



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

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PENNSSTATE



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**On the cover**

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This image is from the land-grant frescoes painted by Henry Varnum Poor. The land-grant frescoes grace the upper walls of Old Main's lobby and pay tribute to the establishment of the University and land-grant education.

This image is part of the second set of frescoes from 1949 that were added to the original set of frescoes completed in 1940. For more information about the land-grant frescoes, see <http://www.psu.edu/ur/about/frescoes/frescoes.html>

## Introduction

*Strategic Indicators: Measuring and Improving University Performance* is the ninth 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 the support of high-quality teaching, research, and service” and “enrich the educational experience of all Penn State students by becoming a more student-centered university.” The 2007 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.

*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. As with the original set of indicators from 1998, the new set of indicators include some for which data are presently available and some that require further development. The following pages present the strategic performance indicators that have been identified for tracking the University's progress toward the goals presented in *Fulfilling the Promise* along with the data available to date. *Each of these indicators represents University-wide data, except where otherwise noted.*

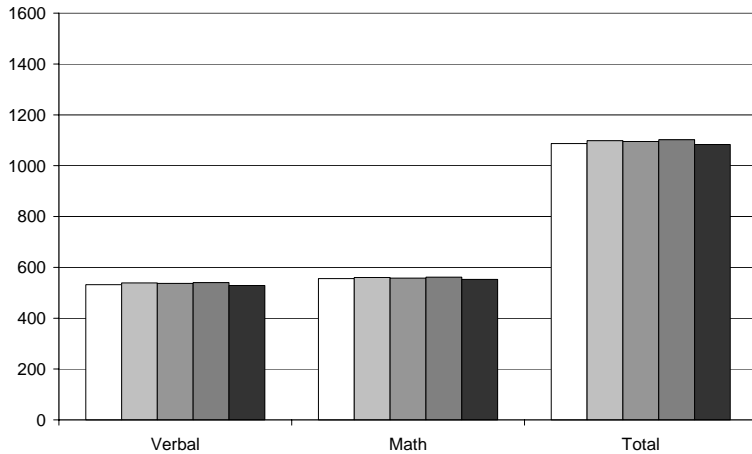
Performance indicators are a tool for organizational learning, communication, strategic change, and improvement, all in the context of existing management processes. Critical assessment of performance helps us to maximize the return to all who invest in Penn State, and all whom Penn State serves.

**GOAL 1: ENHANCE ACADEMIC EXCELLENCE THROUGH THE SUPPORT OF HIGH-QUALITY TEACHING, RESEARCH, AND SERVICE.**

**AVERAGE SAT SCORES OF FIRST-TIME ENROLLED BACCALAUREATE FRESHMEN**

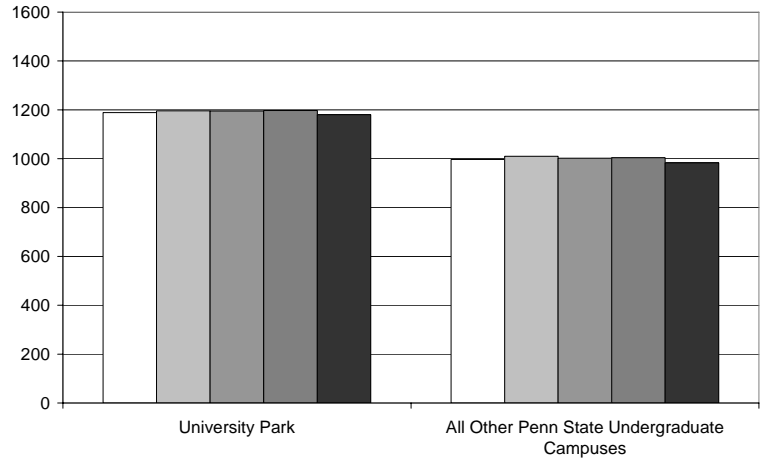
**Mean SAT Scores**

	Verbal	Math	Total
Summer/Fall 2002	532 .....	556.....	1087
Summer/Fall 2003	539 .....	560.....	1098
Summer/Fall 2004	537 .....	558.....	1095
Summer/Fall 2005	540 .....	562.....	1102
Summer/Fall 2006	529 .....	553.....	1083



## Mean SAT Scores (University Park and Other Undergraduate Campuses)

	University Park	All Other Undergraduate Campuses
□ Summer/Fall 2002	1189	997
▒ Summer/Fall 2003	1196	1010
▓ Summer/Fall 2004	1195	1002
■ Summer/Fall 2005	1197	1004
■ Summer/Fall 2006	1180	983

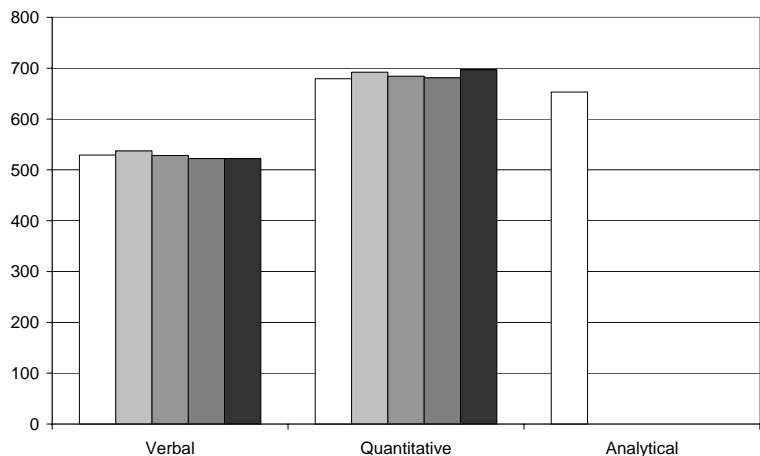


## AVERAGE GRE SCORES OF ENTERING GRADUATE STUDENTS

### Mean GRE Scores

	Verbal	Quantitative	Analytical	Analytical Writing <sup>(1)</sup>
□ Fall 2002	529	679	653	-
▒ Fall 2003	537	692	-	4.6
▓ Fall 2004	528	684	-	4.6
■ Fall 2005	522	681	-	4.5
■ Fall 2006	522	697	-	4.4

<sup>(1)</sup> 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.

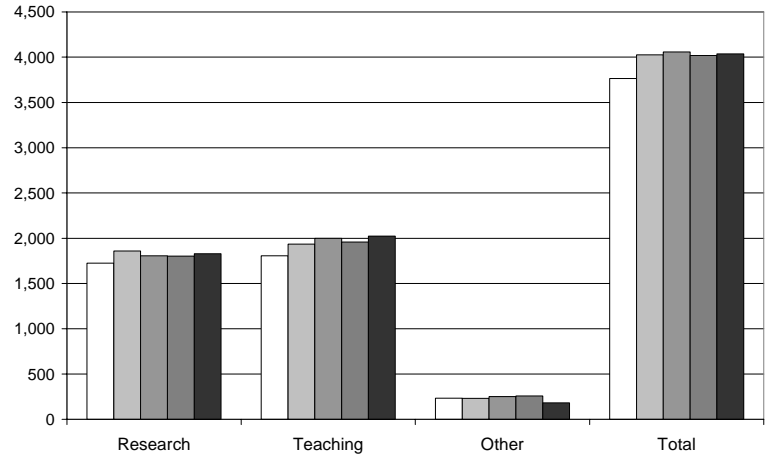


NUMBER OF GRADUATE ASSISTANTSHIPS AND FELLOWSHIPS

**Graduate Assistantships <sup>(1)</sup>**

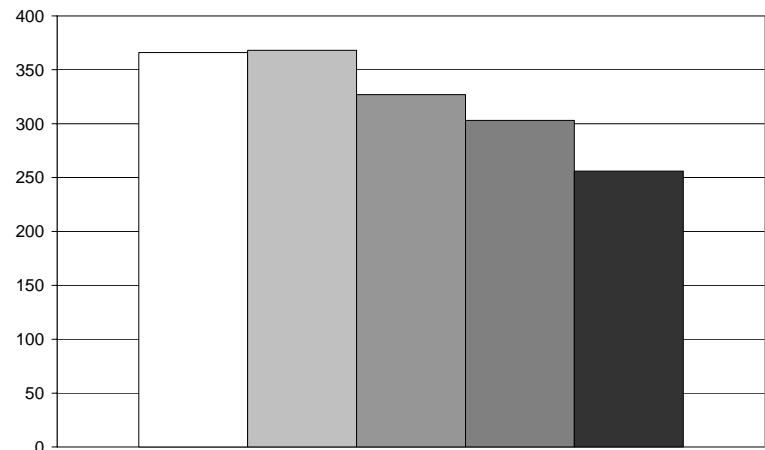
	Research	Teaching	Other	Total
□ Fall 2002	1,725	1,806	234	3,765
▒ Fall 2003	1,859	1,936	232	4,027
▓ Fall 2004	1,807	2,000	251	4,058
■ Fall 2005	1,802	1,958	259	4,019
■ Fall 2006	1,829	2,024	183	4,036

<sup>(1)</sup> Type of assistantship (research, teaching, or other) reflects budget assignments.



**Graduate Fellowships**

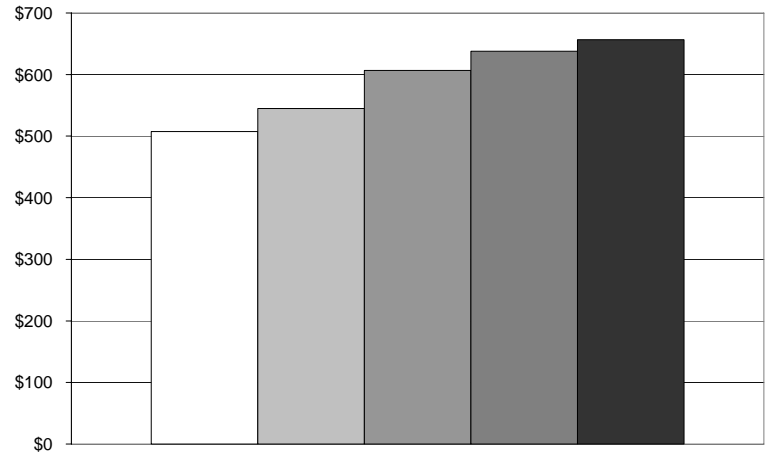
□ Fall 2002	366
▒ Fall 2003	368
▓ Fall 2004	327
■ Fall 2005	303
■ Fall 2006	256



ORGANIZED RESEARCH

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

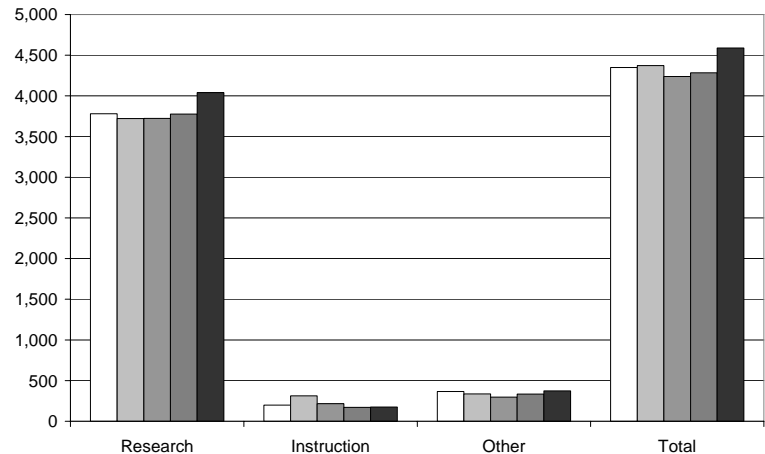
□	FY 2001-2002.....	\$507.4
▒	FY 2002-2003.....	\$545.0
▓	FY 2003-2004.....	\$606.5
█	FY 2004-2005.....	\$637.9
■	FY 2005-2006.....	\$656.6



**Number of Awards**

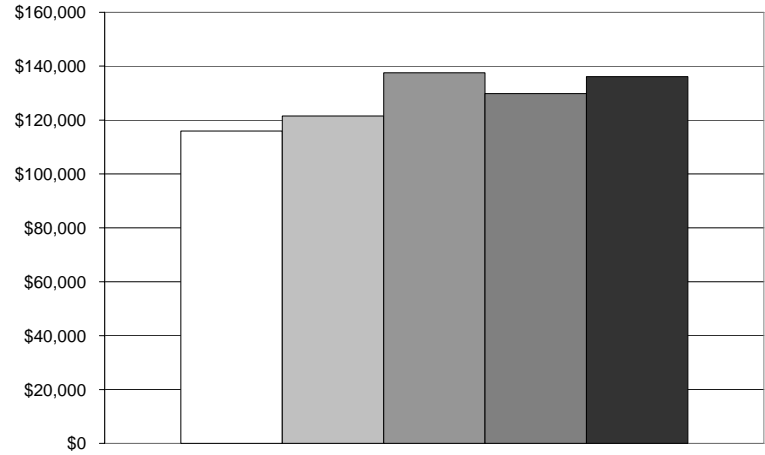
	Research	Instruction	Other <sup>(1)</sup>	Total	
□	FY 2001-2002	3,781 .....	200 .....	367 .....	4,348
▒	FY 2002-2003	3,721 .....	313 .....	338 .....	4,372
▓	FY 2003-2004	3,724 .....	216 .....	298 .....	4,238
█	FY 2004-2005	3,777 .....	172 .....	334 .....	4,283
■	FY 2005-2006	4,040 .....	175 .....	374 .....	4,589

<sup>(1)</sup> "Other" includes service, outreach, continuing education, and miscellaneous.



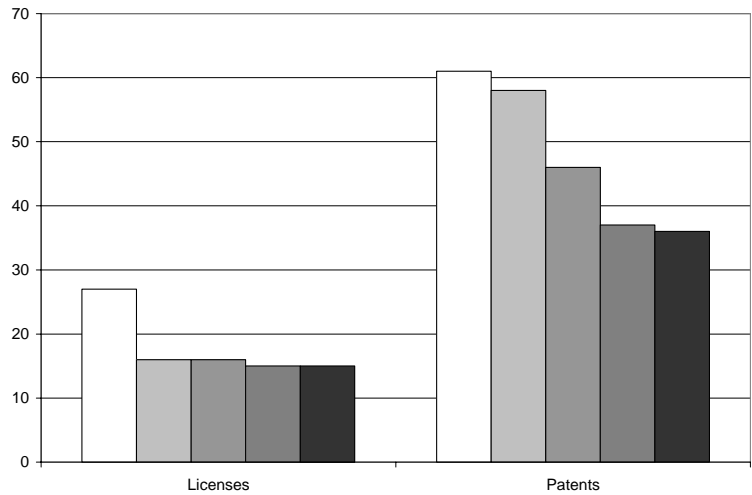
## Average Award Size

	Amount	Number	Average
□ FY 2001-2002	\$503,921,215 .....	4,348 .....	\$115,897
▒ FY 2002-2003	\$531,136,421 .....	4,372 .....	\$121,486
▓ FY 2003-2004	\$582,985,827 .....	4,238 .....	\$137,562
■ FY 2004-2005	\$555,974,957 .....	4,283 .....	\$129,810
■ FY 2005-2006	\$624,560,685 .....	4,589 .....	\$136,100



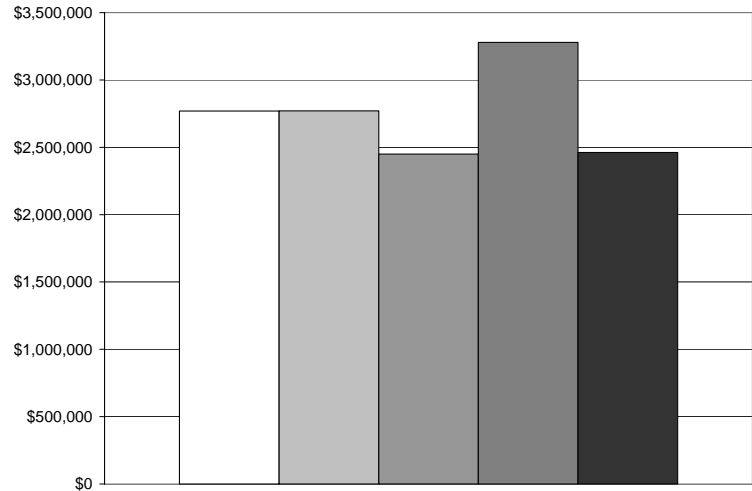
## Number of patents and licenses

	Licenses	Patents
□ 2002	27 .....	61
▒ 2003	16 .....	58
▓ 2004	16 .....	46
■ 2005	15 .....	37
■ 2006	15 .....	36



**Revenue from licenses**

□	2002 .....	\$2,768,888
▒	2003 .....	\$2,770,307
▓	2004 .....	\$2,449,566
■	2005 .....	\$3,278,609
■	2006 .....	\$2,462,395

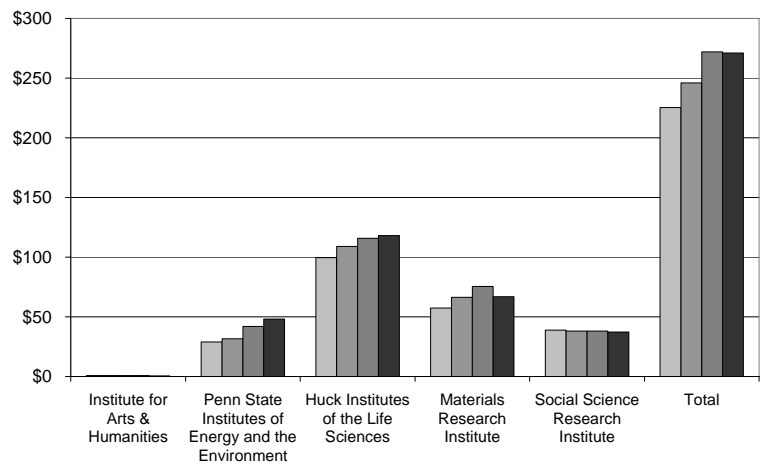


**INTERDISCIPLINARY RESEARCH**

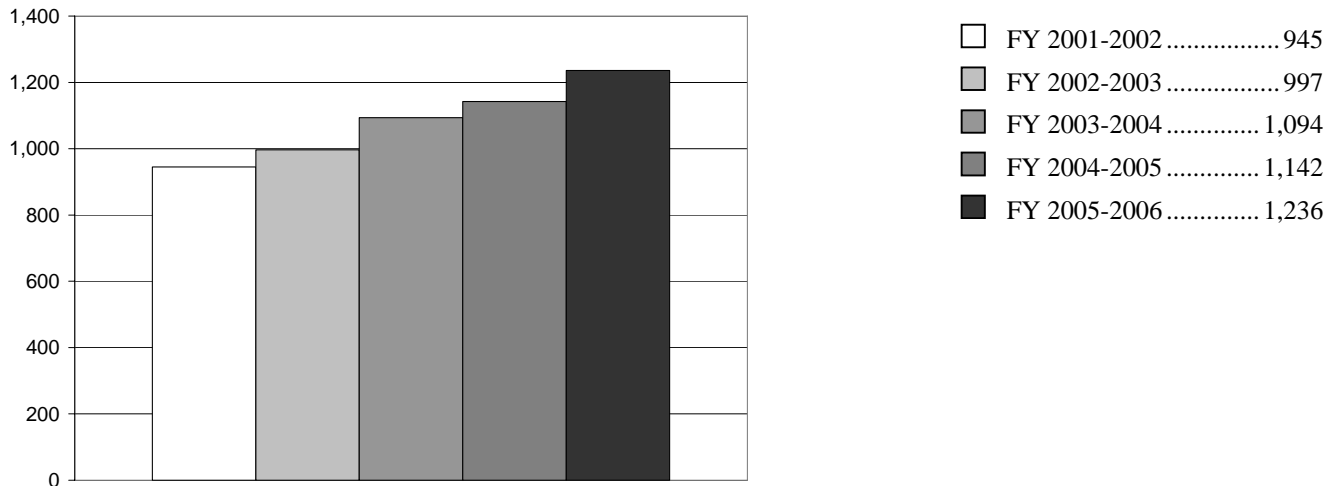
**Sponsored Research Expenditures for Penn State Strategic Research Initiatives <sup>(1)</sup> (dollars in millions)**

	Institute for the Arts and Humanities	Penn State Institutes of Energy and the Environment	Huck Institutes of the Life Sciences	Materials Research Institute	Social Science Research Institute	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
■	FY 2004-2005	\$0.7	\$42.0	\$115.8	\$75.4	\$38.1	\$272.0
■	FY 2005-2006	\$0.6	\$48.1	\$118.1	\$66.9	\$37.3	\$271.0

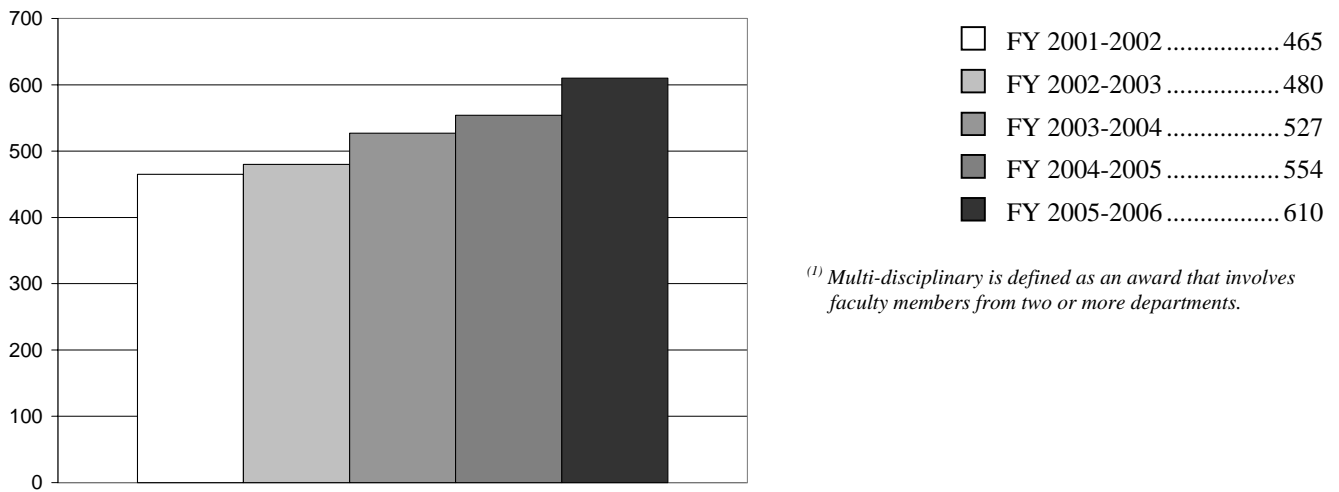
<sup>(1)</sup> Penn State's Strategic Research Initiatives include the Institute for the Arts and Humanities, the Penn State Institutes of Energy and the Environment, the Huck Institutes of the Life Sciences, the Materials Research Institute, and the Social Science Research Institute. The Social Science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



**Number of awards involving two or more faculty members**



**Number of faculty involved in multi-disciplinary research projects <sup>(1)</sup>**

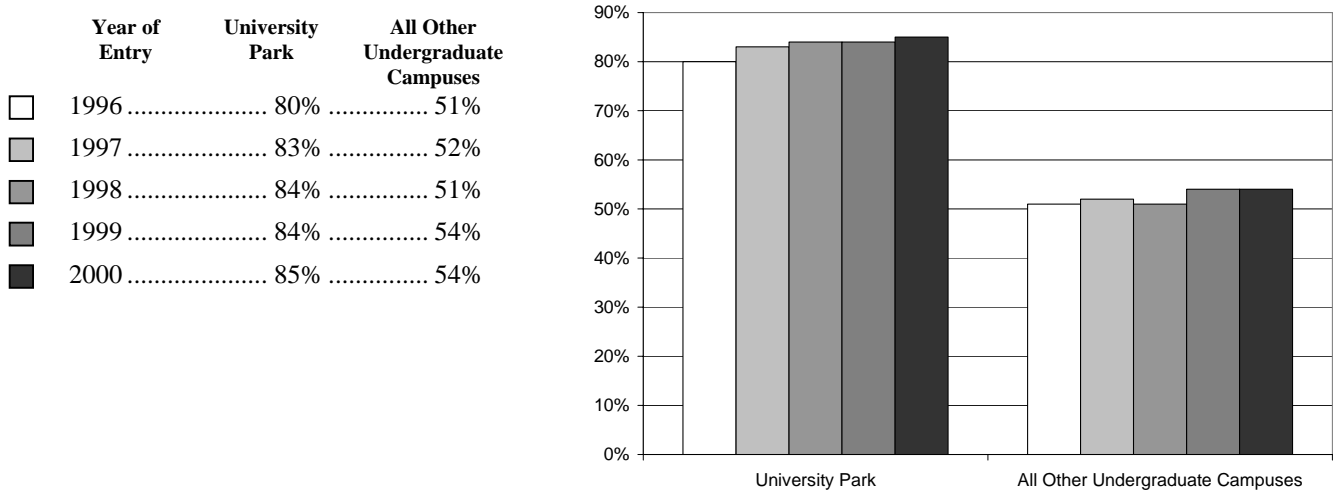


<sup>(1)</sup> Multi-disciplinary is defined as an award that involves faculty members from two or more departments.

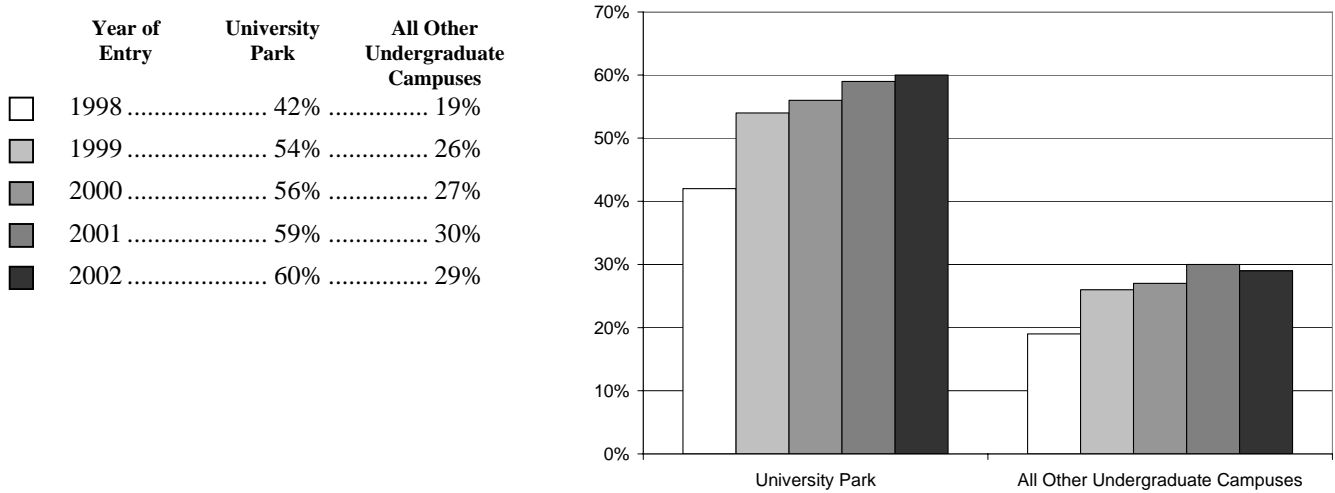
**GOAL 2: ENRICH THE EDUCATIONAL EXPERIENCE OF ALL PENN STATE STUDENTS BY BECOMING A MORE STUDENT-CENTERED UNIVERSITY.**

**GRADUATION RATES**

**Six-year graduation rate (University Park and Other Undergraduate Campuses)**



**Four-year graduation rate (University Park and Other Undergraduate Campuses)**



## Low-income <sup>(1)</sup> student graduation rate <sup>(2)</sup>

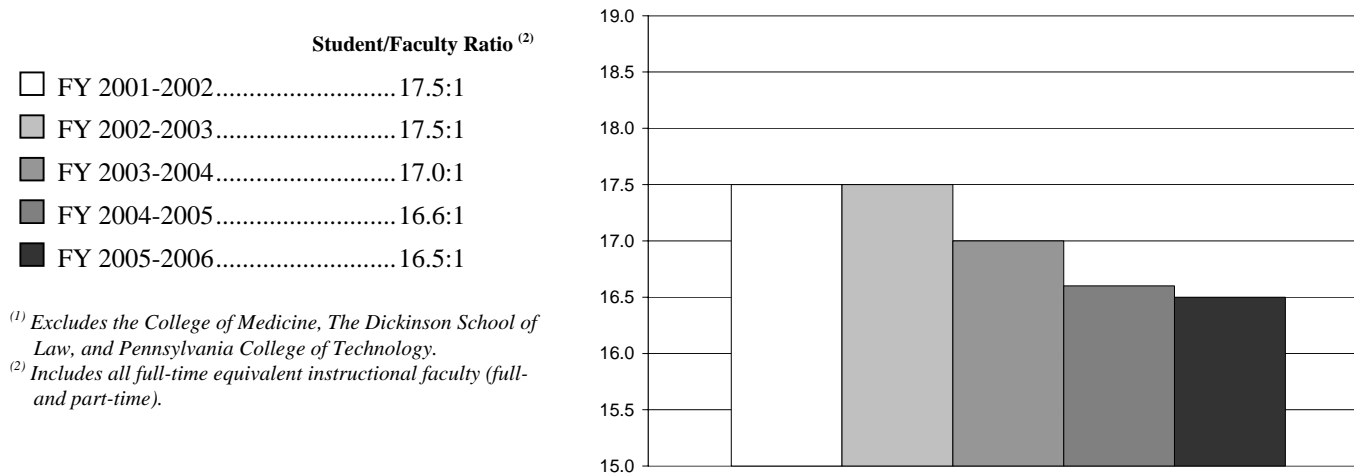
Year of entry	Graduation rate
1999 .....	52%

<sup>(1)</sup> "Low-income" students are identified by the Office of Student Aid as students from households with an income level within 150% of the Federal poverty threshold.

<sup>(2)</sup> Graduation rate reflects students who graduated within six years.

## STUDENT/FACULTY RATIO

### Total University <sup>(1)</sup>



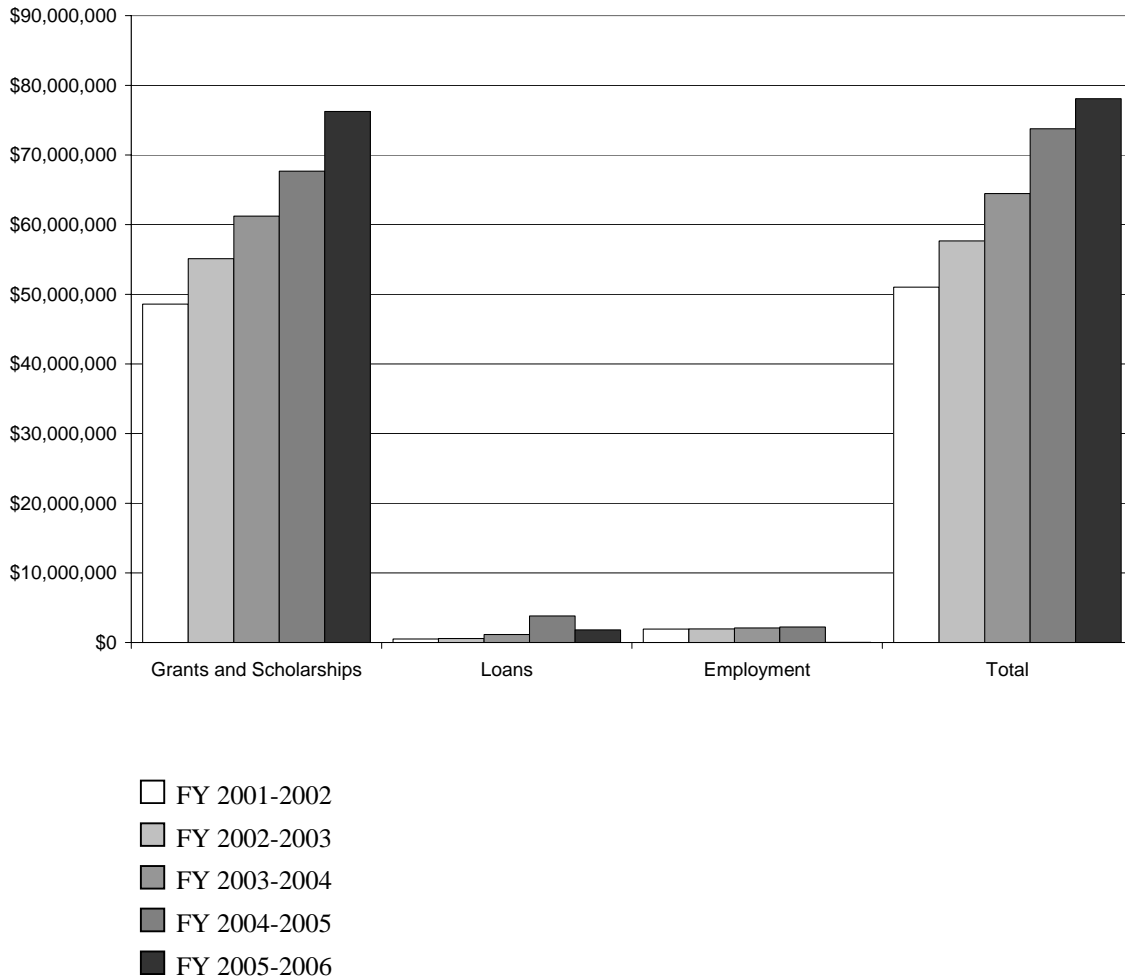
INSTITUTIONALLY FUNDED UNDERGRADUATE STUDENT SUPPORT

**Undergraduate Student Aid**

	Grants and Scholarships <sup>(1)</sup>		Loans		Employment		Total	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 2001-2002	\$48,590,939	-	\$505,562	-	\$1,920,245	-	\$51,016,746	-
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%
FY 2004-2005	\$67,675,804	10.6%	\$3,828,966	229.4%	\$2,238,471	6.4%	\$73,743,241	14.4%
FY 2005-2006	\$76,243,331	12.7%	\$1,813,656	-52.6%	\$28,938 <sup>(2)</sup>	-98.7%	\$78,085,925	5.9%

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

<sup>(2)</sup> The amount of employment aid for FY 2005-2006 is significantly less than previous years due to an accounting change. Housing aid for resident assistants which was previously categorized under "employment" aid is now categorized as "grant" aid.

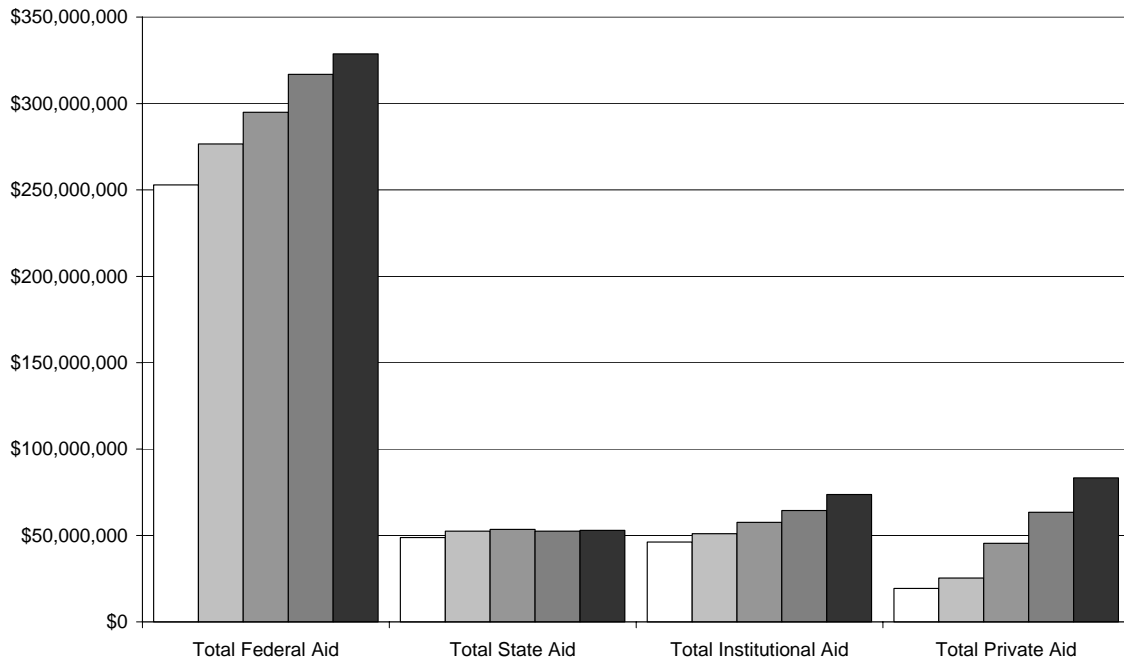


TOTAL UNDERGRADUATE STUDENT SUPPORT

**Undergraduate Student Support (all sources) <sup>(1)</sup>**

	Total Federal Aid		Total State Aid		Total Institutional Aid		Total Private Aid	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 2001-2002	\$276,653,049	-	\$52,571,715	-	\$51,016,746	-	\$25,369,008	-
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%
FY 2004-2005	\$328,761,677	3.7%	\$52,971,988	0.9%	\$73,743,241	14.4%	\$83,308,650	31.3%
FY 2005-2006	\$350,271,862	6.5%	\$58,309,433	10.1%	\$78,085,925	5.9%	\$99,933,224	20.0%

<sup>(1)</sup> Figures represent grants and scholarships, loans, and employment aid.



- FY 2000-2001
- FY 2001-2002
- FY 2002-2003
- FY 2003-2004
- FY 2004-2005

STUDENTS RECEIVING GRANTS AND SCHOLARSHIPS

**Percentage of students receiving grants and scholarships**

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**Percent of enrollment <sup>(1)</sup>**

FY 2005-2006.....32%

<sup>(1)</sup> This figure reflects the number of undergraduate students receiving grants and scholarships as a percentage of the total undergraduate enrollment.

ONLINE COURSES

**Number of online/hybrid learning <sup>(1)</sup> courses**

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	2004/2005	2005/2006
World Campus	259 .....	297
		<b>Fall 2006</b>
Penn State’s resident instruction campuses <sup>(2)</sup>		49

<sup>(1)</sup> An online/hybrid learning course is defined as any course where the instruction type of the course has a Web component.

<sup>(2)</sup> This includes courses identified through Penn State’s eLearning @ PSU Cooperative and the Blended Learning Initiative.

**Headcount enrollment in online/hybrid learning <sup>(1)</sup> courses with breakout for resident instruction**

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	2004/2005	2005/2006
World Campus enrollments	4,929 .....	5,286
World Campus as home campus	2,947 .....	3,629
Other campus as home campus	1,982 .....	1,657
		<b>Fall 2006</b>
Penn State’s resident instruction campuses <sup>(2)</sup>		813

<sup>(1)</sup> An online/hybrid learning course is defined as any course where the instruction type of the course has a Web component.

<sup>(2)</sup> This includes courses identified through Penn State’s eLearning @ PSU Cooperative and the Blended Learning Initiative.

## UNDERGRADUATE RESEARCH

### Percent of undergraduates who have “participated in academic research with faculty outside of class” (University Park)

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	Percent of students <sup>(1)</sup>
2006 .....	38%

<sup>(1)</sup> Percent of University Park students who indicated that they had participated/attended at least once during the current academic year based on a Penn State Pulse survey on “Student Engagement,” February 2006.

## CIVIC ENGAGEMENT

### Percent of students who participated in political activities, in a community event or organization, or volunteered on campus or in the community (University Park)

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	2005 <sup>(1)</sup>
Participated in political activities	52%
Participated in a community event/organization	41%
Volunteered on campus or in the community	57%

<sup>(1)</sup> Percent of University Park students who indicated that they had participated at least once during the current academic year based on a Penn State Pulse survey on “Newspaper Readership,” February 2005.

	2006 <sup>(2)</sup>
Participated in political activities	16%
Participated in a community event/organization	25%
Volunteered on campus or in the community	49%

<sup>(2)</sup> Percent of University Park students who indicated that they had participated at least once during the current academic year based on a Penn State Pulse survey on “Student Engagement,” February 2006.

STUDENT-FACULTY INTERACTION

**Engagement with faculty (University Park)**

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	2006 <sup>(1)</sup>
Worked with faculty members on activities other than coursework (committees, cocurricular activities)	33%
Served on a university committee with faculty/staff	8%

<sup>(1)</sup> Percent of University Park students who indicated that they had participated at least once during the current academic year based on a Penn State Pulse survey on "Student Engagement," February 2006.

**Student satisfaction with the opportunities to meet with faculty outside of class (All undergraduate campuses)**

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Percent of students responding as "satisfied" <sup>(1)</sup>	
2002 .....	70%
2004 .....	70%

<sup>(1)</sup> Percent of undergraduate students from 20 Penn State undergraduate campuses responding "4" or "5" on a five-point scale with "1" indicating "not at all satisfied," "3" indicating "neutral," and "5" indicating "very satisfied" based on a survey on "Student Satisfaction," spring 2002 and spring 2004.

FIRST-YEAR EXPERIENCE OUTCOMES

**Measures from the First-Year Experience survey (University Park)**

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	2006
If starting college again, would definitely or probably choose to attend Penn State	96%
Satisfied <sup>(1)</sup> with overall experience at Penn State	93%
Made at least substantial progress <sup>(2)</sup> toward developing close friendships with other students	82%
Made at least substantial progress <sup>(2)</sup> toward getting to know faculty	34%
Often or very often met with a faculty member or instructor outside of class	17%
Believed that they had made at least substantial progress <sup>(2)</sup> in improving their ability to successfully complete college-level work	81%
Believed that they had made at least substantial progress <sup>(2)</sup> in managing their time effectively	60%

<sup>(1)</sup> Percent of University Park students responding "4" or "5" on a five-point scale with "1" indicating "very dissatisfied," "3" indicating "neither satisfied nor dissatisfied," and "5" indicating "very satisfied" based on a survey on "First Year Experience," April 2006.

<sup>(2)</sup> Percent of University Park students responding "4" or "5" on a five-point scale with "1" indicating "not at all," "3" indicating "moderately," and "5" indicating "extremely" based on a survey on "First Year Experience," April 2006.

**GOAL 3: CREATE A MORE INCLUSIVE, CIVIL, AND DIVERSE UNIVERSITY LEARNING COMMUNITY.**

**FULL-TIME FACULTY FROM UNDER-REPRESENTED GROUPS <sup>(1)</sup>**

**Percent of full-time faculty <sup>(1)</sup>**

	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
African/Black American	3.0%	3.2%	3.3%	3.6%	3.2%
American Indian/Alaskan Native	0.1%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	9.1%	9.1%	9.5%	10.3%	10.6%
Latino/Hispanic American	1.6%	1.9%	1.9%	1.9%	2.2%
<b>Total Minority</b>	<b>13.8%</b>	<b>14.4%</b>	<b>14.9%</b>	<b>16.0%</b>	<b>16.2%</b>
<b>Women</b>	<b>32.7%</b>	<b>33.8%</b>	<b>33.8%</b>	<b>34.2%</b>	<b>34.3%</b>

<sup>(1)</sup> These figures exclude the Pennsylvania College of Technology.

**Tenure success rates of faculty by minority status and gender <sup>(1)</sup>**

	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>
Minority	74%	55%	54%	49%	56%
Non-minority	51%	48%	55%	62%	65%
Female	57%	41%	48%	51%	60%
Male	54%	53%	57%	64%	65%

<sup>(1)</sup> These data cover tenure decisions through the seventh year. Therefore, tenure rates include individuals who "stopped the clock" for one year. The data include the College of Medicine but exclude The Dickinson School of Law and the Pennsylvania College of Technology.

## FULL-TIME EMPLOYEES FROM UNDER-REPRESENTED GROUPS <sup>(1)</sup>

### Percent of full-time employees <sup>(1)</sup>

	2002	2003	2004	2005	2006
African/Black American	3.3%	3.3%	3.2%	3.3%	3.1%
American Indian/Alaskan Native	0.2%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	3.6%	3.6%	3.9%	4.2%	4.3%
Latino/Hispanic American	1.3%	1.4%	1.3%	1.4%	1.4%
<b>Total Minority</b>	<b>8.4%</b>	<b>8.5%</b>	<b>8.6%</b>	<b>9.1%</b>	<b>9.0%</b>
<b>Women</b>	<b>49.1%</b>	<b>49.3%</b>	<b>49.1%</b>	<b>48.6%</b>	<b>48.8%</b>

<sup>(1)</sup> These figures exclude the Pennsylvania College of Technology.

## STUDENTS FROM UNDER-REPRESENTED GROUPS

### Percent of total undergraduate enrollment <sup>(1)</sup>

	2002	2003	2004	2005	2006
African/Black American	4.6%	4.7%	5.0%	5.2%	5.5%
American Indian/Alaskan Native	0.1%	0.1%	0.1%	0.2%	0.2%
Asian & Pacific American	4.3%	4.5%	4.6%	4.7%	4.7%
Latino/Hispanic American	2.4%	2.5%	2.6%	2.9%	2.9%
<b>Total Minority</b>	<b>11.4%</b>	<b>11.8%</b>	<b>12.3%</b>	<b>12.9%</b>	<b>13.3%</b>
<b>Women</b>	<b>45.4%</b>	<b>45.2%</b>	<b>44.9%</b>	<b>44.7%</b>	<b>44.8%</b>

<sup>(1)</sup> These figures include The Dickinson School of Law, the College of Medicine, and the Pennsylvania College of Technology.

### Percent of total graduate enrollment <sup>(1)</sup>

	2002	2003	2004	2005	2006
African/Black American	3.8%	3.8%	4.0%	4.1%	4.2%
American Indian/Alaskan Native	0.3%	0.4%	0.3%	0.3%	0.2%
Asian & Pacific American	3.6%	3.8%	3.9%	4.3%	4.2%
Latino/Hispanic American	1.7%	2.1%	2.1%	2.1%	2.4%
<b>Total Minority</b>	<b>9.4%</b>	<b>10.1%</b>	<b>10.3%</b>	<b>10.8%</b>	<b>11.0%</b>
<b>Women</b>	<b>49.7%</b>	<b>49.8%</b>	<b>49.5%</b>	<b>49.5%</b>	<b>48.8%</b>

<sup>(1)</sup> These figures include The Dickinson School of Law, the College of Medicine, and the Pennsylvania College of Technology.

**Six-year baccalaureate degree graduation rates by ethnicity <sup>(1)</sup>**

	1996	1997	1998	1999	2000
African/Black American	47.1%	53.8%	51.0%	51.5%	55.6%
American Indian/Alaskan Native	52.2%	50.0%	45.5%	50.0%	60.0%
Asian & Pacific American	60.0%	65.2%	61.2%	66.7%	67.9%
Latino/Hispanic American	57.0%	61.5%	57.9%	58.7%	60.2%
<b>Total Minority</b>	<b>54.9%</b>	<b>60.5%</b>	<b>56.4%</b>	<b>58.4%</b>	<b>61.3%</b>
<b>Women</b>	<b>65.2%</b>	<b>67.8%</b>	<b>67.7%</b>	<b>68.6%</b>	<b>70.9%</b>

<sup>(1)</sup> These rates include students who began in a baccalaureate degree and graduated with a bachelors degree.

**Percent of total undergraduate enrollment from low-income households**

Percent of enrollment <sup>(1)</sup>	
FY 2005-2006.....	14%

<sup>(1)</sup> This figure reflects the number of undergraduate students from low-income households as identified by the Office of Student Aid as a percentage of the total undergraduate enrollment.

**CIVILITY AND COMMUNITY**

**Penn State Pulse Survey (University Park undergraduates)**

	2004 <sup>(1)</sup>	2005 <sup>(2)</sup>
Perceive Penn State to be a community where freedom of expression is protected.	64% .....	75%
Perceive Penn State to be a community where behaviors are regulated for the good of the community.	50% .....	-
Perceive Penn State to be a community where civility is affirmed.	53% .....	61%
Believe that Penn State is a community where individuals accept their obligations to the Penn State community.	- .....	53%
Believe that Penn State is a community where members of the community adhere to a high standard of behavior.	- .....	43%

<sup>(1)</sup> Percent of University Park undergraduate students responding “4” or “5” on a five-point scale with “1” indicating “not at all,” “3” indicating “somewhat,” and “5” indicating “to a great extent” based on the survey, “WE ARE...Changing Penn State’ Campaign,” April 2004.

<sup>(2)</sup> Percent of University Park undergraduate students responding “4” or “5” on a five-point scale with “1” indicating “not at all,” “3” indicating “moderately,” and “5” indicating “extremely” based on the survey, “Community Values,” October 2005.

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

### Participation in Study Abroad

2001/2002 <sup>(1)</sup>	2002/2003 <sup>(1)</sup>	2003/2004 <sup>(1)(2)</sup>	2004/2005 <sup>(1)(2)</sup>	2005/2006 <sup>(1)(2)</sup>
1,270 .....10.2%	1,351 .....11.5%	1,873 .....15.6%	2,131 .....16.4%	2,506 .....19.7%

<sup>(1)</sup> Following the convention used by the Institute of International Education (IIE) in its annual international education statistical compilation, Open Doors, the education abroad participation rate is calculated as the percentage of education abroad students within a cohort of undergraduates receiving bachelor's degrees within the same academic period.

<sup>(2)</sup> The education abroad figure includes undergraduate degree students on full academic year, fall, spring, and summer programs. It also includes undergraduates who have transferred in credits from international study taken outside Penn State auspices, students on short-term faculty-led international programs, and students participating in short-term international experiences embedded within residential courses.

### Participation in Public Scholarship and Service Learning

	2000 <sup>(4)</sup>	2001 <sup>(4)</sup>	2002 <sup>(4)</sup>	2006 <sup>(4)</sup>
Students enrolled in courses <sup>(1)</sup>	885 ..... 1.4%	1,214.....1.9%	1,163 .... 1.8%	3,645 .....5.5%
Students participating in field initiatives <sup>(2)</sup>	850 ..... 1.3%	974.....1.5%	1,056 .... 1.6%	2,429 .....3.7%
Faculty publications, presentations, and grants <sup>(3)</sup>	-	-	-	208

<sup>(1)</sup> Courses identified by faculty members of the Public Scholarship Associates.

<sup>(2)</sup> Students participating in field initiatives conduct research, tutor, and integrate their academic work in the arts, humanities, sciences and professions with community efforts to address issues of public importance..

<sup>(3)</sup> This figure is based on self-reported information submitted by members of the Public Scholarship Associates.

<sup>(4)</sup> Percentages are based on fall semester undergraduate enrollment, excluding the Pennsylvania College of Technology, The Dickinson School of Law, and the College of Medicine.

## DIVERSITY-RELATED COURSES

### Number of diversity-related courses

	United States Cultures courses	International Cultures courses	Both United States and International Cultures
Fall 2006.....	230 .....	768 .....	151

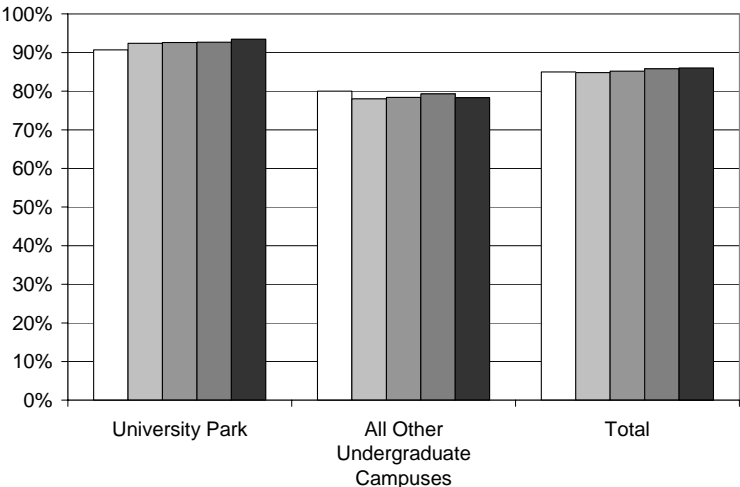
<sup>(1)</sup> These data reflect courses designated as approved United States Cultures and/or International Cultures courses. A listing of approved United States Cultures and/or International Cultures courses is available in the Undergraduate Degree Programs Bulletin at <http://www.psu.edu/bulletins/bluebook/gened/>.

**GOAL 4: ALIGN MISSIONS, PROGRAMS, AND SERVICES WITH AVAILABLE FISCAL RESOURCES TO BETTER SERVE OUR STUDENTS AND THEIR COMMUNITIES.**

RETENTION RATES

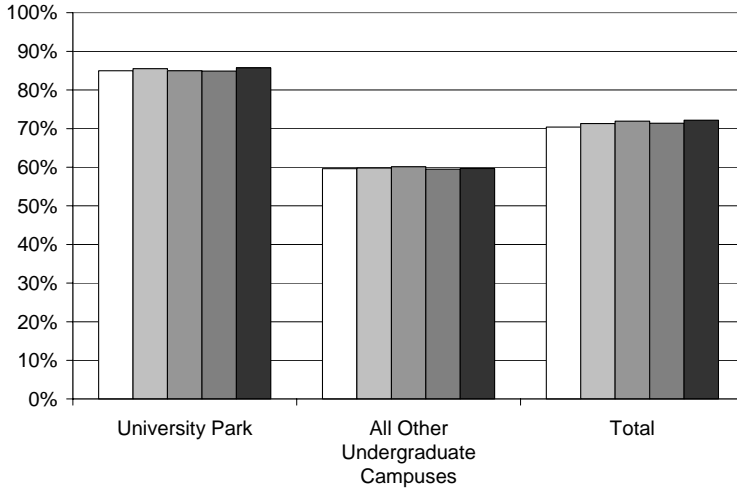
**First-year retention rate (University Park And Other Undergraduate Campuses)**

Year of Entry	University Park	All Other Undergraduate Campuses	Total
2001	90.7%	80.0%	85.0%
2002	92.4%	78.0%	84.8%
2003	92.6%	78.4%	85.2%
2004	92.7%	79.3%	85.8%
2005	93.5%	78.3%	86.0%



**Third-year retention rate (University Park And Other Undergraduate Campuses)**

Year of Entry	University Park	All Other Undergraduate Campuses	Total
1999	85.0%	59.6%	70.4%
2000	85.5%	59.8%	71.3%
2001	85.0%	60.1%	71.9%
2002	84.9%	59.5%	71.4%
2003	85.7%	59.7%	72.2%



**UNDER-ENROLLED DEGREE PROGRAMS**

**Number of programs that have been eliminated or consolidated**

Fall 2004	Fall 2005	Fall 2006
1	-	2

TRANSITIONAL PROGRAMS AND ARTICULATION AGREEMENTS

**Enrollment in transitional programs such as the "Dual Enrollment" <sup>(1)</sup> program for high school students**

"Dual Enrollment" <sup>(1)</sup> headcount	Youth enrollments	2004/2005	2005/2006
Spring 2006..... 586	Youth headcount in academic and athletic camps (Outreach)	38,761	39,014
Fall 2006..... 585	Youth headcount in 4-H programs	173,000	173,000
	<b>Total Youth headcount</b>	<b>211,761</b>	<b>212,014</b>

<sup>(1)</sup> Dual Enrollment is one component of strengthening the pathway from high school to college within the Project 720 initiative, a Pennsylvania Department of Education (PDE) initiative to redesign secondary schools so that all Pennsylvania students graduate from high school prepared to enter college and the high-skills workforce. Dual enrollment refers to college credit programs for junior and senior high school students that also count toward high school graduation. To support the PDE initiative, Penn State offers a fifty-percent tuition scholarship for qualifying high school juniors and seniors at nineteen Commonwealth Campus locations.

**Number of community colleges and other accredited institutions with which Penn State has an articulation agreement**

Number of institutions
Fall 2006 ..... 55

PROGRAMS, SCHEDULES, AND SERVICES FOR NON-TRADITIONAL STUDENTS AND RECRUITING ADULT LEARNERS

**Non-traditional student enrollments**

	2004/2005	2005/2006
Total student headcount (Outreach) <sup>(1)</sup>	85,253	87,130
Total adult student <sup>(2)</sup> headcount (Outreach)	29,162	34,472
Undergraduate adult student <sup>(2)</sup> headcount, University-wide	14,308	13,881
Adult undergraduate students <sup>(2)</sup> assisted financially through PHEAA Workforce Advancement Grants for Education (WAGE)	N/A	300

<sup>(1)</sup> These figures include credit, noncredit, youth, and non-traditional student enrollments.

<sup>(2)</sup> Adult students are defined here as those who are 24 or older, or those in active military/veteran status.

**GOAL 5: SERVE SOCIETY THROUGH TEACHING, RESEARCH AND CREATIVE ACTIVITY, AND SERVICE.**

PENNSYLVANIA CITIZENS' PARTICIPATION WITH PENN STATE

**Pennsylvania citizens' participation with Penn State through Penn State Public Broadcasting and Cooperative Extension**

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

Cooperative Extension <sup>(1)</sup> serves 1 million people each year. Cooperative Extension extends its impact through the work of 42,000 Extension volunteers across the state.

Penn State Public Broadcasting:

WPSU-TV reaches 1.3 million households

WPSU-FM reaches 500,000 listeners

<sup>(1)</sup> 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 participate in at least one Extension educational program.

POSTGRADUATION ACTIVITY

**Percentage of recent graduates employed full-time by degree-level**

	Associate Degree Graduates	Baccalaureate Degree Graduates	Master's Degree Graduates	Doctoral Degree Graduates
December 2001-August 2002 <sup>(1)</sup>	26%	59%	70%	88%
December 2002-August 2003 <sup>(2)</sup>	33%	57%	72%	87%
December 2003-August 2004 <sup>(2)</sup>	47%	61%	73%	86%
December 2004-August 2005 <sup>(2)</sup>	53%	63%	71%	87%
December 2005-August 2006 <sup>(2)</sup>	45%	63%	71%	83%

<sup>(1)</sup> Surveyed six months after graduation

<sup>(2)</sup> Surveyed four months after graduation

## Percentage of recent graduates employed part-time by degree-level

---

	Associate Degree Graduates	Baccalaureate Degree Graduates	Master's Degree Graduates	Doctoral Degree Graduates
December 2001-August 2002 <sup>(1)</sup>	9%	4%	2%	2%
December 2002-August 2003 <sup>(2)</sup>	5%	4%	3%	1%
December 2003-August 2004 <sup>(2)</sup>	5%	3%	2%	2%
December 2004-August 2005 <sup>(2)</sup>	6%	3%	2%	1%
December 2005-August 2006 <sup>(2)</sup>	7%	4%	4%	2%

<sup>(1)</sup> Surveyed six months after graduation

<sup>(2)</sup> Surveyed four months after graduation

## Percentage of recent graduates pursuing further education by degree-level

---

	Associate Degree Graduates	Baccalaureate Degree Graduates	Master's Degree Graduates	Doctoral Degree Graduates
December 2001-August 2002 <sup>(1)</sup>	51%	24%	18%	5%
December 2002-August 2003 <sup>(2)</sup>	44%	23%	12%	3%
December 2003-August 2004 <sup>(2)</sup>	35%	22%	15%	6%
December 2004-August 2005 <sup>(2)</sup>	35%	22%	16%	4%
December 2005-August 2006 <sup>(2)</sup>	41%	22%	16%	5%

<sup>(1)</sup> Surveyed six months after graduation

<sup>(2)</sup> Surveyed four months after graduation

## Percentage of recent graduates unemployed by degree-level

---

	Associate Degree Graduates	Baccalaureate Degree Graduates	Master's Degree Graduates	Doctoral Degree Graduates
December 2001-August 2002 <sup>(1)</sup>	14%	14%	10%	5%
December 2002-August 2003 <sup>(2)</sup>	18%	16%	13%	9%
December 2003-August 2004 <sup>(2)</sup>	14%	14%	11%	6%
December 2004-August 2005 <sup>(2)</sup>	7%	11%	11%	8%
December 2005-August 2006 <sup>(2)</sup>	7%	11%	9%	10%

<sup>(1)</sup> Surveyed six months after graduation

<sup>(2)</sup> Surveyed four months after graduation

## ECONOMIC IMPACT

### Number of corporate, government, and community partnerships <sup>(1)</sup>

	2005/2006
Corporate partnerships	1,300
Government (state, local) and community organization partnerships	200

<sup>(1)</sup> Partnership is defined as an exchange of resources between one or more Outreach units and a government, corporate, or community entity.

### PennTAP <sup>(1)</sup> and Penn State Small Business Development Center Impact

	Jobs Created or Retained	Cases of Assistance or Consultation	Economic Benefit Reported by Clients	New Businesses Created
PennTAP <sup>(2)</sup>	1,090	610	\$48.2 M	n/a
Penn State SBDC <sup>(2)</sup>	105	365	n/a	21

<sup>(1)</sup> PennTAP is a federal-state-university partnership for economic development. PennTAP helps Pennsylvania companies improve their competitiveness by providing a limited amount of free technology assistance and information to help resolve specific technical questions or needs.

<sup>(2)</sup> These data reflect calendar year January 1, 2006-December 31, 2006.

### Number of adults <sup>(1)</sup> completing baccalaureate or certificate programs in areas identified by the Commonwealth as "high priority"

	2004/2005	2005/2006
Number of adults <sup>(1)</sup> who completed an associate degree in areas identified by the Commonwealth as "high priority"	24	22
Number of adults <sup>(1)</sup> who completed a baccalaureate degree in areas identified by the Commonwealth as "high priority"	41	73
Total number of adults <sup>(1)</sup> who completed an undergraduate degree program in areas identified by the Commonwealth as "high priority"	65	95

<sup>(1)</sup> Adult students are defined here as those who are 24 or older or in active military/veteran status.

## K-12 PARTNERSHIPS

### Number of K-12 partnerships <sup>(1)</sup>

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K-12 partnerships <sup>(1)</sup>	
2005/2006 .....	175

<sup>(1)</sup> Partnership is defined as an exchange of resources between one or more Outreach units and a government, corporate, or community entity.

## "RETURN ON INVESTMENT" FOR OUTREACH

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

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	2004/2005	2005/2006
Direct University support <sup>(1)</sup>	\$7.9M	\$8.6M
Gross Outreach revenue	\$51.3M	\$62.5M
Amount passed through to academic and administrative units	\$23.5M	\$26.6M

<sup>(1)</sup> Direct support does not include support Outreach receives for the full-time revenue generated through Continuing Education at University Park. This support is actual revenue the University receives in tuition as a result of Outreach work. Direct support does not reflect indirect fringe benefits or facility costs.

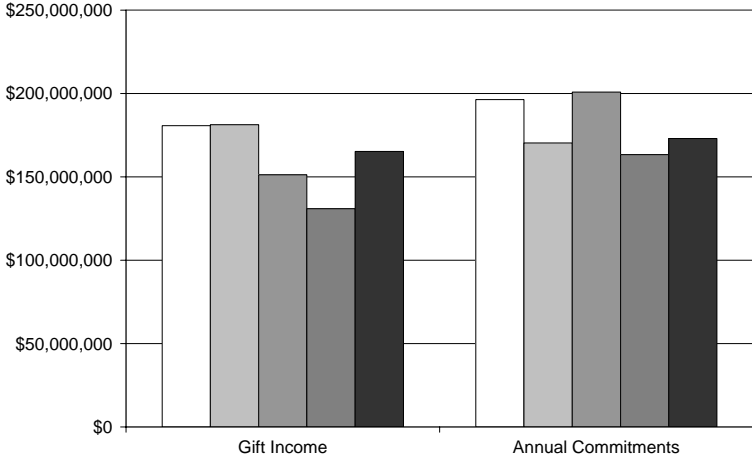
**GOAL 6: DEVELOP NEW SOURCES OF NON-TUITION INCOME AND REDUCE COSTS THROUGH IMPROVED EFFICIENCIES.**

**DEVELOPMENT**

**Gift income and annual commitments**

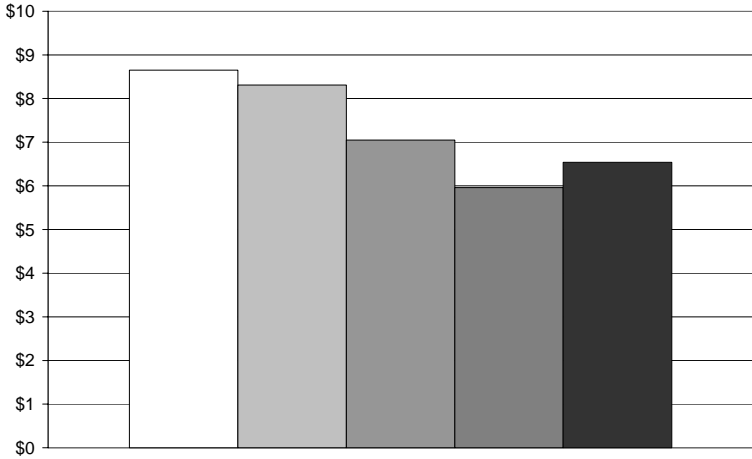
	Gift Income <sup>(1)</sup>	Annual Commitments <sup>(2)</sup>
□ FY 2001-2002 .....	\$180,680,903 .....	\$196,360,920
▒ FY 2002-2003 .....	\$181,314,385 .....	\$170,280,515
▓ FY 2003-2004 .....	\$151,268,350 .....	\$200,883,714
■ FY 2004-2005 .....	\$130,870,285 .....	\$163,367,244
■ FY 2005-2006 .....	\$165,218,147 .....	\$173,002,347

<sup>(1)</sup> "Gift Income" includes outright gifts and pledge payments.  
<sup>(2)</sup> "Annual Commitments" includes outright gifts and pledges.

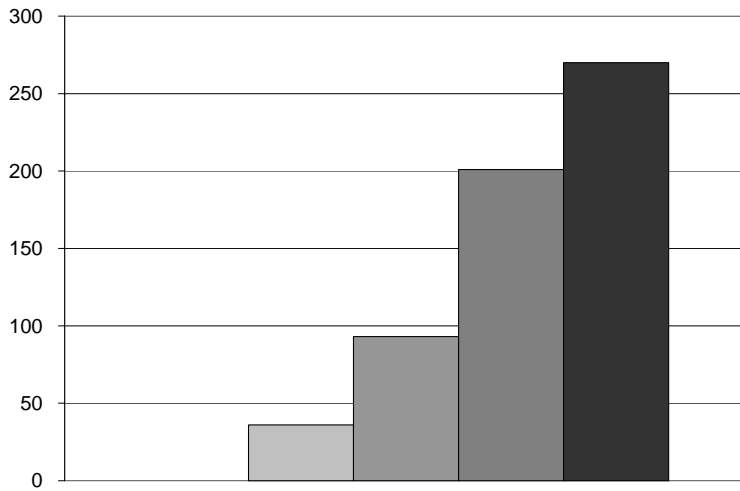


**Return on Investment**

	Amount Raised per Dollar Spent
□ FY 2001-2002 .....	\$8.65
▒ FY 2002-2003 .....	\$8.31
▓ FY 2003-2004 .....	\$7.05
■ FY 2004-2005 .....	\$5.96
■ FY 2005-2006 .....	\$6.54

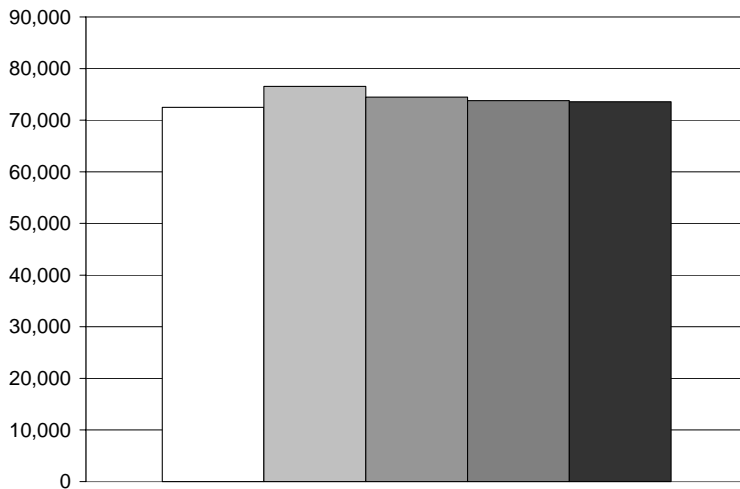


## Trustee Matching Scholarships



Total Number of Trustee Matching Scholarships	
FY 2002-2003	36
FY 2003-2004	93
FY 2004-2005	201
FY 2005-2006	270

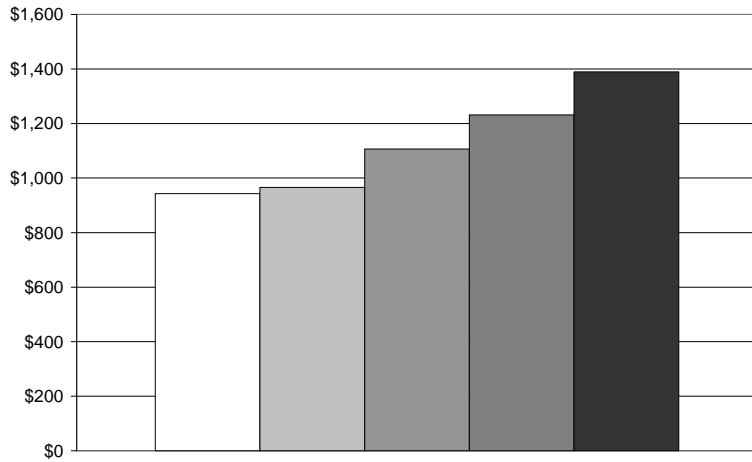
## Alumni donors



Number of alumni donors	
FY 2001-2002	72,484
FY 2002-2003	76,566
FY 2003-2004	74,469
FY 2004-2005	73,803
FY 2005-2006	73,570

ENDOWMENT

Endowment and Similar Funds <sup>(1)</sup>



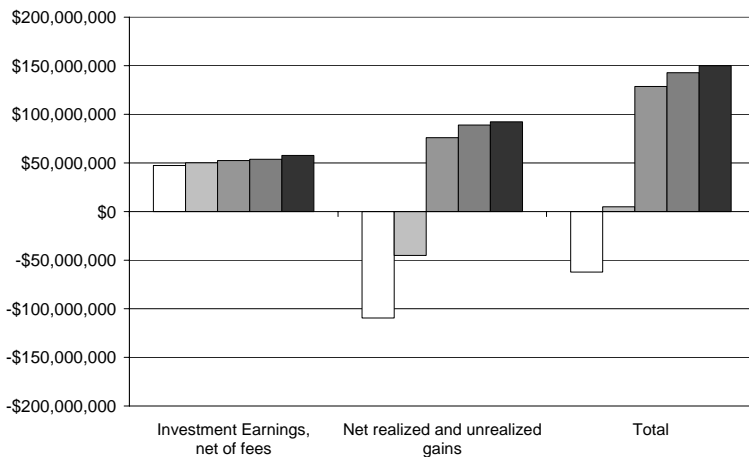
Dollars in millions

□ 2002	.....	\$942.8
□ 2003	.....	\$965.5
□ 2004	.....	\$1,106.8
□ 2005	.....	\$1,231.3
■ 2006	.....	\$1,389.6

<sup>(1)</sup> 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.

Endowment Income/(Losses)

	Investment Earnings, net of fees	Net realized and unrealized gains/(losses)	Total
□ FY 2001-2002	..... \$47,359,000	..... \$(109,598,000)	..... \$(62,239,000)
□ FY 2002-2003	..... \$50,144,000	..... \$(45,179,000)	..... \$4,965,000
□ FY 2003-2004	..... \$52,536,000	..... \$76,112,000	..... \$128,648,000
□ FY 2004-2005	..... \$53,774,000	..... \$89,045,000	..... \$142,819,000
■ FY 2005-2006	..... \$57,799,000	..... \$92,288,000	..... \$150,087,000

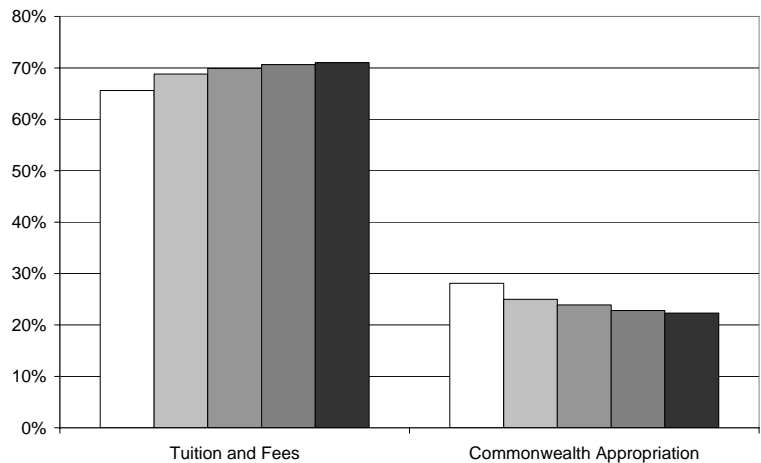
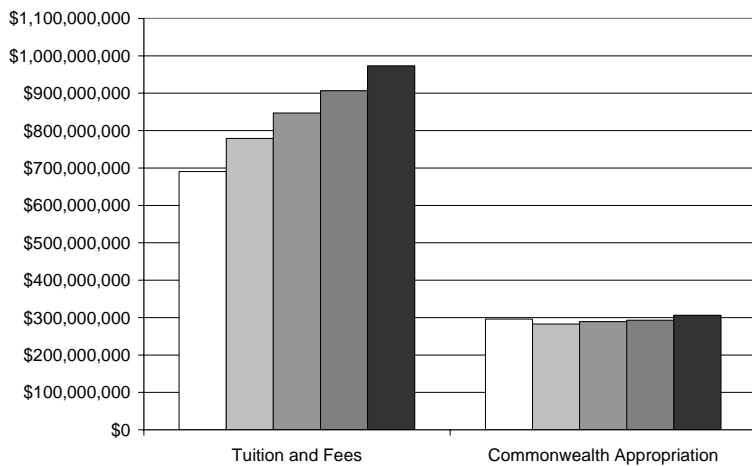


TUITION AND APPROPRIATION

General Funds Budget <sup>(1)</sup>

	Tuition and Fees		Commonwealth Appropriation	
	Amount	% of General Funds Income <sup>(1)</sup>	Amount	% of General Funds Income <sup>(1)</sup>
□ 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%
■ FY 2005-2006	\$906,782,000 .....	70.6%	\$293,327,000 .....	22.8%
■ FY 2006-2007	\$973,538,000 .....	71.0%	\$306,471,000 .....	22.3%

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



ALLOCATION OF GENERAL FUNDS BUDGET

**General Funds Expenditures**

	FY 2002-2003 <sup>(1)</sup>	FY 2003-2004 <sup>(1)</sup>	FY 2004-2005 <sup>(1)</sup>	FY 2005-2006 <sup>(1)</sup>	FY 2006-2007 <sup>(2)</sup>
Instruction	36.8%	37.1%	36.7%	36.9%	37.1%
Academic and Institutional Support <sup>(3)</sup>	34.0%	34.4%	34.6%	34.4%	34.5%
Research	6.2%	5.6%	5.6%	5.2%	5.0%
Public Service	5.4%	5.0%	4.9%	4.8%	4.9%
Student Services	5.7%	5.6%	5.5%	5.5%	5.5%
Student Aid	2.2%	2.4%	2.7%	2.7%	2.5%
Physical Plant	9.7%	9.9%	10.0%	10.5%	10.5%
Auxiliary Enterprises	—	—	—	—	—
University Hospital	—	—	—	—	—
Other	—	—	—	—	—
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

<sup>(1)</sup> These figures exclude the College of Medicine, the Pennsylvania College of Technology, and The Dickinson School of Law.

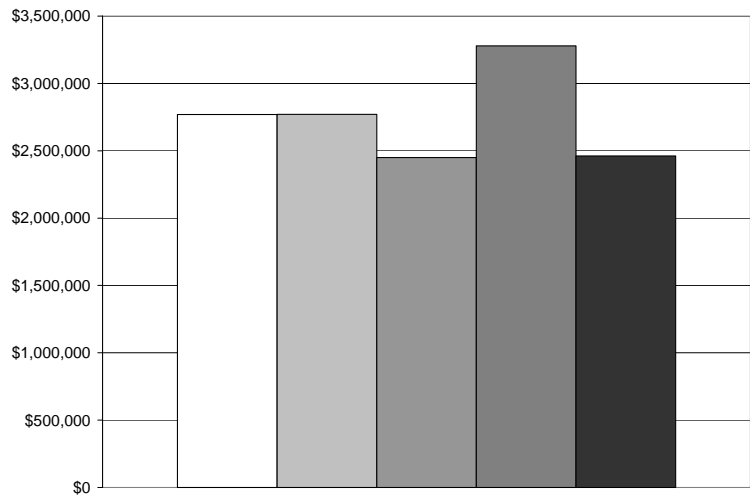
<sup>(2)</sup> These figures exclude the College of Medicine and the Pennsylvania College of Technology.

<sup>(3)</sup> This category includes operations such as the University Libraries, admissions, the registrar, academic and administrative computing, and first-year testing.

INTELLECTUAL PROPERTY

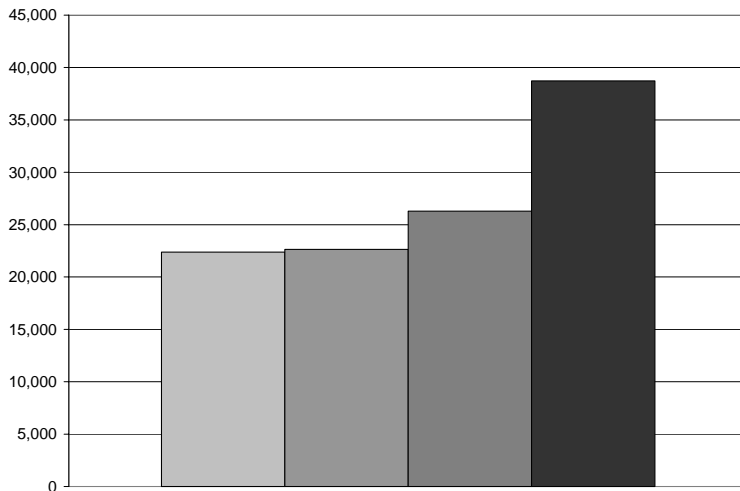
**Licensing revenue**

□	2002 .....	\$2,768,888
■	2003 .....	\$2,770,307
■	2004 .....	\$2,449,566
■	2005 .....	\$3,278,609
■	2006 .....	\$2,462,395



PUBLIC SUPPORT FOR THE UNIVERSITY'S APPROPRIATION

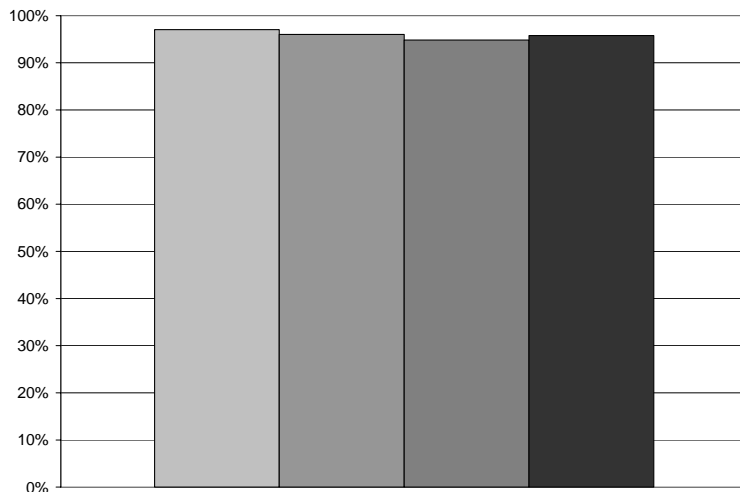
**Number of subscribed members in the Grassroots Network <sup>(1)</sup>**



	Number of subscribed members
December 2003 .....	22,370
December 2004 .....	22,640
December 2005 .....	26,294
December 2006 .....	38,714

<sup>(1)</sup> Sponsored by the Penn State Alumni Association, the Penn State Grassroots Network is an education and advocacy group of Penn State alumni, parents, students, and friends. As advocates for the University's future, Network volunteers work to increase public awareness of the benefits that Penn State brings to the Commonwealth and to support its requests for state funding.

**Percent of subscribed members in the Grassroots Network <sup>(1)</sup> who are Penn State alumni**



	Percent of subscribed members who are alumni
December 2003 .....	97%
December 2004 .....	96%
December 2005 .....	95%
December 2006 .....	96%

<sup>(1)</sup> Sponsored by the Penn State Alumni Association, the Penn State Grassroots Network is an education and advocacy group of Penn State alumni, parents, students, and friends. As advocates for the University's future, Network volunteers work to increase public awareness of the benefits that Penn State brings to the Commonwealth and to support its requests for state funding.

**COST RECOVERY FOR RESEARCH GRANTS AND CONTRACTS**

Fiscal Year	Restricted Funds Expenditures <sup>(1)</sup>		Recovered Indirect Costs	
	\$	% Change	\$	% Change
FY 2001-2002	\$304,579,000	-	\$74,439,000	-
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%
FY 2004-2005	\$383,754,000	5.0%	\$100,878,000	6.5%
FY 2005-2006	\$398,403,000	3.8%	\$105,704,000	4.8%

<sup>(1)</sup> Total restricted funds expenditures, excluding overhead.

### OFFICE OF PLANNING AND INSTITUTIONAL ASSESSMENT

#### The Process

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

*Fulfilling the Promise* is the title of Penn State's strategic plan for 2006-2007 through 2008-2009. To coincide with the release of the new strategic plan, the Office of Planning and Institutional Assessment consulted with key stakeholder units within the University to review and revise the set of indicators to reflect the goals and strategies outlined in *Fulfilling the Promise*. The final set of indicators was reviewed by Executive Vice President and Provost, Rodney Erickson, and released in September 2006.

#### Data Sources

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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:

AVERAGE SAT SCORES OF FIRST-TIME ENROLLED BACCALAUREATE FRESHMEN  
**Undergraduate Admissions**

AVERAGE GRE SCORES OF ENTERING GRADUATE STUDENTS  
**The Graduate School**

NUMBER OF GRADUATE ASSISTANTSHIPS AND FELLOWSHIPS  
**The Graduate School**

ORGANIZED RESEARCH

ORGANIZED RESEARCH, ALL FUNDS  
**Penn State Fact Book**

NUMBER OF AWARDS  
**Office of the Senior Vice President for Research**

AVERAGE AWARD SIZE  
**Office of the Senior Vice President for Research**

NUMBER OF PATENTS AND LICENSES  
**Office of the Senior Vice President for Research**

REVENUE FROM LICENSES  
**Office of the Senior Vice President for Research**

INTERDISCIPLINARY RESEARCH  
**Office of the Senior Vice President for Research**

GRADUATION RATES

SIX-YEAR GRADUATION RATE  
**Penn State Fact Book**

FOUR-YEAR GRADUATION RATE  
**Penn State Fact Book**

LOW-INCOME STUDENT GRADUATION RATE  
**Office of Student Aid**

STUDENT/FACULTY RATIO  
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