Six Imperatives: Achievements and Goals

A Discussion with the Board of Trustees
February 19, 2021
Set Strategic Priorities: 2014

• Imperatives to be a successful modern university.
• Each a lens to examine the state of the University.
• Basis for defining broad, long-term priorities and assessing progress.
Strategic Priorities: 2014

1. Excellence
2. Access and Affordability
3. Economic Development and Student Career Success
4. Importance of Student Engagement
5. Diversity and Demographics
6. Technology and Curriculum Delivery
Strategic Priorities: 2021-2022

• 6.5 years of progress
• 1.5 years remaining
• My priorities before my graceful (hopefully) retirement
• Continued progress in the six imperatives stated in 2014 remain key
The Excellence Imperative
2014

- Quality is the best offense and best defense
- Based on a broad vision for the future
- Born of college and campus strategic plans
- Coordinated by Provost
- Note: consistently good match with strategic plan and presidential imperatives
2021: Many Signs of Excellence

✓ Individual achievement
✓ Top 1% world ranking
✓ 18 research fields ranked in the top 10; more than any other university (breadth)
✓ Five years of increases in research expenditures – 4 records in a row – exceeded $1B for the first time (depth)
2021: Many Signs of Excellence

- A decade of top 5 ranking – where corporations recruit
- Record-breaking applications
- Enviable Bond rating, even in the face of a negative watch for higher education
- All-time record for philanthropy broken three years in a row
Keys to Advancing Excellence

• Hire great leaders
• Philanthropy enables excellence – resources beyond tuition and state appropriation
• Invest in the physical plant

Enables the recruitment of great faculty and exceptional students
2022

• Raise $2.1B in philanthropy in 6 years by June 30, 2022 ($1.65B raised by Jan. 2021; $450M to go).

• Continue the pressure to renew our physical plant:
  o In STEM – our bread and butter (partnership with Commonwealth of PA).
  o In arts and humanities - recognizing that every truly great public has great programs in the arts and humanities.
Investment in themes that are enduring and impact the world.

- Continue to move forward through the Energy task force.
- Health Sciences
  - Biomedical Sciences
  - Advance the College of Medicine
The Access and Affordability Imperative

2014

• National attention is on tuition.
• Scholarships to cover unmet need have greater impact.
• The most significant problem is debt and total cost of a degree – key is time to a degree and completion:
  o Work too many job hours; more likely to drop classes; lower grades; less confidence; take longer to earn a degree; costs more, and you don’t get a Penn State experience (if you don’t give up first).
Access and Affordability Initiatives

✓ RaiseMe
✓ Pathway to Success Summer Start (PaSSS)
✓ STEP
✓ Complete Penn State
✓ Smart Track to Success (World Campus)
✓ Financial Literacy and Awareness
Access and Affordability Initiatives

- Open Doors philanthropic goal – $492M of $740M goal
- Significant increase in Provost/Chancellor awards
- Equity Scholarships
- Discover Awards
- Multiple years of frozen in-state tuition (7th in the AAU for lowest increases in in-state tuition over the last 10 years)
- Emergency student funds (COVID)
2022

• Completion of the Open Doors fundraising goals.
• Comprehensive assessment of all programs to determine impact on student debt and completion rates.
• Advance the recommendations from the Food and Housing Security Task Force.
The Economic Development and Student Career Success Imperative

2014

- 5\textsuperscript{th} consecutive year above $800M in research expenditures; rank 17\textsuperscript{th} among all universities.
- But, 62\textsuperscript{nd} in getting our IP to the market.
- Potential to define land-grant “in service to society” in terms of economic development in the same mode as agricultural extension.
Economic Development Initiatives

Comprehensive focus:

✓ Faculty recognition
✓ Undergraduate minors
✓ University-wide student competitions
✓ LaunchBoxes at every campus (some endowed)
  ✓ Faculty, staff, students, community members
  ✓ Training, funding, mentoring
✓ Greater visibility – IP Fair; Competition ($250K); PSU-branded investor site
Branded as “Invent Penn State”

✓ A dynamic network of 21 LaunchBoxes and Innovation Hubs across PA.

✓ Engaged 10,759 students and faculty, supported 3,325 entrepreneurs, graduated 345 startups from accelerator programs, completed 247 product development projects, started 164 new Pennsylvania companies, and created 433 internships.

✓ Led to $13.9M in external and leveraged funds and resulted in 194.5 newly created jobs.
Career Services – best of breed

- Ranked 5th in the nation; tied with MIT.
- In 2018, launched a single, integrated career enterprise system for the 37 career units across colleges and campuses.
- Over the past three years, Career Services hosted: 70 Career Fairs; 4,500 employers; 33,000 students/alumni; 17,000 on-campus interviews; 40,000 career coaching sessions; 2,000 career workshops: 65,000 participants; and 75 career courses.
- Responded to pandemic with an array of programs and resources, including 79 university-wide virtual recruiting events resulting in 48,000+ virtual interviews/chats.
- Out of 17 large universities, PSU ranked No. 1 in student/alumni attendance at the Big 10 Virtual Career Fair in April 2020.
2022

- Seek line-item funding from PA for Invent Penn State.
- Complete a comprehensive analysis of Invent Penn State to evaluate successes and advance the programs across the Commonwealth.
- Complete the expansion of the Innovation Hub (formerly James Building) and ensure its success.
The Student Engagement Imperative

find your why. start your journey.
2014

- 20 hrs. of worthwhile activity outside of the classroom.
- Happier and healthier – builds strong connections with active, engaged peers and less “free” time.
- Better grades and better resume.
- Better job; GALLUP-education (greater satisfaction).
- International experience, internships, one-on-one research, leadership, service.
- Numbers look good but percentages don’t.
Student Engagement

- Launched Student Engagement Network (SEN).
- State-of-the-art Engagement Space includes a website, mobile platform, onsite space in the HUB-Robeson Center, as well as physical space at all Commonwealth Campuses.
- SEN has awarded $1M+ to 1K students for a variety of opportunities.
2022

• Expand Engagement Grant Program to seed student projects (2,714 students applied, but only 1,002 could be funded.)
• Increase engagement in recognized student orgs and the leadership, service, and civic opportunities they create.
• Continue growth in undergrad research and study abroad.
• Significantly enhance collaboration between Student Affairs and academic colleges to enrich opportunities.
• Train and deploy student engagement coaches for outreach.
• Complete launch of the Student Engagement Portal.
The Diversity and Demographics Imperative

2014

• Moral imperative, environmental enrichment imperative, business model imperative.
• By 2026, half of high school graduates will be non-white.
• PA decline in birth rates; all growth is urban, greatest growth is in Hispanic populations.
• Commonwealth student populations reflect catchment populations, University Park does not.
• Faculty diversity lags behind considerably.
• Slow long-term changes: take a new look at Framework for Diversity?
Diversity, Equity and Inclusion Initiatives

- In 2016, launched *All In at Penn State* with a focus on: services and support (Military Appreciation Week); education and scholarship (Faculty Senate); recruitment and training (HR); dialogue (students, faculty, staff); and awareness (awards, digital calendar).

- Elevated visibility by integrating Framework to Foster Diversity into University Strategic Plan as one of six foundations.

- Articulated commitment in Penn State Statement on Diversity, Equity and Inclusion.

- Diversity is growing. Students from underrepresented groups now represent 13.6% of the student population, up 3.8% since 2018.
Diversity, Equity and Inclusion

In June 2020, released plan for action in response to national events:

• Revision of the Student Code of Conduct (implemented)
• Select Commission on Racism, Bias and Community Safety (proposals)
• Training for all employees (proposal being evaluated)
• Coursework (Faculty Senate)
• Policing and Communities of Color (transparency; policies)
• Equity scholarships (166 new scholarships; $23M in gifts and matching funds)
• Actiontogether.psu.edu charts progress
2022

- Establish DEI efforts as an Enterprise focus with “Chief Diversity Officer” reporting to the President.
  - Efficient and effective use of resources (inventory first).
  - Enhanced accountability.
- Focus on DEI in terms of our educational mission:
  - Establish an Institute focused on anti-racism, anti-bias scholarship (racism but also broad focus on areas of bias).
  - Work with Faculty Senate on curriculum.
  - Further advance equity scholarships.
  - Learn from the history of Penn State.
- Establish on-boarding, mentoring and retention as best-of-class.
The Technology and Curriculum Delivery Imperative
2014

- No. 1 on-line bachelor’s programs through World Campus.
- Every ranked program in the top 10.
- Substantial investment in on-line delivery; incentivized in colleges and campuses.
- What is the future?
  - Stacked credentials; job changes; life-long learning needs.
  - Hybrid learning models.
In 2018, launched One Penn State 2025.

Made significant investments in the future of technology including:

- Student Support Projects: Advising, early warning, CAPS, engagement, and career services.
- Instructional Projects: Technology classrooms, immersive experience labs, AI-enhanced course materials, and research.
- Institutional Projects: Admissions, strategic communications, and HR.
Technology and Curriculum Delivery Initiatives

✓ An ambitious rethinking of our approach to how we structure learning
  ✓ More integrated, flexible, relevant and responsive
  ✓ Seamless access – curricular coherence
  ✓ Function 24/7/365
  ✓ Meet students where they are
  ✓ One-stop portal – minimize transactional time
  ✓ Life-long learning (our graduates are always students)
  ✓ Highest level of efficiency of university resources
Technology and Curriculum Delivery Initiatives

- One Penn State 2025 committees are guiding the implementation of seamless online access to curricula and processes. Interest is high with 800+ attendees at One Penn State 2025 Symposium held Feb. 10, 2021.
- CAPS has incorporated tech options to serve more students.
- TLT engages about 1,500 faculty each year.
- Annual Open Innovation Challenge for faculty.
- New immersive experience labs across colleges and campuses.
- COVID accelerated “meeting students where they are.”
Virtual instructional capacity has expanded and improved.

Infrastructure is in place.

Digital Learning Cooperative is a course-sharing system overseen by the Office of the Senior VP for Commonwealth Campuses. Total courses and seats reserved doubled due to the pandemic (868 courses; 14,647 seats).
• Provide life-long access to key student systems to support access to education.
• Coordinate and deliver responsive learning through microcredentials.
• Continue to build technology capacity to support student mobility and degree planning; use this information to enhance institutional efficiencies.
• Implement Client Relationship Management systems to ensure better life-long engagement with learners.
Summary

- Excellence
  - $2.1B campaign; excellence driven by the physical plant; enduring problems of human health and energy
- Access and Affordability
  - Achieve $740M goal; comprehensive assessment of program impact; housing and food security
- Economic Development and Student Career Success
  - Line-item funding; comprehensive assessment; Happy Valley LaunchBox phase II
Summary

• Student Engagement
  o Expanded Engagement Grant funding, undergraduate research, study abroad, student engagement coaches, cross-disciplinary collaboration, launch SEN Portal.

• Diversity and Demographics
  o Enterprise approach; efficient and effective; accountability; part of our education and scholarship mission; on-boarding and mentoring best of class.

• Technology and Curriculum Delivery
  o Lifelong learning, microcredentials, build tech capacity, Client Relationship Management systems.