One Penn State Executive Summary

The vision for One Penn State 2025 builds on our strong traditions of working as one university to provide world-class education and drives us to be a more integrated, flexible, and responsive institution. By 2025, seamless online access to curricula and processes will be embedded in every part of Penn State across the Commonwealth, enabling us to become a 24/7/365, diverse and inclusive institution. One Penn State 2025 represents a fluid, personalized, and collaborative environment that enables students, faculty, and staff to achieve their goals regardless of their location in the world.

The One Penn State 2025 working groups have identified the following recommendations for the University's consideration to move forward.

Category: Anticipated completion by June 2023

**CE Workforce Development Website**

Create a centralized website that serves as a single platform for accessing the wide range of continuing education offerings across the commonwealth campuses. This website would provide a convenient location for individuals in the community who are seeking noncredit programs within CE CWCs, offering them a unified and easily accessible resource. This advances our land grant mission.

  President’s Goals: Enhance student success; Increase land-grant impact; Transform Penn State's internal operations; Foster diversity, equity, inclusion and belonging

**Curricular Process Reform – Update**


  President's goal: Enhance student success

**Defining Academic Authority**

Produce a single document that pulls together and explains Penn State's policies on academic authority on courses, certificates, minors, and majors (for-credit only).

  President's goal: Enhance student success
Category: Recommend for implementation

Finalize the Undergraduate Admission Application Re-design

Create a “smart” undergraduate degree application that identifies the type of student, campus of interest and intended program by providing relevant questions and appropriate assessment based on answers provided by the applicant.

President’s goals: Enhance student success; Transform Penn State’s internal operations

Micro credentials and Badging

Penn State Online Coordinating Council’s report "Micro credentials and Badges at Penn State: Status and Future Considerations" should serve as the foundation of a university-wide committee that explores the opportunities for micro credentials and badges at Penn State. The reality is that these alternative credentials are being offered in many pockets of the university without a consistent approach to validation, record keeping, quality standards, or oversight. It also is evident that multiple badging platforms are being used and an enterprise approach may both save money in the long run, but also create a more cohesive system for students to navigate.

President’s goals: Enhance student success; Increase land-grant impact; Foster diversity, equity, inclusion and belonging

A Noncredit Bulletin

Develop a single source for all noncredit programs/courses. Develop and publish all approved noncredit courses, credentials, certificates and other programs in a system that is searchable and usable by both internal Penn State faculty/staff and the community at large.

President’s goals: Enhance student success; Increase land-grant impact; Transform Penn State's internal operations; Foster diversity, equity, inclusion and belonging

Aggregate all Noncredit Programming across the University

Charge a group of key decision-makers to review the consolidation of all noncredit programs across all colleges, campuses and departments to present as a one-stop shop for the end user. Review and revise the business practices and organizational structure(s) to reduce duplication of effort & programming, streamline registration, transcripts, and other workflows, adopt One Penn State brand and credentialing to achieve better reporting on the breadth and impact of Penn State in skill development programming, credentialing and continuing education.

President’s goals: Enhance student success; Increase land-grant impact; Transform Penn State's internal operations; Foster diversity, equity, inclusion and belonging

Business Process Improvement Identification Tool
Develop a systematic way to solicit input from selected University constituencies regarding policies, business processes, and procedures that could be refined to achieve efficiencies and reduce the number of required steps and length of time needed to receive approvals and/or to complete tasks.

President’s goal: Transform Penn State’s internal operations

Career Readiness Infusion

Development of partnerships and materials to assist academic units in providing more career readiness preparation throughout their academic programs. During the 2023-24 academic year, Career Services will pilot incorporating materials within courses and generate analysis and report by June 2024 with the goal of expanding to other academic units in the following academic years.

President’s goal: Enhance student success

Free/Reduced Course Materials Course Markings Initiative

Marking course sections that use no cost ($0 cost to the student) and low-cost (less than $50 in total) resources as required course materials is a growing part of the college and university affordability landscape. “Course Marking” is commonly done by adding some type of notation to a course section in the course registration system so that students can readily see that information when making course selection decisions. We recommend providing course schedulers with the opportunity to “mark” a course section as no cost or low-cost by assigning an appropriate attribute to that section in LionPATH.

President’s goal: Foster diversity, equity, inclusion and belonging

Future of the Keep Teaching Website

A small group has reviewed and considered potential futures for the Keep Teaching website. The ongoing need for instructional resources that were developed during the pandemic combined with the Faculty Senate report to develop a repository of instructional support materials for faculty and students, supports the creation of a comprehensive set of resources, and which is designed to maintain relevancy.

President’s goal: Foster diversity, equity, inclusion and belonging
Recommendations for future consideration

A model for supporting Educational Communities

Develop a model, which could become a proposal, to fund and support regular meetings of educational communities.

President’s goal: Enhance student success

Comprehensive Learner Record

Creation of an institutional structure that would support the creation of a Penn State Comprehensive Learner Record (CLR) that can be used by current students and alumni to create an overall record of not only their academic experiences, but also those experiences that occur outside of the classroom. Students can include micro-credentials and badges in a record of what the student has learned at the university. The CLR can also be used to connect various learning outcomes or competencies. For example, a CLR can support The National Association of Colleges and Employers (NACE) approved competencies for career readiness. The group responsible for the oversight of this effort would be made up of a representative group from across the university.

President’s goals: Enhance student success; Increase land-grant impact

Investigating New Curricular/Educational Homes for Faculty to Augment Current Structure

Unique in Penn State's structure is that faculty members with common curricular interest and expertise are administratively housed in distributed units, which challenges the kind of collaboration that is natural in more traditional departments. We propose investigating the potential value of a system in which faculty members would all belong to both an administrative home (the current model) as well as a curricular/educational home (like when all faculty belonged to common departments irrespective of location.)

President’s goal: Enhance student success

Develop an Artificial Intelligence repository of academic and administrative information needed to assist students in navigating the Penn State System.

Determine the feasibility of creating a digital information desk to help students make informed decisions about navigating the University or finding available resources, regardless of location. This digital approach should review the possibility of using Artificial Intelligence (AI) solutions and the extent to which the system should complement existing technology, for instance, how the AI system could complement the Penn State Go application. If it is determined, through this exploratory process, that the university should pursue the development of this tool, a subsequent implementation proposal will look at imbedding this tool into an existing student services office(s) or create an office/physical support structure that would have student resources available, while being a university-managed organization.
President’s goals: Enhance student success; Transform Penn State’s internal operations

**Implement a degree/planner, degree audit tool**

Create the ability for a student and their adviser to correctly and reliably identify all degree requirements which includes individual department lists; how transfer courses will count; and the applicable program year.

President’s goals: Enhance student success; Transform Penn State’s internal operations

**Syllabus creating and sharing tool**

Members of Guiding Principle 2 recognize the value of enabling faculty to more easily share and discover course syllabi (and potentially other teaching materials) in support of curricular coherence. There are additional interests from other constituencies for standardized content, sharing of learning outcomes, access for students, etc.

President’s goal: Enhance student success

**University wide shared electronic medical record for health services**

Create a shared medical record across all Penn State locations with a focus on students but also applicable to staff. This would support student mobility by allowing their medical record to be accessible regardless of campus location. Currently each location has their own database or paper process for collecting student's medical information, and there is not a consistent set of companies or contracts for supporting the schedule and multiple contracts. Some units have contracts to do this. We could create administrative efficiencies by creating one database, so the record is accessible system wide.

President’s goals: Enhance student success; Transform Penn State’s internal operations

**Define and adopt one definition of 'noncredit' to be used across Penn State University**

Determine a university wide definition for the term 'noncredit'. Define what constitutes 'noncredit’ programs and certificates to be adopted across university departments, colleges and commonwealth campuses.

President’s goals: Increase land-grant impact; Transform Penn State’s internal operations
One Penn State Background

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.

In 2019 the executive committee was charged to participate in the initiative, which emerged from the Transforming Education thematic priority of the strategic plan. Updates would be provided to the sponsor ongoing which was then-Executive Vice President and Provost Nicholas Jones. The executive committee worked to charge and form the five guiding principles.

The initiative's breadth of influence is evidenced by the diverse range of groups that extended invitations for related presentations, from student groups to all-staff gatherings to symposiums. Offshoots of related work have emerged as a remarkable ripple effect, illustrating how the initiative provided a guiding light for endeavors beyond the scope of the direct working committees. These offshoots exemplify how the vision of One Penn State has resonated across disciplines, fostering meaningful conversations and inspiring tangible actions. A full list of presentations is available in Appendix A.

The Executive Committee reported to the Executive Vice President and Provost to ensure continuity and alignment with other University strategic planning efforts. The breadth of executive committee membership, including annual appointments identified by the Provost to represent the Council of Academic Deans and the Council of Campus Chancellors, facilitated connections to key expertise across the university. Additionally, Guiding Principle 2 was jointly charged by the Faculty Senate and had continuous Senate representation on the executive committee through membership of each Senate chair-elect. Including the Executive Committee, Executive Subcommittee for the Prioritization and Integration of Workstreams, the five Guiding Principle teams, project management and administrative support, the membership over the duration of the initiative included over 175 individuals from across the university. For the full listing of the members please see Appendix B.

One Penn State 2025 builds on our strong traditions of working as one university to provide world-class education and drives us to be a more integrated, flexible, and responsive institution. By 2025, seamless online access to curricula and processes will be embedded in every part of Penn State across the Commonwealth, enabling us to become a 24/7/365, diverse and inclusive institution. One Penn State 2025 represents a fluid, personalized, and collaborative environment that enables students, faculty, and staff to achieve their goals regardless of their location in the world.

To achieve the vision a taskforce identified five focus areas to pursue—each presented as a guiding principle. A steering team was created for each guiding principle to sharpen the focus and help prioritize actions. They began work in October 2019, right before the global pandemic. They continued their work, in some cases influenced by the events of 2020, and in other cases recognizing that their work supported the university’s response to COVID-19.

While each guiding principle team focused on a particular aspect of the learner experience, the guiding principles were interconnected and each leveraged our strength as one university,
reinforced our commitment to learners and their access to quality education, and built upon the affordances that come with the digital age.

**Guiding Principle 1** focused on creating a seamless student experience and includes the transactional or business processes of being a student, to addressing academic mobility, to exploring what it means to have seamless co-curricular experiences. The team has augmented their work to explore the ideas coming from the Presidential Commission on Racism, Bias, and Community Safety, particularly around equity and access.

**Guiding Principle 2** focused on achieving curricular coherence and embraces a commitment to provide students with access and clearly articulated pathways through the curriculum. Jointly charged with the Faculty Senate, this team pursued the use of faculty communities and exploring the concept of curricular neighborhoods as a means to advance this work.

**Guiding Principle 3** focused on designing relevant and responsive programs and explored expanded and convenient access to content that ranges from social to professional competencies. From micro-credentials to accelerated pathways, this team looked at ways that we can become more agile in content that can augment the formal degree programs.

**Guiding Principle 4** focused on engaging learners throughout their lifetimes and expands the notion of staying connected and re-engaging content as needed, finding the most effective ways to take the new knowledge that is created at Penn State and making it accessible to the breadth of learners from youth to retirees.

**Guiding Principle 5** focused on achieving the highest level of efficiency of university resources. This team sought ways to ensure our infrastructure can meet the breadth of opportunities that will emerge in One Penn State 2025. The scope of their work included the technical systems, the platforms that can strengthen collaborations, and the processes that maximize resources—all in an effort to support the strategic plan’s Transforming Education pillar.

In 2021 a symposium was held to help the university learn about the strategic signature initiative and demonstrate how it builds on our strength as one university to support access to and strengthen our world class education.

**Lessons learned**

Throughout the course of our strategic initiative, we have identified several key takeaways that complement our earlier recommendations. Firstly, we strongly emphasize the importance of promptly identifying financial resources to support the development of significant projects that surface to ensure a smooth progression and successful implementation. Secondly, we propose the inclusion of project management support for key initiatives, as it will streamline processes, enhance efficiency, and drive project success. Thirdly, we found that the involvement of a diverse range of individuals through rotating membership proved to be a valuable strength, fostering innovation and collaboration. Lastly, we highlight the significance of assigning individuals in roles that represent broader groups and act as effective communication conduits with their respective constituency groups. This awareness of expectations ensures transparent and inclusive communication channels are established, promoting stronger engagement and understanding.
Appendix A- One Penn State 2025 presentations

April 19, 2019: Finance and Business Spring Retreat – “One Penn State 2025: Where We Are Now, and Where We Are Heading…Together.” Renata Engel provided an overview for a Housing and Food Services all-staff meeting.

January 22, 2020: Renata Engel provided an overview during the Outreach and Online Education Information Technology all-staff meeting.

March 18, 2020: Yvonne Gaudelius provided an overview for the Office of Global Programs Staff Advisory Council’s Coffee and Conversations.

March 3, 2020: Renata Engel and Yvonne Gaudelius provided an overview and the opportunities it presents for University College campus faculty and students. Breakout conversations included the subjects of curricular coherence, interdisciplinary communities, and serving students where they are.

February 4, 2021: University Research Council – “Research Aspects of One Penn State 2025” panel discussion. Panelists Shashank Priya, associate vice president for Research; Clive Randall, director, Materials Research Institute; and Ivor Knight, associate dean for Research and Graduate Studies, Penn State Behrend. Renata Engel provided opening remarks and joined the discussion.

February 2021: University Park Undergraduate Association - Renata Engel and Yvonne Gaudelius provided an overview of the initiative and how students can get involved.

May 11, 2021: Teaching and Learning with Technology (TLT) Symposium - “One Penn State 2025: Successes, Progression, and Horizons” Renata Engel and Yvonne Gaudelius presented an update on the current progress of the initiative for 129 attendees.

June 3, 2021: Penn State Libraries All-Staff Conference keynote address – Renata Engel and Yvonne Gaudelius tailored the “One Penn State 2025: Successes, Progression, and Horizons” discussion for staff from across Penn State Libraries.

July 2021: Learning Design Summer Camp – Karen Pollack, associate vice provost for Online Education and Elizabeth Wright, associate dean for academic affairs, Office of the Vice President for the Commonwealth Campuses and director of academic affairs – Penn State Hazleton, shared an overview of One Penn State 2025 and how learning designers could play an important role in this strategic effort.

September 17, 2021: Entrepreneurship Educators Conference – Lance Kennedy-Phillips and Elizabeth Wright presented a workshop to examine how engagement within the university community can be sustained as it pertains to One Penn State 2025’s goal for lifelong learning.

November 11, 2021: College of Arts and Architecture Deans leadership meeting - David Callejo Pérez and Kelly Griffith provided an overview of the initiative to the academic leadership of the College of Arts and Architecture. Discussion centered on the connection between One Penn State 2025 and the strategic planning process. Academic leaders in the college were encouraged to review their strategic plans for alignment with the ideals of both the University strategic plan and One Penn State 2025.
November 29, 2021: Undergraduate Education all-staff meeting. Hosted by Yvonne Gaudelius and Alan Rieck, Melissa Kunes and Elizabeth Wright presented a panel discussion about the anticipated outcomes of the initiative’s work and its impact on the university.

November 30, 2021: The Faculty Senate Committee on Curricular Affairs held a forensic session on micro-credentialing at their committee meeting to discuss a related Penn State Online Coordinating Council report and proposed recommendations and considerations.

January 2022: Senate Committee on Curricular Affairs and Intra-University Relations. “One Penn State 2025 Guiding Principle 2 Committee Update on Educational Communities”. Web only informational report submitted for the January 25 plenary meeting.

March 19, 2022: TLT Symposium. Panel session, “One Penn State: Guiding Principle Progress Updates and Their Implications for Teaching and Learning,” moderated by Ann Clements, assistant vice provost for Faculty Affairs-Faculty Development. Panelists represented the five Guiding Principle groups and discussion centered around the progress of the working groups and their implications for teaching and learning.

April 21, 2022: Student Affairs Administrative Leadership Institute (ALI) - Renata Engel and Dan Murphy presented the One Penn State 2025 vision and updates at this professional development series for Student Affairs leaders who are at associate or senior assistant director level to provide opportunities to align their work with broader initiatives.

May 11, 2022: Times Higher Education US Digital Universities week. Renata Engel presented and led a discussion at this international gathering titled “Case study: Strengthening your institutional mission in a digital age” which included an overview of the One Penn State 2025 initiative.
Appendix B – Comprehensive Membership

Ashley Adams, Director of Student Affairs, Penn State World Campus
Jeff Adams, Associate Vice President and Associate Dean for Undergraduate Education
Justin Aglio, Associate Vice President, Penn State Outreach, and Executive Director, Readiness Institute
Monty Alger, Professor of Chemical Engineering, College of Engineering
Tony Anderson, Director of Information Technology, Smeal College of Business
Kelly Austin, Vice President for the Commonwealth Campuses and Executive Chancellor
David Babb, Associate Teaching Professor of Meteorology, College of Earth and Mineral Sciences
Margie Bacheler, Senior Director of Statewide Continuing Education and Workforce Development, Penn State Brandywine
Donna Bayer, Instructional Designer
Kim Blockett, Professor of English, Penn State Brandywine
Mary Boyadzhiev, Project Manager/Business Analyst, Office of Planning, Analysis and Institutional Research
Laurie Breakey, Assistant Teaching Professor, Penn State DuBois
Amanda Brehman, Administrative Support Assistant, Office of the Vice President for the Commonwealth Campuses
Roger Brindley, Vice Provost Global
Darbi Bubb, Administrative Support Coordinator, Office of the Vice Provost for Online Education
Rich Bundy III, Vice President for Development and Alumni Relations
Michael Büsges, Senior Advisor, Office of the Provost & Executive Vice President
Peter Butler, Associate Dean for Education and Graduate Professional Programs, College of Engineering
David Callejo Pérez, Associate Vice President and Senior Associate Dean for Academic Programs, Office of the Vice Provost for Commonwealth Campuses
Craig Campbell, Assistant Teaching Professor of Education (Lifelong Learning and Adult Education), College of Education
Penny Carlson, Assistant Vice President, Executive Director for Academic Services and Assessment
Sara Carlson, Manager of Survey Research and Special Projects Team, Penn State World Campus

Faye Chadwell, Dean of University Libraries and Scholarly Communications

Gary Chinn, Assistant Dean for Digital Learning and Interim Head, Department of Graphic Design, College of Arts & Architecture

Saehyun Choi, Student member - Graduate Student, Eberly College of Science

David Christiansen, Chancellor, Penn State York

Christine Cicio, Director of Continuing Education, Penn State Abington

Tracy Claar, Administrative Support Coordinator, College of Education

Sandy Clemmer, Director, Penn State Executive Programs, Smeal College of Business

Paul Clifford, Chief Executive Officer of the Penn State Alumni Association, Development and Alumni Relations

Todd Clouser, Associate Registrar, Office of the University Registrar

Andrew Cole, Associate Professor of Landscape Architecture, College of Arts & Architecture

Robert Crane, Associate Vice Provost, Penn State Global Programs

Jon Crutchfield, Senior Director for Business Intelligence, Office of Planning, Analysis and Institutional Research

Andrea Dowhower, Associate Vice President for Student Affairs

Kathryn Drager, Immediate Interim Dean of the Graduate School, Vice Provost for Graduate Education

John Drake, Director, The Center for Business Development and Community Outreach, Penn State Scranton

Pam Driftmier, Executive Director, Professional and Community Engagement, Penn State Outreach

Lindsey Droz, Director of Strategic Consulting

Chiara Duff, Student member - World Campus Undergraduate Student, Information Sciences and Technology

Michele Duffey, Assistant Teaching Professor of Kinesiology, College of Health and Human Development

Jackie Edmondson, Chancellor and Chief Academic Officer, Penn State Greater Allegheny

Amy Elliott, Assistant Vice Provost for Data Management and Operations, Office of Planning, Analysis and Institutional Research
Jon Emigh, Associate Director of Marketing Strategy and Operations, College of Agricultural Sciences

Renata Engel, Vice Provost for Online Education, *One Penn State 2025 executive committee co-chair

Ivan Esparragoza, Professor of Engineering, Penn State Brandywine

JT Fairley, Student member - Graduate Student, MBA, Smeal College of Business

Casey Fenton, Assistant Director, Office for Digital Learning, College of Engineering

Miranda Finocchio, Administrative Support Coordinator, Enrollment Management/Student Aid

Kim Fisher, Assistant Controller, University Financial Officers

Stephanie Flanagan, Talent Management Strategist, HR

Hope Fletemake, Administrative Support Coordinator, Office of the Vice President of Penn State IT

Jeff Fortin, Associate Vice President for Research and Director, Office of Industrial Partnerships

William Fritz, Senior Director, Admissions Services and Military Enrollment Operations, Penn State World Campus

Julie Gallagher, Associate Professor of History and American Studies, Penn State Brandywine

Rebecca Gardner, Senior Director, Planning, Research and Communications, Institutional Planning & Assessment and Senior Director of Special Projects, Penn State Harrisburg

Yvonne Gaudelius, Vice President and Dean for Undergraduate Education, *One Penn State 2025 executive committee co-chair

Kelly Griffith, Director, Office for Summer Session, Undergraduate Education

Beth Gross, Assistant Director of Digital Education and Online Learning, College of Agricultural Sciences

Gwen Gummo, Finance Manager, Penn State Professional and Community Engagement

Paula Hamaty, Associate Registrar

Madlyn Hanes, Vice President for the Commonwealth Campuses and Executive Chancellor

Melissa Hardy, Distinguished Professor of Sociology and Demography, College of the Liberal Arts

Bill Harvey, Executive Director, Marketing at Penn State Outreach and Online Education

Lori Anne Hawn, Director of Graduate Admissions

Harold Hayford, Associate Teaching Professor of Math, Penn State Altoona

Rich Heininger, Director of Information Technology, University Budget Office
John Hoh, Interim Associate Vice President for Teaching and Learning with Technology, Penn State Harrisburg
Cathy Holsing, Director, Office for Digital Learning, College of Engineering
Tracy Hoover, Associate Dean for Undergraduate Education, College of Agricultural Sciences
Garrett Huck, Assistant Professor of RHS, Penn State Hazleton
Tracey Huston, Vice President for Outreach
Peter Idowu, Assistant Dean of Graduate Studies, Penn State Harrisburg
Jennie Ishler, Director of Marketing Analytics and Market Research, Penn State World Campus
Kathryn Jablokow, Associate Chief Academic Officer and Professor of Engineering Design and Mechanical Engineering, Penn State Great Valley
Dale Jones, Chancellor, Penn State Wilkes-Barre
Maureen Jones, Associate Teaching Professor of Health Policy Administration, College of Health and Human Development
Patrick Jones, Chancellor, Penn State Schuylkill
Lance Kennedy-Phillips, Vice Provost for Planning, Assessment and Institutional Research
William Kenyon, Associate Professor of Theatre, College of Arts & Architecture
Kelly Kerstetter, IT Project Manager 4, Penn State IT
Sarah Kettell, Education Programmer/Analyst, Penn State Harrisburg
Kurt Kissinger, Assoc. VP for Finance and Business/Controller, College of Medicine, Penn State Hershey
Bob Kubat, Assistant Vice President for Enrollment Management and University Registrar
Rina Kumar, Assistant Project Director, Worklion Management Office (WMO)
Melissa Kunes, Assistant Vice President for Enrollment Management and Executive Director for Student Aid
Karen Kyle, Associate Director, Commonwealth Campus Financial Officers
Chuck Lang, Associate Dean for Graduate Studies, College of Medicine, Penn State Hershey
Clarence Lang, Susan Welch Dean of the College of the Liberal Arts and Professor of African American Studies
Tracy Langkilde, Dean, Eberly College of Science
Wayne Leone, Project Manager, Office of Planning, Assessment and Institutional Research
Suzanna Linn, Liberal Arts Professor of Political Science, College of the Liberal Arts
Leo Lo, Dean of University Libraries and Scholarly Communications
Lawrence Lokman, Vice President for Strategic Communications
Chris Lucas, Associate Vice President, User Success, Penn State IT
Darcy Medica, Director of Academic Affairs, Penn State Schuylkill
Lauren Millbyer, Administrative Support Coordinator to the Chancellor and Office Manager
John Mark Miller, Student member - University Park Undergraduate Student, College of Agricultural Sciences, Council of Commonwealth Student Governments Chair
Greg Miller, Senior director of Outreach Marketing, Penn State Outreach
Tryphena Miska, Associate Registrar
Daniel Murphy, Director for Commonwealth Campus Support, Student Affairs
Shuchi Nalepa, Director, Enterprise Solutions, Penn State IT
James Nemes, Chancellor and Chief Academic Officer and Professor of Mechanical Engineering, Penn State Great Valley
Renea Nichols, Associate Teaching Professor, Donald P. Bellisario College of Communications
Deyo Olorunmisola, Director of Admissions, Schreyer Honors College
Bob Orndorff, Senior Director of Career Services & Affiliate Associate Professor in Counselor Education, Student Affairs
Mary Lou D. Ortiz, University Budget Officer
John Papazoglou, Associate Vice President, Auxiliary and Business Services
Alison Parker, Planning Consultant, Office of Planning and Assessment
Misty Patcyk, Director, LionPATH Development and Maintenance Organization, Penn State IT
Charles Patrick, Chancellor and Chief Academic Officer, Penn State Fayette, Eberly Campus
Laura Pauley, Professor of Mechanical Engineering, College of Engineering
Juliet Pinto, Associate Professor of Journalism, Donald P. Bellisario College of Communications
Karen Pollack, Associate Vice Provost for Online Education
Tracy Powell, Associate Vice President for Strategic Communications
Felisa Preciado Higgins, Associate Dean Undergraduate Education, Smeal College of Business
Shashank Priya, Associate Vice President for Research, Professor, Materials Science and Engineering, College of Earth and Mineral Sciences
Bart Pursel, Director of Teaching & Learning with Technology, Innovation, College of IST
Tim Radio, Records and Advising (RAD) Team Lead, Project Manager, LDMO, Penn State IT
Victoria Raish, Online Learning Coordinator, University Libraries
Rajaram Ramesh, Student Member - Undergraduate Student, Council of Commonwealth Student Governments, Fee Board Chair
Crystal Ramsay, Interim Director, Teaching and Learning with Technology, Penn State IT
Jacqueline Reid-Walsh, Associate Professor of Education, Language & Literacy Education and Women's, Gender and Sexuality Studies, College of Education
Alan Rieck, Associate Vice President and Associate Dean for Undergraduate Education
Kiernan Riley, Student Member - Graduate Student, Penn State Scranton, College of Nursing
Emily Rimland, Information Literacy Librarian and Learning Technologies Coordinator, University Libraries
Anthony Robinson, Associate Professor of Geography and Director of Online Geospatial Education Programs, College of Earth and Mineral Sciences
Ivan Rodgers, Student member - World Campus Undergraduate Student, College of the Liberal Arts
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Phillip Savage, Interim Associate Vice President for Research, College of Engineering
Karen Schall, Administrative Support Coordinator, Office of the Associate Vice President of Student Services
Janet Schulenberg, Senior Director for Curriculum and Technology, Division of Undergraduate Studies
Beth Seymour, Teaching Professor of Arts and Humanities, Penn State Altoona
Tammy Shannon, Coordinator of Academic Advising and Course Instructor, College of Agricultural Sciences
Niharika Sharma, Director of Student Services, College of Health and Human Development
Dennis Shea, Associate Dean for Undergraduate Education and Outreach
Ike Shibley, Associate Professor of Chemistry, Penn State Berks
Pam Silver, Associate Dean for Academic Affairs, Penn State Erie, Behrend College
Scott Simonds, Director of Student Affairs, Penn State York
Damon Sims, Vice President for Student Affairs
Maggie Slattery, Assistant Dean and Director, Office for General Education
Martin Sliwinski, Director, Center for Healthy Aging, Professor of Human Development and Family Studies, Gregory H. Wolf Professor of Aging Studies, College of Health and Human Development
David Smith, Associate Dean for Advising and Executive Director, Division of Undergraduate Studies
Jeff Smith, Associate Vice President for Operations, Outreach and Online Education
Kevin Snider, Chancellor, Penn State New Kensington
Maria Soyosso-Capuder, Student Member, Penn State World Campus
Jennifer Sparrow, Associate Vice President, Teaching and Learning with Technology, Penn State IT
Jennifer Stedelin, Vice President for Information Technology and Chief Information Officer
Michele Stine, Teaching Professor of Biobehavioral Health, College of Health and Human Development; Faculty Senate Chair and Chair-elect
Marie Sullivan, Accreditation Coordinator/Analysis and Planning Consultant, Office of Planning, Analysis and Institutional Research
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Patty Tarbay, Executive Assistant to the Associate Vice President for Budget and University Budget Officer
Annie Taylor, Assistant Dean for Distance Learning and Director of the John A. Dutton e-Education Institute, College of Earth and Mineral Sciences
Virginia Teachey, Associate Vice President for Budget and Finance
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Jennifer Theiss, Senior Assistant Director for Special Initiatives
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Vince Timbers, IT Manager, Admissions
Karen Vance, Associate Vice Provost for Institutional Research, College of Education
Regina Vasilatos-Younken, Vice Provost and Dean for Graduate Education, Graduate School
Marwan Wafa, Chancellor, Penn State Scranton
Rebecca Waltz, Head, Library Learning Services, University Libraries
Kelsey Watson, Student member - Graduate Student, Eberly College of Science
Suzanne Wayne, Project Portfolio Manager, Outreach Information Technology
Don Welch, Vice President for Technology and CIO
Marcus Whitehurst, Vice Provost for Educational Equity
Charles Whiteman, John and Karen Arnold Dean, Smeal College of Business
Mary Beth Williams, Senior Associate Dean, Eberly College of Science
Dana Williams, IT Project Manager, Penn State IT
Judy Wills, Executive Assistant, Office of the Vice Provost for Online Education
Scott Wing, Associate Dean of Academic Affairs and Outreach, College of Arts and Architecture
Douglas Wolfe, Professor of Materials Science and Engineering, Applied Research Laboratory
Elizabeth Wright, Chancellor, Penn State Hazleton
Laura Young, Student member - World Campus Undergraduate Student, Smeal College of Business; Accounting Supervisor of Grant Master Data and Banking, Government Team, Office of Research Accounting
Anita Yuskauskas, Assistant Teaching Professor and Coordinator, HPA, Penn State Lehigh Valley
Mike Zeman, Student Engagement Network, Director