Academic Leadership Forum

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Lance Kennedy-Phillips, Ph.D., Vice Provost for Planning, Assessment, and Institutional Research

Daniel Newhart, Ph.D., Assistant Vice Provost for Planning

Office of Planning, Assessment, and Institutional Research

Assessment

Strategic Planning

Accreditation

Data Management & Governance

Institutional Research

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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

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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
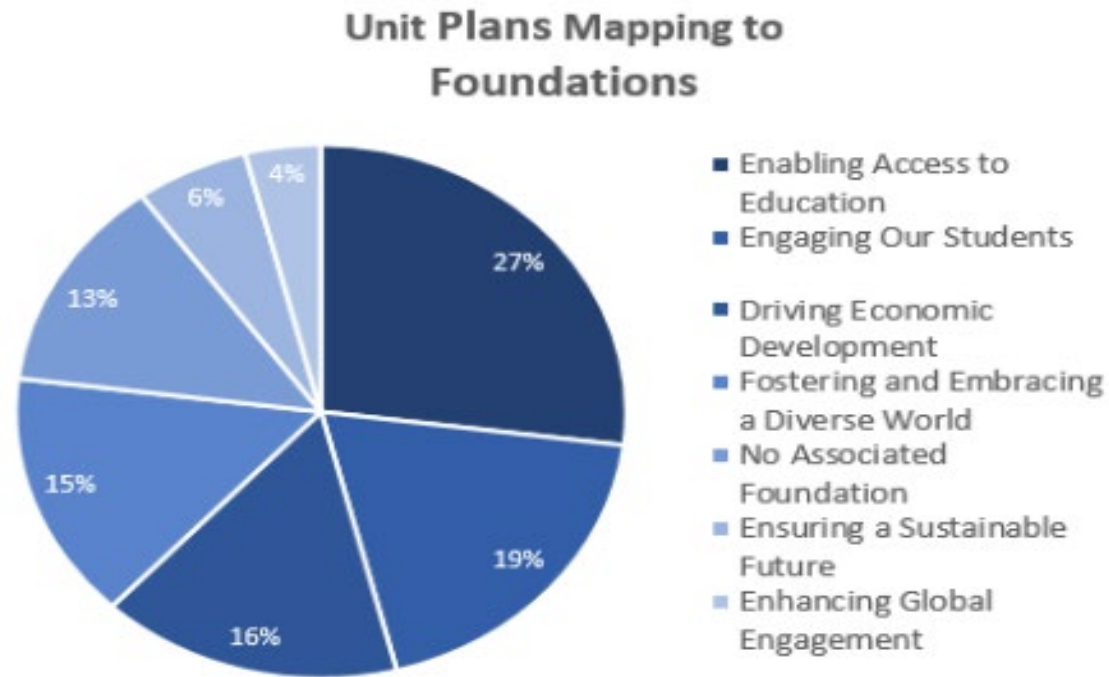 - Foundations
  - Supporting elements

Budget unit plans at Penn State

- Foundations:

Unit Plans Mapping to Foundations

- 27% — Enabling Access to Education
- 19% — Engaging Our Students
- 16% — Driving Economic Development
- 15% — Fostering and Embracing a Diverse World
- 13% — No Associated Foundation
- 6% — Ensuring a Sustainable Future
- 4% — Enhancing Global Engagement

Budget unit plans at Penn State

• Thematic Priorities:
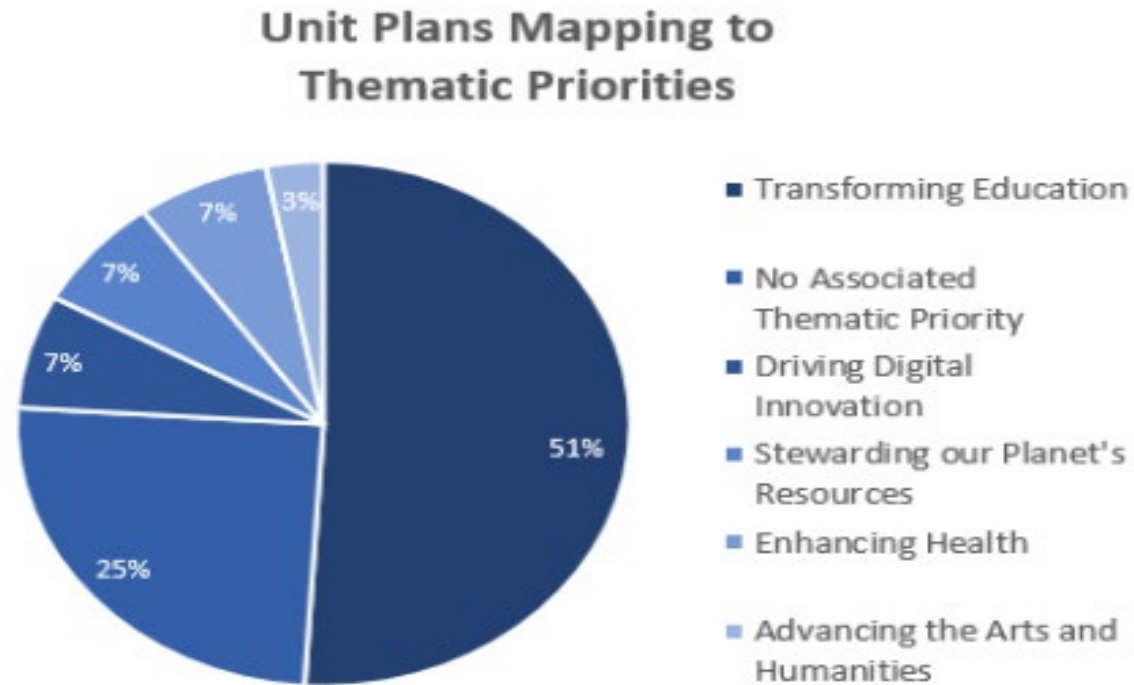
Unit Plans Mapping to Thematic Priorities

- 51%
- 25%
- 7%
- 7%
- 7%
- 3%

- Transforming Education
- No Associated Thematic Priority
- Driving Digital Innovation
- Stewarding our Planet's Resources
- Enhancing Health
- Advancing the Arts and Humanities

Budget unit plans at Penn State

- Supporting Elements

Unit Plans Mapping to Supporting Elements

- Constituent Outreach and Engagement
- Infrastructure and Support
- Organizational Processes
- No Associated Supporting Element
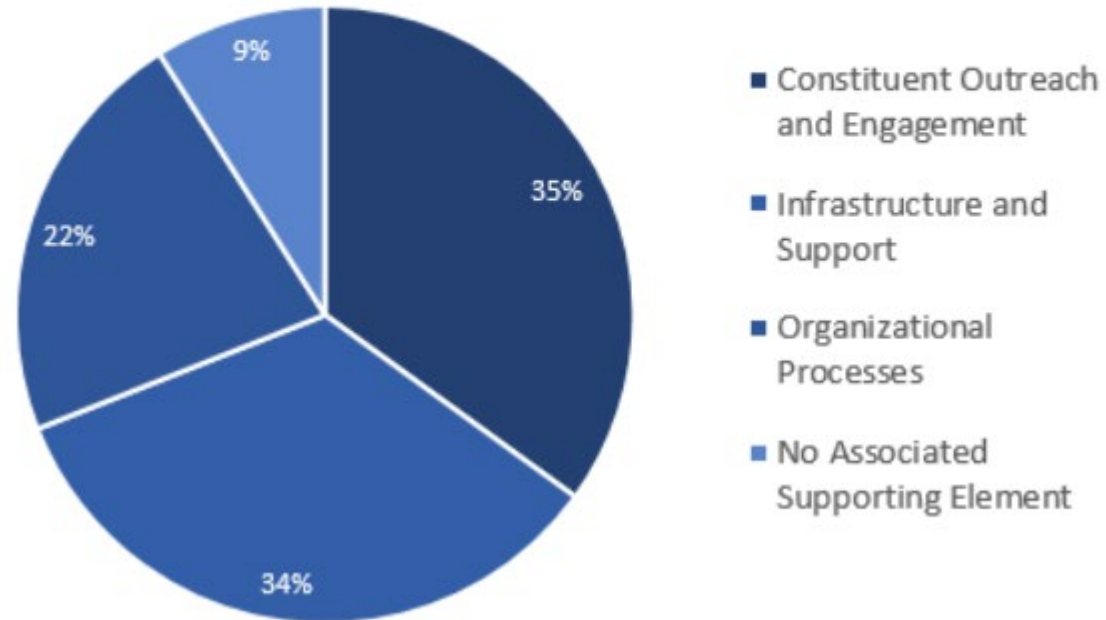
What We Learned (Logistically)

- 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**

	Awarded		Not Awarded
	Primary	Secondary	All mentions
Enabling Access to Education	7	9	106
Engaging our Students	12	23	185
Fostering and Embracing a Diverse World	6	15	116
Enhancing Global Engagement	2	13	83
Driving Economic Development	5	9	98
Ensuring a Sustainable Future	11	4	83

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

	Awarded		Not Awarded	
	Primary	Secondary	Primary	Secondary
Advancing the Arts and Humanities	7	3	27	34
Driving Digital Innovation	4	12	28	80
Enhancing Health	7	6	41	38
Stewarding our Planet's Resources	9	4	30	32
Transforming Education	11	16	70	99
Constituent Outreach and Engagement	2	25	15	93
Infrastructure and Support	1	16	7	51
Organizational Processes	2	7	4	39

Strategic Plan Seed Grants

Seed Grant Cycles 1-4

Grants Awarded: 43

Funds Awarded: $9,194,150

Category	Funds Awarded
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

■ Funds Awarded
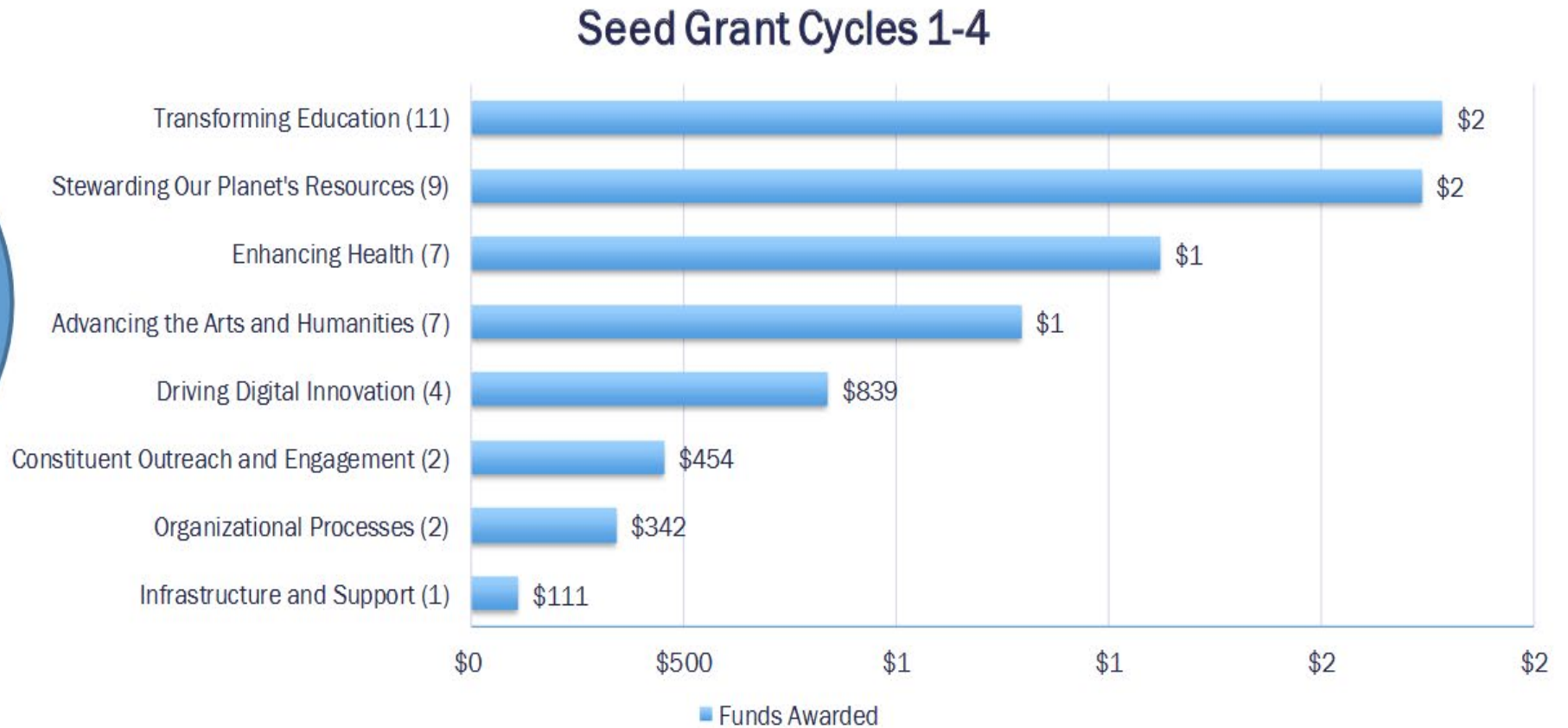
Growth of Seed Grants

- 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

**Funds Awarded:**
$9,194,150

Additional External Funding:
$10,024,521

	PSU internal Additional Funding in application	External Additional Funding in application	PSU internal Additional funding received post award	External Additional funding received post award
Cycle 1	498,000	395,700	30,000	8,611,365
Cycle 2	23,000	120,116	136,049	496,646
Cycle 3	50,000	4,000	10,000	
Cycle 4	386,925	175,700	40,000	221,000
Total	957,925	695,516	216,049	9,329,011

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
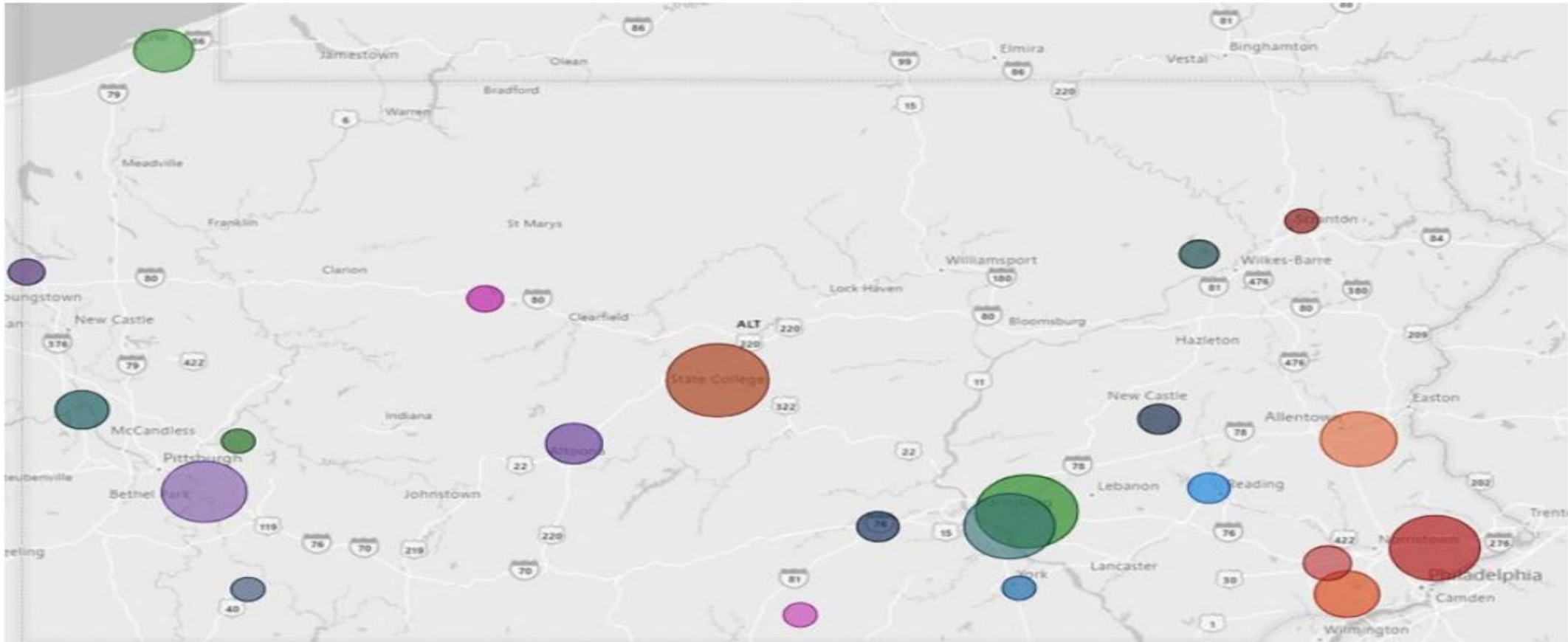
Assessment: Method 3 (Committee Analyses)

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 <u>then</u> moving ahead

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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!