**Penn State leader shares road map for commonwealth campuses**

**Margo DelliCarpini, vice president for Commonwealth Campuses and executive chancellor, provides updates on strategies for identifying innovative ways to overcome financial hurdles and position Penn State’s 20 Commonwealth Campuses for future success.**

I understand the concern that results from hearing about the amount of reduction that the Commonwealth Campus operating budget is going to experience. And I know that budget reductions are never easy. The chancellors and I have already begun work on addressing how we are going to collaboratively, transparently, and with community engagement, create a sustainable future and a plan for operating within a new business model.

We will have budgets for FY 26 submitted towards the end of this coming March. But after that we are still planning for the future for the campuses. We will be deeply engaging with our campus communities, our partners in our communities, and the leadership team to understand how we redefine the way that we do business and create a sustainable future for the Commonwealth Campuses.

This is not a one-size-fits-all-approach. We're going to be looking at several different options. We may be looking at creating disciplinary hubs that leverage faculty expertise, campus resources and community needs—so that we're creating impact in the communities that we serve.

We might look at creating innovative pipeline and pathway programs, partnering with secondary education institutions and economic partners—so that students are working throughout their secondary career in collaboration with some of our campuses entering a Commonwealth Campus, and working with our economic partners so that we're filling workforce development and economic development needs in those communities. And then layering our continuing education, our research and our outreach over this, so that we're really looking at a rich ecosystem and the impact that our campuses can have in a community in a very aligned way.

Currently, seven of our campuses are projecting enrollment growth—and that's a great thing. But we also know that we have campuses that are on the bubble, and we have ten that are in really challenging spots in terms of enrollment trends. And this mirrors trends around the country for regional comprehensive campuses.

We know that a sustainable future requires a focus on intentional enrollment growth, but it also requires redefining how we operate at certain locations. As the former chancellor at Penn State Abington, I understand the important role that campuses play in their communities, and we are committed to maintaining access and affordability for our students—and bringing the resources of Penn State to our communities through our Commonwealth Campus ecosystem.

We have challenging decisions that we have to make, but we are going to do so as a leadership team that operates in a transparent and collaborative way—that centers the academic mission, and understands and centers the importance of community engagement and scholarly activities, that really do make a difference in our communities. As we address the budget challenges, we are also going to continue to invest in strategic initiatives—so that we maintain the forward momentum that we have, and we continue growing and innovating as we move into the future.

This is going to be a thoughtful process. As I said, we're going to be deeply engaging our campus stakeholder groups. We're going to be communicating regularly. And I'm confident that as a result of the expertise and good thinking of our leadership team, the engagement of our campus and community stakeholders, and the strong partnerships that we have across the Commonwealth, we are going to develop a successful future for the Commonwealth Campuses.