Academic Leadership Forum

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Strategic Plan Background

• February 2016: University-wide plan “Our Commitment to Impact” approved by PSU Board of Trustees

• November 2018: Board of Trustees Committee on Governance and Long-Range Planning approved extension of current strategic plan through 2025

• August 2019: Comprehensive assessment of the strategic plan

• January 2020: Draft of revised plan shared with University Community
Roadmap of Our Session

- Overview of the institutional plan structure
- Our work to date
  - Assessment
  - Revised plan for the institution
- What resources do we have?
- Timeline for budget unit planning
- Questions and answers
Our Commitment to Impact (2016-2025)

• One mission and vision
• Six values
• Six foundations
• Five thematic priorities
• Three supporting elements
Plan Implementation

• Budget unit plans
• Strategic plan seed grants
• Committee work
  • Oversight
  • Executive
  • Steering
• Signature initiatives
Assessment: Method 1 (Budget unit plans)
How Do We Know the Plan is Working?

• Examined all budget unit plans, annual reports, and alignment reports
• Started at “goal” level
• Moved to “objective” level
• Connected to:
  • Thematic priorities
  • Foundations
  • Supporting elements
Budget unit plans at Penn State

• Foundations:

![Unit Plans Mapping to Foundations]

- Enabling Access to Education (27%)
- Engaging Our Students (19%)
- Driving Economic Development (15%)
- Fostering and Embracing a Diverse World (13%)
- No Associated Foundation (16%)
- Ensuring a Sustainable Future (15%)
- Enhancing Global Engagement (6%)
- Foundations (4%)
- Foundations (6%)
Budget unit plans at Penn State

• Thematic Priorities:
Budget unit plans at Penn State

• Supporting Elements
What We Learned (Logistically)

• High variability in plan structure
• University-wide progress difficult to measure as a result
• Units in very different places
• Resource development moving forward (UPAG)
• Thinking about ways to track process
• Where to connect to the institutional plan
Assessment: Method 2
(Strategic Plan Seed Grants)
# Strategic Plan Seed Grants

## Table 1 – Seed Grants Mapped to Strategic Plan Foundations

<table>
<thead>
<tr>
<th></th>
<th>Awarded</th>
<th></th>
<th>Not Awarded</th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Primary</td>
<td>Secondary</td>
<td>All mentions</td>
<td></td>
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<tr>
<td>Enabling Access to Education</td>
<td>7</td>
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<td>Engaging our Students</td>
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<tr>
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<td>Enhancing Global Engagement</td>
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<td>13</td>
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<td></td>
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<tr>
<td>Driving Economic Development</td>
<td>5</td>
<td>9</td>
<td>98</td>
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<tr>
<td>Ensuring a Sustainable Future</td>
<td>11</td>
<td>4</td>
<td>83</td>
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</table>

## Table 2 – Seed Grants Mapped to Thematic Priorities & Supporting Elements

<table>
<thead>
<tr>
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<th>Awarded</th>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Primary</td>
<td>Secondary</td>
<td>Primary</td>
<td>Secondary</td>
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<tr>
<td>Advancing the Arts and Humanities</td>
<td>7</td>
<td>3</td>
<td>27</td>
<td>34</td>
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<tr>
<td>Driving Digital Innovation</td>
<td>4</td>
<td>12</td>
<td>28</td>
<td>80</td>
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<tr>
<td>Enhancing Health</td>
<td>7</td>
<td>6</td>
<td>41</td>
<td>38</td>
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<tr>
<td>Stewarding our Planet's Resources</td>
<td>9</td>
<td>4</td>
<td>30</td>
<td>32</td>
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<tr>
<td>Transforming Education</td>
<td>11</td>
<td>16</td>
<td>70</td>
<td>99</td>
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<tr>
<td>Constituent Outreach and Engagement</td>
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<td>93</td>
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<tr>
<td>Infrastructure and Support</td>
<td>1</td>
<td>16</td>
<td>7</td>
<td>51</td>
</tr>
<tr>
<td>Organizational Processes</td>
<td>2</td>
<td>7</td>
<td>4</td>
<td>39</td>
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</table>
Strategic Plan Seed Grants

- **Grants Awarded:** 43
- **Funds Awarded:** $9,194,150

**Seed Grant Cycles 1-4**

- **Transforming Education (11):** $2
- **Stewarding Our Planet's Resources (9):** $2
- **Enhancing Health (7):** $1
- **Advancing the Arts and Humanities (7):** $1
- **Driving Digital Innovation (4):** $839
- **Constituent Outreach and Engagement (2):** $454
- **Organizational Processes (2):** $342
- **Infrastructure and Support (1):** $111
Growth of Seed Grants

• Increasingly, seed grants expanding to multiple locations
• Some have secured external funding
• Some have developed into major university initiatives
• Cycle 5 and beyond
Additional Funding Summary

<table>
<thead>
<tr>
<th>Cycle</th>
<th>PSU internal Additional Funding in application</th>
<th>External Additional Funding in application</th>
<th>PSU internal additional funding received post award</th>
<th>External additional funding received post award</th>
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</thead>
<tbody>
<tr>
<td>Cycle 1</td>
<td>498,000</td>
<td>395,700</td>
<td>30,000</td>
<td>8,611,365</td>
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<td>Cycle 2</td>
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<td>120,116</td>
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<td>Cycle 3</td>
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<td>4,000</td>
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<td>Cycle 4</td>
<td>386,925</td>
<td>175,700</td>
<td>40,000</td>
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<td>Total</td>
<td>957,925</td>
<td>695,516</td>
<td>216,049</td>
<td>9,329,011</td>
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</table>

These figures do not include matching funds from colleges/campuses related to course releases, tuition support, in-kind support, salaries or internally donated assets.
Strategic Plan Seed Grants - Collaboration
Assessment: Method 3 (Committee Analyses)
Data Interpretation

- Strategic plan committees engaged in analyses linked to:
  - Thematic priorities
  - Supporting element
  - Foundations

- In depth analysis across:
  - Budget unit plans and reports (2014-2019)
  - Seed grants (4 cycles)
  - Committee reports (2016-2019)
  - Signature initiatives (2018-present)

- Examined data, then proposed changes to institutional plan
What We Learned - Assessment

• Executive committee summaries (pgs. 17-18)
• Future directions and changes to the plan (pgs. 19-22)
  • Foundations
  • Thematic priorities
  • Supporting elements
• Intentional process of reflection
  • Concurrently, budget unit reflections were being completed
  • Thinking about where we’ve been then moving ahead
Assessment: Method 4 (Signature Initiatives)
Signature Initiatives

• Newest implementation method of the plan

• Current list:
  • Consortium to Combat Substance Abuse (Enhancing Health)
  • One Penn State 2025 (Transforming Education)
  • The Humanities Institute (Advancing the Arts and Humanities)
  • The Center for Immersive Experiences (Empowering through Digital Innovation)
  • Consortium for Integrated Energy Systems (Stewarding Our Planet’s Resources)
  • New ones on the way!
Measuring Progress

• Signature Initiatives will be reporting yearly to the strategic plan oversight committee
• Some are very new
• Establishing outcomes, progress measures
• Please visit their sites as they develop (and subscribe!)
Step 5: Sensemaking:  
So what did all of this lead to?
Updates to the Institutional Plan

• Foundations, thematic priorities, supporting elements updated
• Concept of resilience introduced and weaved into the plan
• Focus on foundations/thematic priorities
• Work of committees
  • Connection to signature initiatives
  • Connection to seed grants
  • Connection to budget unit plans
• Crystallizing the role of the signature initiatives
Strategic Plan Feedback Process

• Strategic plan committees constructing feedback framework
• Focus on about connecting dots across Penn State
• Feedback tethered to mapping to institutional plan (foundations, thematic priorities, supporting elements)
• Will be given out after budget unit plan draft turned in July 31st, 2020
• Integration process
Strategic Planning Software

• Budget unit templates have a 1:1 relationship with software
• Software allows for reporting and progress tracking in new ways
• University-wide view
• More information to come (timed with final plans)
Budget Unit Plans – Resources and Deadlines

• Consistent structure - template
• Planning resource guide
• Checklist
• Due July 31st, 2020, in draft form
• Budget executive meetings
• Final version on December 21st, 2020
Frequently Asked Questions

• Why doesn’t our institutional plan have metrics?
• Where can I get data for KPI’s or metrics?
• How can my part of the budget unit show up in the budget unit’s plan?
• We are thinking about doing work in our plan related to X. How do I connect to the part of the university that can provide guidance?
Additional Questions?

• All sources today available at strategicplan.psu.edu
• Planning resources and four buckets
• Final thoughts: plans matter. The work you do is visible and directly informed changes to the institutional plan
• Thank you for all that you do. Without your efforts, the plan simply would not work!