has contributed to the recruitment of minority students from the greater Harrisburg area and beyond. Building on its long-standing relationships with area schools, the college has been successful in these recruitment efforts. In addition, the college recently has advanced programs that introduce STEM activities to student groups generally underrepresented in science, technology, engineering, and mathematics disciplines. These have included several programs targeting middle and high school students, delivered through the college's Capital Area Institute for Mathematics and Science, Office of Multicultural Recruitment and Community Affairs, and Central Pennsylvania Research and Teaching Laboratory for Biofuels.

The college offers a wide range of academic and student services to enhance the retention and progress of minority students, and actively seeks to connect students in need with these services. For example, the college's Multicultural Academic Excellence Program (MAEP) specifically provides opportunities for students to make an early connection with support services. MAEP provides an environment where participating students' social and academic skills are assessed, and individualized tutorial and counseling services are offered. Many MAEP activities are open to the public, with the goal of building an atmosphere of connectedness among all community members. MAEP has been cited in prior diversity planning cycles as a best practice and continues as such.

Each semester, the college implements the Early Progress Reporting system (EPR) in cooperation with the University Registrar and the Office of Undergraduate Studies. The system allows faculty to report attendance and academic progress for first-year students in Weeks three to six of the semester, giving students and their academic advisers early indications of potential problems.

Initiatives

- Continue to diversify the student body; monitor the academic success (i.e., retention and progression) of minority students at the college.
- Development and deliver co-curricular programs and activities that foster a diverse and inclusive educational environment.
- Develop a comprehensive program plan of services to enhance the pipeline of students who have been traditionally underrepresented in higher education.
- Increase participation in summer STEM camps/workshops for underrepresented student populations.
- Increase scholarships for underrepresented student populations.

Performance Indicators

- Implement the Early Progress Reporting system each semester.
- Increase student participation in MAEP programs by 10%.
- Increase the percentage of traditionally underrepresented students by 5%.
- Increase scholarships for underrepresented student populations by 10%.
- Increase student and mentor participation in STEM summer camps and workshops by 10%.

Recruit and Retain a Diverse Workforce: Faculty, Staff, and Administration

Penn State Harrisburg continues its commitment to hiring minority and women, and draws from all aspects of diversity efforts to support the recruitment and retention of a widely diverse workforce. Ensuring that minority faculty and staff have pathways to success is fundamental. The college exceeded its utilization and goals for diversifying faculty, staff, and administration, using the University's Office of Affirmative Action (UAAO) national utilization and goals data from the National Opinion Research Center (NORC), the College and University Personnel Association (CUPA), and the Pennsylvania Department of Labor and Industry. The current data indicates the minority and women composition of its

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employees as: Faculty, 20.7% Minority and 39.6% Women; Staff (all categories) 16.3% Minority and 61.6% Women; Executive/Admin/Management 20.0% Minority and 40.0% Women.

Initiatives

- Continue to diversify faculty, staff, and administrative groups, and monitor retention.
- Support and share pedagogical innovation that fosters faculty engagement with the college as a diverse community and active learning environment.

Performance Indicators

- Maintain the diversity of faculty, staff and administration at the current level to comply with the UAAO.
- Deliver two diversity-focused Faculty Center for Teaching and Instructional Technology pedagogical collaborative workshops to the college community.

Develop a Curriculum that Fosters Intercultural and International Competencies

The college has engaged in significant curricular and research activities and ongoing development to diversify the undergraduate general education curriculum. The college remains committed to offering a full complement of US, IL, and USI designated courses each semester to prepare students as productive world citizens. Much of faculty scholarship in the social and behavioral sciences, business disciplines, and the humanities focuses on diversity topics. In this planning cycle, the college will strengthen its global connections; introduce students to history, culture, and language study for careers worldwide; and assist regional organizations and industry in benefitting from the college's established relationships.

The Global Lion Ambassador and Global Lion Mentor programs, for example, help to unite the campus and the surrounding community. Some programs bring a little piece of home to college for international students and give them an opportunity to showcase their home countries. Events like the Indian Holi Festival, Lunch with an International Flavor, International Coffee Hour, and the Lunar New Year Celebration showcase traditions important to many cultures on campus and create an immersive and inclusive cultural environment that serves the entire campus community.

Initiatives

- Offer various cultural diversity topics courses (US, IL, and USI) as a percentage of general education offerings, using University benchmarks.
- Support contributions to the scholarship of diversity; disseminate results annually.
- Increase international travel opportunities for students.
- Develop programs for disseminating international learning experiences to the campus community, through exhibitions, lectures, performances, and presentations.
- During the planning cycle, generate an annual self-report to summarize international and intercultural research and scholarship and disseminate through campus communications, including the DEEC website.

Performance Indicators

- Increase US, IL, and USI offerings by five.
- Increase international travel opportunities by 20%.
- Present five programs profiling international learning experiences each year.

Theme 6: Sustainability through Efficiency and Effectiveness

Penn State Harrisburg strives to be a leader in sustainability through environmental stewardship of college and community resources, with a focus on improved physical plant efficiencies and reduced costs associated with delivery of instruction.

The college has established the Penn State Harrisburg Conservation Committee, comprised of dedicated faculty and staff volunteers, which develops and educates the college community about environmentally friendly practices (recycling, energy use reduction) on the campus, and in the next planning cycle, the work and charge of this committee will be enhanced.

Promote Education and the Environment

The college has excellent academic programming in environmental engineering, and program faculty are uniquely positioned and prepared to partner with the University's research efforts in this area, particularly with respect to clean water efforts. Penn State Harrisburg environmental faculty are active players in water-related initiatives and strengthen the college's research, teaching, and outreach presence on water issues at the regional, national, and international levels.

Several new curricular efforts are underway to emphasize the various aspects of environmental safety and sustainability. All engineering programs emphasize this important aspect in their curriculum delivery. Business and economic considerations,

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social and ethical aspects, as well as political and policy-making issues are likely to emerge as faculty consider development of new courses across the college.

Initiatives

- Follow environmentally friendly practices in operations:
 - Utilize best practices in new construction and in building and grounds maintenance.
 - Promote environmentally responsible standards for new construction, renovation, and maintenance of buildings and grounds.
 - Implement new energy management methods.
 - Implement environmentally responsible purchasing policies.
 - Minimize solid waste and improve recycling efforts.
- Develop curriculum that fosters environmental and sustainability education across disciplines.
- Use the campus physical plant as a learning tool to teach, understand, and improve sustainability.

Performance Indicators

- Develop one sustainability course in each of the academic schools.
- Increase the efficiency of campus physical plant related operation by 10%.

Promote Academic Efficiency

The college will be guided by good business practices to position itself on an economically sustainable foundation. It is common knowledge that the cost of higher education has increased rapidly over the last few decades, and students are graduating with considerable debt. While multiple factors – many beyond the sphere of influence of the institutions themselves – have contributed to the rise in the cost of a four-year degree, colleges and universities should strive to minimize tuition increases to make education affordable and accessible, and to minimize the time to degree where feasible.

During recent years, the college has successfully gained efficiencies in the delivery of lower division courses. Additionally, the college will use technology extensively to gain other efficiencies. Another area for careful attention will be under-enrolled sections and programs. Section enrollment will be monitored frequently and program evaluations will be conducted routinely.

Initiatives

- Monitor under-enrolled sections annually.
- Explore and implement practices, including advising, to improve degree completion rates at the graduate and undergraduate levels.
- Develop three-year class schedules to help students ensure timely completion of their degrees.

Performance Indicators

- Reduce the percentage of under-enrolled sections by 2% each year.
- Decrease the average time to degree by 10% through improved advising and the development of long-range class schedules to help students ensure timely completion of their degrees.

Appendix A: Strategic Planning Initiatives Organized as per President Barron's Imperatives for the University

Excellence

Enhance Curricular Excellence through Accreditation and Program Review

- Maintain all professional degree accreditations and develop plans for review of other degree programs.
- Continue to utilize learning outcomes assessment plans to measure educational effectiveness and guide curricular revisions and changes to teaching practices.

Increase Shared Administrative Support among Penn State Campuses

- Continue sharing administrative and technology expertise with other Penn State campuses in the region.
- Share faculty positions and professional development.

Promote Education and the Environment

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Student Engagement

Expand International Partnerships and Programs

- Expand inter-institutional international partnerships and programs
 - Strengthen the collaborative relationship with Hochschule Darmstadt, University of Applied Sciences, Darmstadt, Germany.
 - Develop 3+2 programs with Fergusson College, University of Pune, India.
 - Implement new student exchange partnership with Universidad Politecnica De Madrid, Spain.
- Enhance globalization efforts through curriculum revisions and additional study tours.
 - Provide study tours across a spectrum of disciplines that address more focused subject areas.
 - Specialize in interdisciplinary study tours that build sustainable partnerships on campus.
 - Increase campus programming that disseminates scholarship and creative activities generated from international programs.

Advance Engaged Scholarship

- Expand undergraduate research across all academic programs that utilize the campus and the surrounding communities as tools for education.
- Increase international study opportunities.
- Increase the number of campus activities focused on international culture.
- Increase awareness and participation in campus arts and cultural events/activities with a focus on those funded with Student Activity Fees and on student-designed creative events/activities.
- Expand on the current three to five programs per year by inviting additional thought leaders and scholars to engage students through lectures/workshops.
- Analyze expenditures, participation rates and student interest for current and potential weekend programming to provide for a richer campus life experience.

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Promote Leadership Development

- Introduce the concept of the integrated leadership framework starting with orientation.
- Offer leadership training that aligns with the Student Leadership Development Framework.
- Participate in National Society of Leadership and Success.
- More fully integrate the NCAA Division III athletic program into the life of the campus.

Promote Community/Civic Engagement

- Expand the number of community service opportunities for students.
- Develop a student-led group dedicated to community service to help with the planning and implementation of service projects.

Foster Social Responsibility and Ethical Decision-Making

- Create an environment where students have an opportunity to be accountable for personal choices and learn from those decisions.
- Increase awareness of sustainability issues and motivate students to apply their knowledge, passion, and skills in the pursuit of humanitarian goals.
- Develop a module on SHOW YOU CARE for delivery at new student orientation.

Diversity and Demographics

Support Enrollment Growth and Retention

- Strengthen existing recruitment practices for targeted market and develop new retention enhancement strategies that address the needs of a diverse student community.
- Increase hybrid and online delivery of resident graduate and undergraduate courses during summer.
- Offer flexible options for Commonwealth Campus students to complete work towards a Penn State Harrisburg graduate degree program at their respective campuses.
- Increase the number of graduate assistantship awards to attract additional full-time graduate students, to extend teaching assistants to undergraduate campuses in close proximity for general education and lower division instruction whenever possible.

Develop a Shared and Inclusive Understanding of Diversity

- Continue college community and public involvement in diversity programming with the goal of increasing participation across diverse groups.
- Identify emerging and demonstrated areas of concern to guide programming and communication.
- Facilitate continual refinement and definition of diversity through Diversity and Educational Equity Committee (DEEC) forums.
- Build communication and education on diversity through the First Year Seminar (FYS), DEEC website, and discussion forums.

Create a Welcoming Campus Climate

- Administer college, University, and national student satisfaction surveys.
- Create informed and effective diversity-focused programming and strategic initiatives.
- Expand International Student Affairs office efforts to increase and enhance cultural programming and intercultural education for students.
- Enhance support for disability and counseling services.
- Utilize the on-campus assessment program to identify students with possible learning disabilities.

Recruit and Retain a Diverse Student Body

- Continue to diversify the student body; monitor the academic success (i.e., retention and progression) of minority students at the college.
- Development and deliver co-curricular programs and activities that foster a diverse and inclusive

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educational environment.

- Develop a comprehensive program plan of services to enhance the pipeline of students who have been traditionally underrepresented in higher education.
- Increase participation in summer STEM camps/workshops for underrepresented student populations.
- Increase scholarships for underrepresented student populations.

Recruit and Retain a Diverse Workforce: Faculty, Staff, and Administration

- Continue to diversify faculty, staff, and administrative groups, and monitor retention.
- Support and share pedagogical innovation that fosters faculty engagement with the college as a diverse community and active learning environment.

Develop a Curriculum that Fosters Intercultural and International Competencies

- Offer various cultural diversity topics courses (US, IL, and USI) as a percentage of general education offerings, using University benchmarks.
- Support contributions to the scholarship of diversity; disseminate results annually.
- Increase international travel opportunities for students.
- Develop programs for disseminating international learning experiences to the campus community, through exhibitions, lectures, performances, and presentations.
- During the planning cycle, generate an annual self-report to summarize international and intercultural research and scholarship and disseminate through campus communications, including the DEEC website.

Student Career Success and Economic Development

Explore Market Needs-Based Degrees, Minors, and Certificate Programs

- Perform market analysis for potential new degree programs.
- Develop new Integrated Undergraduate/Graduate (IUG) programs.
- Develop undergraduate and graduate degree programs for World Campus per market needs.

Expand Regional Partnerships

- Enrich and expand relationships with corporations and organizations for internships and faculty research opportunities.
- Serve as a primary contact to state and federal agencies for educational programming.
- Strengthen relationships with local school districts.
- Increase college representation on community-based and government-related organizations.

Increase Collaborations in the Arts and in Cultural Programming

- Partner with regional organizations to deliver more diverse arts and cultural programming to the college and the community.
- Increase interdisciplinary and interdepartmental collaborations for cultural planning (i.e., STEAM, guest speaker partnerships such as Humanities and Athletics).

Accessibility

Enhance Student Mobility across the University's Campuses and Colleges

- Review and refine practices for seamless transitions to inform and revise the academic advising process.
- Increase access to graduate programs through arrangement of 3+2 and 4+1 programs.

Strengthen Community Involvement

- Work closely with and provide expertise to local governments and school districts.
- Encourage participation by local residents in campus programs.

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- Develop community programming (e.g. lectures, exhibits, performances).

Enhance Regional Linkages and Economic Development

- Establish the Center for Innovation and Entrepreneurship.
- Support faculty partnerships with community partners, as either research collaborators or “living” models for research.

Promote Academic Efficiency

- Monitor under-enrolled sections annually.
- Explore and implement practices, including advising, to improve degree completion rates at the graduate and undergraduate levels.
- Develop three-year class schedules to help students ensure timely completion of their degrees.

Technology

Create and Enhance Learning Spaces and Support Services

- Strengthen the college’s capability to aid international students with instructional, cultural and language transitions.
- Configure spaces that further inspire study and learning.

Support Faculty Professional Development

- Develop information technology literacy that contributes to academic teaching and learning.
- Strengthen the capacity and capabilities of the Faculty Center for Teaching and Instructional Technology to support new degree programs.