DATE: April 14, 2021

FROM: Nicholas P. Jones, Executive Vice President and Provost

TO: President’s Council, Academic Leadership, and Unit Executives

SUBJECT: Launch of unit strategic plans University-wide

I am pleased to report that nearly 60 budget units – comprising all of Penn State’s campuses, academic colleges and various administrative offices – have written their strategic plans and are preparing to move forward with plan implementation.

Since we introduced the revised institutional strategic plan in December 2019, we have asked units to develop their own strategic plans, which will support and advance the University’s plan and make their contributions more visible to help tell the story of Penn State’s impact.

While the COVID-19 pandemic challenged units to ascertain if their plans were viable now and could be achieved over time, their perseverance and resilience proved that we could stay the course, “bounce forward,” and thrive through adversity. This is a moment to celebrate and in which we all can take pride, as we have strategic plans that will move us forward into the next five years.

I thank everyone who has been involved in this multiyear effort, including the working groups that established key processes for their units, strategic plan committees, the Unit Planning Advisory Group, and all who worked diligently to provide feedback on units’ draft plans, including faculty, staff, and students.

As we begin unit plan implementation, please remember that these are “living documents,” so ongoing learning should inform how you proceed and how your plan develops.

I also encourage units to collaborate with each other and take advantage of Penn State resources to do work that is even more transformative. The Office of Planning, Assessment, and Institutional Research (OPAIR) will offer training and resources to support implementation through Nuventive, which will be used to track progress and support plan implementation, but also as a roadmap to collaboration across Penn State. These resources are available here: https://opair.psu.edu/nuventive-planning/. OPAIR will help units set up Nuventive to support their plan implementation.

I am encouraged by the ways in which the planning process has positioned units to thrive through integrated learning. Unit plans and their implementation are critical to Penn State’s success, and I look forward to learning about the strategic work being done to elevate and transform our University through 2025 and beyond.