

SHIPPENSBURG UNIVERSITY
EXECUTIVE SUMMARY OF THE ADMINISTRATIVE RETREAT
May 12 and 13, 2008

PARTICIPANTS:

Dr. Bill Ruud, President
Dr. Curtis Berry, Chair, University Forum
Mr. Lance Bryson, Executive Director, Facilities Planning and Management
Mr. John Clinton, President, Shippensburg University Foundation
Dr. Debra Cornelius, President, APSCUF
Mr. Timothy Ebersole, Executive Director, University Relations
Ms. Mindy Fawks, Associate Vice President for Administration and Finance
Dr. Brendan Finucane, President-Elect, APSCUF
Dr. Leslie Folmer Clinton, Associate Vice President for Student Affairs for Campus
Programs and Director, Performing Arts Center
Dr. Peter Gigliotti, Executive Director, Communications and Marketing
Mr. Chris Gray, Vice President, Student Association
Ms. Cytha Grissom, Chief, Department of Public Safety
Dr. Jody Harpster, Executive Vice President
Mr. Wayne Hershey, AFSCME
Dr. Steve Holoviak, Dean, College of Business
Dr. Deborah Jacobs, Vice President, APSCUF/SU
Dr. James Johnson, Dean, College of Education and Human Services
Dr. David Lovett, Associate Vice President for Student Affairs and
Acting Dean of Students
Dr. Barbara Lyman, Provost and Sr. Vice President of Academic Affairs
Dr. Dennis Mathes, Associate Vice President, Information Technologies and Services
Ms. Robin Maun, Executive Assistant to the President
Dr. Jim Mike, Dean, College of Arts & Sciences
Dr. Roberta Page, Director of Athletics
Mr. Joe Peltzer, Past-President, Student Association
Mr. Mark Pilgrim, Director, Institutional Research
Dr. Rick Ruth, Vice President, Information Technologies and Services
Mr. Ray Ryan, President, Student Association
Dr. Chris Sax, Dean, Extended Studies
Dr. Tracey Schoolcraft, Associate Provost and Dean of Graduate Studies
Dr. Marian Schultz, Dean, School of Academic Programs and Services and
Library and Multi-Media Services
Dr. Roger Serr, Acting Vice President for Student Affairs
Dr. Thomas Speakman, Dean, Enrollment Services
Dr. David Topper, Associate Vice President for Administration and Finance
Dr. Melody Wehrung, Executive Director, Social Equity

Welcome and Overview

Dr. Ruud welcomed everyone. During the next 2 days we will look back 12 months and look forward 12-18 months. All are encouraged to share ideas and thoughts.

Dr. Ruud reminded everyone that the budget follows strategy, not the other way around. Everyone has a budget within their respective area; you ask for your budget and you are responsible to spend within those limits. Set priorities and manage accordingly.

Dr. Jim Johnson was introduced as the new Dean of the College of Education and Human Services. Dr. Johnson will officially begin his duties July 1.

2007-08 accomplishments & achievements and 2008-09 goals & needs were heard from the following:

Academic Affairs

Dr. Lyman reported that she has visited 12 departments since she began in March. She has been learning and hearing of how we have done with regard to doing, attracting, engaging and retaining while we continue to deliver the highest quality programs. Dr. Lyman plans to visit all remaining departments this fall.

Academic Programs & Services

Dr. Schultz provided a listing of goals/changes/accomplishments and goals and strategies for next year (MINUTES ATTACHMENT 1).

3Biggest Needs:

1. Support for learning disabilities;
 2. Tutors;
 3. Help with Academic Success
- College of Arts & Sciences – Jim Mike

Accomplishments last year tie the strategic plan to the budget process – such as support of Gen Ed; strong mission in our own programs; and serving the major.

- General Education assessment plan – improve the program
- Facilities – A&S faculty are currently housed in various locations; Dauphin Humanities is almost complete and will house A&S. Huber Art Center is going off-line and there are challenges in Franklin Science Center
- Focus on educational mission and retention of students & faculty
- Undergrad and graduate research is an important part of A&S. There are accredited programs in the college but no accrediting body such as in Business and Education & Human Services – this has been identified as a need
- Fundraising agenda – build partnerships with the Foundation and the 32 member advisory board to build resources for annual giving to support moving agendas across the college

3Biggest Needs:

1. Address the needs of faculty
2. Look at non IT infrastructure and address repair/replacement of equipment
3. Mid-level support within the college

- College of Education & Human Services – Jim Johnson
 - Success of NCATE visit;
 - Orientation;
 - 1st graduating class of MSW;
 - Outreach – Counseling Department;
 - Development of Educational Leadership & Policy;
 - Accreditation of Social Work program;
 - Program research;
 - Venues;
 - Additional funds to support research & development;
 - Dependent on colleagues for internships & student teaching;
 - Completion of affiliation agreement with Shippensburg Area School District;
 - Continued development of literacy center

3 Biggest Needs:

1. Faculty development must continue to be a priority

- College of Business – Steve Holoviak
 - Continue to run out of students before the job offers;
 - MBA largest in the region with 259 students with a new site in Hanover in the Fall;
 - Small Business Development Center is #1 in the state;
 - Frehn Center – top review for the green movement;
 - Student groups continue to be great: RISE, IMP, SIFE, Supply Chain; Alpha Kappa Psi;
 - Internships grew to 91 vs 61 last Spring;
 - Student/faculty research program is moving along;
 - Fundraising has been hitting goals – discipline specific;
 - Freshman experience program has proven to be an outstanding investment;
 - 4 year rates increase for graduations – dual majors have increased;
 - Strategically driven college: review benchmarks each month

Consequences of no staff with 12 sections: a) Marketing Department 1 less person; b) PSU York campus starting BSBA & Nursing in Hanover; and c) lost 7 graduate assistants in 2 years.

3 Biggest Needs:

1. Teaching & scholarship for faculty;
2. Solution in the Marketing Department;
3. Define & cooperate for ways to fund trips for students to travel

- Extended Studies – Chris Sax

Off-campus/Off-load:

- Successful Middle State visit – 2nd approved

- Looking to expand new programs: 3Lincoln Intermediate Unit; 1 Hanover; 1 Dixon University Center;
- Working on a new degree completion at the Franklin County Career & Tech Center

Concerns: a) major barrier is faculty want to provide a higher level of support to this location; b) hire a new person in Extended Studies to provide this support; c) need to put into place an annual assessment plan for these sites.

On-Line:

- Winter down a bit – summer is flat – huge waiting list; the way we do registration, others get the class first - working with Admissions on how to offer more;
- New distance ed survey and faculty forms;
- Looking at incentives for teaching on-line;
- Need to do 5-year review of this program – update best practices & policies;
- Distance Ed faculty survey to provide more program development;
- Move many activities to Extended Students

Non-credit:

Looking to expand continuing ed: working with Frehn Center, Menno Haven, alumni, and possibly restarting Elderhostel

3Biggest Needs:

1. 1 ½ - 2 bodies in Extended Studies – 2100 enrollment with 7 sites;
 2. More faculty and more support;
 3. Technology resources, marketing and communication with faculty
- Graduate Studies – Tracy Schoolcraft

3 Biggest Needs:

1. Increase graduate assistant allocation;
2. Support of graduate school – reassign time such as Assistant Dean;
3. Graduate scholarships

Dr. Schoolcraft reminded everyone that the deadline for feedback for Middle States report is May 16.

- Institutional Research – Mark Pilgrim
 - Information flow to PASSHE continues to expand;
 - Concerned about data flow;
 - Enormous expansion of questions asked on surveys – especially related to green areas;
 - Working hard to expand web-based tools – survey striving to get information to the offices in a timely manner;
 - Concerned about day to day information flow

- Enrollment Management/Admissions – Tom Speakman

Dr. Speakman shared the current enrollment numbers. The profile is up and diversity is slightly. The u/g enrollment target is 6700, an increase of 75 from last year. Graduate increase of 25-50 in graduate numbers – 1170 this year vs. 1121 last year.

3 Biggest Needs:

1. Funding for increase electronic communication;
2. Approval for temporary out-of-state recruiter;
3. Looking at needed staff support in the SAP area

Information Technologies & Services – Rick Ruth

Dr. Ruth recommends that the University goals show alignment with System goals. Several of these goals the IT area supports direction. The IT Division just completed their planning retreat last week.

- Library and Media Services – Marian Schultz
 - Building staff services have not been updated in 40 years – library services have changed dramatically;
 - Starbucks has been a tremendous success with double the patronage;
 - Renovation of lobby and circulation desk begin today – the reference and circulation areas have been moved;
 - Planning for 1st floor renovation in the summer of 2009 (rendering provided as shown in MINUTES ATTACHMENT 2);
 - Staffing changes have occurred: Associate Dean has been hired; developed advisory council;
 - Budget: KLN; electronic database; \$17,000 discretionary; periodicals have increased from 14% to 40%; 50,000 book acquisitions not eligible for equipment monies; tech fee grant has been useful;
 - Information literacy has grown;
 - Marketing campaign for the Library to be developed;
 - Develop internal library board;
 - Weeding project

3 Biggest Needs:

1. No FF&E monies;
2. Resources continue to escalate;
3. Money

- Information Services – Dennis Mathes
 - Academic technology being replaced;
 - Wireless everywhere – federal grant in process to help;
 - Continue to work with SyTec on tier 2 data project;
 - Web content management system – working through procurement process;
 - Swap-out computer with data;

- Create environment of virtual email space – looking at solution of data storage and auto archive data out and still get to it – campus-wide

Goals for 2008-09

- Student technology - help desk services;
- Strategic planning session to look at the future of residence halls living/learning environment – what kind of technology is needed to support these areas/spaces;
- Convergence of technology combining services with cell phones & Y FI;
- Web initiatives marketing – web casting – provide infrastructure;
- Green campus – look at best practices – computers on or off? Printers, what kind? Power consumption; recycling of equipment and toner cartridges

Student Affairs – Roger Serr

Dr. Serr provided a handout for the division as shown in MINUTES ATTACHMENT 3.

3 Biggest Needs:

1. Division heads need reorganized;
2. Partner with Academic Affairs;
3. Facilities issues – dining; residence; CUB

• Athletics – Roberta Page

- Best year getting the Director & coaches out with alumni – friend raising at tailgating has helped fund raise;
- Graduate rate of student athletes is 86% - national average is 69%;
- Facilities: wood gym floor in HFH; funds allocated to upgrade weight room; graded 3rd athletic administrator in athletic office;
- Cooperation with SUF has grown;
- Baseball/softball field advertising

3 Biggest Needs:

1. Assistant coaches upgrade FTE;
2. Facility needs: Seth Grove Stadium; lights x 3 fields; locker rooms in HFH
3. Student athlete perceptions: scholarships – receive an average of \$860; athletes need scheduling assistance

• Student Association

2007-08 – Joe Peltzer

- Senate structure in each college, MSA & RHA;
- Relay for Life;
- Big Event;
- Real World speaker for alcohol awareness – 200 attended;
- Student Rec open;
- CUB referendum;
- Club constituencies;

- Future revenue needs for clubs;
- Election revisions;
- Continue to serve on committees

Five clubs have been very successful; 1) Women's Ruby won the National Championship 47-0; 2) Dance Troup won numerous competitions; 3) SIFE; 4) Residence Hall Association Art of Being; and 5) student athletic advisory committee

2008-09 – Ray Ryan

- RHA - \$15,000 raised;
- New senate structure – evolving ideas – 2 RHA; 2 MSA; 2 athletes; 2 Greeks; 1 from each college; from 4 senators to 2 for each class; 4 executive members; student trustee; a non-traditional; and 4 students from each class so that every area of campus is represented at the table;
- Enhance student life – promote involvement;
- Trying to go paperless – work with IT;
- Review senate guidelines;
- Promote elections;
- Chamber of Clubs & Organizations – 1 representative from each club (100 total) will be a liaison between the club and the senate

Administration & Finance – Jody Harpster

- Administration – Dave Topper
 - New employee/faculty at orientation explains the service mission of Human Resources;
 - Broke in new Human Resource management/administrative staff;
 - Benefits – significant health premium increase – budget impact;
 - Employee wellness will help reduce cost for employees;
 - Campus wellness programs will be scheduled for summer and fall;
 - Training development scheduled;
 - Car pooling website;
 - Payroll area – paperless payroll process;
 - Interactive employee process – addresses and eventually leave;
 - Labor relations – OEIU (nurses) and SCUPA – tentative agreement; AFSCME leadership is commended;
 - Recruitment – increase division of non-instructional employees – design employee interaction programs in local communities

3Biggest Needs:

1. Consolidate university operating budgets – these increase every year;
2. Temporary employee budget; recruit more diverse work force; continue with paperless process – use of web;
3. More resources for training development

- Safety & Security – Cytha Grissom
 - Emergency notification committee – text message
 - Training sessions for safety, rape and aggression defense;
 - DARE officer is the only university police officer in the country to have this;
 - Continue to have ongoing training;
 - Upgrading cameras;
 - Participated in master plan sessions;
 - Pending LCB grant for officer in troubled areas;
 - WalMart grant for bike equipment;
 - Ordered Hybrid

3 Biggest Needs:

1. Continue training;
2. Updated equipment – ticket writing;
3. Facilities

- Finance – Mindy Fawks

Accomplishments -

- Facilities and construction projects – some are finishing, starting, or being planned – limited resources;
- Fleet car reservations on-line;
- Travel card program;
- Year of the auditors

Challenges –

- SAP implementation in 2009 for Student Accounts: a) identify credit card provider to pay on-line; b) financial procurement side – 5 years of SAP we will update to next version – go live in November and transition will impact departments in regard to transactions – need to retrain users;
- Market – financial aid alternative loans – this will be a challenge this fall

3 Biggest Needs:

1. Cooperation as we link budget money to strategic plans and as we move through transitions

- Facilities – Lance Bryson

Mr. Bryson provided handouts showing projects, implications, and budget items as shown in MINUTES ATTACHMENT 4.

- Master plan is complete, now begin implementation;
- 146 people work in the Physical Plant – 3 work on projects;
- \$270 million work in front of us with only \$100 million identified in master plan with no money;
- Huber Arts Center renovation to begin in March 2009;

- o ESCO project – we are still cutting back on energy

3 Biggest Needs:

1. Priorities – individual and campus-wide; assess changes; capital and maintenance areas;
2. Resources;
3. Understanding of time

Shippensburg University Foundation – John Clinton

Mr. Clinton gave a presentation of the success of the Foundation and how they compared to our sister institutions.

Total Giving - \$5,583,269 - #1 for the last 10 years

IUP – 2nd

Fall 2006 FTE – #10 with 6,119

IUP – 1st with 12,337

WC – 2nd with 11,865

Alumni participation notes –21.2%

ESU – 15%

KU – 11.1%

Total Endowment – 28,235

IUP – 44,335

SRU – 21,203

Endowment per FTE – 4,614

IUP – 3,593

Athletic Fundraising - 418,885

LHU – 271,319

KU - 186,000

Alumni Giving – 1,862,000

MU – 1,739,000

Parent Giving – 209,893

MU 1,021

Corporate Giving - #9 441,067

IUP 1,188,000

Fundraising Initiatives:

- o Conduct a feasibility study summer 08;
- o Achieve consensus to make decision at joint retreat for corporate campaign;
- o Implement private phase 2008;
- o Increase out of region visits;
- o Training for Major Gift Officers;
- o Building college advisory boards;
- o Sponsorship program at LPAC;
- o Increase annual fund 8% over 07-08 goal;
- o Acquire financing to renovate College Park;
- o Begin phase 3 renovation to Conference Center;
- o Acquire and renovate Hoffman Mills;
- o Rebid & construct North Queen Street parking;

- Institute more aggressive off-campus housing

3 Biggest Needs:

1. Funding of comprehensive campaign;
2. More Major Gift Officer's;
3. More time from President, Deans, & Directors to make visits

Luhrs Performing Arts Center – Leslie Folmer Clinton

At the completion of the show season in June, a total of 7 shows were sell outs. The Luhrs Center has volunteers who donate their time by working all performances. These volunteers generate a saving of approximately \$25,000. There are also 20-30 students that are employed and interns. The Center has exceeded all expectations and there are no financial needs.

A 2007-08 season marketing summary and initiatives are provided in MINUTES ATTACHMENT 5.

Goals –

- Cover all performance expenses – advertising revenue should be able to cover;
- Help the SU Foundation pay off the building;
- Enhance corporate sponsorships – get rental income;
- Hired a director of Conference Center for marketing of camps & conferences – complete marketing plan and furniture – increase visibility – have Comcast commercial for camps & conferences

Challenges –

- Dining facilities for campers & conferences

Communications & Marketing – Pete Gigliotti

Dr. Gigliotti thanked the Physical Plant and Registrar for their help and support during our 2 commencement ceremonies on Saturday.

- Implementation of marketing/branding campaign – billboards have been placed in the region. Thanks go to the Deans who helped find students for these billboards. These boards are linked to our website and during the month of April, there were 62,000 hits compared to April of 2007 with 57,000. Additional performance funds provided billboards, radio spots and internet web streaming getting 1200 ad spots on Comcast.net and PennLive;
- Redesign admissions publications;
- Sports website has been changed to a .com to allow sponsorship opportunities;
- Emergency communications – 3000+ (30%) have signed up;
- Transitioning to ship logo effective July 1 – the Raider Ship will be the new official logo – guidelines for use must be followed and used appropriately;

Goals –

- \$95,000 to marketing/branding – purchase additional billboards, expand radio and possible TV, banners on campus, catalog

3 Biggest Needs:

1. Financial resources – must buy radio;
2. Information – everything going on on campus that needs to be shared with others

University Relations - Tim Ebersole

Alumni in the Harrisburg/Hagerstown corridor –

- Development alumni regional groups;
- Alumni engagement and reengagement;
- 50% of alumni live within 50 miles of campus – 80% live in PA;
- Major campus events to get alumni back;
- Career Employment Services;
- Pathway to Success

3 Biggest Needs:

1. I module solution – event registration on-line and possible email for students after graduation;
2. Re-implement alumni career services through state budget;
3. Opportunity to participate in major campus weekends

Government Relations in the Harrisburg/Hagerstown corridor –

- Joined every Chamber of Commerce – provides opportunities to connect to 5500 members;
- Final stage waiting for bill to be signed with federal transportation for traffic synchronization and signage;
- Football stadium upgrade - \$5 million – opportunities for 50/50 match;
- Working with sub-committees to work with President's Cabinet to serve as representatives to organizations;
- Advertise and promote special programs in membership publications;
- Regionally Rails to Trails & PennDot to connect the trail of Fogelsonger Road
- Issues with transportation and amusement tax

3 Biggest Needs:

1. Maintain what we are doing with the Chambers;
2. Develop database on encompasses campus and outreach – we need to know what others are doing internally;
3. Priorities of projects & programs

Social Equity – Melodye Wehrung

Dr. Wehrung reviewed f/t employees by job classification, race and gender and headcount for SU and how we compare to our sister institutions.

- Issues of climate;
- Be supportive of our students;
- Office becomes data driven by working with Institutional Research and Human Resources;
- Serve as a resource to help with local goals to increase diversity;
- Support more evenly cultural celebrations such as Cinco dy Mayo and the Chinese New Year;
- Complete faculty & administration searches;
- Respond to many inquires of sexual harassment;
- Develop posters sent to universities offer Ph.D.'s to raise our visibility;
- Human Understand Commission awarded 25-30 proposals – most are student activities;
- Thinking strategically about diversity is to expand our vision of diversity;
- Understanding motivation for why we want to have it and what is our climate;
- Review and devise programs to support diversity and continue to act affirmative needs

3 Biggest Needs:

1. Develop a system with Institutional Research and Human Resources for a quicker turn-around of live data;
2. Develop a tighter structure of conversation as related to plans of diversity;
3. Office wants to be mindful of speakers we bring to campus related to themes

AFSCME – Wayne Hershey

- Relay for Life;
- AFSCME scholarship;
- Sending representatives to conferences;
- Night shift meets every other month;
- Job evaluation for department secretaries is still on-going;
- Set up and coordinate training for staff;
- Summer picnic & December meeting;
- Nominations of officers in October – elections in November;
- Training for Stewards;
- Recycling on campus

3 Biggest Needs:

1. More training in a variety of areas and offer more than 2 sessions;
2. Open door policy

APSCUF – Brendan Finucane, Debra Cornelius, Deborah Jacobs

- 1100 students that graduate is the largest accomplishment;
- Got through another bargaining session;

- Partnered with University Forum to student the faculty search process;
- Creation of committee to look at the recruitment and retention of faculty;
- Involved in lots of community activities - need to partner more with Communications & Marketing to advertise some of these

3 Biggest Needs:

1. Reemphasizing academics – develop academic strategic plan with Provost for next 20 years – programs to be developed;
2. Re-invigoration of a culture of learning on campus – intellectual morale – how do we build, provide support services that students need, help in the Learning Center and Disability Services;
3. Workload and professional development – need time to take students to conferences for hands on experience – professional opportunities

Safety Training – Cytha Grissom

Due to the events at Virginia Tech in 2007, colleges and universities are to be prepared for anything, focusing attention on potentially big events. Ms. Grissom showed a video “Shots Fired When Lightning Strikes” on what to do if you encounter an “active shooter.” Ms. Grissom provided a handout and presented a poster that she would like to have placed in each classroom and through the campus community.

Placement of posters in rooms will have basic information as to what to do. They will have identifier of SU. Pamphlets will be distributed to everyone. All were in favor of working with each Vice President/area to begin active shooter training.

Work Groups

Members of Cabinet were divided into four different work groups: Academic Affairs & IT; Student Affairs; Administration & Finance; and External Relations. Each group was asked to respond to the following questions:

What do you believe are the 5 most important accomplishments in the last 12-15 months? What are the 3-5 most important initiatives/issues of this area for the coming year and beyond?

Each group made a presentation following their discussions. Those findings were compiled and are shown in MINUTES ATTACHMENTS 6 & 7.

Budget Review – Mindy Fawks

Ms. Fawks reviewed the analysis of FY 2008-2009 Governor’s Budget and the general fund appropriations distribution for information purposes only. In addition, she reviewed the FY 07-08 mid-year and FY 08-09 projections and assumptions.

Fee Increases for FY 08/09: Ms. Fawks reviewed the proposed auxiliary fee increases for FY 08/09. These fees are based on revenue expenses. Upon a motion by Dr. Harpster, seconded by Dr. Ruth, the proposed auxiliary fees were approved as shown in MINUTES ATTACHMENT 8.

Discussion followed with regard to miscellaneous student fees and the possibility of increasing some. Dr. Gigliotti requested the graduation fee be increased \$5.00 to cover the cost of the new

diploma covers. Dr. Mike inquired about adding a fee to the list, such as a Chemistry usage fee and was advised by a fee of this nature would be covered by the Educational Services Fee and it is capped at 10% of the u/g tuition rate. Ms. Fawks also stated that fees are guidelines set by the Board of Governors.

Upon a motion of Ms. Fawks, seconded by Dr. Folmer Clinton, the recommendation to increase the student orientation fee to \$75 for fall and to review and adjust as necessary miscellaneous fee was approved. It is noted that Dr. Berry declined to vote.

Individual area or departments Chair/Director will review said miscellaneous fees and make a recommendation to increase or leave the fee as is. This is also the opportunity to impose new fees and explain why. This review will be conducted at the mini retreat in the fall.

Flow Chart

Dr. Ruud presented a sample flow chart. This chart shows the necessary collaboration between Academic Affairs & Information Technology – they run as a team; and Administration & Finance, Students Affairs, and the Executive Vice President – coordinate activities, work with SU Foundation, and external relations. Horizontal and vertical work within the divisions must happen.

Conclusion

Dr. Ruud asked that everyone review the accomplishments and make sure they are accurate. This information will be shared with the Council of Trustees and EMT will match to the 2005 Strategic Plan and Goals. Recommendations will be made in the fall for the next five years.

Unit levels should use these documents and see where and how each unit fits in. Use this document to start 2009 folder and build.

Next year's Administrative Retreat will be held May 4 & 5 at a location to be determined.

MEETING ADJOURNED 11:30 am

MINUTES PREPARED BY Robin Maun