



**PennState**

# Strategic Plan

Strategic Plan (2020 - 2025) - Penn State Greater Allegheny

# General Information

## Mission / Vision / Values

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### **Mission**

Penn State Greater Allegheny inspires students to be greater by offering transformative educational experiences. We are a catalyst for individual and social change, committed to improving the community and world around us.

### **Vision**

Penn State Greater Allegheny will be a diverse and vibrant education environment for all members of our campus community. We prioritize equitable and just experiences so our students develop the skills to become responsible members of society and advocates in a global world. We leverage our collective experiences, talents, and resources to cultivate educational opportunities, and promote economic growth.

### **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**

Student Success

Global Excellence

Diversity

Equity

Engagement

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## Goal 1

Education Principle

### Goal

Penn State Greater Allegheny gives students the opportunity to discover things about themselves and the world around them in an accepting and supportive, yet challenging environment. Education occurs within and beyond classroom walls, and each member of the community can help another member to learn, thrive, and succeed. By design, in class and out of class experiences intentionally intersect and fulfill our mission to provide a transformative educational experience. We commit to strategies that develop knowledge and skills in deliberation and argumentation, an evaluation of claims, and an understanding of place and historical context.

### 1.1: Curricular and co-curricular offerings

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#### Objective

Offer degree programs, curricular and co-curricular experiences to support student success. Penn State Greater Allegheny academic programs and related offerings will contribute to a student's transformational educational experience.

#### Key Performance Indicator(s)

Beginning with a strong first-year experience, a Penn State Greater Allegheny education will include educational offerings and co-curricular experiences that improve student retention and satisfaction, while also fulfilling the needs of the region.

### 1.2: Developing strong employees

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#### Objective

Provide relevant professional development opportunities for staff and faculty aligned with the needs of our students and our communities. In order to best meet the needs of our students, our faculty and staff will have opportunities to develop and strengthen their knowledge and expertise.

#### Key Performance Indicator(s)

To enhance belonging and professional connections, each campus unit will identify resource experts and will communicate the roles of these individuals to the campus community. Review action item related metrics to demonstrate we provide educational opportunities for employees that align with personal and professional topics identified by the campus community.

### 1.3: Innovative Learning Models

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#### Objective

Create innovative models to enrich student learning. Penn State Greater Allegheny will implement cross discipline programming to engage students, faculty and staff in collaboration and learning.

#### Key Performance Indicator(s)

The shared campus educational goals will enhance curricular engagement and generate an experience unique to Greater Allegheny, thus increasing faculty satisfaction and improved student retention.

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## Goal 2

Diversity, Equity and Inclusion Principle

### Goal

We proudly express that we are one of the more diverse campuses within the University. We want to sustain and increase that diversity. In order to do that, we need to challenge the rules and habits of engagement already established in our communities. Even in diverse environments, such as the United States, there is segregation. Consider the make-up of our region; we live in neighborhoods and go to public schools where people have similar earnings and look similar. Diversity challenges us, and when challenged, we learn. We have the potential to further engage with others who are different than we are so each member of our campus community meets their full potential.

### 2.1: Inclusive Campus Culture

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#### Objective

Foster a culture of respect and inclusion that acknowledges the experiences and perspectives of faculty, staff, and students. Penn State Greater Allegheny will be an inclusive community that demonstrates respect to all members.

#### Key Performance Indicator(s)

- 1: Increased number of collaborations that address identified equity issues between the Task Force on Racial Equity and Justice, interdepartmental units, faculty, staff, and students;
- 2: Increased opportunities to participate in equity focused development programs.

### 2.2: Curriculum and Programming

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#### Objective

Implement curricula and programming that interrogate social issues and inspire social responsibility

#### Key Performance Indicator(s)

Increased number of pedagogy training opportunities and experiential learning opportunities related to the exploration of intersectionality of race, gender, religion, and culture for students, faculty and staff.

### 2.3: Strengthening Organization Structures

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#### Objective

Evaluate and rectify organizational structures, policies, and practices that cause differential impact and limit access and opportunities for faculty, staff, and students at Penn State

#### Key Performance Indicator(s)

Increased awareness of barriers to equity, established equity indicators that are used to regularly inform practice and measure improvement, and implementation of relevant interventions to address equity gaps.

### 2.4: Increase Diverse Populations

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#### Objective

Recruit, support, and advance a diverse student body, faculty, and staff.

#### Key Performance Indicator(s)

Enroll, retain and graduate more than half of student population from underrepresented and underserved groups.

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## Goal 3

External Engagement Principle

### Goal

It is not possible to be the campus we envision without recognizing that our students, faculty, and staff come to our campus from many neighborhoods, cities, states, and nations. By understanding that place shapes us, we can create opportunities to learn with one another and grow with one another. Our extension into places we know and have yet to discover will open our eyes to community needs and will allow us to meet partners with whom we will work to make a difference for others.

### 3.1: Civically Minded Students

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#### Objective

Penn State Greater Allegheny students will be civically minded citizen, displaying an enhanced awareness of and commitment to social justice and building community.

#### Key Performance Indicator(s)

Students will have opportunity to complete a documented community experience and complete a reflective assessment to demonstrate the impact of their work and their understanding of social justice.

### 3.2: Course based Community Engagement

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#### Objective

Community Engagement Through Course Work. Penn State Greater Allegheny will promote community engagement and participate in external engagement for students through faculty coursework.

#### Key Performance Indicator(s)

Review the action item related metrics to determine trends of student enrollment in courses with engaged experiences, by course and community settings.

### 3.3: Empowering Communities

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#### Objective

Empower Communities Through Mentoring and Innovation. Promote and expand opportunities for communities through engagement with the Mon Valley Launchbox

#### Key Performance Indicator(s)

Reviewing action item related metrics will show perceived value of a Penn State education; one that is recognized as an exceptional experience, because alumni have the knowledge and commitment to make a difference for others.

### 3.4: Creating and Sustaining Educational Pathways

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#### Objective

Promote educational opportunities and create a continuum of learning and engagement experiences

#### Key Performance Indicator(s)

Efforts will yield individuals who hold ever changing and multiple lifetime roles with the campus: young learner, degree student, non-degree student, legacy student, alumni, donor.

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## Goal 4

### Campus Infrastructure

#### Goal

The environment in which we learn, and work affects student recruitment and retention, as well as employee professional success. Effective use of indoor and outdoor spaces and technology supports teaching, learning and research, and provides individuals a place where they envision themselves and feel comfortable. A campus that desires to serve its community and a diverse student body can think creatively and responsibly to make the campus a reflection of those we serve. Effective use of data, and responsible use of budgets, private, corporate and foundation support, can support the achievement of strategic vision and goals.

#### 4.1: Space utilization

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##### Objective

Use space to impact student learning and leisure. Penn State Greater Allegheny will examine facility usage to ensure it serves our campus and our communities

##### Key Performance Indicator(s)

Review the action item related metrics to determine how we leveraged external resources to optimize space and offset construction costs. We will increase these resources each year by 2025.

#### 4.2: Building and Grounds

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##### Objective

Use employee expertise and student work to enhance buildings and grounds. Penn State Greater Allegheny will create an environment reflective of those we serve, while highlighting the research and creativity of our faculty and staff.

##### Key Performance Indicator(s)

1: Progress efforts yield increased visually appealing spaces that draw visitors to campus and align with the populations we serve.

2: Progress efforts support learning outcomes in degree programs and general education/integrative courses.