Strategic Planning // Act 3

Harvest of Insights

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Oct 28, 2025

University Park, PA

This document is organized into 2 sections.

- Section 1: Draft Goals + Objectives
- Section 2: Draft Strategies

Section 1
Draft Goals and Objectives

🟦 Goal 1: Build a culture of collaboration

Build a culture of collaboration that strengthens trust, connection, and belonging across A&A's people and programs.

1A. Reimagine shared physical spaces and systems that foster collaboration

1B. Integrate cross-disciplinary collaboration into curriculum, research, and creative practice

1C. Reduce administrative burden so collaboration eases — rather than exacerbates — existing workloads

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🟧 Goal 2: Amplify our responsibility as a cultural bridge

Amplify our responsibility as a cultural bridge that enriches campus, community, and civic life across Pennsylvania — and beyond.

2A. Create a reciprocal campus–community arts pathway

2B. Expand artist residencies and student-curated programs

2C. Embed human-centered design principles into courses, performances, and creative practice

2D. Strengthen A&A's visibility and partnerships at state, national, and global levels

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🟪 Goal 3: Empower learners to create the future

Empower learners to create the future by cultivating the skills, imagination, and agency to envision and enact the future through experiential learning.

3A. Expose students to diverse career pathways that integrate arts and design across industries

3B. Integrate ethical AI literacy and future-ready skills into curriculum and co-curricular learning

3C. Expand A&A's role in General Education to introduce all students to creativity and human-centered emerging technology

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🟩 Goal 4: Champion the arts and design

Champion the arts and design as transformative forms of research, innovation, and human understanding to advance discovery.

4A. Build cross-campus partnerships that advance the visibility and impact of the arts and design

4B. Elevate the visibility and recognition of A&A's creative activity, research, and scholarship

4C. Lead the human-centered use of AI in creative practice

🟨 Goal 5: Cultivate an equitable community for all

Cultivate an equitable community for all by ensuring every student, faculty, and staff member has the support, access, and opportunities needed to thrive within and beyond A&A.

5A. Strengthen holistic student support systems

5B. Address affordability and access barriers to reduce the cost of participation

5C. Strengthen well-being, inclusion, and equity for faculty and staff

5D. Expand access and enrollment to reach 2,030 students by 2030

Section 2
Draft Strategies

🟦 Goal 1: Build a culture of collaboration

Build a culture of collaboration that strengthens trust, connection, and belonging across A&A's people and programs.

Guiding Principle: Collaboration is not an extra task — it's foundational to how we design systems that let creativity flow between people, programs, and places. Collaboration must be supported by systems, not slogans.

1A. Reimagine shared physical spaces and systems that foster collaboration

- Activate shared spaces through regular cross-unit programming and informal gatherings that bring people together.
- Develop a 10-year plan for new and renewed shared spaces that foster cross-disciplinary connection and well-being.
- Align space planning with Penn State's capital campaign to attract investment in collaborative facilities and creative hubs.

1B. Integrate cross-disciplinary collaboration into curriculum, research, and creative practice

- Develop conduits for collaborative exhibitions, showcases, and applied research projects.
- Design cross-disciplinary courses, first-year seminars, and Gen Ed experiences that connect students from different majors around common themes.
- Offer incentives, seed funding, and recognition for collaborative teaching, research, and creative projects.

1C. Reduce administrative burden so collaboration eases — rather than exacerbates — existing workloads

- Audit administrative workflows to identify and remove barriers that limit cross-unit collaboration and efficiency.
- Pilot AI-enabled tools and workflow improvements to reduce repetitive tasks and free time for creative work.
- Implement scheduling systems that simplify how units share and access spaces, equipment, and studios, making collaboration more visible and accessible.
- Offer training and peer-support sessions that build confidence in using new tools and collaborative platforms.

🟧 Goal 2: Amplify our responsibility as a cultural bridge

Amplify our responsibility as a cultural bridge that enriches campus, community, and civic life across Pennsylvania — and beyond.

Guiding Principle: Engagement is most powerful when it's reciprocal — when artists, students, and communities learn from and alongside one another.

2A. Create a reciprocal campus–community arts pathway

- Link engagement venues — such as the Palmer Museum, the Center for the Performing Arts, and downtown arts spaces — through coordinated programming and shared branding.
- Strengthen partnerships with local arts and cultural organizations to co-create exhibitions, performances, and community events.
- Establish a regular community arts forum that convenes campus and community partners to align programming, resources, and collaboration opportunities.
- Develop shared communication tools — calendars, signage, and storytelling channels — that highlight the collective impact of campus–community arts engagement.

2B. Expand artist residencies and student-curated programs

- Link artist residencies with undergraduate and graduate courses and seminars.
- Create a student-curators program that develops exhibitions, performances, or pop-ups with faculty and community mentorship.
- Activate shared and public spaces — on campus and downtown — as venues for student-produced work.

2C. Embed human-centered design principles into courses, performances, and creative practice

- Increase community-based internships and collaborative capstones that blend design, performance, and storytelling.
- Integrate human-centered design methods into studios, performances, and courses.
- Offer faculty development opportunities to help instructors apply human-centered tools and reflection practices within their courses and projects.

2D. Strengthen A&A's visibility and partnerships at state, national, and global levels

- Build and map partnerships with arts, cultural, and civic organizations to co-create exhibitions, residencies, and community programs.
- Engage broader audiences by increasing participation of community members, educators, and high-school students in A&A programs and events.
- Develop a centralized storytelling platform and impact dashboard to highlight the social, civic, and environmental impact of A&A's engagement projects.

🟪 Goal 3: Empower learners to create the future

Empower learners to create the future by cultivating the skills, imagination, and agency to envision and enact the future through experiential learning.

Guiding Principle: Preparing students for the future means helping them think creatively, act ethically, and adapt their skills to an ever-changing world. An A&A education prepares students not just for careers — but to shape what comes next.

3A. Expose students to diverse career pathways that integrate arts and design across industries

- Expand partnerships with creative industries, nonprofits, entrepreneurial ventures, and emerging sectors to offer a wider range of paid experiential opportunities.
- Integrate professional practice across the curriculum through embedded guest speakers, site visits, and applied learning projects.
- Spotlight creative careers through coordinated showcases and alumni-led events that highlight diverse career journeys.
- Expand alumni mentorship and portfolio-development programs that help students articulate and hone their creative strengths in career contexts.

3B. Integrate ethical AI literacy and future-ready skills into curriculum and co-curricular learning

- Develop courses that build discernment and creative fluency with AI tools.
- Explore the ethical and creative implications of AI through hands-on, human-centered design projects and experiences.
- Create opportunities for faculty and staff development around integrating AI literacy across disciplines.
- Establish a college-wide lead or task force to advance AI literacy initiatives.

3C. Expand A&A's role in General Education to introduce all students to creativity and human-centered emerging technology

- Advocate for expanded General Arts (GA) credits that are delivered by A&A faculty and staff and required for all students to strengthen the role of the arts and design in Penn State's General Education curriculum.
- Develop new and expand existing interdisciplinary Gen Ed courses to broaden A&A's reach and impact across the university.
- Offer incentives and course-release opportunities for faculty who design innovative General Education content.

🟩 Goal 4: Champion the arts and design

Champion the arts and design as transformative forms of research, innovation, and human understanding to advance discovery.

Guiding Principle: When creativity is woven into research and discovery, the arts and design become a catalyst for innovation across the entire university.

4A. Build cross-campus partnerships that advance the visibility and impact of the arts and design

- Collaborate with other colleges and campuses to embed creative practice and design thinking into shared research, teaching, and outreach initiatives.
- Partner with university communications and advancement teams to highlight creativity-driven innovation and collaborative research across Penn State.
- Advocate for the arts and design as an institutional priority within Penn State's identity and initiatives.
- Empower faculty, staff, and students — within and beyond A&A — as ambassadors who amplify creative perspectives in university-wide partnerships.

4B. Elevate the visibility and recognition of A&A's creative activity, research, and scholarship

- Increase participation in national and international opportunities — festivals, residencies, conferences, and publications — that raise the profile of A&A's creative scholarship.
- Showcase creative work in new and public-facing spaces — from libraries and community centers to digital and outdoor venues — to invite broader audiences to engage with the arts.
- Expand outreach and partnerships in rural and underrepresented communities to make A&A's programs more accessible statewide.
- Develop an integrated, cross-unit communications and funding strategy that amplifies creative research and highlights collaborations among faculty, staff, students, alumni, and community partners.

4C. Lead the human-centered use of AI in creative practice

- Lead the exploration of AI as a creative tool — embedding creativity and design into interdisciplinary research that addresses social, environmental, and technological challenges.
- Host an annual Creative Research Symposium that brings together artists, designers, technologists, and scholars to explore ethical, human-centered, and innovative applications of AI.
- Embed ethical, environmental, and humanistic reflection into all technology-driven creative research and practice.
- Provide funding, resources, and mentorship for creative projects working at the intersection of arts, design, and technology.

PennState
College of Arts
and Architecture

🟨 Goal 5: Cultivate an equitable community for all

Cultivate an equitable community for all by ensuring every student, faculty, and staff member has the support, access, and opportunities needed to thrive within and beyond A&A.

Guiding Principle: Thriving is collective — we build a culture of excellence when everyone has the resources and relationships to succeed.

5A. Strengthen holistic student support systems

- Organize unit-specific student focus groups to identify emerging needs and inform improvements to advising, mentorship, and support services.
- Create inclusive spaces, experiences, and support networks that foster belonging and community across differences.
- Coordinate with campus wellness resources to expand access to well-being and mental-health support tailored to creative disciplines.
- Establish a Center for Student Success integrating advising and financial guidance alongside alumni mentorship.

5B. Address affordability and access barriers to reduce the cost of participation

- Reevaluate course and program fees to ensure equity and transparency across units.
- Increase scholarships and targeted financial support for underrepresented and economically disadvantaged students.
- Expand paid learning experiences, including internships, research, and assistantships.
- Broaden donor engagement to include small-gift campaigns that directly reduce course fees and program costs.

5C. Strengthen well-being, inclusion, and equity for faculty and staff

- Identify and address workload, pay-equity and disparities that contribute to burnout or inequity.
- Offer ongoing training and peer learning focused on inclusive teaching, advising, and leadership.
- Create affinity groups and peer networks that cultivate community across roles and identities.
- Provide resources and recognition for contributions that foster equity, mentorship, and community well-being.

5D. Expand access and enrollment to reach 2,030 students by 2030

- Strengthen recruitment pipelines through partnerships with high schools, community colleges, and arts organizations
- Launch targeted marketing and storytelling campaigns showcasing A&A's distinct value and career outcomes
- Expand scholarships and financial-aid initiatives to support enrollment growth and student access
- Develop new degree pathways, certificates, and hybrid learning models aligned with student demand and workforce needs