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
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.
## Core Commitments

<table>
<thead>
<tr>
<th>Diversity, Equity, Inclusion, &amp; Belonging (DEIB)</th>
<th>Strategic Communications</th>
<th>Thriving Students, Faculty, and Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serve as central guiding principles and efforts that ensure all students and university personnel can feel valued, supported, and empowered.</td>
<td>Ensure effective communication across the organization while elevating our reputation externally.</td>
<td>Foster a culture that embraces growth and wellbeing so that students and university personnel can thrive.</td>
</tr>
</tbody>
</table>
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