



INSIDE OUTREACH

Summer 2006

"To do a common thing, uncommonly well, brings success."

Henry John Heinz, 1876



Colleagues,

As Outreach travels the road from Good to Great, I believe it is important to take time to review our progress and celebrate our successes.

Regrettably, I have not communicated with you through Inside Outreach for a few months.

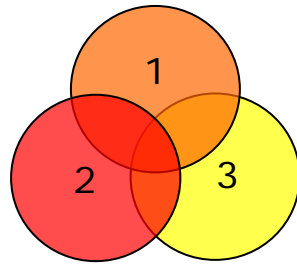
From my many meetings with units across Outreach during that time, the importance of improving internal communications became clear. Outreach members more often than not, feel they are left out of the loop and do not have clear understanding of our priorities.

To that end, we have established an Internal Communications initiative, chaired by Janet Conner, to help advance initiatives to improve communication within Outreach. In addition, beginning with this issue, I am resuming a regular schedule of Inside Outreach communications to ensure you maintain a broad understanding of our strategies and accomplishments.

This issue of Inside Outreach honors some of the success of this past year by: first, extending a personal thank you for your dedication and constant commitment to making Outreach great; second, recognizing some Outreach successes; and finally, providing a venue through which I will briefly discuss the status of our Flywheel.

The basis of Jim Collins' books, ["Good to Great"](#) and "Good to Great and the Social Sector", are based upon an ancient Greek parable, "The fox knows many things, but the hedgehog knows one big thing." Collins found that great organizations used their hedgehog nature to create one basic principle or concept to guide their business; he called it their hedgehog concept.

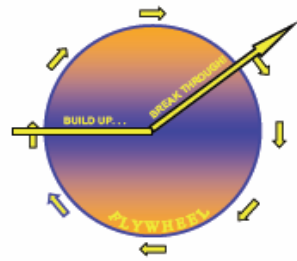
The hedgehog concept is a simple and clear convergence of the three circles: 1. what we are deeply passionate about, 2. what we can be the best in the world at, and 3. what drives our resource engine. Our hedgehog concept ultimately guides our efforts on the path from Good to Great.



Outreach Hedgehog Concept

- Connecting Penn State to Pennsylvanians through outreach. . .
- ✓ Teaching
 - ✓ Research
 - ✓ and Services

Collins' flywheel visually represents how each effort, however small, contributes to making Outreach great. Every success story can be thought of as a *push* on the wheel; every successive accomplishment is therefore one more *push* until at last, the wheel begins to move and accumulate momentum.



The Flywheel Effect

- ✓ Each unit within the organization reinforces other units
- ✓ The organization as a whole is more powerful than the sum of its parts
- ✓ Once you get it going, it's easier to keep it going

This past year we were involved in several major initiatives in connection with adult learners, economic and workforce development, and innovation—each providing a *push* on our flywheel. The key to continue building momentum is to be consistent with our hedgehog concept, strategic goals, and priorities.

Since we've just finished the fiscal year, now is a good time to share a few of the milestones and successes that have helped move our flywheel. It is always dangerous to highlight only a few successes because of the risk of overlooking great work from individuals and teams across Outreach.

Nonetheless, we had a great year, and I think it is important to share some of our success. So, included in this issue are updates on a few [partnerships](#), year-end [Outreach milestones](#), [revenue](#), [awards](#), and [accomplishments](#).

By the way, we recently discussed the use of "Good to Great" with our [Outreach Advisory Board](#). They unanimously support the book's principles as a valuable foundation strategy. Additionally, the board strongly stressed the importance of staying the course, and tenaciously pursuing the book's principles.

In closing, as you review the remarkable performance of this past year, please keep in mind these are only highlights from across all of Outreach. Though Outreach has made great strides on the path from Good to Great, we still have many challenges. Please bring these challenges to my attention as I conduct unit visits—let's confront the "brutal facts".

As you read through the highlights below, I hope you will agree we have much to celebrate. Congratulations for a successful year and thank you for your dedication and hard work. I know we will continue to make progress, build momentum, and keep the flywheel rolling.

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Partnerships

- Through a \$1.8 million Forming Outreach Community-University Systems (FOCUS) grant from The Kellogg Foundation, Statewide Continuing and Professional Education will, in October, begin working with selected parents to assist them as work with their children on reading skills. In January, project directors from Pennsylvania, California, Texas, and Minnesota will meet to share their different ideas and approaches to common projects.
- In collaboration with The Brookings Institution, a core group of 8-10 faculty and Extension staff are conducting research in preparation for a policy brief on rural Pennsylvania. The policy brief will complement the 2006 follow-up edition of the 2003 [Back to Prosperity](#) report. The research addresses rural issues and perspectives important to rural Pennsylvanians. Additionally, several outreach sessions will be held with citizens in rural areas to share and discuss the 2006 report.
- PennTAP produced 1 job for every \$425 invested by the state budget. Over last 5 years, clients reported over 3,500 jobs created/retained as a result of PennTAP's assistance.
- Penn State was awarded a \$2.3 million contract to develop customized training and credentialing for more than 1,700 Pennsylvania CareerLink employees. Continuing Education facilities deliver training at University Park, Abington, Dubois, Cranberry, Harrisburg, Great Valley, and Scranton campuses as well as Ganon University in Erie.

2005—06 Outreach Milestones

- [Intensive English Communication Program](#) enrollments increased 32% over 2004—05, from 157 to 208, with students representing 53 nations.
- [Shaver's Creek Environmental Center](#) celebrated its 30th anniversary year by exceeding its membership and Annual Fund goals; public visitations increased 51% over 2004—05, from 4,082 to 6,177 visitors.
- [Management Development](#) celebrated its 90th anniversary year by generating more than \$4 million in program fees for programs offered through Penn State campuses.

- Outreach created the Statewide Continuing Education and Workforce System to coordinate Continuing Education offices at Penn State campuses.
- [World Campus](#) online and other web course enrollments increased 18% over 2004—05, from 21,635 to 25,454.
- Outreach established the Office of Economic and Workforce Development and helped create the University-wide Council on Economic Development.
- Over 1 million Pennsylvanians participated in at least one [Cooperative Extension](#) educational program. In addition, Pennsylvania counties funded 10 new county-based cooperative extension positions.
- [WPSU-TV](#) began multi-casting 3 digital channels. Additionally, 3 WPSU-TV programs were distributed nationally.
- [WPSU-FM](#) became the 1st digital radio station in the State College and Altoona markets.

Outreach Revenue

- Outreach generated over \$65 million in revenue in 2005—06, an increase of more than 12%.
- Grants and contracts increased almost 48% over 2004—05, totaling more than \$21 million.
- Outreach increased its revenue-sharing with the academic colleges and campuses by 25% over 2004—05, with \$8.4 million shared with our academic partners. Colleges are now able to hire tenure line faculty to teach World Campus programs.
- Outreach exceeded its development goal by raising more than \$6 million, including a \$1 million gift, the largest gift in Outreach history.
- World Campus' year-to-date revenue increased 40% from 2004—05, totaling more than \$15 million.

Outreach Awards

- "My Island Vacation" was a radio winner in The Communicator Awards.
- [PennTap](#) won the 2005 Award for Excellence in Business Development from the University Economic Development Association for its e-business Technical Assistance Program a.k.a. e-TAP.
- "Glory Days: A Bruce Springsteen Symposium" won two University Continuing Education Association awards.

- The outreach.psu.edu/programs/psu4you web site won a silver University Continuing Education Association award.
- The “Industry Summit on Mining Performance Marketing Plan” won a bronze University Continuing Education Association award.

Outreach Accomplishments

- Educational Services successfully launched “[3-to-8, Educate!](#)” a literacy web resource for parents, teachers, and kids.
- Marketing and Communications’ RedDot program drastically improved response time and overall quality of the World Campus, Continuing and Professional Education, Sport Camps, Thematic Initiatives, Grants and Contracts, The Office of Economic and Workforce Development, and several conference web sites.
- Production and Educational Services hosted 73 “[Scholastic Scrimmage](#)” teams.
- ISSO processed more than 18,000 registrations just prior to its first anniversary of implementation in Conferences and Institutes.
- The 2005 Pennsylvania Drilling and Blasting Conference team was recognized by the International Society of Explosives Engineers for excellence in education for drilling and blasting professionals.
- “[Pennsylvania Inside Out](#)” produced 293 episodes in addition to 10 live programs.