

## **Clarion University Presidential 500 Day Plan**

October 2010 – May 2012

Vision, Mission, Values, and Goals For:

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*"Good luck is the result of good planning." (Wisdom Found In A Fortune Cookie, Nov 5, 2010)*

### **Presidential Vision**

*The vision for the Clarion University presidency is a clear statement, an inspiring word picture of where the CU Presidency would like to be in 2-3 years.*

Engaging Leadership.

### **Presidential Mission**

*The President's Mission lists the President's primary purpose in advancing the University's Vision and Mission.*

As President, advance the Clarion University vision and mission through leadership, management and stewardship.

### **Presidential Values**

*To advance the university, as President I believe in...*

- Accountability
- Civility
- Collaboration
- Entrepreneurialism
- Innovation
- Inclusion
- Openness
- Results
- Transparency
- Trust

### **Presidential Goals**

From the comments received during "The 90 Days of Listening," five major areas or dimensions emerged as priorities for the President over the next 500 days. For each of the five dimensions specific goals, actions, and desired results are outlined below. Over time, the desired results will be monitored against actual results, which will be reported periodically during the 500 days. At the conclusion of the 500 days a report will be completed presenting actual results, which will lead to another round of listening and the next 500 day plan.

## **Five Dimensions of Presidential Priorities**

*Dimensions are broad priorities which are expected to require 2 – 5 years to achieve.*

- A. Academic Advancement** – Champion increasing the degree attainment of the regional community through faculty driven programs, services and facilities that are of interest to students and employers.
- B. Campus Climate** – Cultivate a campus culture of civility, listening, entrepreneurialism, achievement, and relationships.
- C. Civic Engagement** – Become a civically engaged public university.
- D. Financial Stewardship** – Lead the university community to organize itself in a manner that will ensure the future fiscal capacity of the university.
- E. Institutional Leadership** – Ensure that the leadership of the university holds the confidence of the faculty, staff and students so that focused goals can be pursued in a clear and purposeful way.

## **Presidential 500 Day Goals**

The Presidential 500 Day Goals reflect a campus-wide planning process. These goals are intended to be accomplished within the 500 days. The Presidential Goals provide direction to the President and to those who lead Clarion University.

- A. Academic Advancement Dimension:** Champion increasing the degree attainment of the regional community through faculty led academic programs that are of interest to students and employers.

- 1. Goal:** Increase the number of CU graduates annually.

### **Actions:**

- a. Streamline the process of CU creating, developing, and launching new academic programs.
- b. Develop an academic organizational structure that will increase degree attainment.
- c. Work with a new Provost to develop a New Academic Plan to guide Academic Affairs from 2011 – 2017.

**Desired Results:** Increase the percentage of the regional population who hold a post-secondary degree from CU.

2. **Goal:** Consider establishing a consortium of institutions of higher learning that will work together and leverage their collective resources to increase the degree attainment of the region.

**Actions:**

- a. Develop a report summarizing all post-secondary institutions and academic degree offerings in the region.
- b. Review CU's existing partnerships with other post-secondary institutions.
- c. Evaluate the opportunities and challenges of leading a consortium designed to strengthen the regional post-secondary learning delivery system.

**Desired Results:** Increase the percentage of the population who hold a post-secondary degree through partnerships and collaborations with other post-secondary institutions of higher learning in the region.

- B. Campus Climate Dimension:** Cultivate a campus culture of civility, listening, entrepreneurialism, achievement, and relationships.

1. **Goal:** Work to the greatest extent possible to cultivate a culture of civility through policies, events, programs, and awards.

**Actions:**

- a. Ask for a review and a report summarizing university policies, events, programs, and awards that promote civility.
- b. Seek recommendations from the university community regarding how best to advance civility.
- c. Recognize and reward best practices regarding civility.

**Desired Results:** Faculty, staff and students will report that the university is a civil place in which to learn, work, and live.

2. **Goal:** Encourage discussion and dialogue through specific listening activities.

**Actions:**

- a. Every 12 months visit each department at least once to get to know the faculty and staff and their work.
- b. Maintain a clear channel of communications among faculty, staff, students, alumni and friends by hosting open forums, on-line surveys, and presenting an annual state of the university address.
- c. Frequently talk with the student, faculty, and staff governance leadership.

**Desired Results:** Students, faculty and staff will report that they are invited to participate in discussions and dialogue regarding advancing the university.

- C. **Civic Engagement Dimension:** Become a civically engaged public university.

1. **Goal:** Advance the university's commitment to enhance the quality of life for the regional community through curricular, co-curricular, research and institutional efforts.

**Actions:**

- a. Obtain an inventory of current civically engaging activities.
- b. Present the case for becoming a civically engaged public university.
- c. Convene the faculty and staff to engage in dialogue regarding future efforts.
- d. Express the university's future approach to civic engagement through strategic and academic planning.

**Desired Results:** More students and more faculty report that civically engaging activities (applied research, service learning, experiential learning, and volunteer/community service) were incorporated into their coursework.

2. **Goal:** Represent the university to other organizations and institutions in order to advance mutual interests. Organizations include:

Nationally: AASCU, NCAA  
Statewide: State Government;  
PASSHE: The System; PASSHE Universities  
Regionally: Counties (Clarion, Venango); Townships (Clarion, Monroe)  
Locally: Clarion Borough, Clarion Chamber of Business & Industry; Clarion County Economic Development Corporation; Venango Area Chamber of Commerce; Franklin Chamber of Commerce

**Actions:**

- a. Meet regularly with the leaders of each of the target organizations/institutions.
- b. Become aware of any collaborations, partnerships and mutual interests with each of the target organizations/institutions.
- c. As the university develops its next set of institutional plans consider future opportunities to further any mutual interests.

**Desired Results:** Partnerships have been strengthened and/or established that contribute to achieving the university's vision, mission, and goals.

**D. Financial Stewardship Dimension:** Lead the university community to organize itself to ensure the future fiscal capacity of the university.

- 1. Goal:** Establish a financial system called responsibility centered management (RCM) in order to ensure mission driven, evidenced based fiscal decisions.

**Actions:**

- a. Develop a financial planning model that will help inform expenditure and revenue decisions.
- b. Consider changes in the university organizational structure in order to establish RCM.
- c. Provide support to the faculty and staff through planning, assessment, and institutional improvement.

**Desired Results:** A financial planning model will be created and in use throughout the university by the Provost, Vice Presidents, Deans, Department Chairs and Directors.

2. **Goal:** Establish a university culture of philanthropy.

**Actions:**

- a. In collaboration with the CU Foundation develop a multi-year university comprehensive fund-raising campaign.
- b. Prepare the campus leadership for the campaign.
- c. Recognize and celebrate philanthropic giving at CU.

**Desired Results:** The successful launch of a multi-year university comprehensive fund-raising campaign.

- E. **Institutional Leadership Dimension:** Ensure that the leadership (Provost, Vice President, Associate/Assistant Vice President/Provost, and Deans) of the university holds the confidence of the faculty, staff and students to the extent that focused goals can be pursued in a clear and purposeful way.

1. **Goal:** Create an organizational culture that encourages university leadership to pursue their highest and best work in order to achieve desired results.

**Actions:**

- a. Recruit and retain a highly productive team of Vice Presidents/Provost, Associate/Assistant Vice Presidents/Provosts and Deans.
- b. Create an organizational structure that clearly and directly aligns portfolios of responsibility with the requisite authority.
- c. Update leadership position descriptions and performance review systems to ensure clarity of responsibility and accountability.

**Desired Results:** CU will have a leadership team of Vice Presidents, Associate/Assistant Vice Presidents/Provosts and Deans who work effectively together and will have earned the confidence of the majority of the faculty and the staff.

2. **Goal:** Establish a university culture of institutional planning, assessment and improvement.

**Actions:**

- a. Create a dedicated office with a staff of specifically qualified professionals.
- b. Implement the Planning Assessment and Improvement Plan.
- c. Using institutional information, align class sizes, course terms, course scheduling and advising to increase enrollment, retention and graduation.
- d. Establish and begin to act upon a priority list of process improvements over the next 24 months.

**Desired Results:** Data driven decision-making and the use of institutional plans to continuously improve the institution are common practices throughout the university.