Strategic Plan (2020 - 2025)

Penn State Brandywine

# Strategic Plan (2020 - 2025) - Penn State Brandywine

## Mission

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

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

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

## Vision

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

## Institutional Values

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

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

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

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

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

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

## Optional Additional Values

Connection - We cultivate meaningful relationships between members of our community that create a sense of belonging, shared identity, and wellbeing.

 Equity We act to increase access and full participation of historically and currently marginalized groups, and to eliminate disparities in student success and professional fulfillment.

 Sustainability We strive to be good stewards of our economy, our people, and our environment to promote healthy, resilient, and inclusive communities.

# Strategic Plan (2020 - 2025) - Penn State Brandywine

# Goal 1

Grow Our Student Population

**Goal**
Grow our student population through stronger student retention and increased enrollment, stabilizing at 1,500 students.

### 1.1: Enrollment for Today s World

**Objective**
Develop a strategic enrollment management plan for Penn State Brandywine to increase student recruitment, retention, graduation, and marketing for today s world.

**Key Performance Indicator(s)**
Enrollment, retention, graduation data (Data Digest)

**Mapping**
Penn State Foundations

- F1 - Enabling Access To Education
- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- TE5 - Partner More Effectively With Pre-College Educators
- DI1 - Create digital solutions to new and emerging challenges
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- OP3 - Develop A Culture Of Academic Business Modeling To Support Innovation
- IS4 - Build And Manage State-Of-The-Art Information Technology
- CO1 - Focus On Impact Through Partnerships
- CO3 - Promote Contributions Through Strategic Communication

### 1.2: Financial Solutions and Affordability

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

**Key Performance Indicator(s)**
Unpaid Balance Data, Financial Hold Data, Bad Debt Expense Data, Student Debt Data, Scholarship Data

**Mapping**
Penn State Foundations

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

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- SP2 - Develop Technologies For Implementation
- SP3 - Improve Modeling Capability
- SP5 - Forge Broad And Relevant Partnerships
- DI1 - Create digital solutions to new and emerging challenges
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships

## 1.3: Academic and Career Success

**Objective**
Enhance academic and career success for Penn State Brandywine students, from first year through graduation.

**Key Performance Indicator(s)**
Facility and technology inventory data

**Mapping**
Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- EH4 - Facilitate Wellness Within The Penn State Community
- SP - Penn State will be 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.
- DI1 - Create digital solutions to new and emerging challenges
- DI2 - Living with digital innovation
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS2 - Invest In Resources Creatively And Systematically
- IS5 - Align Fundraising To Address Specific Needs

**1.4: Connections and Belonging**

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

**Key Performance Indicator(s)**
Data Digest, Student Engagement Surveys

**Mapping**
Penn State Foundations

- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- EH4 - Facilitate Wellness Within The Penn State Community
- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- IS5 - Align Fundraising To Address Specific Needs

# Goal 2

Foster an Equitable Environment

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

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

# Strategic Plan (2020 - 2025) - Penn State Brandywine

**2.1: Office of Equity and Inclusion**

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

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

**Key Performance Indicator(s)**
HR Data/Reports, Community Survey, Bias Reports

**Mapping**
Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- EH4 - Facilitate Wellness Within The Penn State Community
- SP5 - Forge Broad And Relevant Partnerships

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.

**2.2: Equity and Student Success**

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

**Key Performance Indicator(s)**
University Bulletin, Course Schedules, Course Registration

**Mapping**
Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- AH1 - Strategically Strengthen The Arts And Humanities Through Investments In Selected Areas

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

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- CO1 - Focus On Impact Through Partnerships
- CO2 - Provide Expanded Access To Penn State Resources

## 2.3: Equity and Professional Fulfillment

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

**Key Performance Indicator(s)**
Philanthropy and Grant Reports

**Mapping**
Penn State Foundations

- F3 - Advancing Inclusion, Equity, and Diversity

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- EH4 - Facilitate Wellness Within The Penn State Community
- SP4 - Fully Engage Our Research Infrastructure

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- IS2 - Invest In Resources Creatively And Systematically
- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships

## 2.4: Anti-Racist Agenda

**Objective**
Establish anti-racism as a core commitment and responsibility for a more equitable Penn State Brandywine.

**Key Performance Indicator(s)**
Community Survey, Bias Reports, Data Digest

**Mapping**
Penn State Foundations

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

Penn State Thematic Priorities

- TE3 - Support And Empower Our Outstanding Faculty And Staff
- AH3 - Prepare Students With The Skills To Work Together To Develop Ethically And Historically Informed Solutions To Our Most Pressing Problems

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.

### 2.5: Accessibility Framework

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

**Key Performance Indicator(s)**
Community Survey (data for students, faculty, staff with disabilities), Bias Reports, Student Engagement Surveys, Data Digest (recruitment, enrollment retention, graduation data for students with disabilities)

**Mapping**
Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity

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
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- EH4 - Facilitate Wellness Within The Penn State Community
- SP2 - Develop Technologies For Implementation
- DI2 - Living with digital innovation

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS1 - Prioritize Investment In Our People.
- IS5 - Align Fundraising To Address Specific Needs
- CO2 - Provide Expanded Access To Penn State Resources

# Goal 3

Increase our visibility

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

# Strategic Plan (2020 - 2025) - Penn State Brandywine

**3.1: Local, Regional, and Global Partner**

**Objective**

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

**Key Performance Indicator(s)**

Annual and Campaign Metrics (annual and major gifts), Data Digest (student enrollment, retention, graduation), Strategic Communications

**Mapping**

Penn State Foundations

- F2 - Engaging Our Students
- F4 - Enhancing Global Engagement
- F5 - Driving Economic Development
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- SP2 - Develop Technologies For Implementation
- SP5 - Forge Broad And Relevant Partnerships
- DI3 - Develop A More Robust Digital Infrastructure And Culture

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS4 - Build And Manage State-Of-The-Art Information Technology
- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships
- CO3 - Promote Contributions Through Strategic Communication
- CO5 - Support Economic Development And Community Renewal.

**3.2: Athletics Enhancement**

**Objective**

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

**Key Performance Indicator(s)**

USCAA and NCAA membership and competition rosters, Development reports, Office of Physical Plant inventories

**Mapping**

Penn State Foundations

- F2 - Engaging Our Students

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- SP5 - Forge Broad And Relevant Partnerships

Penn State Supporting Elements

- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- IS2 - Invest In Resources Creatively And Systematically
- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships
- CO3 - Promote Contributions Through Strategic Communication

### 3.3: Research and Impact

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

**Key Performance Indicator(s)**
Development and Alumni Relations Annual and Campaign Metrics, Grant Reports, Digital Media Analytics, Market Research

**Mapping**
Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement
- F5 - Driving Economic Development

Penn State Thematic Priorities

- TE1 - Advance The Frontiers Of Knowledge
- TE3 - Support And Empower Our Outstanding Faculty And Staff
- SP4 - Fully Engage Our Research Infrastructure
- SP5 - Forge Broad And Relevant Partnerships
- DI1 - Create digital solutions to new and emerging challenges

Penn State Supporting Elements

- OP1 - Improve The Design, Oversight, Integration, And Effectiveness Of Organizational Processes
- OP2 - Establish Processes For Continual Institutional Assessment, Improvement, And Innovation, Including More Systematic Review Of Administrative And Academic Organizational Performance And Financial Stewardship
- OP3 - Develop A Culture Of Academic Business Modeling To Support Innovation
- IS1 - Prioritize Investment In Our People.
- IS2 - Invest In Resources Creatively And Systematically
- IS5 - Align Fundraising To Address Specific Needs
- CO1 - Focus On Impact Through Partnerships
- CO3 - Promote Contributions Through Strategic Communication

### 3.4 Workforce and Innovation

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

# Strategic Plan (2020 - 2025) - Penn State Brandywine

**Key Performance Indicator(s)**

Invent Penn State Innovation Hub Annual Reports

**Mapping**

Penn State Foundations

- F1 - Enabling Access To Education
- F2 - Engaging Our Students
- F3 - Advancing Inclusion, Equity, and Diversity
- F4 - Enhancing Global Engagement
- F5 - Driving Economic Development
- F6 - Ensuring A Sustainable Future

Penn State Thematic Priorities

- TE4 - Prepare Our Students For Success In Their Careers And In Life
- SP5 - Forge Broad And Relevant Partnerships
- DI2 - Living with digital innovation
- DI5 - Drive Economic Development

Penn State Supporting Elements

- IS2 - Invest In Resources Creatively And Systematically
- IS3 - Drive Innovation And Discovery
- 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 Brandywine

The University is committed to equal access to programs, facilities, admission, and employment for all persons. It is the policy of the University to maintain an environment free of harassment and free of discrimination against any person because of age, race, color, ancestry, national origin, religion, creed, service in the uniformed services (as defined in state and federal law), veteran status, sex, sexual orientation, marital or family status, pregnancy, pregnancy-related conditions, physical or mental disability, gender, perceived gender, gender identity, genetic information, or political ideas. Discriminatory conduct and harassment, as well as sexual misconduct and relationship violence, violates the dignity of individuals, impedes the realization of the University's educational mission, and will not be tolerated. Direct all inquiries regarding nondiscrimination policy to the Affirmative Action Office, The Pennsylvania State University, 328 Boucke Building, University Park, PA 16802-5901; Email: aao@psu.edu; Tel: 814-863-0471.