

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 1. Enhance Student Success		Leadership (P - Primary S - Secondary O - Other)											Projected Year	Fiscal Impact of Strategy
Strategies	Page	University Faculty Senate	Academic Leadership Council	Graduate Council	VP and Dean for Undergraduate Education	Sr VP for Research and Dean of the Graduate School	VP for Student Affairs	VP for Educational Equity	VP for Common-wealth Campuses	Sr VP for Development and Alumni Relations	VP for Outreach	Rock Ethics Institute		
1.1 Expand Learning Outcomes Assessment	9	S	O		P	O	O						1	Cost Neutral
1.2 Expand and Promote Opportunities for Students to Engage in Research and Active Learning	11	O	O		P	O	P				O		1	Minimal Investment
1.3 Improve Key Student Transition Experiences	12	O			P		O	O	P				1	Minimal Investment
1.4 Encourage Better Advising and Student Ownership of Education	13	O	S		P	O	O						2	Cost Neutral
1.5 Promote and Support High Quality Graduate Education	14		S	O		P				O			3	Large Investment
1.6 Assist Students to Explore Ethical Issues in Their Professional and Personal Lives	14	S	P		O	O	O					O	2	Minimal Investment
Selected Performance Measures <ul style="list-style-type: none"> Percentage of academic programs with specified learning objectives Percentage of academic programs with a formal assessment plan Percentage of undergraduates who have participated in academic research with faculty outside of class, written a thesis, or completed a capstone project First-year and third-year undergraduate retention rates Four-year and six-year undergraduate graduation rates Graduate student completion rate Average graduate student time-to-degree Participation in LEAP, iLEAP, and STEP Selected measures from the National Survey of Student Engagement (NSSE) such as "Level of Academic Challenge", "Active and Collaborative Learning", "Student-Faculty Interaction", "Enriching Educational Experiences", "Supportive Campus Environment" and "Percent of students reporting having completed a practicum, internship, field experience, co-op experience, or clinical assignment" Percentage of students reporting that Penn State contributed to their "developing a personal code of values and ethics" 							Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle							

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
 Strategy Implementation Matrix

Goal 2. Advance Academic Excellence and Research Prominence		Leadership (P - Primary S - Secondary O - Other)														Projected Year	Fiscal Impact of Strategy				
Strategy	Page	President and Board of Trustees	President and Campaign Volunteers	Executive Vice President and Provost	University Faculty Senate	Academic Leadership Council	Academic Deans	Campus Chancellors	Sr VP for Finance and Business	VP and Dean for Undergraduate Education	Sr VP for Research and Dean of the Graduate School	VP for Student Affairs	VP for Educational Equity	VP for Commonwealth Campuses	Sr VP for Health Affairs and Dean, College of Medicine			Board of Directors, Milton S. Hershey Medical Center	Sr VP for Development and Alumni Relations	VP for Outreach	
2.1 Focus on Faculty Recruitment and Retention for Excellence	15			O			P	P					O	O						1	Large Investment
2.2 Foster Research, Instruction, and Outreach in Emerging, Interdisciplinary Fields of Great Societal Importance	17			O	O	S				O	P				O				O	2 / 3	Large Investment
2.3 Enhance the College of Medicine's Research and Clinical Capabilities in Central Pennsylvania	20	O													P	S				1	Large Investment/ Large Cost Savings
2.4 Consolidate Academic and Administrative Programs through Targeted Reviews	20			P	O				P	S	O	O		S					O	1	Large Cost Savings/ Efficiency Improvement
2.5 Acquire Additional Endowments to Enhance Faculty and Student Quality	22		O			S					O						P			1	Large Revenue Generation
Selected Performance Measures											Fiscal Impacts on Operating Budget										
<ul style="list-style-type: none"> Percentage of full-time faculty with tenure or on the tenure-track Percentage of full-time faculty on fixed-term, multi-year appointments Tenure success rate Total research expenditures Number of extramural research awards Average amount of research awards <i>Number of budgeted joint appointments</i> <i>Number of targeted reviews of academic programs</i> <i>Number of targeted reviews of administrative programs</i> Number of baccalaureate degree programs that have been eliminated or consolidated Number of graduate degree programs that have been eliminated or consolidated Number of associate degree programs that have been eliminated or consolidated <i>Number of administrative programs that have been eliminated or consolidated</i> Number of graduate assistantships and fellowships Total funds available for graduate assistantships and fellowships Number of endowed chairs, professorships, and faculty fellowships Percentage of tenured faculty holding endowed chairs, professorships, and faculty fellowships Total funds available for endowed chairs, professorships, and faculty fellowships 											<ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs <p>Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle</p>										

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 3. Realize Penn State's Potential as a Global University		Leadership (P - Primary S - Secondary O - Other)									Projected Year	Fiscal Impact of Strategy
	Page	Executive Vice President and Provost	University Faculty Senate	Academic Leadership Council	VP and Dean for Undergraduate Education	Sr VP for Research and Dean of the Graduate School	VP for Global Programs	VP for Information Technology	Dean, Dickinson School of Law	Director, School of International Affairs		
3.1 Establish the Office of Global Programs as the Locus of the University's International Strategy	24	O	O	P			P	O			1	Moderate Investment
3.2 Build International Partnerships at Home and Abroad	25		O	P			P	O	O	O	1/2	Minimal Investment
3.3 Expand Opportunities for Education Abroad and International Visiting Scholars	26			P			P				2	Moderate Investment
3.4 Infuse International Topics and Experiences into Instruction	27		S	P							2	Minimal Investment
3.5 Increase International Student Enrollments	28			P	O	O					1	Large Revenue Generation
Selected Performance Measures <ul style="list-style-type: none"> • <i>Global Engagement Node institutions with whom Penn State has a defined partnership</i> • Number of students participating in Education Abroad • Percentage of students participating in Education Abroad • Number of international visiting faculty scholars • Percentage of undergraduate Education Abroad participants by region of study • Percentage of graduate Education Abroad participants by region of study • Percentage of undergraduate international students by region of home country • Percentage of graduate international students by region of home country • Number of courses identified with "International Cultures" designation • Number of courses with embedded international experiences • Number of students who pursue advanced foreign language • Percentage of Total Undergraduate Enrollment by International Status • Percentage of Total Graduate Enrollment by International Status 						Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> • Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed • Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis • Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis • Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis • Efficiency Improvement - creates greater efficiency and may avoid future costs <p>Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle</p>						

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 4. Maintain Access/Affordability and Enhance Diversity		Leadership (P - Primary S - Secondary O - Other)													Projected Year	Fiscal Impact of Strategy
	Page	President and Board of Trustees	Executive Vice President and Provost	University Faculty Senate	President's Council	Academic Leadership Council	Campus Chancellors	Sr VP for Finance and Business	VP and Dean for Undergraduate Education	VP for Student Affairs	VP for Educational Equity	VP for Commonwealth Campuses	Sr VP for Development and Alumni Relations	VP for Outreach		
4.1 Position the Commonwealth Campuses for Access and Affordability	29	P		O		O			O			P		O	1	Cost Neutral
4.2 Invest Selectively in Capital Improvements and Student Services at the Campuses	30	O					O	P	O	P		O			2 / 3	Moderate Investment
4.3 Allocate Additional Funds from Tuition for Need-Based Student Aid	32	P							S						1 / 2	Moderate Investment
4.4 Sustain Investment in <i>For the Future: The Campaign for Penn State Students</i>	33	S				O							P		1	Moderate Investment
4.5 Build on the <i>Framework to Foster Diversity</i>	33		O		O	O					P				2	Moderate Investment
Selected Performance Measures <ul style="list-style-type: none"> Amount of the tuition differential between University Park and other Penn State undergraduate campuses Percentage of students receiving need-based institutional scholarships General Funds available for need-based aid Total funds available for need-based aid Total unmet need Progress in meeting the "Ensuring Student Opportunity" goal of the "For the Future" capital campaign Percentage of full-time faculty by demographic group Percentage of full-time staff by demographic group Percentage of undergraduate enrollment by demographic group Six-year baccalaureate degree graduation rates by demographic group First-year and third-year retention rates by demographic group Percentage of graduate enrollment by demographic group Completion rates for graduate students by demographic group Average time-to-degree for graduate students by demographic group Tenure success rate of faculty by demographic group 									Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs <p>Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle</p>							

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 5. Serve the People of the Commonwealth and Beyond		Leadership (P - Primary S - Secondary O - Other)													Projected Year	Fiscal Impact of Strategy
	Page	President and Board of Trustees	University Faculty Senate	Academic Leadership Council	Campus Chancellors	Sr VP for Finance and Business	VP and Dean for Undergraduate Education	Sr VP for Research and Dean of the Graduate School	VP for Student Affairs	VP for Commonwealth Campuses	VP for Outreach	VP for Information Technology	Dean, College of Agricultural Sciences	Special Assistant to the President for Gov't Affairs		
5.1 Deliver More PSU Programming Using Technology and Media	35			O							P	S	O		1/2	Large Revenue Generation
5.2 Consolidate Specialized Services at Regional and Campus Sites	35				P					P	P		O		2/3	Moderate Cost Savings/ Efficiency Improvement
5.3 Share Programs, Faculty, Staff, and Facilities within Regions	36				P	O	O	O	O	P					1	Large Cost Savings/ Efficiency Improvement
5.4 Re-Mission Some Campuses, if Necessary	37	P	O			O				O	O			O	-	Moderate Cost Savings
5.5 Create a More Entrepreneurial Approach to Service Delivery	38			O							P		P	O	2	Moderate Revenue Generation
Selected Performance Measures <ul style="list-style-type: none"> Number of online/blended learning courses Headcount enrollment in online/blended learning courses with breakout for resident instruction Percentage of resident instruction students taking World Campus courses <i>Number of community outreach functions co-located at a Penn State campus</i> Enrollment in academic programs shared within regions <i>Number of faculty and staff shared across campuses</i> Non-traditional student enrollments Pennsylvania citizens' participation with Penn State "Return on Investment" for Outreach programs 								Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs <p>Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle</p>								

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 6. Use Technology to Expand Access and Opportunities		Leadership (P - Primary S - Secondary O - Other)							Projected Year	Fiscal Impact of Strategy
	Page	Executive Vice President and Provost	University Faculty Senate	Academic Leadership Council	VP for Outreach	VP for Information Technology	Dean, University Libraries and Scholarly Communications	University Budget Office		
6.1 Expand the World Campus and Other Online Educational Offerings	40		O	S	P	O		O	1	Large Revenue Generation
6.2 Invest in Robust/Flexible IT Infrastructure for Teaching, Research and Administration	41	O				P	P		1 / 2	Large Investment/ Efficiency Improvement
6.3 Re-Balance Centralized/Dispersed Facilities/Services for Greater Efficiency and Effectiveness	43	O				P	O		2	Large Investment/ Large Cost Savings
6.4 Protect the Security and Integrity of the IT Infrastructure	43	O				P			1	Large Investment
Selected Performance Measures <ul style="list-style-type: none"> Enrollment in World Campus programs "Return on investment" for World Campus programs <i>Usage and growth of digital repositories</i> <i>Percentage of faculty reporting use of Open Educational Resources (OER) materials</i> <i>Cost for "commodity" information technology services</i> Percentage of faculty and staff computers with anti-virus software, spyware detection software, and adware detection software installed Percentage of faculty and staff laptops with full disk-drive encryption Percentage of Penn State's merchants who are Payment Card Industry (PCI) compliant Percentage of University units meeting current security standards 						Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs <p>Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle</p>				

The Penn State Strategic Plan - Priorities for Excellence - 2009-2010 through 2013-2014
Strategy Implementation Matrix

Goal 7. Control Costs and Generate Additional Efficiencies		Leadership (P - Primary S - Secondary O - Other)													Projected Year	Fiscal Impact of Strategy
	Page	President	President and Budget Task Force	Executive Vice President and Provost	University Faculty Senate	President's Council	Academic Leadership Council	Sr VP for Finance and Business	VP and Dean for Undergraduate Education	Sr VP for Research and Dean of the Graduate School	VP for Commonwealth Campuses	Sr VP for Health Affairs and Dean, College of Medicine	VP for Outreach	VP for Information Technology		
7.1 Improve Instructional Productivity	45			P	O		P							O	1	Large Cost Savings
7.2 Better Utilize Instructional and Research Facilities	46				O		O	O	P	P	O				1	Large Cost Savings/ Efficiency Improvement
7.3 Reduce the Rate of Increase of Health Care Costs	48	O		O	O			P				P			1	Large Cost Savings
7.4 Develop Frameworks for Greater Budgeting and Staffing Flexibility	49		O					P							2	Large Cost Savings/Efficiency Improvement
7.5 Modify Central Recycling and Introduce Investment Models for New Initiatives	50		P	O				O							2	Large Cost Savings/Large Revenue Generation
7.6 Cap University Allocations to Outreach (2010-11)	51		P										P		2	Large Cost Savings
7.7 Promote Continuous Quality Improvement and Reward Innovation	51			P				P							1	Large Cost Savings/Efficiency Improvement
7.8 Establish and Foster Sustainable Environments	52				O	P	O	S							1	Large Investment/ Large Cost Savings/Efficiency Improvement
Selected Performance Measures <ul style="list-style-type: none"> Percentage of academic units with transparent workload policies Student credit hours per instructional faculty full-time equivalent Cost/student credit hour Percentage of sections that are under-enrolled Percentage of sections taught by tenured or tenure-track faculty Utilization rate of classroom space Utilization rate of research space Enrollment in Summer Session Rate of increase of health care costs Percentage of staff on full-time, year-around appointments Revenue generated from "angel investor" initiatives Percentage of recycled funds from vertical cuts Number of Continuous Quality Improvement (CQI) teams Research focused on sustainability <ul style="list-style-type: none"> Number of projects or grants Dollar value of project or grants Number of Academic Offerings focused on sustainability education Number of Academic Offerings that incorporate sustainability into the curriculum Greenhouse gas emissions Greenhouse gas reductions Quantity of environmentally-responsible purchases versus standard purchases 										Fiscal Impacts on Operating Budget <ul style="list-style-type: none"> Cost Neutral - no new expenditures required; no costs saved; existing resources redeployed Minimal Cost Savings, Investments Required, or Net Revenue Generation - mainly reprogramming existing resources; less than \$250,000 on a recurring basis Moderate Cost Savings, Investments Required, or Net Revenue Generation - \$250,000 to \$1,000,000 on a recurring basis Large Cost Savings, Investments Required, or Net Revenue Generation - \$1,000,000 or more on a recurring basis Efficiency Improvement - creates greater efficiency and may avoid future costs 						
Performance Measures Key: Normal text - existing indicator for which a data source is defined <i>Italicized</i> text - new indicator for this 5-year planning cycle																