

Appendix 5-2 President Ruud's 120 Day Report

May 8, 2007

Greetings and Thanks to the Entire Shippensburg Campus Community:

I want to take this time to thank all of you for the wonderful warm welcome to this great campus. I also want to thank you for your willingness to meet with me over the last 120 days. I have had the pleasure of meeting with almost all of the academic departments (library still there to be listened to), Student Affairs, Athletics, Finance and Administration, Facilities, the SU Foundation, our Council of Trustees, Alumni Relations, Marketing and Communications and the community of Shippensburg.

I have learned a lot and have several issues, thoughts and ideas to share with you at this time. The issues are listed by area with explanation of what I am currently thinking and I invite you to write back to me with your thoughts about things you are passionate about, things I may have left off of my list and just any other issues you may wish to address at this time. We will use this information and other data to help us on June 4-5, 2007, when our Cabinet and others get together to update our Strategic Plan. This Plan will be a living document and will allow us to continually update our plan so it can be effective.

The issues that I heard over the last several months are, and in no specific order:

Academic Affairs:

- ✦ Managing the department/college/unit ought to be a two-way street and decisions can be pushed down as far as possible.
- ✦ Space. Space is an issue both for the need of new space and the better utilization of the space we already have – across campus. Classroom space may be an issue – both size and support thereof. Technology and equipment in those spaces whether they be offices, classrooms, or general spaces, is also very important.
- ✦ Curriculum review/update/change is something we should continually examine to make sure we are providing the best for our students; utilizing the faculty and staff we have in the best ways, and maximizing our ability as a university to be successful.
- ✦ The Library is in need of some upgrades and improvements both in materials and in space utilization. We should make our library into a 21st century learning center – books, technology, sharing, tutoring, access, and planning. It is in a great location and a great facility, but we need to work on it.
- ✦ The Promotion and Tenure process is one that needs to be evaluated and updated to reflect best practices. It should be rigorous and fair with feedback opportunities and emulate what many of our other campuses use.
- ✦ Recruiting quality students for our institution is important to all. Our Enrollment Management Plan and services associated with that should be well known, utilized, and many should participate in its success. We should be continually recruiting outstanding students from both inside and outside the state of Pennsylvania.

- ✚ We also must continue to recruit and retain outstanding faculty and staff. We should continue those programs, such as Undergraduate Research support and professional development so that individuals want to come and want to stay. And, at the same time, our students are involved and engaged in our learning community.
- ✚ Shared governance is very important to many groups on campus and I continue to be an advocate of the shared governance process and believe that the dialogue and discussion is critical to our success.
- ✚ We will focus on our Middle States Accreditation Process with an emphasis on becoming reaccredited both because of and in spite of Middle States. We will do the right things and because of that achieve success.

Student Affairs:

- ✚ Student housing is an issue for upgrade/remodel/renovation/new construction. We have residence halls on campus that are aging, do not have air conditioning, are not always well equipped for modern technology and we should look at plans for the next three to five years.
- ✚ The Student Recreation Center is a very important project that ran into some delays but is on target now and very important to both the students and the campus community at large. We hope to celebrate the opening of this facility in February 2008.
- ✚ The Student Union is also a facility that may need upgrade/renovation/remodeling. This facility continues to need to provide the services to students of a growing institution and this will cause an examination of alternatives in the very near future.
- ✚ Above all, many pointed out to me that we need more gathering spaces on campus – both inside of buildings and outside of buildings. This could be accomplished sometimes as simply as planting flowers, arranging chairs, just simply creating space and time for learning and interaction.
- ✚ Diversity and inclusiveness are important issues for our campus. Recruiting students, faculty and staff with a variety of backgrounds is important. Increasing the international environment both on and off campus are also important issues.
- ✚ Under Athletics, the use of space in Heiges Fieldhouse, the stadium and in Henderson can be improved and shared for success. This should be examined soon. Possibilities should include an artificial field, a wood basketball floor, and improvement of locker room facilities and sports medicine.

Finance and Administration:

- ✚ Increasing efficiency through system contracts like OfficeMax and Lenovo computers should help us to better manage our resources, improve productivity and save money.
- ✚ The out-of-state tuition policy for undergraduates will be reexamined for the 2008-09 school year to be used in conjunction with our enrollment management policy.

- ✚ Human resources will evaluate and streamline, in cooperation with our office of social equity, all of our recruiting process while maintaining their fairness and integrity.
- ✚ We need to look at many of our rules and regulations and make sure they are current, up-to-date, fair, in concert with PASSHE, and allowing us to succeed and provide good customer service.

Shippensburg University Foundation and University Relations:

- ✚ Coordination among marketing, alumni relations, communications, and the SU Foundation should increase to assist in our telling and selling the story. We must work at our mutual goal of interaction, planning, and implementation.
- ✚ Work to implement the marketing plan for 2007-08 to again assist in telling and selling the story regarding all of our external needs – recruiting excellence, friend raising, fundraising, community service, and state support.
- ✚ We should continue to increase our endowment and foundation funds to a level that would allow for more discretion and additional resources -- with an ultimate long term goal of having our foundation endowment equal to our annual operating budget. This will allow more discretion and additional resources for support.
- ✚ With excellence in raising dollars for scholarships, faculty and student development, facilities and programs, we should continue to expend much time and effort cultivating fundraising from individuals and spend some additional time in developing and improving our corporate and external foundation relations along with grant and other opportunities.
- ✚ Our 150th birthday will be celebrated in 2021 (14 years from now). With a campaign time period of 5-7 years, we should begin to develop our strategy and plans for a campaign in the near future and address both our celebration (150th) and the projects we should address in the next 3-7 years.

Summary:

- ✚ I recommend that we use this information for our Strategic Planning meeting on June 4-5, 2007. At that meeting, representatives from across campus need to use the above information to update our current Strategic Plan that::
 - Develops an appropriate growth strategy
 - Develops an appropriate technology strategy
 - Develops an appropriate academic strategy
 - Develops an appropriate diversity/inclusiveness strategy
 - Develops an appropriate facilities master plan
 - Develops an appropriate development (fundraising) strategy
 - Utilizes sustainability in the planning with a positive environmental impact
 - Allows us to improve communication – through all types of media – print, TV, radio, advertising, website, electronic, signage, etc.
- ✚ We must also engage the community of Shippensburg, Cumberland and Franklin counties and our surrounding six-county region to make Ship a true college/university community.

- ✦ The Strategic Plan will also be one that is a 3-5 year rolling plan, updated each summer.
- ✦ We must include all constituencies in our discussions as we have increased representation on Cabinet with student, faculty and staff representation. Ship must be a place where we are willing to be both right and wrong, but willing to bring up our issues so we can reach the best outcomes for all.
- ✦ We will manage our budget and discuss issues so that we can use our Strategic Plan to drive our budget and operating processes.

I want to thank all of you for helping me in gathering these thoughts and ideas to move us forward.

If I have missed something or you would like to reemphasize an issue or two, I would love to hear from you.

If not, have a great summer, for those of you who I will see at our retreat –bring your thoughts and energy.

THANKS AGAIN!!!