

CLARION UNIVERSITY ACTION PLAN – MIDDLE STATES STANDARDS OF EXCELLENCE

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
1	<i>Mission and Goals</i>			Hold extended discourse on the meaning of “nationally recognized programs” for Clarion University.	Academic/Directors’ Councils; Open Forums (FF-PAI)	PEC	
				Frame new strategic directions in a way that is measurable.	Strategic Directions Steering Committee	PEC	Delivery date of May 1, 2012
2	<i>Planning, Resources and Institutional Renewal</i>		✓	Make additional reporting tools, including modeling techniques and forecasting, available to RC managers and the university as a whole.	IMIR; Computing Services; F&A	PEC	
			✓	Offer training and workshops for administrators, faculty, and staff to develop expertise in RCM performance and assessment.	Divisions of Academic Affairs, F&A, and SUA	PEC	
			✓	Align institutional initiatives with PASSHE performance metrics in order to capitalize on opportunities for additional revenue.	RC Managers	PEC	
			✓	Develop a plan to ensure adequate computing resources for faculty and staff across RCs.	UTAC; Faculty Senate; Institutional Resources Comm.	PEC	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
3	<i>Institutional Resources</i>		✓	Develop a funding and implementation plan for deferred maintenance.	Division of Finance and Administration	PEC	
				Periodically assess the effective use of institutional resources.	ISLAC	PEC	
4	<i>Leadership and Governance</i>		✓	Examine the charters of university governance groups, particularly Faculty Senate, and amend as necessary.	Governance Groups	Governance Groups & President	
				Council of Trustees should strategize on how to take on a more intentional advocacy role in the community and beyond given serious state budget reductions.	Council of Trustees	President; Council of Trustees	
				More reflection and deliberation by governing bodies on university change initiatives.	Governance Groups	President; Governance Groups	
				Conduct periodic assessment of the effectiveness of institutional governance <u>and</u> the role of students within university governance.	Governance Groups; ISLAC	President; Governance Groups; VP for SUA	
5	<i>Administration</i>			The university administration should proceed deliberately with RCM and strive to ensure that all constituents understand its mechanisms and details.	RC Managers	President	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
5	<i>Administration, cont.</i>			Ensure that documents and publications identify the Clarion University Foundation, Inc. as a distinct and separate entity from the university.	Printing Svcs; University Relations	President; VP for SUA	
				Review the university's organizational structure regarding academic and institutional planning to ensure effectiveness.	ISLAC	Provost	
				Re-examine the need for more intentional institutional infrastructure for supporting sponsored research and grants.	Acad Affairs committee (ongoing, Turell)	Provost	
6	<i>Integrity</i>	Conduct a formal review of faculty promotion criteria to confirm that they are sufficiently defined and that recent faculty promotion decisions affirm consistent treatment of all candidates for promotion.	✓		Academic Affairs; Human Resources; APSCUF	President; Provost; APSCUF (Meet & Discuss)	
		Conduct periodic assessment of other institutional policies, processes, and practices and their implementation.			ISLAC	PEC	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
6	<i>Integrity, cont.</i>		✓	Continue to improve the flow and accuracy of information between administration, faculty, staff, and other constituents.	University Relations	PEC	
			✓	Create a centralized online resource providing information on local faculty policies and procedures.	Provost; Human Resources	Provost	
			✓	Further ensure integrity of online courses using biometrics, challenge questions, web video conferencing proctoring, and other relevant methodologies.	Virtual Campus (Dir., Lynne Fleisher)	Provost	
7	<i>Institutional Effectiveness</i>	Continue to proceed with plan to implement a comprehensive, sustainable program of institutional assessment in order to fully document effectiveness across the board.			ISLAC	PEC	
			✓	Initiate a systematic administrative department program review process and a systematic assessment plan for on-line offerings.	Virtual Campus; ISLAC	PEC	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
7	<i>Institutional Effectiveness, cont.</i>		✓	Centrally track information about post-graduation activities of students to inform recruitment, program review and accreditation standards, and advancement.	IMIR	PEC	
			✓	Develop a mechanism to facilitate the sharing of assessment best practices across the institution.	ISLAC	IMIR Director	
8	<i>Student Admission and Retention</i>	Track the retention and graduation rates of all Clarion University students.			IMIR	IMIR Director	
		Develop a sustainable strategy to ameliorate existing retention and graduation disparities between minority and majority students.			Enrollment Management Retention Advisory Committee	Provost	
			✓	Develop a more robust enrollment reporting system including metrics to monitor targeted populations.	IMIR; Computing Services; Enrollment Management	Provost	
				Document the impact of all initiatives and strategies employed to improve (increase) student retention.	IMIR	Provost	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
9	<i>Student Support Services</i>		✓	Encourage offices to coordinate services and share information in ways that benefit students.	SUA; Academic Affairs	Provost & V.P. for SUA	
			✓	Develop a plan to maintain and improve technology and services for students with disabilities	Office of Disability Support Svcs.; Computing Svcs.	Provost	
			✓	Review the capacity of counseling and health related services in response to increases in enrollment and demand for mental health services.	Counseling Svcs; Dean of Student Development	V.P. for SUA	
				Focus greater attention on the predictability of student enrollment, student retention, and course availability.	Enrollment Management; Acad. Affairs	Provost	
				Focus on improving academic advising, the readiness of campus students for online learning, and the quality across offerings.	Acad. Affairs; UASC; (special subcommittee?)	Provost	
10	<i>Faculty</i>		✓	Continue to support a program for faculty professional development.	Academic Affairs	Provost	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
10	<i>Faculty, cont.</i>			Continue to examine syllabus requirements to identify and systematize approaches to articulating student learning objectives in course instruction across the curriculum.	Academic Affairs	Provost	
			✓	Review promotion and sabbatical leave criteria to ensure their alignment with university missions and strategic directions.	Academic Affairs; APSCUF	President; Provost; APSCUF (Meet & Discuss)	
11	<i>Educational Offerings</i>	Program goals should be stated in terms of student learning outcomes for <u>all</u> academic programs.			ISLAC	Provost	
		Establish the inclusion of student learning outcomes in all course syllabi as an institution-wide expectation.			Academic Affairs; Faculty Senate	Provost	Syllabus policy revised and posted online under Academic Affairs Policies.
		Ensure the assessment of student learning and program outcomes relative to the goals and objectives of undergraduate programs is practiced across all academic departments and that results are used to improve effectiveness.			Academic Affairs; ISLAC	Provost	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
11	<i>Educational Offerings, cont.</i>		✓	Re-engineer the five-year program review process to increase usability of the Periodic Review Report for planning and assessment purposes.	Academic Affairs (currently ongoing)	Provost	Delivery date of September 1, 2012
			✓	Collect and organize year-end summary data from CCPS and report annually to the university community.	Academic Affairs; CCPS	Provost	
12	<i>General Education</i>	Establish a manageable program of assessment of general education outcomes as part of the institution's overall plan for assessing student learning and use the results for curricular improvement.			General Ed. Council; Academic Affairs	Provost	
			✓	Review methods for Math and English placement in General Education coursework.	Depts. of Mathematics and English; Gen Ed. Council	Provost	
				Ensure that syllabi for general education courses with multiple sections include the same goals, objectives, and expected student learning outcomes.	ISLAC; Academic Affairs	Provost	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
13	<i>Related Educational Activities</i>		✓	Develop and implement an enrollment management plan for International students with targets, goals, and strategies for their recruitment and retention and provide increased international student services as demand increases.	Office of International Programs; Enrollment Management	Provost	
				Consider how to better integrate “high-impact” practices into online courses and the need for a more effective orientation program for students less prepared for online course delivery.	Virtual Campus	Provost	
14	<i>Assessment of Student Learning</i>	Continue to proceed with plans to implement a comprehensive, sustainable program of student learning outcomes assessment in order to be able to fully document its impact on student learning.			ISLAC; Academic Affairs	Provost	
				Improve communication across the university regarding the assessment of student learning outcomes within General Education, degree programs, and majors.	ISLAC	Provost	

#	Standard	Recommendations	✓*	Suggestions	Working Group(s)	Decisional Authority	Milestone/ Date
14	<i>Assessment of Student Learning ,cont.</i>			Utilize university resources to develop the infrastructure necessary to effectively assess student learning outcomes.	PEC; ISLAC	President; RC Managers	

Footnote: Items with a “✓” were identified as recommendations within the university’s Middle States Self-Study and endorsed by the Middle States Site Visit Team as either a recommendation or suggestion.