



COURAGEOUS.
confident.
CLARION.

STRATEGIC DIRECTIONS REPORT

CLARION
UNIVERSITY



*We have
accomplished
much, and we
have more to do.*

Dear colleagues and friends,

First and foremost, thank you for your continued love and support of Clarion University. This is the first report of accomplishments resulting from the extensive strategic planning conducted in 2011 and 2012 which led to the widespread adoption

of our 2012-2017 strategic plan. During this time, the university has undergone tremendous change and challenge. We are a university, as you will learn, under construction. We are building and rebuilding our academic programs, facilities and enrollment. We are a university of talented faculty, committed staff, hard-working students and loyal alumni. We have accomplished much, and we have more to do.



As you read this report, please consider how you can support Clarion – through your time, talent and treasure. As you read this report, feel free to forward any suggestions to me (president@clarion.edu) on how we can do more to make good on our mission as a university that provides transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments.

Go Eagles!

A handwritten signature in black ink that reads "Karen M. Whitney". The signature is fluid and cursive.

Karen M. Whitney, Ph.D.
President
Clarion University



Encourage STUDENT, FACULTY AND STAFF *success*

In meeting its goal of encouraging student, faculty and staff success, Clarion is committed to infusing high-impact educational practices into its programs.

High-impact educational practices are nationally recognized as increasing student retention and graduation. They enrich the student experience by integrating relevance to career aspirations.

High-impact educational practices include:

- First-year seminars and experiences
- Common intellectual experiences
- Learning communities
- Writing-intensive courses
- Collaborative assignments and projects
- Undergraduate research
- Diversity/global learning

- Service learning, community-based learning
- Internships
- Capstone courses and projects

The philosophy, according to Dr. Ron Nowaczyk, Clarion's provost, is to find a way to go beyond classroom education in a way that reinforces the importance of what is learned there, as it applies to students' current academic careers, as well as afterward.

Clarion's vision is to "be a leader in high-impact educational practices that benefit students, employers and community partners."

Students benefit by increased interaction with fellow students, faculty and the community; the community benefits from students addressing community problems; and employers benefit through

internships. Faculty members also benefit, in many instances, from student involvement in their own scholarship and research.

As Clarion evaluates the high-impact educational practices already in place and those to be implemented, two areas of focus are capstone courses and projects, and first-year seminars and experiences. The capstone courses and projects for seniors, which may include a capstone course, research requirement, service learning or internship, already exist. Faculty members believe that adding first-year seminars will benefit students in their programs.

"In doing high-impact educational practices, if we want to strive for a leadership role, we need to do more (for students) in the first year," Nowaczyk said.

Create **EQUITABLE, DIVERSE** environments

In keeping with its mission and core values, Clarion reaffirms its commitment to diversity and equity as integral parts of educational excellence and civic engagement.

Clarion's Strategic Diversity Equity Plan is grounded in the university mission, vision and core values, which, essentially, are to create a campus culture of inclusion, according to Dr. Jocelind Gant, assistant to the president for social equity.

"If you are going to cultivate an inclusive environment, every member of the university community has to be provided an opportunity to fully participate," Gant said.

Through the plan's goals, Clarion will:

- Foster an institutional climate and inter- and intra-group relations that affirm inclusivity.
- Recruit and retain a diverse student body that supports Clarion's mission to "inclusive excellence and student-centered environments."
- Recruit and retain a diverse workforce that supports Clarion's mission to "inclusive excellence and student-centered environments."
- Encourage research and scholarship that reflect an appreciation of cultural and social differences.
- Encourage the development of curriculum and teaching methods that support trans-cultural and global competency.
- Encourage diversity within the university leadership.

"The plan recognizes that Clarion's differing viewpoints, cultures, backgrounds and gender identities make for an intellectually robust and inclusive university in which to work, learn and succeed," said Dr. Karen Whitney, Clarion's president.

One example of Clarion's commitment to diversity and equality is the Golden Eagles Men's Success program, which supports black, male students through helping them transition to college by fostering a supportive living, learning and growing environment. Black males statistically have an 11 percent lower likelihood of graduating from college in four years than white males, and GEMS' goal is to eliminate that gap.

In its first year, GEMS shows a 95 percent (19 of 20 students) persistence from fall 2013 to spring 2014; a 60 percent first-year retention rate; and a 65 percent second year persistence rate, with 12 of 19 students returning in fall 2014.

Gant said if a student leaves Clarion without having had the opportunity to learn and interact with a diverse and equitable population, that student is not prepared for the world as it is today.

"He or she is likely to have a diverse environment in his or her workplace ... students have to learn to interact with people who are culturally and socially different from them," she said.

It is the policy of Clarion University of Pennsylvania that there shall be equal opportunity in all of its educational programs, services, and benefits, and there shall be no discrimination with regard to a student's or prospective student's race, color, religion, sex, national origin, disability, age, sexual orientation/affection, gender identity, veteran status, or other classifications that are protected under Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and other pertinent state and federal laws and regulations. Direct inquiries regarding equal opportunity, Title IX or services and facility accessibility to: Assistant to the President for Social Equity/Title IX and 504/ADA Coordinator, Clarion University of Pennsylvania, 207 Carrier Administration Building 16214-1232. Email jgant@clarion.edu or phone 814-393-2109. Inquiries may also be directed to the Director of the Office for Civil Rights, Department of Education, 330 Independence Avenue, SW, Washington, DC 20201. 9/2014



Expand ENGAGEMENT WITH *society*

When Clarion considers improvements to its facilities, it considers another constituency in addition to the campus community – Clarion Borough and neighboring municipalities.

Clarion is working with planning consultants Perkins Eastman, who have analyzed data from research and meetings with constituents to determine the physical characteristics that Clarion needs.

“We want a place where people feel comfortable taking a walk around campus and seeing the beautiful landscaping. We are trying to create spaces to be used by the community,” said Ric Taylor, director of facilities planning.

One example is the renovation of Tippin Gymnasium and Natatorium, which is used extensively by local high schools.

“Newer facilities will make that even more desirable to the community,” Taylor said. “Also, as part of the Tippin project, we will build a recreation pool at the Student Recreation Center; it’s intended that public memberships be offered.”

“President Whitney noticed that so many of our older buildings turn their backs to the community, and she made clear to the planners that we don’t want to create a walled fortress,” Taylor said. “So, with the Tippin renovation, we’re creating a lot of glass on the Greenville Avenue side, so the community will see a lot of activity,” Taylor said.

Another example is the construction of student, suite-style housing on Main Street. The \$66 million project, being built along both sides of Main Street, east of Still Hall and west of

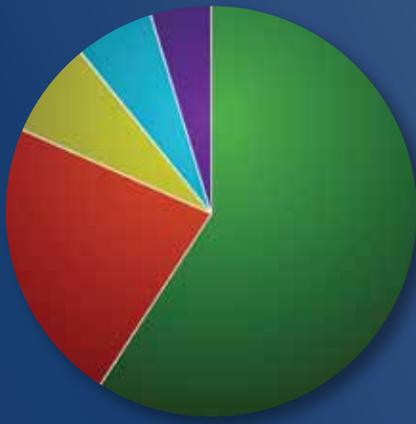
Wilkinson, will include university-related services such as the university book store, Starbucks, a university theater and food service on the ground floors.

The buildings are intentionally designed to complement and support Clarion Borough. Clarion University Foundation, Inc., in partnership with Clarion University, will develop and build the project, funded entirely by student housing fees. The first unit will open in fall 2015, and the second unit will open a year later.

Another consideration of the plan is accessibility to the university and making it easier for community members to get to campus, park and use the facilities.

“We want to be a good neighbor,” Taylor said. “Our success is (the communities’) success, and vice versa.”

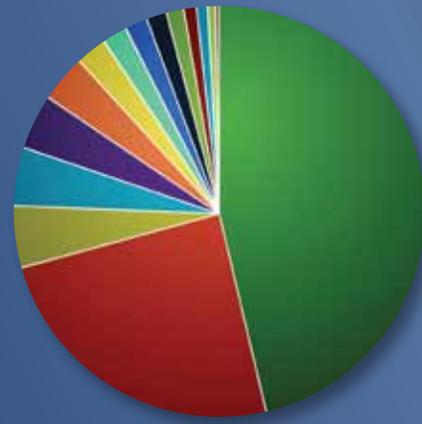




SOURCES OF FUNDS USED TO SUPPORT CURRENT OPERATIONS

Students, tuition/fees (incl. auxiliaries)	\$60,700,000	59.2%
State appropriation	23,100,000	22.5%
Grants and contracts	7,700,000	7.5%
Reserves funding current operations	6,300,000	6.1%
All other sources	4,800,000	4.7%

TOTAL FUNDING TO SUPPORT CURRENT OPERATIONS	\$102,600,000	100.0%
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USES OF FUNDS IN CURRENT OPERATIONS

Salaries/wages	\$47,500,000	46.3%
Employment-related benefits	25,100,000	24.5%
Total compensation expense	72,600,000	70.8%
Professional services/honoraria	5,000,000	4.9%
Depreciation of capital assets	4,700,000	4.6%
Maint./office/educational supplies	4,400,000	4.3%
Food/related supplies	3,800,000	3.7%
Utilities	2,500,000	2.4%
Other costs	2,000,000	1.9%
Custodial/security/other services	1,800,000	1.8%
Advertising	1,600,000	1.6%
Computing/telecommunications	1,400,000	1.4%
Real estate/equipment lease/rentals	1,000,000	1.0%
Travel and transportation	900,000	0.9%
Interest expense	600,000	0.6%
Bad debts expense	300,000	0.3%

TOTAL FUNDS USED FOR CURRENT OPERATIONS	\$102,600,000	100.0%
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Thrive FINANCIALLY

Clarion University is in a year of building and rebuilding its campus facilities, academic programs and support programs, as well as launching a new website and brand.

The university is building and rebuilding campus facilities with the new student housing on Main Street, the renovation of Becht Hall into a facility dedicated to support student services and programs, and the renovation of Tippin Gymnasium into a modern complex that will support our health and physical education activities, as well as intercollegiate sports.

Clarion is building and rebuilding academic opportunities by introducing new programs this year

such as the Bachelor of Science in Nursing. The Doctorate in Nursing Practice (with Edinboro University) is recruiting for the 2015 summer class. The School of Education is offering students and teachers an endorsement to teach online courses, the first in State System history. On top of that, the four-year criminal justice program is under review in Harrisburg, and a proposal for a degree in nutrition and fitness is close to the submission stage.

Clarion is also building and rebuilding academic programs to respond even better to the needs of society and interests of students. The educational faculty is being more intentional about offering programs leading to dual certification, a qualification that school districts in western Pennsylvania seek.

Finally, the university is building and rebuilding how we tell our compelling Clarion story by launching a new website and brand, both designed to reposition us with current and potential students.

Combined, these efforts are intended to support President Whitney's priorities in the 2014-15 academic year, growing enrollment and building upon fundraising initiatives.

In addition to its own rebuilding, Clarion has partnered with Clarion Borough in the Clarion Blueprint Communities initiative which, over the next several years, will engage local residents and businesses in developing a clear vision and strategic plan for change in Clarion; work to develop stronger local leadership; and attract investments to build a healthier, sustainable community.