

## The Pennsylvania Association of State Colleges and Universities

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

### PASCU'S Strategic Vision

The six strategic questions for PASCU, and the proposed answers to each question, are presented below:

#### 1. **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.

#### 2. **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.

#### 3. **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 PASSHE's statutory purpose;
- To recognize that, for both demographic and budgetary reasons the privatization of the public universities by the Commonwealth of Pennsylvania is irreversible for the foreseeable future.
- 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.

PASCU will also develop a "plan" as in 'privatization with a plan,' and will build widespread support among the majority stakeholders for that plan, with the eventual goal of aligning the governance shares of PASSHE's majority and minority stakeholders with their respective funding shares.

#### 4. **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.

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, 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.

**5. Geographic Service Area**

PASCU's service area will include all of Pennsylvania and, specifically, the environs of the 14 PASSHE universities, and the areas where PASSHE students, parents, alumni and donors may be located.

**6. Comparative Advantage**

PASCU does not seek, and will not seek, additional State funding, only 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 PASSHE universities.

PASCU will be known for integrity and selflessness, and will be seen as an excellent example of grassroots American citizenship, as it seeks to protect its youth and its communities for the future.