



Charge Letter

Guiding Principle 1: Provide a Seamless Student Experience

The vision for *One Penn State 2025* builds on our strong traditions of working as one university to provide world-class education and drives us to be a more integrated, flexible, and responsive institution. By 2025, seamless online access to curricula and processes will be embedded in every part of Penn State across the Commonwealth, enabling us to become a 24/7/365, diverse and inclusive institution. *One Penn State 2025* represents a fluid, personalized, and collaborative environment that enables students, faculty, and staff to achieve their goals regardless of their location in the world.

This vision for One Penn State 2025 will be advanced by five guiding principles and you are invited to serve on a University committee that will focus attention to the first of these principles—To Provide a Seamless Student Experience. Underlying this principle is the goal that, in 2025, Penn State will provide students with a seamless, mobile student experience in all student interactions with the institution, whether this be the admissions or enrollment processes, the process of taking courses, co-curricular learning, or full access to the curricula and support services offered across the University.

Just as our learners are no longer bound by place or time, we must eliminate institutional barriers that reflect such boundaries, and therefore prevent students from fully engaging with the University, and likewise, prevent the University from fully supporting students in the most effective ways. Many of our student processes are built upon pre-technology business processes, which slow and convolute our ability to make thoughtful and expedient decisions as we interact with students. Additionally, just as our transactional processes suffer from outdated and manual business practices that restrict data and require extra work for both staff and students, student support services that are often essential to a student's academic and future success find themselves in a similar situation. Still other parts of the current student experience are dependent on assigning a geographical location to a student and then allowing and restricting access to the learning resources of the University depending on this location. While we speak of online communities and develop innovative programming for our fully online students, we fail to realize the potential that digital environments can offer when we use geographical location to limit participation and engagement.

We ask the Committee leading our consideration of this first principle to think of the student experience at Penn State as a lifelong leadership team to guide the development of the infrastructure and operations to support a seamless student experience throughout the student

lifecycle – prospective student to matriculated student through graduation, and with considerations across all student populations: first-time and advanced standing, full-time and part-time, undergraduate and graduate, US and international, in-state and out-of-state, and campus-based and distance learners. The work may be grouped to address the broad scope of work encompassed in this guiding principle. Some of the work is already underway, such as the task force working on a digital portal to support business transactions. Additionally, new committees or taskforces could be defined as you conduct your work. Initially you may choose to organize teams to explore, recommend, and implement approaches in the following broad areas:

- A seamless student experience with a focus on improvements to conduct the transactions associated with the business of being a student throughout the student lifecycle and across all student populations. This group may
 - Recommend the platform(s) to support the business function needs for students.
 - Explore the infrastructure needed by staff to facilitate the seamless experience for students.
- Enrollment planning with a focus on increasing student mobility and accommodating the flow of students across Penn State. This group may
 - Examine enrollment planning processes and policies to support greater mobility of students across all Penn State Campuses (their home residential campus, World Campus, or a different residential campus).
 - Recommend an enrollment strategy that includes managing access to content regardless of location and supports persistence to graduation.
- A seamless co-curricular student experience. This group may
 - Review policies and procedures for out-of-class activities to create flexibility and access across campuses.
 - Pilot projects that evaluate student needs/interests, the costs to make broader access available, and explore budget models that support greater access.

In addition to providing coordination across the parallel taskforces, the leadership team will develop a timeline and establish milestones so that by 2025 we will have processes and platforms that provide a seamless experience for students to conduct transactions and participate in co-curricular experiences—all while increasing mobility and access to the education across campuses and modality.

Finally, each guiding principle leadership team will incorporate as part of their work the identification of infrastructure requirements that are needed to support the achievement of the guiding principle. In this context, infrastructure refers to administrative policies and practices, facilities, budget models, and technology platforms to facilitate faculty and staff collaboration, student access to university resources, and student success. Coordination of infrastructure needs will occur through the joint assignment of leadership team members with the Guiding Principle 5 leadership team.