

**THE PENNSYLVANIA STATE UNIVERSITY
BOARD OF TRUSTEES**

**COMMITTEE ON OUTREACH, DEVELOPMENT, AND COMMUNITY RELATIONS
MINUTES OF MEETING
VOLUME ODCR 17**

November 3, 2016

A meeting of the Committee on Outreach, Development, and Community Relations was held on November 3, 2016, in room 203 of the Penn Stater Conference Center Hotel at 3:30 p.m.

The following committee members were present: Chair Ryan McCombie, Vice Chair Kay Salvino, and Bob Jubelirer. Emeritus committee member Joel Myers was also present.

The following staff members, constituent representatives, or invitees were also present: Eric Barron, Paul Clifford, John Ilie, David Lieb, Lawrence Lokman, Zack Moore, Kevin Steele, Ann Taylor, and Craig Weidemann.

Chair McCombie called the meeting to order. As a quorum was not present, approval of the *Minutes* of the September 15, 2016 meeting was deferred until the February 2017 meeting.

Craig Weidemann provided an in-depth update on the World Campus, as well as benchmarking initiatives with other institutions. A video was shown showcasing World Campus students and their accomplishments. The growth of the World Campus, as well as advertising endeavors and marketing strategies, were also highlighted in the presentation. Yvonne Gaudelius, Associate Vice President and Senior Associate Dean for Undergraduate Education, gave a presentation about the Transforming Education Task Force and their goals for expanding delivery of online courses while maintaining high standards of quality. Yvonne also touched on the use of blended courses (online and in-person) to enhance the student experience and increase affordability. (See Appendix I)

Lawrence Lokman informed the Committee about crisis communication efforts, and emphasizing public safety as being the number one priority. Lawrence also discussed efforts in creating uniform crisis communication protocols across all Commonwealth Campuses. (See Appendix II)

Todd Bacastow, Professor of Practice for Geospatial Intelligence, Dutton e-Education Institute, gave a presentation on Military Appreciation Week, including a photo slide show of last year's event. Margaret Gray highlighted the community involvement for Military Appreciate Week, and how 54 downtown businesses participated in the First Friday event in State College. (See Appendix III)

Paul Clifford and Kevin Steele gave a presentation on the 310 affiliate groups of the Penn State Alumni Association. These groups are comprised of 3,000 volunteers who have together raised \$9.7 million to support Penn State scholarships.

The meeting adjourned at 3:35 p.m.

Respectfully submitted,

Holly N. Brown
Administrative Support Assistant
Office of the Board of Trustees

Penn State World Campus and Online Learning: Envisioning the Future

Craig Weidemann
Vice President for Outreach,
Vice Provost for Online Education
Penn State University



PennState
Outreach and Online Education

Setting the Stage



PennState
Outreach and Online Education

President Barron's Goals, 16-17

*Create a strategic
framework for the
future of online
learning and the
role of the World
Campus.*



**Our Commitment to
Impact:
Strategic Plan Themes**

Transforming Education

Enhancing Health

Stewarding Resources

Digital Innovation

*Advancing Arts and
Humanities*



Penn State will be a leader in the transformation of education.



President Barron's Imperatives

Access

Affordability

Success



Transforming Education Task Force: A Framework for the Future

A Task Force has been formed to envision the future of online learning and World Campus at Penn State. The group will develop a framework by the end of spring 2017.



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Setting the Stage

Successful World Campus

Online embedded in the core of the University

Traditional students interested in new pedagogies

Revenue opportunities

Opportunity to provide access in-state and out-of-state

Increased competition

Speed of innovation



PennState

Outreach and Online Education

Penn State World Campus and Online Learning: Envisioning the Future

- 1 The World Campus Foundation
- 2 A Focus on Quality
- 3 A Look at Our Students
- 4 World Campus Marketing
- 5 Finance and Operations
- 6 What's next?



1

The World Campus Foundation



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“To promote liberal and practical education of the industrial classes in the several pursuits and professions of life...”

Morrill Land-Grant Act



We offered our first distance education course in 1892 as a part of the Rural Free Delivery Program.



Image source: Wikimedia

1998: Our Beginning

“The Penn State World Campus represents a significant institution-wide innovation in the use of asynchronous learning networks to serve students at great distances from a physical campus.”

Report to the Alfred P. Sloan Foundation, Dec. 1998



The screenshot shows the Penn State World Campus website. On the left is a vertical navigation menu with links: Home, Welcome From the President, Steering Committee, About World Campus, Did you know?, Mission and Goals, A Century of Commitment, Virtual Tour, What's New?, Programs and Courses, Getting Started, Apply Now, Register for Courses, Learner Support Services, Campus Announcements, How Can I Get More Information?, and Search. The main content area features the title "Penn State's World Campus" and a photograph of a building. Below the photo is a paragraph describing Penn State as a land-grant university and a leader in technology. Further down, it states that the World Campus combines Penn State's strengths with its reputation for academic excellence. A welcome message follows: "Welcome to the World Campus. Explore our programs and services. Your future is at your fingertips." At the bottom, there is a logo for Penn State World Campus, a commitment statement to affirmative action, and contact information for the website.



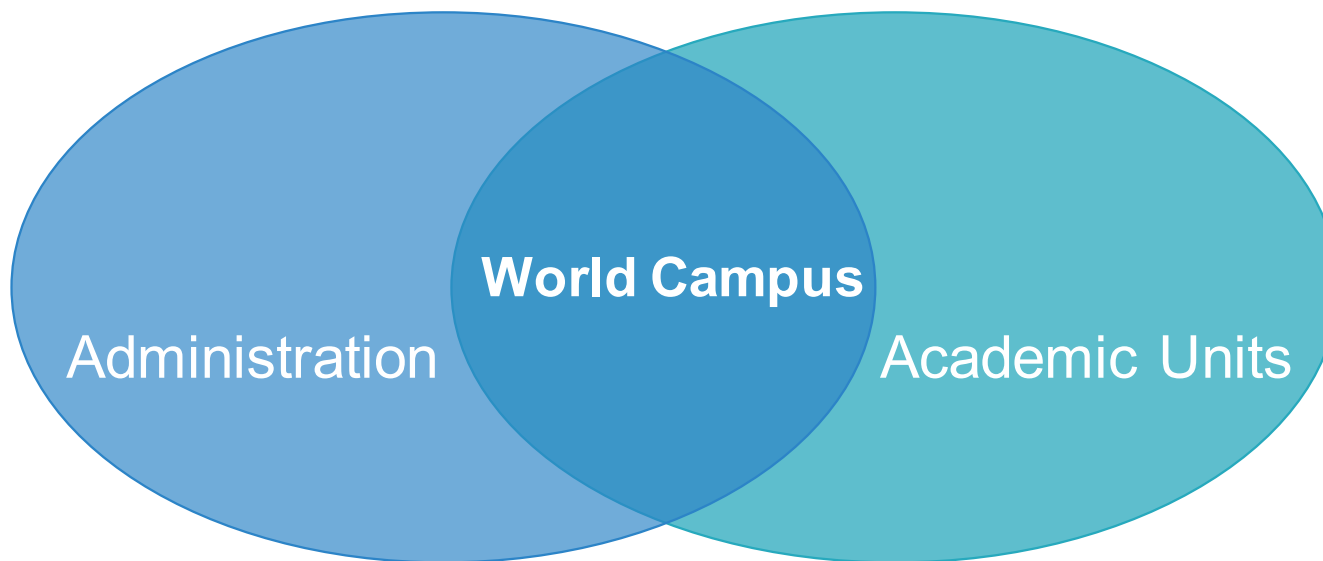
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World Campus Foundation

- 1** A degree earned through World Campus is a **true** Penn State degree—same program, same faculty, same admissions requirements, same rigor.
- 2** All online programs must be **run through** World Campus (AD55).
- 3** World Campus operates as a **self-support unit**, a distinct marginal business enterprise.



Our Relationship to the University



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“If the World Campus grows to 50,000 students and has not engaged and advanced the University, it has failed.”

Penn State Provost Nick Jones

Penn State World Campus Goals

Strengthen Penn State's leadership in online learning.

Grow student enrollments to 34,000 by 2025

Reinforce commitment to quality

Reduce cost to degree

Ensure that the student experience is world class

Increase World Campus student success rate



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2 A Focus on Quality



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#1 in Best Online Bachelor's Programs

For a second year in a row!

- #4** Graduate Engineering
- #4** Graduate Computer Information Technology
- #6** Graduate Education
- #7** MBA
- #7** Graduate Business



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Outreach and Online Education

#1 in Best Online Programs for Military and Veterans

- #4 Graduate Computer Information Technology
- #4 Graduate Education
- #4 Graduate Engineering
- #4 Graduate Business
- #5 Graduate MBA



World Campus as a Benchmark



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1200 Faculty

Teaching online through the World Campus



200 Learning designers
Across the University

Online Faculty Development

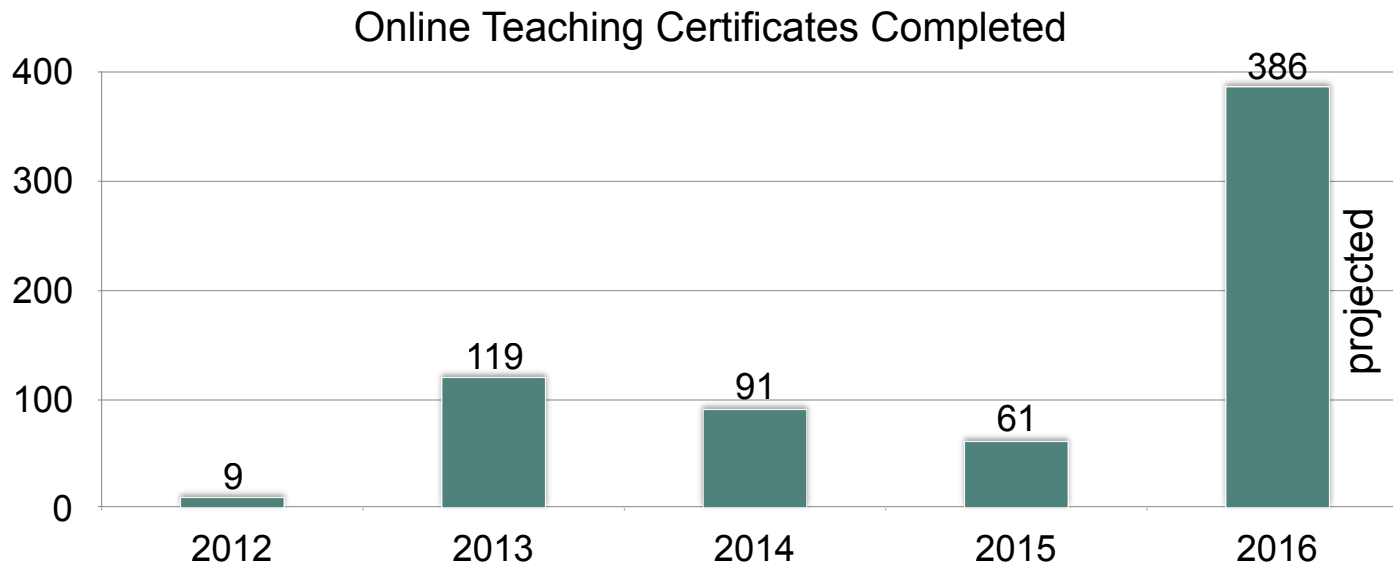
25

online professional
development and certificate
programs in 2016



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Outreach and Online Education

Online Faculty Development: Committed to Supporting Our Faculty



PennState
Outreach and Online Education

Faculty Teaching Online

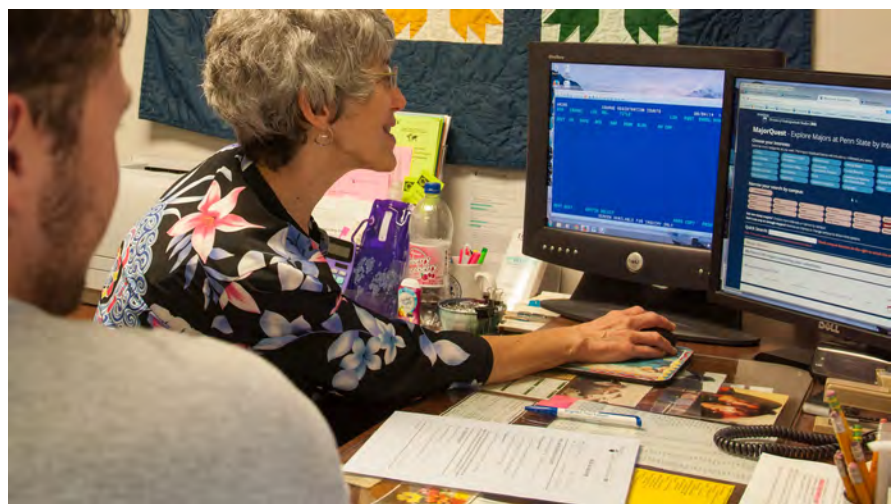
“It wasn’t until I attempted to develop web-based learning resources and to employ them in the online environment that I began to really think about teaching. ... **in attempting to become an online teacher, I became a better teacher**—in the classroom and elsewhere.”

Al Turgeon, Emeritus Professor of Turfgrass Management



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Measures of Quality



Retention similar to campuses with high adult populations

Comparable grade distribution to residence instruction

Student-to-Advisor Ratio of 300:1



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Providing Outstanding Student Support



Coaching for prospective and admitted students in partnership with InsideTrack

24/7 access to tutoring with Tutor.com

An in-depth New Student Orientation and pre-assessment such as ALEKS for math and Smarter Measure for online readiness

Comprehensive Disabilities Services offerings for students



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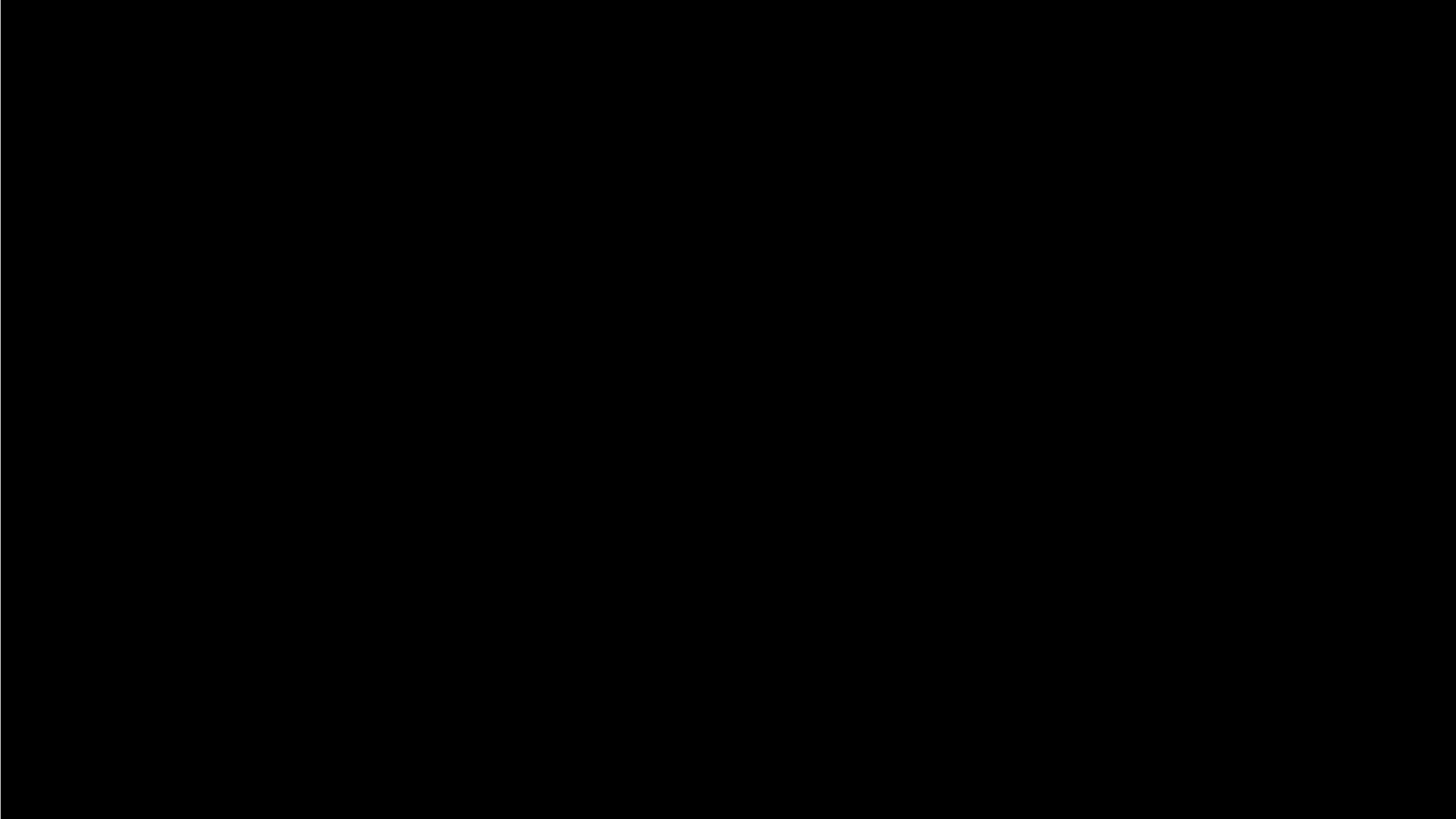
3

A look at our Students



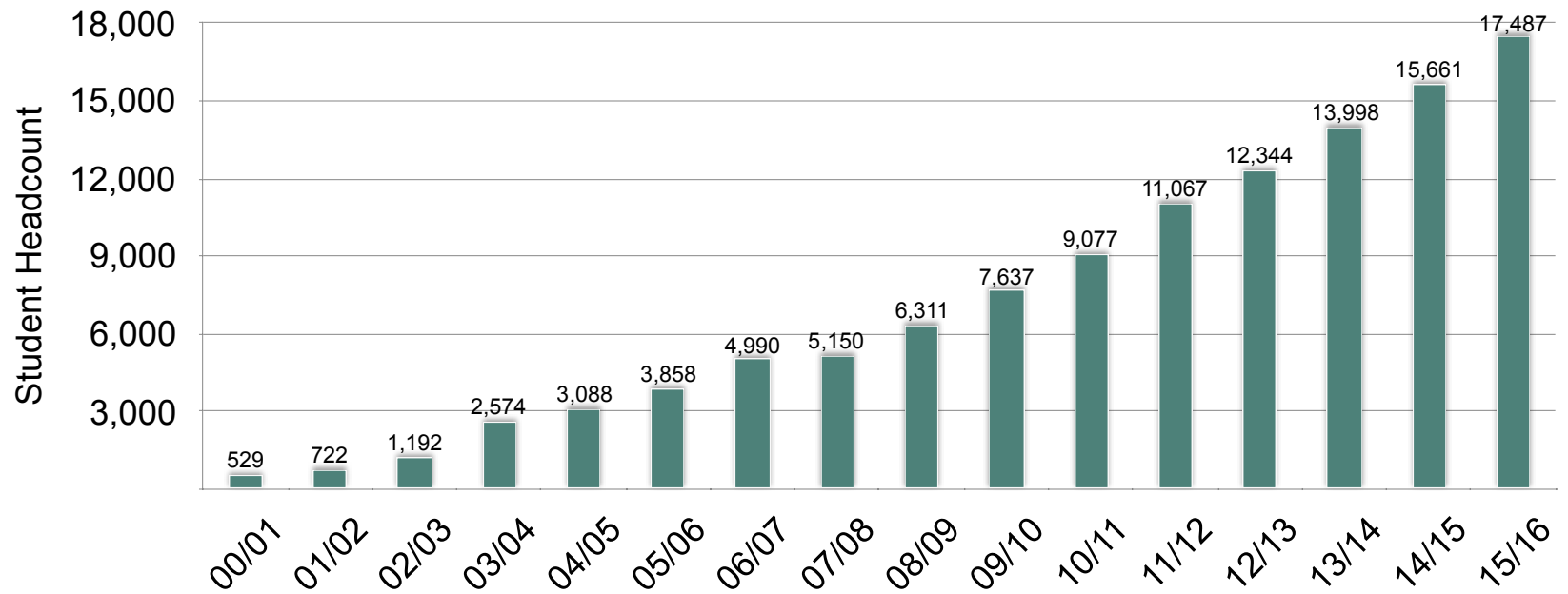
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Outreach and Online Education





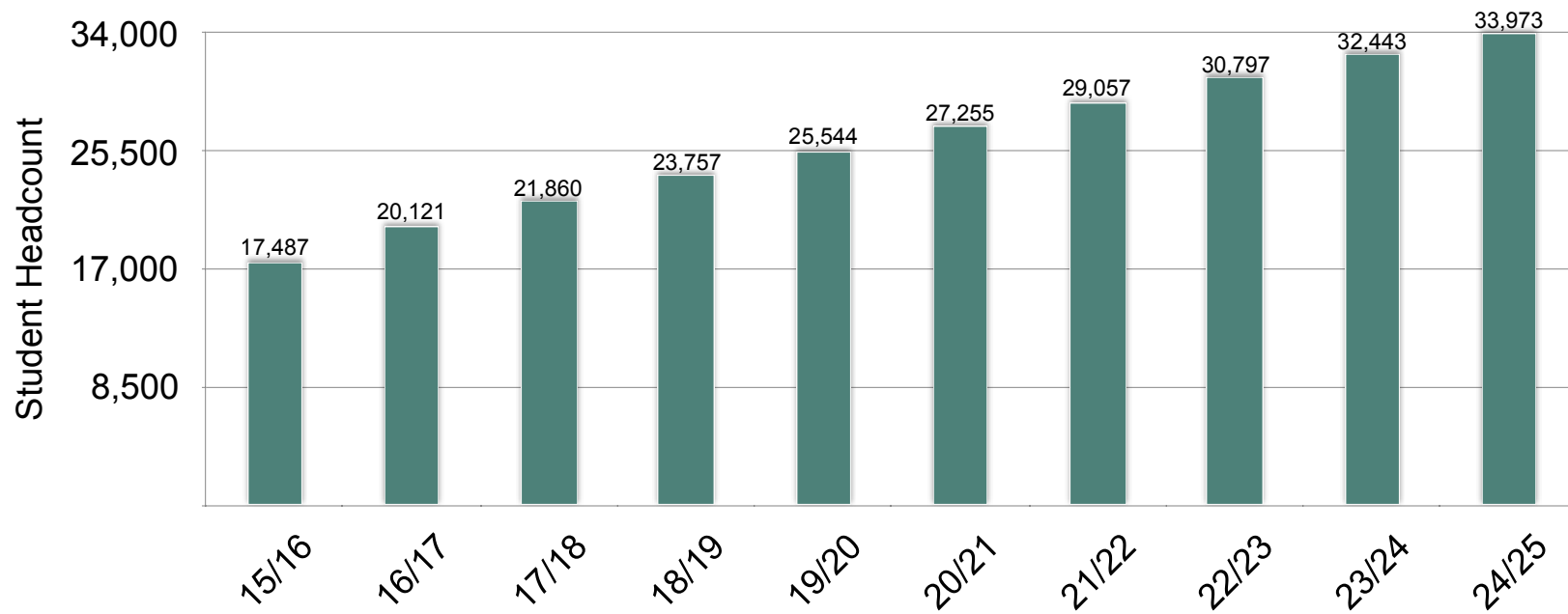


World Campus Year-End Headcount



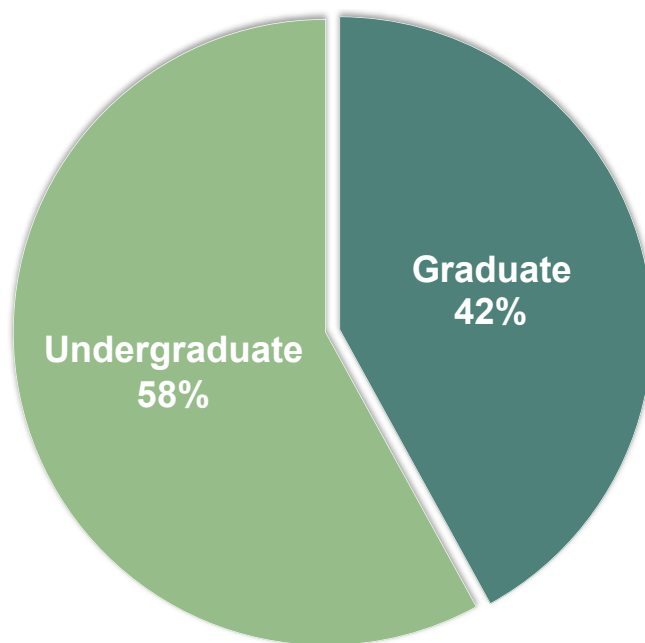
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Updated Headcount Projections

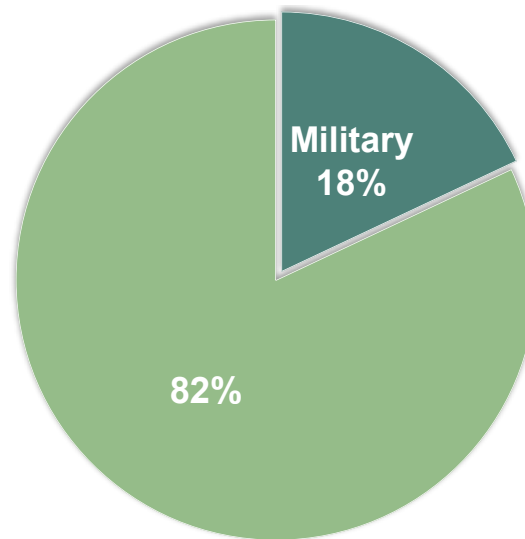
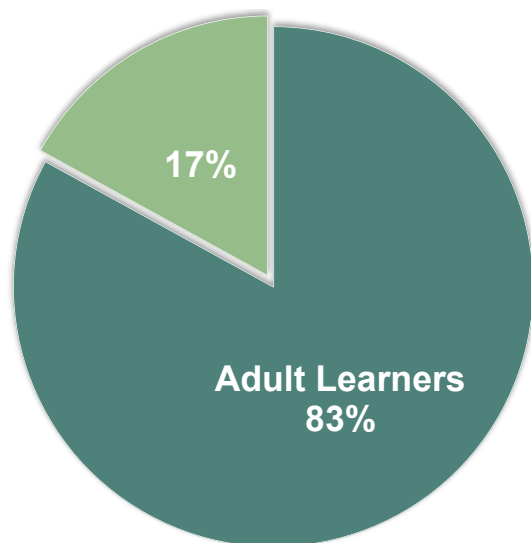


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Graduate vs. Undergraduate Students



Student Demographics

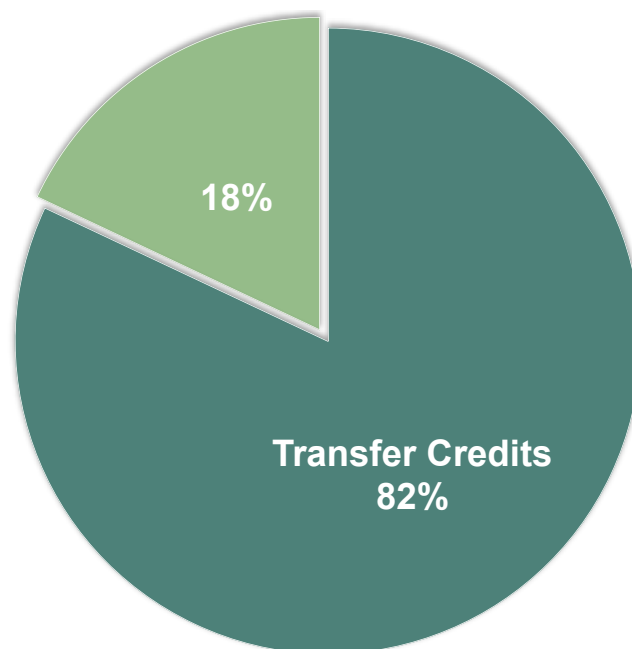


Average Undergrad Age: **32**

Average Graduate Age: **35**



New Students with Transfer Credits



Online Learning Consortium's Online Report Card

	Nationally (13/14)	World Campus (13/14)	World Campus (15/16)
Percent growth— online only	6%	14%	14%
Online students in same state	53%	37%	35%
Institutions with over 10,000 students	80 out of 3,324	Over 13,800 students	Over 17,400 students



Resident Students Learning Online

Over **6,000** resident students taking World Campus courses

50% of all UP students take at least one online course

An additional **700** courses are offered online outside the World Campus



4

World Campus Marketing



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World Campus Value Proposition



A Real Penn State Degree
Strong Brand Recognition
Extraordinary Student Support
Exceptional Learning Experience
A Worldwide Network of Alumni



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Brand and Program Marketing

Increase awareness of World Campus with targeted audiences and geographies

Communicate "We are the REAL Penn State"

Attract students who can succeed

Differentiate in an increasingly competitive market

Manage acquisition expense growth



Penn State
World Campus
staff with
extensive
industry
expertise



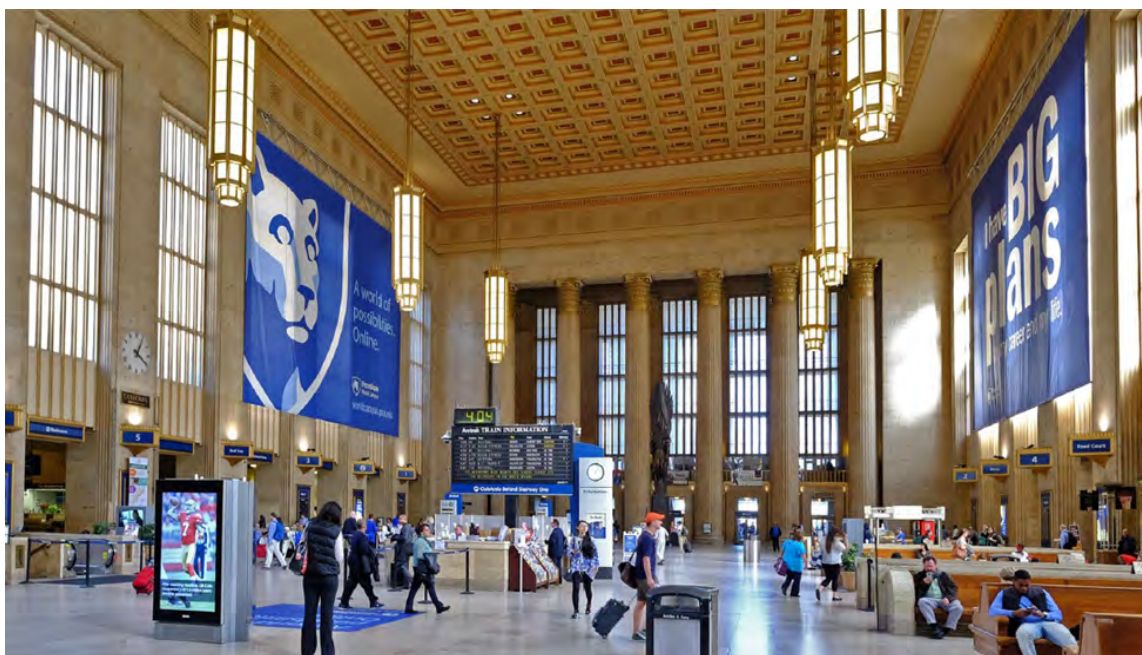
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Sample Campaign: Transportation Advertising

Build brand awareness of Penn State World Campus to prospective students and drive new and returning website visitor traffic through concentrated geo-targeted advertising campaigns in **Washington, DC, Philadelphia, Pittsburgh, Dallas, Northern New Jersey, and San Diego.**

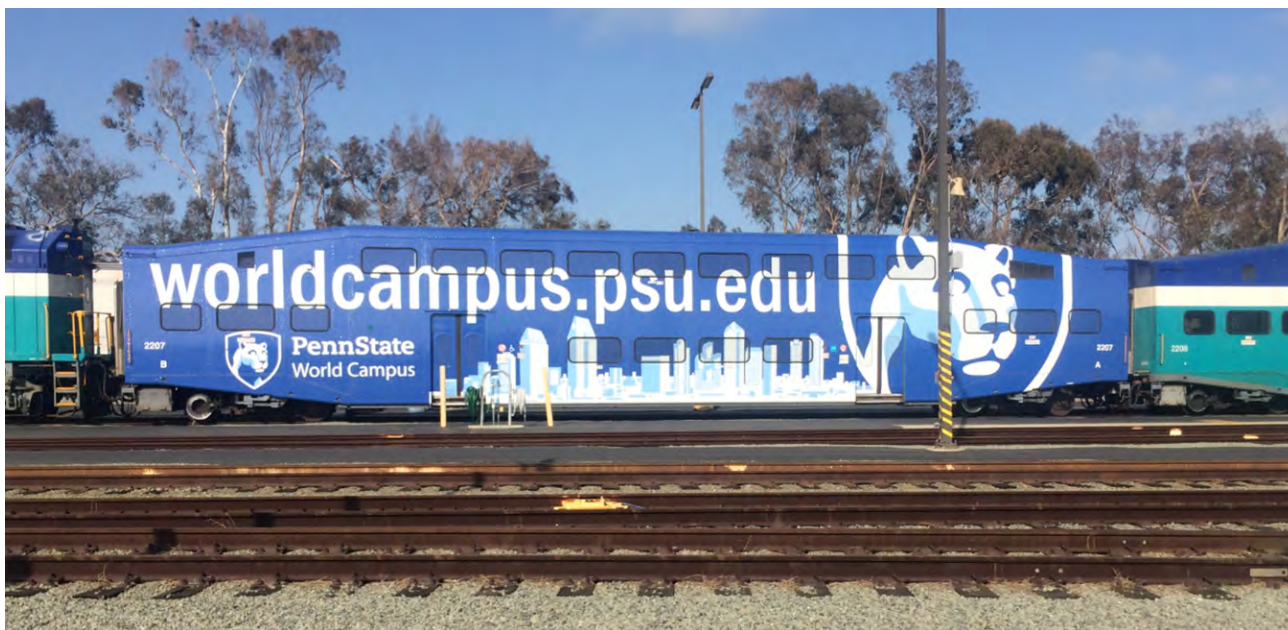


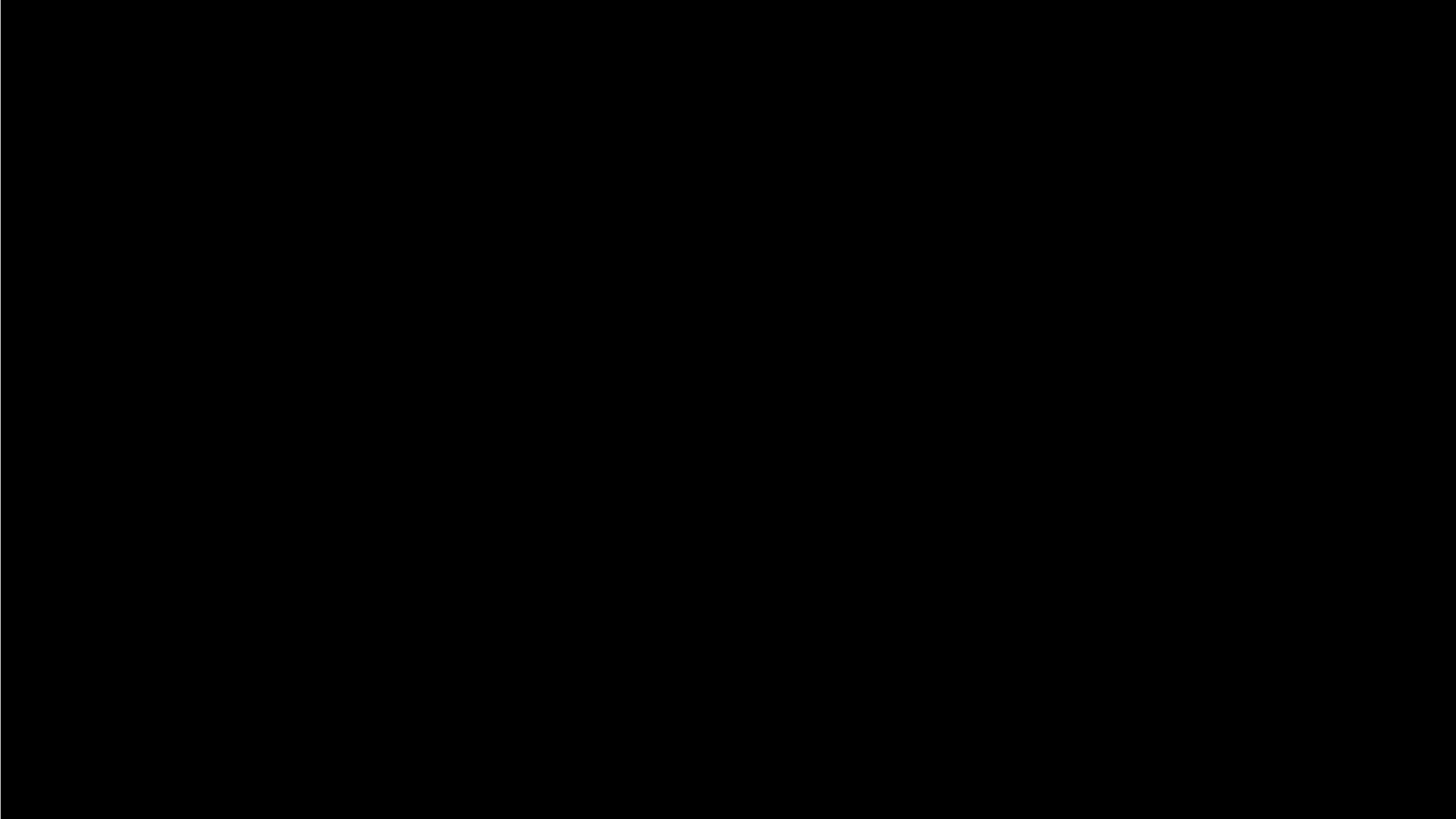
Spring 2016 Transportation



PennState
Outreach and Online Education

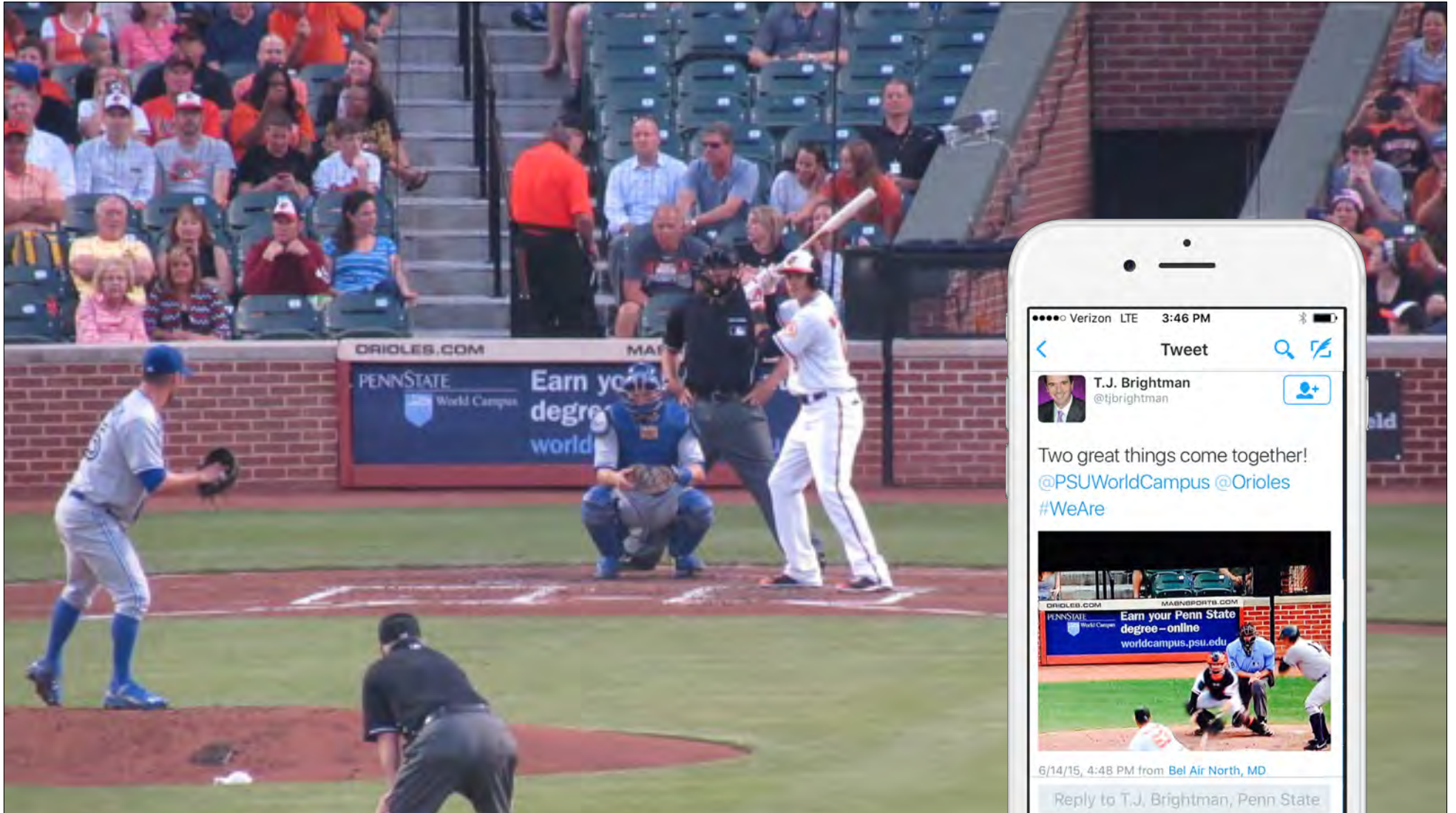
Spring 2016 Transportation





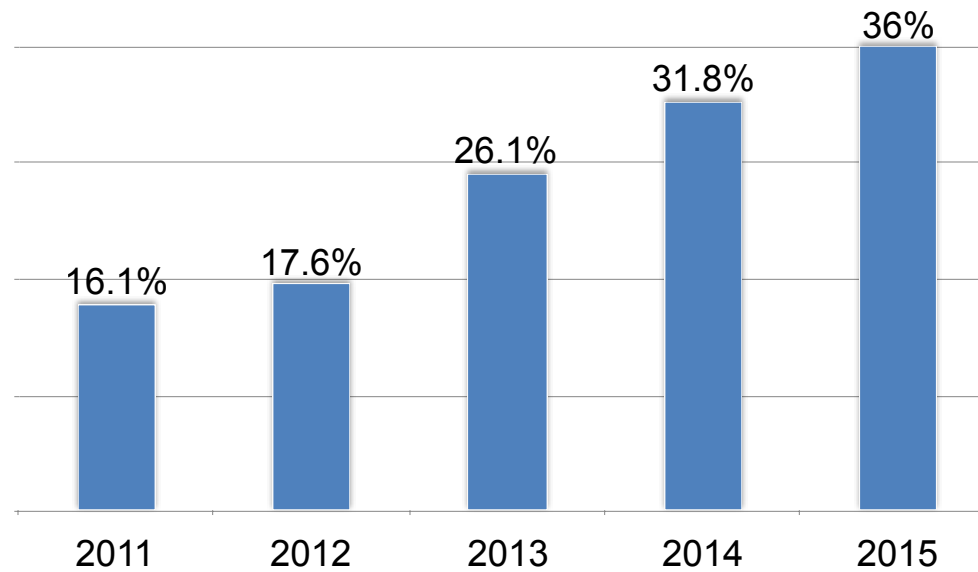


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Building Brand Awareness

Very or Somewhat Aware of Online Programs



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Developing Marketing Channels

Consumer Marketing

Business to Business

Military

Government

International



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Consumer Marketing

*Student acquisition costs
have risen.*





Business to Business

*Partnering with businesses
through our Corporate
Alliance Program.*

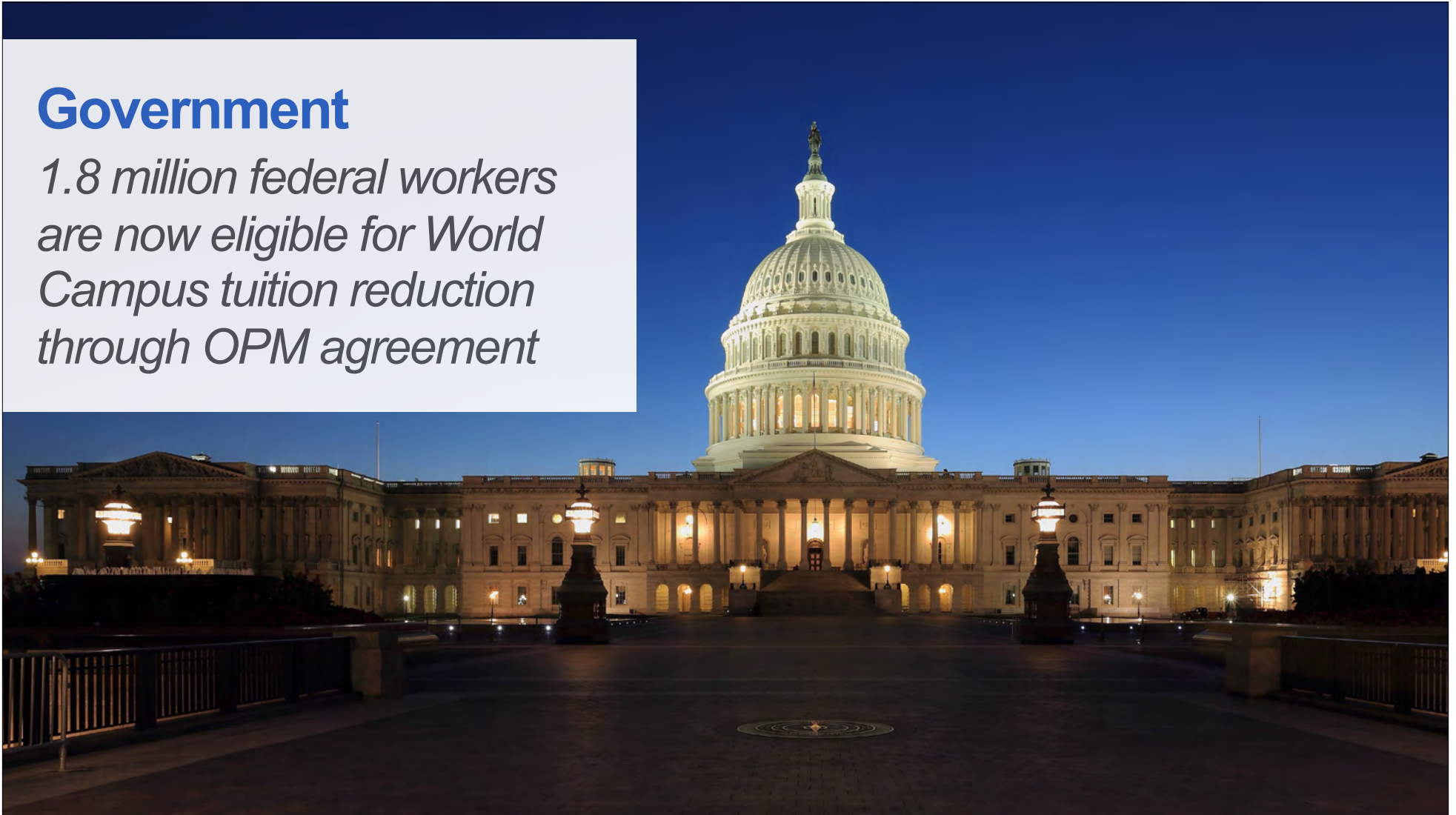
Military

39% growth in military enrollments in Southern California



Government

1.8 million federal workers are now eligible for World Campus tuition reduction through OPM agreement





International

*Piloting in South Korea
after significant
international research*

Image credit: Emmanuel DYAN, <https://creativecommons.org/licenses/by/2.0/legalcode>

5 World Campus Finance and Operations



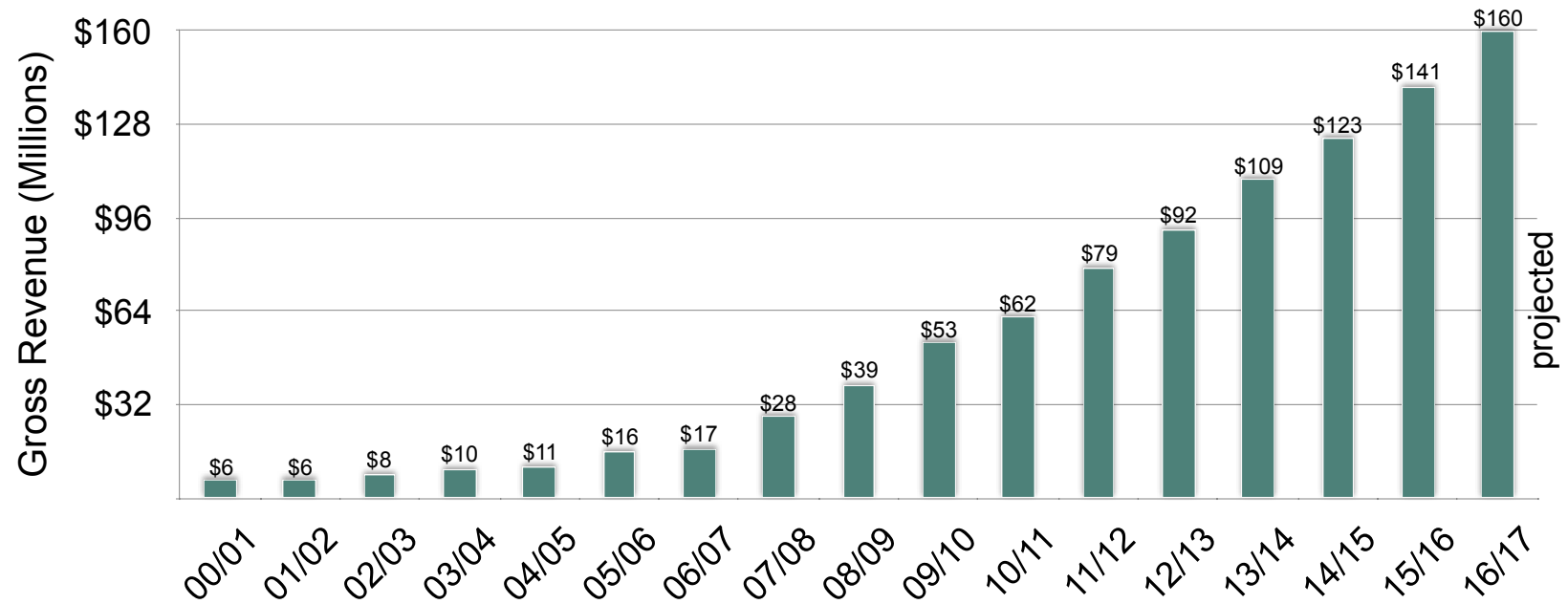
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Penn State World Campus Growth

	1998		2016
Programs	5	➔	130+
Student headcount	41	➔	17,487
Faculty	10	➔	1,200
Competitors	15	➔	3,300

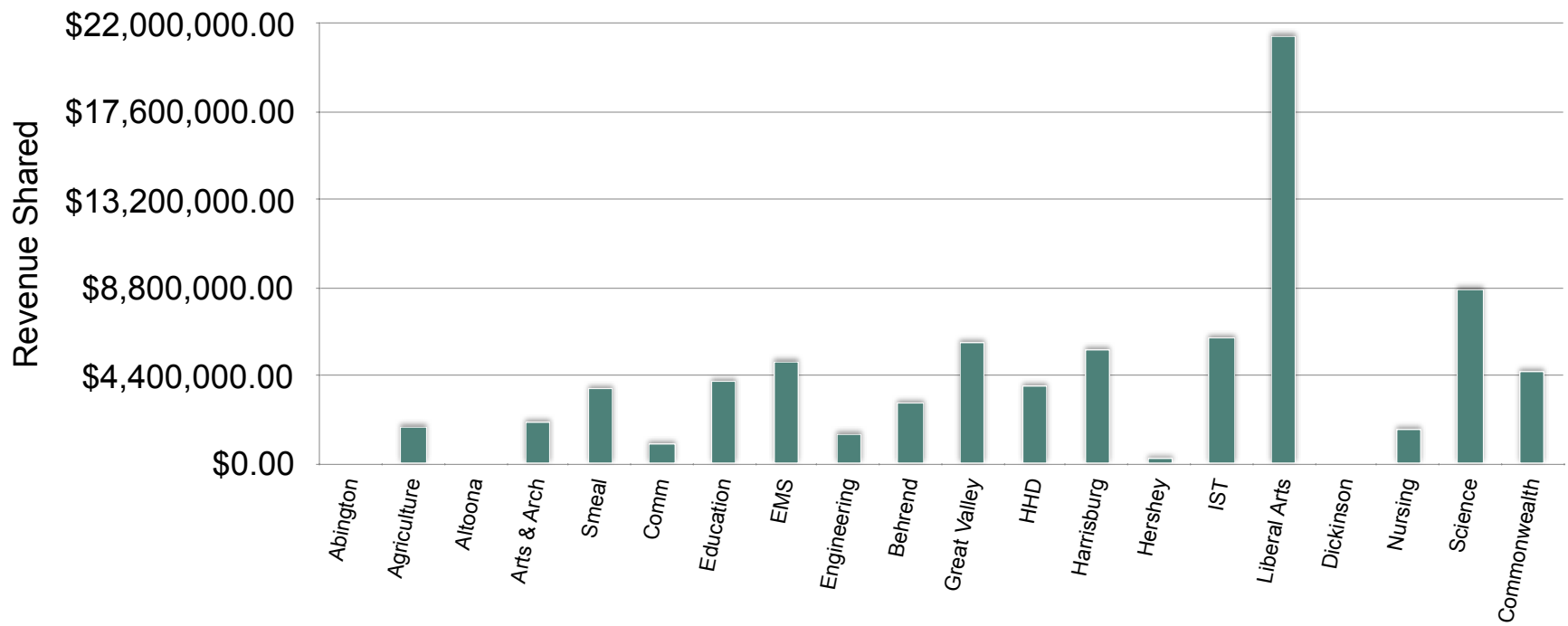


Year-End Financials



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Revenue Sharing by College



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⑥ What's Next?



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Current World Campus Strategies

- 1 Focus on Student Engagement
- 2 Engage our Alumni
- 3 Leverage EdTech and Innovation



Strategy 1: Focus on Student Engagement

Launched the Virtual Internship and Career Development initiative

Forming an inaugural World Campus Student Advisory Board which received over 120+ applications

Five World Campus students were offered internships at the U.S. State Department through the Virtual Student Foreign Service Program (VSFS)





World Campus student, Stephanie Warnock, joins the College of IST career fair using a telepresence robot.

Penn State World Campus



April 11, 2016 2:30-5pm EST

Research Conference

Home

Event Info

Program

News

Contact Us

Penn State University World Campus Psi Chi Research Virtual Conference

Welcome to the Penn State World Campus Psi Chi Research Virtual Conference, an online event devoted to recognizing and promoting excellence in the science and application of psychology.

[DONATE NOW!](#)

[Download Skype](#) on your computer to make voice/video calls from within the virtual environment.

[Learn more](#)



Register Now



Enter



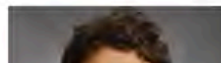
Why Attend?



Exhibitor Info



FEATURED SPEAKER: **Dr. Louis Castonguay**, *Professor of Psychology*



Penn State Home Virtual Reality Panoramas Photos Videos

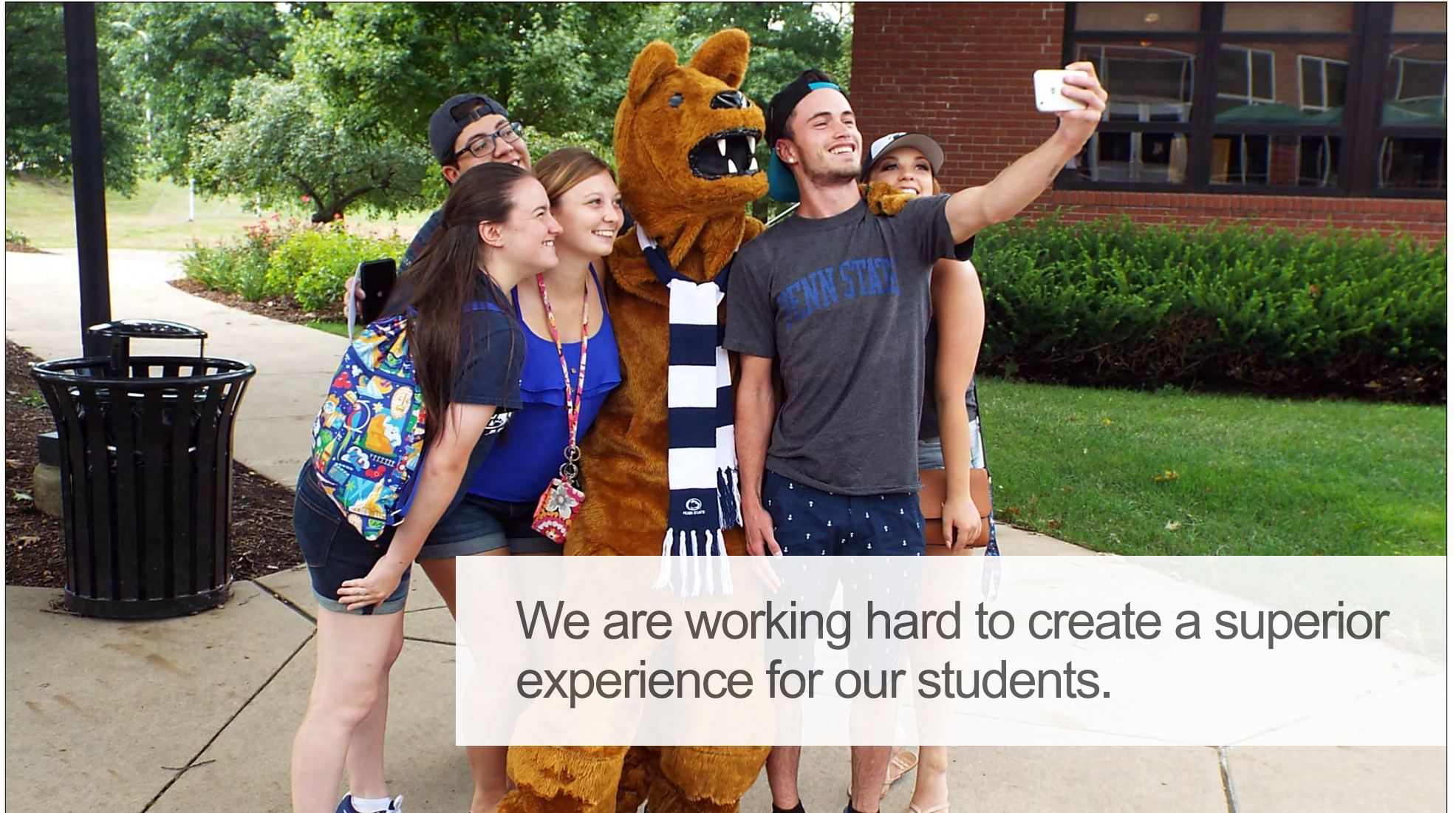
Register Now **Schedule Visit** **Apply Online**

Welcome to University Park!

- Allen Street Gates
- Old Main
- Engineering East Building
- Hintz Family Alumni Center
- Deike Building
- Information Sciences and Tec...
- Recreation Building/Rec Hall
- Nittany Lion Shrine
- West Halls
- Pattee Library Mall
- Library
- Pasquella Spiritual Center
- Palmer Museum of Art

Using virtual reality tours to bring campus to our students.

Photos 5 Videos 1 Info



We are working hard to create a superior experience for our students.



What are your Penn State memories?

Strategy 2: Engage our Alumni

In-person meetups and events in geo-targeted areas

Active World Campus Alumni Society and Society Board

Alumni Ambassadors

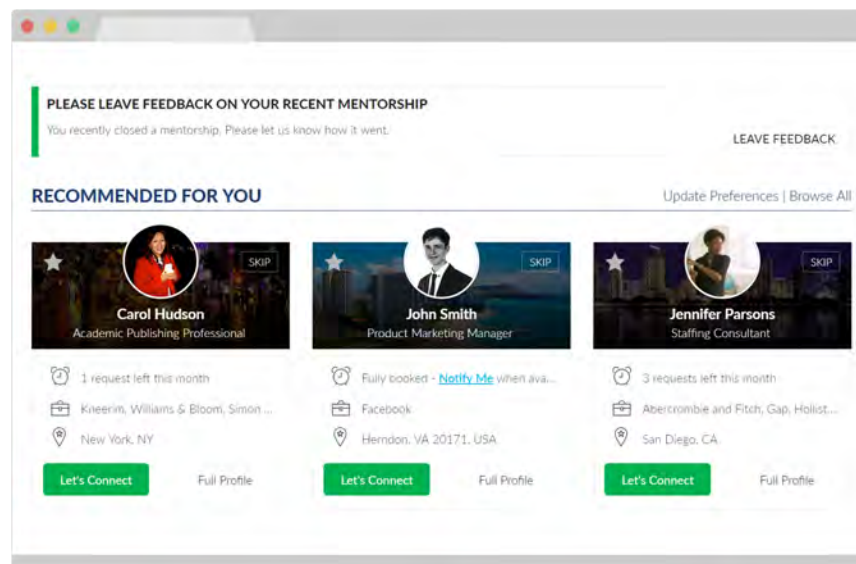
Online career fairs and Resumania week

Monthly online networking events



Engaging our Alumni

Began a pilot with PeopleGrove, a mentoring platform, in response to student and alumni feedback identifying a strong desire for greater connection with alumni, especially around career-related topics.



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Engaging our Alumni

Pilot—San Diego Adoption:
Networking Kickoff event, Student
Sendoff at a Padres game,
encouragement letters, end-of-term
celebration, and scholarships

Additional Chapters: Baltimore, DC,
Orange County, Northern Texas



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Strategy 3: Leverage EdTech and Innovation

Focusing on developing an EdTech sector and advancing a partnership model of engaging with EdTech companies.

EdTech
Network



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A Sector Under Invent Penn State

“Penn State will be a driver for job creation, economic development and student career success.”

Eric Barron, President
Penn State University



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Outreach and Online Education

EdTech Goals

Advance Penn State's teaching and learning capabilities and improve World Campus' competitive position.

Support and advance student, faculty, and staff entrepreneurship and engagement in EdTech.

Drive economic development in Pennsylvania through development of companies and co-location of EdTech economic partners.



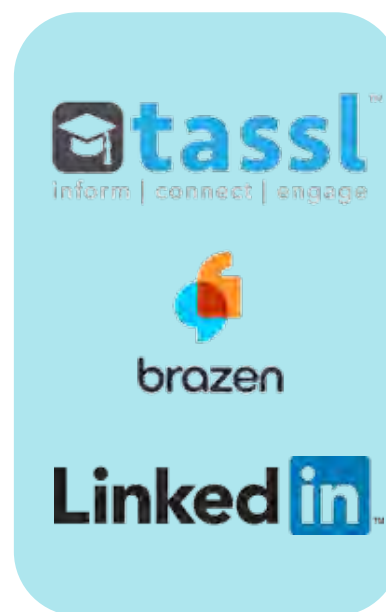
Focused on a Partnership Model



Prospect

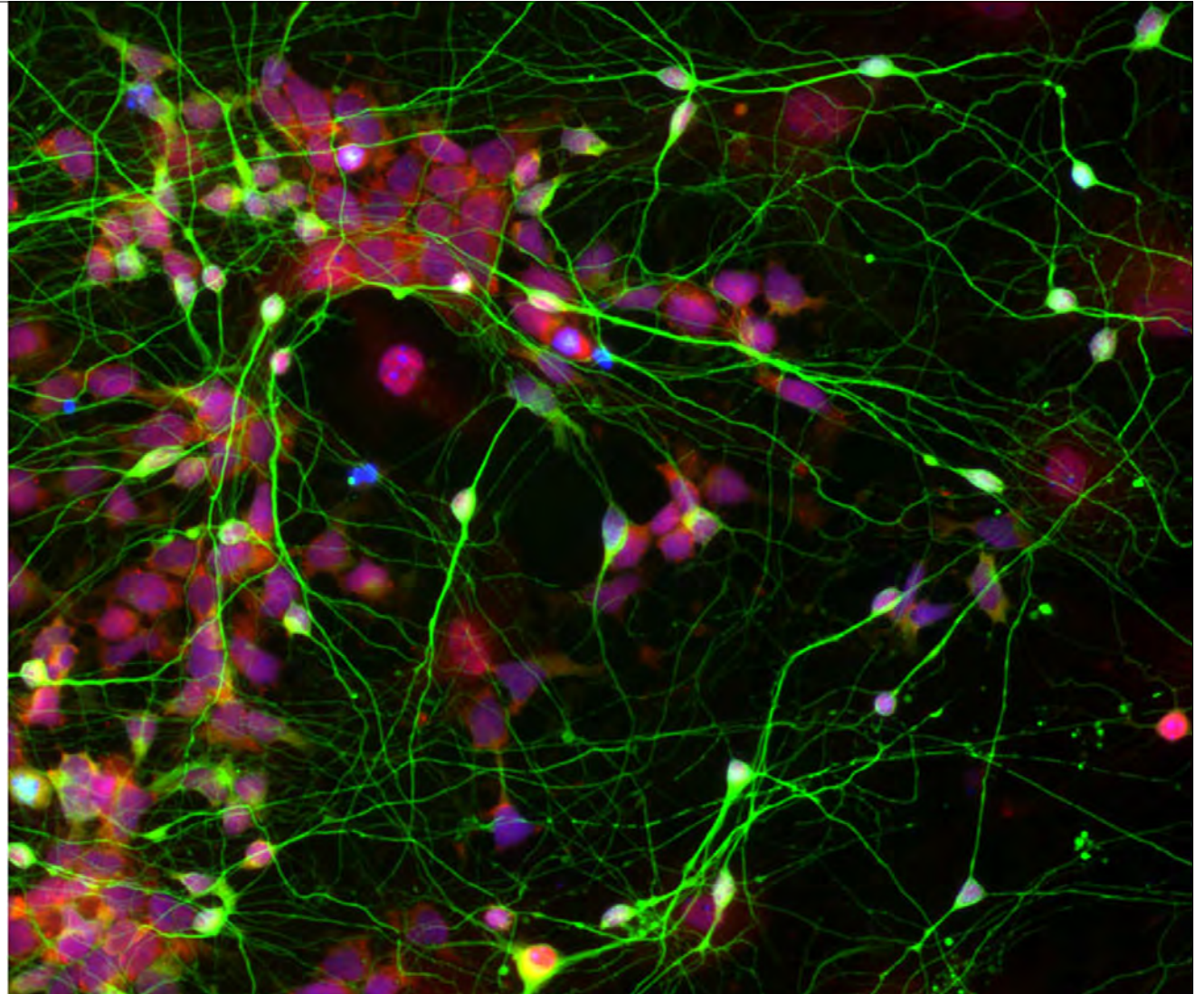


Student



Alumni

Exploring the practical applications of artificial intelligence in education by partnering with AI companies.



Penn State Immersive Reality Symposium



Held on October 31 to showcase and promote the different areas of virtual, augmented and mixed reality technologies and applications. The goal was to provide an opportunity for various pioneers from industry and academia to collaborate and shape the future of immersive reality.



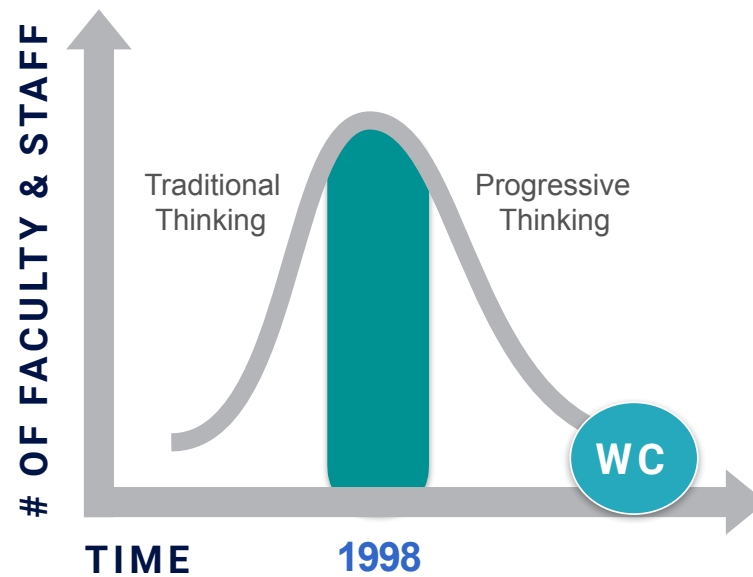
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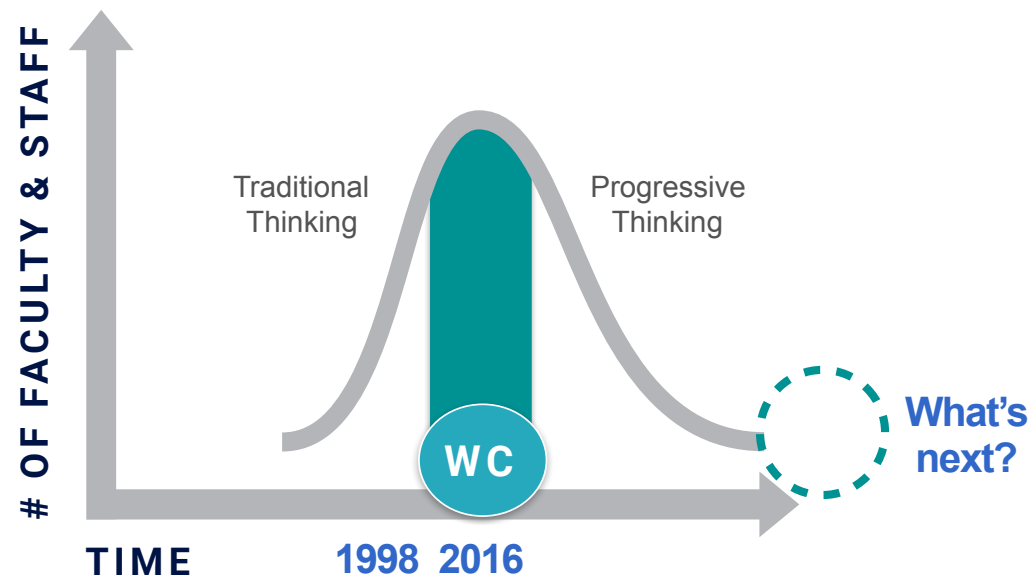
State College: An EdTech Hub

In the process of procuring space downtown and looking into different accelerator business models for Penn State.

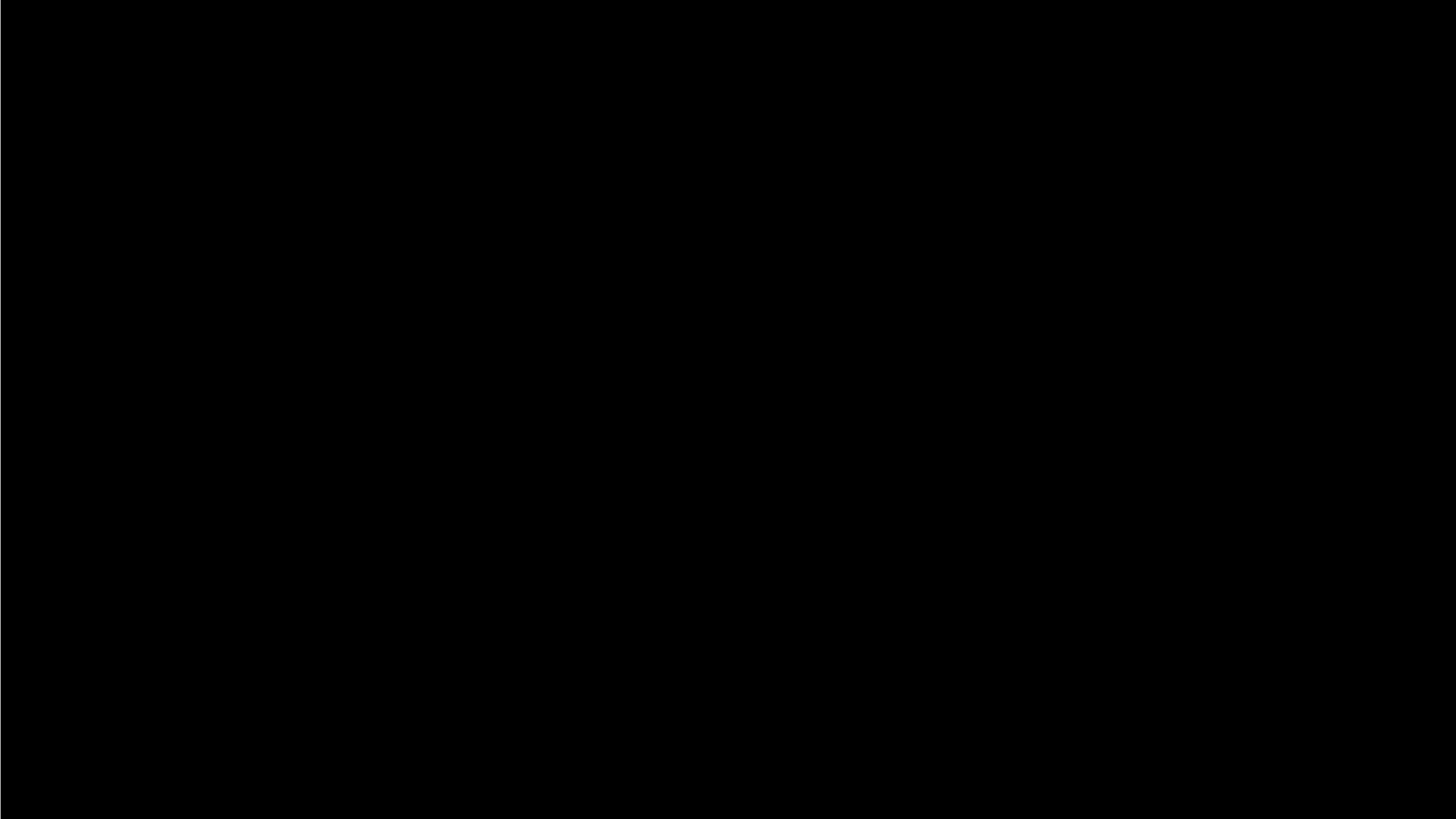
Looking Toward the Future



Looking Toward the Future



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Higher ed students
taking at least one
online course:

2002 = 1.6 Million

2008 = 4.6 Million

2014 = 5.8 Million



1 in 7 higher ed students study exclusively online

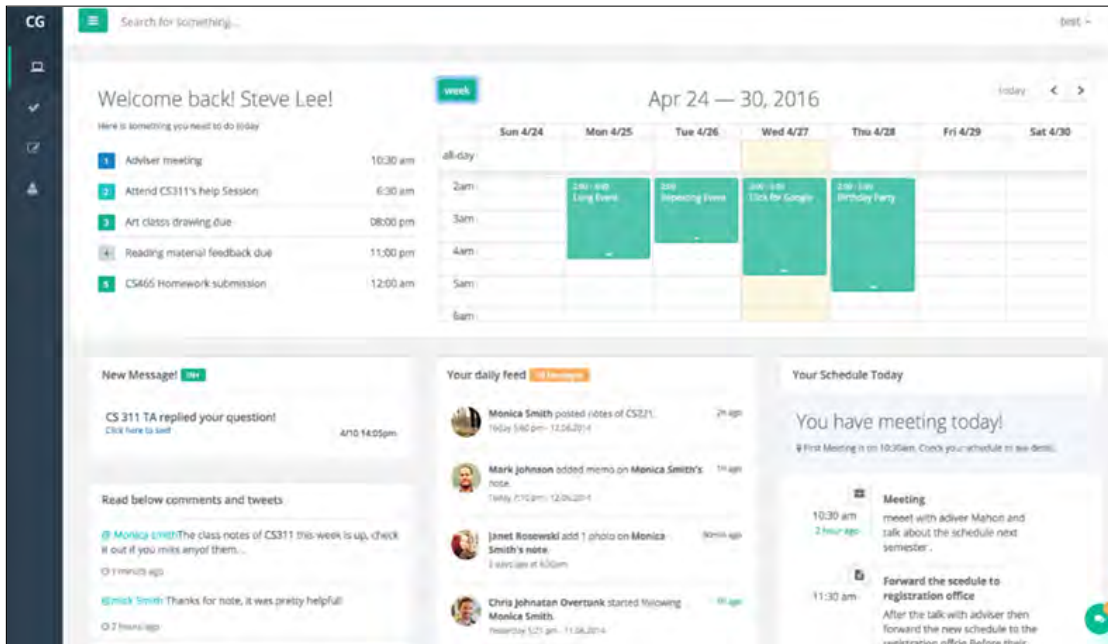
1 in 4 students take at least one online course



Nearly 60%

of bachelor's degree recipients change colleges and nearly half of them lose some or all of their credits.





89% of higher ed students are interested in having dashboards that give real-time feedback on their progress

80% of higher ed students say that they learn more when online is a component.

45% of high schoolers use tablets for school work.



A Closing Thought

“Administrators, faculty and support staffs have ushered in many changes to the way our colleges operate, including how faculty teach and how students learn. These changes are best implemented in planned, carefully developed projects, programs, and initiatives rather than by disruptive sudden upheavals. What is critical is that colleges and universities be open to changing and adapting. Use technologies that are beneficial, question those that are not, but most important, do not ignore them. Let the academy control the technologies and do not let the technologies control the academy.”

—Anthony G. Picciano, *Online Education Policy and Practice: The Past, Present, and Future of the Digital University*



President Barron's Goals, 16-17

*Create a strategic
framework for the
future of online
learning and the
role of the World
Campus.*



Transforming Education Task Force: Committee Co-Chairs

Renata Engel

Associate Vice Provost for Online Programs

Yvonne Gaudelius

Associate Vice President and Senior Associate Dean for
Undergraduate Education



PennState

Outreach and Online Education

Transforming Education Task Force: Committee Goals

Advance and expand the delivery and quality of online education across Penn State

Develop and promote a vision and framework that supports a coordinated approach to online learning



Transforming Education Task Force: A Framework for the Future

considerations include:

- multiple modalities of education, such as blended, hybrid, and fully online
- student success, including access to courses and affordability
- financial viability and leveraged resources
- faculty and instructional capacity
- central systems that support admissions and enrollment support services, academic and curricular support



Transforming Education Task Force: A Framework for the Future

In 1997, Penn State boldly pursued a very innovative, untested vision to provide students around the world with access to a Penn State degree to achieve a rigorous quality education...

What is next?



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Think five, ten, twenty years out. What are your thoughts regarding the following to inform the work of the Task Force...

...ensuring quality instruction and co-curricular experience?

...considering the student experience from application through becoming an engaged alumnus?

...advancing a coordinated vision for the future student headcount for the World Campus and blended learning?



Think five, ten, twenty years out. What are your thoughts regarding the following to inform the work of the Task Force...

...ensuring a curricular development that is both thorough and agile?

...considering the impact of educational technology and online learning on the physical plant and classrooms?

...advancing a sustainable business model?



Think five, ten, twenty years out. What are your thoughts regarding the following to inform the work of the Task Force...

...identifying key metrics of success?

...considering strategies and principles for successful long-range, visionary planning?

...identifying non-traditional avenues to explore for input and benchmarking?





Thank you.

Committee on Outreach, Development and
Community Relations

Crisis Communications Update

November 3, 2016

Lawrence Lokman

Vice President for the Office of
Strategic Communications



PennState
Strategic Communications

Key Principles



Communications Channels Available

- PSU Alert
- Social media channels
- Web sites
- Mass e-mails
- Emergency Phone Bank
- WPSU FM, WPSU TV
- MEDIA
- Reader boards/Digital signage in buildings



Monitoring and Information-Sharing Groups



- Airport Emergency Management Team
- Infectious Hazards Planning Group
- Intercollegiate Athletics Prevention and Safety (ICAPS)
- Animal Issues Response Team (AIRT)
- Emergency Management Group
- Emergency Core Group
- Football Game Day Emergency Group
- President's Council
- Intercollegiate Athletics Monitoring Group

Key Principles

Be First Be right
Be Credible

Key Principles



- Never speculate
- Provide regular updates and information – clear, consistent and meaningful messages
- Meet the needs of the media and remain available
- Correct rumors and inaccuracies as soon as identified

Ongoing Training and Preparedness

- National Incident Management System (NIMS) certification
- Federal Emergency Management Agency and Pennsylvania Emergency Management Agency training
- National Center for Spectator Sports Safety and Security courses
- Internal protocols and templates
- Tabletop exercises
- Post-crisis assessment

Update: Crisis Preparedness

- Conducted in-depth gap analysis across University Park and Commonwealth Campuses, analyzed assessment and outputs
 - Interviewed key individuals involved
 - Examined protocols and actions across all campuses
 - Reviewed protocols, tools, templates, training
- Developed new recommendations based on best practices, for University and in some cases regionally



Outputs & Next Steps

- Update processes and corresponding support materials based on gap analysis
 - Update core playbook, principles and protocols
 - Conduct necessary training
 - Ensure employees understand roles and responsibilities
 - Provide template materials to drive consistency
- Define new parameters for commonwealth campuses

Thank You



PennState
Strategic Communications



The banner features a blue background with white stars and a white wavy band at the bottom. It includes the Penn State logo and name in the top left, the 'Call in' logo in the top right, the event title 'Military Appreciation Week' in large white letters, the dates 'November 4-12, 2016' in white, the website 'military.psu.edu' in blue, the State College Borough logo in the bottom left, and the 'DOWN STATE COLLEGE TOWN' logo in the bottom right.

PennState

Call in

Military Appreciation Week

November 4-12, 2016

military.psu.edu

STATE COLLEGE BOROUGH

DOWN
-STATE COLLEGE-
TOWN

Penn State Board of Trustees
Outreach, Development, & Community Relations Committee
Margaret Gray, Director of Local Government and Community Relations
Todd Bacastow, College of Earth & Mineral Sciences

President's Charge

January 2014

- To honor military service members and veterans, their families, and loved ones, living and deceased, and express deep appreciation for their selfless service and sacrifice.
- To honor and empower Wounded Warriors and their loved ones.
- To support injured service members and the families of deceased service members in meeting their needs.
- To sustain such efforts as an expression of Penn State's ongoing commitment and contribution to our national security.
- To increase financial scholarships, academic opportunities, and career services to Penn State veterans and their families.



Six Elements

**Seats for
Servicemembers**



**Game Day
Events**



Tailgate



**Penn State
Outreach**



**Community
Outreach**

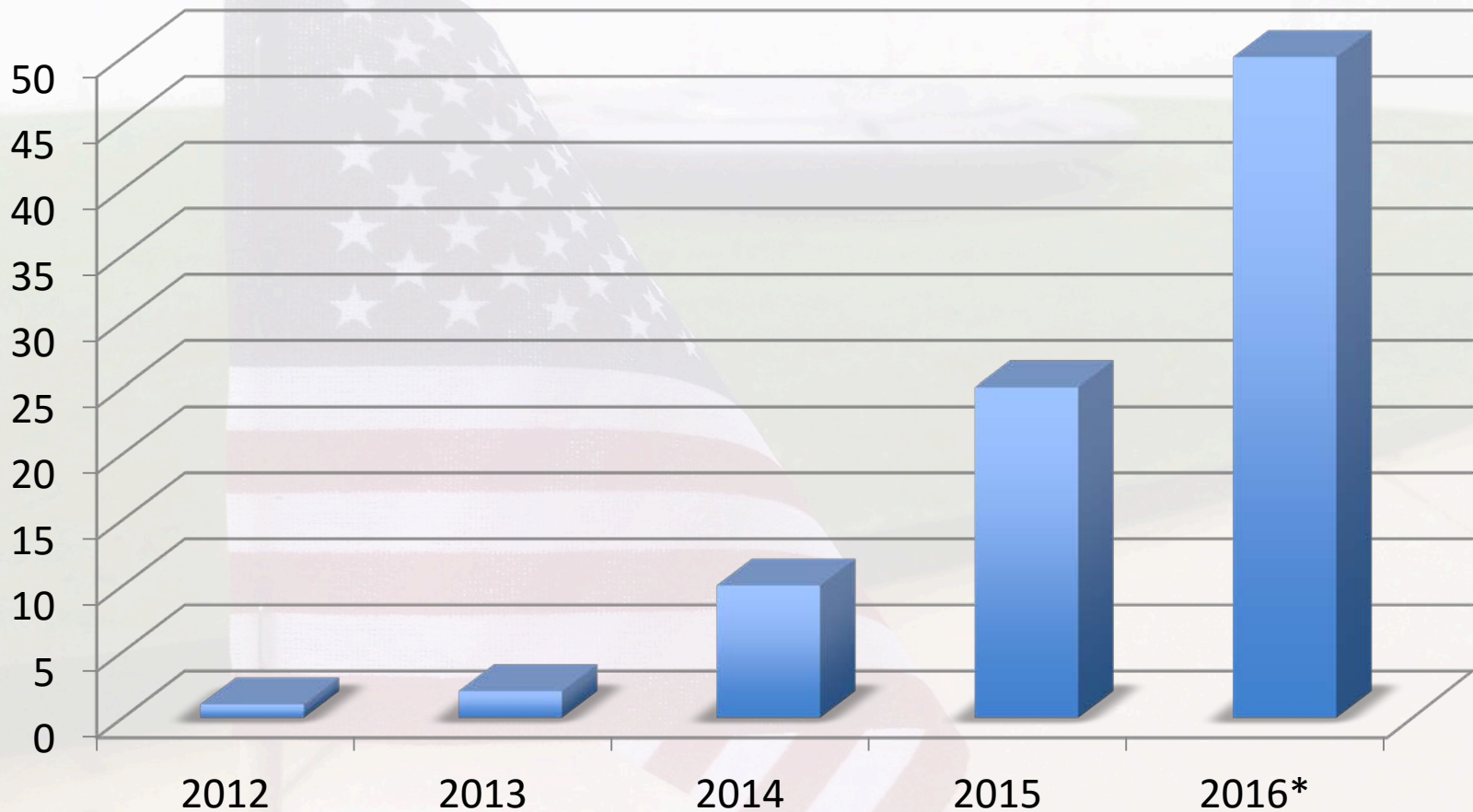


Scholarships



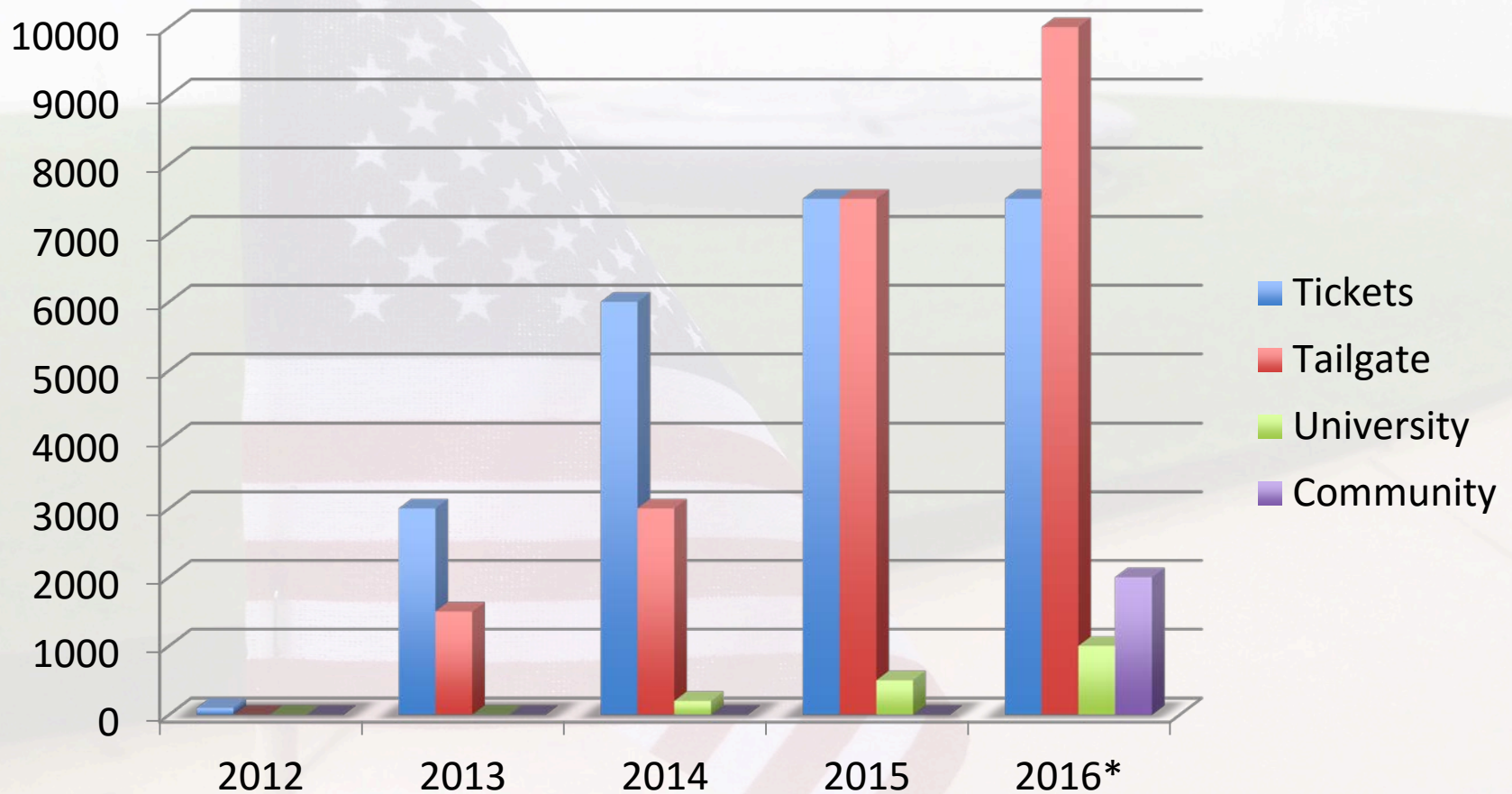


Military Appreciation Events



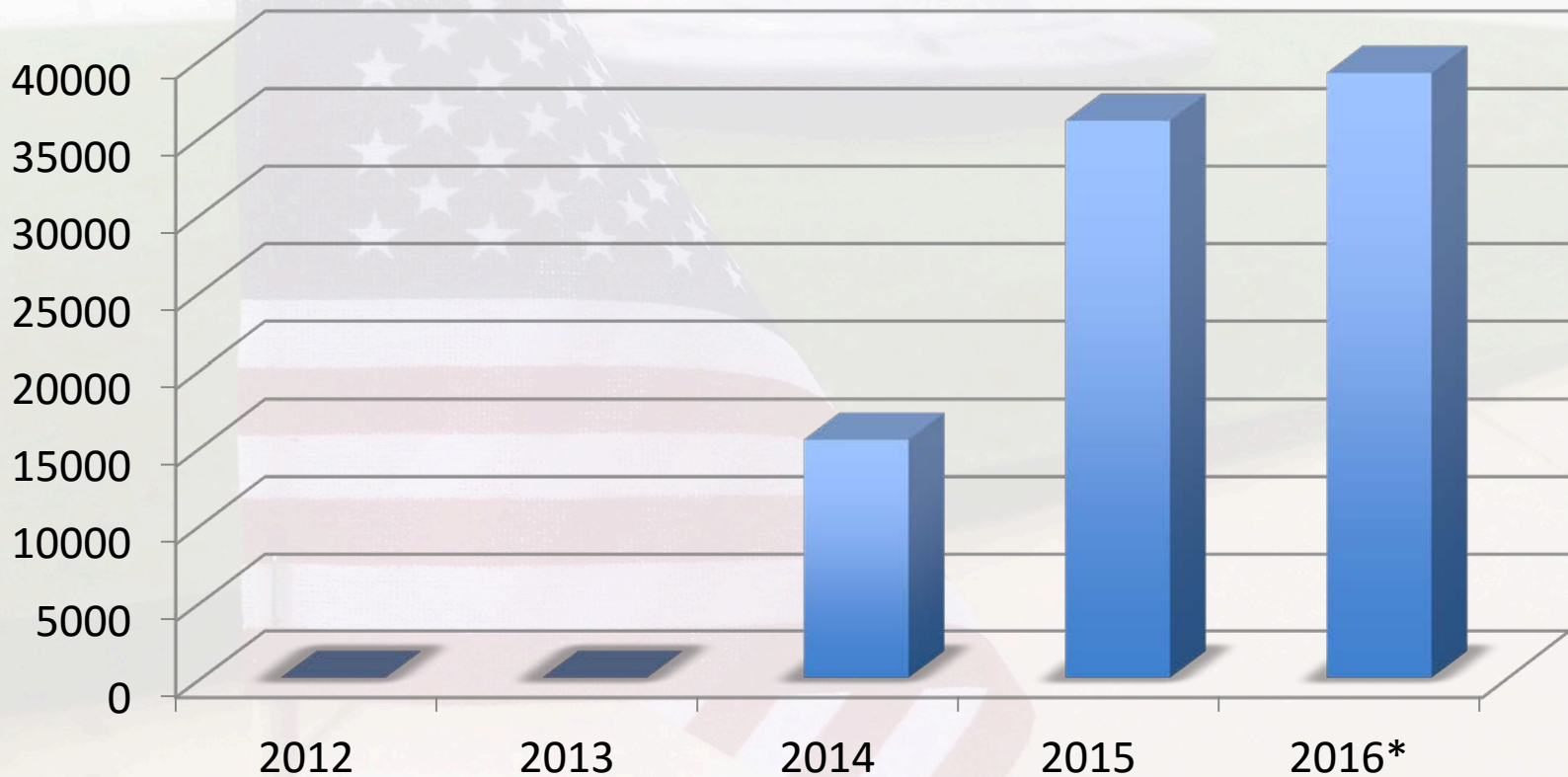
Engagement

Individuals



Military Scholarships

Cumulative Dollars





2016 Military Appreciation Week Events

- October 28 **Lieutenant Michael P. Murphy Distinguished Citizen Award Banquet,**
The Penn Stater Hotel and Conference Center, 6:00 -10:00 p.m.
- November 4-10 **Military-Themed Movie Series, Locations Vary (see website for details)**
- November 4 **Military Appreciation First Friday, Downtown State College, 5:00 -9:00 p.m.**
- November 5 **Huddle with the Faculty, The Nittany Lion Inn Ballroom, 9:00 - 10:00 a.m.**
- November 5 **Pennsylvania Military Museum Pre-Tailgate Program, 51 Boal Avenue, Boalsburg, PA,**
10:00 a.m. -2:30 p.m.
- November 5 **Military Appreciation Tailgate,* Bryce Jordan Center, 3:00 -6:00 p.m.**
- November 5 **Military Appreciation Football Game, Beaver Stadium, 7:00 -10:00 p.m.**
- November 9 **Guest Speaker: USMC Retired Jay Platt, Freeman Auditorium, HUB-Robeson Center, 6:00 p.m.**
- November 10 **Student Veteran Luncheon,* Hintz Family Alumni Center, Noon -2:00 p.m.**
- November 11 **Faculty/Staff/Student Veterans Day Breakfast,* Heritage Hall, HUB-Robeson Center, 9:00 a.m.**
- November 11 **Wagner March, Start at Wagner Building and End at Old Main, 10:15 -11:00 a.m.**
- November 11 **Veterans Day Ceremony, Front Steps of Old Main, 11:00 a.m. -Noon**
- November 12 **Freedom 5K for PTSD, Gate B, Bryce Jordan Center, 11:00 a.m.**
- November 13 **Military Appreciation Women's Basketball Game, Bryce Jordan Center, 1:00 -4:00 p.m.**
- November 13 **Military Appreciation Men's Basketball Game, Bryce Jordan Center, 6:00 -9:00 p.m.**



Friday, November 4th, 5-9 p.m. State College Military Appreciation Night

- Animal Kingdom
- Appalachian Outdoors
- Brothers Pizza
- CVS - E. College Ave.
- Connections
- Corner Room
- Cuts by Christy
- Doug Albert Gallery
- Fitted Cuts
- Happy Valley Optical
- Harper's
- Herlocher Foods
- Home Reflections
- Jersey Mikes
- Kitchen Kaboodle
- Kung Fu Tea
- Lion & Cub
- Lion's Pride
- Maki Yaki
- Mamma Mia's
- The Makery
- Margarita's Pizzeria
- Michael's Silver Scissors
- Moyer Jewelers
- Nittany Quill
- Old Main Frame Shop
- Old State Clothing
- Pita Cabana
- Qdoba
- Reflections
- Rinaldo's Barber Shop
- Saints Cafe
- Sauly Boy's
- S'Hair-Eng Styling Salon
- Signature Engraving
- Spectacles
- Student Book Store
- Tavern
- The Apple Tree
- The Clothesline
- The Diner
- The Melt Shack
- The State Theatre
- The Waffle Shop
- Tri Country Oral Facial Surgeons
- Uncle Eli's
- Underground Burger & Crepe
- Woodrings Floral Gardens
- Yallah Taco
- Your Cigar Den
- Yummy Cafe
- 2000 Degrees

Tailgate

- Free
- Active duty, Gold Star Family members, Wounded Warrior, and veterans
- Food & services donated by Walmart
- Other major sponsors
 - Bryce Jordan Center
 - Pepsi
 - Dairy Queen
 - Tire Town
 - Many others
- Planned and run by volunteers



Tailgate “By The Numbers”

- \$100,000 donations
- 10,000 tailgate guests
- 687 volunteers
- 30 committee members
- 8 months of preparation
- 2 tractor trailers of food
- \$0 direct funding from Penn State





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▶ Top-prog
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100+ online programs

- ▶ Business
- ▶ Criminal Justice
- ▶ Engineering
- ▶ Health Care
- ▶ Homeland Security
- ▶ Organizational Leadership
- ▶ Technology

FREEDOM

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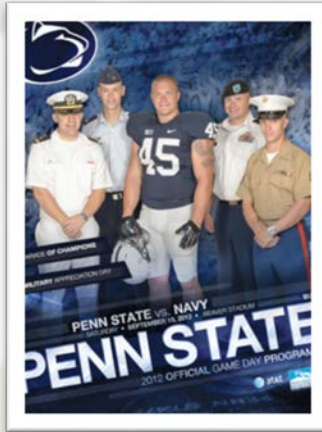
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2012
Penn State
vs. Navy



2013
Penn State
vs. Purdue



2014
Penn State
vs. Temple



2015
Penn State
vs. Army



2016
Penn State
vs. Iowa









“This was my first visit to Penn State, and I was thoroughly impressed.

I have three children in college, and served on the Education Committee in the North Carolina House of Representatives for six years and have visited nearly all the schools in the UNC system.

Simply put, this is a place that I would be proud to be affiliated with.”

Colonel Ric Killian
October 2015