

PENNS^TATE



**FULFILLING THE PROMISE:
The Penn State Strategic Plan 2006-2007 through 2008-2009
Goals, Strategies, and Strategic Indicators**

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Introduction

Each year, beginning in 1999, the University has published a companion report to the University's strategic plan. *Strategic Indicators: Measuring and Improving University Performance* tracks our progress toward the goals in the strategic plan with a published set of strategic performance indicators.

Fulfilling the Promise is the title of Penn State's strategic plan for 2006-2007 through 2008-2009. To reflect the goals and strategies as outlined in *Fulfilling the Promise*, the University has reviewed and revised the set of strategic performance indicators. Some of the previously published indicators have been removed, some new indicators have been added, but many of the previously published indicators remain. The following pages outline the strategic performance indicators that have been identified for tracking the University's progress toward the goals presented in *Fulfilling the Promise*.

The most recent edition of *Strategic Indicators: Measuring and Improving University Performance* is available on the Office of Planning and Institutional Assessment Web site at <http://www.psu.edu/president/pia/indicators/>. Previous editions are also available at that site. The next edition of *Strategic Indicators: Measuring and Improving University Performance* should be published in April 2007.

Goal 1: Enhance academic excellence through the support of high-quality teaching, research, and service.

STRATEGIES

Maintain the University's momentum in building a faculty of eminence through judicious hiring and tenure decisions, faculty development, appropriate rewards, and proactive retention practices.

Invest operating funds selectively and reallocate resources to areas of existing or emerging research strength across the University, including academic fields with great societal impact.

Invest capital in new facilities, renovations, and equipment that will support excellence in the University's teaching, research, and service missions.

Continue or initiate, as appropriate, program reviews for undergraduate and graduate degree programs, especially those not subject to national accreditation reviews.

Foster productive synergies between teaching and research, and bring more research into the classroom.

Further enhance opportunities for interdisciplinary and cross-campus collaborations in research and education, including existing consortia in the life sciences; materials; environmental sciences; and children, youth and families.

Identify and build upon convergences among dispersed faculty, programs, and capital resources dedicated to health sciences education and research, including stronger collaborations between the College of Medicine at the Penn State Milton S. Hershey Medical Center and other colleges and programs of the University.

Advance excellence in legal education through the development and enhancement of the dual campuses of the Dickinson School of Law.

Promote a greater international focus across the University, including development of a school of international affairs.

INDICATORS

Average SAT scores of first-time enrolled baccalaureate freshmen

- Mean SAT Scores (all campuses)
- Mean SAT Scores (by campus)

Average GRE scores of entering graduate students

- Mean GRE Scores (all campuses)

Number of graduate assistantships and fellowships

- Graduate Assistantships (all campuses)
- Graduate Fellowships (all campuses)

Organized research

- Organized Research, All Funds (actual expenditures, dollars in millions)
- Number of Awards (all campuses)
- Average Award Size (all campuses)
- Number of patents and licenses
- Revenue from licenses

Interdisciplinary research

- Sponsored Research Expenditures for Penn State Strategic Research Initiatives
- Number of awards involving 2 or more faculty members
- Number of faculty involved in interdisciplinary research projects

Level of Academic Challenge

- First-year students and seniors responses to questions such as number of written papers or reports, hours per 7-day week preparing for class, working harder than you thought you would to meet expectations

Goal 2: Enrich the educational experience of all Penn State students by becoming a more student-centered University.

STRATEGIES

Develop a comprehensive strategic plan for learning outcomes assessment including first-year seminars, student learning in General Education and academic majors, co-curricular experiences, and the impact of student support services.

Increase student involvement in purposeful co-curricular experiences, develop a culture of greater student responsibility, build bridges between student life and academic success, and better prepare students for active citizenship.

Create more opportunities for students to develop leadership and entrepreneurial capabilities necessary for successful careers in an increasingly global environment.

Secure the position of the Schreyer Honors College as the nation's preeminent honors college through enhanced private support, leading-edge program development, and aggressive recruitment of the nation's top high school students.

Enhance student experiences through greater applied learning opportunities in international programs, public scholarship, internships, the arts, and undergraduate research.

Develop and deliver additional online and hybrid courses that blend online and resident instruction, ensure curricular integrity, and provide flexible access to courses while increasing cost-efficiency and innovation.

Expand the availability of online courses through the e-Learning Cooperative and the World Campus for both resident and nonresident instruction at all campuses, and encourage all Penn State campuses to utilize and promote these offerings.

Deploy technology to improve learning, enhance information literacy, and develop students' overall competency in various digital environments.

Review and streamline curricula and ensure curricular integration, consistency, and coordination.

Provide high-quality, responsive, and student-centered services (including academic advising, new student orientation, career services, student health, and counseling) that increase retention and support academic and personal success.

Enhance and extend the impact of the Center for Adult Learner Services to address the unique needs of nontraditional students at all campuses.

Continue to hold high academic standards for student-athletes, and capitalize on the positive complementarity of excellence in academics and athletics.

INDICATORS

Graduation rates

- Six-year graduation rate (University Park and Other Undergraduate Campuses)
- Four-year graduation rate (University Park and Other Undergraduate Campuses)
- Graduation rate of students from low socio-economic status (SES) categories

Student/faculty ratio

- Total University

Institutionally funded undergraduate student support

- Undergraduate Student Aid

Total undergraduate support

- Undergraduate Student Support (all sources)

Students Receiving Grants and Scholarships

- Percentage of students receiving grants and scholarships
- Percentage of students receiving need-based scholarships

Online courses

- Number of online/blended learning courses
- Headcount enrollment in online/blended learning courses with breakout for resident instruction

Undergraduate research

- Number of students involved in undergraduate research
- Percent of first-year and senior students who have “worked on a research project with a faculty member outside of course or program requirements”
- Percent of undergraduates who have “participated in academic research with faculty outside of class”

Civic Engagement

- Percent of students who participated in political activities, in a community event or organization, or volunteered on campus or in the community

Student-Faculty Interaction

- First-year students and seniors responses to questions such as discuss grades or assignments with an instructor, received prompt feedback from faculty on your academic performance, working with faculty members on activities other than coursework, participated or average number of times students participated in academic research with faculty outside of class, served on a university committee with faculty/staff
- Student satisfaction with the opportunities to meet with faculty outside of class

Active and Collaborative Learning

- First-year students and seniors responses to questions such as asking questions in class or participating in class discussions, making a class presentation, working with classmates on projects

First-Year Experience Outcomes

- Measures from the First-Year Experience Survey

Goal 3: Create a more inclusive, civil, and diverse University learning community.

STRATEGIES

Build a more cohesive Penn State community and greater sense of belonging for all students by enhancing the first-year experience, advising and supporting student leaders, engaging students in meaningful student-centered programs and activities, and celebrating students' achievements and contributions.

Continue to encourage and monitor unit-level implementation of goals established in *A Framework to Foster Diversity at Penn State*; share the results and best practices across the University and ensure that appropriate avenues for reporting complaints or concerns about discrimination or harassment are widely known.

Expand recruitment efforts to enroll a more diverse student population, inclusive of economic diversity.

Continue to close the graduation rate gap between majority and minority students by providing targeted and effective programs for all students with learning support needs.

Provide greater opportunities for students to engage issues of diversity and multicultural understanding, especially in the U.S. context, within the University's curriculum and co-curricular experiences.

Aggressively hire, develop, and retain more faculty and staff of color, women, and other representatives of diverse populations.

Build a more welcoming environment for international students through greater involvement of the wider communities at campuses across the Commonwealth.

Enhance orientation, professional development, and mentoring of faculty and staff to include greater multicultural awareness and respect for differences.

INDICATORS

Full-time faculty from under-represented groups

- Percent of Full-Time Faculty by Ethnicity
- Percent of Full-Time Faculty by Gender
- Tenure success rates of faculty by ethnicity and gender

Full-time employees from under-represented groups

- Percent of Full-Time Employees by Ethnicity
- Percent of Full-Time Employees by Gender

Students from underrepresented groups

- Percent of Total Undergraduate Enrollment by Ethnicity
- Percent of Total Graduate Enrollment by Ethnicity
- Percent of Total Undergraduate Enrollment by Gender
- Percent of Total Graduate Enrollment by Gender
- Percent of Total Enrollment from low socio-economic status (SES) categories
- Six-year baccalaureate degree graduation rates by ethnicity

International status

- Percent of Full-Time Faculty by International Status
- Percent of Full-Time Employees by International Status
- Percent of Total Enrollment by International Status

Civility and community

- Penn State Pulse Survey (University Park undergraduates)

Participation in study abroad, public scholarship, and service learning

- Participation in Study Abroad
- Participation in Public Scholarship and Service Learning

Diversity-related courses

- Number of diversity-related courses with a domestic focus
- Number of diversity-related courses with an international focus

Goal 4: Align missions, programs, and services with available fiscal resources to better serve our students and their communities.

STRATEGIES

Ensure the University's commitment to access by aggressively striving to moderate tuition increases at all campuses, and developing strategies that address the diversity of student populations.

Recruit prospective students aggressively from traditional and adult student populations and improve student retention at all campuses.

Tailor additional programs, schedules, and services to the needs of nontraditional students.

Ease the transition of students into Penn State programs from high schools, community colleges and other accredited institutions.

Exploit the value of Penn State's flexibility and portability by focusing on 2+2 options for degree completion at University Park or other campuses.

Streamline operations and provide greater consistency in programs across campuses.

Reevaluate, restructure, and expand the mission and operations of the University's Office of International Programs, including a new vice provost leadership role.

Assess all underenrolled degree programs for prospective elimination or consolidation.

Promote greater resource sharing among campuses, including faculty and staff with multicampus responsibilities, and consolidation of programs across regions for delivery from selected campuses.

Rationalize Continuing Education offerings to focus on credit courses and strategically targeted course sequences and certificate programs.

Bring budgetary resources into better alignment with sustainable campus enrollments and associated revenues.

Modify the mission of campuses, as necessary and appropriate, to reflect community and regional enrollment levels, competition from other providers, and area workforce needs.

Establish priorities for future investments in the College of Medicine at the Penn State Milton S. Hershey Medical Center that will enhance medical education, patient-centered health care, and biomedical discovery, consistent with resource availability.

INDICATORS

Retention rates (University Park and Other Undergraduate Campuses)

- First-year retention rate
- Third-year retention rate

Under-enrolled degree programs

- Number of programs that have been eliminated or consolidated

Transitional programs and articulation agreements

- Enrollment in transitional programs such as “Dual Enrollment” program for high school students
- Number of community colleges and other accredited institutions with which Penn State has an articulation agreement

Programs, schedules, and services for non-traditional students

- Number of people who participate in these programs, schedules, and services

Recruiting adult learners

- Enrollment of undergraduate students in this classification

Goal 5: Serve society through teaching, research and creative activity, and service.

STRATEGIES

Integrate public and professional engagement more fully into faculty scholarly activities through an emphasis on the faculty reward structure.

Pursue a “Pennsylvania First” strategy in the management of research and technology transfer programs and expand Penn State’s research strengths in support of Pennsylvania economic development.

Enhance the Statewide Continuing Education and Workforce System to address the Commonwealth’s workforce education, training, and economic development needs.

Examine Penn State’s outreach capabilities and priorities in key Commonwealth metropolitan areas to promote excellence in service delivery, cost effectiveness, and greater visibility for the University.

Seek to positively influence the health status of the Commonwealth’s population through an aggressive program of prevention intervention utilizing and coordinating the resources of the University’s many academic and service units.

Collaborate with state and local organizations to foster economic development in the I-99 Innovation Corridor, the Philadelphia Navy Yard, and other Keystone Innovation Zones located in proximity to Penn State campuses.

Increase the number and effectiveness of K-12 educational partnerships throughout the Commonwealth.

Expand communications with internal and external audiences and increase alumni involvement in the student life and academic programs of the University.

Evaluate outreach programs to ensure a high level of quality and customer satisfaction, visibility and value for the University, cost effectiveness, and return on investment relative to mission.

INDICATORS

Pennsylvania citizens' participation with Penn State

- Number of households and listeners reached by Penn State Public Broadcasting
- Number of people served through Cooperative Extension

Post graduation activity

- Percentage of recent graduates employed full-time by degree-level
- Percentage of recent graduates employed part-time by degree-level
- Percentage of recent graduates pursuing further education by degree-level
- Percentage of recent graduates unemployed by degree-level

Economic Impact

- Number of corporate partnerships
- Number of government partnerships
- Number of community partnerships
- Number of adults completing baccalaureate or certificate programs in areas identified by the Commonwealth and local communities as "high priority"

K-12 partnerships

- Number of K-12 partnerships

"Return on investment" for Outreach

- Dollars generated through Outreach activities that are reinvested in the academic mission

Goal 6: Develop new sources of non-tuition income and reduce costs through improved efficiencies.

STRATEGIES

Plan for and launch the leadership gift phase of a comprehensive new development campaign with a major focus on student financial support, including need-based aid, scholarship, and fellowship support.

Maintain a highly effective infrastructure of support for research and creative activity that enhances faculty success in acquiring funds from extramural sources.

Effectively capture and commercialize additional intellectual property with market value.

Identify new revenue sources through licensing and corporate partnerships.

Positively impact the University's appropriation from the Commonwealth of Pennsylvania by effectively harnessing public support through efforts such as the Penn State Grassroots Network.

Continue to emphasize the importance of financial stability and creditworthiness that will lower the cost of borrowing.

Aggressively reduce overhead and other costs through both unit-level efforts and central administration strategies of the University Cost Savings Task Force.

Utilize new technologies to reduce costs while improving the delivery of services.

Develop, where appropriate, regional clusters of activity and resource sharing among Penn State campuses and outreach units.

Reduce Penn State's health care cost increases through models that emphasize health, wellness, preventative care, and disease management, along with greater responsibility and incentives for good health practices among the University's insured populations.

Better integrate student information systems across units to provide enhanced student services at lower average cost.

Continue to identify e-business initiatives that will leverage investments in technology with maximum value in cost savings, create efficiencies in operations, generate revenue growth, and provide increased customer satisfaction.

Identify, quantify, and mitigate risks across the University within its systems of policies and procedures, finance, human resources, physical assets, and operations.

Maintain the financial stability of the Penn State Milton S. Hershey Medical Center through increased patient and research revenues, the identification of new sources of funds and health care partnerships, the continuing search for operating efficiencies, and further enhancements to the quality of services delivered.

Develop a more fully integrated capital planning process that maximizes the value of capital investments in new and renovated facilities and infrastructure.

Conduct business in a manner that demonstrates a commitment to environmental stewardship and continues to move the University toward sustainable practices.

INDICATORS

Development

- Gift Income
- Annual Commitments
- “Return on investment”
- Number of Trustee Scholarships
- Number of alumni donors

Endowment

- Endowment and Similar Funds
- Endowment Income/(Losses)

Tuition and appropriation

- General Funds Budget

Allocation of General Funds budget

- General Funds Expenditures

Cost recovery for research grants and contracts

- Cost Recovery for Research Grants and Contracts

Intellectual Property

- Licensing revenue

Health care costs

- Percent change in health care costs

Public support for the University’s appropriation

- Number of subscribed members in the Grassroots Network
- Percent of subscribed members in the Grassroots Network who are Penn State alumni

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