

# A Framework FOR THE FUTURE

Strategic Directions for Clarion University of Pennsylvania  
2006-2011



**FIVE-year  
summary REPORT**





# A FRAMEWORK FOR THE FUTURE

## Strategic Directions for Clarion University of Pennsylvania 2006-2011

### FIVE-YEAR SUMMARY REPORT

Over the last five years, Clarion University faculty, staff, students, friends, and partners have worked very hard to achieve strategic goals that were outlined in *A Framework for the Future: Strategic Directions for Clarion University of Pennsylvania, 2006-2011*. This final status report captures how far we've come in realizing those goals since the plan was approved by our Council of Trustees in July 2006.

While an impressive number of goals have been attained and projects completed, certain areas require continued and renewed focus. A new set of strategic directions that best serves our university and our future will be identified through a broad and inclusive planning process that began this fall and will conclude in May 2012. Through that endeavor, I look forward to working with all of you to transform our academic enterprise and support structures so that we may provide students with a challenging and distinctive academic experience and prepare them for the challenges of the 21<sup>st</sup> century.

*Karen M. Whitney*

Karen M. Whitney  
President

# Enhance University's Position as a Leading, High-Quality Institution

## OUTCOMES

- Raised gifts and pledges totaling \$17,494,338 or 97.1 percent of the university's \$18 million goal for private support.
- Established Clarion University Foundation, Inc. as a separate entity to achieve the fund-raising priorities of the university.
- Awarded through the University-Wide Faculty Professional Development Fund, more than \$340,000 in funding for professional development and research.
- Opened on the Clarion campus the Eagle Commons multi-purpose dining facility (\$12 million) two suite-style residence halls (\$20 million), and the Joseph P. Grunenwald Center for Science and Technology (\$34 million).
- Achieved Leadership in Energy and Environmental Design (LEED) certification for all new buildings.
- Completed a multi-year Smart Classroom initiative that resulted in the deployment of 62 complete smart classrooms along with additional upgrades of many core smart classroom components, including deployments of 91 computers, 64 projectors, and 54 controllers or symposiums.



- Opened on the Venango Campus three apartment-style living communities: Michael F. and Joyce I. Hughes Hall, Bradford George Carmack Barnes Hall, and Leadership Hall. These facilities, along with two apartment buildings opened in 2004, were funded through charitable donations totaling nearly \$4 million for the five-building complex.
- Completed a \$1.1 million renovation and restoration of West End Pond on the Venango Campus with approximately \$900,000 in external gift and grant funding.
- Finished preliminary design documents to renovate Becht Hall into a comprehensive student services center. Construction is expected to begin in summer 2012.



- Achieved a five-year decrease in energy consumption of 13¼ percent attributable to the implementation of LEED certified energy measures in the university's newly renovated buildings, energy-efficiency retrofits in existing buildings, and prudent energy purchasing.
- Added to the University Libraries more than 28,700 electronic books, 30 electronic databases, and provided access to an additional 9,300 electronic journal titles.
- Implemented a web content management system to support a new university website design and related brands for the Venango Campus and the Virtual Campus.
- Finalized the selection and procurement of the Oracle PeopleSoft student information system. Created an extensive collaborative project plan with Bloomsburg and Kutztown universities for the configuration, conversion, testing, and deployment of the new system. Implemented the new student system for the 2011-12 academic year including Admissions, Student Records, Financial Aid, and Student Financial modules.
- Completed a multi-year Wireless Network initiative that resulted in a comprehensive managed wireless network across the university including over 300 access points providing coverage to all academic and student center buildings at Clarion and Venango.



# Identify and Develop High-Quality Academic Programs and Student Services

## OUTCOMES

- Clarion University maintained accreditations or approvals for the following:
  - Bachelor of Science in Chemistry
  - University Writing Center
  - University Tutoring Program
  - Bachelor of Science in Business Administration
  - Master of Business Administration
  - Associate of Science in Paralegal Studies
  - Personal Financial Planning track
  - Small Business Development Center
  - Master of Science in Library Science
  - Master of Science in Speech-Language Pathology
  - Coaching Education Program
  - Associate of Science and Bachelor of Science in Nursing
  - All clinical sites for the university's Bachelor of Science in Radiologic Sciences
  - Keeling Health Center
  - University Counseling Center
- Clarion University achieved new accreditations or approvals for the following:
  - Associate of Science and Bachelor of Science in Rehabilitative Sciences
  - Bachelor of Science in Rehabilitative Sciences degree—new concentration in Court and Community Services
  - Associate of Applied Science in Industrial Technology
  - Associate of Science in Respiratory Care
  - Veterans Education
- The University Libraries collaborated with faculty in several departments to identify student information literacy needs, develop a means to address those needs, and a mechanism to



assess learning outcomes. The Libraries further collaborated with the General Education Council to propose a plan and win approval to institute an information literacy flag as part of the university's curriculum.

- Expanded opportunities for leadership development and civic engagement through the creation of an interdisciplinary Leadership Minor, the Emerging Leaders program targeted at first and second semester freshmen, Leaders in Action Conference, and AE 261: Civic Engagement, a one-credit sophomore year experience course.
- Received three \$30,000 Economic Development Grants from the Pennsylvania State System of Higher Education (PASSHE) to attract new student internship opportunities focused on critical employment needs in the Commonwealth. Funds from the first two grants (FY08 and FY09) were used

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## Achieve Moderately Growing Enrollment

### OUTCOMES

- Grew overall university enrollment from 6,591 students in fall 2006 to 7,024 students in fall 2011, or an increase of 6.57 percent.
- Venango Campus enrollment alone grew from 866 in fall 2006 to 950 in fall 2011, a 9.7 percent increase in five years.
- Enrolled 1,036 students in Venango Campus and campus-based programs in fall 2010, an all-time record and an increase of nearly eight percent over the past five years.
- Grew off-campus Extended Programs enrollments from 7,152 in 2006-2007 to 12,268 in 2010-2011, a 72 percent increase (duplicated). Extended Programs courses grew from 283 to 587 (108 percent increase) during the same time period.
- Received recognition from *US News and World Report* (April 2010) for having the fourth largest online graduate program in the nation in library science and the 19<sup>th</sup> largest online graduate program in education.
- Increased affiliation agreements with International institutions from seven in 2006-2007 to 16 in 2010-2011. The university now has agreements in 14 countries on four continents.



- Recognized in 2010 and 2011 as a "Military Friendly School" by the publication G.I. Jobs for efforts to recruit and retain military and veteran students and academic accreditations. The honor ranks Clarion in the top 15 percent of all colleges, universities and trade schools nationwide.
- Received praise for Clarion University's efforts to promote a culture of student success and improve degree completion in an April 2010 published report of the Southern Regional Education Board. The report cited initiatives of the university's Retention Committee, Enrollment Management Committee, and Transitions oversight committee for helping boost student retention and degree completion.

# Identify and Develop High-Quality Academic Programs and Student Services *continued*

to support High Priority Occupations Internship Awards ranging from \$400 to \$800 for 26 students. Grant funds were also used to hire student workers to assist the university's Career Services Center and the Clarion Small Business Development Center (SBDC) with internship development and marketing.

- A total of 1,112 Clarion University undergraduates had for-credit internships or co-ops from 2006-2011.
- Awarded a total of \$57,502 in Undergraduate Research, Scholarly, and Creative Project Awards Program grants to 134 undergraduate students to support independent research or scholarly projects conducted in collaboration with a faculty member or staff project advisor.

- Awarded a total of \$22,007 in Graduate Research, Scholarly, and Creative Project Awards Program grants to 34 graduate students to support independent research or scholarly projects conducted in collaboration with a faculty member or staff project advisor.
- From 2006-2011, Clarion University students provided more than 25,800 hours of service to 36 organizations and agencies through the Community Service Off-Campus Federal Work-Study Program administered by the Career Services Center. The dollar value of the service was \$179,000.
- Reviewed policies and services for students with disabilities resulting in an update of the University Handbook on Disabilities, "Equal Access" policy and procedures handbook



for students with disabilities, creation of a Clarion University chapter of Delta Alpha Pi, International Honor Society for Students with Disabilities, and enhanced services to campus-based and as well as distance students with disabilities.

## Enhance Diversity as a Contributor of Quality

### OUTCOMES

- Increased minority representation in enrolled students from 6.7 percent (2006) to 7.64 percent (2010) based on fall enrollment figures.
- Overall full-time minority faculty representation peaked at 11 percent in 2006 and stood at 10 percent for 2010-2011.
- Overall full-time minority executive and professional non-faculty representation was 8 percent and 4 percent respectively in 2006 and rose to 17 percent and 4.5 percent respectively by 2010-2011.
- Provided \$197,087 in funding support for the Emerging Scholars Program to attract talented minority students.

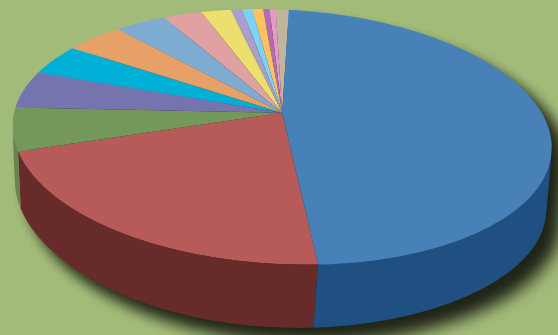
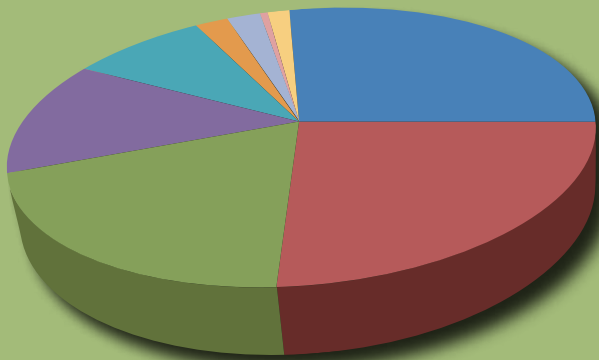
- Provided diversity training through the Building Bridges program to 4,941 Clarion University and community high school students. A partnership effort of the university's Student Affairs and Academic Affairs divisions, the program is designed to improve relations among students, help them grow personally, and prepare them for living and working in diverse communities.
- Diversified the university's summer faculty by hosting a total of fourteen (14) Frederick Douglass Summer Scholars under a program that provides university teaching experiences for doctoral candidates primarily from historic black and Latino colleges and universities. To date, two (2) of Frederick Douglass Scholars have been hired as Clarion University faculty.
- Provided annual diversity programming through Equity Week events, the Martin Luther King Speaker Series, University-Community Cultural Nights during the Autumn Leaf Festival, the Venango Campus Cultural Arts Series, and other programs that attracted several thousand students, faculty, staff, and community members.



# Fiscal Information

## 2010-2011 University Revenues by Source

Tuition, net of scholarships and discounts	\$29,797,085	28%
State Appropriation	25,187,058	24%
Grants and Contracts	21,695,425	20%
Auxiliary Income	13,964,996	13%
Fees	9,138,456	9%
Federal Appropriation	2,286,749	2%
Other Sales and Services	2,302,348	2%
Gifts	543,322	1%
Other Income	1,528,157	1%
<b>Grand Total</b>	<b>\$106,443,596</b>	<b>100%</b>



## 2010-2011 University Expenditures by Classification

Salaries and Wages	\$51,229,735	48%
Benefits	22,096,422	21%
Student Aid Expense	5,681,797	5%
Professional Services	5,335,667	5%
Depreciation	4,521,739	4%
Dining Hall Food Supplies	4,407,064	4%
Office and Educational Supplies	4,013,432	4%
Utilities	3,020,064	3%
Other Costs	2,281,107	2%
Travel and Transportation	903,694	1%
Advertising	708,054	1%
Rental Costs	855,942	1%
Interest Expense	503,289	0%
Telecommunication Costs	416,857	0%
Bad Debt Expense	1,007,315	1%
Subtotal	106,982,178	
Decrease in Fund Balance	(538,582)	
<b>Grand Total</b>	<b>\$106,443,596</b>	<b>100%</b>

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A member of the Pennsylvania State System of Higher Education