

Financial Sustainability Advisory Task Force

Date: March 18, 2020

To: Co-Chairs Dr. Jim Lyle and Dr. Susanne Fenske

From: Dale-Elizabeth Pehrsson, President

RE: **Financial Sustainability Advisory Task Force (FSAT)**

Guiding Statement:

The FSAT will be a campus community team comprised of faculty, staff, students and leadership who will work (and establish subcommittees as needed) to create recommendations to develop the next draft of the CU Financial Sustainability Plan. It is critical to keep the student experience (academic, co-curricular and safety) at the forefront of this work.

Goals:

The FSAT will produce recommendations for consideration in the university's draft financial stability plan, which will guide our work to meet the requirements of PASSHE Policy and Procedure/Standard Number 2019-40, university five-year sustainability plans.

Timeline:

- 3/25/20: Launch of all groups
- 3/26/20 – 5/15/20: Workgroups meet to determine recommendations
- 5/15/20: Workgroup recommendations sent to Advisory Taskforce
- 5/15/20 – 5/29/20: Advisory Taskforce synthesizes recommendations for report to Dr. Dale and President's Executive Council (PEC).
- 5/29/20: Recommendations due to President Pehrsson and President's Executive Council (PEC).
- 6/12/20: The president and PEC will give feedback and follow up processes will be planned for the taskforce during the summer
- 6/12/20: Discussions regarding refinement and development of the final Financial Sustainability Plan will commence.
- 6/19/20: Draft two due to PASSHE and the Executive Leadership Group (ELG).
- 8/3/20: Final recommendations for Financial Sustainability Plan are due to President and PEC and will be reviewed and refined by the President and PEC.
- 8/15/20: Final recommendations shared with campus community for final feedback
- 9/4/20: The final report will be shared with the campus community at the same time it is forwarded to PASSHE

Charge:

The FSAT will, guided by the direction of the Co-Chairs, review PASSHE Policy and Procedure/Standard Number 2019-40, Clarion University's draft Financial Sustainability Plan, and make recommendations, which will drive the development of the university's restructured Financial Sustainability Draft Plan. The FSAT will review financial data, staffing levels, academic program enrollment, as well as the STEP-UP enrollment plan and our Truth North Initiative recommendations as guiding documents

that lay the foundation for the work. The FSAT will keep the campus community informed of progress to provide transparency and facilitate input from across the institution.

Tasks:

1. Update President biweekly
2. Engage and update the campus community
3. Review initial Financial Sustainability Draft Plan
4. Make recommendations regarding:
 - a. Employee staffing ratios
 - b. Academic programs
 - c. New revenue streams
 - d. Enrollment opportunities
 - e. General savings
5. Inform and maintain communications with the campus community on a regular basis and maintain/update the project website
6. Document of recommendations that will used in final plan document

Charge of Working Groups:

New Revenue Streams – This group will develop new ways to bring in revenue and discuss ways to increase capacity of existing services so we can generate additional dollars. The scope of this work should be narrowed to non-academic enterprises.

Academic Programs- This group will develop ways to align costs with revenue; by either recommending rightsizing existing programs, growing current offerings to meet the changing workforce demands, or proposing new program and/or program modalities that could be offered in the future.

Enrollment Optimization – This group will find ways to optimize enrollment through creative tuition options, partnerships with outside organizations, institutional aid, retention initiatives that align with existing plans.

Employee-to-Student Ratios – This group will examine the staffing levels of employees in all areas of the university. This includes both academic and non-academic programs.

General Savings – This group will recommend ways the university, as a whole, could change our operations to become more fiscally responsible. (Outsourcing opportunities, position restructures, paperless campus, more Green buildings, etc.)