
Fulfilling the Promise

THE PENN STATE STRATEGIC PLAN

2006–07 through 2008–09

Progress Report 2006–07

PENNSTATE



FULFILLING THE PROMISE to be the nation's finest university in the integration of teaching, research, and service requires a commitment to excellence, innovation, and students.

Progress toward the strategic planning goals is important to the University. This progress report shares some telling stories and examples of how Penn State is achieving its goals and making a difference.

Penn State's strategic goals reflect commitment to high-quality programs to improve the lives of people across Pennsylvania, the nation, and the world.





GOAL 1

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

Penn State has pursued research activities and scholarly initiatives to enhance academic excellence.

Research at Penn State has led to improved information for emergency responders, enhanced understanding of childhood obesity, and new theories on the evolution of life.

- Total research expenditures at Penn State have grown from \$607 million in fiscal year 2003–04 to \$657 million in fiscal year 2005–06.
- The number of awards has increased from 4,238 to 4,589 during the same time.

Penn State ranks first among all U.S. universities and colleges in defense grants and contracts, first among all public universities in industry-sponsored research and development (R&D), and eleventh overall in total R&D expenditures.

High-quality research is also achieved through interdisciplinary consortia. Research

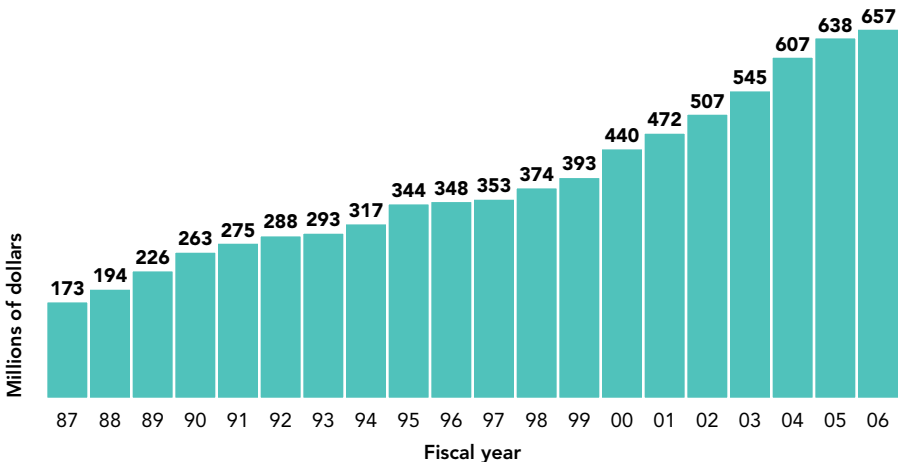
expenditures in the five multidisciplinary strategic research initiatives grew from \$246 million to \$271 million over the three-year period, and more faculty than ever are involved in multidisciplinary research projects.

The proposed School of International Affairs is the latest in a host of international initiatives under President Spanier’s leadership, which also include expanded curricular and study abroad opportunities, an increased presence of international students and scholars, and enhanced collaborations between Penn State and key universities in other countries.

The school will offer a professional master’s degree program in International Affairs with several specialty concentrations, and will be housed administratively within Penn State’s Dickinson School of Law. Like the Law School, the new school emphasizes the practical application of knowledge for solving complex social problems and the importance of high ethical standards in a variety of challenging situations.

The School of International Affairs will begin admitting students in fall 2008.

Total Research Expenditures, 1987–2006



GOAL 2

Enrich the educational experience of all Penn State students by becoming a more student-centered university.

Penn State has moved forward in assessment of learning outcomes, innovative use of technology, and enhancement of co-curricular learning to enrich students' lives.

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 “The fundamental purpose of assessment is to enhance the quality of our educational programs. The learning dimension of student centeredness is the focus of the assessment plan and is driven by a desire to produce educated and productive graduates of the University who contribute to their communities.”

—The Pennsylvania State University Assessment Plan for Student Learning

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 Making a difference through assessment of student learning outcomes has been a high priority for Penn State. Under the Office of Undergraduate Education, the Coordinating Committee on University Assessment developed Penn State’s Assessment Plan for Student Learning.

The plan provides goals through 2010 for assessment at the institutional level and in general education, co-curricular activities, academic programs, and individual courses.

As part of the University’s efforts to build, share, and maintain effective practices to assess student learning, various teams have developed workshops, databases, and venues for discussion. The Assessment Academy (developed by the Schreyer Institute for Teaching Excellence), the Office of Planning and Institutional Assessment, and many others promote the culture of assessment.

Developing students both within and outside the classroom is a goal of Penn State’s co-curricular learning initiative.

The co-curriculum includes formal and informal out-of-class learning opportunities, such as:

- involvement with clubs and organizations, workshops, internships, and co-ops;
- interactions with faculty and other students;
- cultural events;
- study abroad.

The Office of Student Affairs has created pilot certificate programs in Career Planning and Multicultural Competency, and is anticipating certificates in Health and Wellness, Leadership, Peer Education, and Service Learning. Through the co-curriculum, students acquire knowledge, learn life skills, develop their personal integrity, and become better leaders.



“Although a university’s national reputation is substantially based on the research productivity and stature of its faculty, we must never forget that our University exists first and foremost to provide an advanced education to our students. I truly believe students must be our top priority, and this is why Penn State must be a model of a student-centered university. As a learning community, we must put our students and their development at the heart of what we do.”

—President Graham Spanier
 2002 State of the University address

GOAL 3

Create a more inclusive, civil, and diverse university learning community.

Penn State remains committed to providing a welcoming campus climate and to promoting access and success for students, staff, and faculty.

“Many of our students are economically disadvantaged and many are first-generation college students, but they all share one trait: a belief in the power of a Penn State education to transform their lives, their families, and their communities.”

—The Honorable Cynthia A. Baldwin
Chair, Board of Trustees, 2004–06

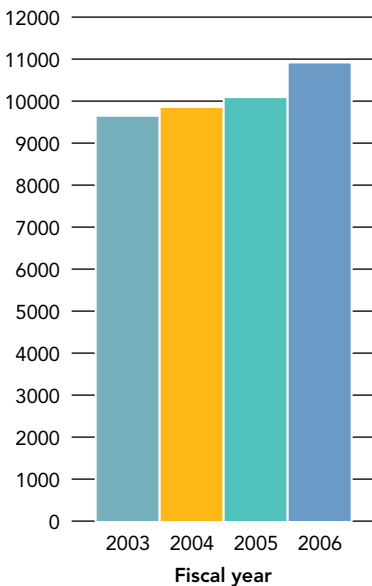
Penn State has increasingly supported access to opportunity and enhancement of diversity while maintaining academic excellence and striving for equity for all Penn State students and other members of the Penn State community.

The number of minority students enrolled at the University rose by 12.9 percent between fall 2003 and fall 2006, and minority faculty grew by 10.2 percent during this same time. Multiculturalism is also a part of this. More than 1,119 diversity-related courses were offered across the University in fall 2006. Penn State has more than thirty special diversity-related programs, centers, and services to help facilitate diversity efforts.

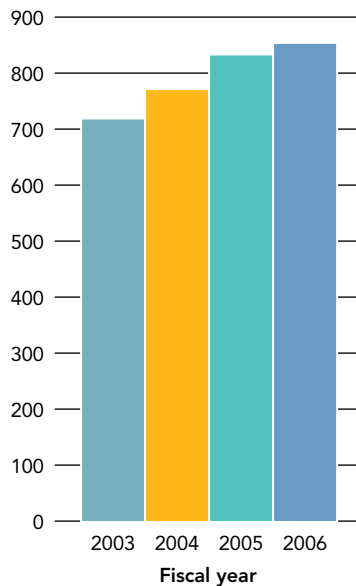
As part of the effort to increase educational equity, a new emphasis on attracting and retaining lower-income students has been made.

The Penn State Trustee Matching Scholarship Program provides scholarships to low-income students, many of whom are first-generation students. Since 2002, 270 Trustee Scholarships have been created. In 2005–06, Trustee Scholarships benefited 4,100 qualified undergraduate students.

Minority Students



Minority Faculty



GOAL 4

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

Penn State recognizes the value of continually improving programs and resources.

Through its ongoing work to continually enhance the alignment of programs with available resources, from 1992–93 through 2006–07 Penn State achieved budget reductions and reallocations totaling nearly \$147 million.

During that period, the Board of Trustees approved 103 academic program eliminations or mergers. From 2004 to 2007, the University discontinued twenty-three graduate degree programs and dropped nine baccalaureate majors or major options.

Penn State has ninety-one articulation agreements with fifty-five institutions, including all fourteen of the state’s community colleges and ten of the fourteen State System of Higher Education institutions, thus easing the transition for students who wish to transfer to Penn State.



GOAL 5

Serve society through teaching, research and creative activity, and service.

Penn State significantly impacts the state, the nation, and the world through its research, service, and online teaching.

As the single largest contributor to Pennsylvania’s economy, Penn State generates about 2 percent of the state’s overall business volume, or about \$1 of every \$50 in the state’s economy. Our economic impact was estimated at \$6.14 billion annually in 2004, and is expected to rise to \$7.4 billion by 2008.

Since 1892, when it founded one of the nation’s first correspondence study programs, Penn State has been a pioneer in distance education.

With the launch of the World Campus (Penn State’s twenty-fifth campus) in 1998, the University reaffirmed its commitment to providing educational access to learners

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“The World Campus Student Fund was born in May 2004 out of the frustration of seeing distance education students struggling to pay for their courses. It is entirely supported by World Campus faculty and staff. To date, more than \$10,000 in scholarships has been awarded to deserving students. The World Campus Student Fund is run by a dedicated group of volunteers. To the Kentucky student who lost his job and thought he would have to drop out, to the single Pennsylvania mother with small children who thought finishing her degree was beyond her means, and to the disabled student in rural Maine who thought she could never earn a college degree, the World Campus Student Fund has made all the difference.”

—Jane Ireland
Lead counselor, Student Services,
University Outreach

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Agricultural research at Penn State brings \$84.2 million into the state each year. Extension offices serve each of Pennsylvania's sixty-seven counties, with more than 250 active agriculture research projects and numerous centers serving residents, businesses, and industry.

Tourism from Penn State generates \$23 billion annually and attracts 875,000 visitors.

around the world. In academic year 2005–06, the World Campus had grown to 25,454 credit and noncredit enrollments and offered more than fifty graduate and undergraduate programs to students worldwide.

Penn State, the Penn State Milton S. Hershey Medical Center, and Highmark Inc. will collaborate over the next ten years to develop community health initiatives, includ-

ing the study and enhancement of wellness and prevention programs, that are designed to benefit the overall health of the region.

Highmark will invest \$10 million for clinical research for diseases such as cancer and \$20 million for a new state-of-the-art children's hospital.



The proposed Children's Hospital at the Penn State Milton S. Hershey Medical Center.

GOAL 6

Develop new sources of nontuition income and reduce costs through improved efficiencies.

Penn State has been a responsible steward of both fiscal and environmental resources.

In 2003, Penn State launched a program to encourage employees to submit cost-savings suggestions. To date, more than 315 suggestions have been received. Many have been successfully implemented for a variety of functions, including e-procurement, copier management, computer bulk buying, reverse auction purchasing, and energy procurement. Annual savings from these strategic cost-savings or cost-avoidance initiatives are currently estimated at almost \$14 million per year.

Using technology effectively to reduce costs, Penn State has improved processes for students, faculty, and staff.

- In fall 2006, electronic bills (eBills) replaced all paper bills for student Bursar accounts. With eChecks, students can pay bills by electronic transfer of funds from a bank account.
- Penn State was the first institution to have students electronically sign Perkins promissory notes. In 2006, 98 percent of students signed their notes electronically.
- The eBuy program enables online catalog ordering and results in lower costs due to greater operating efficiencies and volume discounts.

In support of the University's commitment to environmental stewardship, sustainability initiatives have risen to the forefront.

Starting in 2004, Penn State policy required all new or renovated buildings to be certified as high-performance green buildings. Putting Penn State research into practice, University research units will work on new technologies for alternative energy uses and sources. The University has set a target year of 2012 to reduce energy usage by 29.5 percent and emissions by 17.5 percent.

The University endowment grew from \$965.5 million at the end of fiscal year 2002–03 to \$1.4 billion at the end of fiscal year 2005–06.

Fiscal years 2004–05 and 2005–06 each saw more than 132,000 alumni and others making gifts to Penn State, the most donors in the University's history.



The University continues to expand its bicycle storage facilities and bike path system and, through a partnership with surrounding communities, has developed a network of bike paths that encourage the use of bicycles for both recreation and commuting. Penn State has been recognized by the U.S. Environmental Protection Agency as a **“Best Workplace for Commuters.”**

For more information, contact: Office of Planning and Institutional Assessment,
The Pennsylvania State University, 502 Rider Building II, University Park, PA 16802,
www.psu.edu/president/pia

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