



SPECIAL INFORMATIONAL REPORT

University Strategic Planning Council Update


At the October 21, 2008, Faculty Senate Meeting, Dr. Rodney A. Erickson, Executive Vice President and Provost, briefly discussed the background and status of the University Strategic Planning Council (USPC). The USPC was charged to develop a plan to guide Penn State for the next five years and beyond and to identify the strategies we need to move forward. Seven task forces have addressed key issues and made recommendations to the USPC. In this report, Provost Erickson will outline the goals and strategies the USPC has included in the draft University-wide strategic plan and the timeline for reviewing and launching the new plan.



Priorities for Excellence

The Penn State Strategic Plan 2009-10 through 2013-14

*University Faculty Senate
January 27, 2009*



University Strategic Planning Council Members, pg. 1

Rod Erickson, Chair
Michael Adewumi, Vice Provost for International Programs
Dan Alexander, Undergraduate student, Arch. Engineering
Marianne Alexander, Board of Trustees
Ingrid Blood, Professor of Comm. Sciences and Disorders, Chair of University Faculty Senate
James Broadhurst, Board of Trustees
Melanie Doebler, Penn State Public Broadcasting
Yvonne Gaudelius, Assistant Vice President and Assoc. Dean for Undergraduate Education
Lynda Goldstein, Associate Professor, English and Women's Studies, Penn State Wilkes-Barre
Kevin Grigsby, Penn State College of Medicine and Hershey Medical Center
Dan Hagen, Professor of Animal Science, College of Agricultural Sciences

University Strategic Planning Council Members, pg. 2



Sam Hayes, Jr., Board of Trustees

Don Heller, Director, Center for the Study of Higher Education, Professor of Education

Al Horvath, Vice President for Finance and Business

Dan Larson, Dean, Eberly College of Science

Anita McDonald, Chancellor, Penn State DuBois

Eva Pell, Senior VP for Research and Dean of the Graduate School

Steve Peterson, Professor of Politics and Public Affairs, Penn State Harrisburg

Victoria Sanchez, Assistant Vice Provost for Educational Equity

Karen Thole, Professor and Dept. Head, Mechanical and Nuclear Engineering, College of Engineering

Gene Tyworth, Dept. Chair and Professor of Supply Chain Management, Smeal College of Business

University Strategic Planning Council Charge



Think strategically

Seek input from others

What do we hope to accomplish in 5 years?

What strategies do we need to achieve our goals?

Where should Penn State be in 10 to 20 years?

Vision



Penn State will be a global university, committed to excellence, with a passion for creating knowledge and educating students to be leaders for a better tomorrow.

Our Mission

(it's important to review periodically)



- A multi-campus research university focused on education that improves lives
- Integrated programs of teaching, research, and service
- A land-grant university that provides access, service, and engagement

Our Values

(they're fundamental to what we do)



- We believe in Education as a transformative process
- We want to create the best educational environment
- We affirm the value of the individual and the collective
- We use our resources efficiently and sustainably
- We recognize tradition, but embrace innovation and change

Key Elements for Planning and Implementation



Vision

Mission

Values



Goals

Strategies

Actions

Leadership

The Recurring Theme



Priorities for Excellence

Task Forces



- Achieving Academic Excellence
- Ensuring Student Success
- Land Grant Mission
- Campus Missions
- Internationalizing Penn State
- Information Resources, Technologies and Services
- Resource Management and Revenue Enhancement

Unit Plans



- Contain common themes (sustainability, energy, entrepreneurship, STEM, internationalization, health, medical breakthroughs)
- Emphasis on increasing online presence, learning assessment, undergraduate research, graduate education and graduate student support, student recruitment

Projected Timeline



- Produce draft University-wide strategic plan by mid-January 2009
- Receive feedback from stakeholders – Spring 2009
- Finalize plan
- Adoption by Board of Trustees
- Launch new strategic plan – 2009-2010 academic year

Goal 1: Enhance Student Success



Strategies

- Focus on learning assessment
- Improve advising and key transition experiences
- Create more opportunities for engagement

Goal 2: Advance Academic Excellence



Strategies

- Program consolidation through rigorous academic and administrative program review
- Investments in emerging, interdisciplinary, and important fields
- Cluster hiring
- Enhance the College of Medicine's presence at University Park
- Build endowments for faculty and graduate student support

Goal 3: Making Penn State a Global University



Strategies

- Build UOIP as locus of international strategy
- Focus on partnerships
- Expand study abroad
- Infuse the curriculum with more international content
- Recruit additional international students

Goal 4: Maintain Access and Enhance Diversity



Strategies

- Promote 2+2 model, and expand tuition differentials
- Evaluate student housing options at some campuses
- Allocate additional funds for need-based student aid
- Invest in *For the Future: The Campaign for Penn State Students*
- Build on the *Framework to Foster Diversity*

Goal 5: Serve the People of the Commonwealth and Beyond



Strategies

- Promote Commonwealth Campuses as key delivery nodes
- Share programs, faculty, and facilities among campuses
- Expand programming for non-traditional students
- Deliver more programming via technology/media
- A more entrepreneurial approach to service delivery
- Re-mission some campuses, if necessary

Goal 6: Make Greater Use of Technology



Strategies

- Expand the World Campus and other online offerings
- Invest in robust and flexible IT systems
- Support open source and shared digital resources
- Rebalance centralized/dispersed facilities/services
- Protect the security and integrity of the IT system

Goal 7: Control Costs to Maintain Affordability and Better Utilize Resources



Strategies

- Require transparent workload policies
- Reduce under-enrolled sections
- Improve scheduling and facilities sharing
- An “investment model” for funding new initiatives
- Expand incentives for innovation in delivery/programming

Goal 7: Control Costs to Maintain Affordability and Better Utilize Resources (continued)



Strategies

- Differential recycling and expanded base
- Cap central allocations for Outreach
- Reduce the rate of increase of health care costs
- Develop a “total compensation framework” for positions
- Embrace sustainability

Next Steps . . .



- First draft feedback from limited distribution to key internal stakeholders
- Revisions to draft
- Wider distribution for further comment
- Revisions to draft
- Public presentation, discussion, approval at May (or July) Board meeting