

Clarion University Presidential 500 Day Plan V.2

October 2012 – May 2014

Presidential Vision, Mission, Values, and Goals

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Presidential 500 Day Plan V.2 advances presidential priorities for the second 500 days. For each of the five dimensions specific goals, actions, and desired results are outlined guiding efforts from October 2012 – May 2014.

University Vision

Clarion University will be a leader in high-impact educational practices that benefit students, employers, and community partners.

(Approved by the Clarion University Council of Trustees February 2012)

Presidential Vision

The vision for the Clarion University presidency is a clear statement, an inspiring word picture of where the CU Presidency would like to be in 2-3 years.

Engaging Leadership.

University Mission

Clarion University of Pennsylvania provides transformative, lifelong learning opportunities through innovative, nationally recognized programs delivered in inclusive, student-centered environments. (Approved by the Clarion University Council of Trustees February 2012)

Presidential Mission

(The President's Mission lists the President's primary purpose in advancing the University's Vision and Mission.)

As President, advance the Clarion University vision and mission through leadership, management and stewardship.

Presidential Values

To advance the university, as President I believe in...

Accomplishment*

Accountability

Civility*

Civic Engagement*

Collaboration

Diversity*

Encouragement*

Entrepreneurialism

Innovation

Inclusion

Learning*

Public Higher Education*

Transparency

Trust

*University Core Values pursuant to 2012 Strategic Directions Plan.

University Goals

- Encourage student, faculty and staff success.
- Admit, retain and graduate students
- Prepare students for employment
- Infuse high impact practices
- Grow nationally recognized programs
- Encourage the professional development of faculty and staff

Create equitable, diverse environments.

- Promote a diverse student body and employee workforce
- Value the inclusion and experiences of all students and employees

Expand our engagement with society.

- Align knowledge and resources with community partners' needs
- Promote community service and volunteerism among students, faculty and staff
- Serve as an economic engine to the region

Thrive financially

- Ensure optimal stewardship of resources
- Expand enrollment
- Undertake a comprehensive capital campaign

Presidential 500 Day Priorities V.2

Presidential priorities are expected to require 2 – 5 years to achieve.

The Presidential Priorities ensure that over the next 500 days presidential efforts will advance the 2012-17 University Strategic Goals of success, civic engagement, equity and diversity within a financially thriving framework.

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.

Equity & Diversity: Ensure that a university strategic diversity plan guides, recognizes, and rewards the efforts of students, faculty and staff in achieving specific equity and diversity outcomes.

Civic Engagement: Expand our engagement with society. Continue to establish Clarion as a civically engaged public university.

Leadership: Ensure that the leadership provides clarity, direction, recognition and rewards in ways that earn the confidence of university faculty, staff, students, alumni and friends.

Financial: Lead the university community to organize itself in a manner that will enable the university to financially sustain its mission

2012-2014 Presidential Priorities

Priority #1: Success: 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.

Actions:

- a. Work with the Provost to launch the New Academic Plan to guide Academic Affairs from 2013–2018.
- b. Streamline the process of CU creating, developing, and launching new academic programs.
- c. Invest and reward academic efforts that increase degree attainment.
- 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.
- e. Invest and reward high impact educational practices, nationally recognized programs, and faculty/staff professional development efforts that contribute to realizing desired results.

Desired Results: Meet and/or exceed annual university enrollment performance targets.

Priority #2: Equity & Diversity: Create equitable, diverse environments.

Actions:

- a. Complete a university strategic diversity plan.
- b. Ensure that the diversity strategic plan is infused into divisional strategic plans.
- c. Invest in the university strategic diversity plan.
- d. Monitor the progress of the diversity plan.
- e. Recognize successful accomplishments of the plan.

Desired Results: Meet and/or exceed annual university diversity performance targets.

Priority #3: Civic Engagement: Continue to establish Clarion as a civically engaged public university.

- a. **Goal:** Expand Clarion University's engagement with the "Clarion Region."

Actions:

1. Align university produced knowledge and resources with the "Clarion Region" community partners' needs.
2. Promote community service and volunteerism among students, faculty and staff in the "Clarion Region."
3. Serve as an economic development leader in the "Clarion Region."
4. Locate a university bookstore on Clarion's main street in order to contribute to the retail life of the community.

5. Continue to include the Clarion Borough and the Oil City leadership in the facilities master planning process.
6. Develop new student housing in Clarion benefiting both student life and the life of the greater community through the mixed use development (arts, culture, retail) of space.

Desired Results: 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 economic development and workforce needs of the region.

- b. **Goal:** 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.

Actions:

1. Complete a memorandum of understanding establishing the consortium.
2. Develop a strategic plan for the consortium.
3. Invest in an infrastructure to support the consortium.
4. Pursue funding/approaches toward realizing the consortium.
5. Continue to work with the System and the PA Assembly to explore efforts to increase college degree attainment in the region.

Desired Results: 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."

- c. **Goal:** Represent the university to other organizations and institutions in order to advance mutual interests. Organizations include:

Nationally: AASCU, NCAA

Statewide: State Government; PASSHE System; PASSHE Universities

Regionally: Counties Contiguous to Clarion and Venango Counties

Locally: Clarion Borough, Clarion Chamber of Business & Industry; Clarion County Economic Development Corporation; Venango Area Chamber of Commerce; Franklin Chamber of Commerce, Butler County Community College; Townships (Clarion, Monroe)

Actions:

1. Meet regularly with the leaders of each of the target organizations/institutions.
2. Collaborate and partner with target organizations/institutions to advance mutual interests.
3. As the university develops its next set of institutional plans consider future opportunities to further any mutual interests.

Desired Results: Target organizations will report that the university is a valued civic partner through a survey of target organization leaders.

Priority #4: Leadership: 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.

- a. **Goal:** Support an organizational culture that encourages university leadership to pursue their highest and best work in order to achieve desired results.

Actions:

1. Recruit and retain a highly productive team of Vice Presidents/Provost, Associate/Assistant Vice Presidents/Provosts and Deans.
2. Support an organizational structure that clearly and directly aligns portfolios of responsibility with the requisite authority.
3. Update leadership position descriptions and performance review systems to ensure clarity of responsibility and accountability.
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 and;
 - Are more thoughtful regarding how we approach our
 - Work as the university's top leaders.

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.

- b. **Goal:** Continue to advance a university culture of institutional planning, assessment and improvement.

Actions:

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.
2. Ensure that that the required Middle States reports expected in 2013 and 2014 are successfully completed.
3. Continue to improve institutional processes through the Accelerated Improvement Process (AIP).
4. Continue to advance data-driven decision-making.

Desired Results: Data driven decision-making and the use of institutional plans to continuously improve the institution are common practices throughout the university.

- c. **Goal:** Encourage discussion and dialogue through specific listening activities.

Actions:

1. Continue to meet regularly with Deans, Directors, Department Chairs, faculty, staff and students.
2. Periodically issue emails to all employees regarding items of interest.
3. Conducted open forums at least once a semester.
4. Conducted online surveys to understand faculty, staff, student perspectives.
5. Conduct regular meetings with student, employee-union, and Faculty Senate leadership.

Desired Results: Students, faculty and staff will report that they are invited to participate in discussions and dialogue regarding advancing the university.

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

- a. **Goal:** 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.

Actions:

1. Continue the development and use of Responsibility Centered
2. Management (RCM) by evaluating the effectiveness and satisfaction of RCM in order to improve RCM Guidelines and professional development sessions leading to more effective financial decision making.
3. 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.
4. Issue a next version of the Program Viability Scorecards for every program to provide enrollment, financial, employment data to Responsibility Center(RC) Managers in March 2013.
5. 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.

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.

- b. **Goal:** Establish a university culture of philanthropy.

Actions:

1. In collaboration with the CU Foundation develop a multiyear university comprehensive fund-raising campaign.
2. Prepare the campus leadership for the campaign.
3. Recognize and celebrate philanthropic giving at CU.

Desired Results: Meet and/or exceed our annual university private support performance targets.