



**STRATEGIC INDICATORS:
Measuring and Improving University Performance**

PENNSSTATE



April 2005

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Introduction

Strategic Indicators: Measuring and Improving University Performance is the seventh edition of a report that Penn State inaugurated in April 1999.

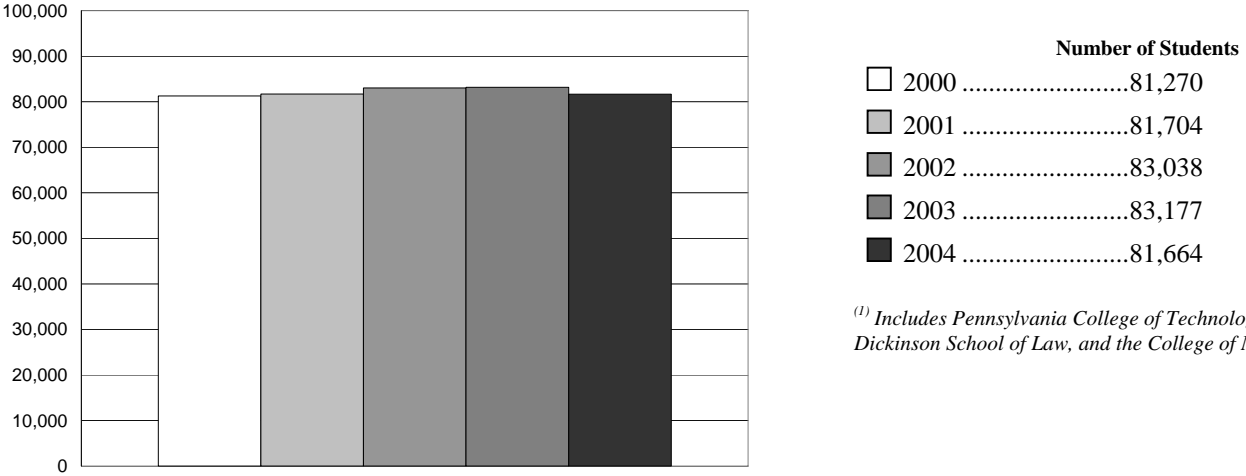
The *Strategic Indicators* series is a companion to Penn State's University-level strategic plan. The indicators can help gauge how well the University is performing in relation to the overarching institutional goals set forth in the strategic plan -- goals such as "enhance academic excellence through greater support of high-quality teaching, research, and service" and "build a more considerate and civil University community." The 2005 edition of *Strategic Indicators* continues an initiative led by the University's Council on Continuous Quality Improvement, which in Fall 1997 began consulting with dozens of faculty, staff, and administrators to select and publish a set of indicators appropriate to Penn State's mission.

Performance indicators are a tool for organizational learning, communication, strategic change, and improvement, all in the context of existing management processes. Critical assessment of performance helps us to maximize the return to all who invest in Penn State, and all whom Penn State serves.

GOAL ONE: Enhance academic excellence through greater support of high-quality teaching, research, and service.

1.1 TOTAL ENROLLMENTS

Fall Semester Head Counts (total University) ⁽¹⁾

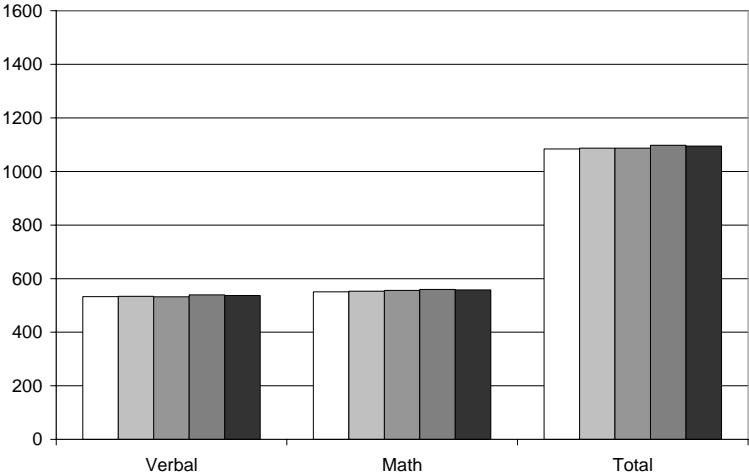


⁽¹⁾ Includes Pennsylvania College of Technology, Dickinson School of Law, and the College of Medicine.

1.2 AVERAGE SAT SCORES OF FIRST-TIME ENROLLED BACCALAUREATE FRESHMEN

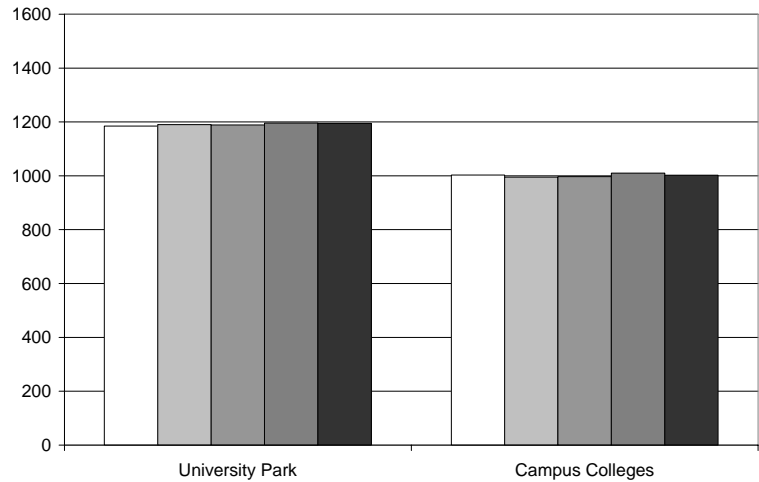
Mean SAT Scores (all locations)

	Verbal	Math	Total
Summer/Fall 2000	533	551	1084
Summer/Fall 2001	534	553	1087
Summer/Fall 2002	532	556	1087
Summer/Fall 2003	539	560	1098
Summer/Fall 2004	537	558	1095



Mean SAT Scores (by location)

	University Park	Campus Colleges
□ Summer/Fall 2000	1185	1003
▒ Summer/Fall 2001	1190	995
▓ Summer/Fall 2002	1189	997
■ Summer/Fall 2003	1196	1010
■ Summer/Fall 2004	1195	1002

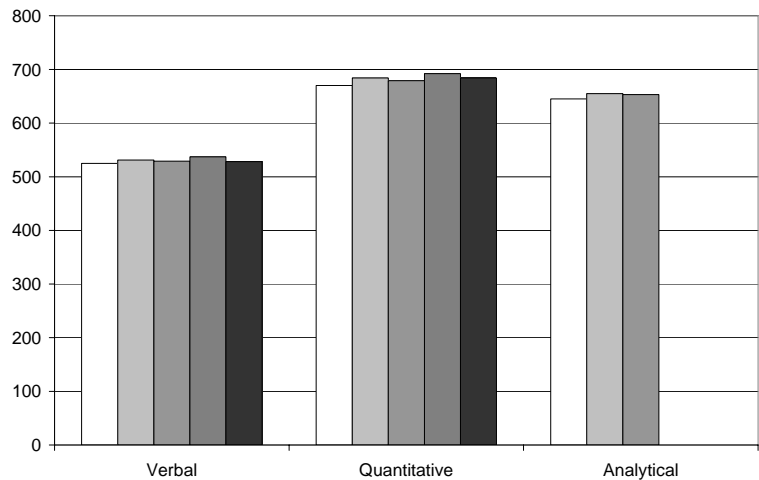


1.3 AVERAGE GRE SCORES OF ENTERING GRADUATE STUDENTS

Mean GRE Scores (all locations)

	Verbal	Quantitative	Analytical	Analytical Writing ⁽¹⁾
□ Fall 2000	525.....	670	645	-
▒ Fall 2001	531.....	684	655	-
▓ Fall 2002	529.....	679	653	-
■ Fall 2003	537.....	692	-	4.6
■ Fall 2004	528.....	684	-	4.6

⁽¹⁾ The Analytical exam was eliminated in October 2002 and replaced with the Analytical Writing exam. The Analytical Writing exam is scored on a scale from 0.0 to 6.0, with 6.0 being best.

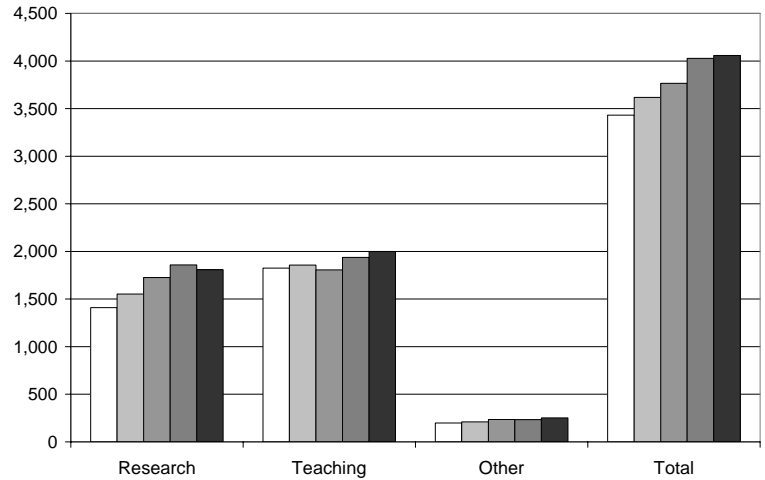


1.4 NUMBER OF GRADUATE ASSISTANTSHIPS AND FELLOWSHIPS

Graduate Assistantships ⁽¹⁾ (all locations)

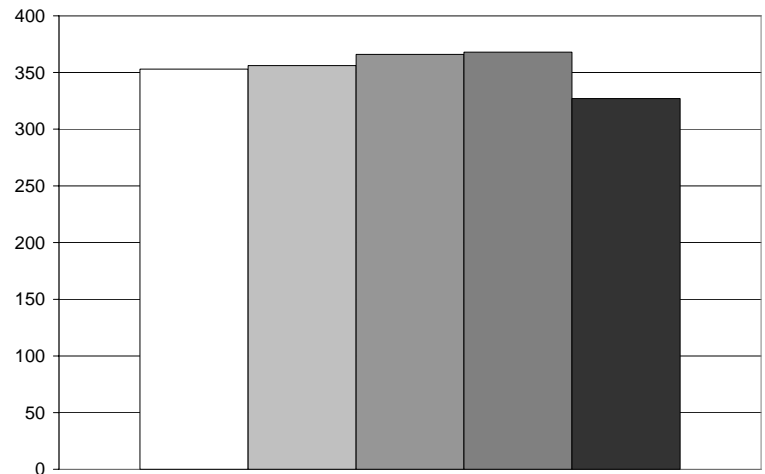
	Research	Teaching	Other	Total
□ Fall 2000	1,410.....	1,824.....	198.....	3,432
▒ Fall 2001	1,552.....	1,856.....	209.....	3,617
▓ Fall 2002	1,725.....	1,806.....	234.....	3,765
■ Fall 2003	1,859.....	1,936.....	232.....	4,027
■ Fall 2004	1,807.....	2,000.....	251.....	4,058

⁽¹⁾ Type of assistantship (research, teaching, or other) reflects budget assignments.



Graduate Fellowships (all locations)

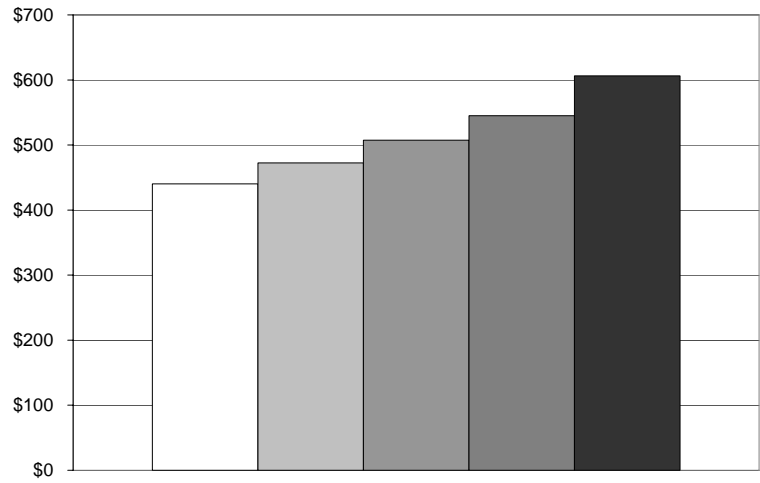
□ Fall 2000.....	353
▒ Fall 2001.....	356
▓ Fall 2002.....	366
■ Fall 2003.....	368
■ Fall 2004.....	327



1.5 ORGANIZED RESEARCH

Organized Research, All Funds (actual expenditures, dollars in millions)

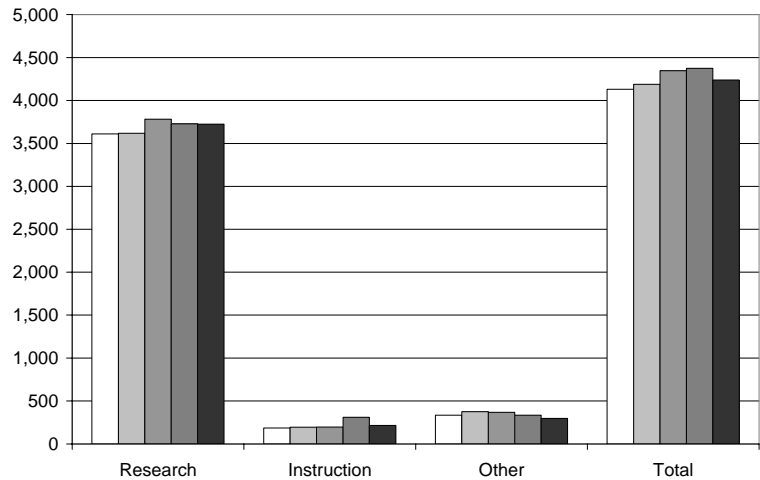
□	FY 1999-2000.....	\$440.3
▒	FY 2000-2001.....	\$472.5
▓	FY 2001-2002.....	\$507.4
█	FY 2002-2003.....	\$545.0
■	FY 2003-2004.....	\$606.5



Number of Awards (all locations)

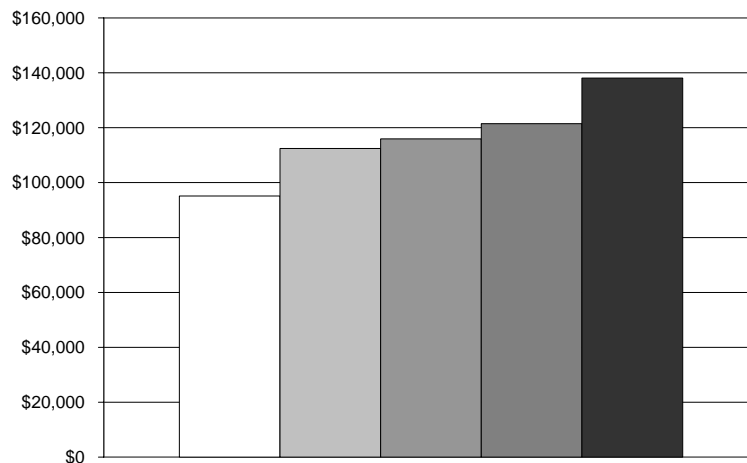
	Research	Instruction	Other ⁽¹⁾	Total	
□	FY 1999-2000	3,611	185	335	4,131
▒	FY 2000-2001	3,619	195	375	4,189
▓	FY 2001-2002	3,783	197	367	4,347
█	FY 2002-2003	3,729	310	335	4,374
■	FY 2003-2004	3,724	216	298	4,238

⁽¹⁾ "Other" includes service, outreach, continuing education, and miscellaneous.



Average Award Size (all locations)

	Amount	Number	Average
□ FY 1999-2000	\$393,104,563	4,131	\$95,160
▒ FY 2000-2001	\$470,823,379	4,189	\$112,395
▓ FY 2001-2002	\$503,977,776	4,347	\$115,937
■ FY 2002-2003	\$531,189,988	4,374	\$121,443
■ FY 2003-2004	\$585,228,305	4,238	\$138,091

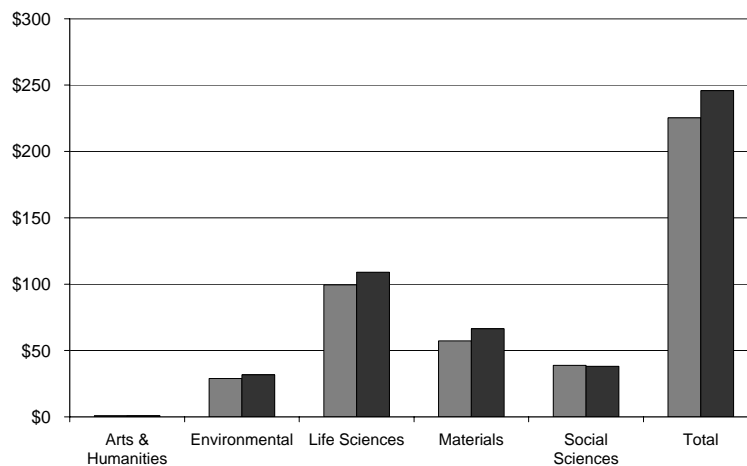


1.6 INTERDISCIPLINARY RESEARCH

Sponsored Research Expenditures for Penn State Strategic Research Initiatives⁽¹⁾ (dollars in millions)

	Arts & Humanities	Environmental	Life Sciences	Materials	Social Sciences	Total
▒ FY 2002-2003	\$0.8	\$28.9	\$99.5	\$57.3	\$38.8	\$225.3
■ FY 2003-2004	\$0.8	\$31.7	\$109.0	\$66.4	\$38.0	\$245.9

⁽¹⁾ Penn State's Strategic Research Initiatives include the Institute for the Arts and Humanities, the Penn State Institutes of the Environment, the Huck Institutes of the Life Sciences, the Materials Research Institute, and the Social Science Research Institute. The Social Science Research Institute includes the Children, Youth, and Families Consortium.



1.7 STUDENTS AND RECENT GRADUATES RECEIVING PROMINENT AWARDS

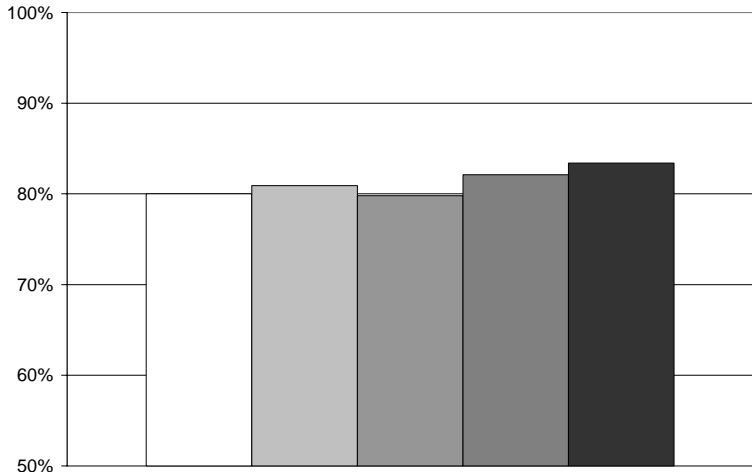
	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004
British Marshall Scholarship (40 awards).....	-	-	-	2	1
Fulbright Scholarship (1,100 awards).....	21	13	17	15	15
Morris K. Udall Scholarship (75 awards).....	3	2	3	4	1
Barry M. Goldwater Foundation Scholarship (309 awards).....	4	2	4	4	4
National Science Foundation Fellowship (900 awards).....	10	13	12	12	11
St. Andrews Society Scholarship.....	1	-	1	2	1
Outdoor Writers Scholarship (4 awards).....	-	-	1	-	-
Astronaut Scholarship Foundation Mercury Seven Scholar (17 awards).....	1	1	1	1	2
National Security Education Program (200 awards).....	2	3	6	1	3
Pennsylvania Historical Museum Commission Internship.....	6	4	4	3	-
Howard Hughes Predoctoral Fellowship in Biological Sciences (80 awards).....	1	2	-	1	-
Jacob K. Javits Fellowship Program (75 awards).....	3	-	2	2	-
Andrew W. Mellon Fellowship in Humanistic Studies (80 awards).....	1	-	-	-	-
James A. Finnegan Summer Internship Program.....	1	-	-	-	-
NASA Fellowships.....	1	-	-	-	-
National Defense Science and Engineering Graduate Fellowship (NDSEG).....	2	1	-	6	-
American Meteorology Society.....	3	1	5	5	-
American Meteorology Society, The Richard and Helen Hagemeyer Scholarship (1 award).....	1	-	-	-	-
George J. Mitchell Scholarship (12 awards).....	1	-	1	1	-
Whitaker Foundation Graduate Fellowships in Biomedical Engineering (40 awards).....	1	-	1	-	-
Rhodes Scholarship (32 awards).....	-	1	-	-	-
Gates Cambridge Scholarship.....	-	1	-	1	-
German Academic Exchange Service (DAAD).....	-	3	5	4	4
Churchill Scholarship.....	-	-	-	-	1
Harry S. Truman Scholarship (80 awards).....	-	-	-	-	1
National Institutes of Health – Cambridge Fellowship.....	-	-	-	-	1

GOAL TWO: Enrich the educational experience of all Penn State students by becoming a more student-centered University.

2.1 SIX-YEAR GRADUATION RATES

Baccalaureate Students (University Park)

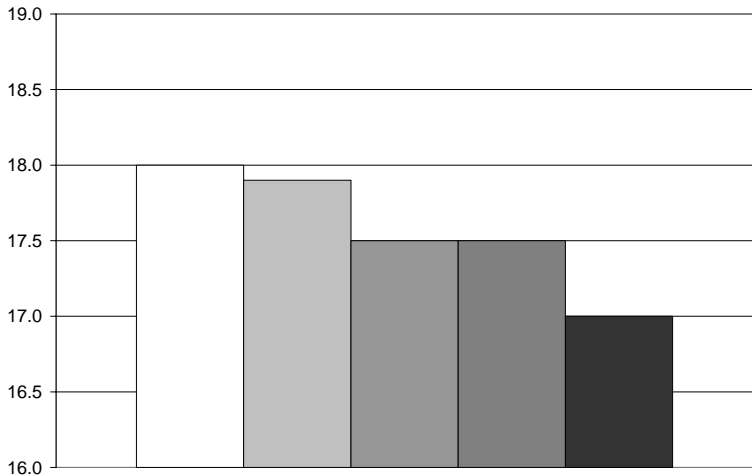
Year of Entry	Graduation Rate
1993-1994	80%
1994-1995	81%
1995-1996	80%
1996-1997	82%
1997-1998	83%



2.2 STUDENT/FACULTY RATIO

Total University ⁽¹⁾

Year	Student/Faculty Ratio ⁽²⁾
FY 1999-2000	18.0:1
FY 2000-2001	17.9:1
FY 2001-2002	17.5:1
FY 2002-2003	17.5:1
FY 2003-2004	17.0:1



⁽¹⁾ Excludes the College of Medicine, Dickinson School of Law, and Pennsylvania College of Technology.

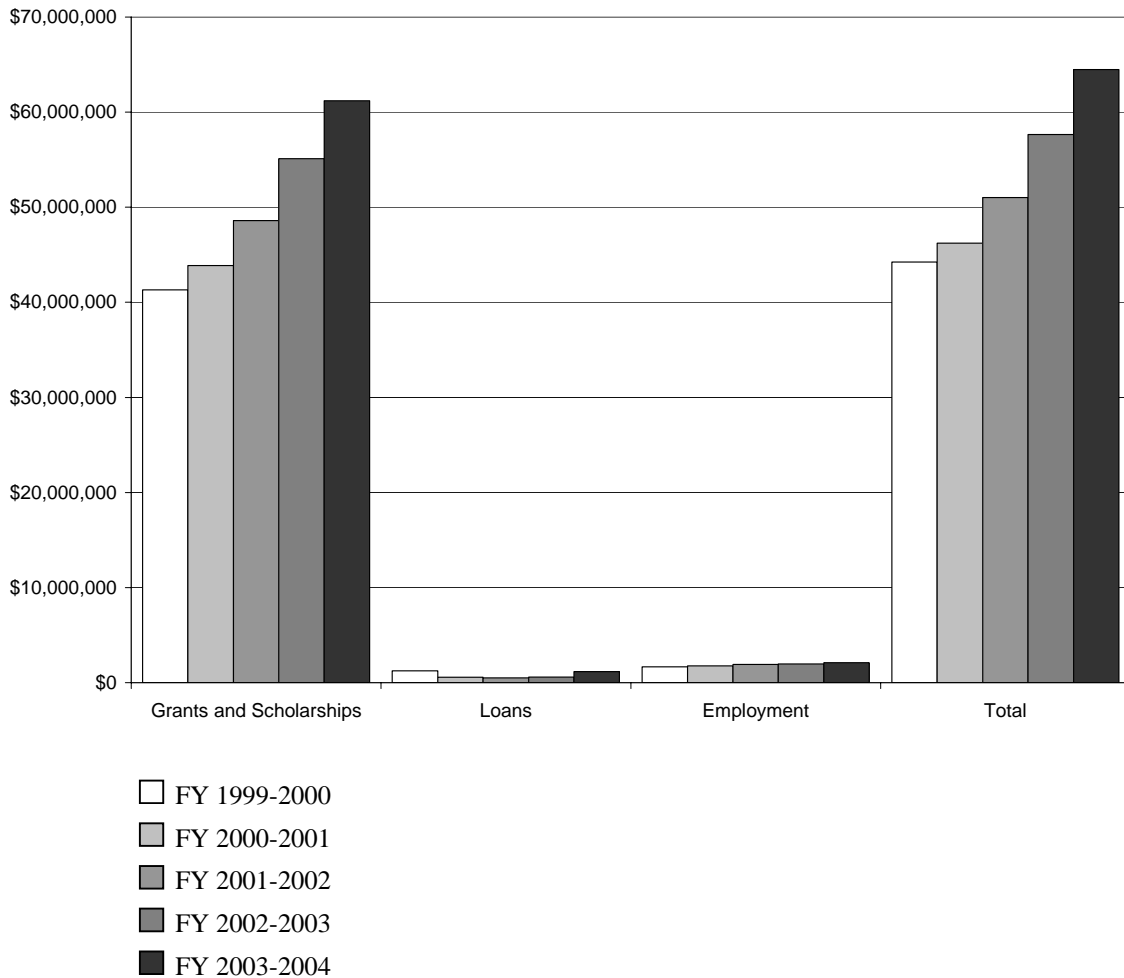
⁽²⁾ Includes all full-time equivalent instructional faculty (full and part-time).

2.3 INSTITUTIONALLY FUNDED UNDERGRADUATE STUDENT SUPPORT

Undergraduate Student Aid

	Grants and Scholarships ⁽¹⁾		Loans		Employment		Total	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 1999-2000	\$41,312,933	3.1%	\$1,248,625	17.6%	\$1,676,064	6.1%	\$44,237,622	3.6%
FY 2000-2001	\$43,865,343	6.2%	\$580,235	-53.5%	\$1,781,823	6.3%	\$46,227,401	4.5%
FY 2001-2002	\$48,590,939	10.8%	\$505,562	-12.9%	\$1,920,245	7.8%	\$51,016,746	10.4%
FY 2002-2003	\$55,098,603	13.4%	\$588,190	16.3%	\$1,967,979	2.5%	\$57,654,773	13.0%
FY 2003-2004	\$61,206,264	11.1%	\$1,162,319	97.6%	\$2,103,416	6.9%	\$64,471,999	11.8%

⁽¹⁾ "Grants and Scholarships" includes funds awarded on the bases of both documented financial need and merit.

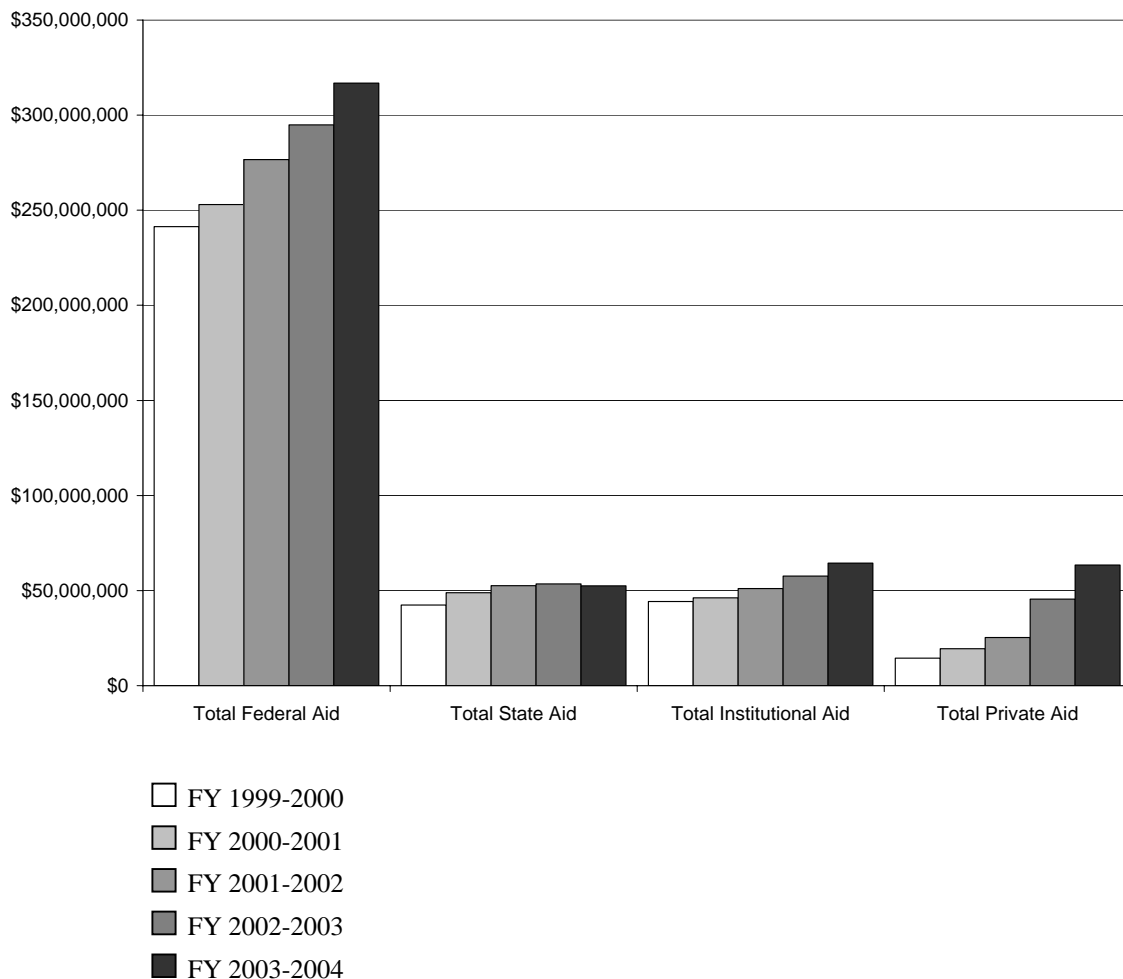


2.4 TOTAL UNDERGRADUATE STUDENT SUPPORT

Undergraduate Student Support (all sources) ⁽¹⁾

	Total Federal Aid		Total State Aid		Total Institutional Aid		Total Private Aid	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 1999-2000	\$241,360,139	2.1%	\$42,417,290	3.5%	\$44,237,623	3.6%	\$14,509,915	11.8%
FY 2000-2001	\$252,961,525	4.8%	\$48,855,352	15.2%	\$46,227,401	4.5%	\$19,421,614	33.9%
FY 2001-2002	\$276,653,049	9.4%	\$52,571,715	7.6%	\$51,016,746	10.4%	\$25,369,008	30.6%
FY 2002-2003	\$294,933,550	6.6%	\$53,574,594	1.9%	\$57,654,773	13.0%	\$45,481,013	79.3%
FY 2003-2004	\$316,885,935	7.4%	\$52,524,233	-2.0%	\$64,471,999	11.8%	\$63,447,476	39.5%

⁽¹⁾ Figures represent grants and scholarships, loans, and employment aid.



2.5 STUDENT ACCESS TO INFORMATION TECHNOLOGY

	2000	2001	2002	2003	2004
Technology classrooms, University Park ⁽¹⁾	63	114	144	161	181
Usage of ANGEL ⁽²⁾ :					
Number of students					
with at least one course in ANGEL ⁽²⁾	-	-	46,539	51,766	63,233
Course sections in ANGEL ⁽²⁾	-	-	3,444	3,394	5,871
Theses and dissertations submitted electronically	-	-	-	-	89 (51.4%)
Percentage of students ⁽³⁾ using PASS ⁽⁴⁾ for academic information					
Web space activated	-	-	-	-	47%
Academic work	-	-	-	-	32%
Resume online	-	-	-	-	10%
Personal information	-	-	-	-	26%
Co-curricular evidence	-	-	-	-	6%
Reflection narrative	-	-	-	-	15%

⁽¹⁾ Technology classrooms are a subset of the **total** number of generally assignable classrooms.

⁽²⁾ ANGEL is the course management system (CMS) available for use by instructors, students, and staff at Penn State.

⁽³⁾ University Park students only, excluding students in the College of Earth and Mineral Sciences.

⁽⁴⁾ Penn State Access Account Storage Space (PASS) is given to all users when they are joined to Penn State e-mail service. PASS provides centralized storage space for several University services, including personal Web space.

2.6 SATISFACTION OF CURRENT STUDENTS

Class of 2000

	1999 ⁽¹⁾	2002 ⁽²⁾
Percentage "satisfied" or "very satisfied" with decision to come to Penn State	78%	74%

⁽¹⁾ Based on a February 1999 survey of University Park juniors.

⁽²⁾ Based on a Spring 2002 survey of University Park students who began their studies in Summer/Fall 1996 and who were still enrolled in the university.

Student Satisfaction Survey

If starting college again, would choose to attend Penn State.	Overall	University Park	Campus Colleges
2002 ⁽¹⁾	83%	80%	85%
2004 ⁽²⁾	86%	85%	87%

⁽¹⁾ Based on a Spring 2002 survey of undergraduate students.

⁽²⁾ Based on a Spring 2004 survey of undergraduate students.

2.7 STUDENT PARTICIPATION IN FIRST-YEAR EXPERIENCE PROGRAMS

Learning Edge Academic Program (LEAP) enrollment

2000	2001	2002	2003	2004
476	574	576	692	652

First-Year Seminar completion rate ⁽¹⁾

2000-2001	2001-2002	2002-2003
92.0%	92.6%	93.5%

⁽¹⁾ Percentage of first-time baccalaureate degree students returning the following fall semester who have completed at least one First-Year Seminar.

GOAL THREE: Build a more considerate and civil University community.

3.1 PERCENTAGE OF FULL-TIME FACULTY FROM UNDER-REPRESENTED GROUPS

Percent of Full-Time Faculty ⁽¹⁾

	2000	2001	2002	2003	2004
African/Black American	2.5%	2.7%	3.0%	3.2%	3.3%
American Indian/Alaskan Native	0.1%	0.1%	0.1%	0.2%	0.2%
Asian & Pacific American	8.2%	8.7%	9.1%	9.1%	9.5%
Latino/Hispanic American	1.5%	1.5%	1.6%	1.9%	1.9%
Total Minority	12.4%	13.0%	13.8%	14.3%	14.8%
Women	30.9%	31.8%	32.7%	33.8%	33.8%

⁽¹⁾ Excludes Pennsylvania College of Technology.

3.2 PERCENTAGE OF FULL-TIME EMPLOYEES FROM UNDER-REPRESENTED GROUPS

Percent of Full-Time Employees ⁽¹⁾

	2000	2001	2002	2003	2004
African/Black American	3.1%	3.1%	3.3%	3.3%	3.2%
American Indian/Alaskan Native	0.2%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	3.3%	3.5%	3.6%	3.6%	3.9%
Latino/Hispanic American	1.1%	1.1%	1.3%	1.4%	1.3%
Total Minority	7.7%	7.9%	8.4%	8.5%	8.7%
Women	48.3%	48.8%	49.1%	49.3%	49.1%

⁽¹⁾ Excludes Pennsylvania College of Technology.

3.3 PERCENTAGE OF STUDENTS FROM UNDER-REPRESENTED GROUPS

Percent of Total Enrollment ⁽¹⁾

	2000	2001	2002	2003	2004
African/Black American	4.3%	4.4%	4.5%	4.6%	4.8%
American Indian/Alaskan Native	0.2%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	3.8%	4.0%	4.2%	4.4%	4.5%
Latino/Hispanic American	2.3%	2.3%	2.3%	2.5%	2.6%
Total Minority	10.6%	10.9%	11.2%	11.6%	12.0%
Women	46.0%	45.9%	46.0%	45.9%	45.6%

⁽¹⁾ Includes Pennsylvania College of Technology.

3.4 DESIRABILITY OF PENN STATE AS A PLACE TO WORK

Faculty/Staff Survey

	1996 ⁽²⁾	2004 ⁽³⁾
Proud to be a part of Penn State ⁽¹⁾	84%	88%
Rate Penn State as “one of the best” places to work ⁽¹⁾	61%	71%

⁽¹⁾ Percent of respondents indicating a favorable response.

⁽²⁾ 1996 Faculty/Staff Mail Survey

⁽³⁾ 2004 Faculty/Staff Web and Mail Survey

3.5 CIVILITY AND COMMUNITY

Penn State Pulse Survey (University Park undergraduates)

	1995	1998	2001	2004 ⁽¹⁾
Believe that Penn State is an open community where freedom of expression is protected and civility is embraced.	53%	70%	64%	-
Believe that Penn State is a disciplined community where obligations and behaviors are regulated for the good of the group.	46%	42%	50%	-
Perceive Penn State to be a community where freedom of expression is protected.	-	-	-	64%
Perceive Penn State to be a community where civility is affirmed.	-	-	-	53%
Perceive Penn State to be a community where behaviors are regulated for the good of the community.	-	-	-	50%

⁽¹⁾ The Penn State Pulse survey format was changed in 2004 to provide a finer level of detail.

3.6 PARTICIPATION IN STUDY ABROAD, PUBLIC SCHOLARSHIP, AND SERVICE LEARNING

Participation in Study Abroad

1999/2000 ⁽¹⁾	2000/2001 ⁽¹⁾	2001/2002 ⁽¹⁾	2002/2003 ⁽¹⁾	2003/2004 ^{(1) (2)}
1,7432.3%	1,1241.5%	1,2701.7%	1,3511.8%	1,8732.5%

⁽¹⁾ Percentages are based on fall semester total University enrollment, excluding Pennsylvania College of Technology, Dickinson School of Law, and the College of Medicine.

⁽²⁾ The 2003/2004 education abroad figure includes students on full academic year, fall, spring, and summer programs as well as students participating in short-term international experiences embedded within residential courses.

Participation in Public Scholarship and Service Learning

	2000 ⁽³⁾	2001 ⁽³⁾	2002 ⁽³⁾
Students enrolled in courses ⁽¹⁾	885 1.4%	1,214 1.9%	1,163 1.8%
Students participating in field initiatives ⁽²⁾	850 1.3%	974 1.5%	1,056 1.6%

⁽¹⁾ Courses identified by faculty members of the Public Scholarship Associates.

⁽²⁾ Students participating in field initiatives conduct research, tutor, and integrate their academic learning with community service.

⁽³⁾ Percentages are based on fall semester undergraduate enrollment, excluding Pennsylvania College of Technology, Dickinson School of Law, and the College of Medicine.

GOAL FOUR: Serve society through teaching, research, and service.

4.1 PENNSYLVANIA CITIZENS' PARTICIPATION WITH PENN STATE

Outreach Data

One in every four households in Pennsylvania has a person participating in Penn State programs annually. There are outreach participants from all sixty-seven Pennsylvania counties, all fifty states, and eighty-two countries on seven continents.

Cooperative Extension ⁽¹⁾ serves 2 million people per year
 Continuing Education ⁽²⁾ has 120,000 enrollments each year
 Distance Education ⁽³⁾ has 23,000 enrollments per year
 Penn State Public Broadcasting:

Television reaches 1.3 million households
 Radio reaches 500,000 listeners

Research and Technology Transfer has 2,576 projects with 2,237 companies⁽⁴⁾

⁽¹⁾ Cooperative Extension reflects Penn State's land grant mission regarding (for example) water, soil and forest resources; nutrition, diet and health; 4-H programs; agriculture and the food industry. Data are based on the numbers of clients who visit a Cooperative Extension office, are sent publications, and who phone for information.

⁽²⁾ Continuing Education offers credit and non-credit programs, including Conferences and Institutes; Management Development Programs and Services; Shaver's Creek Environmental Center and more.

⁽³⁾ Distance Education extends Penn State courses and degrees through a variety of technologies such as video, audiotape, mail, and the Internet-based World Campus. On student transcripts, no distinction is made between these courses and those taken in residence.

⁽⁴⁾ The Research and Technology Transfer Organization (RTTO) is housed within the Office of the Vice President for Research. RTTO includes the Ben Franklin Technology Center of Central and Northern PA, the Industrial Research Office, Innovation Park at Penn State, the Intellectual Property Office, PENNTAP, the Research Commercialization Office, and the Small Business Development Center.

4.2 PENNSYLVANIA CITIZENS' SATISFACTION WITH PENN STATE

Views of Pennsylvanians Toward Higher Education and Penn State

Pennsylvanians have considered Penn State to be the top college or university in the state in terms of overall reputation.

	2000 ⁽¹⁾	2001 ⁽²⁾	2002 ⁽³⁾	2003 ⁽⁴⁾	2005 ⁽⁵⁾
Penn State	44%	40%	36%	37%	34%
#2 Institution	16%	18%	17%	17%	21%

⁽¹⁾ Based on a statewide telephone survey conducted by the Center for Survey Research, October – November, 2000.
⁽²⁾ Based on a statewide telephone survey conducted by the Center for Survey Research, October – December, 2001.
⁽³⁾ Based on a statewide telephone survey conducted by International Communications Research, Media, PA, October - November, 2002. The survey methodology was changed in 2002. This change may affect comparisons between the 2000-2001 results and the 2002-2005 results.
⁽⁴⁾ Based on a statewide telephone survey conducted by the Penn State Survey Research Center, part of the Social Science Research Institute, November – December, 2003.
⁽⁵⁾ Based on a statewide telephone survey conducted by International Communications Research, Media, PA, February, 2005

4.3 POST GRADUATION ACTIVITY ⁽¹⁾

	Employed Full-Time	Employed Part-Time	Further Education	Unemployed	Total
Associate Degree Graduates					
December 2000-August 2001 ⁽²⁾	32%	6%	49%	13%	100%
December 2001-August 2002 ⁽²⁾	26%	9%	51%	14%	100%
December 2002-August 2003 ⁽³⁾	33%	5%	44%	18%	100%
Baccalaureate Degree Graduates					
December 2000-August 2001 ⁽²⁾	67%	3%	20%	10%	100%
December 2001-August 2002 ⁽²⁾	59%	4%	24%	14%	100%
December 2002-August 2003 ⁽³⁾	57%	4%	23%	16%	100%
Master's Degree Graduates					
December 2000-August 2001 ⁽²⁾	76%	2%	13%	9%	100%
December 2001-August 2002 ⁽²⁾	70%	2%	18%	10%	100%
December 2002-August 2003 ⁽³⁾	72%	3%	12%	13%	100%
Doctoral Degree Graduates					
December 2000-August 2001 ⁽²⁾	88%	2%	5%	5%	100%
December 2001-August 2002 ⁽²⁾	88%	2%	5%	5%	100%
December 2002-August 2003 ⁽³⁾	87%	1%	3%	9%	100%

⁽¹⁾ Due to changes in the survey process, data prior to December 2000-August 2001 are not comparable.

⁽²⁾ Surveyed six months after graduation

⁽³⁾ Surveyed four months after graduation

Geographic Mobility of Employed Graduates ⁽¹⁾

	Employed in Pennsylvania	Employed Out-of- state
Associate Degree Graduates		
December 2000-August 2001 ⁽²⁾	88%	12%
December 2001-August 2002 ⁽²⁾	79%	21%
December 2002-August 2003 ⁽³⁾	85%	15%
Baccalaureate Degree Graduates		
December 2000-August 2001 ⁽²⁾	48%	52%
December 2001-August 2002 ⁽²⁾	51%	49%
December 2002-August 2003 ⁽³⁾	53%	47%
Master's Degree Graduates		
December 2000-August 2001 ⁽²⁾	46%	54%
December 2001-August 2002 ⁽²⁾	59%	41%
December 2002-August 2003 ⁽³⁾	63%	37%
Doctoral Degree Graduates		
December 2000-August 2001 ⁽²⁾	23%	77%
December 2001-August 2002 ⁽²⁾	26%	74%
December 2002-August 2003 ⁽³⁾	33%	67%

⁽¹⁾ Due to changes in the survey process, data prior to December 2000-August 2001 are not comparable.

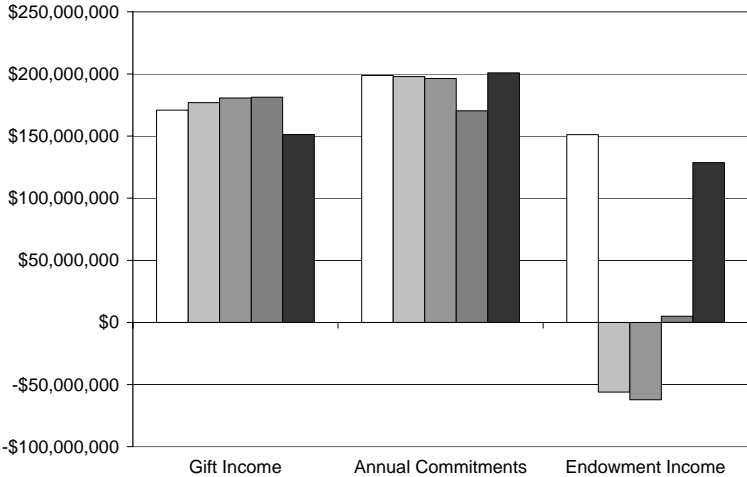
⁽²⁾ Surveyed six months after graduation

⁽³⁾ Surveyed four months after graduation

GOAL FIVE: Develop new sources of income and reduce costs through improved efficiencies.

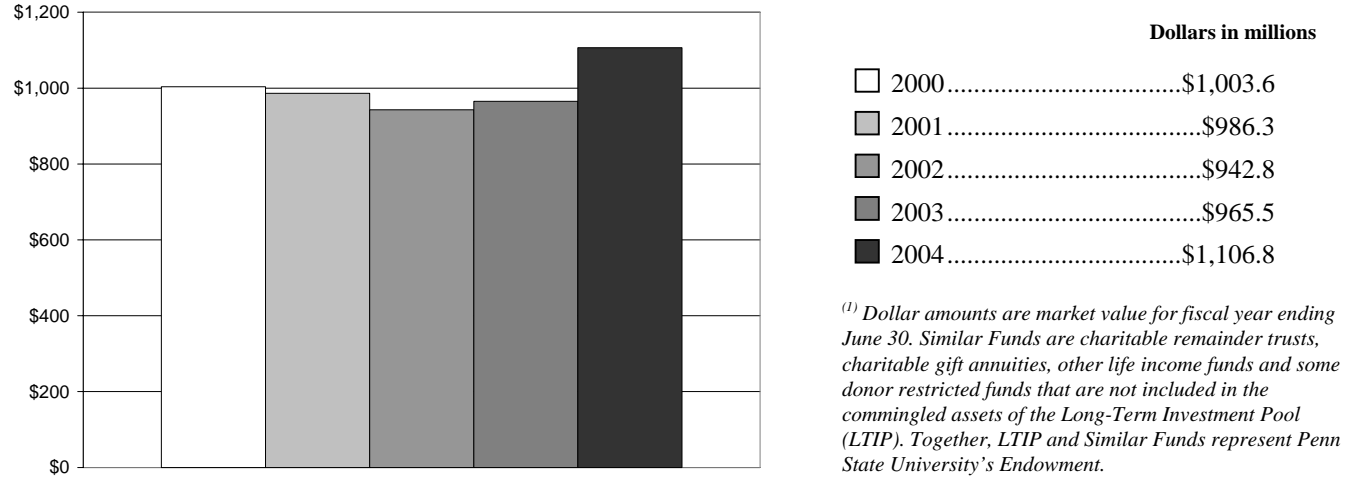
5.1 DEVELOPMENT

	Gift Income	Annual Commitments	Endowment Income/(Losses)		
			Investment Earnings, net of fees	Net realized and unrealized gains/(losses)	Total
□ FY 1999-2000	\$170,854,322	\$198,806,923	\$34,744,000	\$116,417,000	\$151,161,000
▒ FY 2000-2001	\$176,945,752	\$197,877,242	\$43,597,000	\$(99,643,000)	\$(56,046,000)
▓ FY 2001-2002	\$180,680,903	\$196,360,920	\$47,359,000	\$(109,598,000)	\$(62,239,000)
■ FY 2002-2003	\$181,314,385	\$170,280,515	\$50,144,000	\$(45,179,000)	\$4,965,000
■ FY 2003-2004	\$151,268,350	\$200,883,714	\$52,536,000	\$76,112,000	\$128,648,000



5.2 ENDOWMENT

Endowment and Similar Funds ⁽¹⁾



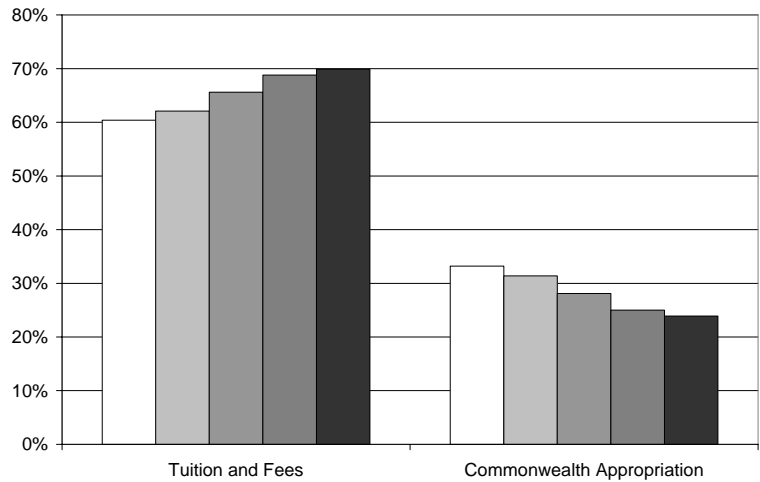
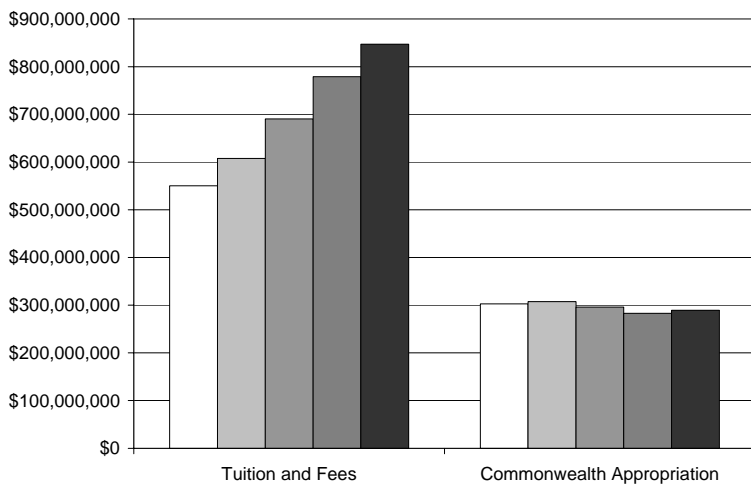
⁽¹⁾ Dollar amounts are market value for fiscal year ending June 30. Similar Funds are charitable remainder trusts, charitable gift annuities, other life income funds and some donor restricted funds that are not included in the commingled assets of the Long-Term Investment Pool (LTIP). Together, LTIP and Similar Funds represent Penn State University's Endowment.

5.3 TUITION AND APPROPRIATION

General Funds Budget ⁽¹⁾

	Tuition and Fees		Commonwealth Appropriation	
	Amount	% of General Funds Income ⁽¹⁾	Amount	% of General Funds Income ⁽¹⁾
□ FY 2000-2001	\$550,338,000	60.4%	\$302,864,000	33.2%
▒ FY 2001-2002	\$607,440,000	62.1%	\$307,219,000	31.4%
▓ FY 2002-2003	\$690,666,000	65.6%	\$296,032,000	28.1%
■ FY 2003-2004	\$778,963,000	68.8%	\$282,720,000	25.0%
■ FY 2004-2005	\$847,201,000	69.9%	\$289,297,000	23.9%

⁽¹⁾ General funds include the state appropriation, tuition and fees, indirect cost recovery from external grants, some investment income and other income.



5.4 ALLOCATION OF GENERAL FUNDS BUDGET

General Funds Expenditures ⁽¹⁾

	FY 2000-2001	FY 2001-2002	FY 2002-2003	FY 2003-2004	FY 2004-2005
Instruction	37.4%	37.5%	36.8%	37.1%	36.7%
Academic and Institutional Support ⁽²⁾	33.0%	33.0%	34.0%	34.4%	34.6%
Research	6.2%	6.2%	6.2%	5.6%	5.6%
Public Service	5.7%	5.7%	5.4%	5.0%	4.9%
Student Services	5.7%	5.8%	5.7%	5.6%	5.5%
Student Aid	2.0%	1.9%	2.2%	2.4%	2.7%
Physical Plant	10.0%	9.9%	9.7%	9.9%	10.0%
Auxiliary Enterprises	—	—	—	—	—
University Hospital	—	—	—	—	—
Other	—	—	—	—	—
Total	100.0%	100.0%	100.0%	100.0%	100.0%

⁽¹⁾ Excludes College of Medicine, Pennsylvania College of Technology, and Dickinson School of Law

⁽²⁾ Includes operations such as the University Libraries, admissions, the registrar, academic and administrative computing, and freshmen testing.

5.5 UTILIZATION OF AVAILABLE LEARNING SPACE (CLASSROOMS, LABS)

Average Room Utilization Rate ⁽¹⁾

Fall 2000.....	73%
Fall 2001.....	73%
Fall 2002.....	72%
Fall 2003.....	73%
Fall 2004.....	72%

Average Seat Utilization Rate ⁽²⁾

Fall 2000.....	48%
Fall 2001.....	47%
Fall 2002.....	50%
Fall 2003.....	52%
Fall 2004.....	48%

⁽¹⁾ Percent of general purpose classrooms actually scheduled from 8:00 a.m.-5:30 p.m., Monday through Friday.

⁽²⁾ Percent of seats/stations occupied in scheduled general purpose classrooms (when scheduled).

5.6 COST RECOVERY FOR RESEARCH GRANTS AND CONTRACTS

Fiscal Year	Restricted Funds Expenditures ⁽¹⁾		Recovered Indirect Costs	
	\$	% Change	\$	% Change
FY 2000-2001	\$275,869,000	-	\$70,982,000	-
FY 2001-2002	\$304,579,000	10.4%	\$74,439,000	4.9%
FY 2002-2003	\$329,312,000	8.1%	\$83,246,000	11.8%
FY 2003-2004	\$365,343,000	10.9%	\$94,763,000	13.8%

⁽¹⁾ Total restricted funds expenditures, excluding overhead.

Notes and Sources of Data

OFFICE OF PLANNING AND INSTITUTIONAL ASSESSMENT

The Process

The *Strategic Indicators* report is a companion document to Penn State's University-level strategic plan. This is the seventh edition of the *Strategic Indicators* report.

In developing the *Strategic Indicators* report, the process of deliberation and communication was at least as important as the end product. The task of defining the indicators and collecting the data for the first report occurred over the course of 1998. Two major University-level bodies led that initiative: the University Council on Continuous Quality Improvement (UCCQI), chaired in 1998 by David Wormley, Dean of the College of Engineering; and the University Planning Council (UPC) chaired by then Executive Vice President and Provost of the University John A. Brighton.

Five focus groups, which included 43 executives, faculty, staff, and students, defined an initial set of indicators (with help from the literature and examples). A subsequent process of voting and discussion by the members of UPC and UCCQI refined and sharpened the set of indicators, according to the following criteria:

1. Does the measure reflect an important University-wide performance dimension?
2. Are data on this measure likely to lead to improvement?
3. Does the measure reflect Penn State's stakeholders' needs?
4. Do key stakeholders view the measure as credible?
5. Can the measure be communicated to and understood by a wide audience?
6. Is direction clear? That is, would an increase be desirable or undesirable?
7. Is the cost:benefit relationship sensible (in terms of data availability versus value)?
8. Can we identify units accountable for providing the data?
9. Will the measure be sustainable over a period of years?

The resultant indicators included some items for which data were readily available (for example, SAT and GRE scores) and others which required significant development (for example, surveys and special studies of various sorts). The Center for Quality and Planning, now

the Office of Planning and Institutional Assessment, coordinated production of the report itself, but administrative and academic units throughout the University provided the needed information.

Data Sources

As noted, the *Strategic Indicators* report would not exist without the cooperation and contribution of staff and administrators across Penn State. The units most closely associated with specific administrative and academic responsibilities, and most knowledgeable about definitions and reporting conventions, have provided data, as follows.

- 1.1 TOTAL ENROLLMENTS
Penn State Fact Book
- 1.2 AVERAGE SAT SCORES OF FIRST-TIME ENROLLED BACCALAUREATE FRESHMEN
Enrollment Management and Administration
- 1.3 AVERAGE GRE SCORES OF ENTERING GRADUATE STUDENTS
Graduate School
- 1.4. NUMBER OF GRADUATE ASSISTANTSHIPS AND FELLOWSHIPS
Graduate School
- 1.5. ORGANIZED RESEARCH

ORGANIZED RESEARCH, ALL FUNDS
Penn State Fact Book

NUMBER OF AWARDS
Office of the Vice President for Research

AVERAGE AWARD SIZE
Office of the Vice President for Research
- 1.6 INTERDISCIPLINARY RESEARCH
Office of the Vice President for Research
- 1.7 STUDENTS AND RECENT GRADUATES RECEIVING PROMINENT AWARDS
Undergraduate Fellowships Office
- 2.1 SIX-YEAR GRADUATION RATES
Penn State Fact Book
- 2.2 STUDENT/FACULTY RATIO
University Budget Office

<p>2.3 INSTITUTIONALLY FUNDED UNDERGRADUATE STUDENT SUPPORT Office of Student Aid</p> <p>2.4 TOTAL UNDERGRADUATE STUDENT SUPPORT Office of Student Aid</p> <p>2.5 STUDENT ACCESS TO INFORMATION TECHNOLOGY Information Technology Services</p> <p>2.6 SATISFACTION OF CURRENT STUDENTS Division of Student Affairs</p> <p>2.7 STUDENT PARTICIPATION IN FIRST-YEAR EXPERIENCE PROGRAMS</p> <p>LEARNING EDGE ACADEMIC PROGRAM (LEAP) ENROLLMENT Office of Undergraduate Education and International Programs</p> <p>FIRST-YEAR SEMINAR COMPLETION RATE Office of Planning and Institutional Assessment</p> <p>3.1 PERCENTAGE OF FULL-TIME FACULTY FROM UNDER-REPRESENTED GROUPS Penn State Fact Book</p> <p>3.2 PERCENTAGE OF FULL-TIME EMPLOYEES FROM UNDER-REPRESENTED GROUPS Penn State Fact Book</p> <p>3.3 PERCENTAGE OF STUDENTS FROM UNDER-REPRESENTED GROUPS Penn State Fact Book</p> <p>3.4 DESIRABILITY OF PENN STATE AS A PLACE TO WORK <i>1996 Faculty/Staff Mail Survey</i> <i>2000 Faculty/Staff Telephone Survey</i> Office of Human Resources</p> <p>3.5 CIVILITY AND COMMUNITY <i>Penn State Pulse telephone survey</i> Division of Student Affairs</p> <p>3.6 PARTICIPATION IN STUDY ABROAD, PUBLIC SCHOLARSHIP, AND SERVICE LEARNING</p> <p>PARTICIPATION IN STUDY ABROAD Office of Undergraduate Education and International Programs</p> <p>PARTICIPATION IN PUBLIC SCHOLARSHIP AND SERVICE LEARNING Office of Undergraduate Education and International Programs</p> <p>4.1 PENNSYLVANIA CITIZENS' PARTICIPATION WITH PENN STATE Outreach</p>	<p>4.2 PENNSYLVANIA CITIZENS' SATISFACTION WITH PENN STATE <i>Views of Pennsylvanians Toward Higher Education and Penn State</i> Office of University Relations, Department of University Marketing</p> <p>4.3 POST GRADUATION ACTIVITY Career Services</p> <p>GEOGRAPHIC MOBILITY OF EMPLOYED GRADUATES Career Services</p> <p>5.1 DEVELOPMENT</p> <p>GIFT INCOME AND ANNUAL CAMPAIGN COMMITMENTS Office of Development and Alumni Relations</p> <p>ENDOWMENT INCOME Office of the Corporate Controller</p> <p>5.2 ENDOWMENT Office of Investment Management</p> <p>5.3 TUITION AND APPROPRIATION Penn State Fact Book</p> <p>5.4 ALLOCATION OF GENERAL FUNDS BUDGET Penn State Fact Book</p> <p>5.5 UTILIZATION OF AVAILABLE LEARNING SPACE (CLASSROOMS, LABS) University Registrar</p> <p>5.6 COST RECOVERY FOR RESEARCH GRANTS AND CONTRACTS Office of the Vice President for Research</p>
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