

Strategic Plan

Commonwealth University

Endorsed by CU Senate on September 14, 2023

Endorsed by the Council of Trustees on October 6, 2023



Strategic Planning Timeline

AUG - SEP 2022



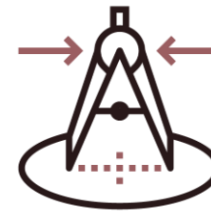
Prepare,
design, and
engage

OCT - DEC 2022



Gather data and
develop initial
plan

JAN - MAR 2023



Refine and
validate

APR - SEP 2023



Finalize, share,
and prepare for
implementation

What informed the Strategic Plan Framework?



State System | MSCHE

- Northeast Integration Plan Goals, Objectives, and Measurements
- Board-Affirmed Metrics
- 2025 State System Priorities
- MSCHE Standards and Criteria
- MSCHE Supplemental Information Report (SIR) and Institutional Responses



Commonwealth University

- Priority Areas and Institutional Action Plan
- Comprehensive Planning Process (CPP) Goals
- Institutional Research Dashboards
- DEI Strategic Plan and Transformation Accelerator Cohort Research / Initiatives
- Climate and Student Engagement Survey Results
- Presentations (e.g., Town Halls, COT, Local Assemblies, Divisional Meetings)



Blue Beyond Consulting

- Mission, Vision, and Values Engagement Data
- Best Practices in Higher Education
- Fall 2022 Stakeholder Interview and University Survey Results
- Commonwealth University President's Cabinet Meetings
- Strategic Planning Committee Kick-off and Working Sessions
- March 2023 Strategic Plan Feedback Survey

Bloomsburg | Lock Haven | Mansfield

High-level Strategic Plan Framework

MISSION

Our hard-working and determined students are at the heart of everything we do. Commonwealth University leverages the power of Bloomsburg, Lock Haven, and Mansfield to provide affordable, high-quality education emphasizing high-impact practices, personal and career connections, and inclusivity supporting all learners to succeed in our region and beyond.

VISION

Commonwealth University will be a premier regional public institution that supports and prepares all students for success in the global workforce by providing an accessible and transformative educational experience.

VALUES

Student-Centered

Welcoming & Inclusive

Accessible

Innovative & Exceptional

Collaborative

Resilient

STRATEGIC PRIORITY AREAS

● Academic Excellence and Innovation

Provide an innovative and transformative educational experience that prepares graduates and credential earners to succeed in meaningful careers and beyond

● Student Success

Provide holistic and inclusive support to meet the needs of all students and prepare them for personal and professional success

● University Success

Ensure fiscal sustainability, increase enrollment, and develop cutting-edge systems and processes to attract and retain diverse students, faculty, and staff

● Welcoming and Inclusive Community

Create an inclusive and welcoming university culture while developing and strengthening connections among our multiple locations and within our local communities

Core Commitments

Diversity, Equity, Inclusion, and Belonging (DEIB)

Serve as central guiding principles and efforts that ensure all students and university personnel can feel valued, supported, and empowered.

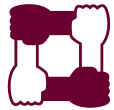
Strategic Communications

Ensure effective communication across the organization while elevating our reputation externally.

Thriving Students, Faculty, and Staff

Foster a culture that embraces growth and wellbeing so that students and university personnel can thrive.

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Academic Excellence and Innovation



Overall goal

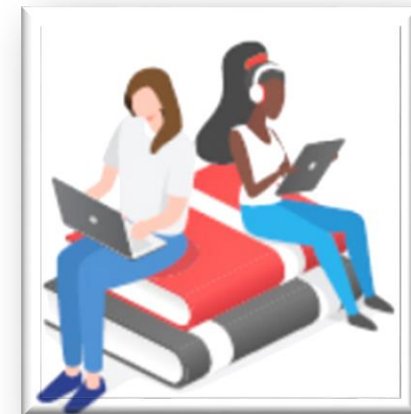
Provide an innovative and transformative educational experience that prepares graduates and credential earners to succeed in meaningful careers and beyond

Initiatives

- Ensure transformative academic offerings that incorporate high-impact practices, accelerated programs, and innovative credentialing opportunities to attract and retain diverse populations of students at each campus
- Develop and support exemplary pedagogy to ensure effective curricular delivery across multiple locations to meet the needs of diverse learners
- Enhance and support student-faculty engagement through the expansion of scholarly and creative works
- Invest in employee professional development to advance scholarship and creative works, innovation, and effectiveness

Selected metrics

- Program enrollment, retention, graduation, and employment rates
- Student participation rates in applied learning opportunities and high-impact practices
- Number of workforce credential programs launched
- Number of faculty and staff participating in professional development opportunities that achieve institutional goals



Student Success



Overall goal

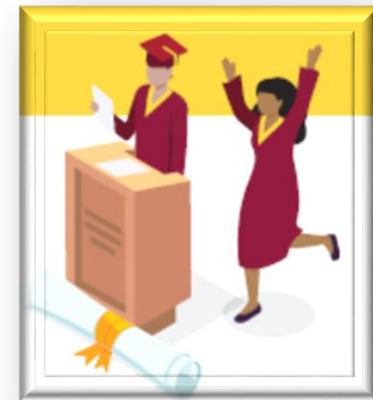
Provide holistic and inclusive support to meet the needs of all students and prepare them for personal and professional success

Initiatives

- Deliver a high-quality, accessible, and affordable educational experience
- Provide meaningful opportunities for networking, mentoring, and career readiness for all learners
- Create and provide exemplary and holistic student services
- Develop a comprehensive process to create a successful transition from student-to-alumni
- Comprehensively embed financial literacy to enable informed decision-making regarding financial aid packaging, scholarships, and student employment opportunities

Selected metrics

- Average unmet need and average net price as compared to PASSHE average
- Placement rates of graduates
- Average survey ratings of student advising experience
- Number of students served through mental health initiatives
- Number of students served in Success Centers



University Success

Overall goal



Ensure fiscal sustainability, increase enrollment, and develop cutting-edge systems and processes to attract and retain diverse students, faculty, and staff



Initiatives

- Connect enrollment, retention, and graduation rates to fiscal decision-making and sustainability
- Implement employee recruitment and hiring strategies that attract a broad candidate pool to support a diverse student body
- Develop and implement comprehensive onboarding procedures for all university personnel
- Identify and align efficient and effective processes and workflows to ensure appropriate resource allocation and fiscal sustainability
- Market Commonwealth University effectively to students, alumni, and other key constituents
- Develop and implement a comprehensive campaign to support strategic priorities

Selected metrics

- Student enrollment and persistence (including URM, high financial need, and veterans) to maximize appropriations funding
- A positive net operating margin and cash reserves
- Average number of diverse applicants per applicant pool
- Yield of employment recruitment efforts for diverse applicants
- Time from position approval to employee onboarding
- Time to completion of workflows
- Market research measures of effectiveness of communications and marketing strategy
- Overall giving

Welcoming and Inclusive Community



Overall goal

Create an inclusive and welcoming university culture while developing and strengthening connections among our multiple locations and within our local communities

Initiatives

- Create a Commonwealth University culture that embraces change and supports and values employees
- Improve communication and effectively cascade information to inform, engage, and include appropriate stakeholders
- Support student organizations, athletics, and affinity groups in creating an engaged community and sense of belonging
- Develop and expand mutually beneficial town-gown and strategic relationships

Selected metrics

- Average ratings on the climate survey
- Frequency, timing, and mode of communications to engage with key stakeholders including students, faculty, staff, and alumni
- University engagement with local communities
- Student engagement

