



Clarion University Presidential 500 Day Plan 2010 – 2012

The First 500 Days

Dr. Karen Whitney, President

**15 September 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, 12 September 2011

2. Status summary

An overview of the status of achieving the desired results.

Academic Advancement Goals:	Desired Results	Actual Results/Comments
Increase the number of CU graduates annually.	Increase the percentage of the regional population who hold a post-secondary degree from CU.	Under Provost's leadership began piloting high impact retention efforts for Fall 2011.
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 the establishment of a consortium of NW PASSHE Universities. Anticipate a DOL decision Fall 2011.

Campus Climate Goals:	Desired Results	Actual Results/Comments
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 commissioned a committee to recommend specific actions. Expect a report by May 1, 2012.
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.	Will conduct a forum on University Financial Planning this fall.

Civic Engagement Goals:	Desired Results	Actual Results/Comments
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 advance through strategic direction setting this year.
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 fall. Meeting monthly with the Borough leadership regarding public safety.

Financial Stewardship Goals:	Desired Results	Actual Results/Comments
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.	Done: Launched RCM 7/1/11. Conducting monthly financial planning meetings with the 12 Responsibility Center Managers.
Establish a university culture of philanthropy	The successful launch of a multi-year university comprehensive fund-raising campaign.	The campaign is under development. Focus this year on alumni and donor outreach.

Institutional Leadership Goals:	Desired Results	Actual Results/Comments
<p>Create an organizational culture that encourages university leadership to pursue their highest and best work in order to achieve desired results.</p>	<p>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.</p>	<p>Conducted a planning retreat with the President’s Executive Council (PEC) in August.</p> <p>In the process of developing an instrument to measure “earned confidence” to be administered Spring 2011.</p>
<p>Establish a university culture of institutional planning, assessment and improvement.</p>	<p>Data driven decision-making; the use of institutional plans to continuously improve the institution is common practice throughout the university.</p>	<p>Dr. Andrea Lex has been retained as a consultant to assist the university to 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. A Strategic Directions Plan will be completed by May 1, 2012 and the other 3 plans by May 1, 2013.</p> <p>A joint retreat of the Council of Trustees and Foundation Board of Directors was held on August 19, 2011, to help members develop a shared vision of the university’s future and set the stage for the 11-12 strategic planning process.</p>

Summary of significant actions taken during the period

- **Opened for fall classes.**
- Leading a multi-university effort to pursue a \$19 Million DOL grant that will establish a consortium of NW PASSHE Universities.
- Continue to adapt RCM into our budgeting and financial practices.
- Continue to work with the Clarion Borough to collaborate on a Borough-University Master Plan and meeting regularly regarding mutual public safety interests.
- Began working with the new Provost.

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

Dimension	Actions	Anticipated Results
Academic Advancement	<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 & retention) targets by degree program and selectively adding academic programs in high demand areas.</p> <p>A timetable to complete the Academic Plan by May 1, 2013.</p>
Campus Climate	<p>Commission a committee to specifically review and submit recommendations regarding civility.</p>	<p>Expect a report by mid-Spring 2012.</p>
Civic Engagement	<p>More formal discussions occurring with Borough regarding master plan.</p>	<p>A master planning firm will be selected and draft of a timetable for action will be developed.</p>
Financial Stewardship	<p>Continue to refine and improve RCM and financial planning model.</p>	<p>Improved ability to manage resources to move from balancing the budget to investing to thriving.</p>
Institutional Leadership	<p>Establish timetable for the 4 major strategic plans.</p>	<p>Present a timetable for action.</p> <p>May 1, 2012 completion of the University Strategic Directions Plan.</p> <p>May 1, 2013 completion of the other 3 plans.</p>

4. Key challenges and issues

Dimension	Description
Academic Advancement	Time required developing and seeking approval for new academic programs has historically been a barrier. Understaffing at the University results in extended time to complete responsibilities.
Campus Climate	Moving quality improvement efforts forward during a time of financial uncertainty and distress is challenging to the campus climate. Expect increased distress and conflict.
Civic Engagement	With the general fiscal distress experienced by government, private and public sector partnerships may be challenged.
Financial Stewardship	With an 18% reduction in state funding, coupled with an almost 5% decline in enrollment, 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.
Institutional Leadership	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. A greater commitment to transforming policies, procedures, practices, programs and services in order to increase student recruitment, retention leading to increased graduation rates. Anticipate increased innovation and collaboration in order to advance academic achievement.
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 of 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