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 and continuous online access to curricula and processes will be embedded in every part of Penn State across the Commonwealth. 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.

This vision is supported by five guiding principles. You are invited to serve on a University committee that will begin the work related to Guiding Principle 5: Achieve the Highest Level of Efficiency of University Resources. Identifying redundancies and leveraging data and digital resources will enable optimization of university resources to enhance the student experience and remove systemic barriers to success. In 2025, Penn State will leverage digital resources and data-informed decision-making processes to strengthen and expand high-quality Penn State experiences in learning, research, and student support opportunities to address institutional objectives related to equity, access, and affordability of a high-quality Penn State education.

Increased effectiveness results from greater efficiency of operations combined with student success—a key aspect of our educational mission. Increased effectiveness is grounded in evidence informed practice. And we have been making progress, as evidenced by our recent history of exploring and creating innovative approaches to using digital content, such as the Digital Learning Cooperative and Open Educational Resources (OER), which effectively use digital resources to share content while maximizing faculty capacity, supporting curricular coherence, and containing costs of course materials. These examples provide us with a demonstration of what is possible, but they represent only a slice of what is essential for us to achieve by 2025.

We are asking this leadership team to focus its efforts on reviewing the breadth of opportunities to gain efficiencies in the academic enterprise and administrative functions, particularly those that leverage the recent implementation of university-wide systems and the formal and informal networks of expertise that are not bound by geography or time. To ensure that infrastructure issues are addressed consistently and cohesively across the focus areas of the One Penn State 2025 Guiding Principle committees, the membership of the Guiding Principle 5 committee will
include the other Guiding Principle committee co-chairs. The other members of this committee will serve as a core resource available for consultation by the other committees as needed.

You may approach this work by creating subcommittees or task forces that would work in parallel with coordination and direction provided by your leadership team. For example, you may organize around:

- Reviewing and recommending systems, technologies, policies, and practices that support faculty and their efforts to share and co-create content for education or research, foster greater mobility to work across campuses, including adding incentives to mitigate redundant costs while supporting innovation, and faculty hiring models that further advance multi and interdisciplinary roles and responsibilities and avoid redundancies.
- Increasing the understanding of the staff environment with an eye toward bringing the training, tools, technology to support 21st century office operation and professional growth. This may include a plan for the utility of AI to assist staff operations, and broad training and access to methods and tools that support process improvement.
- Leveraging the knowledge and expertise across the distributed professionally oriented roles (advising, faculty development, instructional design, proposal writers, etc.) to strengthen the support to students and faculty across the university and across the administrative resources that provide broader institutional support to the academic mission.
- Recommending processes and procedures to facilitate the interconnection of university data to support a data-informed decision culture.

In addition to defining and creating parallel task forces, the leadership team will develop a timeline and establish milestones so that by 2025, Penn State will have improved effectiveness of operations to support the overarching One Penn State 2025 vision.

Charge revised 9/17/2021 -- M. Rosenberg