

FINAL DRAFT

April 2007

For the Future

The Campaign for Penn State Students

PENNSTATE



A CASE PROSPECTUS

Penn State Alma Mater

By Fred Lewis Pattee

*For the glory of old State,
For her founders strong and great,
For the future that we wait,
Raise the song, raise the song.
Sing our love and loyalty,
Sing our hopes that, bright and free,
Rest, O Mother dear, with thee,
All with thee, all with thee.
When we stood at childhood's gate,
Shapeless in the hands of fate,
Thou didst mold us, dear old State,
Dear old State, dear old State.
May no act of ours bring shame
To one heart that loves thy name,
May our lives but swell thy fame,
Dear old State, dear old State.*

The current version of this document is intended as a discussion draft for internal use by Penn State and for review by key external stakeholders. In its final form, it will provide the basis for a comprehensive campaign marketing plan and for case statements specific to each college and unit as well as guides for gift planning and establishing endowments; multimedia presentations about Penn State's students, faculty, and programs; and other materials.

“Every day, I hear from Penn State graduates who tell me that the University has changed their lives. That’s the real measure of our success—the gratitude of our alumni for what they’ve achieved thanks to their Penn State education. We must ensure that future generations of Penn Staters have the same opportunity to develop their full potential as students and to make the world better as citizens. With the help of our alumni and friends, Penn State will be the nation’s most comprehensive student-centered research university.”

—President Graham B. Spanier

“For the Glory of Old State...”

The lyrics of the Penn State Alma Mater reach across the generations, forming a bond of loyalty and pride. Each year, as graduating students join the ranks of nearly 500,000 living Penn State alumni, they have not only earned a degree whose value is recognized around the world; they have also become part of traditions that began to evolve more than 150 years ago. Penn State’s founders were in the forefront of the American land-grant movement, which revolutionized higher education by establishing colleges and universities that would provide a new kind of higher learning for students from all classes of society. Today, Penn State is still educating students from every background, and our alumni are transforming every sector of twenty-first-century life.

Penn State and our graduates share enduring values: a belief in the power of education, a commitment to helping others, and a sense of responsibility to the larger world. Those values have touched even those who have never enrolled in a Penn State course. Through outreach, research, cultural events, intercollegiate athletics, publications, and other programs, the University has improved the lives of countless citizens of the Commonwealth and beyond. In fact, *Washington Monthly* has ranked Penn State third among all American universities and colleges for fostering social mobility, public service, and economic growth.

Over the past century and a half, Penn State has grown to twenty-four campuses throughout the Commonwealth, and we have become one of the most comprehensive

institutions in the country, offering nearly every field of study in higher education. Our core mission remains the same, however: providing an excellent and affordable education for undergraduates. For the sake of the students and families who have placed their confidence in this institution, the University's trustees, faculty, administrators, and staff are committed to strengthening the qualities that make Penn State a student-centered university:

- Providing access so that no qualified student is turned away or must drop out because of the cost
- Fostering excellence in teaching and learning, both inside and outside the classroom
- Building a sense of community that invites student engagement
- Preparing students to be effective, ethical leaders and active citizens in a global society

To fulfill our promise to Penn State students and build upon the tradition of excellence that has defined our University, we ask you to join us in the most ambitious fundraising campaign in Penn State's history. Over the next seven and a half years, University and volunteer leaders will join forces to raise private support for six initiatives with the power to transform our institution:

Ensuring Student Opportunity

Students with the ability and ambition to attend the University will have this opportunity through scholarship support.

Enhancing Honors Education

Students of exceptional ability will experience the best honors education in the nation.

Enriching the Student Experience

Students will thrive in a stimulating atmosphere that fosters global involvement, community service, creative expression, and personal growth.

Building Faculty Strength and Capacity

Students will study with the finest teachers and researchers.

Fostering Discovery and Creativity

Students and faculty members will come together within and across disciplines to pioneer new frontiers of knowledge.

Sustaining a Tradition of Quality

Students will continue to work and study with faculty whose scholarship is enhanced by continuing philanthropic support.

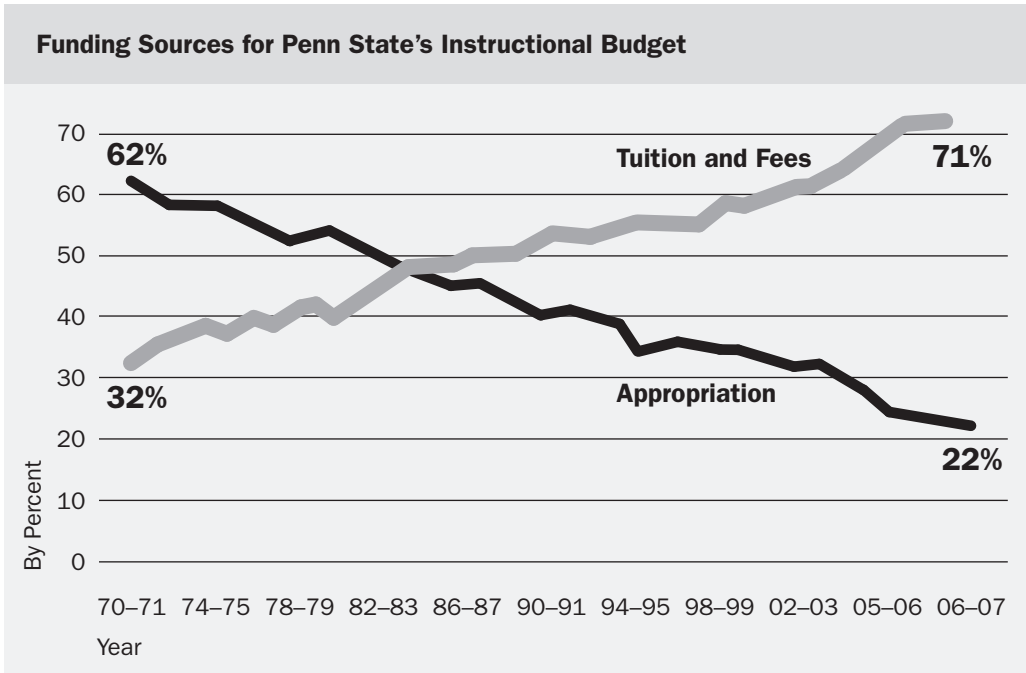
Keeping a Penn State education affordable for families of modest means by increasing scholarship support is the campaign's top priority. At its heart, this is a campaign for Penn State students—to enable the next generation, and all the succeeding generations, of our graduates to realize their full potential as individuals to sustain their families, advance their professions, and contribute to our country's strength. It is also a campaign to enable Penn State to realize its full potential as an institution to create prosperity, keep our nation competitive, and enhance quality of life. With an unprecedented goal and an unprecedented scope, this historic fundraising effort is a campaign *For the Future*.

“For Her Founders...”

Philanthropy is, literally, the ground on which Penn State has grown and thrived. In 1855, the Pennsylvania legislature chartered the Farmers’ High School, which eventually grew into The Pennsylvania State University. The school could not have been built, however, if Centre County businessman James Irvin had not donated 200 acres for its campus. As the institution became an important part of public life, alumni and friends recognized its worth and provided buildings, scholarships, and other assets that the Commonwealth could not. In 1963, a \$50 million gift from the M.S. Hershey Foundation—the largest single gift in Penn State’s history—allowed the University to establish a medical school and hospital, and today Penn State Milton S. Hershey Medical Center allows the citizens of central Pennsylvania to receive world-class health care close to home. Philanthropy gave Penn State the power to extend our mission of service—and private giving has also enabled the University to thrive in a changing economic climate.

In the 1970s, a trend toward privatization began to sweep across public higher education, and the impact has been especially profound at Penn State. Only 10 percent of Penn State’s total budget comes from state appropriation. As shown in the graph on the next page, state appropriations and tuition have reversed positions in the share of Penn State’s instructional budget each supports. In 1970–71, the state appropriation covered 62 percent of the instructional budget; in 2006–07, the appropriation provided just 22 percent of the instructional budget. Moreover, we are last among Big Ten institutions in the level of state appropriation received per student. On average, our peers receive more than twice as much per student as Penn State.

As state support began to cover less and less of Penn State’s operating budget, the University had to turn to tuition to fund an increasing portion of educational costs. Our trustees and leadership were determined, however, that neither students nor the institution should limit their ambitions. With support from alumni and friends, Penn State could remain affordable for families while still fulfilling its mission of teaching, research, and service.



In 1984, the University’s Board of Trustees announced that the *Campaign for Penn State* would raise the then-audacious sum of \$200 million. In 1990, the campaign ended with \$352 million in gifts and pledges. Leadership gifts from the Smeal and Eberly families set a new standard for private giving and inspired other Penn Staters to dream big for their alma mater. In 1996, new Penn State President Graham Spanier announced a new campaign, aptly titled *A Grand Destiny*. With an initial public goal of \$1 billion—at the time, an amount that only sixteen other institutions, public or private, had dared to attempt—*A Grand Destiny* went on to secure nearly \$1.4 billion over the course of seven years. A landmark gift of \$30 million from the Schreyer family to create Penn State’s honors college provided a catalyst for other donors, and the campaign provided resources that have helped at least thirty academic programs to achieve or maintain a ranking among the top ten nationally.

Philanthropy has become essential to Penn State’s fulfillment of its mission to educate and serve in an increasingly competitive academic marketplace. As tuition comes to represent an increasingly significant investment in their children’s future, families are evaluating institutions on the economic value of their degrees as well as educational excellence, and students are seeking experiences that will prepare them for success in cutting-edge fields and a global economy. Universities and colleges are competing to provide not just the best classroom education but also the most stimulating and supportive environment for students.

Penn State’s entry into the Big Ten in 1990 heralded a new era; not only did the public see our student-athletes go up against the nation’s best teams, but our academic programs were placed against a new, higher standard for comparison. The Big Ten is considered by many to be the nation’s premier academic conference, and the competition for students and faculty is great. Philanthropy has helped Penn State keep pace with changes in the educational economy, but our financial resources still lag behind those of our peer institutions.

As the chart below indicates, major campaigns have proven to be the best way to increase private support. Over the past two decades, the duration of higher education campaigns has grown longer, and the interval between campaigns has grown shorter. Currently, thirty-one universities are conducting campaigns of \$1 billion or more. Within the Big Ten alone, seven out of eleven institutions are currently conducting major campaigns. The success of these fundraising initiatives could widen the financial gap between Penn State and our peers. In this highly competitive arena, Coach Joe Paterno’s words ring true: “If you’re not getting better, you’re getting worse.”

Voluntary Support—Penn State Rankings within the Big Ten		
	Before <i>Grand Destiny</i> 1996	After <i>Grand Destiny</i> 2003
Total Voluntary Support	9	6
Gift Receipts from Alumni	6	3
Gift Receipts from Friends	7	1
Gift Receipts from Corporations	8	5
Bequests	9	1
Number of Alumni Donors	1	1
Endowment Market Value	9	5

To assure our position as the most comprehensive, student-centered research university in the country, Penn State’s alumni and friends must come together again for a campaign that surpasses our past efforts in the ambition of not only its goal, but also its vision. The Pennsylvania State University Board of Trustees invites you to join in securing gifts and grants over the next seven and a half years. Less than 3 percent of our goal is targeted for bricks-and-mortar projects. Instead, almost all funds raised will support educational opportunities and programs for our students, and our most important focus is increasing the number of scholarships we offer. These funds will directly impact the ability of students to attend Penn State. Approximately 50 percent of the goal is devoted to endowment—the single most important financial resource that distinguishes America’s best universities.

The chart below shows how Penn State’s next campaign can allow us to build on our past fundraising success and aspire to greater strength as an institution by 2015. *For the Future* will be a fundraising achievement that sets a new standard for Penn State philanthropy and changes the lives of students for generations to come.

Impact of Past Two Campaigns and Goals by Completion of <i>For the Future</i>				
	1984 (Prior to <i>Campaign for</i> <i>Penn State</i>)	2003 (After <i>Grand</i> <i>Destiny</i> campaign)	Percent Increase from 1984 to 2003	Goal for 2015
Endowment Market Value	\$58,600,000	\$965,500,000	1548%	\$2,700,000,000
Total Voluntary Support	\$24,166,219	\$181,314,385	650%	\$220,000,000
Undergraduate Scholarship Endowments	297	2154	625%	4,500
Students Receiving Private Scholarship Support	NA	13,235	NA	19,300
Faculty Endowments	17	279	1541%	475
Total Alumni Donors	44,237	76,566	73%	105,000

“For the Future...”

After more than a year of study and careful planning, the University’s leaders have identified six objectives to realize a vision:

Advancing the frontiers of learning at the most comprehensive, student-centered research university in America.

Ensuring Student Opportunity

Students with the ability and ambition to attend the University will have this opportunity through scholarship support.

At the center of the *For the Future* campaign is Penn State’s commitment to increasing the funds available each year for student support. Scholarships are our top priority; nothing else we do to improve the quality of a Penn State education will matter if we do not ensure that students and families can continue to afford the opportunities we offer.

Over the last 150 years, we have provided hundreds of thousands of young men and women with the knowledge and skills to change not only their own destinies, but also those of their families, their communities, and the larger world. From the very beginning, Penn State has represented new possibilities for students of modest means, and we are still creating opportunity today. More than 26 percent of University Park undergraduates and 44 percent of undergraduates at our other campuses are among the first generation in their family to attend college. Our twenty-four campuses allow students at every stage of life, from recent high school graduates to working parents to seniors returning to the classroom, access to educational opportunities within their own regions.

Every year, however, we lose talented, dedicated students who can’t afford the cost of a Penn State education. Many work multiple jobs while carrying a full course load, and yet students are graduating with an average personal debt of \$23,500. These financial realities are restricting the dreams of far too many students and families. There are profound consequences for our nation as well. A recent report published by Jobs for the Future, a Boston-based research organization, states that unless higher education

is made more affordable, the United States will have 15.6 million fewer bachelor's- and associate-degree holders than it needs to keep up globally with its top economic competitors by 2025.

Scholarships are the best way to keep a Penn State education within reach for students whose financial resources may be limited, but whose potential is limitless. During the last campaign, Penn State more than doubled the number of students receiving scholarship support, from 5,600 to 13,235. Despite the great progress that has been made, only 20 percent of our undergraduate students receive a privately funded academic scholarship, and the average award is just over \$2,000. This campaign seeks to increase by nearly 50 percent the number of students receiving privately funded scholarships. Although more than 50,000 Penn State students received some form of financial aid in 2005, most was in the form of loans. Even a partial-tuition scholarship can make the difference for students in deciding whether to pursue or continue their education.

Securing more scholarship endowment has remained a high University priority since the conclusion of the *Grand Destiny* campaign. For example, the Trustee Matching Scholarship Program, which was introduced in 2002, continues to seek endowment gifts for need-based scholarships. The program matches the payout of the scholarship endowment funded by donors with University funds, thereby doubling the amount of scholarship funds available to students.

Through the campaign, our University seeks to create many more opportunities by:

- Ensuring continued access to higher education for students with limited means by increasing by 50 percent the number of Penn State students receiving scholarship support
- Establishing more merit-based scholarships to allow Penn State to compete with peer institutions for exceptionally talented applicants
- Providing stipends for students who otherwise could not afford to take advantage of internships, field research, study abroad, and student leadership opportunities

Enhancing Honors Education

Students of exceptional ability will experience the best honors education in the nation.

In 1997, William A. and Joan L. Schreyer made an extraordinary investment in Penn State's best and brightest students and in the future of the University itself. With a \$30 million gift, they transformed Penn State's existing University Scholars Program into the Schreyer Honors College. Offering smaller classes, enhanced internship and study abroad options, one-on-one research and thesis work with tenured faculty members, and a living-learning environment that created a synergy among these opportunities, the Schreyer Honors College reinvented honors education at universities nationwide.

All of Penn State has benefited from this transformation of our honors program. Today, the Schreyer Honors College enrolls 1,800 extraordinary undergraduates. These students raise the level and standards for all undergraduates, serving as leaders in the University's classrooms, laboratories, organizations, and extracurricular activities. Since 1997, Schreyer Scholars have earned 140 of the nation's most prestigious fellowships and awards, including 41 Fulbright awards, 30 Goldwater scholarships, and 44 National Science Foundation graduate fellowships, as well as a Churchill and a Rhodes scholarship. All of our University's colleges and schools have developed honors courses, which in turn have served as models for new courses and teaching techniques now employed across the University. The opportunity to work with some of the brightest students in the country has helped Penn State recruit top candidates to its faculty, and both the Schreyer Honors College and the University as a whole have benefited. The achievements of our honors students and the creation of innovative new educational models have enhanced Penn State's academic reputation and drawn national attention to the Schreyer Honors College.

Honors programs at other universities have adopted the Schreyer Honors College model and created parallel opportunities. An increasing number of institutions also have committed funds to merit-based financial aid. Today's top high school seniors often receive multiple offers of full-ride scholarships, and Penn State's \$3,500 Academic

Excellence Scholarships are at a disadvantage against such offers. The Schreyer Honors College competes directly with institutions such as Cornell University, Princeton University, the University of Pennsylvania, M.I.T., Notre Dame, and Carnegie Mellon for the same applicants, and merit-based aid can determine which school these students choose. To continue to attract the nation's top undergraduates, we must increase the scholarship support available for our brightest applicants while at the same time striving to keep our program and offerings at the cutting edge of honors education. The *For the Future* campaign seeks support to:

- Offer more competitive scholarships and increase the quality and quantity of international study experiences
- Provide funds to assist faculty in the colleges and schools in developing more honors courses, student research opportunities, and accelerated degree programs
- Fund student research grants and summer research stipends, summer internships, and the costs of pursuing thesis research (such as laboratory supplies and travel)
- Develop curricular models and initiatives to enhance academic offerings for students across the University as well as for Schreyer Scholars

Enriching the Student Experience

Students will thrive in a stimulating atmosphere that fosters global involvement, community service, creative expression, and personal growth.

Undergraduates are the center of the Penn State community, and they are also its strength. Through involvement with extracurricular groups, intramural and intercollegiate athletics, and other organizations, Penn State students create a vibrant campus environment that reinforces and complements the classroom experience. They also learn the importance of responsibility, community, and integrity—values that connect them with generations of alumni. More than 75 percent of students participate in at least one of the University's nearly 700 student organizations. Penn State has one of the largest Greek systems in the nation, with 85 registered chapters and 4,000 active mem-

bers. Each year, more than 800 Penn State students participate in 29 NCAA Division I sports, and more than 24,000 students participate on our club sports and intramurals teams. Sixteen Penn State campuses are members of the Penn State University Athletic Conference (PSUAC), through which nearly 1,400 students participate in ten varsity sports. Penn State's athletic success is a focus for student and alumni pride, and our student-athletes represent Penn State to fans across the country.

The impact of student engagement can be felt beyond our campuses. The Penn State Dance Marathon (Thon) is the largest student-run charity in the nation, raising some \$5.2 million this year to fight children's cancer. Medical students provide free health care for the homeless in Harrisburg and raise donations to pay for supplies. Through a new public scholarship program, undergraduates have worked to combat urban poverty and HIV/AIDS, supported small business owners, and studied the Susquehanna watershed. Many student endeavors, from the outstanding performances of our Musical Theatre students to the service projects of our student organizations, have built positive awareness of the University and its programs.

Penn Staters continue to be leaders long after graduation, and they are increasingly defining their community in global terms. More and more students are spending time abroad, taking internships with international companies, and working to overcome economic and social challenges in other countries. As they graduate, they are putting their Penn State educations to work in professions that bridge national boundaries, and they are serving as ambassadors for the University to the world.

Penn State's Division of Student Affairs has developed an ambitious set of goals for student engagement, leadership training, and community service. Working in partnership with other units, Student Affairs is committed to enhancing student health and wellness, encouraging undergraduates to take an active role in campus life, and creating a supportive environment for Penn State's increasingly diverse student body. Targeted initiatives in career counseling, ethics, and Greek life also have the potential to make Penn State one of the nation's most exciting places to be an undergraduate.

To help our students become even stronger leaders and global citizens, the University, our campuses, and our colleges have set campaign objectives to:

- Prepare students for global citizenship by introducing new courses and expanding internship opportunities
- Provide leadership training for student organization officers and student training on wellness, safety, diversity, and other important topics
- Integrate study abroad, course-related travel, and overseas research opportunities with curricular offerings and initiatives, to create meaningful connections between a student’s course of study at Penn State and international experiences
- Award grants to students for service learning and public scholarship (community projects that incorporate both service and student research)

Building Faculty Strength and Capacity

Students will study with the finest teachers and researchers.

Students choose Penn State for the opportunity to work and study with faculty who are creating new knowledge. Decades after graduation, our alumni still remember the first time a dedicated professor helped them to understand a difficult problem, introduced an exciting new subject, or stimulated their own potential to succeed. Those life-changing conversations take place every day as Penn State’s faculty members share their passions and their commitment with undergraduate and graduate students. These leaders are among the world’s top researchers and scholars, but they are also educators who devote themselves to creating an academic community in which every student can flourish. Our reputation with students and their families depends in part upon the philanthropic resources available to recruit and retain such faculty members.

Endowed faculty positions and graduate student support allow Penn State to recruit and retain the very best teachers and scholars. Endowed positions help faculty to integrate discovery and education, providing the resources for groundbreaking research as well as enhanced student experiences in the classroom and laboratory. Graduate fellow-

ships and assistantships are critical to recruiting the very best young scholars, whose presence stimulates and supports the work of faculty; these students also team with professors in enhancing undergraduate education.

The campaign aims to build faculty resources by:

—**Endowing at least 150 additional faculty positions.**

Penn State will place a premium on attracting faculty members who are committed to teaching undergraduates as well as conducting research and scholarship. Through its first two campaigns, Penn State added 262 endowed faculty positions. Still, our University today can offer endowed positions to just 10 percent of our tenured faculty members. Endowed faculty positions will become increasingly critical over the next decade, as the “baby boomer” generation of faculty retires and the competition for their replacements intensifies.

—**Endowing graduate fellowships and assistantships.**

Graduate students act as faculty assistants while they prepare for their own careers. For undergraduate students, they are both tutors and mentors in small-group settings such as learning laboratories. They often supervise undergraduate students taking part in research. In addition, graduate students support Penn State’s burgeoning research activity by running laboratories and carrying out research projects. Only 34 percent of graduate students at Penn State hold assistantships or fellowships—the smallest percentage among the Big Ten schools—placing Penn State at a disadvantage in recruiting. This lack of resources also adversely impacts our ability to attract graduate students in fields across the University, from meteorology to psychology. Recruitment of top applicants is especially competitive for professional programs such as law, medicine, and business; enrolling the best and brightest graduate students can dramatically affect these programs’ rankings and ability to draw leading faculty.

Fostering Discovery and Creativity

Students and faculty members will come together within and across disciplines to pioneer new frontiers of knowledge.

A Penn State education today goes far beyond mastering the material in a textbook. Our students are investigators, working alongside some of the world's leading scholars and researchers to push past old limits and create new understanding in every field and discipline. In a fundamental shift from pedagogical approaches of the past, higher education today focuses on engaging students in hands-on experiences. Undergraduate research projects are increasingly a prerequisite for graduate programs in many fields, and recent studies show that engagement in research makes it more likely that students from underrepresented groups will complete their degrees.

As a global leader in research, Penn State offers compelling opportunities for learning outside the classroom. Undergraduates at every campus have the opportunity to participate in some of the most important academic, scientific, and social breakthroughs of our time while learning problem-solving methods that will serve them in any career. Whether they are collaborating on classroom projects about homeland security, encouraging literacy through outreach efforts across Pennsylvania, or studying genetic medicine in University laboratories, our students are able to develop the knowledge and skills that will keep America strong in the decades ahead because of Penn State's position as a pioneer in research.

Few institutions have integrated undergraduate education, public service, and world-class research as successfully as Penn State. For example, approximately 300 students a year participate in formal research mentorships with leading faculty through programs sponsored by the Office of Undergraduate Education. Hundreds more are working with their professors in laboratories or through community-based research to further a vast array of scholarship with the potential to transform fields ranging from health care to architecture. Even those students who do not engage directly in research benefit from the presence of top scholars and scientists in our classrooms. These individuals inspire excellence through their passionate commitment to advancing human knowl-

edge, and our undergraduates are learning about changes in fields ranging from business to biology as they unfold.

Penn State students are thriving in an atmosphere of intellectual discovery, and the University's commitment to research and innovation allows us to better serve the larger world as well. Right now, Penn State faculty and students are racing to solve some of the toughest problems facing the United States, from global terrorism to the environment to economic and educational issues. The University's scholars and scientists are among the most successful in the country in securing grants from government and business to pursue their research, and Penn State now ranks in the top ten institutions nationwide in research expenditures, as shown below. Additional support from private donors is essential, however, to strengthening and stimulating Penn State's community of discovery.

Top Ten Schools in Research Expenditures	
Rank	Institution
1	Johns Hopkins University
2	University of California, Los Angeles
3	University of Michigan
4	University of Wisconsin—Madison
5	University of California, San Francisco
6	University of Washington
7	University of California, San Diego
8	Stanford University
9	Penn State University
10	University of Pennsylvania

Source: National Science Foundation, 2004

The Huck Institutes of the Life Sciences are a model for how private donors can accelerate advancement in research and education. Composed of faculty from seven colleges working in the life sciences, the Institutes are named for Penn State alumni Lloyd and Dorothy Huck. Over the years, the Hucks' gifts to fields ranging from biotechnology to nutrition, and their leadership support for the new Life Sciences building on the University Park campus, have encouraged many important research and education initiatives. The Huck Institutes have created an exciting interdisciplinary environment in which life sciences research is flourishing, and they have inspired faculty members and students across the University to realize their own potential for collaboration and creation.

Penn State is home to other ongoing and emerging programs that enjoy the same breadth of vision and importance of purpose as the Huck Institutes but need their own permanent endowments to recruit the best faculty, engage undergraduate and graduate students in cutting-edge research and collaborative scholarship, and provide the facilities needed to achieve these goals. The campaign seeks leadership gifts to endow vital initiatives in fields such as:

- Materials Science:** The 1,300-plus Penn State faculty members and students in this field are making critical progress in areas such as biomedicine and molecular nanotechnology.
- Energy and Environmental Science:** Penn State is poised to be a national leader in efforts surrounding energy use and production, air and water quality, and other issues fundamental to our national well-being.
- Children, Youth, and Families:** Our researchers are finding solutions to such urgent social issues as childhood mental health, obesity, aging populations, and community nutrition.
- Cancer and Diabetes:** Penn State College of Medicine is joining with scientists throughout the University and health care providers to improve our understanding and treatment of these widespread health concerns.
- Arts and Humanities:** As one of the chief cultural institutions in the country, Penn State has a unique responsibility to enrich artistic and intellectual opportunities for both our students and citizens.

Across the University, faculty and students are developing other groundbreaking collaborations. The new programs listed below are just a few examples of emerging Penn State initiatives with the potential for global impact:

- An interdisciplinary program in Security and Risk Analysis, providing training in areas such as national security, emergency planning, and privacy assurance
- A School of International Affairs, offering study in conflict resolution, economic development, public health, human rights, and other fields
- An Institute for Infectious Diseases, creating new ways of studying and preventing global epidemics

At the same time, individual departments will continue to encourage disciplinary rigor and provide academic homes for our faculty and students. Through gifts to endow and name departments, donors can establish a permanent legacy of educational quality. As innovation in every field accelerates and the needs of our society change, partnerships between visionary donors and academic leaders will allow the University to seize new opportunities for advancing research and discovery while fulfilling our primary educational mission. Students will continue to come to Penn State not just to learn about the world, but to make it better.

Sustaining a Tradition of Quality

Students will continue to work and study with faculty whose scholarship is enhanced by continuing philanthropic support.

Continuing support from alumni and friends, gifts in kind, and partnerships with American and global businesses will be essential to maintaining Penn State's ability to prepare our students for personal and professional success. Every year, more than 130,000 alumni and friends express their belief in Penn State's future through annual gifts to programs throughout the University. Regardless of size, these gifts provide our leadership with the flexibility to meet the challenges of running a complex institution in today's fast-changing world, and they are an opportunity for donors at every level to communicate their vision for Penn State. Many of Penn State's most popular programs

in the arts, public broadcasting, and athletics rely upon annual support, and our academic departments are able to enrich the student experience through curricular innovations, special lectures, and other opportunities funded through unrestricted gifts.

Gifts in kind also enhance education for both undergraduate and graduate students. The collections housed in the Palmer Museum of Art would not exist without gifts of artwork from Penn State alumni and friends. Our students in fields from engineering to biology are training on the latest professional software in their disciplines thanks to donations from leading companies. Gifts of materials and equipment to departments across the University have allowed academic leaders to direct funds to other needs, including scholarships and undergraduate research.

Strong relationships between Penn State and the business world have benefited both the University and our corporate supporters in countless ways. Companies around the world have come to rely upon Penn State as a source for both new employees and new ideas, and they have nurtured those programs that reflect their own aspirations and values. Whether a corporation chooses to fund diversity programs, engage in collaborative research with our faculty, or support classroom projects that advance common goals, Penn State offers businesses an opportunity to reinvest in their communities and encourage tomorrow's industry leaders.

Penn State's new campaign will be an opportunity to deepen our relationships with existing corporate and individual donors, as well as with charitable foundations that share the University's mission and values. Through ongoing support, these relationships give Penn State the financial strength to continue our tradition of educational excellence while responding to the changing needs of our students and our world.

“Our University exists first and foremost to provide an advanced education to our students. As a learning community, we must put our students and their development at the heart of all we do.”

—President Graham B. Spanier

“Raise the Song...”

For more than 150 years, Penn State has remained true to the spirit of our original charter, to be “an institution for the education of youth in the various branches of science [and] learning ... as they are connected with each other.” Connections between research and teaching, faculty and students, and knowledge and service have helped us to become one of the world’s leading institutions. Our central mission remains, and always will be, our students, and as we strive to be the most comprehensive student-centered university in the country, one other connection will be critical to our success: the lasting relationship between Penn State and its donors.

Philanthropy is becoming as much a Penn State tradition as the Blue Band or the Nittany Lion. Alumni and friends have now realized that their university’s destiny is in their hands. They recognize that philanthropy is not only a way to guarantee that Penn State’s traditions endure; it is also an opportunity to express their values and passions. Whether donors choose to support scholarships or research, athletics or the arts, they are partners with Penn State in creating a richer, more vibrant community of discovery and learning. Both donors and the University now see philanthropy as a deep engagement with the past, present, and future of Penn State.

There has never been a more exciting moment to be a Penn Stater, and there have never been greater opportunities for our supporters to make a difference at the University. By supporting this new fundraising campaign, you can share your own vision for the institution and ensure that the values that have made Penn State great continue to guide us for generations to come. It is time to come together again, for Penn State students and *For the Future*.

