

President's Listening Report – Fall 2010

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President's Listening Report – Fall 2010

Introduction

After 90 days of listening to students, faculty, staff, alumni and friends of the university, I have compiled the following report as an attempt to chronicle what I heard. My listening included an online survey completed by over 150 respondents, three open forums, many group and departmental meetings, both on and off campus, in addition to personal conversations with over 2,000 individuals. The result is nearly 70 pages of comments organized into 8 categories: 1) Academic Advancement and Degree Attainment; 2) The CU Student Experience; 3) Financial Capacity; 4) Faculty and Staff Success; 5) A Culture of Planning, Assessment, and Continuous Improvement; 6) Communication Listening and Dialogue; 7) A Solid and Visible Leadership; and 8) Civic Engagement.

Within each category the feedback was further divided as to: What Clarion University currently does best; What Clarion University could do better; How should the president spend her time; What is the one thing the new president should do this year; and What will I (the respondent to the online survey) do to advance Clarion. Regarding the information from the on-line survey, the text is presented exactly as received except any specific names of individuals or departments except mine were removed. I will review confidentially specific details with the individuals named. All information regarding any individual respondents was also removed. These efforts have been taken to ensure a level of civility and confidentiality while making clear the intentions of respondents.

This report has formed the basis of my individual plan of my action for the next 500 days of the presidency from October 2010 – May 2012. The individual plan is presented in a second report. I thank everyone who took time to comment to me personally, in groups, and on line. My hope is that in many ways you will find your best thoughts regarding Clarion University in this report and the subsequent plan. While I have been clear that I can not guarantee everyone's satisfaction with this university presidency, I can guarantee everyone's involvement. Please consider this report evidence of this commitment to inclusion as we all work together to ensure Clarion University's future success.

Fly Eagles Fly!

Karen Whitney
November 18, 2010

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Academic Advancement and Degree Attainment

Summary:

There were many expressions of pride in Clarion's long history of academic excellence and hard work. The points of pride included not only what is taught but also pride in how we teach and whom we teach in terms of increased numbers of students who are first generation students, students from small communities, and students who may not be fully academically prepared.

There was also a large set of comments regarding what challenges Clarion academically as an institution. Class size, course availability, course scheduling sequencing, financial aid, and advising were most often cited as areas for improvement.

There were many comments advising the president on ways to contribute. Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

"I hope that she will treat faculty as the experts that they are, and send the message that academics are valued at Clarion. While financial stability is important, it is merely a means to an end, not the ultimate mission of the university."

The Comments:

What We Do Best

Teach small face-to-face classes

Provide caring, friendly and supportive student/teacher and staff relationships and advising

Provides a strong well-rounded liberal arts education

Manageable/comfortable school size – not too big or too small

Provide hard working passionate Professors who are committed to their students and programs
We teach small face-to-face classes providing a supportive student/teacher/advisor relationship.

We teach academically challenged students as well as many first generation students.

We provide a well-rounded liberal arts education.

Teaching.

Many dedicated and excellent teachers.

Clarion provides well developed academic enrichment services for the students.

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Clarion has a good ratio of Professors to students. The staff is always ready to offer assistance when needed.

Generally speaking, we have a very dedicated faculty who care about students' future careers, hopes, and aspirations

It provides World-class education (as suggested by its accredited programs) at an affordable cost (thanks to State sponsorship).

Teach

Care about students

Provides a great atmosphere and good support outreach for student learning.

Provides a wide variety of degree programs.

Clarion provides an equal balance between quality education, facility capital improvement programs and athletics.

Clarion offers many wonderful educational programs and is well known for these programs.

I feel Clarion is doing a great job educating and preparing its students for life after Clarion. Athletic teams and other organizations are also helping to keep the university in the forefront.

I believe that what we do best is exactly what we should do best... Educate students. We hold ourselves to a high standard and ensure that those standards remain there with accreditations and continuing education for our faculty and continuing upgrades to our facilities.

Serves the community and fulfills its mission to higher education, including opportunities for students in western and north western PA.

Clarion has wonderful opportunities for distance education students.

We are known across the state because we educate teachers well.

We provide a small, safe, happy campus atmosphere where instructors and advisers know students individually.

We work together to provide the best possible learning opportunities for our students under less than optimal conditions.

I am new to Clarion and an online student. Thus far, the personnel that I have had contact with have been great.

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We provide a really high quality liberal arts education to students of varying backgrounds. We have very strong faculty who are dedicated. We are very collegial.

As a former student and now a staff member for 10 years, I feel that the connection between faculty/staff and students is amazing. In the forum, several professors mentioned this, two of my former professors in fact, and they were very accurate. The professors (now friends) that I met directly and indirectly guided my success. As someone who was not focused in high school (I think the only reason I graduated high school is because the teachers did not want to deal with me anymore), the psychology professors, specifically and, guided me to graduate with honors.

teach at every moment (whether we know it or not)

I believe Clarion University focuses on students as a primary concern in all areas. I believe faculty and staff work together to find what's best for students and to provide as much personal attention as possible. This is the one area where everyone pulls together. Provides a friendly learning environment with several quality educators. Many of the faculty genuinely care about the academic advancement of their students.

Clarion, I think, is best at offering extra-curricular activities, qualified faculty and recognized degrees.

Clarion provides exposure to ideas and experiences for students who come from rural areas, allowing them to grow in all aspects of the educational experience.

Clarion provides a quality education.

Deliver a first rate education at a reasonable cost. As I'm at the Venango campus with many nursing students, I'm impressed with the significant number of non-traditional students.

Work to educate students

CUP provides educational, cultural and economic leadership in the county

Teaching students who have little or no family background in college.
Provides a great learning environment for students.

Academics, student life, and the Foundation is developing well with still plenty of road ahead...

Classroom education. The business and biology departments are the most notable outside of the University.

Provide a solid education at a reasonable price.

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Educate local students for the global environment.

From an academic point of view Clarion has a number of outstanding programs. It is not diplomatic to single some out as better than others but if everyone were to list their top ten there are several that would stand out. That fact that we have so many nationally accredited programs illustrates areas of excellence--things we do best. But even among those some are stronger than others.

Emphasizes teaching as its mission; faculty and staff care about students' success, in and out of classroom

Meet students where they are and help them get to where they want to be.

We educate our students well. We provide individual instruction to students with smaller class sizes.

As a graduate and receiving my masters degree, I thought that I was well prepared for teaching in the elementary school system. As a former principal and seeing the many student teachers that passed through the Brookville Area School district and the hiring of many new teachers from across the state, I believe that Clarion University produces qualified teachers.

Faculty and staff really care about the "whole" student, the curriculum, and promoting the university. Clarion is fortunate to have a workforce with tremendous energy and professional ethics.

CU provides quality education at an affordable price.

Clarion University provides various high-quality majors and programs that other universities do not feature, such as Speech Pathology. Clarion students also benefit from various grant-funded programs, such as the TRIO programs, that many other universities in the state do not offer.

Clarion has forever been dedicated to the training of educators from the days of Clarion Normal School. Although there has been diversification, the education fields continue to be a large part of Clarion's focus. Training of future teachers is a forte.

We offer high quality, nationally competitive professional educational programs.
Effective teaching: numerous students with limited educational background graduated and became very successful.

High value education at low cost with excellent student mentoring (my experience has been with science departments but I believe it extends to all departments).

The Venango Campus does an excellent job with 2-year associate degree and specialized, industry-related training programs.

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Teach

Teach!

Library Science, Special Education, Speech Pathology. Good business school.

Clarion University does Academics and Academic Enrichment very, very well.

We are proud that we have the most accredited programs in PASSHE.

Clarion has the 4th largest Library Science program in the country.

The business program is one of the best

The bio-sciences are strong

Humanities class provide students with experiences which help them think critically and develop a broad base knowledge

We are proud that we create opportunities for students who would not have a college opportunity.

Provide research and professional opportunities

Small classrooms

The Honors Program

Our teacher Ed program is one if the beet in the state.

What We Can Do Better

Need to expand STEM efforts

Course scheduling is a problem in that students are not able to get the courses when they need them in order to keep on track to graduate on time.

Scheduling arts and sciences courses has been a big problem in that they are hard to get and have caused students to take longer to complete their degree.

Some times we are inconsistent in our delivery of programs... We need to standardize our helping efforts across the university

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More routinely support Internship experiences that lead to jobs
Offer classes in a timely manner to the students who need them

Provide students with the quality degree they were promised when they entered as freshmen

Graduate students in a more timely manner

SMALLER CLASSES

Need to enroll more men, we want a balance of both men and women on campus

Need to add academic programs that are of interest to men such as criminology, sports medicine, sports training

We need to start offering doctorates

Add more graduate programs

Connect international study abroad to getting a good job

Emphasize science and technology

Consider an Ed.D. Program

The class sizes are getting way too big, and the university is losing its "personal" feel. Class sizes have crept up, classroom space and facilities have been reduced, the faculty has shrunk, and we have been encouraged to focus more on getting certain numbers of students into our programs than on the rigor and usefulness of the education they are receiving at our hands.

Scheduling has become a very big problem. I have had students tell me they are leaving the university due to the fact that they are unable to get the courses they want and need. The Education Department developed a Strategic Plan that we are endeavoring to implement, but are consistently told that there are no resources. It seems that we need to re-examine how the available resources are allocated, and identify possible additional resources.

Clarion should offer masters and doctoral degrees for people who work full-time

You should offer credit for prior learning

Maintain high standards in academics.

-Class size -- Large classes impede faculty interaction with students

-Number of temporary faculty

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More admin. willing to listen to faculty and staff concerns and stop overriding conduct board decisions, canceling/adding courses at will and disrupting a major's course sequencing, and forcing dept's to over enroll students causing concern about accreditation.

I have heard some freshmen/sophs/parents complain when they think they are coming to a small student/fac. ratio school and then have classes that are SRO and then scheduling comes around and the first two years they can't schedule what they need and transfer out.

Support academics.

I feel we are being pressured to put classes online. This issue needs to be addressed. We are turning into a Phoenix.

Support small programs instead of penalizing them.

I believe we may be hurting the one thing we do best when offering limited sections of undergrad classes, particularly in the arts and sciences. It has been very difficult for faculty to help students through the registration process when all course sections are closed. Add more sections of in-demand classes to provide an opportunity to graduate on time. Many majors need classes during daytime to minimize evening travel for commuters. Also needs to downsize management on campus, we do not need Assistant Vice Presidents in charge of Toilet Paper, or Director's of Paper Shuffling. Clarion is too management heavy and falling short on clerical staff.

Make the Finals schedule easier to understand. Get rid of attendance policies: students pay to be here; whether or not they show up to class is their decision, the university gets paid regardless.

Better financial, educational and cultural (integration) support for students who come from diverse backgrounds, especially qualified international students and faculty. Promoting diversity and tolerance.

Start here: Less campus construction, more TEACHING!!! We don't pay for Starbucks (and don't need more), we pay tuition to LEARN!

In the current tough economic times, it seems that the quality of education is being compromised. The number of students has increased while the number of faculty has decreased. Students cannot get the classes they need; in the art department, students should be able to complete the foundation courses in 2 semesters, but most students will take at least 3 semesters because classes are not available. This is tough on both faculty and students. Let's get the numbers right.

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I think that the university should look into developing a few programs in specific fields such as education and see if we could provide the classes necessary for students to earn their doctorate.

Being an older student, I feel there is a need for different programming for returning adults. I have no need for Arts and Humanity classes, or a gym class. I could use that money towards classes that are geared toward my degree. I understand the need for English and Math, by why Biology, or Art? There seems to be more and more returning adults, and I feel there is a need for better programming for us.

I am concerned with the limited class choices for incoming students, as well as the increasing class sizes.

Fewer class choices and larger classes take away from the CUP experience.

Cut the class sizes; devote money to the Venango campus (especially the science labs) instead of putting it all towards new buildings on the Clarion campus; allow for more full-time hires instead of filling the spots with part-time repeat hires; increase the diversity of class offerings on the Venango campus to meet the needs of the students.

I think that Clarion should consider having a way to have alumni connect more and in different ways with current students...maybe as mentors.

We need to better serve our students by finding a way to have the academic resources to serve underprepared students (of which we have many). By this, I mean adding faculty to teach the courses that they need (English and Math in particular) to do well in upper-division courses and reducing class size (so that professors can give these students the attention that they need and deserve). I see doing this as an ethical response and an investment in our students -- in terms of retention and in terms of their own futures as citizens and professionals. I know that adding faculty is expensive, but it's also expensive (and not just in dollars) to recruit and then lose students who could 'make the grade' if they were given the tools to do so.

I mentioned this to you briefly this morning. We are admitting students who have potential but we need to invest more in their up front experiences. We do not really have a developmental program and we need one desperately. We need developmental mathematics (even an arithmetic course), or progressive self-paced work in a computer lab equipped and staffed. I teach 60 students Elementary Algebra. The national standard is 20 students in a developmental classroom. Yes, we offer the course, but we do not optimize our students' experience. We have a similar situation with reading. We are almost afraid to test our incoming admits' reading abilities since we have no Reading classes at all. We have one course called Reading and Study Skills, in which we try to help students acclimate to college requirements, but it, in no way, helps them to do higher level critical reading tasks. There simply isn't time. The English department claims English 110 is not developmental, in which case we need a developmental writing class. These classes do not have to count for college credit, since they can count for

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Financial aid credit if students are assigned those classes through some sort of standard applied evenly across the board. We admit students who are not ready to do college level work, which isn't fair to them, the faculty, or the students in their courses who are ready. As a participant in the Kellogg Certification program for developmental education, I was taught what was needed in a good developmental program and we simply do not have it. That would be fine if we did not admit students in need of developmental education - or - if we had a local community college to which we could refer.

Provide classes for its students. We are doing a pitiful job of planning for student's needs. Many students struggle to get appropriate classes.

Clarion University could do everything better once the students, who have been recruited, arrive. There aren't enough faculty; therefore, class sizes are getting ridiculous. Also, the morale of the faculty is the worst that I have ever seen it.....

I think that the university could focus better on targeted areas to advance, create or develop. I don't think we can be all things to everyone we need to pick a few things to move forward more aggressively with. Only in the past few years have we been successful in new academic programming. Part of that is more aggressive marketing of these programs as well as the university as a whole.

It is my humble opinion we need to become a more focused University. This includes the curriculum we offer and the current communication structure.

Revitalize the curriculum

We need to do a much better job of making courses and seats from the College of Arts and Sciences available to incoming freshmen. The situation has gone from okay to bad to worse. Offer more classes/open seats in classes

Research; with the continued state budget cuts, Clarion University must "make up the difference" with sustainable research grants. Clarion University has to find a balance between teaching and research and not just emulate the larger research universities but define its own model.

Clarion could do a better job of scheduling courses so you can graduate on time. Need to offer enough courses and a sequence that's let's you get through in 4 years.

Academic advising could be better so it's clearer about what you need to take to feet the degree you want.

Have more peer mentors as a way to convey info.

Develop good and engaging classroom activities.

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Connect the curricular to the co-curricular

Work on the overall campus climate

We need more students working out in the community doing research, internships, and practicum.

Create ways that students and faculty can help the community solve problems --- students and faculty come from all over and may have experiences and ideas that could be helpful.

Be distinctive.

What's the reason students should come to Clarion? What is our major draw?

One idea we could be distinctive which considers the unique strengths of the area: "Natural Resources" + content area (i.e. nature education; natural resource management, eco-tourism, natural resource ethics, ecological sustainability, natural healing, etc.)

It's important to prepare our students for fields that have jobs. When teaching jobs are scarce, how do we help students pursue their dream to be an educator and to do "learning work"? What do we do within their bachelors? Post bachelors certificate? Graduate work?

How do we translate what we do (teaching, scholarly work, service) into practice?

We need to be clear about our approach regarding international efforts.

Are we a transfer friendly campus? How can we do better?

Analyze the "leaving profiles" of students. Who is leaving and why?

Where are we with: Adult Degree Completer Program;

Being a school of choice for transfer students;

Must continue with what we do very well and be willing to pursue new practices and lead the way --- variable course scheduling, offer different terms of different lengths year around, offering courses when our students want them, must be willing to try different approaches -- assess the approach -keep what works and drop what does not work.

Expand the ROTC program to the size of Slippery Rock University's ROTC since the two schools are similar in size

The Gallery would benefit from an endowment.

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Better support for activities such as the debate team which is important but not as popular as football. Work on creating more graduate programs.

Study abroad coordination-it should not be a professor on 1/4 time release. You do not need a Ph.D. doing study abroad coordination.

I am concerned about the constant turn-over at the Center for Advancement. I don't know what is causing people to leave so quickly after they are hired; but it is hard for an alumnus to establish an ongoing relationship with someone at the Center. I don't think this constant turn-over is good for raising donations for Clarion.

Improve the library's selection of books. If you find a book from 1960 you're extremely lucky as that's as new as they get. The public library which depends on meager local taxes has a 5 times better selection than the university's which has how many thousand students spending around 40 grand by the time they are done. If the university can dish out one million for a dining facility it can afford to get new books for the library.

Be more accommodating to online students. Currently, I am fighting to get access to my Reference letters. I marked the box that indicated I did not waive my right to access them. Clarion failed to provide me with a handbook of sorts that apparently indicated that I must come to the campus. When I viewed the Student Rights Handbook, nowhere did it say that and now I am being handed a bunch of excuses from the about policy and the handbook is not for graduate students. I will pursue this legally if need be since Clarion is failing to meet the needs of the growing online education population.

Reach a higher level of integrity.

The President Should Spend Her Time

Solving the "minor" problems of Clarion, largely ignored in the past, which are making it nearly impossible for the Clarion student to have a satisfactory educational experience.

Continue to shape curriculum to allow us to remain not only the most highly accredited member of PASSHE, but to expand our offerings to meet the demands of students in the next 20 years.

Making sure that accommodations are made for distant online students. This is the way of the future for education.

What happens to the students who don't make it at Clarion?

How can we improve student retention?

The region needs a 2 year college (community college) -- Clarion can not be all things to all people.

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That's a tough one! As an educator, I would like to see a continued effort on strengthening academics and the academic programs. My close second recommendation is answered above and below in the question above and below.

Getting to know and understand the academic programs and students' problems, and accomplishments

Pay attention to those minding the small stuff. This is essential, and the big picture fails if the little details are over-looked.

Listening is a great start! (Thank you!) I would love to see additional sections of classes for students. It seems unfair to students to spend large amounts of money on tuition only to find out that they cannot take the classes that they need. I know of some who were advised to take only 12 credits instead of 15 because advisors could not find any other courses open for their advisees to take! But this is going to mean hiring additional faculty!

Balance the pursuit of student excellence with the reality of the current economic state of affairs. I'm afraid that we may overgrow our enrollment and that we will be unable to provide the excellent student service that has been our legacy.

Straightening out the university administration. Taking charge of the university and letting people know they need to come to work and do their job and not push their work off on other people who are not qualified to do the work.

Also, allocation of faculty lines is done without regard to the needs of programs and students. Someone in Carrier needs to be looking at the numbers and not allow the deans to reward their friends. It hurts the students.

Our mission can be advanced by the President taking the time to understand the unique culture of both the university and the surrounding community. Figure out what we are doing well and support it, and then help us to change within the areas in which we desperately need to change. This will be accomplished by getting out and talking to the faculty and staff members who are the "front line" and who know the truth of what is happening at Clarion instead of only speaking to upper-level administrators who sometimes have little idea of the "real" situation. Workloads at CUP need to be examined seriously, because there are some folks here that are doing the work of 3 people while others are not even doing the work of 1 person. It is a waste of resources.

Be the lead brain stormer

Be the picture person

Figuring out a way to promote diversity and diversity acceptance on campus

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Become familiar with the academic programs, facilities, and faculty

The One Thing the New President Should Do

As a former student and current employee, it really concerns me that class sizes are getting so large. I would like to see the university try to figure out a way to keep class sizes more reasonable.

Keep the ship afloat.

Maintain academic programs and academic integrity.

Restructure academic affairs

I hope that she will treat faculty as the experts that they are, and send the message that academics are valued at Clarion. While financial stability is important, it is merely a means to an end, not the ultimate mission of the university.

I know it may be difficult because of budget issues, but I think it would help the students if you can find a way to offer more sections of general education classes to make the registration process less stressful for everyone.

Put academics first while balancing the budget.

Create a doctoral program here at Clarion University.

Helps the various departments that have pending programs move these programs forward.

Bring doctoral programs to the university

Help the HPE dept grow

I hope that the President will visit the individual departments, programs, and offices that make up Clarion University. The President needs to get to know us in order to assist us in being our best.

Also, it looks as though the PASSHE Chancellor will soon issue some "Strategic Directives" for International Programs, in addition to our President's Office establishing some kind of a "Due Diligence" procedure. What I have experienced in 6.5 years as an International Programs professional in Mexico is that faculty champions are key to establishing and achieving successful international initiatives; adding layers of administrative duties to their already busy schedules might end up killing even the existing initiatives!

I hope she will gain an overview of academic programming and student engagement in the various majors to evaluate CUP's areas of strength and need.

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As a graduate student in the education department, I hope the president values face-to-face interaction and collaboration as a part of learning in the same way that I do. Though I felt confident beginning a largely online Master's program, because I already know the teachers from my undergraduate work and would be living nearby so help was readily available, I'm realizing that I miss out on a lot when the time spent collaborating with my peers is so highly limited. I would like to see Clarion cutting down the number of online classes and increasing face-to-face interaction so the quality of the Clarion education will improve. As an undergraduate, I told everyone what a fantastic undergraduate program I was involved in. For my graduate program, I've been telling people about the excitement of my one and only classroom course. I'm also very distraught to learn that the other course I was supposed to take in person-- Practicum, which was pulled this summer when I needed to be able to take it-- may not run once again this summer, and may be considered for development into an online course. The opportunities that are afforded to students who have opportunities to engage with other learners are invaluable, and should not be taken for granted. Clarion University cannot afford to become an "online college". The faculty here are a valuable resource that can be made best use of by allowing them to teach a classroom full of real students with faces, ideas, opinions, interruptions, and all of what creates the dynamic of a stimulating learning environment.

To Advance Clarion I will

By spending more time preparing classes, doing research, and advising students.

I would do my best in advising, research, teaching and community service.

Spend more time on teaching, advising, and research rather than on endless committee work. I would like to update and upgrade our department's programs, and I wish we had more help and support on this.

By dedicating time to preparing and improving course material for my students, and serving Clarion goals outside of the classroom.

I want to bring the best artists and their work to campus to increase exposure to new work and new ideas. But, as with most other areas, I need a realistic budget in order to accomplish my goals. Art plays a significant role in our culture and in how we see ourselves and thus is central to the academic pursuit.

If she can create a doctoral program I will spread the word and encourage people to take their classes here.

I am willing to help with a committee of returning older students, and hopefully make a change.

I will do my best to do my part - work hard at my job, participate in the university community and be supportive of members of the university community as they do their part.

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I have already worked for a year trying to clean up the Chemistry lab on this campus. It is a mess. I would be more than happy to work on drawing up plans, writing letters, fundraising, going to meetings, etc. There is no room for my research, the students work in hazardous conditions, there are not enough resources for them to do their experiments; I can't even do appropriate demos in the classroom.

I'm ready to submit a proposal for a doctorate

By doing my best across teaching, service and scholarship.

Teach and interact with my students with energy, time, and the very best I have to offer.

I want to help Clarion achieve its mission for community involvement through the grant program that I operate. With additional respect and support from the university, my program could work in cooperation with other university offices in order to promote the university's image within the community even more than we do now.

By advocating for my department and college.

By completing my PhD and using my expertise in Leadership, Organizational Development and Human Resource Development to foster student and faculty professional development. Work with the as veterans liaisons to draw in more veterans and 9/11 GI Bill recipients.

Whatever it takes to help all of our students create the best academic and co-curricular experiences that they can with the ultimate goal of graduating.

The CU Student Experience

Summary:

There were many expressions of pride in the student experience at Clarion including overall strong feelings of community and belonging. The points of pride included not only feelings of involvement but also comments about the importance of student-centered services such as admissions, advising, financial aid and housing to the overall experience. The central relationship most often mentioned was the relationship between students and faculty around the common ground of teaching and learning.

There was also a large set of comments regarding what many believe challenges Clarion's student experience, including the need to restore and expand student services, programs and facilities. There were many comments expressing frustration with enrollment related services such as financial aid and course availability. The physical environment was also frequently mentioned as needing improvement such as landscaping, sidewalks, and learning spaces.

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There were many comments advising the president on ways to contribute. Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

“Become a student-centered institution—an institution where decisions are based on how they will impact student learning and the student experience, as opposed to placing the primary focus on how decisions will impact faculty/staff.”

The Comments:

What We Do Best

Although only in a dorm one year, it was critical to her foundation for the rest of her time. I think Clarion does residence life well, but importantly also provided sound orientation and encouragement directly from the President.

Creating a safe and supportive community for students

Provide a nurturing community for students

Admissions is a welcoming place

Students don't feel “lost in the crowd” in comparison to the way they describe their experiences at Indiana or California

We have a beautiful, friendly campus. Most departments offer exceptional student service. We have caring, dedicated employees from faculty, support staff, maintenance, custodial, Administrators, Managers, and everyone in between.

My professors want to know me and they know me by name.

Professors are very respectful of my special needs as a student

Makes students feel BIG but with a sense that they are still cared about. Not just a number.

All of the thoughts mentioned at the open forum are very true. I love the family friendly atmosphere!

What Clarion University does best is that they treat everyone like family. Whether you are a new incoming freshman or an alumni, the doors are always open to you with faculty and staff ready and willing to help.

Teach 1st generation, non-traditional, and academically challenged student populations

The learning support center has been a big help to me.

There are great student activities and intramurals and clubs

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I fell in love with the campus and with the admissions staff.

I felt safe, secure and loved when I was a student at Clarion

The Band

Require students to meet every semester with advisors.

Clarion has great plays

We listen well

At our best, we provide students who come from diverse economic and educational backgrounds a supportive environment for learning skills and knowledge that prepare them for life and work. We teach students in relatively small classes led by professors with terminal degrees and devotion to teaching and to their students. I will make these comparisons based off of the other institutions I have worked for. Harvard, U of Pittsburgh, U of Oklahoma and Oklahoma State.

Clarion works well with students who might not be able to attend a 4 year school because of economic and/or academic shortcomings. I feel we have given these types of students a caring environment that allows them to grow and flourish. I also feel we take extra steps to help these students learn in a caring and supportive social environment.

Clarion cares about students and helps them develop through on-on-one engagement and mentoring.

For the most part, Clarion University is an institution that cares for its students and it opens doors for and provides opportunities to first generation college students, like myself.

Orientation process for Freshman students was very informative and organized.

The campus is maintained very well.

Very impressed with the job that the campus security and the programs that are in place.

Care about its students' welfare, safety, and academics.

Attempts to work effectively with diverse students.

Nice to people. Personal attention to students. Safe environment.

I love to go to Eagle Commons where I can have various food each I go there. It's even open on national holidays. I also love going to classes that my teachers teaches and I can enjoy.

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As one of my colleagues said "Clarion's brand is people". We are attractive to students because they feel faculty will not just teach them, but mentor them.

Engage students in thoughtful debate and encouraging good citizenship. Our students are phenomenal leaders and learners.

The Alumni care deeply about the university

The Alumni Association is very active

Clarion does a great job at making a large institution feel small, tight knit, family, community.

The improvements made to many buildings on campus have only strengthened that feeling. I felt it when I visited as a junior in high school and still feel it as an alumnus. As a professional working in higher education, there is no place like Clarion/home!

We deliver a very high-quality education to our students (often first-generation college students) -- and we do so because we are committed to excellence in our work. The "we" of faculty, staff, and administration truly do work together well, with a sense of common purpose and mutual respect.

Keeps the student first

Clarion makes the students feel like they are the center of the university's universe.

Clarion University is a magical place that changes lives.

Treats students as individual people who are each important.

We offer our students one-on-one attention. It is becoming much more difficult to do so however; with class sizes increasing. I think the idea personal attention should be promoted.

To me, Clarion's legacy is in its ability to create solid, moral/ethical, contributing citizens. Our successful students become successful leaders.

Everyone at Clarion is nice

Everyone really cares about me

Clarion is a place that gives people second chances Clarion helped my kid be successful

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What We Can Do Better

Recruit and retain more diverse students

Provide more student support for the academically challenged

Value and reward good advising

Civility and respect should go both ways.

In my opinion Clarion can care for their students better. In my four years at Clarion I have had three bad experiences at Clarion. The first was a professor who mistreated the students and when several students went to the Dean they were told that he wouldn't do anything, the second was when a temporary professor refused to return materials until 2 months into the next semester, and the most recent is Financial Aid not being able to answer any questions.

Limit class size for freshmen classes; in our Dept. freshmen classes range from 50-90 students per section. I believe this may help with the retention problem.

Gay students have been harassed at Clarion and faculty have known this and have done nothing. Faculty and staff have stood by and done nothing.

As we grow we need to continue to keep our approach to working with students personal

We need to find a way for students to graduate with less loan debt

Students could benefit from financial planning

It would be good if we could offer more jobs on campus for students

Student recruitment, need to make better use of the alumni to ensure that good students are selected.

Alumni who live in Pittsburgh, Philadelphia, New York, Washington DC, NE Ohio, Erie, and Harrisburg will help with recruitment, you just have to ask us and tell us what we can do to be of help.

Alumni need to be asked to speak out more often on behalf of Clarion.

Provide affordable and reliable child care on campus for student-parents. Focus on the different groups of students we serve rather than provide general programs that may not be applicable to Non-traditional, commuters, minority populations, etc. Parking (I'm sure you never hear that one). Provide stronger leadership within Student Affairs by finding a dedicated individual who understands the importance of learning outside the classroom.

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Student safety, specifically lack of sidewalk from campus to Reinhard Villages

More help with athletics. We seem to be very far behind the other state universities in budget allocations. Get more of an alum base established.

Someone dropped the ball as far as the financial aid loan process. Things such as social security and completed promissory notes went missing. The worst part is that many different reasons and answers were given depending on which staff member was asked the question. There is a need for accountability. The financial aid process should be done with before the first day of classes. It is my understanding that Clarion is noted for not having this process done until the last possible moment when other state colleges are wrapped up in advance.

My son was a freshman living in the suites last year. I was very upset after receiving a bill for \$211 at the end of the year for "dorm damage". His room mate also received one for the same amt. so supposedly there was over \$400 worth of damage done to the suite. I spoke to residence life and they sent me details and photos of the alleged damage. The prices charged for these very minimal things are outrageous in my opinion. I did file an appeal and the amt. was reduced by \$80. I think these charges should be drastically reduced. Between the room mate and my son, they were charged \$160 to clean the carpets. I could have the carpets cleaned in my entire house for less than that! Don't they clean the carpets anyway each year? Keep a tighter rein on Reinhard Village -Put a task force in place to screen students enrolled and living there to make sure they aren't here under cover to push street drugs from Pgh. and surrounding areas. Heroin is becoming a big problem.

Web and computer support could be stronger

More immediate - pull up dead bushes next to Carlson on the Stevens side, ask maintenance to stop driving road-sized vehicles over the pedestrian walkway curb between Carlson and Stevens, and the Rec. Center and Marwick-Boyd and other pedestrian walkways on campus. The employees and students at Clarion appear to already understand the following statement, based on our work and teaching environments, but it can always be increased. Every conflict that occurs between two people can be traced back to one (or both) putting their selves before the other. And every resolution occurs when one or both place the needs of the other first. So, how do we apply this more at Clarion?

Provide adequate parking! I dread looking for a parking place when I get to campus. Build a parking garage and many of us would be glad to pay to park there.

I don't like the issues with parking. The spaces are limited and the permit prices are horrible when you are not guaranteed a parking spot.

Safety issue in walking from Reinhard Village to campus... Need a sidewalk

Career Services needs to bring more employers to campus.

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Improve the interpersonal skills of our students so they are better prepared to land that first job and perform as expected by employers.

At the last meeting, we discussed possible projects utilizing Clarion University students. I would suggest a project that would increase Clarion's web presence and Exit 62 as a designation point for I-80, probably by enhancement with website keywords/meta-tags.

The student leadership in student organizations could do a better job of ensuring that the orgs are welcoming to all students.

I think that the laundry system should be change slightly. I love that we can use eagle dollars to do it. That was an amazing idea, but it hasn't seemed to prove to be as wonderful as it sounds. I know that our eagle dollars machine in Givan is always broken. Just yesterday I went to use it and the screen was blinking. I had no change and a lot of others didn't either. I feel like the machine is wonderful, if it is in working order, but I also feel as though we need 2 different machines. It would be wonderful if in Gemmel we had a machine that takes 10s and 20s to give you 1 dollar bills. Plus a machine that took 5s and 1s so you could get quarters and then this way if the eagle machines were broken you could get change last minute to do your laundry.

I would like to see ties with Greek Alumni strengthened or have the institution acknowledge that Greek Life is not important in the future. Not knowing and not having a definitive plan in place for Greek Life, makes me rely on what I hear and see. Perception is reality. I am tired of only seeing Alpha Gamma Phi in all university publications. We all "know" they gave Clarion a lot of money..but how much do you have to give to have your fraternity be given part of the Clarion spot light and have Clarion forget all the bad stuff your fraternity did or allegedly do

I have a suggestion for the facilities & grounds area. I noticed that the HVAC equipment cage for Harvey Hall has never had any landscaping added to soften its appearance & suggest that those concerned might take a look at that.

Recruiting more diverse students and more diverse faculty

There is a gap in working with LGBT students, faculty and staff that needs to be filled. There is no formal group or commission.

Where do you go if you are students, faculty, staff with a social justice issue?

Express more pride. . .we need to show our colors and our golden eagle pride

Need more campus police...

We need better computers

We need to improve our facilities ... they look run down

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We need more trees and fewer weeds on campus

Admission requirements should be reviewed. We need students who are thoroughly prepared for academic rigor. We are admitting students with extremely low SAT scores...500-600-700...all for the sake of enrollment numbers and money. I believe this is an unethical practice and is an injustice to students as well. Research findings indicate that SAT scores are a strong predictor of student success. I believe admitting students with low SAT scores are a contributing factor to our retention problem.

Availability of classes for students is another area of concern. Students sometimes cannot get the classes they need, especially Gen Ed electives. We are admitting students and have no classes for them.

Another issue I am upset about is the changing of prerequisites after registration. My son registered for Biology 202 for this semester after meeting with 2 advisors. In the catalog and online the prereq. was Bio 155,156,165 and 166 which he had as a freshman. Near the end of May he received an email from Dr. stating he could not take Bio 202 as he was missing the prereq of Chemistry 153/163 and 154/164 which was "accidentally omitted from the catalog". In 2 different catalogs and online those were never listed as prereqs. In fact, one of his Biology professors even said to my son, now you can take Ecology (Bio 202) since you finished Bio 155,156,165,166. The email also said he could not take Bio 201 or 203 without these Chemistry prereqs. They said if he took Chem over the summer then he could stay in the class but by the time we received the email it was too late to get in Chem anywhere. Now he is a sophomore and unable to take any of these 200 level Bio courses that are required for his major. I can see 5 years to complete a degree coming and am not happy about it.

Because Clarion is a predominantly undergrad university, the graduate student community seems to disappear into the background. I'd like to see our grad students recognized throughout the academic year for their work and achievements--not just at graduations and award ceremonies. Alumni from our graduate school programs are doing great things and they should be recognized for it.

I believe a great deal more time and energy needs to be focused on career planning and placement.

Lately I have been extremely irritated with Clarion University. This is the start of my fifth year here, and I feel that I would not even recommend my university to anyone anymore. To start with, the financial aid office is a complete mess. The staff are very friendly people, but I'm not impressed with the way they are handling my aid. I should have had my refund check the first week of school, but when I checked my status, I found out that someone had miss counted my credits and denied all of my financial aid. We're going into our fourth week of school and my aid STILL isn't processed and I was told it was going to take ANOTHER 3-4 weeks. I joined the army so they would pay for my school, and I could use the little bit of my refund to check to help pay my bills so I didn't have to work full time. Call me lazy, but I'm a full time

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student, a full time single mom, and I do have a part time job on the side, but it doesn't cover much of our expenses. I am now a month behind on my payments.

Another thing I would like to bring to the table is the parking permit issue. I really want to know why Venango Campus will not issue parking permits to their student if they have more classes at main campus. Yes, Clarion is very greedy. I now must obtain a parking permit from main which is \$100 more. Do you know that it is 30 miles between campuses? So that is 60 miles a day for me, 300 miles a week, and Clarion still has no courtesy to issue us a cheaper parking pass? It costs me \$40+ a week just to travel between campuses. I don't find that to be very fair, and neither do other students that I have talked to.

Clarion is not student friendly, and I could also go on and on about specific professors who do not have the students' academic progress as a focal point of their career. On the other hand, there are a few, very good professors on campus that actually do care about their students. But really, how is the financial aid office 3-4 weeks behind and understaffed? I figured Clarion would take care of their students, but I suppose i was wrong, and thank you for setting me up for failure this year.

-Classroom climate issues (harassment of gay student and faculty lack of response)

Can't versus Won't- I believe that there are times when a student makes a request for something and they are met with "we can't do that". I question if what the real answer is is that "we won't do that".

Although I feel that there is a high quality of customer service on campus, but it can always be improved.

Personally I feel we could better support our students-athletes who have chosen Clarion to earn an education and continue their athletic career. For some reason we have not offered our student-athletes preferential or priority scheduling. These students have time constraints outside of their control because of athletics. We do not allow them the opportunity to schedule classes first, ensuring a proper academic schedule that allows them to succeed in the classroom and on the playing field. My ... team must schedule class times according to normal student scheduling rules. This has directly effected a number of my athletes because classes they needed were closed by the time they could schedule. The problem herein lies within the framework that we must adhere to. Our athletes must progress towards their degree completion respective to NCAA rules. This has become an issue especially for our upper classman who are close to graduation and only have a few number of acceptable credits remaining on their schedule. Please consider priority scheduling for these student-athletes. They are held to a higher standard than the average student, let's give them the proper support mechanisms to achieve success.

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Another area that is in DIRE need of improvement here at Clarion, is the advising of students. I've dealt first hand with advisors that are not properly educated in advising and therefore sign students up for classes that do not count towards degree completion. In my opinion this is unacceptable for a student to be put into a class that they will pay for but does not count towards their degree. Unfortunately those in advising positions are usually assigned this task and, in turn, that makes some (a few) of them act apathetic towards the job.

Since tuition and fees have been raised, the students should get more for their money: professors should provide their students with materials to do overly lavish projects, they should also print the syllabi if they want students to have them.

First of all, the school should expend scholarship and Student Work Study Program opportunities.

Because so many students who can't afford to come to the university borrow loans from the Government, they should get chances to pay their tuition back while in school, but I don't see many opportunities for the student work study program at the school. Most departments only hire seniors or they don't give lower class students opportunities at all. I believe expending Student Work Study program will lead the university to be get stronger because students do not only get working experiences, but there also will be chances for the university to get involved into community development by proving people more educational opportunities, and it might save the school budget by paying work study students only the lower amount of salary per hour.

We could help students (especially those "at risk") more through one-on-one engagement and mentoring. We could provide funding that allows deans to create course schedules that meet university demand.

We can do much more to invest in student retention and success. We need a strong retention structure, clear goals, objectives, data collection and leadership. Currently there are too many people with too many tasks, doing too many things, under too many leaders. The intent is good, but the outcome is moderate.

Become a student centered institution. An institution where decisions are based on how they will impact student learning and the student experience, as opposed placing the primary focus on how decisions will impact faculty/staff. Also it could break from the status quo and strive to become an involving college or a college that changes lives.

Career placement

Provide ample staff to offices which deal with thousands of students to avoid complaints and dissatisfaction with Clarion U.

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Retain more students; help struggling students make better connections to faculty, staff, peers; emphasize globalization and diversity more, in and out of classroom so our students are ready for the world after Clarion

Reach those students who haven't had good preparation for college academically and socially by integrating retention resources and talking about it in each class that has a majority of freshmen.

Celebrate, announce, and promote the academic excellence of its programs and its students. We have more nationally recognized programs than any of the 14 state system schools, our business program is in the top 15% of business programs in the country AND significantly less expensive than most. Our students go on to be leaders in their communities and in industry... I don't think we need to go over the top, but our humility is killing us. Parents are looking at us as an also ran vs. a contender all based on their erroneous perception that our low bar upon entry equates to low academic standards.

I feel that Clarion could use a lot more school spirit and pride. As a student, I can honestly say that I've never been to a football game and have never really had any reason to have overt school pride. I feel that we need to get back to a time where we can wear our blue and gold and support our sports teams from the stands. Perhaps having a shuttle to and from the games. Tailgates, Pep Rallies, Spirit Days, Posters, Signs. It is part of a college career to feel that you are part of a greater whole. Like most of the big schools, PSU, Pitt, etc. They have large fan support and it provides students a weekend escape and activity.

Recruit students who are prepared to be here both academically and financially; it is much easier to retain them that way.

Recognize that Clarion isn't the place for everyone and that sometimes we need to help others find their place elsewhere to better serve our community.

We need to improve student retention

We need to do a better job of enrolling students who can do well and graduate

We need more things for students under 21 to do for fun

Help students be more entrepreneurial -- encourage and show them how to take their ideas and turn them into businesses.

The President Should Spend Her Time

Focusing on what is truly beneficial to our students in the long run

Always remember that the goal of this institution and others like it has to be to enable the students to function in the real world, not utopia.

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Can't versus Won't- I believe that there are times when a student makes a request for something and they are met with "we can't do that." I question if what the real answer is that "we won't do that."

Although I feel that there is a high quality of customer service on campus, but it can always be improved.

Improving campus grounds.

Realizing not every student or staff/faculty member here is a 'good fit'.

Clean up the grounds and fix the sidewalks..

It would really be great for Clarion University to offer some kind of on-site or nearby childcare to students who are parents. It excludes so many, taking away the opportunity to learn and grow, if having a child means having to pay not only for classes but for a place for your child to go while you're in class and having to search to find someone able to care for a child to begin with. I don't think that Clarion's mission has ever been to make education available only to those parents who can find good babysitters. It's a shame that the Siler Center is no longer available and that no other facility is being put in place to replace it.

The One Thing the New President Should Do

Be visible, be energized and be accessible.

I hope that the new President will take the time to get to know the students.

Get a good feel of the pulse of the University.

I hope that in her first year, the President will bring back that sense of belonging and pride that seemed to belong here years ago, but was lost along with most of the budget.

Strengthen/bring back student life! I am keenly aware of budget cuts and the dynamics of student life today (more students working, not staying the weekend, etc.) but I really feel student life is suffering. This is not meant to be pointed at one person or one department (well maybe the Governor!)but a renewal of student life. Are students today enjoying the Clarion experience today or running away from it?

Advance Student Affairs. Long term staff, the leadership (split between Advancement/Student Affairs) and benchmarking of Student Learning Outcomes in the co-curricular experience are key.

Revive the Siler Children's Center. It is inexcusable that a university not provide child care for students, faculty, and the community. Students in our early childhood programs need to have field experiences in such a facility. This is especially true after the recent change in PA teacher

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certification requirements. The Health Sciences Center on W. Main Street sits empty - a real embarrassment! - and might be used for child care if the on-campus facility is no longer available.

I am a parent of a student that lives in Reinhard Villages. I would like to see a sidewalk constructed between the village and the school campus. On my visits to campus, I have observed students walking along that "highway" to the campus. When someone gets injured, then a sidewalk will be constructed. I hope this is already in the works???? PS. Congrats on your new job!!!

Anything accomplish is something that us students don't have to continue to work for. It would be great if the dinning hall was bigger. I realize it was just built, but they messed it all up. My friends and I needed a table for four people (so nothing truly out of the ordinary), we had to stand by the soda machines in eagle commons for close to 10mins for a table to free up. I think its crazy because what if I was in a rush to class and I only had 20mins. I just can't believe that it has gotten that crazy there that we can't even find seat. I would hope there might be something you can do about that.

Inspire students in the high schools and on campus to reach for greatness and to be all that they can be.

Make the "Golden Eagle" (in the logo) Gold again, as opposed to Blue.

To Advance Clarion I will

In our mission and core values of Clarion University it states " We value the individual relationships between student and faculty as central to the learning process"

With 75 to 100 students in a number of my classes the past four years I find it very difficult to have individual relationships with students and myself in the learning process.

I would like to help Clarion achieve its mission by being the best student that I can possibly be.

I hope that as Clarion helps me realize and achieve my goals that I can influence future generations to attend through example of the education and experiences that I will forever carry with me!

Once again let me say that no one in the sciences has been more instrumental in getting students jobs or into grad school.

I would like to discuss how we can develop relationships with local businesses and govt agencies that provide a pathway for student employment.

Increase our students' exposure to the world outside our walls and our city limits

I would like to help in anyways that I can for student retention or recruitment

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I would like to help design a systematic overarching method to motivate & educate our underprepared students.

I am very student centered. I think that the administration needs to become more involved in all areas of student life.

I'm willing to participate in activities that will help us to work together to support our students.

As an alumna of the undergraduate program and current graduate student, I would like to be able to offer insight to students just beginning the program I've completed. I feel like a mentorship opportunity would be valuable to provide guidance, support, and answers to the questions faculty may never have given much consideration to. Even if the interaction were via email or by phone, it would be better than nothing, and in the best case scenario, maybe those alumni who have remained in the Clarion area could be involved so there really is someone close at hand ready to help students when they need it.

By doing what it takes to serve our students.

(As an aside, a primary relationship to Clarion selection for this survey did not include "parent" as a choice, so I selected "friend".) I am not sure how to answer the question, as the mission is not succinct. Do students know what it is? Can faculty and staff recite it or the university's values? As the mission statement was adopted almost 10 years ago, perhaps the new President can revisit this to insure that the desired clarity is there. Then, translate it to something all can remember and embrace. Also, I recall that I had opted to sign up as a parent volunteer and never heard another thing about it. As someone that has attended many football games, every ALF, and various events, I think I could have helped out more if asked. Parents are largely an untapped resource and often only tapped for financial resources. What about parents that can inspire students in the classroom also?

Create a dynamic Alumni Association that contributes to campus life on all levels.

I already do, by working on committees at different levels. I participate as actively as my own capabilities and constraints permit. Count on my sustained enthusiasm and collegiality for the future too!

I just want this to be the best place for students. The money and change machines would be great, as well as, making the dining hall larger so people don't have to wait to eat.

As a student I was very involved in Greek Life, Residence Hall Association, Admissions Ambassador, and the like. As an alumnus, with student affairs/Greek Affairs background I have often raised my hand to assist in getting Greek Life to a place where we all want it to be. I again raise my hand to assist Clarion and you in any effort you see me fit for. Clarion Proud!

I'm doing it through the Foundation...

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Be better able to serve my students in a more timely fashion.

In today's university environment, only a fool or a panderer would be on any administrator's radar scope.

Participate in university governance, work with program students, volunteer my time in service to the university.

Financial Capacity

Summary:

The greatest expression of pride for the university's financial efforts was for the University's history of offering a college education at an affordable price to students. While taking pride in our historic affordability there is an obvious anxiety about the university's ability to continue this commitment.

Comments on how to improve our financial capacity varied from suggestions on greater fiscal oversight of our expenditures to descriptions of the long-term adverse effects of annual reductions of the budget upon filling faculty positions.

There were many comments advising the president on ways to strengthen our university financially. There were also comments that many are hoping the president will take a leadership role to increase the financial capacity of the university to carry out its mission. Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

"Have a sound comprehensive financial plan for the university's future particularly given the serious issues facing it."

The Comments:

What We Do Best

Clarion is financially a good deal

Compared to many schools in the region, we provide a far less costly education.

Provide a quality/affordable education

Finds a way to charge students for services that are taken for granted or hardly used such as, the Rec center and Keeling.

It spends money frivolously while ignoring the real meaning of education (and students).

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CUP as a SSHE institution provides students a cost effective educational experience with the added benefit of being small enough so that students do not become just a number. Students are taught by professors, and experts in their field of study in small classes. Students are given experiences and opportunities that prepare them for further study and ultimately their career choices.

As a member of the Foundation Board, I would have to say that fund-raising and project implementation are key items that are done well. I would also say, however that documentation of fund-raising efforts could be improved.

Provides an affordable, quality education, in which students can get to know their professors and university staff members

I still believe that Clarion University provides a wonderful educational experience for our students. However, with budget concerns and the related cut back of hiring full-time tenure track faculty and the cut back of necessary materials & supplies for faculty, I have grave concerns about our future.

Work to provide a quality education to the university's students. We do this with resources that are truly inadequate in many cases.

What We Can Do Better

We need to examine where our resources are being used. There needs to be more oversight.

Clarion could make better use of the resources that exist here on campus, instead of hiring outside agencies.

Eliminate wasteful spending - put resources where they best serve the students.

I know these are extremely tough economic times, but I wish we could not always concentrate on the almighty dollar. In my previous position, I was beginning to feel like the time was coming that if a student came in and asked for a job application, I would have to charge them \$5.00 to complete it.

Distribute the resources equitably across campus.

Need to figure out how to financially survive in the face of declines in state funding

- It survives (I cannot say "thrives" as I perceive an increasingly demoralized organizational climate) in an age of increasingly smaller budgets, greater red tape, and other resource constrains.

A lot of printing costs (forms) have been moved to the department level with no extra budgetary support.

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Pay property taxes on the buildings and property that the University owns, including the holdings of the foundation.

Less money for buildings, more money for programs

A lot of smaller programs are academically rigorous and their graduates get good jobs, but these programs are penalized for not being more "profitable." This thinking is completely short-sighted and harmful to the university in the long term.

It needs to develop an ongoing funding source in addition to tuition and state appropriation to support the general budget. Inadequate funding has significantly reduced the faculty (increased class sizes) and limited the capacity to obtain and maintain technology for programs. Donations from friends and alumni will not solve this financial problem.

We need more funding

Historically cuts in state funding have been made across the board. There has been a tremendous commitment not to furlough anyone.

Must be more entrepreneurial.

The President Should Spend Her Time

Getting our budget in order, making us competitive for the performance monies available from the state, finding the university alternative sources of income.

Getting money, advocating policies at state level that would help Clarion get more funding and at least level the playing field with PASSHE schools in higher-population areas.

- Securing resources to create incentives for research and development of original knowledge.

It's important for the president, especially in these economic times, to seek out financial resources and ways to preserve the financial health of the university. But I hope that the president will also advocate strongly for our academic programs, especially those whose low enrollments make them vulnerable but whose academic rigor make them valuable in the long run to our students and to employers in our state.

A lot of resources (time, money, human) are invested in the athletic program, are we getting a reasonable return?

Look at the athletic program and determine whether or not it is worth the cost and survey students & alumni to see how important they think athletics are.

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The role probably requires a bit of spreading like peanut butter but clearly fund raising is increasingly a major priority, particularly given the squeeze on state funding.

Bring in money and get the university in the public eye.

Analyze the budget priorities. We understand that the budget allocation reductions from Harrisburg have necessitated changes, but we question how priorities were set. It is difficult for the faculty to explain to the public (e.g. future students and parents) why we run advertisements containing claims of low faculty-to-student ratios, and yet we spend money on advertising, not faculty.

Usually, my pat answer to this sort of question is fund raising. So I will say it: fundraising. Given the financial crisis of the state of PA, I'd like the president to find ways to keep the show going without cutting faculty and staff.

Working to preserve funding for the University so that we can advance our mission.

In this fiscal climate.....prioritizing allocations according to need

There are two things I think a president should focus on. First, identify the major goals or projects for the university and second find the money to make them happen.

We will need significant financial resources to have the impact we need, therefore a good portion of the presidents efforts might be applied at securing those resources and supporting work on grants.

Fundraising and visible leadership in the academic community.

Focus on maintaining financial viability of CU.

Fundraising at all levels and all sources; I wish that I wouldn't have to be so crass, but funding drives everything.

Begin work to develop a new source of revenue.

Being a visible presence on campus and continuing to manage every penny in the budget wisely.

The One Thing the New President Should Do

Look at divisions of responsibilities. Look at where finances are best distributed based on the best practices/programs for the needs of students.

Getting money, advocating policies at state level that would help Clarion get more funding and at least level the playing field with PASSHE schools in higher-population areas.

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Never forget that some things are more important and worth fighting for than the all-mighty dollar.

Review low enrolled programs/majors and cut the programs/majors. Put our resources into the programs/majors that are thriving. We can't offer "every" major on earth.

Make it clear to the Chancellor and to state representatives that we are a valuable resource for the community and state. Many faculty are worried about retrenchments and this is demoralizing and counterproductive, and it harms the reputation of the PASSHE system. If our President can find ways to prevent this University from resorting to retrenchment in the following years, that would be the most important accomplishment I can think of.

I hope the new President will encourage the Athletic Director and Foundation to get the wrestling program fully funded/endowed. We can not competitively compete at the Division I level without proper scholarship dollars, facilities or underfunded coaching staffs. If wrestling is the only Division I sport on campus, and is our premier sport because of this classification give us the chance to be the nations best. Our programs history ranks amount the nation's best. Let's take advantage of this fact and get us back to proper standing. The Clarion name is known for a few things around this country and wrestling is definitely one of them. If you, the President, make a plea to our supporters (locally and nationally) we could be fully funded in one calendar year! If you personally say it is a priority the backers will come!!

Keep tuition and fees from skyrocketing while keeping various faculty and courses available to all students.

Raise more funds.

Have a sound comprehensive financial plan for the university's future particularly given the serious issues facing it.

Help us fine tune our budget. Help us find more money to fund our student assistant budget. I think your idea of visiting all your constituency is an excellent start. You need to know us very well in order to make informed decisions about us. I don't think that time will be wasted. Our fiscal constraints have put us into a competitive arena. We need to be brought back into a team- success mode.

Improve financial support to continue to provide "affordable" and "quality" education.

I'm torn here between creating an environment in which people actually WANT to come to work every day and reprioritizing the budget to lines that will directly benefit students.

Ending with a solid fiscal season, while providing a warm, friendly, and approachable presence on campus

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Address the inequities in the departmental budgets. There are academic departments where enrollment has doubled and the budget gets slashed. Some academic departments are destitute, while others have more money than they can spend. The university does summer school revenue share and distance education revenue share. Some deans keep the money and distribute none to the departments. Eliminating this revenue share and distributing funds fairly is a much better system. My department does not have money to print course syllabi for summer school and print tests.

Find a way to make positive change with a limited budget. Not use the slogan "we don't have enough money to do that," as an excuse that programs and services are cut/not explored.

Continuing from my comment above, establish or lay the ground work for a successful fundraising campaign.

To Advance Clarion I will

My perspective is one from the volunteer side, serving on the Foundation Board. I would like to use my alumni experiences and integrate them with what is going on in the fund raising arena. I have been a donor and worked closely with a past president on the first capital campaign. Past tense.

I would LOVE to be part of the process to hire new tenure track faculty!! Because of budget issues, Clarion has only hired part-time, temporary faculty (and very few of those). This is problematic as our faculty grow older. We need new faculty to keep the older faculty fresh as teachers and researchers, to bring in new ideas.

A balanced budget where the department budgets are not penalized for running a growing ship.

We have had increases in majors and been given less money than in the past to accomplish the same quality of instruction that led to the larger numbers in the major.

Faculty and Staff Success

Summary:

There were many comments of pride regarding the faculty and staff of Clarion University. Most notable were comments around the care that faculty and staff have for students personally and a commitment to preparing students academically. Faculty were described as committed to mentoring students and developing quality learning experiences. There were also many comments that indicate a great sense of community and civility among faculty and staff with each other.

Many comments recommended that to support the success of faculty and staff more faculty and staff should be hired to teach and provide services/programs. These comments also

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expressed a frustration over the decline in funding over several years that has resulted in the incremental devolution of faculty and staff positions from full-time positions to temporary positions as well as not filling positions when they become vacated. This devolution has resulted in increased work loads and a general concern about the future quality of the institution.

There were comments that many are hoping the president will take a leadership role to reverse the trend of hiring part-time faculty. Comments were vague as to how we might increase the financial capacity of the university or how to determine the basis for funding full-time faculty positions. Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

“Maintaining the strong working relationship between the administration and the rank & file by learning the culture, asking questions before making decisions and sharing the rationale for the decisions.”

The Comments:

What We Do Best

Our faculty are passionately committed to their students and programs.

Employee benefits and compensation.

I believe overall that the Clarion University Faculty care about the students and will do their best to help them succeed and graduate.

The faculty, in general, are committed to the intellectual and civil development of their students.

Faculty devote a lot of time to teaching and mentoring students.

Faculty have a great deal of experience and expertise in their fields.

Provide its students with excellent faculty and support staff

Value faculty more. Short-term thinking has really harmed this place.

In nursing the faculty and staff work well together.

This is a nice place to work.

CU is very family friendly with many children of the faculty and staff attending Clarion

There is a great sense of connectedness

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There is a strong sense of team work in the campus.

Provide a dedicated faculty and staff that are truly interested in helping students achieve.

Clarion university has some outstanding professors.

Teaching--faculty are outstanding

Most faculty have a strong and passionate commitment to educating and interacting with students.

Clarion provides a quality education within its geographic region.

Maintain a positive culture with respect between students, faculty, and administration.

Teaching

This is a great place to work

At heart, the administration, the faculty and the support staff are dedicated to the advancement of the university.

Public Relations, Fundraising, & Recruitment of Students

May not be "best", but done "well"...Work collaboratively across academic and student affairs lines.

I think most of the faculty do a good job of teaching most of the students.

Clarion offers some really wonderful faculty. I have professors who I can count on for so much--not just a question about class, but a question about anything, not just help with school, but help with life. They value students, and that makes them very valuable to students!

The faculty are great and really care about the students

Good faculty

Faculty care about their students

Faculty publish and are very engaged

Faculty take the time to get to know their students

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I LOVE working at Clarion University and I am always very proud to say that I am a contributing factor in this great entity.

As mentioned at the open forum, the support staff, custodial, and maintenance staff do a great job. I am a firm believer that if you take care of the folks that type it, fix it, clean it, or secure it, your life will be much easier and more fulfilling.

Most faculty and staff are willing to listen and help students and each other work toward goals.

The university does an amazing job of hiring people that are very wonderful to be around. Though there are exceptions to this I, for the most part, greatly enjoy all who work for the university :)

Staff go over and above in working with students.

Clarion is very caring

People work hard

Most helpful and friendly

What We Can Do Better

Replace retired faculty with tenure track positions in the departments that need them the most

Deal with the fact that more and more administrative responsibilities are being shouldered by fewer and fewer full-time faculty

Limit the number of committee responsibilities, so that faculty can spend more time preparing classes, doing research, and advising students

Deal with the potential cutting of low-enrolled programs in a way that respects and values the hard working faculty members behind them

Consider renaming Faculty Senate to University Senate. To those outside the institution (and to some within the institution), the name does not convey that it includes the following groups: the President of the University, full-time personnel holding academic rank, and full-time personnel classified as State University Administrators, State University Managers,

PASSHE should have a trailing professional spouse/partner policy for faculty, staff and administrators.

We need to replace retired faculty positions thoughtfully, in departments that need it most.

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Limit the number of committee responsibilities, so that faculty can spend more time preparing classes, doing research, and advising students. Too much responsibility is given to faculty committees and faculty have no power.

Take some of the extra-curricular burden off of teachers who still care. But this is also an APSCUF issue because it involves promotion requirements.

I wish we could do something about the teachers who just read from power points. But on the other hand, they make my teaching look better

- It could better utilize the rarest of its assets: research capabilities and vocation of many of its faculty members.

There is a concern that we have been replacing full time faculty with part time faculty.

. . . is the worst professor that I have ever had. He has yet to return one of my four emails in the past month. Every other student in my course is having the same difficulties with his miscommunication. We have submitted several assignments and we receive no feedback or grades from him. It is terrible that you allow a professor like this to teach a graduate level course. The courses are costly, and I feel that I am not receiving the proper education that I deserve.

The Dean of . . . has given faculty releases to the tune of 6 full-time faculty positions in this past year (See fact book). This policy needs to be revisited esp. in that are faculty is diminishing in size due to budget cuts.

At Venango Campus, one problem I see is that faculty advisors aren't always available when the students need them, for example during early January before the semester begins or Thursday afternoon or Friday of whatever week has a Friday deadline, last day to withdraw from a class maybe?

I work in the library, and these students who are in desperate need of someone to sign their paperwork are often sent here to see *the* librarian . . . But many times, she's not available, either because she's not scheduled to work as when the semester has not yet begun, or when she's at Clarion for a meeting, etc.

Not stretch employees responsibilities so far that they have a hard time getting to everything.

I will tell you up front that this is a selfish one - One area that I have repeatedly brought to the attention of . . . in regards to Life Long Learning . . . repeatedly came back with the decision that . . . would not change the policy. Many of our sister institutions allow for Managers to have a tuition waiver for graduate classes, however Clarion does not (Clarion SCUPA members do get a waiver for graduate classes). I would love to get a masters from Clarion, in fact I have already taken a few classes in . . . The managers would still have to pay the fees. My feelings are that if

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we are to promote Life Long Learning, then the university should offer that to all stakeholders. I do not know where the decision of this is, if it is with the university president, pec, board of trustees, or PASSHE.

Clerical Staff are treated like second class citizens. We are a vital piece to this University but never seem to get the thanks for respect from faculty and administration. It is very frustrating. We are taught that managers should listen and respect their frontline personnel. This does not always happen at Clarion, either campus.

the university takes it for granted. People who feel valued will usually respond by giving their best, and unfortunately some people here are not always valued. As a result, morale is not good.

Very understaffed, need more staff.

After all the effort we make to attract students and keep students, this seems like a glitch in our system that these same students are unable to find someone to help them with their paperwork. Would there be some way for a faculty member or two to be "on call" during these critical up-against-the-deadline periods?

We need to have an adequate number of faculty to do our job well. At present, many of us are unable to provide the experiences our students need, such as writing, speaking in class, meeting one-on-one with faculty, simply because our classes are so large.

The science dept. instruction as well as grants and contracts need to be supported more fully with equipment support, institutional support, student involvement etc. I have probably moved more money thru the school from various sources than any other faculty member over the years. In addition, this year alone, I have employed multiple students on projects some of which were run thru the school other that were run outside the purview of the University.

Some faculty are complaining that their classes are so large that they can't assess student learning with research and writing assignments.

Internally, I feel we could do a number of things better, particularly with the overall hiring process. This process takes too long period. The interview process is already long enough due to people's schedules, but when a viable candidate is selected, the paperwork takes forever. It simply makes no sense to have the same people sign and resign forms. Once thing's clear, Social Equity, it then takes weeks for the background check and contract to finally be issued. In some regards, the same thing happens with graduate assistantship positions. Three graduate students in my dept. had to decline because it simply took too long for the paperwork to be sent. It seems the paperwork bottlenecks in Carrier. Please understand I'm not complaining, just stating an observed fact.

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Finally, I believe the Presidential Commissions need to be reviewed for reorganization. It doesn't seem that the current model is as effective as in the past and needs revitalized.

I am also concerned with increased hiring of part-time faculty verses tenure track full time faculty.

More part time faculty verses full time tenure track. Part-timers do not have the vested interest a full timer does. Again, it takes away from the educational experience. In the Royal Navy of Lord Nelson, a retiring Admiral was granted two boons – to promote a Lieutenant in his fleet to Captain, and a Midshipman to Lieutenant, solely on merit, and for the good of the Service, without regard to aristocratic rank or politics. It is now common to scrutinize the practices of successful organizations – and Nelson's navy was certainly one; I think that some of their "best practices" are as timeless as human nature. One of these is the longer perspective that older members of an organization may have, combined with the desire to leave a legacy of a stronger institution than the one they found. It is with this in mind that I write to you with three ideas, in the attachment below, for your consideration. Not sure. Maybe allow adjuncts to teach on-line courses.

Support for faculty grant writing. I have found that there is a lack of support for writing grants with some of the life sciences administration. There are complaints about not having enough funding, yet little support for writing grants to increase hands-on projects for students, which will of course bring money into the University.

Departments are already working under a bare bones budget where the cost of doing business, for example, giving a student a syllabus is carefully questioned. Many departments are understaffed which can affect accreditation status. Moral is the lowest I've seen in the 23 years I've been here. The . . . does not have a visible presence on campus and again the theme of poor communication between upper administrators, deans and faculty is noticed far too frequently

Although we have a lot of really good teachers, there is still a segment of faculty at Clarion who do not care about improving their teaching and seem to only care about doing the minimal amount of work possible. These latter faculty have an attitude that reflects why things cannot be done and this can be very discouraging to other more positive faculty. It would be nice to change the atmosphere at Clarion to one that reflects "how can we make this happen" instead of "why we can't make this happen".

Hire more tenure track faculty! The Education Department now has more part-time temporary faculty members than it has full-time tenure track/tenured faculty. This places an enormous burden on the permanent faculty since temporary faculty do not have advisees, do not participate on committees, cannot observe peers and conduct evaluations, cannot assist with writing tenure and promotion letters, etc. The permanent faculty are seriously over-worked.

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Many of the Professors have become discontented over the budget woes. We need to be supported in our efforts to continue to support our students.

We need to stop hiring part time temporary faculty and hire more full-time faculty.

Have had a problem recruiting faculty in specific areas such as business -- this is a problem in that our salary structure is such that salaries are not competitive. Oftentimes one way to manage is to "over promote" someone -- say offer them associate professor instead of assistant professor. It would be more effective and a greater sign of quality to have great flexibility in offering market driven salaries based upon the unique market salaries by content area.

The President Should Spend Her Time

Making sure that students are treated well and that the best faculty is teaching not just those who have tenure.

Creating organizational structures that motivate educators to link their research agendas with the education they impart

The president should spend her time making sure all students, faculty, and staff are safe and that everyone is treated with respect and no one is discriminated against and treated unfairly.

Hire a working . . . and a productive dean of . . .

Hire more tenure-track faculty. We have entirely too many temporary faculty. This is making our degree programs less rigorous and less consistent in their delivery.

Figure out how to hire more faculty and hire them.

Get to know faculty and programs

She should be visible, and she should get to know the faculty.

Looking closely at needed faculty positions and curricular needs.

Looking for ways to hire faculty.

The One Thing the New President Should Do

Develop a positive and collegial relationship with the faculty so that administration and faculty work together to advance the university, within as well as without.

With the struggling economy, it would be my hope that President Whitney will work to ensure that faculty and staff positions are not eliminated.

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Restore faculty morale and establish adult standards of student behavior. O.K., that is two, but they are closely linked.

Replace needed faculty slots.

Hire more faculty. Faculty numbers have significantly declined over the past decade leading to the gutting of needed programs, high quality instruction, and the elimination of traditional (and needed) degree programs.

Consider credentials of staff relevant to responsibilities & experience

I would like to see the shortage of staff and courses be a priority on her list. I fear the loss of students if we cannot solve this issue.

Bringing a sense of pride back to the staff through supporting our efforts.

Maintaining the strong working relationship between the administration and the rank & file by learning the culture, asking questions before making decisions and sharing the rationale for the decisions. Basic OB, you draw people in the organization toward change by promoting the benefits of the change; creating cognitive dissonance between their current reality and the future rewards gained by change.

Please have office hours faculty members can use to communicate with you.

I hope the president will return our campus to a place where the administration and faculty have a mutual respect for each other in an open environment so that we can serve our students to the best of our abilities.

To Advance Clarion I will

I will help Clarion University achieve its Mission by nurturing, guiding, and teaching my students, continuing to develop new knowledge through scholarly activities, and making contributions to the University and Community.

I think you will find most faculty members are ready, willing and able to support the institution fully -- doing whatever it takes to further the mission of Clarion University.

As . . . , I have been working, and will continue to do my best to ensure that the students in our programs receive the best quality experiences possible, even though we have lost 5 full time faculty over the last 4 years with only part-time, less qualified replacements.

I would be happy to serve on the search committee for a new dean of . . .

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I do my job, serve on dept. and university committees, work on a union committee, try to create a welcoming environment, advise a student group, volunteer in the community, promote the university and the department at state and national conferences.

I have to say that I am pretty disillusioned about contributing anything to this place. In the past, I have devoted the bulk of my time to serving my department and the university, only to see my department cut through the bone and my discipline scorned by the administration. Now I spend most of my time on my teaching--students still appreciate my efforts--and on scholarship. If more respect were shown for faculty and academic programs, I would consider participating again in university governance.

I think I can do this by working with my colleagues to maintain a solid program in our dept. and to volunteer on various committees as time permits.

I'm involved in campus and university governance in various capacities, and I plan to continue my commitment to service.

As an adjunct, I would be willing to on occasion offer more diverse courses in sociology at Venango.

Work on committees, work with students

Our record for getting students into graduate school or employment has declined in the last 3 years. Reverse this.

Collaborate on proposals for external funding, except that the Dean doesn't understand the process, and often ends up killing them.

Continue to grow programs based on the community and student needs.

I am happy to assist in whatever way I can. It is a great place to work. Thank you for asking for our input.

Whatever it takes - we used to operate with this can do attitude

I already sit on many committees- I encourage others to join in and be a part of- preventing burn out of new tenure track faculty is something I personally work on.

Through excellence in the classroom and guidance of students outside of the classroom.

I personally, would like to stay involved as a partner (with Keeling) in efforts to control drinking, drug use, and violence on campus.

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I also strongly support the Office of Social Equity and would be happy to help any way that I can.

I will continue to work very hard at the level of student success - working with high risk students whenever they ask and volunteering at the advising center. I will happy to answer the president's call for help.

Continue to provide quality course work and services to the community...

By not being so overloaded with work within my department that I could actually volunteer for leadership and multi-disciplinary opportunities that arise across campus. Often I have good ideas that I would like to "sprout" on campus, but when would I have time to do them and do them well?

Continue to serve on university committees and work with other faculty/administrators to continue to keep Clarion a great place to work and go to school. I'm proud to be a former alum and to work here.

Provide feedback and serve on committees.

I will support the institution's growth through my contractual role and anyway I can be helpful. It is a great place to live and work

In addition to the work that I already do to promote accreditations, curriculum improvements, and provide quality and compassionate advising, I would be very happy to participate in the recruitment efforts of highly qualified faculty.

I am a hard worker. If someone asks me to help, I am more than willing. I would be available to do what is needed. I can donate my time.

I am doing my best to be a creative and supportive instructor. Candidates recognize my passion for teaching, and I hope to send them forward with the same passion for their vocation.

I have a suggestion. I know that this may sound self-serving since I . . . I feel that the station would be well served if the station director's position would be made a staff position. With the changes that have been made in the co-curricular program, I feel that the station needs a stable leadership. Changing directors every two years does not really provide the sense of stability that is needed to lead the student volunteers. Just as things stabilize a new head figure arrives and the process begins anew. I do not deny that I would be interested but I feel that the station would benefit with this change. It would also take some of the work load off. . . With more and more dependency on electronic class rooms his work load will be sure to increase. Thank you for listening.

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Would like the opportunity to participate on committees...most of these opportunities are for faculty only.

Give 100% effort daily.

Contributing to the mission of community-campus collaboration

I have always loved being a member of the "team". I would like to continue to play a role in our student's/university's success. I love the interaction with the students, and I hope I can always continue to do this.

Whatever it takes. I have been here 20 years and the good Lord willing. I will be here another 10 or 12.

Keep committed to excellence in my daily performance and strive to be a wonderful example to all students, faculty and staff.

I'd like to spend more time to do my job and less time in bureaucratic processes that result in a report that is put into a drawer

Living each moment for those around me instead of myself.

I would be willing to help in any way so that Clarion can achieve its mission. I have always been, and will continue to be, a walking billboard for Clarion. I always tell anyone that asks that "I came here to attend school and I loved it so much that I stayed to work. Clarion University is a great place to be."

Through faculty governance, I actively participate in institutional guidance

Become a faculty member in the future to directly promote CU's goals.

A Culture of Planning, Assessment and Continuous Improvement

Summary:

There were no points of pride indicated regarding Clarion's work in the area of planning, assessment and institutional improvement. There were many comments regarding suggestions for areas deserving improvement. Comments referenced the need to assess what we do in order to inform future efforts, to plan well in order to determine the strategic allocation of limited funds, and to empower faculty and staff to regularly use data to inform decisions. Given the timing of our work with our Middle States Accreditation, there were many comments regarding the importance of meeting accreditation planning and assessment standards.

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There were many comments calling for a change in the university's approach to planning and assessing. There were calls to improve a variety of administrative processes, which are viewed as not fully serving students, faculty and staff. Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

"There are some issues with processes of administration and communication. Some of these may be procedural - clarifying processes and empowering people to make decisions."

The Comments:

What We Do Best

No Feedback Received.

What We Can Do Better

Going into the Middle States process we need true leadership. Neither the . . . nor . . . seem to understand the importance of the self-study -- nor of the Monitoring Report!

University Accreditation -- it is vital that we achieve a solid review in 2012. We must submit a good report in response to monitoring this year.

Have a unified sense of purpose and mission which carries across the entire university and engages all constituents

Assessment planning. There are areas of the campus where plans have been developed due to accreditation (Business and education, CSD). Arts and Sciences is behind in this.

Eliminate the pseudo-Middle States committee in the College of Arts and Sciences. The Middle States project is vital to the success of this institution. We have good people sitting on the dean's committee. Make administrators, faculty and staff aware of the need for their involvement. Stop this rival committee. A & S can do this after Middle States is completed.

There are some issues with processes of administration and communication. Some of these may be procedural - clarifying processes and empowering people to make decisions. Others are personality/personnel issues.

We need much better IR - this is a problem at several levels. This involves dedicating more resources

Reduce time-lag and complexity of hiring, of curricular review while improving competitive capabilities.

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Be more deliberate and structured in our retention efforts by creating more streamlined processes. Currently there seem to be too many different areas, processes, committees trying to do things individually. Ensure that the "right" players are involved.

Be proactive versus reactive.

We could do a better job of communicating back to the campus the progress of new academic programs as it progresses through the process of going from idea to program students could enroll.

Students struggle to get their financial aid Financial aid seems worse this year than in the past. Financial seems understaffed in that it seems to take a very long time for verification to be completed. Is it possible to streamline and reduce the length of time to reduce the processing time?

Concern that we have too many temporary faculty, because of a tight budget we have not filled full-time faculty positions with temporary faculty.

We need a fast easy way to add more course sections taught by more faculty based on enrollment demands.

Make decisions based on who's best for positions and departments and not rewarding people as they near retirement.

Planning and assessment could be better and use the information from assessment to make important decisions

We could do a better job of planning

We don't really assess what we do

Assessment must be turned around. We have not used the data we have gathered. There has not been clear enough use of results.

There is going to be a retirement bubble with many folks retiring in the next few years. What opportunities and challenges does this present?

Must be strategic in what we do -- we are not funded to do everything. What does the state fund us to do?

The President Should Spend Her Time

The president should make sure she makes everyone accountable for making things happen.

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Report on different important areas should be known. Supervision, guidance and follow-up is key so our programs make progress.

Looking very hard at administrative processes to streamline how things are done

I think you need to absorb as much background information about Clarion as possible and then prioritize what faculty, staff, and students have suggested.

Initially, by coming to her own understanding of the University's strengths and weaknesses in order to give credit and support its strengths and improve those areas identified as weaknesses.

Stick to your plan of planning AND doing.

Make people accountable for their work from maintenance up to management.

Hold people accountable, at all levels, do not avoid taking action because 'of the unions'.

Working to see that the university gets removed from monitoring status for Middle States

The One Thing the New President Should Do

Provide leadership in the re-accreditation effort for Middle States by encouraging participation.

Work to ensure the university is in compliance with the 14 accreditation standards.

Focus on getting Middle States accreditation with no warnings or probation. Administrators and faculty really need to get together on this one with no conflicts of interest, ego, etc.

Ensuring that accreditation is maintained.

Help get the university off MSCHE monitoring status and move the reaccreditation process forward in a supportive manner.

Become familiar with all the strengths of the university and the opportunities for improvement at all levels - and begin to outline plans that engage people to embrace improvement.

I also hope that the president will evaluate carefully the work of her provosts and her deans and that she will listen to faculty points of view on their performance and decisions. To put it more bluntly, I hope she cleans house at the administrative level. Also, I hope that the president will support our department, be open to innovations, and will be willing to take some risks, particularly when it comes to innovations and program changes. No matter how much data we collect, at some point we have to jump off the diving board. Finally, I hope that the new president can help raise faculty morale. I know that's difficult when many universities are laying off faculty and retrenching.

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Get rid of existing red tape in all sorts of educational processes. To illustrate, I have learned of several students who return from study abroad experiences and their credits don't transfer in time to register for the classes that would permit them to finish on time.

Make sure 100 % of employees are accountable; it is ridiculous for them not to be.

In my almost (8) years here on Campus, I have seen the integrity of our Administrators decline. For example, it appears there is considerable discrepancy when filling positions here on campus, specifically the AFSCME positions. When I applied and was granted a promotion from Clerk Typist II to Clerk Typist III, *it was* STRESSED to me that it is "not the quantity of work" that one does that counts - it is the "type of duties - level of work" that one does that counts toward an increase/promotion to a higher level. My question would be then.....if a Clerk Typist III would retire and the job description does NOT change one iota, then how does the position automatically go back to either a Clerk Typist II or Clerk Typist I???? If the job duties remain the exact same, what changes??? My example of this would be the recent retirement ... She was a Clerk Typist III, yet the minute she retired, her job duties suddenly became a Clerk Typist II. Please explain this strange coincidence to me as this is only ONE example that I've witnessed in the past several years - I could certainly provide more examples if I thought about it.

Get Middle States on track!

As stated above, downsize administration, increase clerical staff, add more sections of needed classes, clear out some of the "dead wood".

Get rid of the "dead wood" administrators who are just there to collect a pay check. Some of them really do NOT have students well-being in mind. Clean up the school's reputation "on the streets" for being an "easy degree"--substitute administrators with full-time, tenured professors and raise the standards all the way around!

I hope that by the end of your first year, you have lead the development a shared vision for the future of the institution and that it is one that breaks from the status quo that has come to characterize much of my professional tenure here.

To get a feel for how the University operates and identify its strengths and weakness.

Set the stage for a new strategic planning process in Spring 2011. (But, please keep in mind that the Middle States Task Forces will be doing most of their work in Spring 2011 so it will be difficult to make much progress on a strategic plan in the spring. The faculty may be spread too thin.)

**To Advance Clarion I will
No text listed.**

President's Listening Report – Fall 2010

Communication, Listening and Dialogue

The Summary:

There were few comments of pride regarding communication. However, there were many comments indicating the importance of communication, listening, and dialogue within the university with calls for the new president to establish routine events to ensure communication across the university organization. There were many comments expressing feelings of not being heard and the importance of people in power and authority listening to others in order to advance the university. Finally there were expressions of not feeling reasonably well informed about the university and a lack of transparency adversely affecting employees' ability to do good work.

There were many comments that suggested that the university should communicate more often and with more effort to a variety of external audiences in order to attract more students, increase popular support, and advance the university.

Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

"Creating an environment with faculty, staff, administrators and students that allows for candid feedback on how to move forward without dwelling on how we've always done things."

The Comments:

What We Do Best

Talk up the positives

Communication with students and access to information is very good. As a parent, I feel that my daughter had also had positive support from faculty and staff.

Maintain a collegial, community atmosphere on campus that puts the needs of the students first.

People to people communication that enhances undergraduate and graduate career planning, recruitment, and fundraising

What We Can Do Better

Allow a direct line of communication from those at the bottom to those at the top. On occasion, faculty should be allowed the opportunity to directly speak to the President.

Promote all the advancements which have been made in the last 10 years. In both academics and on campus there have been major steps taken and many more in the planning phases. If you graduated here 10+ years ago you wouldn't even know the campus and how it has improved physically.

President's Listening Report – Fall 2010

Market itself better especially in Metropolitan areas. In some ways we are to provincial.

We need to promote to the general public what it is that we do best as noted in question 1... I think that we do a poor job of showing western Pennsylvania our strengths and why it is that we are a better choice than other schools in our region.

I once heard a story about a woman that took over as the manager of a factory. In less than a year, production had more than doubled and quality also. When asked what did you do that no manager before you did. Her reply was (I listened to what the people in the plant said and just implemented what they said).

Transparency in decision-making, in communication, could be better.

Clarion University could do better at being more transparent. A more transparent work environment will facilitate open communication between offices on campus. Not only will this make employees feel more included but this will also help to alleviate the issue of information being used as a commodity for exchange.

Communicate better at ALL levels.

Rely on the local input instead of trying to be all things to all people through diversity - the word in vogue.

Communication between units and across the university.

Collaboration could be better across departments

Need to find ways to engage the CU family

Better communication between units at all levels (student, academic, staff, administrative).
With better communication, there will be less frustration for everyone.

Our marketing and promotional efforts lag behind our competitors (IUP, SRU and Cal).
Internal communication has worsened over the last two years.

Communicate better with colleagues and students.

Students seldom know what is happening on campus.

If you Google "Clarion Pa", you get a fairly good presence with the Chamber listed first.

But ALF doesn't have listing, Clarion University is listed but isn't prominent (you are hard pressed to recognize it as a university) and the Wikipedia listing is out dated.

President's Listening Report – Fall 2010

There nothing there to indicate that Exit 62 is a designation point for I-80.

If you setup Google News to get the local news for Clarion, the output isn't very good. University news is rarely displayed.

The Clarion News shows up the most, but since that site is limited to subscribers, it is particularly not useful to outside persons.

An events calendar and individual events should show up here along with a "Clarion PA" search. Here is the link to Clarion's Google News:

<http://news.google.com/news/section?pz=1&cf=all&geo=16214&ict=ln>

Want to know more about what is going on campus

Clarion University has a tendency to fail to communicate important information, not just to students, but to faculty. One of my face-to-face classes (which I value VERY highly, because they're part of a largely online program) was cancelled this summer, and I was baffled that the professor, a great professor, hadn't informed us but that I had just happened upon the information on the iClarion Portal. I went to talk to the professor about it, and it turned out that no one had informed him, either. My tuition is supposed to pay for me not only to receive an education but to always be informed of those factors which impact my education.

The President Should Spend Her Time

Getting to know and speaking directly to Faculty, Students, and Staff Openly and Transparently

Viewing our University not just from the top-down, but also from the bottom up

Talk to the students, listen to them. Engage in a President's council with invited students if not already in place.

Recognize academic improvement, as well as overall achievement.

Find new ways to send the right messages and keep the bar high with expectations regarding acceptable behaviors.

Talking with all university community constituents -- you already are.

Maintaining an open door policy -- which does seem to be in existence -- and listening without prejudice.

I think you are doing a wonderful job by listening to all areas of the university and devising a plan. You are educating yourself about the people, area and needs which is a great way to make smart decisions.

President's Listening Report – Fall 2010

Doing what you are doing now. It is just fabulous to see that you are "out and about" and are so visible. The students are noticing, and believe me, the employees are noticing. Besides all the meetings you have to attend, and the business of the university that you have to conduct, just having an ear to the students and employees would be wonderful.

Right now I think you are doing the right thing by being visible and listening. Much is gained by being a good listener. Delegate authority and rely on your staff and alumni organizations to help pull the load. Evaluate faculty teaching load and programs offered.

Listening to the student's needs and making sure the professors are teaching.

Talk to the Faculty and staff! The people down in the trenches are the people that talk to the students every day!

The president should spend her time as she is, getting to know the faculty, staff, and students.

It is great to be able to speak concerns and ask questions to a new face who should become a familiar and admired face around campus!

I appreciate you LISTENING and better yet, HEARING what we have to say.

Listening to the people, and writing new policies to please their requests.

I think she should look into the suggestion I made in the above box and she should continue to get to know the university students, staff and community leaders.

I think the listening tour is a great start. It is important for you to see exactly what it is we do and to find out why we do it that way or why we are organized the way we are. Then, I think it becomes incumbent on the new president to challenge the staff to identify better ways of operating/serving students.

Becoming familiar with the various departments, and their goals.

Getting to know key players in the various programs

Getting to know and understand each department- especially faculty that teach full time online- they are under valued and under appreciated.

When I was an undergraduate student at Penn State, I had the opportunity to meet the president. This gave me a real connection to the university. For many students, this may be a way to connect them to this campus. For President Whitney it may help to hear why freshman choose the university, challenges for sophomores/juniors, and the tools that clarion has offered the seniors in preparing to enter the work force.

President's Listening Report – Fall 2010

Often times students can be more open and honest when they feel their messages are being heard.

For the next 6 months, listening and asking for ideas. The staff and faculty are very energetic. Not all ideas are excellent, but the more opportunities they have to voice their suggestions, a fuller understanding of the University culture can be made. Adjustments can be done from there.

Initially, meeting students, faculty and staff...getting a feel for the university and "sorting out" the politics.

Meeting and listening to students, staff, alumni, and townsfolk.

Getting to know each department by visiting them, really listening to what they need to continue to provide a quality education rather than having departments listen to a "canned" speech as to the mission of the university. Also hosting a student forum to hear their concerns and hopes to accomplish their academic goals would be valuable input regarding Clarion's mission.

Once again my comments are from only one person's perspective but I would assume the first step would be to understanding the culture and climate of the University. This would include the political aspect, faculty, staff, and most importantly the students. Once a solid understanding of the dynamics of the University is achieved, I feel a person is better prepared and equipped to implement or enhance new ideas and concepts to help grow Clarion University.

For now, she needs to get to know every facet of the institution. Not only Deans and Department Chairs, but she needs to see the "nuts and bolts"

I think that listening is a wonderful start! Working on plans that are created from the feedback that she receives and providing updates regarding those plans would be wonderful!

To get to know your staff and faculty. To communicate/visit the area school districts and businesses

Spend a lot of time observing, interacting, and listening to students and faculty. Design a way to stay "in touch" with reality. Not many university administrators are able to accomplish this.

Increasing the visibility of the University.

She has gotten off to a good start by meeting with everyone she possibly can in a short period of time. I would suggest taking everything you see and hear with a grain of salt and dig deeper into what everyone shares with you to verify the accuracy of the information.

President's Listening Report – Fall 2010

It is really important to listen.

Short term: Learn the culture. Take long serving faculty, department chairs, and deans out to lunch (individually) and listen (remembering, listening without action or at least explaining why you cannot act on suggestions may have negative outcomes). Send doughnuts (or some tangible form of appreciation) down to maintenance once in a while and down to computing services as they keep the place rolling.

Listening and using the information gained to prepare for future

Creating an environment with faculty, staff, administrators and students that allows for candid feedback on how to move forward without dwelling on how we've always done things.

Meeting people and listening.

The president needs to work on getting to students, faculty, staff and alumni.

The One Thing the New President Should Do

I hoped that the new president would listen to faculty, and I'm very glad to find out that she does.

Improve communication. The "trickle down" theory doesn't work so well when important information doesn't reach everyone. There are too many power struggles (I have the information, so I have the power) going on. For us to do our jobs effectively, we need to be included when the information pertains to us and/or our department/students.

Open a clearer channel of communication between the administration and the faculty and staff.

Open lines of dialogue and communication

Fix this train wreck of a web site. Color scheme is hideous and doesn't feel like Clarion University.

I hope that President Whitney is able to connect to the university so that it feels like home to her. One of the first days she was here I went to Starbucks for a coffee and one of the workers down there was so excited about meeting Dr. Whitney that she explained in great detail about her pin and how the president seemed like "a real person" – I continue to hear many of the same stories from maintenance as well as clerical. This outreach is often typical of a new president but a tradition of continued outreach/accessibility is not. I think that continuing this accessibility in the first year would be a key to success.

Listen, hear, plan a response, respond, evaluate the impact of the response and readjust.

President's Listening Report – Fall 2010

Feel welcomed, settle in, get comfortable, visit students, visit faculty, visit staff, listen, begin work on solving problems/concerns of students, faculty, and staff.

Feeling at home as a vital member of the Clarion community!

Open and honest communication. More substance and less "spin".

Take the time to become personally familiar with the programs/faculty on campus and not completely rely on surveys and the perceptions of the administration to make value judgments about departments and programs.

Improve communication within the administrative team.

Getting to know Clarion students and employees to find out our strengths by talking and observing; this way, she can believe in us as she represents us to others

To Advance Clarion I will

I would like to explain this to the President in person when I meet with her

By talking with president and providing her with an understanding of the contribution our programs make.

Aside from serving students both in the classroom and through campus committees that promote educational programming, I would like to help Clarion achieve its mission by working to communicate to the public, legislature, and Chancellor the value of what we do, especially in providing a solid liberal arts background for our students. I'm not sure how to go about doing this in an organized way, but I'm staying alert to opportunities that may come up.

I think we have a great start; it is early so it takes time and we need to give it time to make it work.

Listening is a wonderful thing sometimes more wonderful than knowing (or at least thinking you know).

A forum such as this should be encouraged by all members of the campus community. Allow Dr. Whitney a chance to hear from ALL constituencies within the Clarion family.

Keep suggesting ideas to improve this college. I feel every person who is connected to Clarion University has an obligation and duty to promote and help the University achieve its mission and goals. I feel we help achieve this by getting involved beyond our classroom or daily tasks. So, to answer the question I think someone needs to know where the help is needed first.

I believe that listening to everyone is very important. Keeping a positive attitude and stressing to be compassionate to others.

President's Listening Report – Fall 2010

A Solid and Visible Leadership

Summary

Interestingly, there were few comments directly attributable to what we do best in regard to leadership. In other sections pride in leadership was expressed in combination with another theme. There were many comments regarding individuals in leadership positions and either how decisions were made or how they demonstrated poor leadership. There were calls for the president to hold the leadership of the campus more clearly accountable for achieving specific outcomes.

There were a multitude of comments asking that the leadership of the campus and the president in particular to establish an ongoing routine of being visible throughout the campus and the community. There were also many comments for the president to work with the leadership of the campus, the Provost, Vice Presidents, Associate/Assistant Vice Presidents, and Deans to lead in a manner that builds trust and commitment, appreciates differences of opinion, ensures accountability, and results in moving the university forward.

Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

“Championing the things Clarion does well, striving to change the things we don't do well, keeping a balance of the bottom line and the quality of educational experiences for the students, faculty, and staff.”

Comments:

What We Do Best

Allowing deans to be considered for Tenure and Promotion was a good step toward ensuring quality hires of academic leaders who are true to the academic mission.

What We Can Do Better

I believe there are some administrators who do not care about the faculty and their careers and will discriminate against them and make life as miserable as possible so that they will retire or resign.

There is simply no diplomatic way of saying this, the . . . needs to spend less of our funds on foreign travel and do a job.

Work in a more cooperative manner (recently, there has been too much top-down decision making.

Relationships between faculty, staff, and administration.

Everybody do their jobs and be held responsible.

Less talk...more action.

President's Listening Report – Fall 2010

Strive to be FAIR and honest in all aspects.

-ADA issues (problems cited with Still Hall elevator and access to lower level Hart Chapel meeting rooms)

- We are NOT a big campus, and don't need a lot of layers of hierarchy

More should be done to ensure that leadership hires reflect national best practices.

I would like our Dean, . . ., to show some respect, compassion, and caring toward the . . . faculty so that I can feel that I am a valued member of this university and that . . . cares about me and my career and other members in our department.

The President Should Spend Her Time

By looking at the organizational structure and making good decisions regarding change.

Leadership at the Cabinet level must be outstanding.

She needs to find out what the issues are from this forum and make those in charge accountable. The same issues should not take place more than one time from year to year.

I think you have already made Clarion a more open place. That is a welcome change.

Provide effective leadership that is fair and equitable; leadership that we can look up to.

From what I have seen and heard in and around the Campus, I believe the majority of us feel you are a very down-to-earth, listen with your heart person. You show a genuine appreciation for hard work and dedication, no matter the level one is at (faculty, administrator, custodial, support staff, etc).

Just what you are doing.

Listening.

Championing the things Clarion does well, striving to change the things we don't do well, keeping a balance of the bottom line and the quality of educational experiences for the students, faculty, and staff.

It is obvious that you are very selfless.

Just by being what you already are, the rest of the university will reflect that more.

President's Listening Report – Fall 2010

Think about ways to support the academic mission of the university. In the past, upper administration has governed by making more work for faculty instead of trying to make their jobs easier and freeing them up for what they do best: teaching and scholarship.

I think that you are doing everything right, from eating the food we eat to walking around campus.

I love that you are as involved as you are, though it would be fun if you sat in some classes with us. Some professors, however, wouldn't give you an accurate measure of who they are. Some are totally different usual when there is a fellow peer in there, but it would be nice if you got to see exactly how they act with us. Some are great, but others not so much.

Trying to minimize the differences between the Clarion and Venango campuses, both on a political level and on a material level (equipment, supplies, classrooms, labs, offices, etc.). There is a HUGE difference between the two campuses and our students definitely notice.

I think it is a great idea that Dr. Whitney is spending time listening. Also, being careful to not make any MAJOR changes in the first year would be wise.

If the President could make a strong public case for Clarion U. and public education to Harrisburg and to Pennsylvanians generally, that would be very helpful. Of course, there's also the fundraising and so on ... but to help people see that the university is well worth supporting - that would be priceless.

The President is the persona of the University. The President needs to see and be seen outside the walls of campus.

It's good that she is getting out and meeting people. Keep the approachable down to earth way of dealing with people. I'm sure she also needs to get caught up on the difficult financial and administrative issues facing the university. Dr. G was especially good at keeping us afloat.

You have made a good start with asking for this feedback. I do not envy your fiscal decision making. You , unfortunately, have to be the university's spokesperson. Most of us can live with your decisions but we need to know what led to those decisions.

She should make sure that the . . . has his priorities focused on our mission, which he does not now.

Review the mission statement and refer to what she told the regents that got her selected.

Ensuring that Academic Affairs is run effectively and efficiently.

Long term: Developing the local economy to foster sustained growth in population and personal wealth = more students and donors.

President's Listening Report – Fall 2010

Dealing with some of the most important issues mentioned above

Carefully considering not only what she does, but also how she does it
Investigating...

Review what is happening with the Foundation and look for ways to use this money for student-based reasons not more buildings. Fix the buildings you have. There are some guys over there who have dollar signs in their eyes rather than the good of the students. Make sure there is enough student and faculty representation there, not just a few MBAs who crowd out the meaning of a university degree for the pursuits of their egos and wallets.

Learning the different collective bargaining agreements.

The One Thing the New President Should Do

Make the President of Clarion University known as someone who is approachable and known by all with the best interest of the University as a whole,

Keep the university strong, a leader among the state system.

Hire a working . . . and a productive dean . . .

Revamp the administrative leadership providing some oversight.

Since you asked, I think you should replace the dean of . . . with someone who will build morale instead of tear it down. . . .plays favorites. . . . is vengeful. . . . disrespects women in particular. Many dedicated faculty have retired recently because of . . . and grant-seeking in the . . . have ground to a halt because everybody is too busy watching their backs.

The old fish philosophy, Be Present. All the stakeholders of the university NEED to see the president that is leading them. If you want to motivate someone, he or she must see the need in doing what he or she is assigned to complete. It is the president's task to share the need with the stakeholders. I will tell you that I have heard a lot of individuals discussing that you have a great presence on campus. Good Job!

Take a stance on the issues, there are lots of things that need changed. Make a change starting today.

Creation of an organizational structure that encourages input from key University stakeholders and leads to decisions that support University goals.

Provide some much needed academic leadership

Not falling into the 'good old boys club' . . . showed such energy and ideas when he came and Then . . . *he* just fell in line- all the reasons I voted for him swept under the rug.

President's Listening Report – Fall 2010

Building an atmosphere of cooperation with (and appreciation for) campus APSCUF. Open communication and trust are key. Dr. G leaves this relationship in good shape, but it could be even better. It's in the interest of both parties (adm and union) to get along.

I know the union wants this kind of relationship.

Make the Provost accountable for the details of the operation. This ship needs correcting. I like the Provost, but he needs to make his Dean's provide ample classes. This is especially problematic in the Arts and Sciences College. We had little to no classes available after May 1. This was a disaster for our incoming freshmen.

Increase the awareness to the local community how vital we are to each other.

I hope that the president can provide a clear sense of direction for the university.

Make her presence known around campus with all constituents; let us see her and interact with her; listen to us and also tell us what she wants to do for Clarion

See through some of the excesses, overlap and duplicated efforts that exist across campus.

Keep that sense of peace she already has... It was an easy choice for president for those of us in the peanut gallery. Glad to have you on board, Dr. Whitney.

Working to eliminate the 'old boys network' that is alive and well at Clarion.

Working to improve our market place and helping us to move forward without doing everything that Slippery Rock or IUP have done.

To Advance Clarion I will

Part of the CUP Mission Statement states: "This community strives to treat its members with civility and respect"

If I believed that the College of Ed. truly supported early childhood education, I would renew my financial support through the foundation. I stopped my automatic contributions to Education when I realized that the Dean of Ed. restricts the use of our foundation funds.

Civic Engagement

Summary:

There are many points of pride regarding how the members of Clarion University work with the community. In particular, respondents recognized that the University contributes positively to the economic development of the region. There is also a commitment to using our teaching, learning, research and university assets to benefit the region.

President's Listening Report – Fall 2010

Comments suggested that we could communicate more effectively the good that Clarion University brings to the community along with the value of the students we graduate, the value of the people we employ, and the value of the services and programs which the region enjoys because of Clarion University.

Perhaps the response that best summarizes the comments of many and one that will resonate with us as we move the university forward is a comment advising the President as follows:

“Incorporating the off campus community into our teaching and our research helps our students really apply what they learn in the classroom to the real world while at the same time helping the community be successful.”

The Comments:

What We Do Best

Applied programs are good for economic development

Our work with the community and civic engagement of faculty and staff

We communicate well with the community

There is great civic engagement

Our students are very engaged in the community

We live in a terrific community

We care beyond the classroom

Our location = safe, friendly, small town feel

Incorporating the off campus community into our teaching and our research helps our students really apply what they learn in the classroom to the real world while at the same time helping the community be successful.

Beautiful setting near hiking, outdoor activities, and the Clarion River

Our location provides a safe friendly small town atmosphere in a beautiful setting with hiking, outdoor activities and the Clarion River and parks as attractions.

Causes traffic problems in the Borough.

Uses the resources of the borough with out reimbursing for them.

We also have contributed significantly to the region through our outreach activities.

President's Listening Report – Fall 2010

Serve the community's higher education needs.

The small town friendliness is Clarion's best asset.

We've created a great family atmosphere for a student to live in. The local community (both on and off campus) is very supportive of our students. People genuinely care about the students well being and their success while at Clarion and after their graduation.

What We Can Do Better

The Clarion River represents a relatively untapped resource that the university might use to better advantage -- especially, perhaps, in the building of summer programs and additional training courses for teachers. For instance, what about a language institute that incorporates and makes use of our setting?

It could do a better job at showing the Clarion (and other taxpayers) community the value of having a university in town.

Unattractive appearance of Fifth Avenue corridor

Need to do a better job in communicating how Clarion provides resources and assistance to Clarion Borough

Continue support of the local business economy; Dr. Grunenwald did an excellent job in this area but these efforts have no limits.

I own a business and I want to know what the college students like as in their retail interests, what are student consumers' spending interests?

The Borough needs to work with the university to be the best college town in America

Want the university to help the borough and the county with economic development and jobs

We need to be more involved in the community

The university should have a presence on main street, a bookstore or info about the university, a place people can buy CU stuff

The University needs to be more engaged with the off campus community to help the community be successful

One idea of engagement is to work to have no empty storefronts on main street. For instance, could the Clarion Bookstore run a bookstore in one of the empty storefronts on main street?

Make the river more available to the community -- look at ways to help local tourism.

President's Listening Report – Fall 2010

Use the Clarion River as a selling point and a point of University interest

Improve the safety on Greenville Avenue – slow down the traffic—facilitate safe crossing

Need to overcome the perception by some folks in the community that people who work at the university are lazy or we are "over staffed".

The President Should Spend Her Time

The President should spend her time making connections and recruiting various smart experts, influential, powerful and rich people to help Clarion University and community advance their goals.

The President should reach out to various national and international communities to promote access to education and other basic necessities.

I think she should work with the outside of the school to get the university stronger too.

Community, alumni, friends of the university and legislative development are of critical importance. At the same time, I hope the President will be present enough to recognize the effective and ineffective nature(s) of the University and PASSHE, and impact changes, where possible.

Building relationships with local community and with PASSHE.

The One Thing the New President Should Do

Working within PASSHE is challenging. Making the staff and faculty feel like their work is appreciated and supported in this environment is key.

The University keeps the economy running, and the community keeps up a good image for retaining students.

Become familiar with the rural western Pennsylvanians, their needs and their heritage.
Good relationships between the Clarion communities.

Equity and civility among all

Improve the harmony between the Borough of Clarion and the University. The Borough has seldom recognized what CU means financially to the community.

I think she should work with the outside of the school to get the university stronger too.

To Advance Clarion I will

I am willing to work with CUP to implement more CUP/ community interaction.