



Clarion University Presidential 500 Day Plan 2010 – 2012

The First 500 Days

Dr. Karen Whitney, President

**06 April 2012 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 Wednesday February 1, 2012.

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 efforts to increase fall 2012 enrollment by 400 students, from 7,000 to 7,400. April 2012 the Board of Governors approved a new degree program: Bachelor of Applied Science in Industrial Technology Leadership.
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.	Preparing to submit a proposal to PASSHE to pilot a few priority efforts that were articulated in the DOL grant. Preparing to submit 2 nd request for DOL grant in 2012. As a follow up to the December 2011 Legislative Budget and Finance Committee report a proposal will be developed offering a Clarion solution as called for by SR 147. The report, which commends Venango Campus for its efforts and encourages our work in this area, is available at (http://lbfc.legis.state.pa.us).

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 will commission a committee to recommend specific actions. Expect a report by November 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 two forums on University Financial Planning later in February. In conjunction with the Chair of the Middle States Accreditation Steering Committee will meet with campus governance groups to review recent self-study report and the upcoming site visit in March. Strategic Planning efforts continue to encourage discussion and dialogue.
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 Provost to advance through strategic direction setting this year and Academic Planning next year. Proposed Vision for Clarion is to be a "leader in high impact educational practices" that would include civic engagement activities.
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.	RFP for Borough-University Master Plan has been issued. Meeting monthly with the Borough leadership regarding public safety . Met with Clarion County Commissioners to explore mutual interests. Will be meeting with the Borough Council to explore mutual interests.

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.	<p>Done: Launched RCM 7/1/11. Conducting monthly financial planning meetings with the 12 Responsibility Center Managers.</p> <p>RCM Manual available on line at www.clarion.edu/planning.</p> <p>Launched a first version of a “scorecard” that will provide financial, enrolment, and occupational insights regarding our efforts.</p>
Establish a university culture of philanthropy	The successful launch of a multi-year university comprehensive fund-raising campaign.	A capital campaign plan guiding us through 2020 will be presented later in 2012. Focus this year on alumni and donor outreach.

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.	Administered an “ earned confidence ” survey in February 2012 to all employees. 57.4% of respondents indicated that they “strongly agreed” when asked if they had confidence in the Executive Officers to lead the university.
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.	<p>Established a schedule of planning events throughout the year. The schedule is posted on line at www.clarion.edu/planning.</p> <p>Established the Institutional & Student Learning Assessment Committee (ISLAC) to coordinate and provide advice regarding assessment efforts.</p> <p>Successfully completed a Middle States site visit and review.</p>

Civic Engagement	More formal discussions occurring with Borough regarding master plan.	A master planning firm will be selected and draft of a timetable for action will be developed.
Financial Stewardship	Continue to refine and improve RCM and financial planning model.	Improved ability to manage resources to move from balancing the budget to investing to thriving. Survey RC Managers and university governance to determine further changes to existing policies, practices and training in order to best utilize RCM to advance the university's mission.
Institutional Leadership	A timetable for the 4 major strategic plans has been completed.	May 1, 2012 completion of the University Strategic Directions Plan. May 1, 2013 completion of the other 3 plans. Timetable available at www.clarion.edu/planning .

4. Key challenges and issues

Dimension	Description
Academic Advancement	Determine areas of unmet needs and time required to develop and seek approval for new academic programs. 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 in our ability to partner with the university.
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 by modifying and eliminating select programs and services. The Governor's proposed 5% reduction of funding for this year

	increases the fiscal distress. As well, the Governor’s proposed 20% reduction in funding for next year increases the likelihood of either significant program/service changes or elimination.
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	Continue 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 Assn.	Engagement and Communication