



PennState

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

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

SUBJECT: Extension of University Strategic Plan Through 2025

On February 22, 2019, the Penn State Board of Trustees supported extending the University-wide strategic plan's time frame to 2025. This extension enables us to focus on our signature initiatives, such as One Penn State 2025 and the Penn State Consortium to Combat Substance Abuse, and to foster their growth in the context of the current plan. Also, projects funded with seed grants through the plan's RFP process can continue, allowing us to keep doing the great work on projects, programs, and initiatives that were designed to support the current plan's priorities and goals.

Penn State's strategic plan, "Our Commitment to Impact," originally had an end date of 2020, and most unit plans were due to "term out" at the end of the 2018-2019 academic year. With this University-wide plan extension, we plan to extend the unit planning implementation period until 2020 to align with the original implementation timeline of the University strategic plan. The extension will give units more time to put their plans into action, as well as provide an assessment window in which to review adjustments, highlight progress made thus far, and consider future areas of focus.

We also will use this time to systematically and rigorously assess plan implementation and determine how best to communicate the significant progress being made. This effort will identify achievements and areas that require reconsideration. It also will inform our next steps and help us understand whether our direction and focal areas warrant continued strategic investments. Ultimately, our assessments will reveal how Penn State can continue to make positive impacts through 2025 by implementing key initiatives.

During the institutional plan assessment process, we will analyze existing data from unit strategic plan work since 2014-2015, RFP seed grant progress since fall 2017, strategic plan executive committee reports since 2017, and data related to our signature initiatives. Analyzing this qualitative and quantitative data will help us see how we are making progress across the institution.

We then will analyze our progress writ large, using the plan's foundations, thematic priorities, and supporting elements as lenses to determine areas of progress and opportunity in each part of the institutional plan. These analyses will be used to guide next steps with the University-wide plan and inform unit-level plans. Units' assessment and reflection processes will

lead to revised strategic plans at the unit level, with the intention of extending those updated plans through 2025.

Finally, we will seize opportunities for conversations – at our campuses and in their communities – to highlight ongoing efforts to fulfill Penn State’s mission as one of the nation’s great land-grant universities.

For your reference, here is a timeline of planned activities:

- **March – August 2019:** Reflection and assessment of current unit-level strategic plans
- **August – October 2019:** Unit leaders receive data from institutional strategic plan assessment and share with units
- **October 2019 – August 2020:** Revised unit plan development guided by unit reflection and institutional strategic plan development
- **August 2020 – August 2025:** Revised institutional plan and unit plan implementation efforts based on assessments and reflection efforts