February 15, 2016

A meeting of the Committee on Outreach, Development, and Community Relations was held on February 25, in room Empire A/B of the Hershey Lodge, Hershey, PA, at 10:00 a.m.

The following committee members, constituting a quorum, were present: Chair Ryan McCombie, Vice Chair Daniel Mead, Betsy Huber, Bob Jubelirer, Anthony Lubrano, Luke Metaxas, Russell Redding, Kay Salvino, Paul Silvis, and Robert Tribeck. Emeriti committee member David Jones was also present.

The following staff members, constituent representatives, or invitees were also present: Eric Barron, Paul Clifford, Lawrence Lokman, and Craig Weidemann. The meeting was called to order by Chair McCombie, and roll was taken. The Minutes from the previous committee meeting were approved unanimously.

Elise Vitalo and Kelsey Cohen of StrategyOne presented the results of the annual Alumni Survey to the committee. (See Appendix I)

Craig Weidemann briefed the committee on the continuing success of the World Campus and ongoing Outreach efforts. Penn State's World Campus is seeing faster growth than the national average, and the primary foci are on student retention and leveraging Penn State alumni. (See Appendix II)

Lawrence Lokman gave a report on Proactive Media and the Enrollment Campaign within Strategic Communications. (See Appendix III)

Chair McCombie and Anthony Lubrano facilitated a discussion surrounding the proposed Bylaws of the Outreach, Development, and Community Relations Committee, and have asked committee members to submit their feedback by April 1, 2016.

Madlyn Hanes, Vice President for Commonwealth Campuses, facilitated a panel discussion on the new Invent Penn State Initiative. Neil Sharkey, Vice President for Research, explained the overall goals of Invent Penn State, as well as the competitive Seed Grant Program used to incentivize entrepreneurship among the Commonwealth Campuses. Penn State Harrisburg Chancellor Mukund Kulkarni discussed the expansion of business partnerships with the campus, as well as partnerships with Dickinson Law and Hershey Medical students. Penn State Hershey Chief Executive Officer and Dean of the Medical School, Craig Hillemeier, and Interim Dean of the Dickinson School of Law, Gary Gildin, discussed the collaborations between law, medical, and business students, and how these partnerships create an optimum entrepreneurial environment for students looking to start businesses. Community partners Kevin Harter and David Black discussed how the community as a whole can benefit from the Invent Penn State Initiative in Harrisburg. President Eric Barron discussed the expansion of Invent Penn State, and plans to open innovation hubs at six more campuses this year.
Chair McCombie adjourned the meeting at 11:54 a.m.

Respectfully submitted,

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

<table>
<thead>
<tr>
<th>WHO</th>
<th>HOW MANY</th>
<th>WHEN</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Penn State Alumni</td>
<td>n=1,294 (936 online, 358 phone)</td>
<td>December 4-28, 2015</td>
<td>Mixed mode: online and telephone</td>
</tr>
<tr>
<td></td>
<td>MOE: ± 2.72% in 95 out of 100 cases</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Alumni remain very satisfied with their student experience at Penn State

Overall, would you say you are very satisfied, somewhat satisfied, somewhat dissatisfied or very dissatisfied with your experience as a student at Penn State? (* denotes rounding)
Total positivity has improved, but intense positivity has been slower to rebound

And, how would you describe your overall feelings toward Penn State today – very positive, somewhat positive, neutral, somewhat negative, or very negative?
Penn State’s Net Promoter Score among alumni is exceptionally strong

+59 NET PROMOTER SCORE

<table>
<thead>
<tr>
<th>Net Promoter Score Trend</th>
<th>Promoter</th>
<th>Detractor</th>
<th>NPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2015</td>
<td>69%</td>
<td>10%</td>
<td>+59</td>
</tr>
<tr>
<td>Dec 2014</td>
<td>67%</td>
<td>12%</td>
<td>+55</td>
</tr>
<tr>
<td>Dec 2013</td>
<td>69%</td>
<td>10%</td>
<td>+59</td>
</tr>
<tr>
<td>Dec 2012</td>
<td>63%</td>
<td>15%</td>
<td>+48</td>
</tr>
<tr>
<td>May 2012</td>
<td>63%</td>
<td>13%</td>
<td>+50</td>
</tr>
<tr>
<td>2009</td>
<td>63%</td>
<td>9%</td>
<td>+54</td>
</tr>
</tbody>
</table>

On a scale of 0-10 – where 0 is not at all likely and 10 is extremely likely – how likely would you be to recommend Penn State to a prospective undergraduate of your own interests and background? (* denotes rounding)
Alumni overwhelmingly feel that Penn State is headed in the right direction

<table>
<thead>
<tr>
<th>University Direction Trend</th>
<th>Right Direction</th>
<th>Wrong Track</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2015</td>
<td>76%</td>
<td>7%*</td>
</tr>
<tr>
<td>Dec 2014</td>
<td>71%</td>
<td>9%</td>
</tr>
<tr>
<td>Dec 2013</td>
<td>74%</td>
<td>6%</td>
</tr>
</tbody>
</table>

- Completely right direction
- Mostly right direction
- Mixed
- Mostly wrong track
- Completely wrong track

All in all, would you say Penn State as an institution is going in the right direction, or is off on the wrong track?
Academic excellence and properly addressing the scandal are moving Penn State forward

What are some of the reasons you indicated Penn State is [going in the right direction/off on the wrong track]? (Open-ended question; Coded verbatim responses; Results shown off total base)

<table>
<thead>
<tr>
<th>Reason</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academics/Quality education*</td>
<td>37%</td>
<td>50%</td>
</tr>
<tr>
<td>Diverse curriculum*</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Handled Sandusky scandal well</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>High academic rankings*</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Research institution</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Quality of graduates*</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Not up to date with PSU news</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>New leadership</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Handled Sandusky scandal poorly</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Academic focus over athletics*</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Board of Trustees concerns</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Building new facilities</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Alumni engagement</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL ACADEMICS*
Half of alumni have been following news related to the elimination of NCAA sanctions

Using a 0-10 scale where 0 is not following at all and 10 is following very closely, how closely have you been following each of the following? [% 8-10 Very Closely]

- Elimination of NCAA sanctions, including the removal of the Athletics Integrity Monitor: 51%
- News about Penn State's academic rankings and ratings: 45%
- THON - the annual dance marathon to raise funds for the fight against pediatric cancer: 42%
- Various lawsuits related to the Sandusky scandal: 38%
- The Eric Barron presidency: 23%
- Penn State Board of Trustees Meetings: 21%
Most alumni that follow news about the NCAA sanctions feel more positively toward Penn State

<table>
<thead>
<tr>
<th>Feel More Positively about the University</th>
<th>Feel More Negatively about the University</th>
</tr>
</thead>
<tbody>
<tr>
<td>48%</td>
<td>4%</td>
</tr>
</tbody>
</table>

- Much more positively
- Somewhat more positively
- Has not changed my feelings
- Somewhat more negatively
- Much more negatively

You mentioned that you have been following recent events related to the elimination of NCAA sanctions, including the removal of the Athletics Integrity Monitor. How, if at all, have these recent events affected your general feelings toward Penn State? [Asked if following recent events related to the elimination of NCAA sanctions, \(n=1,141\)]
Alumni believe Penn State is committed to excellence and is on track to rebuilding trust

The public perception of athletic programs should not overshadow teaching, research and service found throughout the University.

Penn State is committed to excellence in all its activities - academics, athletics, and research.

Penn State is committed to the core values of honesty, integrity and community.

Penn State is committed to doing the right thing for victims, their families, and the Penn State community.

Penn State has rebuilt the trust and confidence that people have had in the University.

Please indicate the extent to which you agree or disagree with the following statements – use a 0-10 scale where 0 means completely disagree and 10 means completely agree. [% 8-10 Completely Agree]
Trust in the Alumni Association, University Administration and BOT continues to climb

Trust a Great Deal
(Shown: % 8-10 on 0-10 scale)

Please indicate the extent to which you TRUST the following groups to provide you with information about Penn State. [8-10 Trust a great deal]
Alumni following the Barron Presidency are most apt to recall excellence and affordability priorities

You mentioned that you have been following the Eric Barron presidency. To the best of your knowledge, what are some of President Eric Barron’s top priorities? [Open-ended question asked if following the Eric Barron Presidency, n=919; Coded verbatim responses]

- Excellence: 20%
- Accessibility / Affordability: 13%
- Student engagement: 6%
- Diversity & Demographics: 5%
- Economic Development: 3%
- Technology / Online Learning: 1%

PRESIDENT BARRON’S ESTABLISHED PRIORITIES 33%

- Excellence
- Accessibility / Affordability
- Student engagement
- Diversity & Demographics
- Economic Development
- Technology / Online Learning
Alumni’s top-of-mind associations with Penn State are quality education, athletics and pride

Net Categories

- Education / Academics: 43%
- Campus Environment: 34%
- Student Involvement: 29%
- General Positive Comments: 26%
- Reputation: 26%
- Sports / Athletics: 24%
- Mascot / Colors / Slogan: 22%
- Scandal / Sandusky: 11%
Quality education and dedicated faculty are the top reputation drivers for colleges and universities.

<table>
<thead>
<tr>
<th>Important to a University’s Reputation</th>
<th>(Shown: % 4-5 on 1-5 scale)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 - Extremely Important</td>
<td>4-5 - Very Important</td>
</tr>
<tr>
<td>High quality undergraduate education</td>
<td>86%</td>
</tr>
<tr>
<td>Educators &amp; researchers dedicated to student success</td>
<td>79%</td>
</tr>
<tr>
<td>Name recognition with employers across the country</td>
<td>69%</td>
</tr>
<tr>
<td>High quality graduate education</td>
<td>70%</td>
</tr>
<tr>
<td>High rankings across a wide range of majors</td>
<td>67%</td>
</tr>
<tr>
<td>Contributions to society (Education, research &amp; econ dev.)</td>
<td>63%</td>
</tr>
<tr>
<td>World-class research institution</td>
<td>61%</td>
</tr>
<tr>
<td>Pride of alumni</td>
<td>51%</td>
</tr>
<tr>
<td>Large network of active alumni</td>
<td>41%</td>
</tr>
<tr>
<td>Top-ranked athletic teams</td>
<td>18%</td>
</tr>
</tbody>
</table>

How important are each of the following to a college or university’s reputation? [% 4-5 Important]
There is an opportunity to strengthen perceptions of Penn State’s faculty and programs

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Important to University’s Reputation</th>
<th>Describes Penn State</th>
</tr>
</thead>
<tbody>
<tr>
<td>High quality undergraduate education</td>
<td>88%</td>
<td>97%</td>
</tr>
<tr>
<td>Educators &amp; researchers dedicated to student success</td>
<td>76%</td>
<td>94%</td>
</tr>
<tr>
<td>Name recognition with employers across the country</td>
<td>89%</td>
<td>93%</td>
</tr>
<tr>
<td>High quality graduate education</td>
<td>79%</td>
<td>92%</td>
</tr>
<tr>
<td>High rankings across a wide range of majors</td>
<td>80%</td>
<td>92%</td>
</tr>
<tr>
<td>Contributions to society (Education, research &amp; econ dev.)</td>
<td>81%</td>
<td>90%</td>
</tr>
<tr>
<td>World-class research institution</td>
<td>83%</td>
<td>87%</td>
</tr>
<tr>
<td>Pride of alumni</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Large network of active alumni</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Top-ranked athletic teams</td>
<td>76%</td>
<td></td>
</tr>
</tbody>
</table>

How important are each of the following to a college or university’s reputation?

How well does each attribute describe Penn State?

Next, please tell me how well each attribute describes Penn State. [% 4-5 Important] [Describes Penn State]
Alumni want Penn State to maintain its academic excellence – even if it requires tuition increases

Which of the following statements comes closest to your view?

- It is more important for Penn State to maintain the quality of a Penn State education, even if that requires tuition increases of 1-2% to keep up with inflation. (67%)
- It is more important for Penn State to limit tuition increases, even if that reduces the quality of a Penn State education. (18%)

- Maintain the quality of a Penn State education
- Limit tuition increases
- Don’t know
THANK YOU
## Demographics

<table>
<thead>
<tr>
<th>Demographics</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>61%</td>
</tr>
<tr>
<td>Women</td>
<td>39%</td>
</tr>
<tr>
<td>Age</td>
<td></td>
</tr>
<tr>
<td>30 or Younger</td>
<td>12%</td>
</tr>
<tr>
<td>31-40</td>
<td>14%</td>
</tr>
<tr>
<td>41-50</td>
<td>15%</td>
</tr>
<tr>
<td>51-60</td>
<td>25%</td>
</tr>
<tr>
<td>61+</td>
<td>34%</td>
</tr>
<tr>
<td>Ethnicity</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>65%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
<tr>
<td>Unknown</td>
<td>30%</td>
</tr>
<tr>
<td>Region</td>
<td></td>
</tr>
<tr>
<td>North</td>
<td>72%</td>
</tr>
<tr>
<td>South</td>
<td>15%</td>
</tr>
<tr>
<td>Midwest</td>
<td>6%</td>
</tr>
<tr>
<td>West</td>
<td>7%</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>54%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Demographics</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Year</td>
<td></td>
</tr>
<tr>
<td>2010s</td>
<td>12%</td>
</tr>
<tr>
<td>2000s</td>
<td>15%</td>
</tr>
<tr>
<td>1990s</td>
<td>15%</td>
</tr>
<tr>
<td>1980s</td>
<td>21%</td>
</tr>
<tr>
<td>1970s</td>
<td>21%</td>
</tr>
<tr>
<td>1960s or Earlier</td>
<td>16%</td>
</tr>
<tr>
<td>Donor Status</td>
<td></td>
</tr>
<tr>
<td>Recent Donor</td>
<td>55%</td>
</tr>
<tr>
<td>Non-Donor</td>
<td>45%</td>
</tr>
<tr>
<td>Pref Campus</td>
<td></td>
</tr>
<tr>
<td>University Park</td>
<td>55%</td>
</tr>
<tr>
<td>Other</td>
<td>45%</td>
</tr>
<tr>
<td>Member Status</td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>54%</td>
</tr>
<tr>
<td>Non-Member</td>
<td>46%</td>
</tr>
<tr>
<td>Survey Type</td>
<td></td>
</tr>
<tr>
<td>Online</td>
<td>72%</td>
</tr>
<tr>
<td>Phone</td>
<td>28%</td>
</tr>
</tbody>
</table>
Board of Trustees Committee on Outreach, Development, and Community Relations

Outreach and Online Education Update

Craig Weidemann
Vice President for Outreach | Vice Provost for Online Education
February 25, 2016
2016 US News and World Report—#1 Best Online Bachelor’s Programs

#4 Graduate Engineering

#4 Graduate Computer Information Technology

#6 Graduate Education

#7 MBA

#7 Graduate Business
Continuing Growth

• Student headcount grew by 14% to over 17,500 students.

• Military student headcount grew by 21% to over 3,200 students. 18% of all World Campus enrollments are military.

• Our Corporate Alliance Program grew to 40 corporate partners, representing almost 3.6M employees.
## Online Learning Consortium’s Online Report Card

<table>
<thead>
<tr>
<th></th>
<th>Nationally</th>
<th>World Campus (13/14)</th>
<th>World Campus (15/16)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percent growth—online only</strong></td>
<td>6%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Online students in same state</strong></td>
<td>53%</td>
<td>37%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Institutions with over 10,000 students</strong></td>
<td>80 out of 3,324</td>
<td>Over 13,800 students</td>
<td>Over 17,500 students</td>
</tr>
</tbody>
</table>

**OUTREACH AND ONLINE EDUCATION**

*PennState*
Strategic Responses

Concentrate on retention

Focus on growing channels: Corporate Alliance Program (B2B) and military

Enhance delivery and quality through EdTech partnerships as a part of Invent Penn State

Leverage Penn State alumni
Alumni Strategy

**Goal 1:** Leverage Penn State Alumni to become advocates

**Goal 2:** Improve World Campus student retention and success

**Goal 3:** Utilize alumni (and alumni base) to recruit prospects
Connecting with Alumni

Graduation Celebrations
All University Day
World Campus Alumni Society
Alumni Ambassadors
Online Networking Events and Career Fairs
New Alumni Website
Connecting with 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

25 Chapter scholarships given to WC students
Ending Credit in Lewistown

- Credit courses began at the Lewistown Center in 2000
- Ending credit courses due to decreasing enrollments and financials, increasing course cancellations, and concerns about student experience
- SBDC and Extension will remain open
- All current students will be able to finish their degrees
- We have met with the advisory board and community leaders to work through the transition
Thank you!
Strategic Communications Update

Committee on Outreach, Development, and Community Relations

Lawrence H. Lokman
Vice President for Strategic Communications
February 26, 2016
ENROLLMENT
ADVERTISING
CAMPAIGN
DEMOGRAPHICS

COMPETITION
Research and Metrics

• Biennial teen poll that looks at advertising awareness and reputation

• Yearly focus groups to test messaging, concepts, creative

• Real-time digital measurements

AUDIENCE:
College-bound high school seniors
Brand Pillars

**VALUE**
- Internships
- Jobs
- Corporate Recruiters

**FAMILY**
- Alumni Network
- Pride

**OPPORTUNITY**
- Study Abroad Opportunities
- Clubs
- 2+2

**QUALITY & BREADTH**
- Majors
Media Strategy

- Digital
- Direct Mail
- Video
- Cinema
- Cable/Broadcast
- Outdoor
Campaign Video
“Penn State gets it.”

“There is something for everyone at Penn State.”
Digital Channels

Join us! PENN STATE DAY

Come VISIT US

LEARN MORE >

PENN STATE DAY

ABINGTON > BRANDYWINE >

LEARN MORE >

LEARN MORE >

Tablet

Desktop

Mobile
The view is incredible.
#milesfromhome
#futurestartshere

300+ Study Abroad Programs

Big future, bigger family.
#pennstatefamily
#futurestartshere

No chalkboards needed.
#nextbigthing
#futurestartshere

160+ Majors

Some feelings last forever.
#thon #findyourpassion
#futurestartshere

1200+ Clubs @PSU

So ready for this.
#firstinternship
#futurestartshere

600,000+ Alumni Network

PennState

Top 100 Ranked Career Services

PennState

Strategic Communications
Measures of Awareness

Awareness of television advertising is up 32%.
(71% in 2014, up from 39% in 2010)
NEWS & MEDIA
POSITIONING
Elevating Penn State Media Profile

• News and Media Relations taking new approach to external media outreach
• Increased visual and web-based presence
• Digital content creation
• Journalist relationship building
• Media training program in partnership with College of Communications faculty and dean
On-line Media Center

• Central resource for journalists seeking news or academic expertise

• Story ideas and featured faculty experts

• Insight and analysis of world and national news

• Photo and video content to supplement story coverage
University Experts Database

• Launch March 2016

• Showcase faculty experts at all campuses

• For media, the public, and our internal community

Richard Alley

Even Pugh Professor, EMS Environment Institute, Geosciences
rba6@psu.edu
814 863 1700

Dr. Richard Alley is the Even Pugh Professor of the Department of Geosciences and EMS Environment Institute at Pennsylvania State University, State College, Pa. His current research interests include glaciology; ice sheet stability; paleoclimates from ice cores; physical properties of ice cores; and erosion and sedimentation by ice sheets. Along with his many teaching accomplishments, Dr. Alley has authored many publications, chaired the National Academy of Sciences' and National Council's panel on abrupt climate change, has been involved with advisory groups to improve national and international research, and has been active with media outreach translate research findings to a broad audience with appearances on television, radio and print outlets.

Education: Ph.D., 1987, University of Wisconsin (Geology, Minor Materials Science)
M.Sc, 1983, B.Sc. 1989 (With Honors, With Distinction, Summa cum Laude )
Ohio State University (Geology and Mineralogy)

Research Interests: Glaciology
Ice and Climate
Sea Level Change
Abrupt Climate Change
University Experts Database

- Easily searchable by name, expertise, campus location, college or academic unit
Video: Probing Questions

- To be published monthly on PennLive.com
- Will live on our Experts Database pages for faculty members who are participants
Partnership with The Conversation US

• Penn State published 113 articles on *The Conversation*, gaining 9.97 million readers

• Penn State is a founding member of the U.S. edition (2014), along with 18 other top-tier research universities

• After 1 year, Penn State is the top producer of content for the site
Media Visits - Spring 2016

Purpose:

• To make face-to-face contact with reporters, producers and other key contacts at influential media outlets

• Leverage built-in relationships with Penn State alumni who are members of the media
Media Visits - Spring 2016
New York

- The New York Times
- The Wall Street Journal
- Bloomberg News
- Voice of America
- CNN
- Fox News

- ABC
  Good Morning America
  World News Tonight
  Nightline
- NBC
  The Today Show
  Nightly News
- CBS
  This Morning
  Innovation Nation
Media Visits - Spring 2016

Washington, D.C.

- CCTV
- CSPAN
- The Huffington Post
- NPR
- Politico
- USA Today
- Salon.com
- The Washington Post
- WNET

Atlanta, GA

- CNN
- CNN International
Thank You