



Clarion University Presidential 500 Day Plan 2010 – 2012

## **The First 500 Days**

Dr. Karen Whitney, President

**21 July 2011 Status  
Report**

# Status Report

## 1. Purpose

The purpose of this Report is used to provide The Council of Trustees of Clarion University and other stakeholders with a summary of the progress toward completing the Presidential 500 Day Plan.

This Report reflects actions and results achieved by Monday, 01 August 2011

## 2. Status summary

*An overview of the status of achieving the desired results.*

<b>Academic Advancement Goals:</b>	<b>Desired Results</b>	<b>Actual Results/Comments</b>
Increase the number of CU graduates annually.	Increase the percentage of the regional population who hold a post-secondary degree from CU.	Strengthen enrolment for Fall 2011 by re-organizing how CU approaches recruitment, admissions, retention
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.	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.	Submitted a grant to the DOL to fund to establish a consortium of NW PASSHE Universities.

<b>Campus Climate Goals:</b>	<b>Desired Results</b>	<b>Actual Results/Comments</b>
Work to the greatest extent possible to cultivate a culture of civility through policies, events, programs, and awards.	Faculty, staff and students will report that the university is a civil place in which to learn, work, and live.	As a result of the campus talks will commission a committee to recommend specific actions.
Encourage discussion and dialogue through specific listening activities.	Students, faculty and staff will report that they are invited to participate in discussions and dialogue regarding advancing the university.	Continue to conduct forums and roundtable talks on topics of campus interest including: University Financial Planning, and Family Friendly Best Practices.

<b>Civic Engagement Goals:</b>	<b>Desired Results</b>	<b>Actual Results/Comments</b>
Advance the university's commitment to enhance the quality of life for the regional community through curricular, co-curricular, research and institutional efforts.	More students and more faculty report that civically engaging activities (applied research, international learning, service learning, experiential learning, and volunteer/community service) were incorporated into their coursework.	Will work with new Provost to achieve.
Represent the university to other organizations and institutions in order to advance mutual interests.	Partnerships have been strengthened and/or established that contribute to achieving the university's vision, mission, and goals.	Collaborating with the Borough to develop a Borough-University Master Plan. A Request For Proposals has been developed and will be issued this summer.  Meeting monthly with the Borough leadership regarding public safety.

<b>Financial Stewardship Goals:</b>	<b>Desired Results</b>	<b>Actual Results/Comments</b>
Establish a financial system called Responsibility Centered Management (RCM) in order to ensure mission driven, evidenced based fiscal decisions.	A financial planning model will be created and in use throughout the university by the Provost, Vice Presidents, Deans, Department Chairs and Directors.	July 1 launched a CU version of RCM and a Financial Planning Model. 12 Responsibility Centers now manage the university's budget.
Establish a university culture of philanthropy	The successful launch of a multi-year university comprehensive fund-raising campaign.	The campaign is under development. Focus on alumni and donor outreach. Met with alumni and donors in La Trobe and Erie.

Institutional Leadership Goals:	Desired Results	Actual Results/Comments
Create an organizational culture that encourages university leadership to pursue their highest and best work in order to achieve 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.	Several searches have concluded: Provost: Dr. Ron Nowaczyk begins July 18. Director of Information Management & Institutional Research (IMIR): Dr. Jing Qi begins August 22.
Establish a university culture of institutional planning, assessment and improvement.	Data driven decision-making; the use of institutional plans to continuously improve the institution is common practice throughout the university.	In order to effectively complete 4 major university plans (University Strategic Directions Plan, Academic Plan, Student Life Plan, Finance & Administration Plan) on time and using a best practice approach, I am currently in discussion with a national expert in this area to work with us. Expect to complete the Strategic Directions Plan by May 1, 2012 and the other 3 plans by May 1, 2013.

**Summary of significant actions taken during the period**

- **Graduated 1,450 students at the conclusion of the Spring 2011 semester.**
- Leading a multi-university effort to pursue a \$19 Million DOL grant which would establish a consortium of NW PASSHE Universities.
- Launched a CU RCM framework and a CU Financial Planning Model.
- Continue to work with the Clarion Borough to collaborate on a Borough-University Master Plan and meeting regularly regarding mutual public safety interests.
- Several searches are now completed: Provost, Director of Information Management & Institutional Research

**Notable Numbers during the period of July 1, 2010 – June 30, 2011**

- Total number of events, programs, meetings I conducted and/or attended: 791
- Personally distributed 1,000 “Clarion Pins” to students, faculty, staff, alumni, and community.
- Alumni Outreach: Met with 108 Alumni through 21 events throughout the region.
- Use of President’s Residence: Hosted 416 guests through 34 events at the Residence.

### 3. Major Work In Progress Between Now And The Next Trustee Meeting

Dimension	Actions	Anticipated Results
<b>Academic Advancement</b>	<p>The DOL Grant submission.</p> <p>Mid-term efforts:</p> <p>Longer-term efforts: Establish timetable for an Academic Plan.</p>	<p>Receive all or most of the grant request.</p> <p>Increase Fall 2012 enrolment by: setting specific enrolment (recruitment &amp; retention) targets by degree program; selectively adding academic programs in high demand areas.</p> <p>A timetable to complete the Academic Plan by May 1, 2013.</p>
<b>Campus Climate</b>	<p>Commission a committee to specifically review and submit recommendations regarding civility.</p>	<p>Expect a report by mid-Fall 2011.</p>
<b>Civic Engagement</b>	<p>More formal discussions occurring with Borough regarding master plan.</p>	<p>A draft of a time table for action will be developed.</p>
<b>Financial Stewardship</b>	<p>Continue to refine and improve RCM and a financial planning model.</p>	<p>Improved ability to manage resources to move from balancing the budget to investing to thriving.</p>
<b>Institutional Leadership</b>	<p>Establish timetable for the 4 major strategic plans.</p>	<p>Present a timetable for action.</p> <p>May 1, 2012 Complete the University Strategic Plan</p> <p>May 1, 2013 Complete the other 3 plans.</p>

#### 4. Key challenges and issues

Dimension	Description
<b>Academic Advancement</b>	Time required developing and seeking approval for new academic programs has historically been a barrier. Under staffing at the University results in extended time to complete responsibilities.
<b>Campus Climate</b>	Moving quality improvement efforts forward during a time of financial uncertainty and distress is challenging to the campus climate. Expect increased stress and conflict.
<b>Civic Engagement</b>	With the general fiscal distress experienced by the government, private and public sectors partnerships may be challenged as well and not as able to be of assistance to our efforts.
<b>Financial Stewardship</b>	With a 18% reduction in state funding coupled with a decline in enrolment , balancing the 2011-2012 budget is challenging and will result in significant shifts and adjustments in what we do and how we do it. This year we will do less with less.
<b>Institutional Leadership</b>	Completing successful searches on time. Working in ways to earn the confidence and trust of the university community in times of distress.

#### 5. Secondary Results (Other results occurring as an outcome of primary efforts.)

Primary Result	Secondary Result
Academic Advancement: Increased Degree Attainment	Accelerated our interest in creating a NW Consortium.
Financial Stewardship	The financial distress created by the extraordinary reduction in state funding has resulted in a university environment that has brought the university leadership together in an intensive and compelling manner. There is a deep understanding for the need for institutional change and improvement.

## 6. Document Distribution

Name	Organization	Role
Members of the Clarion University Council of Trustees	Council of Trustees	University Oversight
Chancellor Cavanaugh	PASSHE	System Leadership
President’s Executive Council, Deans, Department Chairs	Clarion University	University Leadership
University Governance	Faculty Senate, Faculty Union, Staff Unions, Student Government, Alumni Association	Engagement and Communication