

PENN STATE HARRISBURG

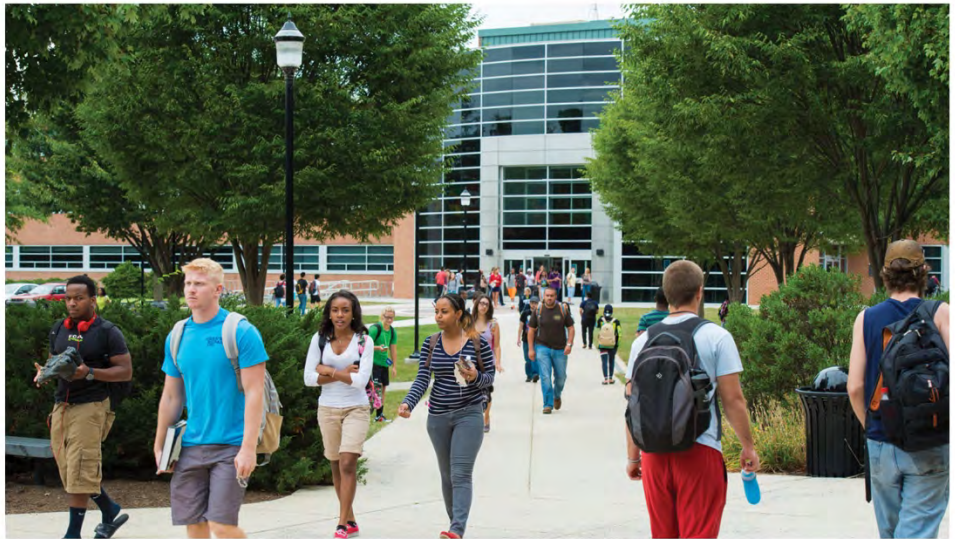
STRATEGIC PLAN

Full Plan with Status Updates: 2021-2022



PennState
Harrisburg

2020-2025



MISSION / VISION / VALUES

MISSION

Penn State Harrisburg advances educational excellence, innovative research, engagement, inclusivity, and strategic partnerships that enrich society in enduring ways.

VISION

As the largest and most comprehensive of the University's Commonwealth Campuses and the premiere institution of higher education in the region, we enhance the global society by:

Offering rigorous undergraduate, master's, doctoral and continuing education programs that broaden accessibility and prepare knowledgeable and skilled graduates.

Providing a dynamic array of services and co-curricular experiences that enhance learning beyond the classroom, through engaging students and developing a diverse, equitable, and inclusive community.

Pursuing world-class intellectual and creative pursuits that broaden our knowledge, enhance the value of teaching and learning, and promote academic excellence.

Fostering research, innovation, applied problem solving, and critical thinking.

Fulfilling our commitment as a public land-grant institution to promote economic and workforce development in collaboration with public and private partners.

INSTITUTIONAL VALUES

INTEGRITY: We act with integrity and honesty in accordance with the highest academic, professional, and ethical standards.

RESPECT: We respect and honor the dignity of each person, embrace civil discourse, and foster a diverse and inclusive community.

RESPONSIBILITY: We act responsibly, and we are accountable for our decisions, actions, and their consequences.

DISCOVERY: We seek and create new knowledge and understanding, and foster creativity and innovation, for the benefit of our communities, society, and the environment.

EXCELLENCE: We strive for excellence in all our endeavors as individuals, an institution, and a leader in higher education.

COMMUNITY: We work together for the betterment of our University, the communities we serve, and the world.

TABLE OF CONTENTS

Goal 1: Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.

1.1: Enhance applied learning 11

- 1.1.1. Create integrated undergraduate/graduate agreements (IUGs) with other Penn State colleges and campuses.
- 1.1.2. Develop interdisciplinary programs whenever academically appropriate and with the intention of combining strengths to meet 21st Century market demands.
- 1.1.3. Respond to ongoing social, technological, and economic developments by establishing new degree programs in Enterprise Technology, Physics, Human-Centered Design and Development, Cybersecurity Analytics and Operations, and Biotechnology.
- 1.1.4. Foster leadership development for students by valuing and utilizing real-world experiences that individually and collectively enhance individual, personal, and professional growth.
- 1.1.5. Establish a Center for Professional Sales and Marketing, which will complement existing and future academic programming and facilitate student and faculty career development.
- 1.1.6. Build labs that provide direct engagement with the technologies and practices of students’ preferred career directions, such as a Usability/Behavioral Lab, Finance Lab, and Water Resource Lab.

1.2: Research and scholarly productivity 15

- 1.2.1. Expand federally sponsored research through the development of pipelines to and partnerships with relevant agencies.
- 1.2.2. Expand philanthropy-funded research opportunities from organizations such as the Rockefeller Foundation, the Bill and Melinda Gates Foundation, and the Guggenheim Foundation.
- 1.2.3. Secure increased financial support for faculty research via partnerships with business and industry across the region, Commonwealth, and nation.
- 1.2.4. Seek new internal seed grant opportunities through programs such as the college's new Exploration and Analysis Grants for Expanded Research (EAGER) program and seed grant programs of other Penn State units to nurture and develop research projects likely to culminate in valuable outcomes.
- 1.2.5. Build faculty capacity to perform research by creating new fixed-term research faculty positions at all ranks, design and promote programs for post-doctoral scholars across academic units, and support development of new doctoral programs including funding to support doctoral student research assistantships, especially in science and engineering.
- 1.2.6. Develop new research laboratories and facilities to accommodate expanded research programs, leveraging federal research facilities funding from NSF, NIH, and other agencies, Commonwealth funds, philanthropic foundations, donor contributions, and University funds.

1.3: Collaborative partnerships 18

- 1.3.1. Strengthen relationships with nearby Penn State partners – specifically, the College of Medicine in Hershey and Dickinson Law. Such partnerships will facilitate the building of a regional consortium which will grow and enhance Penn State Harrisburg’s presence in Pennsylvania’s Capital Region.
- 1.3.2. Establish mutually beneficial relationships with Capital Region secondary schools to open up research experiences and create matriculation pathways for the student population in this growing part of the Commonwealth.
- 1.3.3. Create broad and strong networks of contacts within the Capital Region’s health and associated medical care communities, ensuring that Penn State Harrisburg establishes itself as an integral part of healthcare initiatives in this area of Pennsylvania.
- 1.3.4. Increase the role and visibility of Penn State Harrisburg as a source for policy research relevant to and desired by state government in Pennsylvania’s capital city, Harrisburg.
- 1.3.5. Coordinate a pipeline of programs on diversity, inclusiveness, and equity which foster and support a college attendance culture among students from underrepresented groups.
- 1.3.6. Develop Continuing Education programs and align research activities to address needs of government, industry, and non-profit partners, including exploration of new partnership ventures to achieve shared regional economic development goals.
- 1.3.7. Maximize partner relationships with other Penn State campuses, HACC, and neighboring educational institutions.

Goal 2: Penn State Harrisburg will enhance health by using research, education, and outreach to promote both a higher quality of life and improved personalized and population health.

2.1: Health-related academic programs 27

- 2.1.1. Implement already-approved new undergraduate programs, including bachelor’s degrees in Biobehavioral Health (BSED), Communication Sciences and Disorders (HUM), and Human-Centered Design and Development (SBA).
- 2.1.2. Explore and develop possible new programs within disciplines. Achieving this means focusing on adding new degree programs to Penn State Harrisburg’s offerings at the doctoral, master’s, bachelor’s, major, minor, and certificate levels.
- 2.1.3. Position the college to serve the Capital Region by exploring and developing new interdisciplinary programs.
- 2.1.4. Explore and develop new interdisciplinary programs with the College of Medicine and Dickinson Law.
- 2.1.5. Explore and develop interdisciplinary programming within the college library.
- 2.1.6. Explore and develop interdisciplinary programming with the Office of Physical Plant, specifically related to sustainability enhancements across the college.

2.2: Research and outreach on health-related concerns. 31

- 2.2.1. Develop collaborative health-related proposals.
- 2.2.2. Expand outreach to the Capital Region healthcare community.
- 2.2.3. Cultivate student health and safety.
- 2.2.4. Enhance environmental health and sustainability.

Goal 3: Penn State Harrisburg will steward our planet’s resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

3.1: Focus on sustainability and resilience. 37

- 3.1.1. Maintain and improve our facilities and identify sustainability enhancements.
- 3.1.2. Demonstrate integrated design, resource conservation, and renewable materials through the Academic Learning Center Project (ALC).
- 3.1.3. Maintain and improve the operational resilience of campus assets and procedures.

3.2: Education in sustainability theory and practice 39

- 3.2.1. Foster opportunities within the academic curriculum for learners to achieve a breadth of knowledge that enables a systems approach to sustainability.
- 3.2.2. Create opportunities for engaged learning that incorporate sustainability. Penn State Harrisburg will accomplish this by encouraging student projects (research, service learning, capstone, and outreach) and internships related to sustainability.
- 3.2.3. Generate opportunities for engaging students in co-curricular activities in diverse areas of sustainability.
- 3.2.4. Pursue research to support a whole-campus approach to sustainability.

3.3: Strategic and sustainability research and scholarship 42

- 3.3.1. Establish a Sustainability Council to promote and guide research and scholarship related to sustainability.
- 3.3.2. Leverage the Recycling Markets Center (RMC) to identify and implement sustainability-related research opportunities.
- 3.3.3. Increase opportunities for interdisciplinary capstone projects, thereby assisting students and faculty in addressing sustainability problems.

- 3.3.4. Explore the establishment of a “smart home” and “aging-in-place” research initiative.
- 3.3.5. Evaluate a water treatment and conservation research initiative.
- 3.3.6. Assess the viability of a renewable energy production and management initiative.
- 3.3.7. Explore establishing an environmental sustainability policy research initiative.
- 3.3.8. Identify opportunities for energy efficiency and resource conservation in all laboratory operations and incorporating this into proposals for new labs.

3.4: Community engagement on sustainability and resource management 45

- 3.4.1. Provide technical assistance on sustainable resource management practices to businesses and non-profit organizations through centers such as the RMC.
- 3.4.2. Conduct community outreach and education events, such as Science on Tap. This is an outreach program that sponsors several community events throughout the year on various topics in the sciences.
- 3.4.3. Build partnerships within the region and community to share knowledge and identify needs and opportunities pertaining to sustainability.

Goal 4: Penn State Harrisburg will be a leader in the arts and humanities, promoting them in research, in the classroom, throughout the college, and in the local community.

4.1: Promote the arts and humanities 51

- 4.1.1. Support research in arts and humanities by funding a post-doctoral fellowship in American Studies (HUM), by sponsoring visiting scholars (HUM), by funding doctoral research (HUM), and by supporting faculty research and creative production.
- 4.1.2. Support faculty cultural event programming, especially in the areas of diversity, equity and inclusion.
- 4.1.3. Centralize cultural programming by deploying a “Cultural Events Team” to centralize campus programming in the arts, humanities, and diversity, equity and inclusion and to effectively advertise cultural programming to the campus community, external community, and alumni.
- 4.1.4. Engage in outreach to area high schools by locating funding for and then launching Penn State Harrisburg’s Holocaust, Genocide, and Human Rights Education initiative.

4.2: Arts and humanities to enhance education 54

- 4.2.1. Expand the role of the arts, humanities, and diversity in educating all Penn State Harrisburg students.
- 4.2.2. Ensure success for students studying in humanities fields. This objective can be attained by launching a “Professional Pathways in the Humanities” project to expose Penn State Harrisburg students to careers in arts and humanities fields; by instituting a Professional Development Workshop series for graduate students to help them

publish and launch careers; and by leveraging the library’s resources and expertise for student benefit through workshops and internships that teach valuable skill sets in archiving, preservation, and digital Humanities.

Goal 5: Penn State Harrisburg will, through digital innovation, become a leader in preparing students for success in the digital age and will use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.

5.1: Increasing digital fluency 59

- 5.1.1. Build an effective digital culture that embraces digitalization and transformation.
- 5.1.2. Develop a more robust digital infrastructure.
- 5.1.3. Develop academic programs that confront persistent and emerging problems of community, regional, state, national, and global significance.
- 5.1.4. Continue to improve teaching and learning via digital enhancement.
- 5.1.5. Improve research and discovery with digital tools.

5.2. Collaboration through digital innovation 64

- 5.2.1. Develop interdisciplinary programmatic offerings.
- 5.2.2. Develop interdisciplinary co-curricular programs.
- 5.2.3. Explore personalized learning programs.
- 5.2.4. Enhance regional partnerships by forming or strengthening relationships with the Penn State Commonwealth Campuses; with Harrisburg Area Community College (HACC) and other feeder institutions; and with the University Libraries’ Special Collections and its Office of Preservation, Conservation, and Digitization.
- 5.2.5. Enhance stakeholder engagement by leveraging social media platforms to strengthen connections with current students, alumni, donors, business/industry partners, and local government.
- 5.2.6. Enhance digital marketing with a two-pronged effort that will expand data-driven advertising campaigns and explore advanced audience targeting through the use of analytics, especially for graduate programs.

STRATEGIC PLAN (2020 - 2025)

GOAL 1:

Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.



Goal 1

Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.

Goal

Penn State Harrisburg understands that transformation indicates change conveying significant advancement in the form or character of education. Transforming education creates a foundation in which each member of our community is accountable and answerable for their knowledge, and acts based upon responsibility to self and others. As a goal, the transformation of education is embedded throughout all Penn State Harrisburg initiatives. It is therefore understood that this is a unifying theme which resonates across all units of the college. That being said, this section of the Executive Summary of the Penn State Harrisburg Strategic Plan highlights the specific ways that we will pursue this goal. We will achieve this goal by pursuing three objectives:

- Develop and deliver distinctive and effective curricula to enhance applied learning.
- Expand and elevate research and scholarly productivity to facilitate discovery and the application of new knowledge.
- Seek out and actualize collaborative partnerships which will benefit our stakeholders, our community, the college, and the University as a whole.

1.1: Enhance applied learning

Objective

Develop and deliver distinctive and effective curricula to enhance applied learning.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

Identification of an evaluative process to assess new program opportunities; List of new curricular offerings (e.g., majors, options, minors) developed and introduced; List of significant learning opportunities developed and delivered; List of labs and infrastructure added/updated to support new curricula or learning opportunities.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F4 - Enhancing Global Engagement

Penn State Thematic Priorities

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.

Action Item

1.1.1. Create integrated undergraduate-graduate agreements (IUGs) with other Penn State colleges and campuses to help students maximize their education and progress efficiently toward degree completion.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to create integrated undergraduate-graduate agreements (IUGs) with other Penn State colleges and campuses.

Status Updates

Implementation Progress

In development:

IUG in ME and CE

IUG BS Biology/MBA (Spring 2022)

IUG Human Capital Management/MBA

Public policy BA and MPA program

UP CRIM residential program and online CJPA master's program

IUG with CRIMJ World Campus BS and CJPA

Action Item Status

2 - On Track

Action Item

1.1.2. Develop interdisciplinary programs whenever academically appropriate and with the intention of combining strengths to meet 21st Century market demands. Such programs will function across various units in areas such as artificial intelligence, healthcare supply chains, and STEAMM.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to develop interdisciplinary programs whenever academically appropriate and with the intention of combining strengths to meet 21st Century market demands.

Status Updates

Implementation Progress

Ph.D. in Engineering Systems with select interdisciplinary courses near approval.

In development:

BS in Artificial Intelligence, College of IST

STEAMM - Human-Centered Design and Development.

Cross school collaboration:

School of Humanities and the School of Behavioral Sciences and Education on the African-American Studies minor; UG major in Communication Sciences and Disorders; grad program in Speech Pathology.

School of Business Administration and the School of Public Affairs developed courses on healthcare supply chain and artificial intelligence.

Development of a criminal justice course in the School of Public Affairs and the School of Behavioral Sciences and Education.

New embedded certificates in Homeland Security.

Discussion of interdisciplinary spatial analysis course among academic schools.

Proposed international migration course under review at UP.

Action Item Status

2 - On Track

Action Item

1.1.3. Respond to ongoing social, technological, and economic developments by establishing new degree programs in Enterprise Technology, Physics, Human-Centered Design and Development, Cybersecurity Analytics and Operations, and Biotechnology.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to respond to ongoing social, technological, and economic developments by establishing new degree programs

A needs analysis and proposal plans for new degree programs in:

Enterprise Technology

Physics

Human-Centered Design and Development

Cybersecurity Analytics and Operations

Biotechnology

Work with the Faculty Senate upon receipt of the needs analysis to determine what course of action is viable.

Status Updates

Implementation Progress

A committee has been formed to student the feasibility of a BS degree program in Physics and a minor in Physics. Collaboration with Penn State Hershey Medical Center and Physics Education are under consideration.

Work is progressing on a Data Science option in Math and in Computer Science (Spring 2022).

P-3 on Enterprise Technology Integration was submitted (Expected Fall 22).

Human-Centered Design and Development and Cybersecurity Analytics and Operations programs were approved.

Library faculty review all proposed new courses and programs to ensure that supporting materials are available in our collections or can be purchased.

Enterprise Technology Integration P-3 Submitted.

Action Item Status

2 - On Track

Action Item

1.1.4. Foster leadership development for students by valuing and utilizing real-world experiences that individually and collectively enhance individual, personal, and professional growth.

Current Status

1 - Active

Action Item Implementation Tasks

Work with the Faculty Senate on fostering leadership development for students.

Status Updates

Implementation Progress

Extended the programming offered in the Explore! program- (first-year students) and Sophomore Experience program (second-year students).

Developed resources and programming for students preparing for health professions and students planning on education abroad.

The School of Science, Engineering and Technology provides student opportunities through student clubs, industry-sponsored projects, capstone projects and industry-supported conferences as well as participation in regional competitions and leadership workshops.

A Society of Women in Engineering affiliate is being established.

School of Humanities GA's assigned to work on academic journals, centers, or admissions to train for future positions.

In the School of Public Affairs:

iMPS-HLS internship program and federal agency partnerships have been developed e.g., DHS – ICE/HIS. Revitalizing and expanding Harrisburg Semester summer program; eventually expand to fall and spring semesters.

Expanded efforts by CRIMJ to develop mental health-oriented internships with local law enforcement agencies.

The ITS Student Service Desk provides a career path in the department starting as a technical consultant, to shift supervisor, to manager and a college internship.

Library faculty develop interdisciplinary, real-world literacy programs to help students build crucial life skills such as financial and information literacy.

Launched NSF Research Experiences for Undergraduates (REU) program at Harrisburg and GREAT (Graduate Research Experience and Training) programs to support students in faculty-directed research programs.

Action Item Status

2 - On Track

Action Item

1.1.5. Establish a Center for Professional Sales and Marketing, which will complement existing and future academic programming and facilitate student and faculty career development.

Current Status

1 - Active

Action Item Implementation Tasks

A needs analysis and proposal plans for a Center for Professional Sales and Marketing, which will complement existing and future academic programming and facilitate student and faculty career development.

Status Updates

Implementation Progress

The Penn State ProSales Center has begun to raise money through the Development Office.

A Sales minor was approved in 2019, and students have begun enrolling .

The student ProSales club was started in 2021 to engage students in professional sales training and competitions. A website for Penn State ProSales was completed in 2021 at pennstateprosales.psu.edu/. Office of Research and Outreach is participating in ongoing efforts with SBA to develop sales research program as an element of the Center for Innovation and Entrepreneurship.

Action Item Status

2 - On Track

Action Item

1.1.6. Build labs that provide direct engagement with the technologies and practices of students' preferred career directions, such as a Usability/Behavioral Lab, Finance Lab, and Water Resource Lab.

Current Status

1 - Active

Action Item Implementation Tasks

A needs analysis and proposal plans to build labs that provide direct engagement with the technologies and practices of students' preferred career directions, such as a Usability/Behavioral Lab, Finance Lab, and Water Resource Lab.

Upon receipt of the needs analysis, we will determine what course of action is viable.

Status Updates

Implementation Progress

Developing plans for a Usability/Behavioral Lab into support the HCDD degree and user research.
Potential expansion of Investment Club to "Finance Lab."

The Penn State ProSales Neurobehavioral lab now has an Enobio EEG, and iMotions software. Marketing Faculty have begun training on the EEG. A Tobii Pro X2-60 eye tracker was purchased and is being tested by the IT department for future use in the lab.

Secured additional funding to support Nursing Sim Lab; Established relationship with donor for potential enhancement of Center for Fitness and Wellness; Pollock Center has created a research and outreach lab; Added back-up generators for Kinesiology wet lab.

Preparing a spring 2022 Executive Exercise Center in Homeland Security at the Penn State Harrisburg East Gate Center.

Securing investments to advance laboratory instrumentation and equipment.

Development Office is playing an active role in the build out of the BBH clinic, Finance Lab, etc. and helping to inspire gifts to expedite their establishment.

ITS has worked with SSET to create a state-of-the-art computer facility in Olmsted W210 to support new programs in Big Data Analytics.

Action Item Status

2 - On Track

1.2: Research and scholarly productivity

Objective

Expand and elevate the research and scholarly productivity that facilitate both discovery and the application of new knowledge.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

Measures of research and scholarly activity (e.g., publications, conference presentations, invited talks, etc.); List of significant research support obtained and used.

Mapping

Penn State Thematic Priorities

- TE1 - Advance The Frontiers Of Knowledge

Penn State Supporting Elements

- IS1 - Prioritize Investment In Our People.
- IS3 - Drive Innovation And Discovery
- IS5 - Align Fundraising To Address Specific Needs

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.

Action Item

1.2.1. Expand federally sponsored research through the development of pipelines to and partnerships with relevant agencies such as the National Science Foundation, National Institutes of Health, National Endowment for the Arts, and the Department of Defense. This will augment Penn State Harrisburg's research facilities and staff.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to expand federally-sponsored research through the development of pipelines to and partnerships with relevant agencies.

Status Updates

Implementation Progress

Current active awards total \$10.8 million, and currently pending proposals (submitted and under review) total \$18.8 million. Pending proposals include multiple NSF proposals including two CAREER proposals, as well as NIH, NEA, and others. We received two NSF awards totaling \$2.7 million.

Action Item Status

2 - On Track

Action Item

1.2.2. Expand philanthropy-funded research opportunities from organizations such as the Rockefeller Foundation, the Bill and Melinda Gates Foundation, and the Guggenheim Foundation. This will expand and strengthen the research capabilities of Penn State Harrisburg's faculty.

Current Status

1 - Active

Action Item Implementation Tasks

Follow University guidelines to Expand philanthropy-funded research opportunities from organizations such as the Rockefeller Foundation, the Bill and Melinda Gates Foundation, and the Guggenheim Foundation.

Work with the Faculty Senate to expand and strengthen the research capabilities of faculty.

Status Updates

Implementation Progress

The Development Office is developing a concept paper with the Office of Corporate Engagement on a grant to support underserved populations in technology and engineering programs.

The Development Office, School of Humanities, School of Behavioral Sciences and Education, and the Office of Research and Outreach have partnered to seek funds from the Kunkel Foundation to support a biobehavioral health clinic.

A faculty member is a co-investigator on a project regarding functional communication training support by \$108K from the Edith L. Trees Charitable Trust.

An invited proposal was submitted to the Bill and Melinda Gates Foundation by the Institute of State and Regional Affairs.

Action Item Status

2 - On Track

Action Item

1.2.3. Secure increased financial support for faculty research via partnerships with business and industry across the region, Commonwealth, and nation. This will deepen Penn State Harrisburg's connection to private sector institutions and generate growth opportunities.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to secure increased financial support for faculty research via partnerships with business and industry across the region, Commonwealth, and nation.

Status Updates

Implementation Progress

Faculty have received Manufacturing PA Innovation funding – manufacturingpa.org/projects/index.html. Faculty in the Pollock Center have secured approximately \$6 million from, and have partnered with, the Pennsylvania Department of Drug and Alcohol Programs on Pennsylvania's Opioid Use Disorder Stigma Reduction Campaign, which has both research and outreach components.

Strategic partnerships are being managed on behalf of the college with major industrial partners including TE Connectivity, Siemens, and Jingoli, as well as key economic development organizations such as CREDC, MANTEC (NIST MEP Center).

Action Item Status

2 - On Track

Action Item

1.2.4. Seek new internal seed grant opportunities through programs such as the college's new Exploration and Analysis Grants for Expanded Research (EAGER) program and seed grant programs of other Penn State units to nurture and develop research projects likely to culminate in valuable outcomes.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to seek new internal seed grant opportunities through programs such as the college's new Exploration and Analysis Grants for Expanded Research (EAGER) program and other Penn State seed grant programs.

Status Updates

Implementation Progress

Eleven approved college seed projects (8 EAGER, 1 SPEAK, and 2 GREAT) are currently being managed and nine proposals are under development. A faculty member has received an SSRI seed grant.

Faculty members have received: an HDFS General Education grant; a C3N grant; and Schreyer Institute for Teaching Excellence grant.

Action Item Status

2 - On Track

Action Item

1.2.5. Build faculty capacity to perform research by creating new fixed-term research faculty positions at all ranks, design and promote programs for post-doctoral scholars across academic units, and support development of new doctoral programs including funding to support doctoral student research assistantships, especially in science and engineering.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to build faculty capacity to perform research by creating new fixed-term research faculty positions at all ranks.

Status Updates**Implementation Progress**

Plans are being developed to leverage endowment funding along with existing college/University funds to recruit research faculty in strategic areas to complement hiring eight new tenure-track faculty.

The School of Business Administration is exploring the possibility of research labs/centers and new graduate and doctoral programs (DBA/PhD) in business administration.

Faculty have applied for a RED grant to fund hiring a research faculty member to support the work of the Pollock Center.

The School of Public Affairs is developing a Homeland Security specialization in PAD/Ph.D.

New graduate scholarship has been developed for Ph.D. students – focus on research.

The RED (Research Enterprise Development) Team seed program has been created as one of five Office of Research and Outreach seed programs supported with college, OSVPR, OVPCC, and Provost funding.

Action Item Status

2 - On Track

Action Item

1.2.6. Develop new research laboratories and facilities to accommodate expanded research programs, leveraging federal research facilities funding from NSF, NIH, and other agencies, Commonwealth funds, philanthropic foundations, donor contributions, and University funds.

Current Status

1 - Active

Action Item Implementation Tasks

A needs analysis and proposal plans for new research laboratories and facilities to accommodate expanded research programs.

Status Updates**Implementation Progress**

Exploring the possibility of having Trading Lab, centers of excellence for Supply Chain, Business Analytics, Circular Economy, Economics, inclusive leadership, etc.

Pollock Center has created a research and outreach lab.

ITS has the ability to contract out Cloud Services to facilitate even the most data intensive operations through our partners at University Park.

An NSF MRI proposal was submitted in the last round for acquisition of a SEM. Additional proposals for laboratory facilities and equipment will be developed.

Action Item Status

2 - On Track

1.3: Collaborative partnerships**Objective**

Form collaborative partnerships which benefit our stakeholders, our community, the college, and the University.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of new partnerships; List of significant achievements from partnerships both current and new.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education
- F5 - Driving Economic Development
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- TE5 - Partner More Effectively With Pre-College Educators

Penn State Supporting Elements

- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources
- CO5 - Support Economic Development And Community Renewal.

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will transform education with enhanced curricula, discovery-focused research, and collaborative partnerships.

Action Item

1.3.1. Strengthen relationships with nearby Penn State partners – specifically, the College of Medicine in Hershey and Dickinson Law. Such partnerships will facilitate the building of a regional consortium which will grow and enhance Penn State Harrisburg's presence in Pennsylvania's Capital Region. These enhanced relationships will create an economy of scale in the region which leverages the Penn State name across a host of areas as a primary source for solving problems and improving lives in the Commonwealth. This vision is consonant with that outlined in One Penn State 2025.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to strengthen relationships with nearby Penn State partners – specifically, the Penn State College of Medicine in Hershey and Dickinson Law.

Status Updates

Implementation Progress

The five academic schools have:

Sponsored capstone projects with the College of Medicine and faculty research collaboration.

Planning for onsite or hybrid programs including MS (Healthcare Management) and JD/MBA & JD/MSIS.

Worked with faculty of College of Medicine/Penn State Health to develop plans for Biobehavioral Health Clinic for Communication Sciences and Disorders.

American Studies faculty serving as affiliated faculty in Humanities Department at College of Medicine, and assisting students with interests in medical humanities to establish ties.

iMPS-HLS working with 11 other Penn State partners, including the College of Medicine.

HLS curriculum/course enhancement is being developed with DSL.

PLSC/PUBPL pre-law concentration and admission info session in cooperation with DSL.

Faculty developing NSF proposal with COM.

Building upon established relationship with COM and Penn State Health to advance multi-unit requests.

Supporting BBH clinic advancement.

ORO participates in regular meetings with Center for Medical Innovation to develop and promote joint efforts. Three COM researchers participated as panelists in our 2021 College Research Showcase. ISRA has also collaborated with faculty at the COM on several proposals and projects including a COVID-19 vaccination survey.

Action Item Status

2 - On Track

Action Item

1.3.2. Establish mutually beneficial relationships with Capital Region secondary schools to open up research experiences and create matriculation pathways for the student population in this growing part of the Commonwealth. This will help to ensure that secondary school students, teachers, and administrators view Penn State's offerings in the Harrisburg area as crucial to the education and career plans of the region's students.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes and work with Faculty Senate to establish mutually beneficial relationships with Capital Region secondary schools.

Status Updates

Implementation Progress

EE/EET/PHYS holds an annual robotics competition for the local school districts in cooperation with HACC's EET Program and Dauphin County Technical School.

Agreements have been developed with local major feeder community colleges and high schools-dual credits, University Experience Day, Junior achievement, 2+2 programs for seamless transfer.

Planned development of Constitution Day as recruitment opportunity with area high schools.

The residency program in Teacher Education is in its third year and began with a grant from PDE.

Securing investments with CAIMS and assisting in a revived advisory board.

The Office of Multicultural Recruitment and Community Affairs has hosted STEM programming for targeted secondary schools in the Central PA region.

Action Item Status

2 - On Track

Action Item

1.3.3. Create broad and strong networks of contacts within the Capital Region's health and associated medical care communities, ensuring that Penn State Harrisburg establishes itself as an integral part of healthcare initiatives in this area of Pennsylvania. A major outcome of this action item will be to link the campus with the College of Medicine as Penn State solutions to important health and medical questions.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes and work with Faculty Senate to create broad and strong networks of contacts within the Capital Region's health and associated medical care communities.

Status Updates

Implementation Progress

Strengthening the Advisory Council of SBA to include more CEOs and executives from the healthcare industry.

Developed CSD Advisory Board with members from COM and area hospitals and rehab centers.

Discussion of post-COVID outreach efforts in academic units.

Kinesiology has contracted with 55 allied health / healthcare facilities for a required practicum experience for all Kinesiology majors.

Pursuing strategic engagement with healthcare organizations and leaders (Select Medical, CBC, Highmark,

OAL and more).

The School of Behavioral Sciences and Education is working with the School of Humanities and M&O to develop a biobehavioral health clinic on West Campus, focused initially on speech therapy and ASD. Penn State Health is the planned operator of the clinic and is now preparing financial projections and operating plans.

Action Item Status

2 - On Track

Action Item

1.3.4. Increase the role and visibility of Penn State Harrisburg as a source for policy research relevant to and desired by state government in Pennsylvania's capital city, Harrisburg. Connecting with government will create a synergy between the college and the Commonwealth in which each side sees the other as a partner in solving public policy problems.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to increase the role and visibility of Penn State Harrisburg as a source for policy research relevant to and desired by state government in the city of Harrisburg.

Status Updates

Implementation Progress

Planning for Centers of Excellence for supporting local public sector organizations by leveraging faculty and student resources.

Discussion of post-COVID outreach efforts.

Supporting funding and exposure for the Pollock Center.

Seeking increased funding for internships through the Harrisburg Semester.

Helping SPA to identify and qualify prospective board members and allies within state government.

ISRA has a current portfolio of 15 projects totaling nearly \$2 million of annual funding involving a state agency as sponsor or partner. A noteworthy project this year is the work of the State Data Center to update PA voting district records with 2020 census population data.

Action Item Status

2 - On Track

Action Item

1.3.5. Coordinate a pipeline of programs on diversity, inclusiveness, and equity which foster and support a college attendance culture among students from underrepresented groups. It is important to ensure that diversity, equity and inclusion are reflected at all levels of campus activity, from classrooms to research to student activities, in order to fully equip our students to flourish in the diverse future.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to coordinate a pipeline of programs on diversity, inclusiveness, and equity.

Work with Faculty Senate to coordinate this initiative.

Status Updates

Implementation Progress

The college provided opportunities for professional and student staff to develop competencies in the ways of supporting a diverse student body through University workshops and conferences.

Academic units encouraged students from underrepresented groups to participate in the events designed to promote their success and sponsored by the School of Science, Engineering and Technology and the School of Business.

Faculty are exploring a mentoring program with TE Connectivity, offering IST 235/WMNST 235: Gender and the Global Information Technology Sector in Fall 2022, establishing students of color mentoring, RFPs to teach AFAM courses through the DLC, developed AFAM minor, new CRIMJ course development on women in criminal justice, first- year seminar on coding to students without programming background. Grow Your Own program in development with Teacher Education, residency partner school districts, Penn State Harrisburg's Development Office, and HACC to increase diversity of teacher candidates and build teacher workforce in local communities. Joined Pennsylvania Educator Diversity Consortium (PAED) with many Pennsylvania higher education institutions and school districts, including Drexel, Temple, Swarthmore, and State College Area and Bethlehem Area School Districts, with a goal of increasing educator diversity.

The Office of Multicultural Recruitment and Community Affairs has hosted STEM programming for targeted secondary and middle schools in the Central PA region. These events are also supported by Financial Aid. HR has partnered with several groups (DEEC, AAO, Faculty Senate, and other groups) to lead a Diversity Series. Four sessions were held last year and there are plans to continue with those sessions this year. HR has also begun partnering with the Assistant Dean for Diversity, Equity and Inclusion to help guide the future strategy for this effort.

The Hanes Library supports historically under-represented or marginalized communities on campus through various initiatives, including:

International students receive synchronous library instruction in ENGL 83S and ESL 15; students surveyed in 2020 to assess library use and better develop relevant library support; Career Studies program support -- create and maintain a library guide, lesson plans, in-class worksheets; developed a sequence of four workshops across the students' 2-year program tied to PA Forward Literacies.

A \$30,000 GREAT award was made to support a GRA who will work on a long-term research program exploring disparities in STEM education and workforce participation .

Action Item Status

2 - On Track

Action Item

1.3.6. Develop Continuing Education programs and align research activities to address needs of government, industry, and non-profit partners, including exploration of new partnership ventures to achieve shared regional economic development goals. Penn State Harrisburg should be seen as a resource available to assist community stakeholder institutions. Additionally, students on campus should see the abundance of partner institutions active in the Capital Region as offering a host of academic and pre-professional opportunities for community engagement.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop Continuing Education programs.

Work with Faculty Senate to explore which programs would address these needs.

Status Updates

Implementation Progress

The School of Business Administration is exploring non-credit certificate programs, workshops and training programs, online programs, etc.

HDFS is partnering with Continuing Ed to develop an infant- toddler certificate, which would benefit workers in the nonprofit sector in early childhood education.

CE continues to successfully develop and offer training programs in project management and conversational Spanish. CE is also facilitating efforts with strategic partners including Harrisburg International Airport (HIA), Jingoli (TMI-2 Solutions) and others.

Action Item Status
3 - Behind Schedule

Action Item

1.3.7. Maximize partner relationships with other Penn State campuses, HACC, and neighboring educational institutions. These will help to ensure that Penn State Harrisburg increases the University's central position as a primary engine of education, opportunity, and attainment in the Capital Region. One Penn State provides a roadmap for this vision. Also, developments in other educational institutions – such as consolidations underway in the PASSHE – may provide opportunities for Penn State Harrisburg to expand its long-held tradition as a transfer destination for many students. This action item ensures that we will be ready to react to evolution in the Commonwealth educational environment.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes and work with Faculty Senate to maximize partner relationships with other Penn State campuses, HACC, and neighboring educational institutions.

Status Updates

Implementation Progress

The Center for Teaching Excellence has advanced teaching and learning partnerships with Commonwealth Campuses focused on sharing knowledge, resources, and best practices and has:

Increased service on University-wide committees dedicated to remote teaching and learning, faculty development, and resource creation;

Maintained a presence on various University committees;

Established a Commonwealth Campus communication and instructional technology and design resource-sharing strategy; Improved and promoted the resources supporting online and remote instruction;

Produced and disseminated quality remote instruction materials that increase awareness and use of instructional methods that improve engagement, interaction and, retention.

The five academic schools have a strong relationship with HACC and expect to continue developing that relationship in the future.

MoU and articulation agreements with major feeder community colleges and high schools are being pursued by the college as well as the development of more transfer guides.

There has been renewed cooperation with Mont Alto and Berks campuses in coordination and delivery of HPA/HADM courses.

The School of Public Affairs is developing CRIMJ internships with Penn State Scranton.

The School of Behavioral Sciences and Education is working with Bloomsburg, Drexel, Clarion, Slippery Rock, Cabrini, Messiah (and others) on Youth Mental Health First Aid and Trauma-Informed Practices training project to increase preparation of educators to assist students in mental health crises.

The Hanes Library maintains strong connections with other University Library locations in the region including York, Mont Alto and Schuylkill.

The Office of Graduate Studies is in contact with other CWC locations to provide information on graduate programming.

Action Item Status

2 - On Track

STRATEGIC PLAN (2020 - 2025)

GOAL 2:

Penn State Harrisburg will enhance health by using research, education, and outreach to promote both a higher quality of life and improved personalized and population health.



Goal 2

Penn State Harrisburg will enhance health by using research, education, and outreach to promote both a higher quality of life and improved personalized and population health.

Goal

At Penn State Harrisburg, we understand that our goal of enhancing health must include activities which protect or improve the general condition of body and mind; which support a state of being free from disease and injury; and which foster conditions of well-being for individuals, communities, and society as a whole. To achieve this goal, Penn State Harrisburg is committed to investing in projects in the areas of research, education, and outreach. Specifically, we will achieve this goal by pursuing two objectives:

- Explore and develop new health-related academic programs.
- Expand research and outreach on health-related concerns.

2.1: Health-related academic programs

Objective

Explore and develop new health-related academic programs.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of new curricular offerings (e.g., majors, options, minors) developed and introduced; List of significant learning opportunities developed and delivered.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- EH2 - Create Innovative Academic Programs In Personalized And Population Health

Penn State Supporting Elements

- OP3 - Develop A Culture Of Academic Business Modeling To Support Innovation
- IS3 - Drive Innovation And Discovery
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will enhance health by using research, education, and outreach to promote both a higher quality of life and improved personalized and population health.

Action Item

2.1.1. Implement already-approved new undergraduate programs, including bachelor's degrees in Biobehavioral Health (BSED), Communication Sciences and Disorders (HUM), and Human-Centered Design and Development (SBA). Implementation of these new programs requires both the adoption of appropriate Penn State curricular offerings to support the programs and the hiring of exceptional faculty who are leaders in their fields, paying careful attention to diversity, equity, and inclusion. The college can then market these new programs to stakeholders, communities, as well as existing and prospective students.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to implement the following already-approved new undergraduate programs:

Biobehavioral Health (BSED)
Communication Sciences and Disorders (HUM)
Human-Centered Design and Development (SBA)

Status Updates

Implementation Progress

Biobehavioral health major, Human-Centered Design and Development and Communication Sciences and Disorders majors have been implemented.

Established minors in the sciences:

Biology, Chemistry, Natural Sciences, Biochemistry and Molecular Biology

Action Item Status

2 - On Track

Action Item

2.1.2. Explore and develop possible new programs within disciplines. Achieving this means focusing on adding new degree programs to Penn State Harrisburg's offerings at the doctoral, master's, bachelor's, major, minor, and certificate levels. The Strategic Plan envisions careful feasibility studies, including market analyses, intra-programmatic benchmarking, and development of P-3 proposals. Specifically, the college will explore adding B.S. programs in Nursing (BSED), Rehabilitation and Human Services (BSED), Physical Therapist Assistance (BSED), and Occupational Therapist Assistance (BSED); a Health Communications track within the existing Communications major (HUM); a Nurse Practitioner's program (BSED); an undergraduate certificate program in Applied Behavioral Analysis (BSED); an undergraduate Minor in Global Health (BSED); IUG programs in all healthcare-related disciplines (BSED); an M.A. (or concentration) in Addictions Counseling (BSED) and in Geriatric Counseling (BSED); and an M.S. in Communications Sciences/Disorders in Speech Language Pathology (HUM).

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to explore and develop possible new programs within disciplines.

Work with Faculty Senate as well as conduct market study and needs analyses on the following programs:

B.S. programs in Nursing (BSED)
Rehabilitation and Human Services (BSED)
Physical Therapist Assistance (BSED)
Occupational Therapist Assistance (BSED)
Health Communications track within the existing Communications major (HUM)
Nurse Practitioner's program (BSED)
Undergraduate certificate program in Applied Behavioral Analysis (BSED)
Undergraduate Minor in Global Health (BSED)
IUG programs in all healthcare-related disciplines (BSED)
M.A. (or concentration) in Addictions Counseling (BSED) and in Geriatric Counseling (BSED)
M.S. in Communications Sciences/Disorders in Speech Language Pathology (HUM).

Upon receipt of the market study and needs analysis we will determine if the course of action is viable.

Status Updates

Implementation Progress

Preliminary market analysis completed on programs.

The School of Business Administration is exploring new programs such as BS (Business Analytics), MS (Business Analytics), MS (Logistics and Supply Chain Management), MS (Healthcare Management), MS (Technology Management) – STEM designated programs.

M.S. in Speech-Language Pathology proposal was submitted.

Action Item Status

2 - On Track

Action Item

2.1.3. Position the college to serve the Capital Region by exploring and developing new interdisciplinary programs. This initiative implies expanding dialogue among the five schools at Penn State Harrisburg (SPA, BSED, SBA, SSET, and HUM) with a focus on program development opportunities. Market analyses, benchmarking, and development of P-3 proposals will be the concrete outcomes of these dialogues, resulting in new interdisciplinary programs in the following areas: Health Information option (SSET and SBA); Bioinformatics option in the Computer Science major (SSET and SBA); Healthcare Informatics Program (SSET and SBA); Healthcare Management Program (SBA and BSED); Healthcare Supply Chains Program (SBA and SPA); and Health Care Administration Enhancements Program (SPA, BSED, SPA, HUM).

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop new interdisciplinary programs.

Work with the Faculty Senate as well as conduct market and needs analyses on the following programs:

Health Information option (SSET and SBA)

Bioinformatics option in the Computer Science major (SSET and SBA)

Healthcare Informatics Program (SSET and SBA)

Healthcare Management Program (SBA and BSED)

Healthcare Supply Chains Program (SBA and SPA)

Health Care Administration Enhancements Program (SPA, BSED, SPA, HUM)

Upon receipt of the market study/needs analysis, we will determine if the course of action is viable.

Status Updates**Implementation Progress**

Preliminary market study/needs analysis has been completed.

Academic schools and College of Medicine are exploring Healthcare Informatics Option for the MSIS.

Discussions have begun regarding enhancing School of Public Affairs role in supply chain and healthcare administration programs.

Action Item Status

2 - On Track

Action Item

2.1.4. Explore and develop new interdisciplinary programs with the College of Medicine and Dickinson Law. Effective programmatic partnerships offer promising possibilities for synchronous growth and improvement. A positive step would be an expansion of dialogue regarding program development opportunities. Combining insights and support via market analyses, benchmarking, and P-3 proposals will advance this initiative.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop new interdisciplinary programs with the College of Medicine and Dickinson Law as well as work with the Faculty Senate to fulfill this initiative.

Upon receipt of the market analysis, we will determine if the course of action is viable.

Status Updates**Implementation Progress**

Biobehavioral health and Kinesiology are currently discussing the implementation of an Integrated Undergraduate/Master's in Public Health option.

With the sunset of the Adult Education Programs at Penn State Harrisburg, the faculty have been working with the College of Medicine to move the program to COM and to turn it into a MHPE (Masters in Health Professions Education).

Faculty from Penn State Health/COM participating as affiliated faculty in Communication Sciences and Disorders, including work on searches for two faculty members.

Theatre faculty taught an experimental Theatre in Medicine interdomain course with participation by faculty in the COM (HUM).

Dialogue has begun with COM and DSL on larger, cooperative role in Harrisburg region.

The School of Public Affairs has begun discussion of creation of pre-law program in collaboration with DSL.

Action Item Status

2 - On Track

Action Item

2.1.5. Explore and develop interdisciplinary programming within the college library. Penn State Harrisburg's Hanes Library continues to function as a major college unit advancing scholarship, research, and student success. The library will develop and conduct annual workshops on health literacy, with attention focused on health disparities related to race, ethnicity, and gender. The library will also use endowments from the Highmark Blue Shield Education Fund and the Capital Blue Cross Health Education Fund to purchase new materials supportive of interdisciplinary studies.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to explore developing interdisciplinary programming within the college library.

Work with Faculty Senate to fulfill this initiative.

Status Updates**Implementation Progress**

In 2020-2021, the library coordinated 31 remote programs reaching hundreds of students, faculty, and staff, in addition to the broader community.

28 items added to the collection in 2020-2021 using the Highmark Blue Shield Education Fund and the Capital Blue Cross Health Education Fund.

The School of Business Administration is working on the following initiatives:

Trading Room with Bloomberg Terminals to support financial literacy in South Central Pennsylvania;

Workshop on using data visualization;

Tools to map the geography of health disparities;

Strengthen Capital Blue Cross Health IT projects;

Explore persuasive technologies to encourage sustainable behaviors.

Action Item Status

2 - On Track

Action Item

2.1.6. Explore and develop interdisciplinary programming with the Office of Physical Plant, specifically related to sustainability enhancements across the college. This can be accomplished by facilitating collaboration between campus leadership and unit members to explore creation of a "Living Laboratory" where sustainability measures can be researched, tested, demonstrated, and integrated into curricula. These include carbon neutrality, climate resilience, and environmental justice. Another step is encouraging cooperation between campus leadership and unit members to facilitate establishment of an Energy Resource Database usable by students, faculty, and staff in support of teaching, scholarship, and service. This database should be secure and searchable by Penn State Harrisburg community members, containing information such as figures regarding utilities and water usage as well as Leadership in Energy and Environmental Design (LEED) information pertaining to campus buildings.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to explore and develop interdisciplinary programming with the Office of Physical Plant.

A needs analysis and proposal plans will be needed for the creation of a Living Laboratory as well as an Energy Resource Database is necessary.

Work with Faculty Senate to facilitate cooperation between campus leadership and unit members to establish an Energy Resource Database usable by students, faculty, and staff in support of teaching, scholarship, and service.

Upon receipt of the needs analysis we will determine if the course of action is viable.

Status Updates

Implementation Progress

No steps initiated

Action Item Status

4 - Not Started

Update Date

01/30/2022

2.2: Research and outreach on health-related concerns.

Objective

Expand research and outreach on health-related concerns.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of significant research support obtained and applied; List of new partnerships; List of significant achievements from partnerships both current and new.

Mapping

Penn State Foundations

- F1 - Enabling Access To Education

Penn State Thematic Priorities

- EH3 - Build Synergistic Partnerships To Influence Population Health

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- CO1 - Focus On Impact Through Partnerships
- CO3 - Promote Contributions Through Strategic Communication

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will enhance health by using research, education, and outreach to promote both a higher quality of life and improved personalized and population health.

Action Item

2.2.1. Develop collaborative health-related proposals. Penn State Harrisburg will take four steps to accomplish this initiative: 1) Work together with the College of Medicine and Dickinson Law to develop collaborative health-related research projects. 2) Establish collaboration between Penn State Harrisburg academic schools to develop health-related research proposals specifically aimed at assisting marginalized communities. 3) Leverage resources in the Office of Research and Outreach to seek partnerships with Penn State Harrisburg institutes and centers at University Park, including the Clinical and Translational Science Institute (CTSI), Social Science Research Institute (SSRI), Institute for State and Regional Affairs (ISRA), and the Douglas W. Pollock Center for Addictions Outreach and Research (PCAOR).

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop collaborative health-related proposals.

Work with Faculty Senate to develop collaborative health-related research projects with the College of Medicine and Dickinson Law and develop health-related research proposals aimed at assisting marginalized communities.

Status Updates

Implementation Progress

Lifelong Learning and Adult Education Faculty are developing the MHPE at the College of Medicine. The academic units are exploring a MS (Healthcare Management) as well as a Healthcare Analytics in partnership with Highmark Health.

Faculty participation on Penn State team proposal to NSF on use of preventive intelligence to address COVID pandemic.

SSET faculty have several collaborations with colleagues in the College of Medicine and have active grants, pending proposals and published works.

Action Item Status

2 - On Track

Action Item

2.2.2. Expand outreach to the Capital Region healthcare community. This initiative will be attained through working with regional partners to explore the establishment of a consortium for greater Harrisburg; through the building of broader networks of contacts across academic, professional, and service sectors of the local economy; and through a partnership among relevant college academic schools and the Office of Development and Alumni Relations to identify, contact, and maintain functioning relationships with leaders in the area healthcare community, including alumni and donors.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to expand outreach to the Capital Region healthcare community.

Work with the Faculty Senate, the Office of Development and Alumni Relations to maintain function relationships with leaders in the the area healthcare community.

Status Updates**Implementation Progress**

Pursuing strategic engagement with healthcare organizations leaders including: Capital BlueCross; Country Meadows Retirement Communities; Hamilton Health Center; Highmark; Orthopedic Associates of Lancaster; Penn State Health/COM; Select Medical; Siemens Corporation.

The Douglas Pollock Center for Addiction Outreach and Research has developed partnerships with numerous organizations dealing with the addictions crisis. Organizations include Penn State Hershey, Dauphin County , Pennsylvania Department of Veterans Affairs, the Public Goods Project, and Shatter Proof.

Action Item Status

2 - On Track

Action Item

2.2.3. Cultivate student health and safety. To accomplish this objective, Penn State Harrisburg will enhance the Center for Fitness and Wellness and provide students with consultative, investigative, educational, and professional services as well as treatment and care aimed at enhancing knowledge, well-being, advocacy, and self-care. The college will also develop and provide quality programming to promote students' holistic health, while providing quality programming regarding risk reduction to public health threats such as COVID-19. Rates of student participation and surveys to measure student satisfaction can provide outcome-related data helpful for measuring success in achieving the targets inherent in this action item.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to cultivate student health and safety.

Work with Faculty Senate to develop and provide quality programming to promote students' holistic health, while providing quality programming regarding risk reduction to public health threats.

Status Updates**Implementation Progress**

Used universal design to improve the layout of and access to the Advising Center and Learning Center.

A goal of the Center for Fitness and Wellness is to be integrated into student life by receiving referrals from KINES00-99 courses and the Health Center. The CFW will provide physical fitness and wellness assessments. The students would then be referred to the Fitness Center and a Kinesiology professional would prescribe exercise to attain health and wellness.

Workshop on using persuasive technologies to encourage health.

Action Item Status

3 - Behind Schedule

Action Item

2.2.4. Enhance environmental health and sustainability. The college will empower and assist the Office of Physical Plant by researching and implementing emerging technologies and practices related to energy conservation, water protection, and waste reduction; by identifying priority investments on campus; and by forging partnerships with regional and global sustainability experts. Low-mow zones and the creation of a tree inventory will nurture a thriving campus ecosystem providing hands-on learning opportunities for students.

Other steps include assisting Information Technology Services (ITS) to reduce the campus server footprint and enhancing SSET's efforts to upgrade the Drinking Water Pilot Lab and to create a Water Resource Lab. Working with the Sustainability Institute is one way to assist in accomplishing targets within this action item.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to enhance environmental health and sustainability.

Work with Faculty Senate Office of Physical Plant by researching and implementing emerging technologies and practices related to energy conservation, water protection, and waste reduction; by identifying priority investments on campus; and by forging partnerships with regional and global sustainability experts.

Conduct a needs analysis on upgrading the "Drinking Water Pilot Lab," the creation of a tree inventory, and for the creation of a "Water Resource Lab."

Upon receipt of the needs analysis, we will determine if the course of action is viable.

Status Updates

Implementation Progress

Used universal design to improve the layout of and access to the Advising Center and Learning Center. Promote cloud printing for students and work with M&O team to reduce printing in schools and units.

Action Item Status

3 - Behind Schedule

STRATEGIC PLAN (2020 - 2025)

GOAL 3:

Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.



Goal 3

Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

Goal

Penn State Harrisburg will take a leading role in stewarding our planet's resources in concert with the college's Sustainability Framework. A whole-college approach to sustainability, this Sustainability Framework rests on four pillars: Research for Sustainability, Teaching and Learning for Sustainability, Sustainable Operating Practices, and Community Engagement and Partnerships for Sustainability. As with good health, sustainability intersects with many desired outcomes for the Commonwealth, ranging from active transportation, clean drinking water, clean air, healthy food, and public safety. All of these point to important policy outcomes. By accomplishing this goal, the college will play a visible, positive leadership role in improving life across the region and state. Penn State Harrisburg will achieve this goal by pursuing four objectives:

- Improve campus operations and facilities with an integrated focus on sustainability and resilience.
- Expand and deepen the student education experience at Penn State Harrisburg through education in sustainability theory and practice.
- Encourage research and scholarship which emphasize strategic directions and incorporate the sustainability principle.
- Ensure productive engagement with the community and region in sustainability and resource management.
- Accomplish measurable outcomes such as carbon footprint reduction, cost savings, and other ways to show positive evolution towards campus sustainability.

3.1: Focus on sustainability and resilience.

Objective

Improve campus operations and facilities with an integrated focus on sustainability and resilience.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of facility additions, updates, and improvements related to sustainability; List of achievements and developments related to sustainability; List of updates and improvements related to improving resilience of college operations; Assessment of capabilities by the Crisis Management Team.

Mapping

Penn State Foundations

- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- SP2 - Develop Technologies For Implementation

Penn State Supporting Elements

- IS2 - Invest In Resources Creatively And Systematically

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

Action Item

3.1.1. Maintain and improve our facilities and identify sustainability enhancements. The college will investigate emergent technologies related to energy, water, and waste management. Promising investments will be identified and prioritized. Penn State Harrisburg will also evaluate campus ground operations for sustainability enhancements. These enhancements will be implemented to nurture a thriving campus ecosystem that provides hands-on student learning opportunities. We will also establish an Energy Research Database for students, faculty, and staff to be consulted in research, teaching, and learning.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to maintain and improve our facilities and identify sustainability enhancements.

Work with Faculty Senate to establish an Energy Research Database for students, faculty, and staff to be consulted in research, teaching, and learning.

Status Updates

Implementation Progress

Preliminary discussions on an Energy Research Database have been initiated with University Park colleagues. We have identified potential low mow zones and have enacted a practice whereby we plant two trees for every one removed (due to tree health/age, storm damage, etc.). We are also working with a landscape architect to enhance the main entrance to campus by adding indigenous trees and shrubbery that complements the aesthetic. We are well underway with regard to our boiler plant upgrade project, which will significantly increase the efficiency and reliability of our heat generating equipment.

Action Item Status

2 - On Track

Action Item

3.1.2. Demonstrate integrated design, resource conservation, and renewable materials through the Academic Learning Center Project (ALC). Penn State Harrisburg will explore the creation of a "living laboratory" in which sustainability measures can be studied and demonstrated in order to provide a nexus for research, teaching, learning, and outreach. Further, the campus will pursue LEED Platinum Certification and integrate progressive building sustainability design concepts that enhance teaching and learning.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to demonstrate integrated design, resource conservation, and renewable materials through the Academic Learning Center Project (ALC).

Conduct a needs analysis for the creation of a "living laboratory."

Work with Faculty Senate to pursue LEED Platinum Certification and integrate progressive building sustainability design concepts that enhance teaching and learning.

Status Updates

Implementation Progress

No steps taken

Action Item Status

2 - On Track

Update Date

01/30/2022

Action Item

3.1.3. Maintain and improve the operational resilience of campus assets and procedures. The college will work to analyze and better understand how all relevant areas (technology, data, third parties, facilities, operations, and people) impact critical capabilities and controls. Additionally, through the efforts of the Crisis Management Team, we will develop cross-functional specialized expertise to evaluate and measure college resilience in light of specific risk factors, with a focus on integration, measurement, and preparedness. The current COVID-19 pandemic provides a stark example of how vital such steps are.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to maintain and improve the operational resilience of campus assets and procedures.

Work with Faculty Senate to analyze and better understand how all relevant areas impact critical capabilities and controls

We will also engage the Crisis Management Team in developing cross-functional specialized expertise to evaluate and measure college resilience.

Status Updates**Implementation Progress**

We have expressed the desire to pursue LEED platinum certification for this project, but the actual LEED level will be determined by our final design choices, which will occur later in 2022.

Action Item Status

2 - On Track

3.2: Education in sustainability theory and practice**Objective**

Expand and deepen the student education experience at Penn State Harrisburg through education in sustainability theory and practice. An important gauge of progress on these action items will be evaluative metrics examining student responses.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of curricular updates or new co-curricular opportunities developed and introduced related to this area; List of significant learning opportunities developed and delivered related to this area.

MappingPenn State Foundations

- F2 - Engaging Our Students
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- TE2 - Foster A Curriculum That Integrates Multiple Modes Of Delivery, While Leveraging Online Capabilities And Enhanced And Emerging Digital Learning Options

- SP1 - Drive Fundamental Science Relevant To Critical Problems

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

Action Item

3.2.1. Foster opportunities within the academic curriculum for learners to achieve a breadth of knowledge that enables a systems-approach to sustainability. This can be achieved by checking existing General Education courses related to sustainability to ensure that they are being offered to and promoted among students. Also, Penn State Harrisburg will review and refine the existence of sustainability concepts and applications within academic offerings. The college will also ensure that, whenever academically appropriate, elective and inter-domain course offerings include sustainability elements.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to foster opportunities within the academic curriculum for learners to achieve a breadth of knowledge that enables a systems approach to sustainability.

Work with the Faculty Senate on:

Existing General Education courses related to sustainability.

Review and refine the existence of sustainability concepts and applications within academic offerings.

Status Updates

Implementation Progress

No steps taken

Action Item Status

4 - Not Started

Action Item

3.2.2. Create opportunities for engaged learning that incorporate sustainability. Penn State Harrisburg will accomplish this by encouraging student projects (research, service learning, capstone, and outreach) and internships related to sustainability. We will also develop and publicize on-campus sites for sustainability initiatives (such as the Smart Home Research Initiative, the Lower Susquehanna Initiative, and the PA Recycling Markets Center).

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to create opportunities for engaged learning that incorporate sustainability.

Work with the Faculty Senate to develop and publicize on-campus sites for sustainability initiatives.

Status Updates

Implementation Progress

This remains a priority, with very high level initial discussions completed. This was intentionally delayed until the new school directors were on board, to ensure this pursuit was aligned with their priorities. The college sponsored workshops on sustainability, University Green Day, workshops, panel sessions, speaker series.

Capstone Projects

Faculty are encouraging student projects and internships related to environmentalism (e.g., MA capstone projects on autonomous vehicles in cooperation with state legislature).

The Smart Home Research Initiative (SHRI) is ongoing.

Action Item Status

2 - On Track

Action Item

3.2.3. Generate opportunities for engaging students in co-curricular activities in diverse areas of sustainability. This initiative is met by developing on-campus programming (including First-Year Seminar activities) related to sustainability. Further, the college will also support student and student groups (classes and clubs) that participate in regional or national events and programs related to sustainability.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to generate opportunities for engaging students in co-curricular activities in diverse areas of sustainability.

Work with Faculty Senate on developing on-campus programming (including First-Year Seminar activities) related to sustainability.

Status Updates**Implementation Progress**

Academic units planning to engage student clubs and organizations on "Save Earth" Campaign. Greening Campus!

Action Item Status

3 - Behind Schedule

Action Item

3.2.4. Pursue research to support a whole-campus approach to sustainability. Attaining this final action item will be made feasible by ensuring that vital areas of the college are systematically mindful of sustainability. This includes, but is not limited to, research and educational grants, contracts, project sponsorships through development, and community partnerships.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to pursue research to support a whole-campus approach to sustainability.

Work with Faculty Senate to research educational grants, contracts, project sponsorships through development, and community partnerships.

Status Updates**Implementation Progress**

This activity will be energized when the new dean of research is on board, so that these activities can be cohesively integrated into campus research priorities.

The Office of Development is building and managing a network of prospective investors, meeting with faculty and administrators to understand needs and goals and introducing aligned prospects and donors to research initiatives related to sustainability.

Action Item Status

3 - Behind Schedule

3.3: Strategic and sustainability research and scholarship

Objective

Encourage research and scholarship that emphasize strategic directions and incorporate the sustainability principle. These aims are conceived as flowing from and consonant with those listed in Objective 3.2. Implementation tasks for the action items will help to determine how each comes to fruition.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

Measures of research and scholarly activity (e.g., publications, conference presentations, invited talks, etc.) related to this area; List of significant research support obtained and used related to this area.

Mapping

Penn State Foundations

- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- SP4 - Fully Engage Our Research Infrastructure

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

Action Item

3.3.1. Establish a Sustainability Council to promote and guide research and scholarship related to sustainability.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to identify a Sustainability Council to promote and guide research and scholarship related to sustainability.

Status Updates

Implementation Progress

All these action items have intentionally been delayed, until the new school directors and dean of research and outreach are on board, so that they can be integrated and aligned with the priorities of those units.

Action Item Status

4 - Not Started

Update Date

01/30/2022

Action Item

3.3.2. Leverage the Recycling Markets Center (RMC) to identify and implement sustainability-related research opportunities.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate and the RMC to identify and implement sustainability-related research opportunities.

Status Updates

Implementation Progress

School of Science, Engineering and Technology faculty worked on a project in collaboration with the RMC to use recycled plastic bottles to make a 3D printable material.

The RMC successfully competed for a SPEAK grant which was combined with RMC/DEP funds to bring renowned oceanographer and environmental spokesperson Dr. Sylvia Earle to our campus as the luncheon speaker at our Research Showcase.

Action Item Status

2 - On Track

Action Item

3.3.3. Increase opportunities for interdisciplinary capstone projects, thereby assisting students and faculty in addressing sustainability problems.

Current Status

1 - Active

Action Item Implementation Tasks

Work with Faculty Senate to increase opportunities for interdisciplinary capstone projects.

Status Updates

Implementation Progress

The college is leveraging Capstone projects and MSIS theses to support smart home and aging-in-place research.

Minor in Tech Writing students are working with Mechanical Engineering Capstone Design Teams. American Studies faculty and graduate students working with Environmental Engineering to create interdisciplinary project on sustainability.

Action Item Status

2 - On Track

Action Item

3.3.4. Explore the establishment of a "smart home" and "aging-in-place" research initiative. This is a health-directed focus.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to explore the establishment of a "smart home" and "aging-in-place" research initiative based on a needs analysis.

We will proceed to the next step upon Faculty Senate's recommendations.

Status Updates

Implementation Progress

A faculty member has received a smart home grant to support a project on smart home activities delivered by CAIMS to area schools.

Action Item Status

2 - On Track

Action Item

3.3.5. Evaluate a water treatment and conservation research initiative. This is an engineering-related focus.

Current Status

1 - Active

Action Item Implementation Tasks

A needs analysis and proposal plan is needed to determine if a water treatment and conservation research initiative will be viable.

Status Updates

Implementation Progress

No steps taken

Action Item Status

4 - Not Started

Action Item

3.3.6. Assess the viability of a renewable energy production and management initiative. This is an engineering-related focus.

Current Status

1 - Active

Action Item Implementation Tasks

A needs analysis and proposal plan to assess the viability of a renewable energy production and management initiative.

Status Updates

Implementation Progress

No progress

Action Item Status

4 - Not Started

Action Item

3.3.7. Explore establishing an environmental sustainability policy research initiative. This is a public policy thrust.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to establish an environmental sustainability policy research initiative.

Status Updates

Implementation Progress

No progress

Action Item Status

4 - Not Started

Action Item

3.3.8. Identify opportunities for energy efficiency and resource conservation in all laboratory operations and incorporating this into proposals for new labs.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to identify opportunities for energy efficiency and resource conservation in all laboratories.

Status Updates

Implementation Progress

No progress

Action Item Status

4 - Not Started

3.4: Community engagement on sustainability and resource management

Objective

Ensure productive engagement with the community and region in sustainability and resource management. The University's Sustainable Communities Collaborative model and the U.N.'s Sustainable Development Goals provide a helpful framework to implement this objective. Also, these action items can and should include local-to-global themes, carrying their salience beyond campus in keeping with Penn State's vision.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of new partnerships; List of significant achievements from partnerships both current and new; List of significant outreach or education events done.

Mapping

Penn State Foundations

- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- SP5 - Forge Broad And Relevant Partnerships

Penn State Supporting Elements

- C01 - Focus On Impact Through Partnerships
- C02 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will steward our planet's resources by becoming a leader in creating comprehensive solutions to mitigate the dangers of climate change and address the challenges of providing safe and abundant water, clean and renewable energy sources, and plentiful and nutritious food.

Action Item

3.4.1. Provide technical assistance on sustainable resource management practices to businesses and non-profit organizations through centers such as the RMC.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to provide technical assistance on sustainable resource management.

Status Updates

Implementation Progress

The RMC's five-year contract with DEP was renewed, providing annual funding to support technical assistance to PA companies on manufacturing waste reduction, waste recycling, and sustainability. The School of Business Administration has conducted workshops and training programs on environmental resource management.

Action Item Status

2 - On Track

Action Item

3.4.2. Conduct community outreach and education events, such as Science on Tap. This is an outreach program that sponsors several community events throughout the year on various topics in the sciences.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to conduct community outreach and educational events.

Status Updates

Implementation Progress

Alumni Relations is continuing in-person and virtual programming through Capital Connections at Home (supply chain, leadership, finance, health & wellness). CAIMS provided Zoom workshops for educators throughout the Greater Harrisburg Region on using Sphero Bolt robots for teaching standards-based, hands-on STEAM lessons. CAIMS provided participants with Sphero Bolts and associated curriculum materials that were later used to support instruction to over 6,500 students in the region. CAIMS also delivered another workshop on how teachers can use Raspberry Pi computers to teach smart home design challenges. Faculty in the School of Science, Engineering and Technology have enhanced relationships with the community and school districts with regional robotics competitions and similar events (in addition to EETechnicon.).

Action Item Status

2 - On Track

Action Item

3.4.3. Build partnerships within the region and community to share knowledge and identify needs and opportunities pertaining to sustainability.

Current Status

1 - Active

Status Updates

Implementation Progress

The School of Business Administration hosted mixers and joint events with non-profit organizations on sustainability.

The School of Public Affairs participated on Dauphin County Affordable/Sustainable Housing Committee.

Action Item Status

2 - On Track

STRATEGIC PLAN (2020 - 2025)

GOAL 4:

Penn State Harrisburg will be a leader in the arts and humanities, promoting them in research, in the classroom, throughout the college, and in the local community.



Goal 4

Penn State Harrisburg will be a leader in the arts and humanities, promoting them in research, in the classroom, throughout the college, and in the local community.

Goal

This goal articulates Penn State Harrisburg's aspiration to enlarge the presence of the arts and humanities on campus. We believe that the arts and humanities enrich campus life for all students, faculty and staff while they simultaneously prepare students to think critically, communicate effectively, and appreciate and respect cultures different from their own. We will strive to deploy the arts and humanities to improve the education of all students; contribute to the campus and local community; increase diversity, equity, and inclusion on campus; and prepare students for career success. To these ends, the college Strategic Plan identifies two objectives:

- Promote the arts and humanities both by locating funds to generate research, creative production, and cultural programming and by increasing access to our research and programming in communities on and off campus.
- Use the arts and humanities to enhance education for all students.

4.1: Promote the arts and humanities

Objective

Promote the arts and humanities both by locating funds to generate research, creative production, and cultural programming and by increasing access to our research and programming in communities on and off campus.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of visiting scholars; List of support provided (e.g., fellowships, research support, event support); List of significant cultural events; List of significant outreach developments.

Mapping

Penn State Foundations

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

Penn State Thematic Priorities

- AH1 - Strategically Strengthen The Arts And Humanities Through Investments In Selected Areas

Penn State Supporting Elements

- IS2 - Invest In Resources Creatively And Systematically
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will be a leader in the arts and humanities, promoting them in research, in the classroom, throughout the college, and in the local community.

Action Item

4.1.1. Support research in arts and humanities by funding a post-doctoral fellowship in American Studies (HUM), by sponsoring visiting scholars (HUM), by funding doctoral research (HUM), and by supporting faculty research and creative production. These initiatives will be achieved by working with both the Office of Research and Outreach and the Development Office, which strives to match faculty projects with interested donors. A

connection to the College of Arts and Architecture should be forged, allowing the School of Humanities to benefit from learning about their successes in leveraging sustainability and global challenges in the arts curriculum.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to fund a post-doctoral fellowship in American Studies

Work with Faculty Senate, the Office of Research, and the Development Office to match faculty projects with interested donors.

Status Updates

Implementation Progress

The EAGER program was created to support faculty research and creative production as the RCG program previously did, but with significantly larger grants (up to \$15,000), and with the caveat that the EAGER project be designed to result in leveraged external funding to support the research and creative activity. The School of Business Administration hosted the annual SBA Research Conference, Visiting Scholars, international research collaboration, and workshops on scholarship and grant activities. There was a summer research stipend, encouraging faculty to be guest editors and editors of journals. Faculty in the school organized national and international conferences.

The School of Humanities hosted AMST reception for alumni and donors to raise funds for Richman scholarships.

Academic Support and Advising Services provided opportunities for professional and student staff to develop competencies in the ways of supporting a diverse student body through university workshops and conferences.

Action Item Status

2 - On Track

Action Item

4.1.2. Support faculty cultural event programming, especially in the area of diversity, equity, and inclusion. This initiative will be achieved by working with the Development Office, which can connect faculty proposals for cultural events with those donors who have expressed interest in the topics to be addressed.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to support faculty cultural event programming in the area of diversity, equity and inclusion.

Work with the Faculty Senate and the Development Office to connect faculty proposals for cultural events with those donors who have expressed interest in the topics to be addressed.

Status Updates

Implementation Progress

Diversity Series – HR has partnered with several groups (DEEC, AAO, Faculty Senate, and other groups) to lead a Diversity Series. Four sessions last year and plan to continue with those sessions this year. HR has also begun partnering with the assistant dean of DEI to help guide the future strategy for this effort.

Arts administrator is working on a new collaboration with the assistant dean of DEI to assist in creating cultural programs to align with the strategic goals.

The SPEAK program has been specifically created to support cultural and intellectual events centered around a visiting speaker, by providing grants of up to \$5,000. Thus far only one SPEAK proposal has been received, that from a faculty member in SSET which was funded.

BSED is partnering with Humanities and the Development Office on a fundraising campaign to support the work of the Center for Holocaust and Jewish Studies.

BSED is partnering with Humanities and the Library to apply for a University, internal grant to support bringing the Gross-Breesom exhibit regarding the Holocaust to campus.

BSED is partnering with Humanities and the School of Public Affairs to apply for a University, internal grant to support providing workshops on the U.S. Constitution for k-12 teachers and having scholars give addresses to the campus for Constitution Day.

The School of Business Administration is establishing SBA Diversity Council and workshops on DEI as well as exploring a Center for Inclusive Leadership.

Theatre and music faculty wrote screenplay, produced, and contributed to discussions in Silenced Voices series.

Action Item Status

2 - On Track

Action Item

4.1.3. Centralize cultural programming by deploying a "Cultural Events Team" to centralize campus programming in the arts, humanities, and DEI and to effectively advertise cultural programming to the campus community, external community, and alumni. The "Cultural Events Team" would work with the many units on campus that schedule cultural events: the five academic schools, library, Center for Holocaust and Jewish Studies, International Programs, Student Life, Diversity and Educational Equity Committee (DEEC), Penn State Harrisburg Reads, Division of Student Affairs, and the Kulkarni Theatre. Careful measurements of attendance and involvement can assess student engagement here.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to centralize cultural programming by deploying a Cultural Events Team.

Work with Faculty Senate and other units to schedule cultural events.

Status Updates

Implementation Progress

Arts administrator in Kulkarni Theatre is seeking ways to work with all units on marketing and including cultural programs in all printed and online materials for the Kulkarni Theatre. Collaboration on external guests and donors was active before the pandemic and will continue.

The BSED Multicultural Lecture Series was launched last year with a panel discussion: "Addressing Ethnocentrism and Racism in the Classroom."

Action Item Status

2 - On Track

Action Item

4.1.4. Engage in outreach to area high schools by locating funding for and then launching Penn State Harrisburg's Holocaust, Genocide, and Human Rights Education initiative. This initiative involves faculty, graduate students, and the Center for Holocaust and Jewish Studies designing training modules and curriculum for use with local high school educators who must teach these subjects in accordance with Pennsylvania Act 70 (2014).

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to engage in outreach to area high schools by locating funding for and then launching Penn State Harrisburg's Holocaust, Genocide, and Human Rights Education initiative

Work with Faculty Senate on designing training modules and curriculum for use with local high school educators

Status Updates

Implementation Progress

The college purchased \$1,500 worth of books and multimedia resources using the Holocaust and Genocide Collection Endowment funds.

In partnership with the School of Humanities and the Center for Holocaust and Jewish Studies, the Hanes Library will host the Gross Bressen Exhibition in 2022 in the Schwab Family Holocaust Reading Room.

The schools of Humanities and BSED are partnering with the Office of Development on a fundraising campaign to support this initiative.

The Center for Holocaust and Jewish Studies hosted four internationally known speakers on the history of the Holocaust.

The Center for Holocaust and Jewish Studies with library and BSED faculty applied for Humanities Institute Funding to bring a Holocaust related exhibit to the library in January 2022.

Action Item Status

2 - On Track

4.2: Arts and humanities to enhance education

Objective

Use the arts and humanities to enhance education for all students. Assess student evaluations to provide a window into the efficacy of efforts to enhance their engagement. Develop a comprehensive system for supporting future student employment in arts and humanities, beginning by surveying alumni with an eye towards assessing their college experiences.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of new curricular offerings (e.g., majors, options, minors) developed and introduced; List of significant learning opportunities developed and delivered.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will be a leader in the arts and humanities, promoting them in research, in the classroom, throughout the college, and in the local community.

Action Item

4.2.1. Expand the role of the arts, humanities, and diversity in educating all Penn State Harrisburg students. This initiative can be attained through increasing student participation at cultural events; encouraging Study Abroad course enrollment; planning for a Media Lab in Communications; improving composition instruction through placement and assessment; and exploring potential curricular additions such as a minor in Graphic Design, a minor in Arts, a Sports Journalism track, and a master's in Professional Writing.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to expand the role of the arts, humanities, and diversity in educating all Penn State Harrisburg students.

Work with the Faculty Senate on ideas to increase student participation at cultural events by:

Encouraging Study Abroad course enrollment.

A needs analysis and proposal for improving composition instruction through placement and assessment.

Exploring potential curricular additions such as a minor in Graphic Design, a minor in Arts, a Sports Journalism track, and a master's in Professional Writing.

Planning for a Media Lab in Communications

Upon receipt of the needs analysis, we will determine if the course of action is viable.

Status Updates

Implementation Progress

The EAGER program was created to support faculty research and creative production as the RCG program previously did, but with significantly larger grants (up to \$15,000) , and with the caveat that the EAGER project be designed to result in leveraged external funding to support the research and creative activity.

The School of Business Administration hosted the annual SBA Research Conference, Visiting Scholars, International research collaboration, workshops on scholarship and grant activities. There was a summer research stipend, encouraging faculty to be guest editors and editors of journals. Faculty in the school organized national and international conferences.

The School of Humanities hosted AMST reception for alumni and donors to raise funds for scholarships.

Academic Support and Advising Services provided opportunities for professional and student staff to develop competencies in the ways of supporting a diverse student body through university workshops and conferences.

Action Item Status

2 - On Track

Action Item

4.2.2. Ensure success for students studying in humanities fields. This objective can be attained by launching a "Professional Pathways in the Humanities" project to expose Penn State Harrisburg students to careers in arts and humanities fields; by instituting a Professional Development Workshop series for graduate students to help them publish and launch careers; and by leveraging the library's resources and expertise for student benefit through workshops and internships that teach valuable skill sets in archiving, preservation, and digital Humanities. Student Engagement Network can assist in incorporating standards of excellence to assure the worth of these engagement experiences.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to ensure success for students studying in humanities field.

A needs analysis and proposal plans for:

Launching a Professional Pathways in the Humanities project to expose Penn State Harrisburg students to careers in arts and humanities fields.

Instituting a Professional Development Workshop series for graduate students to help them publish and launch careers.

Work with Faculty Senate on leveraging the library's resources and expertise for student benefit through workshops and internships that teach valuable skill sets in archiving

Upon receipt of the needs analysis, we will determine what course of action is viable.

Status Updates

Implementation Progress

Academic advising for study abroad is fully functioning through academic advising and marketing of programs will be provided for operational programs.

Hanes Library sponsors Penn State Harrisburg Reads, which annually promotes reading, discussion, and cultural activities related to the themes of the selected text. These activities also promote basic literacy for PA Forward.

BSED is offering an Art Therapy course. AA 120N Introduction to Art Therapy. The course is designed to introduce undergraduates to the philosophical, pragmatic and historical bases of the human service field of art therapy, with emphasis on current applications in the field of art therapy.

BSED is also partnering with Humanities to offer courses to support the minor in African American Studies.

The COMM Media Lab task force has developed initial estimates for media lab on campus.

ENGL M.A. in Writing task force has been charged to study feasibility of new degree.

The COMM curriculum task force has been charged to study Health Communications, Sports/Journalism, Strategic Communications, Graphic Design minor (HUM).

An American Studies student with Bunton Waller working with admissions to recruit diverse students to campus.

Action Item Status

2 - On Track

STRATEGIC PLAN (2020 - 2025)

GOAL 5:

Penn State Harrisburg will, through digital innovation, become a leader in preparing students for success in the digital age and will use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.



Goal 5

Penn State Harrisburg will, through digital innovation, become a leader in preparing students for success in the digital age and will use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.

Goal

In public discourse, digital transformation is often referred to as “The Fourth Industrial Revolution.” At Penn State Harrisburg, we understand it to be a digitally-enabled, continuous, strategic undertaking to significantly improve educational and commercial processes and to enhance stakeholder engagement in these processes. Digital transformation includes the use of new, emergent, and changing digital technologies to solve problems at the personal, institutional, and social levels. Serving the aim of digital transformation is digital innovation, broadly conceived as a product, process, or model perceived as new, requiring significant changes on the part of adopters, and embodied in information technology. Specifically, it is the area of information science that refers to new combinations of digital and physical components to produce novel products and services and to embed computer and communication technology into traditionally non-digital products, services, and activities. Recognizing the centrality of these developments in the 21st Century, Penn State Harrisburg empowers through digital innovation by preparing students for success in the digital age and by using digitally optimized outreach to foster economic prosperity and social success in communities across the Commonwealth and beyond. Penn State Harrisburg will achieve this goal by pursuing two objectives:

- Enhance teaching, learning, and research by increasing digital fluency.
- Advance collaboration and cooperation through digital innovation.

5.1: Increasing digital fluency

Objective

Enhance teaching, learning, and research by increasing digital fluency.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of digital infrastructure additions, updates, and improvements; List of new curricular offerings (e.g., majors, options, minors) developed and introduced; List of new or improved digital tools or trainings related to teaching or research.

Mapping

Penn State Foundations

- F2 - Engaging Our Students
- F4 - Enhancing Global Engagement
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- IS3 - Drive Innovation And Discovery
- IS4 - Build And Manage State-Of-The-Art Information Technology
- CO2 - Provide Expanded Access To Penn State Resources

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will, through digital innovation, become a leader in preparing students for success in the digital age and will use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.

Action Item

5.1.1. Build an effective digital culture that embraces digitalization and transformation. This can be achieved by creating a viable and vibrant set of core digital values, which will facilitate the development of new opportunities for students, faculty, staff, and stakeholders to be exposed to new and emergent technologies.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to build an effective digital culture that embraces digitalization and transformation.

Work with the Faculty Senate to create a viable and vibrant set of core digital values to facilitate the development of new programs for students faculty and staff.

Status Updates

Implementation Progress

The college will extend the use of Starfish to track at-risk students including the development of Lions' DEN Canvas groups based on students' majors.

Building digital culture is a natural outgrowth of the Center for Teaching Excellence consultations with instructors (and sometimes administrative units). Faculty are steadily seeking technologies to assist with teaching and learning

The Commonwealth Campus Collaborative Teaching Server (CCTS) Group is establishing a server on which to run innovative web projects and facilitate the use of H5P tools (<https://h5p.org/>) for expanding online course content creation.

Faculty have increasingly adopted University learning systems (Canvas, TopHat, Adobe Creative Cloud products, notably Spark and Rush, VoiceThread, Office 365 products for whiteboarding and collaborative work, Kaltura, and Google Jamboard are prime examples) throughout COVID-19 teaching and are continuing to use these products as the University increases in-person instruction. The Center regularly advises and guides faculty in the effective adoption of these technologies in their courses.

Action Item Status

2 - On Track

Action Item

5.1.2. Develop a more robust digital infrastructure. This initiative requires planning and the creation of a host of new campus facilities and opportunities. The first creation will be an on-campus learning space dedicated to immersive technologies. This will be accompanied by the opening of a communications media lab to better serve the existing Communications program as well as other academic units. A finance lab will also be established to better serve the School of Business. An on-line language lab will empower all students discharging their curricular language requirements. Creation of a virtual/augmented reality lab will further serve students. Establishing a Center for the Study of Professional Sales, with a sharp focus on this specific area within the field of business, will be another plus factor enhancing student success across a variety of majors. Developing and implementing an online wayfinding tool also contributes to the attainment of this action item. Incorporating two dashboards into unit work and programming is another step towards campus-wide enhancement, as is expanding open access educational opportunities. Facilitating the electronic deposit of Penn State Harrisburg master's papers and undergraduate theses is another step toward goal attainment. Designing both a teaching and learning suite marks the final measure which will enable attainment of this second objective in pursuit of the overall goal. If the COVID/post-COVID environment proves limiting in terms of

additional hires, at least the organized examination of these opportunities and the preparation of specific plans to enact them will position Penn State Harrisburg for future action.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop a more robust digital infrastructure.

A needs analysis and proposal plans for the creation of a host of new campus facilities and opportunities to include:

On-campus learning space dedicated to immersive technologies.

Communications media lab to better serve the existing Communications program as well as other academic units.

Finance lab will also be established to better serve the School of Business.

On-line language lab will empower all students discharging their curricular language requirements.

Creation of a virtual/augmented reality lab will further serve students.

Center for the Study of Professional Sales.

Facilitating the electronic deposit of Penn State Harrisburg master's papers and undergraduate theses.

Teaching and learning suite marks the final measure which will enable attainment of this second objective in pursuit of the overall goal.

Upon receipt of the needs analysis, we will determine what course of action is viable.

Status Updates

Implementation Progress

ITS, the Library, and CTE have met on a regular basis to discuss plan to implement immersive/virtual/augmented realities including a visit to University Park to tour their facilities.

Hanes Library began accepting digital Harrisburg Master's Papers in Spring 2021 after planning during 2020.

To date, 11 digital papers have been added to ScholarSphere, Penn State's digital repository.

Educational programming and outreach for graduate students is planned throughout 2021-2022 to increase the number of items submitted and added to the collection, which will be discoverable to scholars via the internet.

Faculty involved via internal grant support to participate ICDS ROAR research project on computing cluster.

Faculty are exploring virtual/augmented reality lab to support the BS in AI.

Action Item Status

2 - On Track

Action Item

5.1.3. Develop academic programs that confront persistent and emerging problems of community, regional, state, national, and global significance. These include establishing new degrees, such as B.S. programs in Cybersecurity Analytics and Operations, Human-Centered Design and Development, and Enterprise Technology Integration. Besides these degrees, new academic options in Data Science and Mathematical Data Science will be implemented. At the graduate level, a new M.S. in Mathematical Data Sciences will prove a valuable addition. Also, valuable will be feasibility studies for a Health Informatics option and a Bioinformatics option in Computer Science. Revisions to existing degree programs include the B.S. in Information Sciences, to exceed IS2020 ACM-AIS Exploratory Task Force Recommendations and 2020 AACSB Curriculum Standards. The M.S. in Information Systems will be revised to exceed the MSIS 2016 Global Competency Model of Graduate Programs in Information Systems and 2020 AACSB Curriculum Standards.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop academic programs that confront persistent and emerging problems of community, regional, state, national, and global significance.

Work with Faculty Senate to identify which programs can be built on existing joint/concurrent degree offerings.

Establishing new degrees, such as B.S. programs in:

Cybersecurity Analytics and Operations

Human-Centered Design and Development

Enterprise Technology Integration.

New academic options in:

Data Science and Mathematical Data Science.

M.S. in Mathematical Data Sciences

feasibility studies for a Health Informatics option

Bioinformatics option in Computer Science.

Revisions to existing degree programs include the B.S. in Information Sciences, to exceed IS2020 ACM-AIS Exploratory Task Force Recommendations and 2020 AACSB Curriculum Standards.

The M.S. in Information Systems will be revised to exceed the MSIS 2016 Global Competency Model of Graduate Programs in Information Systems and 2020 AACSB Curriculum Standards.

Upon Faculty Senate's recommendations, proceed with the next steps.

Status Updates

Implementation Progress

The Hanes Library and the University Libraries provide ongoing support for the campus community by the purchase of monographs, serials, and database subscriptions that are relevant to our programs.

The college is developing a new post-bachelor's certificate program in clinical psychology. Students need 12 additional credits beyond a master's to get licensed in Pennsylvania as a professional counselor.

The School of Business Administration has submitted Information Systems Change Proposal (pending UP Senate approval).

3 MIS courses are under revision and 2 new course proposals are being developed.

2 new INFSY courses are being outlined, business data reporting and visualization and applied machine learning (pending new hire).

The college is extending the use of Starfish to track at-risk students and extending the use of Canvas in supporting students.

Action Item Status

2 - On Track

Action Item

5.1.4. Continue to improve teaching and learning via digital enhancement. This initiative will be attained by leveraging digital assets to facilitate personalized learning at all levels in the college. New capabilities which could be developed include the capacity to teach lab classes remotely (a COVID-19 relevant need) and the ability to administer assessments remotely while effectively guaranteeing academic integrity. In this way, students and faculty will be prepared for transitions to remote learning during crises. Use of Starfish will be extended to incorporate Starfish Analytics, thereby better ensuring student success. In a COVID/post-COVID teaching

environment, when remote learning became a new norm, it is worth making a systematic evaluation of how this development reduces carbon footprint going forward. Lessons learned might be codified as new expectations.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to improve teaching and learning via digital enhancement

Strategize with the Center for Teaching Excellence on procedures and protocols for:
the capacity to teach lab classes remotely (a COVID-19 relevant need);
the ability to administer assessments remotely while effectively guaranteeing academic integrity.

Status Updates

Implementation Progress

ITS has made it a priority to ensure all classrooms are zoom capable. Another set of classrooms (E306, E308, E314, EAB 102/103/104) have enhanced zoom capabilities.

Library faculty offered entirely remote synchronous and asynchronous instruction in 2020-2021 reaching 4122 in 214 class sections.

Hanes Library is implementing digital badges and other asynchronous online educational resources to facilitate learning regardless of location and mode.

Expanded in-service training on and use of Starfish for advising; preparation of students for remote learning during the pandemic and provision of necessary digital resources; addition of hybrid and online courses in Teacher Education.

Student analytics to gauge the success of students including retention and graduation rates (4 and 6 years).

Redeveloping courses (e.g. PADM 550 in the MPA program and in the Certificate program in Policy Analysis and Evaluation) using the latest technology available on campus, Lightboard, which enhances students' learning experience and students' learning outcomes.

A remote laboratory has been implemented and is ongoing: EE, Biology, Chemistry, Physics, and ME.

Action Item Status

2 - On Track

Action Item

5.1.5. Improve research and discovery with digital tools. The first step towards attaining this objective is to build a usability/behavioral lab. To ensure success, Penn State Harrisburg will acquire licensing for virtual assessment tools. We will enhance current computing facilities to improve research and instruction at all levels. The college will also analyze the feasibility of establishing new research labs/centers which advance the goal.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to improve research and discovery with digital tools.

A needs analysis and proposal plans for a usability/behavioral lab.

A needs analysis and proposal plans for feasibility of establishing new research labs/centers.

Upon receipt of the needs analysis we will determine if the course of action is viable.

Status Updates

Implementation Progress

A usability/behavioral lab is under discussion.

Supporting efforts to develop research initiatives including an industry-University partnership on digital

connectivity in ground vehicles (SSET), and development use of AI based analytics for modeling in logistics (SBA), human mobility (SSET), homeland security (SPA), education (ISRA), and other fields.

The registrar's office supports this objective by cataloging technical resources in academic spaces in order to utilize features in LionPATH and 25Live to efficiently and effectively schedule academic spaces.

The college is exploring the possibility of establishing a Behavior Research Lab and planning to support cybersecurity labs at Eastgate with external funds.

Action Item Status

2 - On Track

5.2. Collaboration through digital innovation

Objective

Foster collaboration and cooperation through digital innovation, including through connections with the Office of the Senior Vice President for Commonwealth Campuses, other Commonwealth Campuses, and Penn State partners in the region.

Objective Status

1 - Active

Objective Year(s)

2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Key Performance Indicator(s)

List of new curricular offerings (e.g., majors, options, minors) developed and introduced; List of new partnerships; List of significant achievements from partnerships both current and new; Measures of effectiveness of digital marketing initiatives.

Mapping

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- DI4 - Make Online Education And Personalized Learning Central To Our 21st-Century Land-Grant Mission

Penn State Supporting Elements

- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships

Strategic Plan (2020 - 2025) - Penn State Harrisburg

- Penn State Harrisburg will, through digital innovation, become a leader in preparing students for success in the digital age and will use digitally optimized outreach to foster economic prosperity in communities across Pennsylvania and beyond.

Action Item

5.2.1. Develop interdisciplinary programmatic offerings. Some programs can be built on existing joint/concurrent degree offerings with the College of Medicine and Dickinson Law. We will also explore the creation of a healthcare supply chain concentration/option, establish a graduate health informatics concentration, and create a B.S. in artificial intelligence.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to identify which programs are offered.

Work with Faculty Senate to identify which programs can be built on existing joint/concurrent degree offerings with the College of Medicine and Dickinson Law in conjunction with the results of a market study.

Market study on Healthcare Supply Chain Concentration/ Option.
Market study on Graduate Health Informatics concentration.
Market study in B.S. in Artificial Intelligence.

Upon receipt of the market studies, we will determine if the course of action is viable.

Status Updates

Implementation Progress

The Hanes Library and the University Libraries provide ongoing support for the campus community by the purchase of monographs, serials, and database subscriptions that are relevant to our programs.

A B.S. in artificial intelligence is pending.

The faculty in the Graduate Program in Lifelong Learning and Adult Education Programs are working with the College of Medicine to move the program to COM and to turn it into a MHPE (Masters in Health Professions Education).

A B.S. in artificial intelligence is pending.

Action Item Status

2 - On Track

Action Item

5.2.2. Develop interdisciplinary co-curricular programs. This will be met by exploring three possible additions: ESports programming for students, a Game Development minor, and a Center for Service-Learning.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop interdisciplinary co-curricular programs.

Work with Faculty Senate to explore three possible additions:

Market study on E-Sports programming for students.

Market study on a Game Development minor.

A needs analysis and proposal plans for a Center for Service-Learning.

Upon receipt of the market study/needs analysis, we will determine if the course of action is viable.

Status Updates

Implementation Progress

ITS has worked with the Athletic Director and the Associate Director of Recreation & Aquatics on gathering information regarding ESports Programming.

The School of Business Administration is exploring video game programming courses in IST and a Center for Service Learning to support class-based service-learning projects.

The school is also exploring IST game design courses to support an esports programming: IST 446: An Introduction to Building Computer/Video Games and GAME 250: Technical Game Development

Action Item Status

2 - On Track

Action Item

5.2.3. Explore personalized learning programs. This will be attained by studying the feasibility of stackable microlearning credentialing for certificates in the following fields: Digital Transformation, Cybersecurity, Business Analytics, and Digital Health.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to develop personalized learning programs.

Work with Faculty Senate to study the feasibility of stackable microlearning credentialing for certificates in the following fields:

Digital Transformation

Cybersecurity

Business Analytics

Digital Health.

There will be a determination if the course of action is viable upon obtaining the Faculty Senate recommendations.

Status Updates

Implementation Progress

Hanes Library supports digital badging/microcredentialing for information literacy skills through Digital Badges @PSU.

The college is exploring stackable microlearning credentialing in the MSIS on Digital Transformation and Business Analytics

Teacher Education received authorization from the Pennsylvania Department of Education to offer a variety of certification programs that can be stacked onto a bachelor's degree for students who want to expand their current certifications. Options include special education, elementary education, math education, English education, and social studies.

Action Item Status

2 - On Track

Action Item

5.2.4. Enhance regional partnerships by forming or strengthening relationships with the Penn State Commonwealth Campuses; with Harrisburg Area Community College (HACC) and other feeder institutions; and with the University Libraries' Special Collections and its Office of Preservation, Conservation, and Digitization.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes pertaining to regional partnerships with internal and external institutions and organizations.

Work with the Office of Development on forming or strengthening regional partnerships with internal and external institutions and organizations.

Status Updates

Implementation Progress

Director of Academic Success and Advising Services serves on University Advising Council and University Faculty Senate Joint Curricular Task Force on Racial and Social Justice.

West Campus P-3 planning efforts are now getting underway after being delayed by the pandemic. This planning effort is sponsored by the Dauphin County Commissioners as a regional economic development initiative. EntreWorks Consulting was selected to carry out this work after a national search. This planning effort is engaging a wide range of regional partners including economic development agencies and higher education institutions such as HACC, HU, and others.

Teacher Education has engaged HACC and local school districts to consider a partnership for a Grow Your Own Program designed to foster careers in education among historically underrepresented populations from high-need districts in the Greater Harrisburg Region.

Pollock Center has partnered with the Consortium on Substance Use and Addiction, which is a part of the

Social Sciences Research Institute of Penn State, on several initiatives to address substance use disorders. Numerous BSED faculty members are conducting research with COM faculty members. There is an on-going partnership with UP and other campuses to deliver HPA courses. The college is involved in a joint initiative with COE on 3+2 programs in Engineering with PA Colleges. SSET has an articulation agreement with HACC on CS and Engineering programs EE/EET/PHYS conducts annual visits to respective programs and HACC and Penn State Mont Alto and the MET program has an articulation agreement with Thaddeus Stevens College of Technology.

Action Item Status

2 - On Track

Action Item

5.2.5. Enhance stakeholder engagement by leveraging social media platforms to strengthen connections with current students, alumni, donors, business/industry partners, and local government.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University processes to enhance stakeholder engagement.

Work with:

Marketing: boost social media presence and focus on current student engagement.

Office of Development: strengthen relationships with business/industry partners, and local government.

Office of Alumni Relations: connect with alumni and donors.

Status Updates

Implementation Progress

Hanes Library has active accounts on Facebook and Instagram reaching an audience of approximately 600 people with daily posts that promote our activities, collections, and services.

The Marketing Communications Office has developed strategies to grow audiences on specific platforms (Instagram, Twitter) including:

Increased targeting of messages by platform to reach specific audiences (e.g. Facebook – parents, alumni; Instagram – students);

Working with different offices, units and organizations within the college to create plan for public engagement via social media;

Developing training program and formalized sharing of “best practices” for unit-level social media coordinators;

Increasingly using social media as part of annual news-dissemination plan, including developing fresh content specifically for social media platforms; and

Increasingly partnering with University Park on certain social media campaigns to keep our community connected to the Penn State community at large.

Action Item Status

2 - On Track

Action Item

5.2.6. Enhance digital marketing with a two-pronged effort that will expand data-driven advertising campaigns and explore advanced audience targeting through the use of analytics, especially for graduate programs.

Current Status

1 - Active

Action Item Implementation Tasks

Follow standard University guidelines to enhance digital marketing.

Work with the Marketing Department to expand data-driven advertising campaigns, and to explore advanced audience targeting with a focus on graduate programs through the use of analytics.

Status Updates

Implementation Progress

The Office of Marketing Communications conducted an audit of current digital campaigns and identified strategies for optimizing impact.

Identified areas for improvements in Google advertising, including analyzing time-of-search trends and adjusting ad groups to match, and reorganizing campaign and ad group structure to gain efficiencies and bolster audience reach.

Researched latest recommendations for improving Quality Score of ads and began taking the following actions: improving matching keywords between ad and target page and assessing and modifying keyword-to-ad ratios.

Targeted graduate degree campaigns by location and date in concert with Graduate Admissions' travel/outreach schedule.

The iMPS-HLS program proactively works with World Campus marketing for agile campaigns e.g., planning new enhanced HLS marketing webinar

Action Item Status

2 - On Track