

**PASCU ANNUAL MEETING - I**  
**HARRISBURG HILTON HOTEL**  
**MARCH 16, 2013**

PRESERVING THE MISSION OF PUBLIC HIGHER EDUCATION

# ***THE PENNSYLVANIA ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (PASCU)***

- Welcome to the First Annual Meeting of PASCU!
- The Second Annual Meeting of PASCU will take place right here on Saturday, March 22, 2014.
- That is the First Saturday After the Vernal Equinox!

# ***THE PENNSYLVANIA ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (PASCU)***

- It safely avoids St. Patrick's Day Celebrations.
- And the date is easy to remember every year.
- Why take the long view? It is the only one that leads reliably to success.
- And while PASCU will be a lot of fun for those of us who commit to make it succeed, it will require some time to achieve its noble goals.

## ***A BRIEF HISTORY OF PASCU***

- We would not be here today attending the first annual meeting of PASCU, if ASCO had not been created 45 years ago with basically the same mission: To improve the condition of public higher education in Pennsylvania!
- And just as ASCO was not the last word in this noble mission, PASCU won't be the last word either. But PASCU's time has come; and it is now.

## ***PASCU 'S TWO SOURCES***

- The story of PASCU originates from two sources, with one being ASCO, my primary inspiration for what PASCU could, should and will become.
- The other source for PASCU came from my 20-year experience as Cal U president from 1992 to 2012. During that time, public higher education began to face challenges to its very existence.
- Details RE both sources are found in Appendix [1], which I commend to your reading pleasure.

# THE IMPORTANCE OF SOCIAL MEDIA

- Because of the growing importance and power of *social media*, those media will need to be employed extensively by PASCU if it is to accomplish its mission.
- A year ago, I was too busy to send text messages or spend time on Facebook, Twitter or LinkedIn. Now I post something on all three every day.
- I have a blog entitled “Thoughts on the Future of Higher Education.” I post a 750 word essay every Tuesday morning. <http://angeloarmenti.blogspot.com/>.

## ***THE PASCU WEBSITE***

- The PASCU website is currently very limited in terms of what it needs to be, but in the coming year, it must grow in both quantity and quality.
- PASCU's mission and key goals are there, and today's materials will soon be added.
- Here is the link: <http://www.pascu.net/>.
- Appendix [2] in your folder also has a copy.

## ***PASCU'S STRATEGIC VISION***

- Dr. Robert Shirley has devised a strategic planning regimen for non-profit organizations based on six (6) interrelated, i.e., strategic questions.
- The totally interrelated answers to those six questions will then provide the basis for a self-consistent strategic vision to guide the organization effectively into the future.



# ***THE SIX STRATEGIC QUESTIONS FOR PASCU***

- Mission (Basic Philosophy and Values)
- Clientele (Those to be Served)
- Goals and Objectives
- Program/Service Mix
- Geographic Service Area
- Comparative Advantage

## ***MISSION (BASIC PHILOSOPHY AND VALUES)***

- PASCU's mission is to employ education and advocacy to preserve the statutory purpose of public higher education in Pennsylvania as specified by Act 188 of 1982: "High Quality Education at the Lowest Possible Cost to the Students."
- PASCU is a non-partisan association of groups and individuals committed to preserving the historic mission of public higher education in Pennsylvania so that individual citizens, as well as society at large, may be enriched in perpetuity.

## ***CLIENTELE (THOSE TO BE SERVED)***

- PASCU's primary clientele *shall* include the *majority* stakeholders at Pennsylvania's fourteen (14) state-owned universities, that is, the students, parents, alumni and donors who together provide more than 70% of the annual operating revenue to those universities.
- PASCU's secondary clientele *may* include the *majority* stakeholders of Pennsylvania's four (4) state-related universities, that is, the students, parents, donors and alumni who together provide more than 80% of the annual operating revenues at those universities.

# GOALS AND OBJECTIVES

PASCU's highest priority goal is to *educate* the majority stakeholders at all the public universities in Pennsylvania:

- To recognize that all the public universities in Pennsylvania are being 'privatized without a plan;'
- To recognize that the current 100% political control of the PASSHE universities is failing to deliver on both ends of the Act 188 of 1982 statutory purpose;
- To recognize that, for both demographic and budgetary reasons, the privatization of the public universities by the Commonwealth of Pennsylvania is both inexorable and irreversible for the indefinite future.

# GOALS AND OBJECTIVES

PASCU's highest priority goal is to *educate* the majority stakeholders at all the public universities in Pennsylvania:

- To *advocate* for reducing the current 100% political control of PASSHE to the 30% level while, at the same time, raising the control level of students and alumni from zero% to 70%, in rough proportion to their respective levels of annual funding.

# GOALS AND OBJECTIVES

**PASCU's second highest priority goal is:**

- To develop a “plan” as in ‘privatization with a plan;’
- To build widespread support among the majority stakeholders, and the larger public, for that plan;
- To ensure that the plan reflects an alignment of governance shares with funding shares; and
- To address and resolve all issues and concerns required to deliver the statutory purpose of PASCU.

## ***PROGRAM/SERVICE MIX***

- PASCU will offer programs and services in two areas—*education* and *advocacy*—involving the majority stakeholders at all 14 PASSHE universities.
- To support its *educational* goals, PASCU will collect, analyze and disseminate data and information on Pennsylvania public higher education to all its stakeholders, with a goal of fostering open discussion, civil debate, and effective public policy.

## ***PROGRAM/SERVICE MIX***

- To support its *advocacy* goals, PASCU will rely on outreach to over 100,000 students/families and more than 650,000 living alumni/families.
- PASCU will offer programs organized along two dimensions: Majority Stakeholders x 14 Universities.
- PASCU, as a 501 (c)(3) non-profit corporation will be careful to obey all requirements of the law and especially the restrictions that limit political activity.



## ***GEOGRAPHIC SERVICE AREA***

- PASCU's service area will include all of Pennsylvania;
- PASCU will focus specifically on the environs of the 14 universities (where the students are located);
- PASCU will also focus on the areas in Pennsylvania where the parents, alumni and donors are located.
- PASCU will use social media to reach all the majority stakeholders wherever they may be around the world.

# ***COMPARATIVE ADVANTAGE***

- PASCU does not and will not seek additional State funding;
- PASCU will only seek changes in governance to fairly reflect the current minority funding status of the State, and the current majority funding status of the students, parents and donors, primarily alumni of the 14 universities.
- PASCU will be known for integrity and selflessness, and will be seen as an excellent example of grassroots, American, non-partisan citizenship, as it seeks to protect educational options for our youth and our communities for the future.

# ***A CORPORATE STRUCTURE FOR PASCU***

- Due to its mission and challenges, it is proposed that PASCU be structured as both a “flat” and “bottom-up” organization;
- Due to its clientele, it is proposed that the PASCU corporate structure be based on four (4) Leadership Councils, and eight (8) Standing Work Groups, reporting to a Board of Directors;
- All thirteen (13) entities would draw representation from the majority stakeholder groups (students, parents, alumni and donors) across all fourteen (14) of the PASSHE universities.

## ***FOUR (4) PASCU LEADERSHIP COUNCILS***

- 1.PASCU Student Leadership Council
- 2.PASCU Parent Leadership Council
- 3.PASCU Alumni Leadership Council
- 4.PASCU Donor Leadership Council

## ***EIGHT (8) PASCU STANDING WORK GROUPS***

1. PASCU Fund Raising Work Group
2. PASCU Individual Member Work Group
3. PASCU Association Member Work Group
4. PASCU Research Work Group
5. PASCU Education Work Group
6. PASCU Advocacy Work Group
7. PASCU Media Work Group
8. PASCU Legal Work Group

## ***PASCU BOARD OF DIRECTORS***

The membership of the PASCU Board of Directors must reflect the majority stakeholders at all 14 universities, and should reflect two key drivers of mission success:

- Liaison between the Leadership Councils, Standing Work Groups and the Board of Directors will be key. Leadership Council chairs should be on the Board.
- Outreach to energetic and motivated individuals who care passionately about PASCU's mission is also key.

## ***THE FUNDING OF PASCU***

- Membership fees from Individual Members;
- Membership fees from Association Members;
- Corporate Memberships should be explored;
- Individual Donors should be solicited to give tax-deductible donations to PASCU, a 501 (c)(3);
- Foundation donations should also be sought using the tools universities and other non-profits use.

# ***THE ROLE OF EDUCATION***

- PASCU's success will hinge on educating 100,000+ students/parents and 650,000+ alumni/families;
- The large numbers are both a blessing and a curse;
- Once educated, they become a powerful force for the political changes needed for mission success;
- Educating that many people will be very challenging, but social media and other tools are available.
- Education is a critically necessary but tragically insufficient condition for PASCU mission success.



## ***THE ROLE OF ADVOCACY***

- ASCO dealt directly with candidates for elective office;
- ASCO was an un-incorporated association;
- PASCU is a 501 (c)(3) able to take charitable donations, but unable to do direct advocacy;
- Direct advocacy is needed to ensure PASCU's success;
- We must find a way to resolve this question.

# ***THE ROLE OF VOLUNTEERS***

- PASCU will need volunteers to do the tasks required for success;
- I recall ASCO had one paid employee handling direct advocacy;
- With fund raising success, PASCU might be able to fund one or more paid employees, but not to do direct advocacy;
- PASCU will need to work hard to recruit volunteers to staff the four leadership councils, the eight standing work groups, and the board of directors, as well as to engage and motivate them;
- Someone will need to be coordinating and directing all of that activity to keep everyone focused on the tasks required for PASCU mission success.

## ***THE ROLE OF “14 UNIVERSITY REPRESENTATION”***

- In order to serve the majority stakeholders at the 14 PASSHE universities, PASCU will need to respect and encourage the input, participation, and representation of the majority stakeholders from all 14 universities at every level in the corporate structure.
- One of PASCU’s critical first tasks will be to become known to those stakeholders as a source of truthful, unbiased information;
- Another critical task will be for PASCU to be seen by the majority stakeholders as a group of non-partisan citizens acting to achieve the clearly stated goals of the organization, with no hidden agendas or ulterior motives whatsoever.

# ***THE ROLE OF PR AND MEDIA ENGAGEMENT***

- Together with *education* and *advocacy*, PR and media engagement—provided by PASSHE alumni volunteers—are skill sets PASCU must attract and employ going forward;
- PASCU must begin working hard soon to turn every significant media outlet in Pennsylvania into a PASCU ally;
- Depending on available funding, paid professional PR/Media assistance could be critical for PASCU success.

# ***THE ROLE OF LEGAL CHALLENGES***

- PASCU must turn to the America system of laws to seek redress from illegal, corrupt or unethical behavior by the political class;
- PASCU, by virtue of its mission and clientele, may soon possess sufficient legal standing to file suit on behalf of disenfranchised majority stakeholders at all the 14 ‘public’ universities;
- Shippensburg University boasts forty (40) lawyers among its alumni. Multiplication by ten will provide a good estimate of the pool of potential candidates that PASCU might solicit to find the few needed to mount the legal challenges that could be the key to PASCU’s ultimate success.

## ***MILESTONES TO BE REACHED BY MARCH 22, 2014***

1. PASCU bylaws were drafted
2. PASCU Website was updated with material from PAM – 1, and greatly expanded & improved
3. Efforts were completed to notify/invite many more PASCU stakeholders to attend PAM – 2
4. A Save-the-Date notification was distributed to many majority stakeholders in January 2014
5. A Monthly PASCU eNewsletter was created and at least three issues were emailed to stakeholders
6. Initial membership of the PASCU Board of Directors was appointed

## ***MILESTONES TO BE REACHED BY MARCH 22, 2014***

7. PASCU bylaws were approved by the Board of Directors
8. Initial membership of four (4) Leadership Councils was approved by the Board, and work begun
9. Initial membership of eight (8) Standing Work Groups was approved by the Board, and work begun
10. Two or more Quarterly meetings of the Board of Directors took place
11. *Fund raising* from both *membership dues* and *donor/foundation grants* has been implemented
12. Ongoing *research* into public higher education trends informed *education* and *advocacy* efforts

## ***MILESTONES TO BE REACHED BY MARCH 22, 2014***

13. *Educational* outreach to majority stakeholders via social media, etc., was successfully launched
14. Thoughtful *advocacy* efforts were planned, initiated and achieved noteworthy success
15. Ongoing *media* efforts were initiated and recorded noteworthy success.
16. Thoughtful legal research was done and a proposed legal game plan was planned and initiated
17. Etc.
18. Etc.



## ***THANK YOU FOR YOUR KIND ATTENTION***

- I welcome your comments, questions and suggestions.
- I thank you for attending the First Annual Meeting of PASCU;
- Please think of friends, family members, classmates or others who might want to learn more about PASCU. If you contact me, I will send them PASCU material & direct them to helpful websites;
- We will provide you with electronic materials that you can send to such individuals to help with the educational challenge we face.
- Please mark **March 22, 2014** on you calendar. The Second Annual Meeting of PASCU will be at the Harrisburg Hilton Hotel.
- Best wishes to you and yours, and safe travel home!