

Clarion University Presidential 500 Day Plan V.2  
 October 2012 – May 2014  
 Summary Update  
 June 30, 2014

<b>Outcomes Summary:</b> Of 44 Action Items, 65% were completed; 20% are in progress; 15% have not yet begun.					
<b>Priority#1: Success:</b> Encourage student, faculty, and staff success. Lead in ways that encourage students to enroll, graduate, and obtain employment of their choice; encourage faculty and staff to accomplish their best work in advancement of the university mission, vision and strategic goals.					
Status				Actions	Actual Results (Desired Results: Meet and/or exceed annual university enrollment performance targets.)
Not Begun	In Progress	Done	Achieved Desired Results		
		X	Yes	a. Work with the Provost to launch the New Academic Plan to guide Academic Affairs from 2013–2018.	Completed Spring 2014.
		X	Yes	b. Streamline the process of CU creating, developing, and launching new academic programs.	Developed a more established process for new academic program development.
		X	Yes	c. Invest and reward efforts that increase recruitment, retention and graduation.	Dedicate performance funding to reward effort.
		X		d. Further develop the institutional relationship with Butler County Community College resulting in increasing numbers of transfer students from Butler and offering 2+2 programs on Clarion and Butler campuses.	Formal agreement signed April 29, 2013.
		X		e. Invest and reward high impact educational practices, nationally recognized programs, and faculty/staff professional development efforts that contribute to realizing desired results.	Fund practices and programs annually.
<b>Priority #2: Equity &amp; Diversity:</b> Create equitable, diverse environments.					
Status				Actions	Actual Results (Desired Results: Meet and/or exceed annual university diversity performance targets.)
Not Begun	In Progress	Done	Achieved Desired Results		
		X		a. Complete a university strategic diversity plan.	Completed 5/14.
	X			b. Ensure that the diversity strategic plan is infused into divisional strategic plans.	Will be completed 10/15/14.
X				c. Invest in the university strategic diversity plan.	
	X			d. Enlist Presidential Commissions to monitor the progress of the diversity plan.	
X				e. Recognize successful accomplishments of the plan by establishing Presidential Awards.	

<b>Priority #3: Civic Engagement:</b> Continue to establish Clarion as a civically engaged public university.					
Status				Goals & Actions	Actual Results
Not Begun	In Progress	Done	Achieved Desired Results		
X				<b>a. Goal/Actions: Expand Clarion University's engagement with the "Clarion Region."</b> a.1. Align university produced knowledge and resources with the "Clarion Region" community partners' needs.	<b>(Desired Results:</b> Target organizations will report that the university is a valued civic partner through a survey of target organization leaders.)
		X	Yes	a. 2. Promote community service and volunteerism among students, faculty and staff in the "Clarion Region."	Since 8/21/13 our students have participated in over 2,300 hours of service to the community.
		X	Yes	a. 3. Serve as an economic development leader in the "Clarion Region."	Working with the Borough leadership regarding a "Downtown Clarion" effort: Blueprint Communities.
		X	Yes	a. 4. Locate a university bookstore on Clarion's main street in order to contribute to the retail life of the community.	Completed August 2012.
		X	Yes	a.5. Continue to include the Clarion Borough and the Oil City leadership in the facilities master planning process.	Plan expected to be completed in Fall 2014.
		X	Yes	a.6. Develop new student housing in Clarion benefiting-complementing both student life and the life of the greater community through the mixed use development (arts, culture, retail) of space.	Project underway and will open Fall 2015; Ground broken May 2014.
		X	Yes	<b>b. Goal/Actions: Establish a consortium of "Northern Tier" Pennsylvania institutions of higher learning that will work together and leverage their collective resources to increase the degree attainment of the region.</b> b.1. Complete a memorandum of understanding establishing the consortium.	<b>(Desired Results:</b> Increase the percentage of the population who hold a post-secondary credential through partnerships and collaborations with other post-secondary institutions of higher learning in the "Northern Tier.")  Launched a pilot effort with Edinboro University to work with adult learners in the region.
X				b.2. Develop a strategic plan for the consortium.	
X				b.3. Invest in an infrastructure to support the consortium.	
X				b.4. Pursue funding/approaches toward realizing the consortium.	
	X			b.5. Continue to work with the System and the PA Assembly to explore efforts to increase college degree attainment in the region.	<b>3/14 gave testimony to the Senate Education Committee</b> regarding the educational needs in the Northern Tier.
		X	Yes	<b>c. Goal/Actions: Represent the university to other organizations and institutions in order to advance mutual interests.</b> <b>Organizations include:</b> Nationally: AASCU, NCAA, ACE Statewide: State Government; PASSHE System; PASSHE	<b>(Desired Results:</b> 1) Increase the percentage of the regional population who hold Clarion credentials; 2) All academic programs will have identified student learning outcomes of measurable quality and; 3) All academic programs will identify how they are relevant to meeting the current and emerging

				<p>Universities Regionally: Counties Contiguous to Clarion and Venango Counties Locally: Clarion Borough, Clarion Chamber of Business &amp; Industry; Clarion County Economic Development Corporation; Venango Area Chamber of Commerce; Franklin Chamber of Commerce, Butler County Community College; Townships (Clarion, Monroe)</p> <p>c.1. Meet regularly with the leaders of each of the target organizations/institutions.</p>	<p>economic development and workforce needs of the region.). Since last COT meeting have met with representatives from: Nationally: ACE, AASCU; Senator Patrick Toomey Statewide: State Government; PASSHE System; PASSHE Universities, PACT Conferences, Hosted New Chancellor Brogan Regionally: none Locally: Clarion Borough; Clarion County Economic Development Corporation; Clarion Chamber, Clarion Rotary, Clarion County Commissioners.</p>
		X	Yes	c.2. Collaborate and partner with target organizations/institutions to advance mutual interests.	Conducted a "Creative Rural Class" regional conference June 2013. Planning future conference/efforts to build upon areas of greatest interest: Clarion as a "College Town" and Rural Entrepreneurship.
		X	Yes	c.3. As the university develops its next set of institutional plans consider future opportunities to further any mutual interests.	Launched the First Road Scholars Tour.
<b>Priority #4: Leadership:</b> Ensure that the leadership (Provost, Vice President, Associate/Assistant Vice President/Provost, and Deans) provides clarity, direction, recognition and rewards in ways that earn the confidence of university faculty, staff, students, alumni and friends.					
<b>Status</b>				<b>Actions</b>	<b>Actual Results</b>
Not Begun	In Progress	Done	Achieved Desired Results		
	X			<p><b>a. Goal/Actions: Support an organizational culture that encourages university leadership to pursue their highest and best work in order to achieve desired results.</b></p> <p>a.1. Recruit and retain a highly productive team of Vice Presidents/Provost, Assoc/Assist Vice Presidents/Provosts and Deans.</p>	<p>(Desired Results: CU will have a leadership team of Vice Presidents/Provost, Associate/Assistant Vice Presidents/Provosts and Deans who achieve desired results and have earned the confidence of the majority of the faculty and the staff.) Future Searches: VP for Student Affairs, VP for Finance &amp; Admin. will occur in 2014-2015.</p>
	X			a.2. Support an organizational structure that clearly and directly aligns portfolios of responsibility with the requisite authority.	RCM evaluation completed 3/10. Report is under review with expected changes for FY14-15.
		X	Yes	a.3. Update leadership position descriptions and performance review systems to ensure clarity of responsibility and accountability.	Ongoing through Human Resources.
		X	Yes	a.4. Recognize and reward leaders who act in ways that are transparent, lead with care and support, communicate regularly, express expectations, hold each other accountable involve more colleagues in decision making, act thoughtfully regarding how we approach our work as the university's top leaders.	Offered merit-based salary increases to university managers for 2012-13 and will do so in subsequent years as allowed by the PASSHE Board of Governors.
		X	Yes	<p><b>b. Goal/Actions: Continue to advance a university culture of institutional planning, assessment and improvement.</b></p> <p>b.1. Lead the executive team to implement the recommendations of the university's Middle States Self-Study and the Middle States Commission on Higher Education evaluators.</p>	(Desired Results: Data driven decision-making and the use of institutional plans to continuously improve the institution are common practices throughout the university.)

		X	Yes	b.2. Ensure that the required Middle States reports expected in 2013 and 2014 are successfully completed.	Progress report on Institutional Effectiveness was completed and approved by Middle States 10/1/13. Second report on Academic Planning & Assessment was completed and approved 7/1/14.
	X			b.3. Continue to improve institutional processes through the Accelerated Improvement Process (AIP).	
		X	Yes	b.4. Continue to advance data-driven decision-making.	Implemented a data warehouse project Spring 2014.
		X	Yes	<b>c. Goal/Actions: Encourage discussion and dialogue through specific listening activities.</b> c.1. Continue to meet regularly with Deans, Directors, Department Chairs, faculty, staff and students.	(Desired Results: Students, faculty and staff will report that they are invited to participate in discussions and dialogue regarding advancing the university.) Since 1/13, hosted 11 luncheons with 41 faculty. Luncheons will continue.
		X	Yes	c.2. Periodically issue emails to all employees regarding items of interest.	Typically issue emails every 2 weeks.
		X	Yes	c.3. Conduct open forums at least once a semester.	Conducted 4 open forums on proposed workforce plan in August-September 2013.
X				c.4. Conduct online surveys to understand faculty, staff, student perspectives.	
		X	Yes	c.5. Conduct regular meetings with student, employee-union, and Faculty Senate leadership.	Meetings occur monthly.

**Priority: Priority #5: Financial:** Lead the university community to organize itself in a manner that will enable the university to financially sustain its mission.

Status				Actions	Actual Results
Not Begun	In Progress	Done	Achieved Desired Results		
	X			<b>a. Goal/Actions: Continue to develop the university's financial decision-making system called Responsibility Centered Management (RCM) in order to ensure mission driven, evidenced-based fiscal decisions.</b> a.1. Continue the development and use of Responsibility Centered Management by evaluating the effectiveness and satisfaction of RCM in order to create investment funds to flexibly support academic/infrastructure priorities.	(Desired Results: The Clarion financial planning model is reported to be used throughout the university by the Provost, Vice Presidents, Deans, Department Chairs and Directors.)  A full review by committee was done 3/14. The recommendations have been received and are being evaluated by the leadership for specific improvements in FY14-15.
		X	Yes	a.2. Launch a second professional development series to provide information that will continue to develop skills helpful to RC Managers and other interested faculty and staff as they make financial decisions within their centers of responsibilities.	The Comptroller's office offers regular training and individual consulting.
		X	Yes	a.3. Issue a next version of the Program Viability Scorecards for every program to provide enrollment, financial, employment data to Responsibility Center(RC) Managers.	2012-2013 scorecards completed and issued to RCs. The Scorecard and the process for development are under review for improvement.

		X	Yes	a.4. Continue to distribute Performance Based Funding revenues to each RC based on the extent to which the RC contributed to the earning of the awarded funds.	Awarded funds are distributed every November.
	X			<b>b. Goal/Actions: Establish a university culture of philanthropy.</b> b.1. In collaboration with the CU Foundation develop a multi-year university comprehensive fund-raising campaign.	(Desired Results: Meet and/or exceed our annual university private support performance targets.)
	X			b.2. Prepare the campus leadership for the campaign through professional fundraising/philanthropic development experiences designed to increase skills.	RC Managers provided with information and samples to assist them in developing a case for support of priorities within their units. College/unit priorities will be reviewed in the development of the capital campaign case statement.
		X	Yes	b.3. Recognize and celebrate philanthropic giving at CU.	Held the first annual "Spirit of Philanthropy" event on May 7, 2013 to celebrate scholarship recipients and benefactors. Second annual event held in May 2014.