

One Penn State 2025



A Discussion with the Board of Trustees
September 14, 2018



PennState

Penn State as a Leader in the Transformation of Higher Education

- Academic ranking, history as an online pioneer, brand strength, financial stability, technological capabilities and growth, efforts to tackle costs over the last decade – all yield a potential for innovation that few institutions are capable of accomplishing.



What is One Penn State 2025?

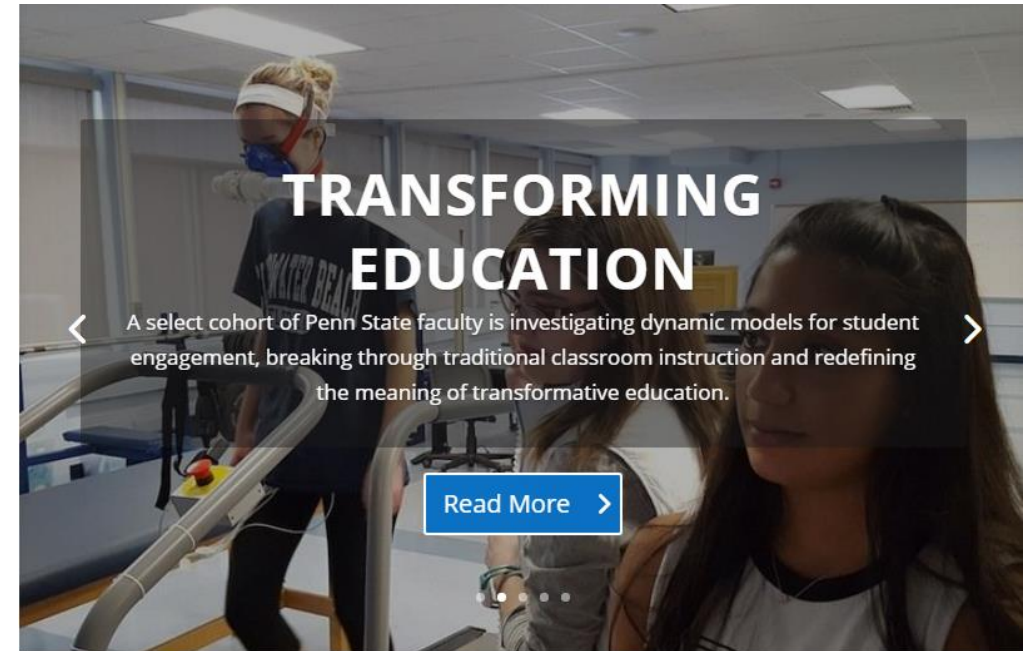
- It's a vision for an ambitious rethinking of some of our most fundamental approaches to how we structure learning and how we operate to support student success.
- Its evolution depends on substantial partnership and our ability to find and direct resources toward an evolved, transformative approach to higher education.



How It Began

Penn State Strategic Plan

Penn State will be a leader in the transformation of education, including enhancing access to it, as it fulfills its land-grant mission in a 21st-century context and continues to drive discovery-focused research across disciplines.



The Process

Oct
2016

The Future of Online Learning and the Role of the World Campus Task Force charged to review trends, leverage the success of the World Campus and recommend a vision and framework for the future of online learning at Penn State.

SP
2017

Gathered input from more than 600 academic leaders, faculty, students and staff; expanded the role to learning at Penn State by leveraging the digital environment.

SP
2018

Finalized report focusing on five Guiding Principles: business processes, curricula, timely content and modalities, lifelong engagement and support systems.



The Vision: One Penn State 2025

- To be more integrated, flexible and responsive as an institution
- Seamless online access to curricula and processes across all Penn State campuses
- Function 24/7/365
- Serving needs of people where they are
- A higher level and strengthening of already-existing commitments
- To be more diverse and inclusive

Guiding Principles

1. Provide a Seamless Student Experience
2. Achieve Curricular Coherence
3. Design Relevant and Responsive Programs
4. Engage Learners Throughout Their Lifetimes
5. Achieve the Highest Level of Efficiency of University Resources



1. Provide a Seamless Student Experience

- Streamline all interactions with Penn State and shift time and attention from navigating business transactions to learning.
- Integrate admissions, enrollment and student processes, taking courses, co-curricular learning and support services.



Progress Toward Implementation

Leadership in Admissions, Student Aid, the Registrar and the Bursar are exploring:

- A one-stop intuitive platform that provides access to prospective students through graduation and beyond.
- Cross-functional teams to support students for the majority of their needs; tiered and specialized support when needed.



2. Achieve Curricular Coherence

- Work collaboratively to create and move toward one unified curriculum across each major, minor and certificate program.
- Requires strong disciplinary and interdisciplinary communities and multiple and flexible models of course taking.



Challenges

- How to retain unique strengths of existing programs.
- Requires phased-in approaches to address student access.
- Need for coordination with current efforts by faculty and academic leaders.



Progress Toward Implementation

- A team of academic affairs directors has coordinated instructional resources and offerings across the Commonwealth Campuses for one undergraduate program.
- Additional cross-campus coordination for content projects is underway.
- Physics faculty are using version control technology to create core content for a general education physics course.
- We have established a Learning Outcomes Assessment team in the Office of Planning and Assessment.



3. Design Relevant and Responsive Programs

- Offer degrees and programs with learning outcomes defined by disciplinary communities and contemporary needs.
- Offer flexibility in achieving these outcomes via multiple pathways.



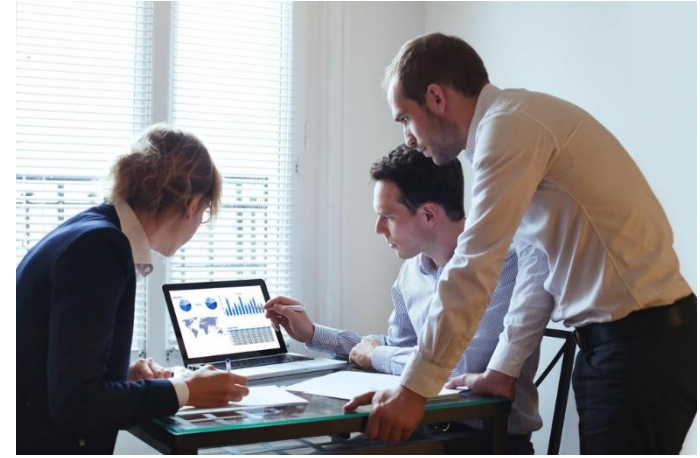
Progress Toward Implementation

- Some disciplines are interested in developing content (credit and non-credit) to be shared with others.
- Some campuses/colleges are interested in developing accelerated programs and alternate delivery methods.
- Some campuses/colleges are interested in incorporating specific professional competencies into their curricula in a more deliberate fashion.



4. Engage Learners Throughout Their Lifetimes

- Deliver content that is timely, topical and relevant to personal and professional well-being.
- Offer a single University portal with easy access to distributed content sources for learners, faculty, colleges and campuses.



Consider: Penn State is Your University for Life

- Goes beyond lifelong learning.
- Once you enroll, you have access to Penn State educational opportunities for life – single courses, degree programs, additional majors, minors, certificates – what you need to advance your career and interests.
- Same email, same student number, always “registered.”
- Graduation is not an endpoint – we are always open.



Potential Models for Partnering

- Pay-as-you-go. Take one class, a course or a sequence.
- Differentiated subscription rates for alumni/others.
- Credit/non-credit, degree/non-degree options.
- Need to simplify management of the transactional part of the operation.



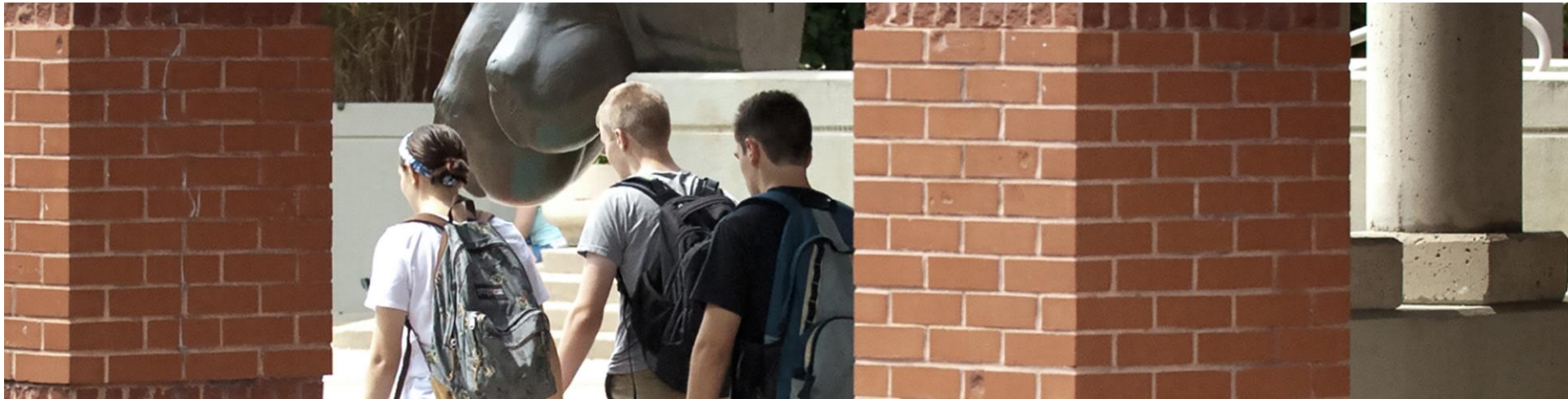
Progress Toward Implementation

- Learning from College of Ag and Extension education program, especially the Atlas Program, which is already working in this space.
- PSAA is interested in partnering to leverage alumni connections to expand reach of non-credit courses.
- Proof-of-concept pilot with 1 or 2 colleges is being explored.
- Team developing RFP for enterprise-wide, non-credit registration system to support this activity.
- Exploring the best ways to create a course catalog.



5. Achieve the Highest Level of Efficiency of University Resources

- Leverage digital resources and align faculty, academic and administrative resources to achieve greater institutional efficiency to address affordability for a high-quality Penn State education.
- Builds on existing efforts of academic leaders and faculty.



Progress Toward Implementation

- Examining the successful model of The Digital Learning Cooperative, which shares content while maximizing faculty capacity and supporting curricular coherence.
- The Organizational Processes Steering Committee's project on Operational Excellence explored the question of shared resources and the variety of content management systems.
- Career Services coordinated the creation of a single, integrated career enterprise system for 37 PSU career units.



The Overarching Goal

One Penn State 2025 represents a fluid, personalized and collaborative environment that enables students, alumni, faculty and staff to achieve their goals regardless of their location.



Requirements for Success

- Budget models that strongly align with and support the One Penn State 2025 vision.
- Academic and administrative structures that foster greater student, staff and faculty identification with disciplinary communities in addition to affiliation with a department, college or campus.



Discussion: Are We Ready to Transform a Penn State Education?

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5. Achieve the Highest Level of Efficiency of University Resources