



STRATEGIC INDICATORS:
Measuring and Improving University Performance

PENNSSTATE



May 2008

For more information contact:

Penn State's Office of Planning and Institutional Assessment
502 Rider Building
University Park, PA 16802-4819
Phone: (814) 863-8721
E-mail: psupia@psu.edu
Web site: <http://www.psu.edu/president/pia>

On the cover

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 tenth 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 2008 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.*

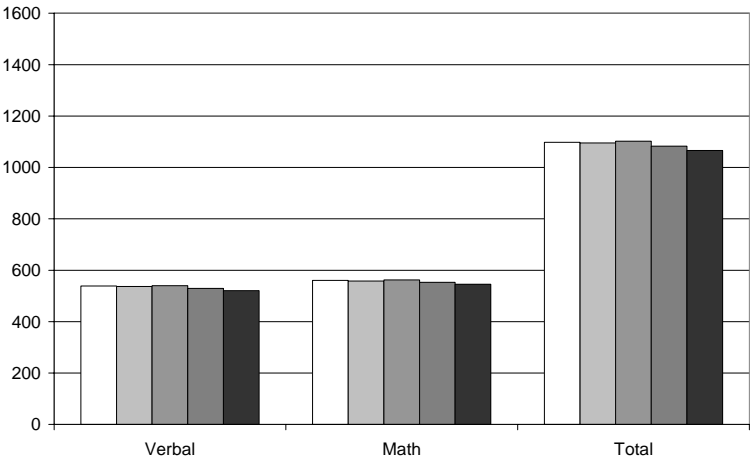
Performance indicators are a tool for organizational learning, communication, strategic change, and improvement, all in the context of existing management processes. Critical assessment of performance helps us to maximize the return to all who invest in Penn State, and all whom Penn State serves.

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

AVERAGE SAT SCORES OF FIRST-TIME ENROLLED BACCALAUREATE FRESHMEN

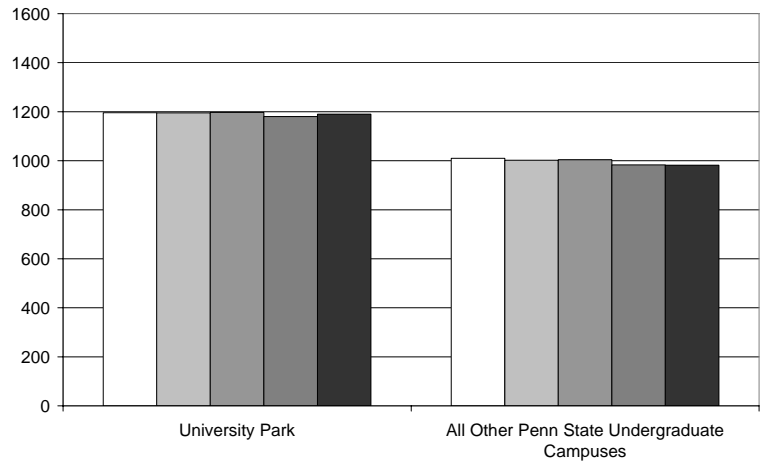
Mean SAT Scores

	Verbal	Math	Total
Summer/Fall 2003	539	560.....	1098
Summer/Fall 2004	537	558.....	1095
Summer/Fall 2005	540	562.....	1102
Summer/Fall 2006	529	553.....	1083
Summer/Fall 2007	521	545.....	1066



Mean SAT Scores (University Park and Other Undergraduate Campuses)

	University Park	All Other Undergraduate Campuses
□ Summer/Fall 2003	1196	1010
▒ Summer/Fall 2004	1195	1002
▓ Summer/Fall 2005	1197	1004
■ Summer/Fall 2006	1180	983
■ Summer/Fall 2007	1190	982

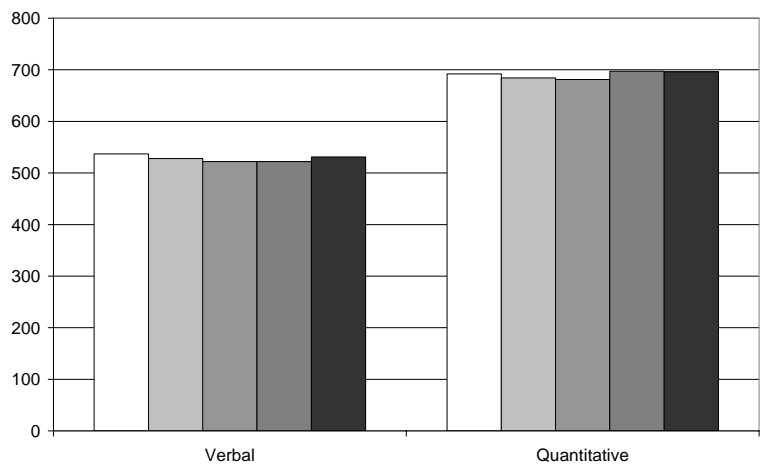


AVERAGE GRE SCORES OF ENTERING GRADUATE STUDENTS

Mean GRE Scores

	Verbal	Quantitative	Analytical Writing ⁽¹⁾
□ Fall 2003	537	692	4.6
▒ Fall 2004	528	684	4.6
▓ Fall 2005	522	681	4.5
■ Fall 2006	522	697	4.4
■ Fall 2007	531	696	4.4

⁽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.

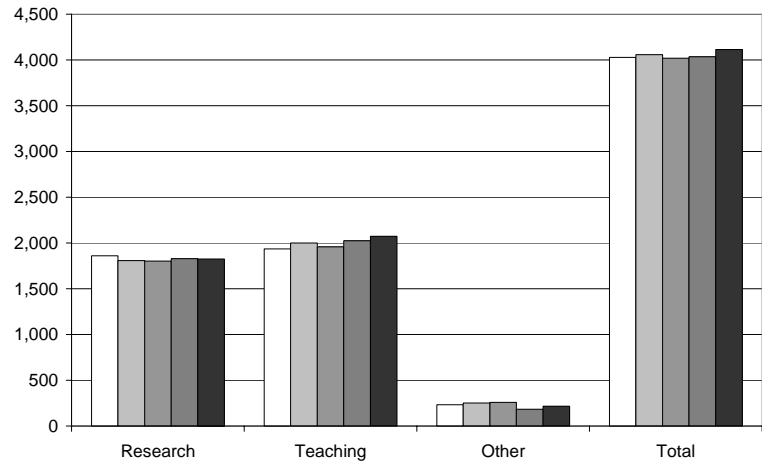


NUMBER OF GRADUATE ASSISTANTSHIPS AND FELLOWSHIPS

Graduate Assistantships ⁽¹⁾

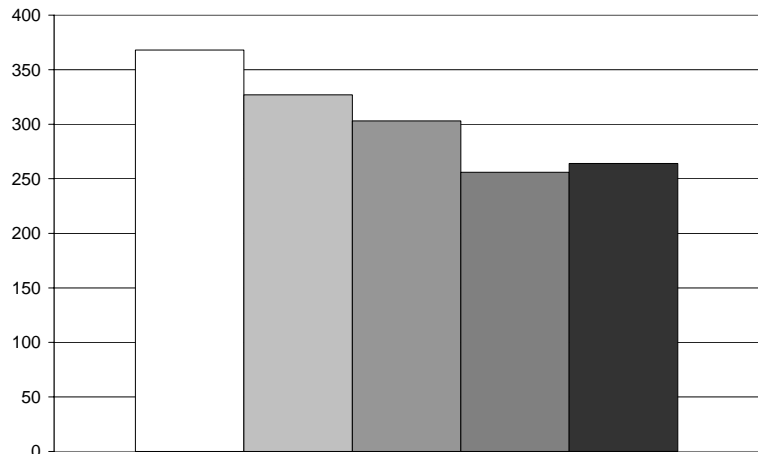
	Research	Teaching	Other	Total
□ Fall 2003	1,859	1,936	232	4,027
▒ Fall 2004	1,807	2,000	251	4,058
▓ Fall 2005	1,802	1,958	259	4,019
■ Fall 2006	1,829	2,024	183	4,036
■ Fall 2007	1,825	2,073	216	4,114

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



Graduate Fellowships

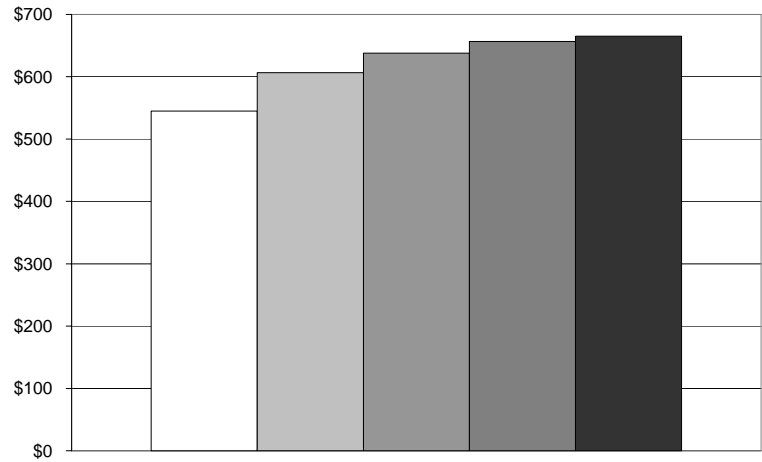
□ Fall 2003	368
▒ Fall 2004	327
▓ Fall 2005	303
■ Fall 2006	256
■ Fall 2007	264



ORGANIZED RESEARCH

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

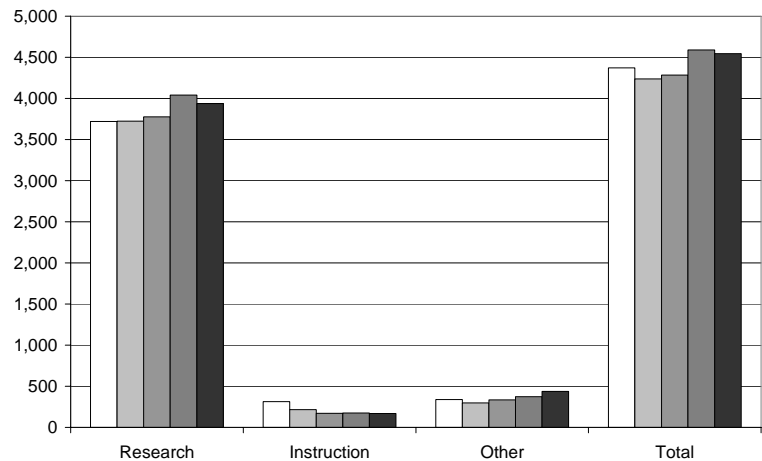
□	FY 2002-2003.....	\$545.0
▒	FY 2003-2004.....	\$606.5
▓	FY 2004-2005.....	\$637.9
█	FY 2005-2006.....	\$656.6
■	FY 2006-2007.....	\$665.1



Number of Awards

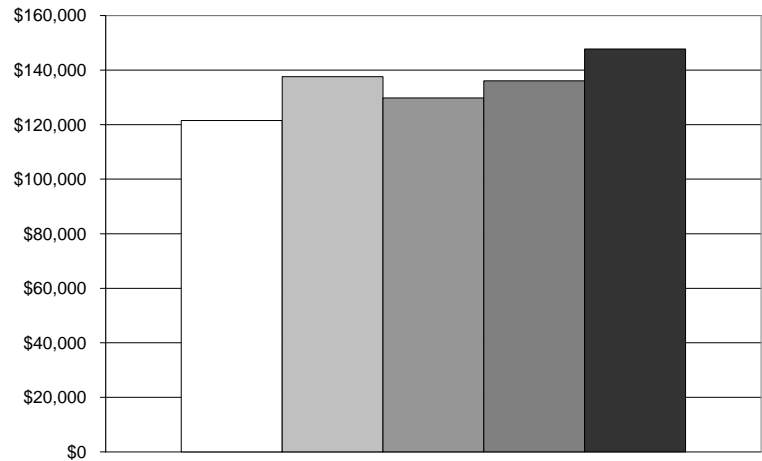
	Research	Instruction	Other ⁽¹⁾	Total
□ FY 2002-2003	3,721	313	338	4,372
▒ FY 2003-2004	3,724	216	298	4,238
▓ FY 2004-2005	3,777	172	334	4,283
█ FY 2005-2006	4,040	175	374	4,589
■ FY 2006-2007	3,938	170	437	4,545

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



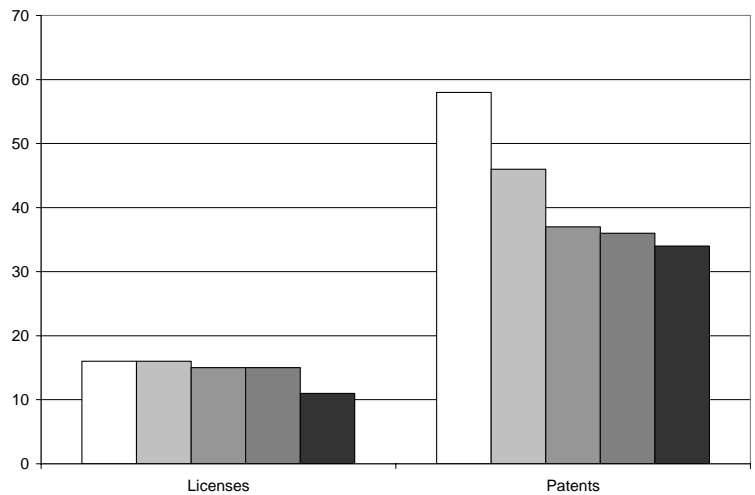
Average Award Size

	Amount	Number	Average
□ 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
■ FY 2006-2007	\$671,523,750	4,545	\$147,750



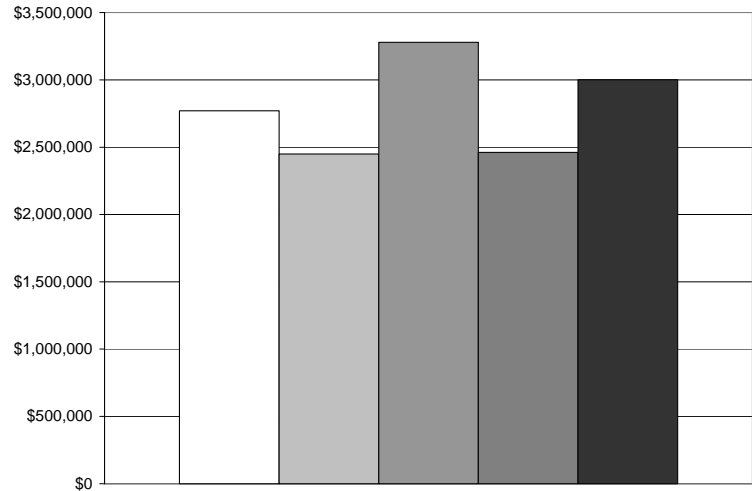
Number of patents and licenses

	Licenses	Patents
□ 2003	16	58
▒ 2004	16	46
▓ 2005	15	37
■ 2006	15	37
■ 2007	11	34



Revenue from licenses

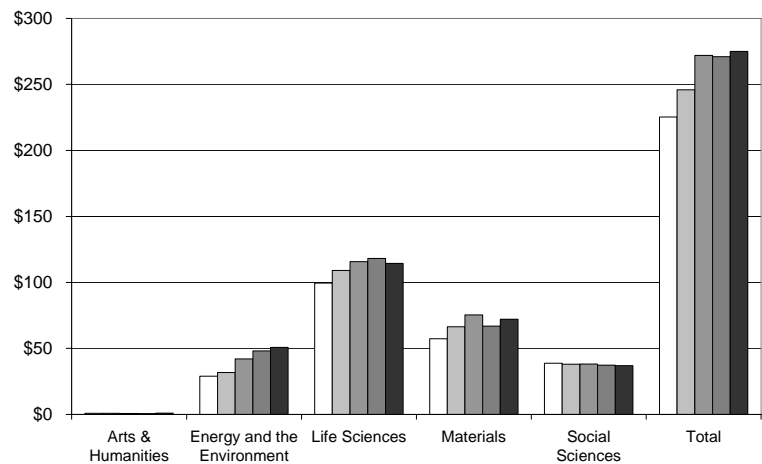
□	2003	\$2,770,307
▒	2004	\$2,449,566
▓	2005	\$3,278,609
■	2006	\$2,462,395
■	2007	\$3,000,760



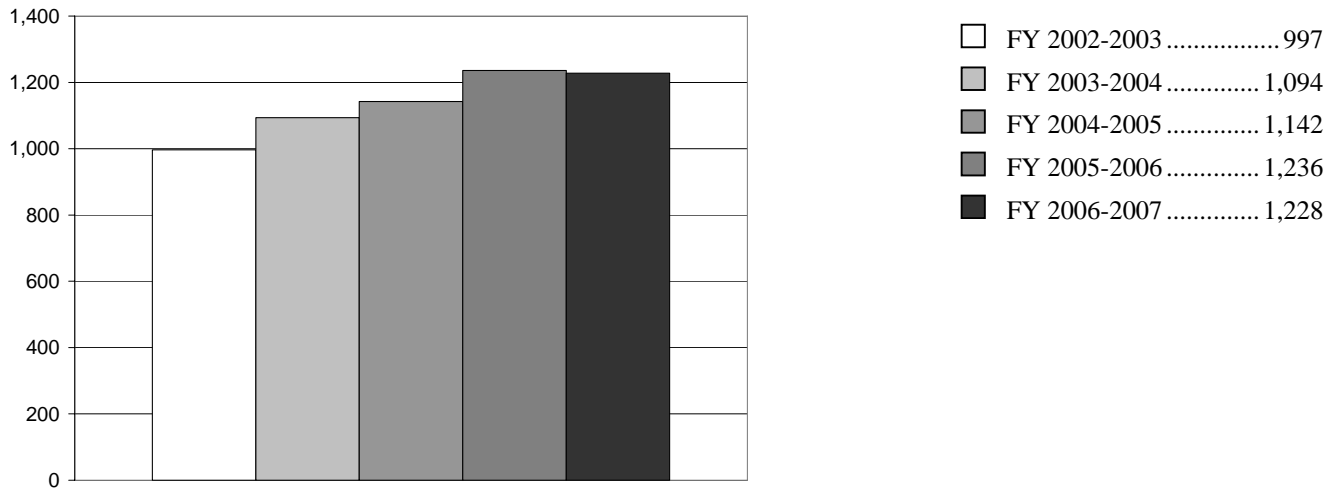
INTERDISCIPLINARY RESEARCH

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

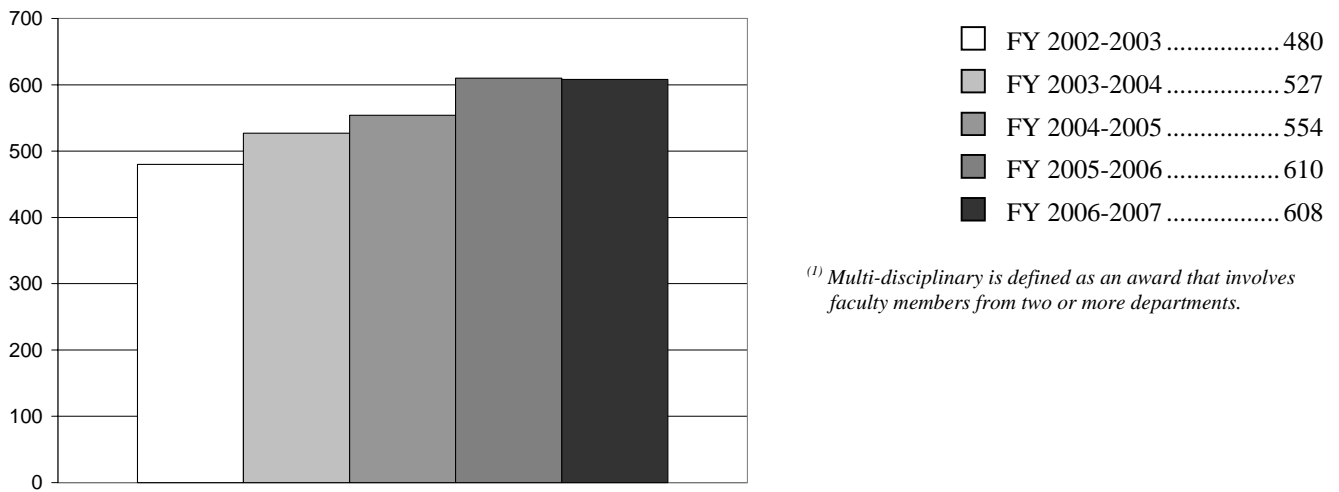
	Arts & Humanities	Energy and the Environment	Life Sciences	Materials	Social Sciences	Total
□ FY 2002-2003	\$0.8	\$28.9	\$99.5	\$57.3	\$38.8	\$225.3
▒ FY 2003-2004	\$0.8	\$31.7	\$109.0	\$66.4	\$38.0	\$245.9
▓ FY 2004-2005	\$0.7	\$42.0	\$115.8	\$75.4	\$38.1	\$272.0
■ FY 2005-2006	\$0.6	\$48.1	\$118.1	\$66.9	\$37.3	\$271.0
■ FY 2006-2007	\$0.9	\$50.8	\$114.4	\$72.1	\$36.9	\$275.1



Number of awards involving two or more faculty members



Number of faculty involved in multi-disciplinary ⁽¹⁾ research projects



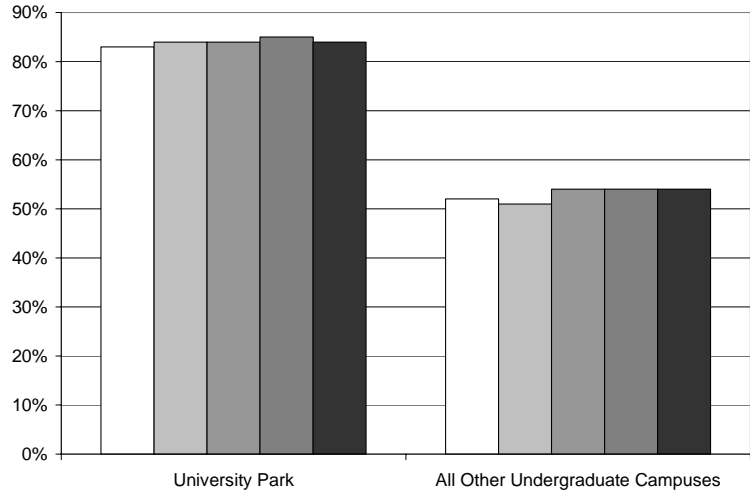
⁽¹⁾ Multi-disciplinary is defined as an award that involves faculty members from two or more departments.

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

GRADUATION RATES

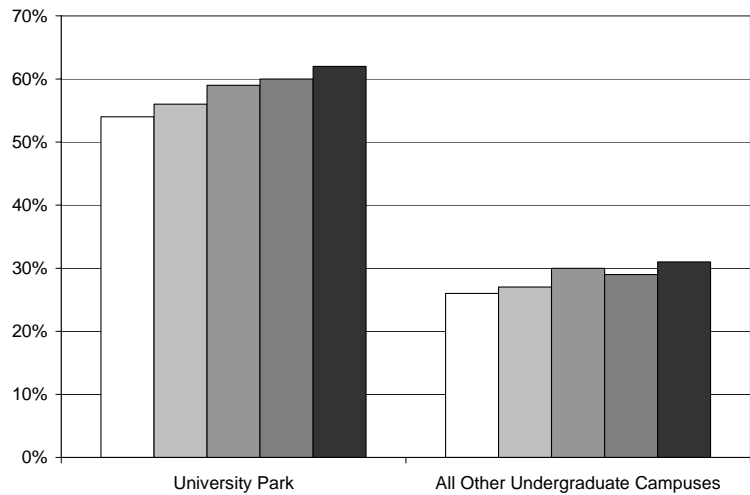
Six-year graduation rate (University Park and Other Undergraduate Campuses)

Year of Entry	University Park	All Other Undergraduate Campuses
1997	83%	52%
1998	84%	51%
1999	84%	54%
2000	85%	54%
2001	84%	54%



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

Year of Entry	University Park	All Other Undergraduate Campuses
1999	54%	26%
2000	56%	27%
2001	59%	30%
2002	60%	29%
2003	62%	31%



Low-income ⁽¹⁾ student six-year graduation rate ⁽²⁾

Year of entry	Graduation rate
1999	52%
2000	70%

⁽¹⁾ "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.

⁽²⁾ Graduation rate reflects students who graduated within six years.

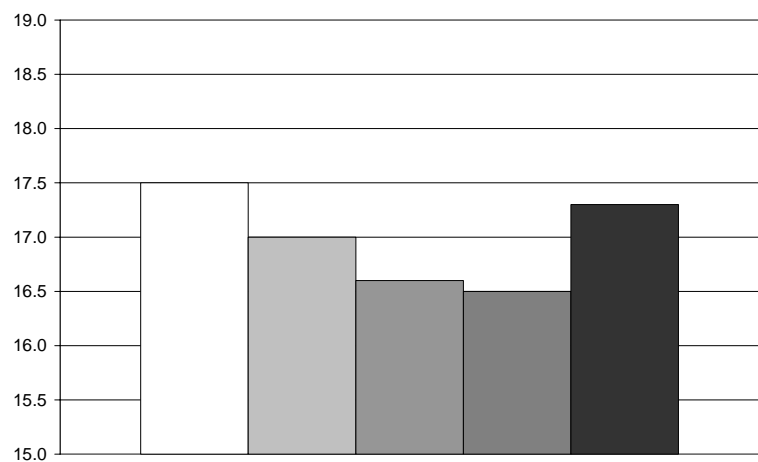
STUDENT/FACULTY RATIO

Total University ⁽¹⁾

	Student/Faculty Ratio ⁽²⁾
□ FY 2002-2003	17.5:1
▒ FY 2003-2004	17.0:1
▓ FY 2004-2005	16.6:1
■ FY 2005-2006	16.5:1
■ FY 2006-2007	17.3:1

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

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



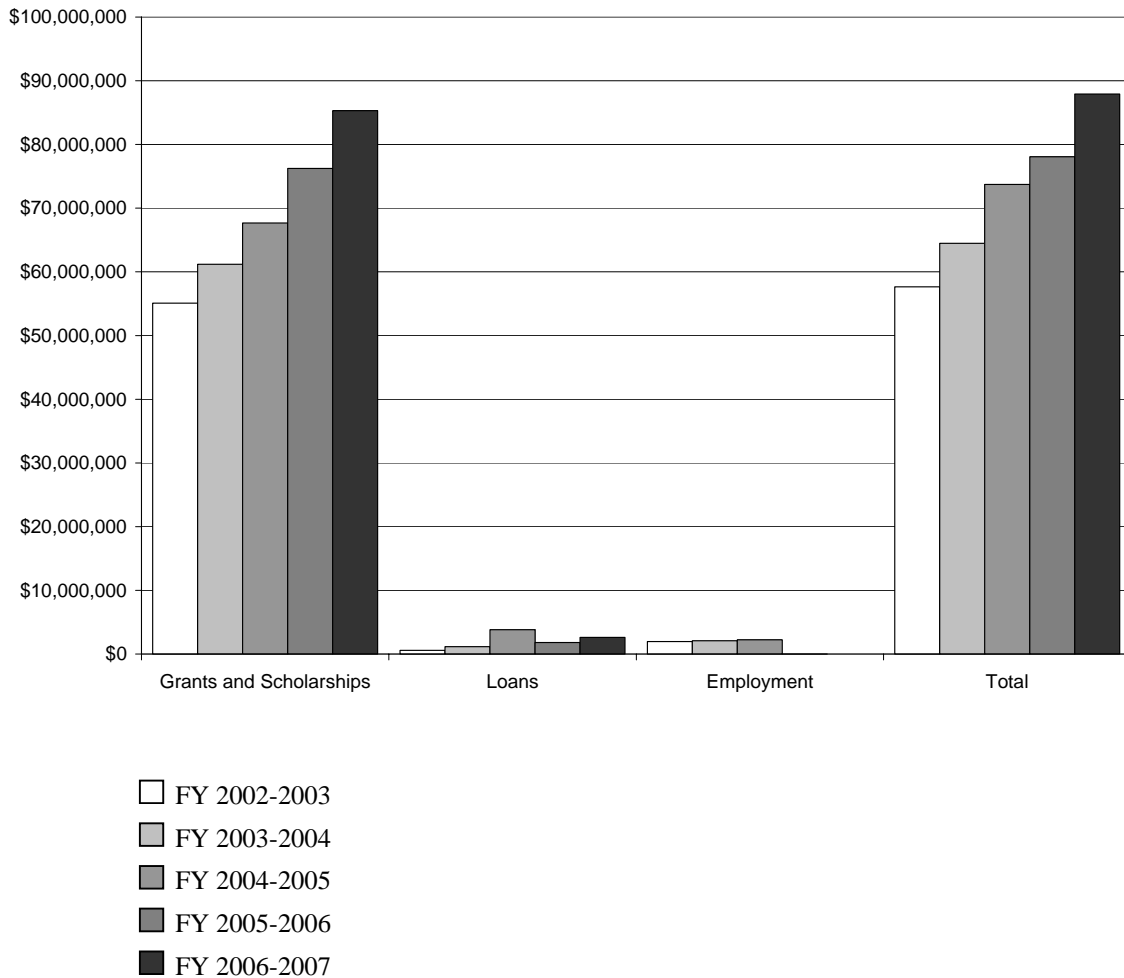
INSTITUTIONALLY FUNDED UNDERGRADUATE STUDENT SUPPORT

Undergraduate Student Aid

	Grants and Scholarships ⁽¹⁾		Loans		Employment		Total	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 2002-2003	\$55,098,603	-	\$588,190	-	\$1,967,979	-	\$57,654,773	-
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 ⁽²⁾	-98.7%	\$78,085,925	5.9%
FY 2006-2007	\$85,293,881	11.9%	\$2,632,989	45.2%	- ⁽²⁾	-100.0%	\$87,926,870	12.6%

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

⁽²⁾ The amount of employment aid for FY 2005-2006 and FY 2006-2007 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.

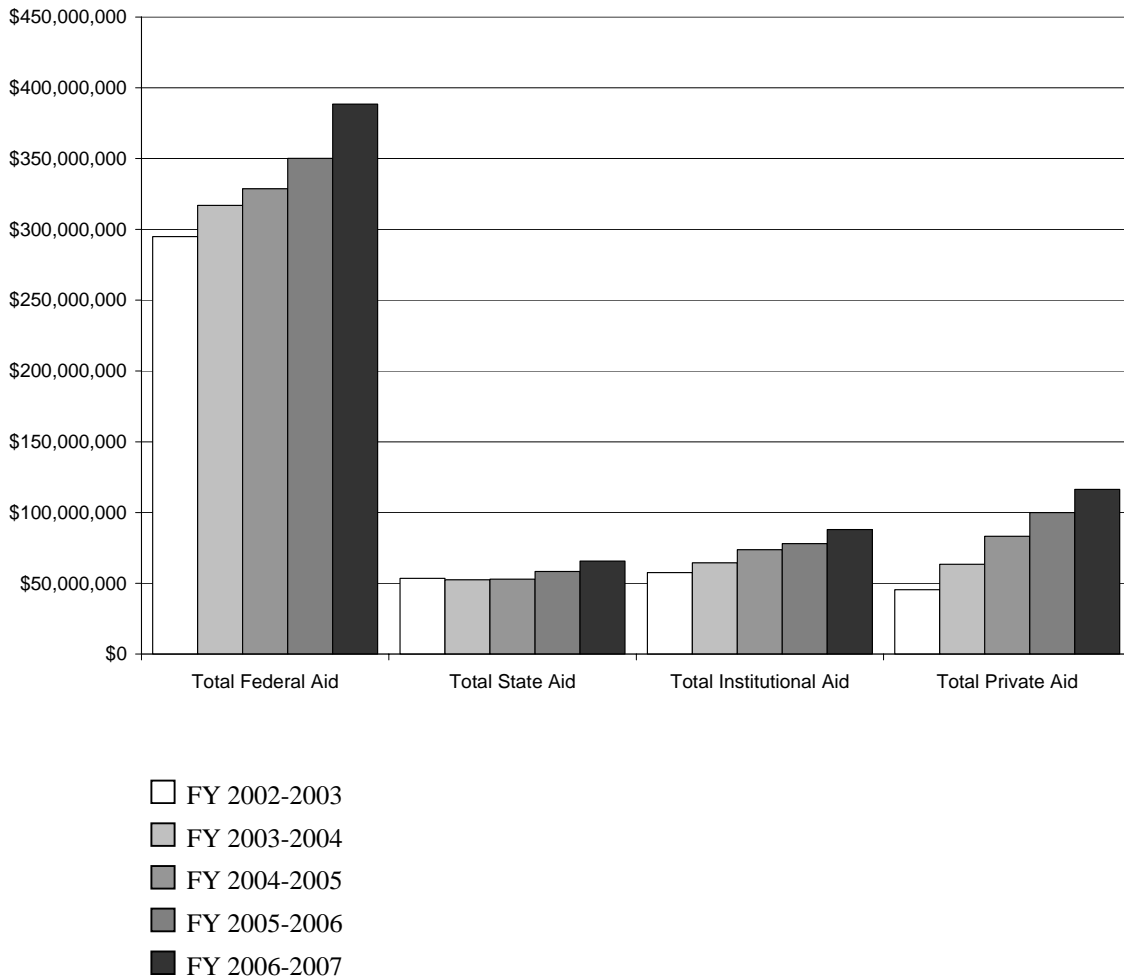


TOTAL UNDERGRADUATE STUDENT SUPPORT

Undergraduate Student Support (all sources) ⁽¹⁾

	Total Federal Aid		Total State Aid		Total Institutional Aid		Total Private Aid	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
FY 2002-2003	\$294,933,550	-	\$53,574,594	-	\$57,654,773	-	\$45,481,013	-
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%
FY 2006-2007	\$388,457,891	10.9%	\$65,732,069	12.7%	\$87,926,870	12.6%	\$116,350,424	16.4%

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



STUDENTS RECEIVING GRANTS AND SCHOLARSHIPS

Percentage of students receiving institutional grants and scholarships

Percent of enrollment ⁽¹⁾	
FY 2005-2006.....	28%
FY 2006-2007.....	29%

⁽¹⁾ This figure reflects the number of undergraduate students receiving institutional grants or institutional scholarships as a percentage of the total undergraduate enrollment as defined by the Office of Student Aid. The Office of Student Aid defines the total undergraduate enrollment as students enrolled or withdrawn in either the fall or the spring semester.

Percentage of students receiving need-based institutional scholarships

Percent of scholarships ⁽²⁾	
FY 2006-2007.....	48%

⁽²⁾ This figure reflects the number of undergraduate students receiving need-based, institutional grants or need-based, institutional scholarships as a percentage of the total number of students receiving institutional grants or institutional scholarships.

ONLINE COURSES

Number of online/hybrid learning ⁽¹⁾ courses

	2004/2005	2005/2006	2006/2007
World Campus	259.....	297.....	347

Fall 2006

Penn State's resident instruction campuses ⁽²⁾	49
---	----

⁽¹⁾ An online/hybrid learning course is defined as any course where the instruction type of the course has a Web component.
⁽²⁾ This includes courses identified through Penn State's eLearning @ PSU Cooperative and the Blended Learning Initiative.

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

	2004/2005	2005/2006	2006/2007
World Campus as home campus	2,947	3,629	4,708
Other campus as home campus	1,982	1,657	1,775
Total World Campus enrollments	4,929	5,286	6,483

Fall 2006

Penn State's resident instruction campuses ⁽²⁾	813
---	-----

⁽¹⁾ An online/hybrid learning course is defined as any course where the instruction type of the course has a Web component.
⁽²⁾ 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)

Percent of students ⁽²⁾	
2007	26%

⁽²⁾ Percent of University Park students who indicated that they had participated at least once during the current academic year based on a survey on “Student Satisfaction,” spring 2007.

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)

	2007
Participated in political activities ⁽³⁾	18%
Participated in a community event/organization ⁽³⁾	24%
Volunteering/participating in community service ⁽⁴⁾	34%

⁽³⁾ Percent of University Park students who indicated that they had participated at least once during the current academic year based on a survey on “Student Satisfaction,” spring 2007.

⁽⁴⁾ Percent of University Park students who reported spending at least one hour in a typical week during the current semester based on a survey on “Student Satisfaction,” spring 2007.

STUDENT-FACULTY INTERACTION

Engagement with faculty (University Park)

	2007 ⁽²⁾
Worked with faculty members on activities other than coursework (committees, cocurricular activities)	29%
Served on a university committee with faculty/staff	9%

⁽¹⁾ Percent of University Park students who indicated that they had participated at least once during the current academic year based on a survey on “Student Satisfaction,” spring 2007.

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

Percent of students responding as “satisfied”

2002 ⁽¹⁾	70%
2004 ⁽¹⁾	70%
2007 ⁽²⁾	81%

⁽¹⁾ 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.
⁽²⁾ Percent of undergraduate students from 20 Penn State undergraduate campuses responding “4” or “5” on a five-point scale with “1” indicating “very dissatisfied,” “3” indicating “neutral,” and “5” indicating “very satisfied” based on a survey on “Student Satisfaction,” spring 2007.

FIRST-YEAR EXPERIENCE OUTCOMES

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

	2006
If starting college again, would definitely or probably choose to attend Penn State	96%
Satisfied ⁽¹⁾ with overall experience at Penn State	93%
Made at least substantial progress ⁽²⁾ toward developing close friendships with other students	82%
Made at least substantial progress ⁽²⁾ 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 ⁽²⁾ in improving their ability to successfully complete college-level work	81%
Believed that they had made at least substantial progress ⁽²⁾ in managing their time effectively	60%

⁽¹⁾ 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.
⁽²⁾ 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

Percent of full-time faculty ⁽¹⁾

	2003	2004	2005	2006	2007
African/Black American	3.2%	3.3%	3.6%	3.2%	3.4%
American Indian/Alaskan Native	0.2%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	9.1%	9.5%	10.3%	10.6%	11.2%
Latino/Hispanic American	1.9%	1.9%	1.9%	2.2%	2.4%
Total Minority	14.4%	14.9%	16.0%	16.2%	17.1%
Women	33.8%	33.8%	34.2%	34.3%	35.5%

⁽¹⁾ These figures exclude the Pennsylvania College of Technology.

Tenure success rates of faculty by minority status and gender ⁽¹⁾

	1996	1997	1998	1999	2000
Minority	55%	54%	49%	56%	52%
Non-minority	48%	55%	62%	65%	62%
Female	41%	48%	51%	60%	50%
Male	53%	57%	64%	65%	66%

⁽¹⁾ 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

Percent of full-time employees ⁽¹⁾

	2003	2004	2005	2006	2007
African/Black American	3.3%	3.2%	3.3%	3.1%	3.2%
American Indian/Alaskan Native	0.2%	0.2%	0.2%	0.2%	0.2%
Asian & Pacific American	3.6%	3.9%	4.2%	4.3%	4.5%
Latino/Hispanic American	1.4%	1.3%	1.4%	1.4%	1.5%
Total Minority	8.5%	8.6%	9.1%	9.0%	9.4%
Women	49.3%	49.1%	48.6%	48.8%	49.0%

⁽¹⁾ These figures exclude the Pennsylvania College of Technology.

STUDENTS FROM UNDER-REPRESENTED GROUPS

Percent of total undergraduate enrollment ⁽¹⁾

	2003	2004	2005	2006	2007
African/Black American	4.7%	5.0%	5.2%	5.5%	5.6%
American Indian/Alaskan Native	0.1%	0.1%	0.2%	0.2%	0.2%
Asian & Pacific American	4.5%	4.6%	4.7%	4.7%	4.6%
Latino/Hispanic American	2.5%	2.6%	2.9%	2.9%	3.2%
Total Minority	11.8%	12.3%	12.9%	13.3%	13.6%
Women	45.2%	44.9%	44.7%	44.8%	44.4%

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

Percent of total graduate enrollment ⁽¹⁾

	2003	2004	2005	2006	2007
African/Black American	3.8%	4.0%	4.1%	4.2%	3.9%
American Indian/Alaskan Native	0.4%	0.3%	0.3%	0.2%	0.2%
Asian & Pacific American	3.8%	3.9%	4.3%	4.2%	4.4%
Latino/Hispanic American	2.1%	2.1%	2.1%	2.4%	2.5%
Total Minority	10.1%	10.3%	10.8%	11.0%	11.0%
Women	49.8%	49.5%	49.5%	48.8%	48.2%

⁽¹⁾ 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 ⁽¹⁾

	1997	1998	1999	2000	2001
African/Black American	53.8%	51.0%	51.5%	55.6%	49.8%
American Indian/Alaskan Native	50.0%	45.5%	50.0%	60.0%	75.0%
Asian & Pacific American	65.2%	61.2%	66.7%	67.9%	67.0%
Latino/Hispanic American	61.5%	57.9%	58.7%	60.2%	60.6%
Total Minority	60.5%	56.4%	58.4%	61.3%	58.9%
Women	67.8%	67.7%	68.6%	70.9%	71.0%

⁽¹⁾ 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 ⁽¹⁾	
FY 2005-2006.....	13%
FY 2006-2007.....	15%

⁽¹⁾ 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 as defined by the Office of Student Aid. The Office of Student Aid defines the total undergraduate enrollment as students enrolled or withdrawn in either the fall or the spring semester.

CIVILITY AND COMMUNITY

Penn State Pulse Survey (University Park undergraduates)

	2004 ⁽¹⁾	2005 ⁽²⁾
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%

⁽¹⁾ 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.

⁽²⁾ 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

2002/2003 ⁽¹⁾	2003/2004 ⁽¹⁾⁽²⁾	2004/2005 ⁽¹⁾⁽²⁾	2005/2006 ⁽¹⁾⁽²⁾	2006/2007 ⁽¹⁾⁽²⁾
1,35111.5%	1,87315.6%	2,13116.4%	2,50619.7%	2,27817.9%

⁽¹⁾ 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.
⁽²⁾ 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 ⁽⁴⁾	2001 ⁽⁴⁾	2002 ⁽⁴⁾	2006 ⁽⁴⁾
Students enrolled in courses ⁽¹⁾	885 1.4%	1,214.....1.9%	1,163 1.8%	3,6455.5%
Students participating in field initiatives ⁽²⁾	850 1.3%	974.....1.5%	1,056 1.6%	2,4293.7%
Faculty publications, presentations, and grants ⁽³⁾	-	-	-	208

⁽¹⁾ Courses identified by faculty members of the Public Scholarship Associates.
⁽²⁾ 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..
⁽³⁾ This figure is based on self-reported information submitted by members of the Pubic Scholarship Associates.
⁽⁴⁾ 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
Fall 2007.....	232	865	167

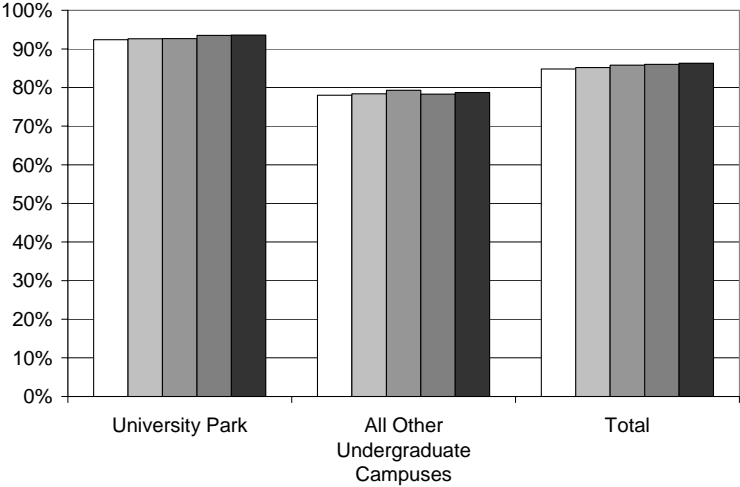
⁽¹⁾ These data reflect courses designated as approved United States Cultures and/or International Cultures courses. A listing of approved United States Cultures and/or International Cultures courses is available in the Undergraduate Degree Programs Bulletin at <http://bulletins.psu.edu/bulletins/bluebook/general_education.cfm?section=requirements1>.

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

RETENTION RATES

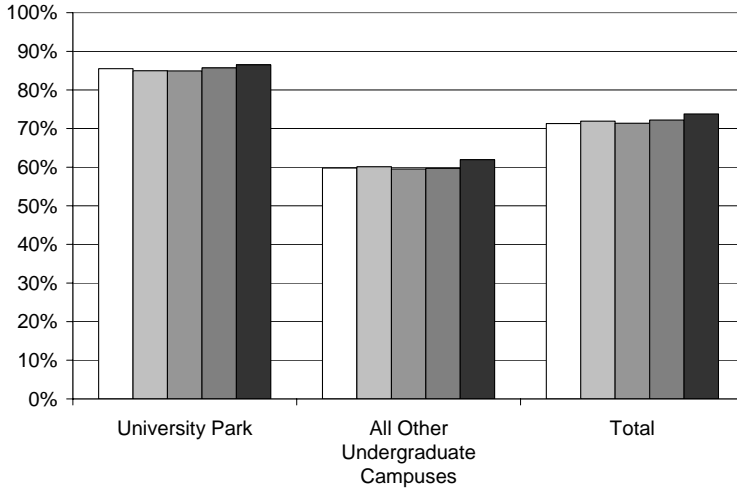
First-year retention rate (University Park And Other Undergraduate Campuses)

Year of Entry	University Park	All Other Undergraduate Campuses	Total
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%
2006	93.6%	78.7%	86.3%



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

Year of Entry	University Park	All Other Undergraduate Campuses	Total
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%
2004	86.5%	61.9%	73.8%



UNDER-ENROLLED DEGREE PROGRAMS

Number of degree programs that have been eliminated or consolidated

Fall 2004	Fall 2005	Fall 2006	Fall 2007
1	-	2	1

TRANSITIONAL PROGRAMS AND ARTICULATION AGREEMENTS

Enrollment in transitional programs for high school students

Youth enrollments	2004/2005	2005/2006	2006/2007
Youth headcount in academic and athletic camps (Outreach)	38,761	39,014	41,633
Youth headcount in 4-H programs	172,998	161,213	169,892
Total Youth headcount	211,759	200,227	211,525

Number of community colleges and other accredited institutions with which Penn State has an articulation agreement ⁽¹⁾

Number of institutions	
Fall 2006.....	55
Fall 2007.....	58

⁽¹⁾ A listing of the University approved articulation agreements is maintained by the Office of the Vice President and Dean for Undergraduate Education at http://www.psu.edu/dept/enrmgmt/artic_agrmnts.html.

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

Non-traditional student enrollments

	2004/2005	2005/2006	2006/2007
Total student headcount (Outreach) ⁽¹⁾	85,253	87,130	84,440
Total adult student ⁽²⁾ headcount (Outreach)	29,162	34,472	33,792
Undergraduate adult student ⁽²⁾ headcount, University-wide	14,308	13,881	14,308
Adult undergraduate students ⁽²⁾ assisted financially through PHEAA Workforce Advancement Grants for Education (WAGE)	N/A	300	368

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

⁽²⁾ 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

Penn State provides essential services, information and support to more than two million households in Pennsylvania each year, accounting for approximately one of every two households in the Commonwealth. Outreach programs include participants from all sixty-seven counties, all fifty states, and 102 countries on six continents.

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

Penn State Public Broadcasting's television reach includes:

- Broadcast/cable: 1 million households in central Pennsylvania;
- Video on Demand: 2.4 million Pennsylvania households served by Comcast; and,
- Big Ten Network: 30 million households nationwide.

Penn State Public Broadcasting also reaches 450,000 listeners in central Pennsylvania through broadcast radio. In addition, Penn State Public Broadcasting's online presence in radio and television extends its reach worldwide.

⁽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 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 2002-August 2003 ⁽¹⁾	33%	57%	72%	87%
December 2003-August 2004 ⁽¹⁾	47%	61%	73%	86%
December 2004-August 2005 ⁽¹⁾	53%	63%	71%	87%
December 2005-August 2006 ⁽¹⁾	45%	63%	71%	83%
December 2006-August 2007 ⁽¹⁾	49%	62%	74%	89%

⁽¹⁾ 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 2002-August 2003 ⁽¹⁾	5%	4%	3%	1%
December 2003-August 2004 ⁽¹⁾	5%	3%	2%	2%
December 2004-August 2005 ⁽¹⁾	6%	3%	2%	1%
December 2005-August 2006 ⁽¹⁾	7%	4%	4%	2%
December 2006-August 2007 ⁽¹⁾	7%	4%	2%	2%

⁽¹⁾ 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 2002-August 2003 ⁽¹⁾	44%	23%	12%	3%
December 2003-August 2004 ⁽¹⁾	35%	22%	15%	6%
December 2004-August 2005 ⁽¹⁾	35%	22%	16%	4%
December 2005-August 2006 ⁽¹⁾	41%	22%	16%	5%
December 2006-August 2007 ⁽¹⁾	31%	22%	14%	4%

⁽¹⁾ 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 2002-August 2003 ⁽¹⁾	18%	16%	13%	9%
December 2003-August 2004 ⁽¹⁾	14%	14%	11%	6%
December 2004-August 2005 ⁽¹⁾	7%	11%	11%	8%
December 2005-August 2006 ⁽¹⁾	7%	11%	9%	10%
December 2006-August 2007 ⁽¹⁾	12%	12%	11%	6%

⁽¹⁾ Surveyed four months after graduation.

ECONOMIC IMPACT

Number of corporate, government, and community partnerships ⁽¹⁾

	2005/2006	2006/2007
Corporate partnerships	1,300	1,325
Government (state, local) and community organization partnerships	200	392
Industry consortia	n/a	70

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

The Outreach Office of Economic and Workforce Development trained and credentialed over 2,600 individuals through the PA CareerLink program, and 2,465 incumbent workers in the plastics industry through the PA Plastics Initiative. The Justice and Safety Institute, a collaboration of the College of the Liberal Arts and Outreach, delivered over 260 courses resulting in over 5,400 course enrollments for child support enforcement, parent education, and law enforcement training. Trainees were located across the nation and the Commonwealth, and internationally.

PennTAP ⁽¹⁾ 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				
2006 ⁽²⁾	1,090	610	\$48.2 M	n/a
2007 ⁽³⁾	1,080	610	\$52.4M	n/a
Penn State SBDC				
2006 ⁽²⁾	105	365	n/a	21
2007 ⁽³⁾	138	418	n/a	19

⁽¹⁾ 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.

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

⁽³⁾ These data reflect calendar year January 1, 2007-December 31, 2007.

Number of adults ⁽¹⁾ completing baccalaureate or certificate programs in areas identified by the Commonwealth as "high priority"⁽²⁾

	2004/2005	2005/2006	2006/2007
Number of adults ⁽¹⁾ who completed an associate degree in areas identified by the Commonwealth as "high priority"	179	150	156
Number of adults ⁽¹⁾ who completed a baccalaureate degree in areas identified by the Commonwealth as "high priority"	866	925	919
Total number of adults ⁽¹⁾ who completed an associate, baccalaureate, or certificate program in areas identified by the Commonwealth as "high priority"	1,045	1,075	1,075

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

⁽²⁾ The Pennsylvania Department of Labor & Industry annually identifies a listing of "High Priority Occupations." "High Priority Occupations" are defined as job categories that are in demand by employers, have higher skill needs, and are most likely to provide family sustaining wages.

K-12 PARTNERSHIPS

Number of K-12 partnerships ⁽¹⁾

K-12 partnerships ⁽¹⁾	
2005/2006	175
2006/2007	355

⁽¹⁾ Partnership is defined as an exchange of resources between one or more Outreach units and an educational entity.

"RETURN ON INVESTMENT" FOR OUTREACH

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

	2004/2005	2005/2006	2006/2007
Direct University support ⁽¹⁾	\$7.9M	\$8.6M	\$9.0M
Gross Outreach revenue	\$51.3M	\$62.5M	\$69.4M
Amount passed through to academic and administrative units	\$23.5M	\$26.6M	\$29.5M

⁽¹⁾ 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.

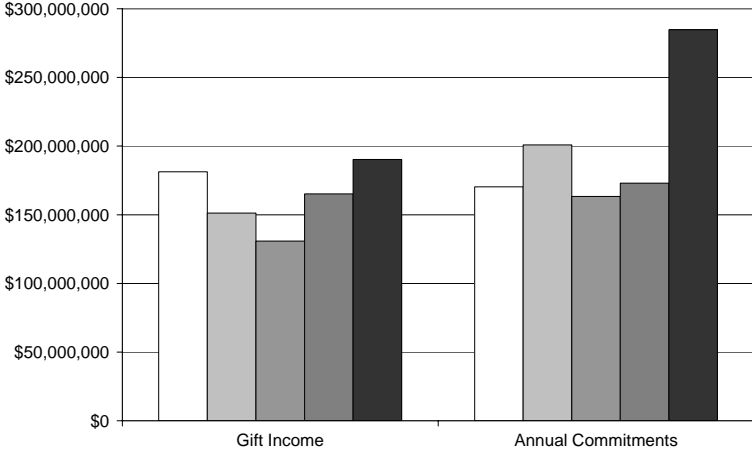
GOAL 6: DEVELOP NEW SOURCES OF NON-TUITION INCOME AND REDUCE COSTS THROUGH IMPROVED EFFICIENCIES.

DEVELOPMENT

Gift income and annual commitments

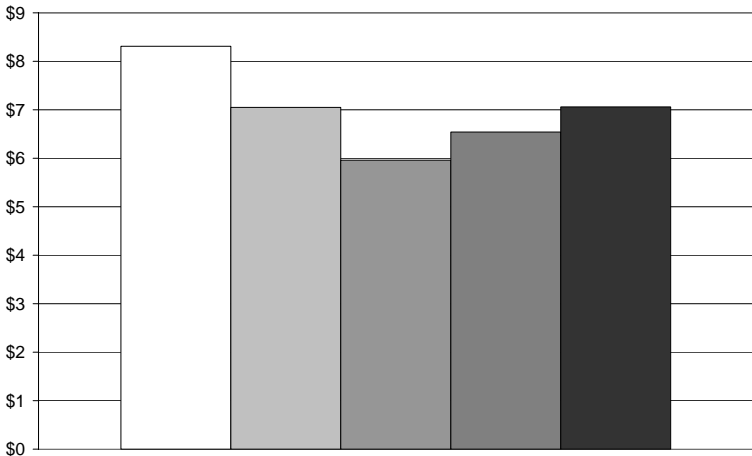
	Gift Income ⁽¹⁾	Annual Commitments ⁽²⁾
□ FY 2002-2003	\$181,314,385	\$170,280,515
▒ FY 2003-2004	\$151,268,350	\$200,883,714
▓ FY 2004-2005	\$130,870,285	\$163,367,244
■ FY 2005-2006	\$165,218,147	\$173,002,347
■ FY 2006-2007	\$190,323,483	\$284,723,894

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

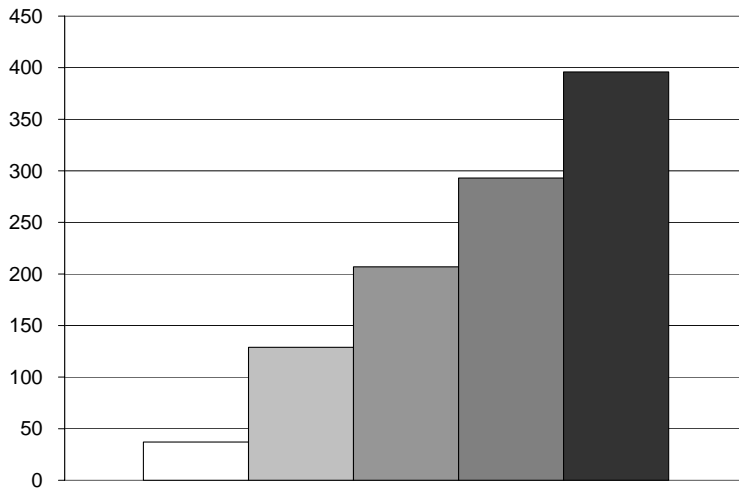


"Return on Investment"

	Amount Raised per Dollar Spent
□ FY 2002-2003	\$8.31
▒ FY 2003-2004	\$7.05
▓ FY 2004-2005	\$5.96
■ FY 2005-2006	\$6.54
■ FY 2006-2007	\$7.06



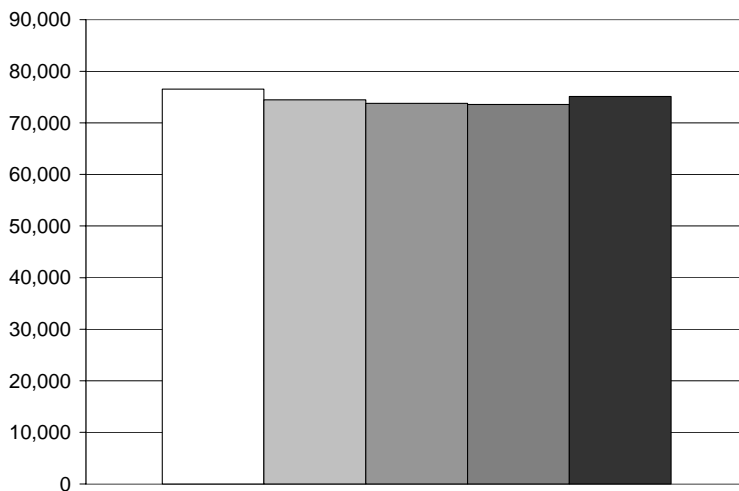
Trustee Matching Scholarships ⁽¹⁾



Total Number of Trustee Matching Scholarships	
□ FY 2002-2003	37
▒ FY 2003-2004	129
▓ FY 2004-2005	207
■ FY 2005-2006	293
■ FY 2006-2007	396

⁽¹⁾ The Trustee Matching Scholarship Program aims to ensure that a Penn State education is accessible to qualified students, regardless of their financial means. Implemented in 2002 upon approval by the University's Board of Trustees, the program is unique in that the University matches 5 percent of the principal of each gift annually and combines these funds with income from the endowment to effectively double the financial impact of the scholarship.

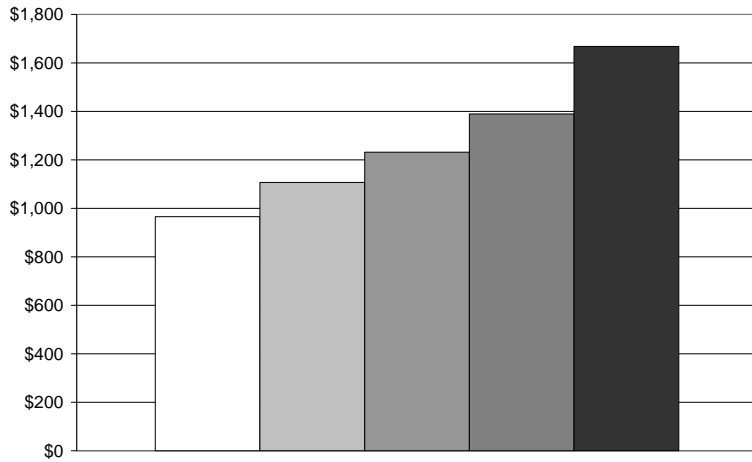
Alumni donors



Number of alumni donors	
□ FY 2002-2003	76,566
▒ FY 2003-2004	74,469
▓ FY 2004-2005	73,803
■ FY 2005-2006	73,570
■ FY 2006-2007	75,123

ENDOWMENT

Endowment and Similar Funds ⁽¹⁾



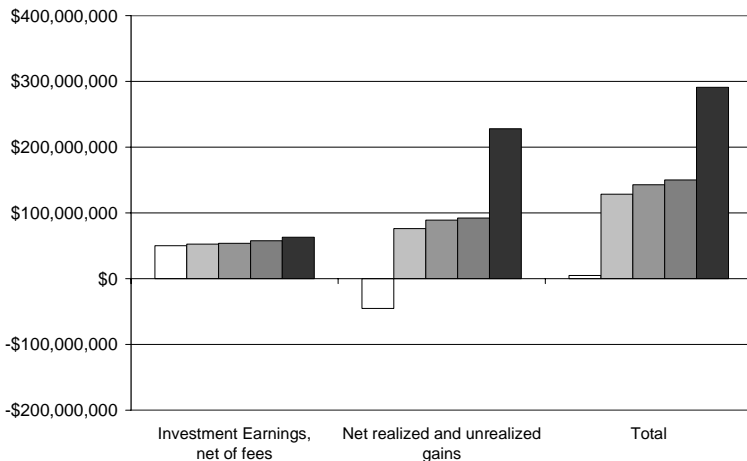
Dollars in millions

□ 2003	\$965.5
▒ 2004	\$1,106.8
▓ 2005	\$1,231.3
█ 2006	\$1,389.6
■ 2007	\$1,668.2

⁽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.

Endowment Income/(Losses)

	Investment Earnings, net of fees	Net realized and unrealized gains/(losses)	Total
□ 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
■ FY 2006-2007	\$62,878,000	\$228,031,000	\$290,909,000

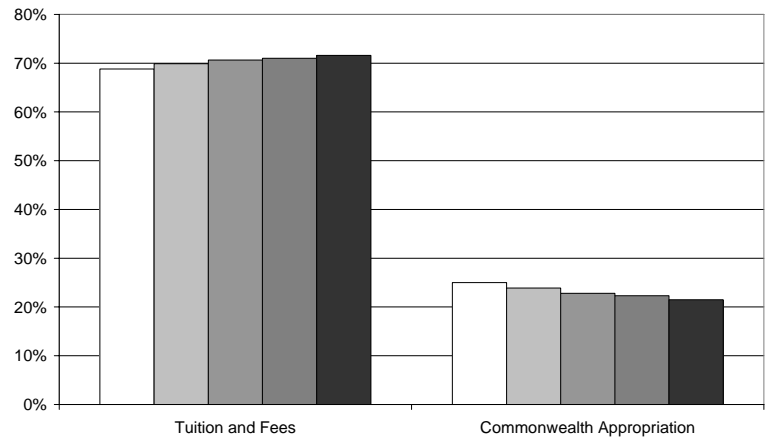
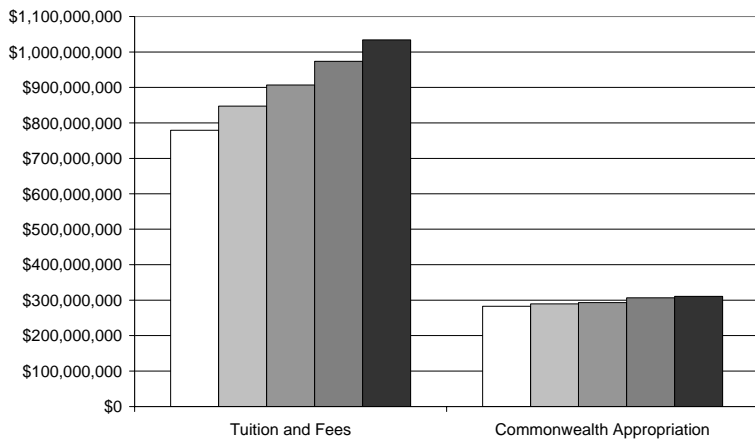


TUITION AND APPROPRIATION

General Funds Budget ⁽¹⁾

	Tuition and Fees		Commonwealth Appropriation	
	Amount	% of General Funds Income ⁽¹⁾	Amount	% of General Funds Income ⁽¹⁾
□ FY 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%
■ FY 2007-2008	\$1,034,115,000	71.6%	\$310,736,000	21.5%

⁽¹⁾ 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 2003-2004 ⁽¹⁾	FY 2004-2005 ⁽¹⁾	FY 2005-2006 ⁽¹⁾	FY 2006-2007 ⁽²⁾	FY 2007-2008 ⁽²⁾
Instruction	37.1%	36.7%	36.9%	37.1%	36.7%
Academic and Institutional Support ⁽³⁾	34.4%	34.6%	34.4%	34.5%	35.0%
Research	5.6%	5.6%	5.2%	5.0%	5.0%
Public Service	5.0%	4.9%	4.8%	4.9%	4.6%
Student Services	5.6%	5.5%	5.5%	5.5%	5.5%
Student Aid	2.4%	2.7%	2.7%	2.5%	2.6%
Physical Plant	9.9%	10.0%	10.5%	10.5%	10.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

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

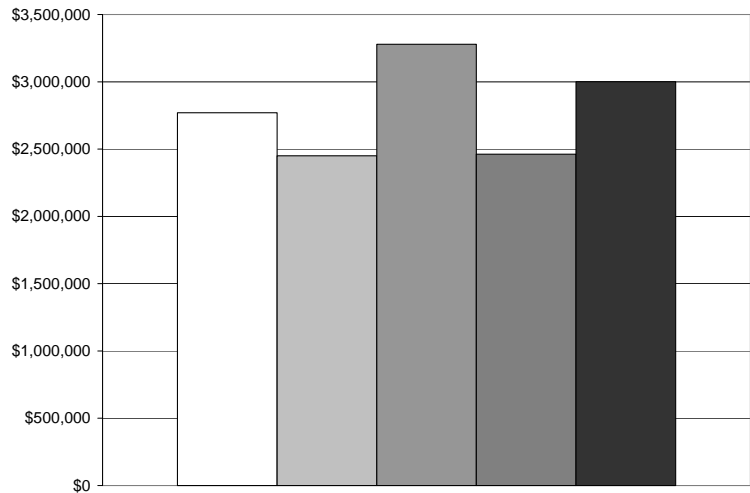
⁽²⁾ These figures exclude the College of Medicine and the Pennsylvania College of Technology.

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

INTELLECTUAL PROPERTY

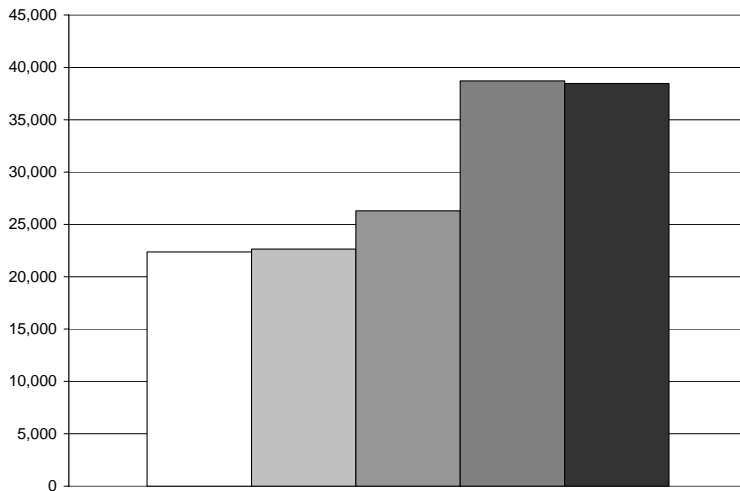
Licensing revenue

□	2003	\$2,770,307
■	2004	\$2,449,566
■	2005	\$3,278,609
■	2006	\$2,462,395
■	2007	\$3,000,760



PUBLIC SUPPORT FOR THE UNIVERSITY'S APPROPRIATION

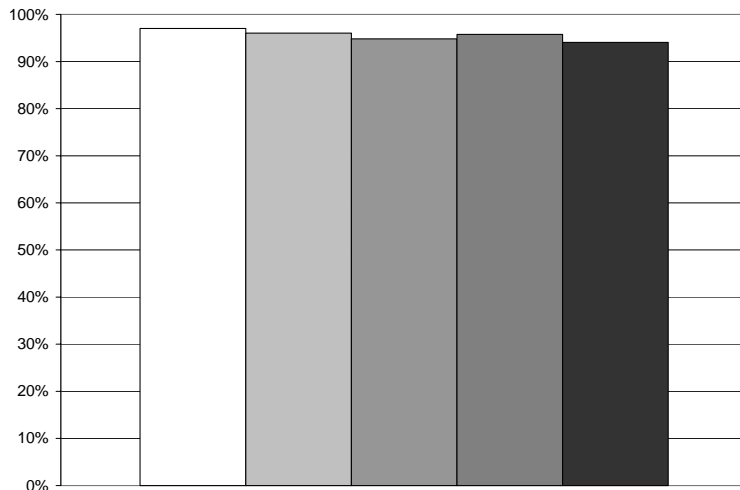
Number of subscribed members in the Grassroots Network ⁽¹⁾



	Number of subscribed members
December 2003	22,370
December 2004	22,640
December 2005	26,294
December 2006	38,714
December 2007	38,470

⁽¹⁾ 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 ⁽¹⁾ who are Penn State alumni



	Percent of subscribed members who are alumni
December 2003	97%
December 2004	96%
December 2005	95%
December 2006	96%
December 2007	94%

⁽¹⁾ 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 ⁽¹⁾		Recovered Indirect Costs	
	\$	% Change	\$	% Change
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%
FY 2006-2007	\$402,263,000	1.0%	\$109,300,000	3.4%

⁽¹⁾ Total restricted funds expenditures, excluding overhead.

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 tenth 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

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
University Budget Office

INSTITUTIONALLY FUNDED UNDERGRADUATE
STUDENT SUPPORT
Office of Student Aid

TOTAL UNDERGRADUATE STUDENT SUPPORT
Office of Student Aid

STUDENTS RECEIVING GRANTS AND
SCHOLARSHIPS
Office of Student Aid

ONLINE COURSES

WORLD CAMPUS
Outreach

RESIDENT INSTRUCTION
Information Technology Services

UNDERGRADUATE RESEARCH
Division of Student Affairs

CIVIC ENGAGEMENT
Division of Student Affairs

STUDENT-FACULTY INTERACTION
Division of Student Affairs

FIRST-YEAR EXPERIENCE OUTCOMES
Division of Student Affairs

FULL-TIME FACULTY FROM UNDER-REPRESENTED
GROUPS

PERCENT OF FULL-TIME FACULTY
Penn State Fact Book

TENURE SUCCESS RATES OF FACULTY BY
MINORITY STATUS AND GENDER
Office of Planning and Institutional Assessment

FULL-TIME EMPLOYEES FROM UNDER-
REPRESENTED GROUPS
Penn State Fact Book

STUDENTS FROM UNDER-REPRESENTED GROUPS
Penn State Fact Book

CIVILITY AND COMMUNITY
Division of Student Affairs

PARTICIPATION IN STUDY ABROAD, PUBLIC
SCHOLARSHIP, AND SERVICE LEARNING

PARTICIPATION IN STUDY ABROAD
International Programs

PARTICIPATION IN PUBLIC SCHOLARSHIP AND
SERVICE LEARNING
Undergraduate Education

DIVERSITY-RELATED COURSES
Undergraduate Education

RETENTION RATES
Penn State Fact Book

UNDER-ENROLLED DEGREE PROGRAMS
Undergraduate Education

TRANSITIONAL PROGRAMS AND ARTICULATION
AGREEMENTS

ENROLLMENT IN TRANSITIONAL PROGRAMS FOR
HIGH SCHOOL STUDENTS
Outreach

NUMBER OF COMMUNITY COLLEGES AND OTHER
ACCREDITED INSTITUTIONS WITH WHICH PENN
STATE HAS AN ARTICULATION AGREEMENT
Undergraduate Admissions

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

PENNSYLVANIA CITIZENS' PARTICIPATION WITH
PENN STATE
Outreach

POSTGRADUATION ACTIVITY
Career Services

ECONOMIC IMPACT
Outreach

K-12 PARTNERSHIPS
Outreach

"RETURN ON INVESTMENT" FOR OUTREACH
Outreach

DEVELOPMENT
Office of Development and Alumni Relations

ENDOWMENT

ENDOWMENT
Office of Investment Management

ENDOWMENT INCOME
Office of the Corporate Controller

TUITION AND APPROPRIATION
Penn State Fact Book

ALLOCATION OF GENERAL FUNDS BUDGET
Penn State Fact Book

INTELLECTUAL PROPERTY
Office of the Senior Vice President for Research

PUBLIC SUPPORT FOR THE UNIVERSITY'S
APPROPRIATION
Alumni Association

COST RECOVERY FOR RESEARCH GRANTS AND
CONTRACTS
Office of the Senior Vice President for Research

THIS PUBLICATION IS AVAILABLE IN ALTERNATIVE MEDIA ON REQUEST

The Pennsylvania State University is committed to the policy that all persons shall have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities. It is the policy of the University to maintain an academic and work environment free of discrimination, including harassment. The Pennsylvania State University prohibits discrimination and harassment against any person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation, or veteran status. Discrimination or harassment against faculty, staff, or students will not be tolerated at The Pennsylvania State University. Direct all inquiries regarding the nondiscrimination policy to the Vice Provost for Affirmative Action, The Pennsylvania State University, 328 Boucke Building, University Park, PA 16802-5901; Tel 814-865-4700/V, 814-863-1150/TTY.

Produced by the Penn State Office of Planning and Institutional Assessment U.Ed. OPR 08-06
2008-05-16 15:16:27