

Edinboro University of Pennsylvania

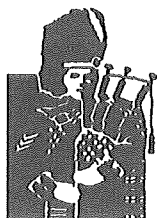


## 1997-98 Strategic Initiatives

*A Quarterly Report to the  
Edinboro University Community*

*Quarter Ending October 31, 1997*

*A member of the State System of Higher Education*



EDINBORO UNIVERSITY  
OF PENNSYLVANIA

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MEMORANDUM

TO: Edinboro University Community Members

FROM: Frank G. Pogue, President *FGP*

DATE: November 7, 1997

SUBJECT: University Planning Process

At the 1997 Edinboro Family Summer Retreat held July 11, 1997, attention was focused on specific University priorities, goals, and objectives for the 1997-98 academic year. The stage was also set for the full implementation of the strategic planning, budgeting, and Continuous Improvement process with the integration of System goals as well. The day proved interesting with many insightful dialogues occurring, along with increased participation and feedback from Family members.

We heard the results of the deliberations of the 21<sup>st</sup> Century Planning Group and what criteria are important for elevating ideas from the proposal stage to the initiative stage. Recommendations from that group were discussed. The group was acknowledged for tirelessly dedicating themselves to thinking beyond issues of individual importance to what was in the best interest in the long-term growth and success of Edinboro University. The recommendations were considered and accepted. In turn, they were funded in accordance with available resources.

As I have stated many times, good strategic planning is participatory and inclusive. Therefore, I am sharing with you today Edinboro University's progress this quarter in achieving what the community defined as the strategic initiatives for 1997-98.

I am pleased with our progress to date and invite you to review and judge for yourself. I look forward to the reports from the second and third quarters for they will form the substance of Edinboro University's annual report. Thank you for contributing significantly to our efforts this quarter!

FGP:el

*A member of the State System of Higher Education*

# The 1997-98 Strategic Initiatives

*Implementation Progress as of October 31, 1997*

**Commit the resources to upgrade the student record system to effectively administer advisement, registration, and degree audits by the year 2000.**

- ✓ A technology spending plan has been approved which commits the University to purchasing an integrated information system and related hardware. Acquisition is expected in early 1998.
- ✓ SCOTS (Student Centered On-Line Transaction System), a web-based registration system, is being developed contemporaneously with a search for an integrated software system while continuing to explore several degree audit options.
- ✓ Eight self-service personal computer kiosks are operational in Hamilton Hall for student use.
- ✓ The Office for Students with Disabilities (OSD) is providing special assistance and guidance in order to accord students with disabilities full access to the advisement system.

**Develop course offerings that provide for interdisciplinary study and greater coherence in education.**

- ✓ All School of Education courses are being reviewed and revised. All course syllabi will contain outcome objectives that relate the course to overall educational goals of the program and the School of Education.
- ✓ A Freshman Year Inquiry course to assist students in their adjustment to college and enhance their academic and personal growth is in the proposal stage.
- ✓ The School of Liberal Arts is discussing ways to incorporate more writing into existing courses, thereby increasing the coherence of the curriculum by reinforcing writing in classes outside the English and Theatre Arts Department.
- ✓ An interdisciplinary minor in Film Studies is being developed.
- ✓ Interdisciplinary minors in Africana Studies and Critical Thinking are being reviewed at the System level and should be approved by the Board of Governors during the Spring 1998 semester.
- ✓ The Meadville Area Cooperative Higher Education Access (MACHEA) Proposal is under consideration for special appropriation funding from the SSHE. The program is a state of the art, cost-effective and geographically significant collegiate pilot project for this regional area of need - an important segment of our service region. Edinboro University and Slippery Rock University will provide a cooperative educational program leading initially to an Associate of Science degree in Business Administration using distance education technologies originating from both campuses.
- ✓ Business Administration/Economics and Mathematics/Computer Science and Speech/Communication Studies are developing cross-departmental and cross-school ties in the delivery of the "information science" stratagem.

Analyze current and future course offerings with a focus on the learner.

- ✓ The Honors Program is developing an inter-session study abroad program in England.
- ✓ An inter-session study abroad program for Morocco has been developed.
- ✓ Edinboro will send a student to China, for the first time, for an extended period of study during the 1998 spring semester.
- ✓ The Women's Studies planning matrix is being analyzed to make certain that enough courses are being offered to meet the needs of the students.
- ✓ The University will offer the AA in Liberal Studies at the Edinboro Porreco Campus in Erie to allow an option for degree completion by non-traditional learners.
- ✓ Approximately 200 professional staff and faculty and retired faculty and staff are participating in the Inside Track Mentoring Program for new students.
- ✓ The Tutoring Center is being enhanced by funding additional hours of assistance for at-risk Chemistry students.
- ✓ Options for the expansion of learning community initiatives are being explored and more evening courses and weekend programs which will contribute to a student-centered environment are being proposed.
- ✓ A campaign to advertise four degree completion options is being developed. The four programs are: BA-Humanities, BA-Social Sciences, BA-Specialized Studies, and BS-Industrial and Trades Leadership.

Increase hardware and software resources for faculty and student use that supports instruction (i.e., video disc players, VCRs, overhead projectors, microcomputers.)

- ✓ \$185,000 has been approved in the 1997-98 technology spending plan for faculty microcomputers and to equip Media Services with technology to support instruction. In addition, \$527,450 will be spent upgrading or increasing computer lab facilities.
- ✓ A 16-station computer laboratory will be installed in the Baron-Forness Library within the next few months. The open laboratory will be used for instruction in the use of electronic information resources.
- ✓ The Library's virtual tour, which is intended to provide users with a basic guide to resources, services and locations, is being improved through the combined efforts of library and teaching faculty. The tour serves as an introduction to the information literacy instruction that the students receive in Freshman English.
- ✓ Butterfield Hall is in the final stage of an internal wiring project to provide access to technology in all classrooms and offices.
- ✓ A classroom dedicated to technology and distance education is being completed in Room 231 of Butterfield Hall.
- ✓ A state-of-the-art GIS/CAD (Geographic Information System/Computer Aided Design) laboratory in 115 Cooper Hall came online in the Fall of 1997.
- ✓ The Celestron 16-inch telescope and computer-assisted drives have been renovated. The facility is now back in service for significant astronomy class use and for extensive community programming and research.

<p>Enhance support services to increase retention of all students by 10% the first year.</p>
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- ✓ The Student Services Center, a “one-stop shopping” facility constructed in Hamilton Hall, held its grand opening this fall. This facility brought together the offices of the Bursar, Enrollment Management and Retention, Financial Aid, Records and Registration, and Scheduling into one centralized location for student convenience. New telephone technology has enabled better tracking of traffic to the facility in order to make appropriate staffing reassignments.
- ✓ A campus-wide “Inside Track” mentoring program has been initiated. Over 200 professional staff and faculty are participating in the program for new students.
- ✓ SCOTS (Student Centered On-Line Transactions System) was developed for students to access information regarding their schedule, bill, transcripts, and address data on-line and at their convenience.
- ✓ To increase access to computing facilities, the University opened a computer lab in Lawrence Towers that is open all night. This was funded by a donation from University Services, Inc.
- ✓ Students are now automatically assigned a VAX account without paperwork requirements.
- ✓ Students and families were welcomed with the second annual Ice Cream Social on Moving-In Day, Sunday, August 24, 1997. Faculty, staff, numerous student groups, the campus ministry and others assisted with the moving-in process to facilitate a smoother transition from home to school.
- ✓ The Academic Services Unit was implemented to provide support services to our students through programs such as, Honors, ROTC, Intercultural Relations, International Student Services, Department of Academic Support Services, Cultural Affairs, and the Edinboro University in Erie Porreco Campus.
- ✓ The second annual Candle Lighting Ceremony was held to officially welcome new students as full members of the Edinboro Family. Community leaders invited students to become fully involved in the campus and surrounding communities. President Pogue challenged students to commit to the expectations and standards for citizenship.
- ✓ The Freshman Watch Program is continuing to grow and develop as attendance (and performance) in ES101 classes are used as a gage to monitor performance. The Department of Academic Support Services is alerted when students show early signs of problems that might lead to attrition. The program is being evaluated by compiling withdrawal data and additional data needs are being determined.
- ✓ Four area colleges and universities (Edinboro University, Gannon University, Mercyhurst College, and Penn State Behrend) have agreed to create an inter-university committee called the *Healthy Lifestyles Committee*. The goal of the group is to provide opportunities for students to participate in activities, events and programs that positively impact their lives and encourage the selection of healthy alternatives when it comes to extra and co-curricular activities.
- ✓ The grade reports of all students within the School of SM&T are being reviewed in order that letters of support and assistance can be sent to students with QPA's under 2.0.
- ✓ The University is streamlining the procedure for students to drop or add classes.
- ✓ Several SM&T departments are reviewing the placement of graduates and focusing on students who have left programs for unknown reasons. Some faculty members are pursuing professional development funds in order to develop assessment instruments to assist in studying such circumstances.
- ✓ A phone campaign to monitor adjustment of new freshmen has been initiated.

- ✓ An improved “early warning system” has been initiated in the Financial Aid Office. This system involves sending students who are in academic distress a letter indicating the need to maintain progress in order to continue to qualify for aid.
- ✓ An external consultant visit took place November 5th to examine the Bursar and Financial Aid operations to identify ways these University operations can be improved.
- ✓ The Athletic Study program is targeting “at-risk” students and referring them to Academic Support Services.
- ✓ The Office for Students with Disabilities (OSD) has scheduled the Student Satisfaction Committee to respond to concerns of students with disabilities while offering more opportunities for students with disabilities.
- ✓ The Counseling and Personal Development Center has instituted the Alternatives to Violence Workshop.
- ✓ Utilizing a continuous quality improvement encounter plan, the Ghering Health Center staff has successfully contacted 84% of the students with medical withdrawals.
- ✓ The Collegiate Scholars Program, a component of the Metropolitan Erie Intervention Program, is providing opportunities for freshman minority students to interact with upper class students. As freshman students face their first semester on campus, this mentoring association provides them with specialized peer support in locating needed services and systems available on campus.
- ✓ The Highland Ambassadors sent personalized letters to returning Freshmen (Fall 1997 Sophomores) welcoming them back to campus and encouraging them to become involved in extra-curricular activities that are supportive of their academic and personal aspirations.

### Provide a reward system for excellence in teaching and student support.

- ✓ The University will nominate a faculty member for the *Award for Innovative Excellence in Teaching, Learning, and Technology*, sponsored by the Center for the Advancement of Teaching and Learning, (a component of the Center for Excellence in Teaching) and will send the nominee to the Ninth International Conference on College Teaching and Learning in April 1998.
- ✓ The Center for Excellence sponsors a project entitled, “Focus on Faculty” that recognizes faculty for their contributions to the profession.
- ✓ A process for students to select “Teachers of the Year” is being developed. Also, discussions have begun with students on developing an award for staff who have “gone above and beyond” in support to students.
- ✓ By the end of the fall semester, the parameters for a new faculty advising award will be defined.

### Survey internal and external constituencies to increase our awareness of community needs which may be addressed through University resources.

- ✓ The University as a Neighbor Advisory Group has held its inaugural meeting on October 8. The group is comprised of campus and community individuals who provide information on how the University can be of service to the people of northwestern Pennsylvania. A meeting of the Coordinating Council followed the full group meeting on November 11. The Coordinating Council was informed of the University’s Budget, Planning, and Continuous Improvement process.

- ✓ Sponsored Programs, formerly known as the Grants Office, conducted a survey as a part of its SSHE five year program review. Based on the recommendations concerning Continuous Improvement, Sponsored Programs has implemented measures to enable recognition of faculty and students participating in projects in research, education and community services.
- ✓ Based on responses to programs offered by Continuing Education, that department, in collaboration with the Edinboro Regional Community Services Inc., is collecting statistical information on program offerings for the "over fifty" clientele of our community.

### Increase annual giving by \$500,000.

- ✓ The focus of the 1997-98 Alumni Association Annual Fund Phonathon was technology. Alumni, employees and friends were asked to make gifts this year to provide for technological enhancements for student access to a "virtual library." This funding will support the need to provide stations for navigation through the Keystone Library Network, an easy-to-use database connecting Edinboro University students with of the State System Universities. The projected goal of the Alumni Association phonathon of \$140,000 was exceeded as \$141,506 was raised.
- ✓ The University is currently advertising to fill the position of Director of Development for Institutional Advancement. That individual's responsibility will include major gift solicitation and planned giving, which will provide the opportunities necessary to reach the \$500,000 increase in overall annual giving to Edinboro University.
- ✓ Another reorganization measure has provided the necessary support to the Prospect Research Department of the Development Office. That change is already seeing measurable improvements in providing the research necessary to more effectively produce the results necessary for the gift increase of \$500,000 for this fiscal year.
- ✓ An experienced individual was relocated to the position of Director of Corporate and Foundation Relations. This position will also provide the necessary interaction with Edinboro's friends and supporters to reach the \$500,000 increase in this year's overall annual giving.
- ✓ President Pogue recently accepted an appointment to the Board of Directors for the Erie Conference on Community Development. This leadership position shall enable Dr. Pogue to better position EUP in the northwestern Pennsylvania region in terms of both visibility and for placement on the regional fund-raising (capital campaign) calendar.
- ✓ President Pogue hosted a community brunch prior to and during the Homecoming Parade. More than 1,000 people attended. This event generates good will and positive feedback which is critical to the success of the fund-raising enterprise.

### Make quality advising a campus priority by initiating a reward system for excellent advising.

- ✓ An Ad Hoc Committee on Advising was established last year in the School of Education which recommended the revision of the SERTE (Student Entry Retention in Teacher Education) form to make it more complete and understandable to students. This is in compliance with guidance provided by the Pennsylvania Department of Education.
- ✓ Workshops on academic advisement will be conducted within the School of Education on January 16, 1998.
- ✓ Alternative methods for academic advisement, particularly due to heavy advisee loads, are being developed.
- ✓ By the end of the fall semester, the parameters for a new faculty advising award will be defined.

- ✓ Space has been designed on the Living-Learning Floor in Lawrence Towers for education majors to support group advising opportunities. Also vouchers were made available to the students on the Living-Learning Floor to take a faculty member to the dining hall using operating budget resources.

**Increase enrollment of high school graduates that rank in the top quintile of their class by 10% next year.**

- ✓ New scholarships have been initiated for freshmen students who are advanced academically to be more competitive in recruitment efforts.
- ✓ The University is nearing completion of articulation agreements with Fairview and General McLane High Schools which will award EUP credits to honors graduates.
- ✓ Targeted mailings are being sent by Admissions to Pennsylvania, New York and Ohio high school students to increase enrollment for students ranking in the top quintile of their class.
- ✓ SCOTS and additional computing facilities such as the Towers Computer Laboratory are expected to attract students who are selecting schools based on access to technology.
- ✓ The campus network implementation is moving forward with the design phase, including residence hall wiring.
- ✓ University staff members are participating in student recruitment activities such as the Millcreek Mall Outreach Program.
- ✓ Technology programs were represented at the General McLane Technology Fair in early October.
- ✓ We continue to offer the Westinghouse Science and Math program which is an effective feeder system for students from the Pittsburgh area.
- ✓ An outreach project was implemented during the 1997 Spring semester where 28 middle and senior high schools in Crawford, Erie, Forest, Mercer and Warren counties were contacted requesting the names of their students recognized for academic achievement. Edinboro University was provided with the names of 5,447 honors students enrolled in 7th through 12th grades. Each student received a certificate signed by President Pogue which some schools distributed at their awards ceremonies. This outreach project is currently being redesigned to reach all school districts in Crawford, Erie, Forest, Mercer and Warren counties.
- ✓ Several on-campus summer experiences for high school graduates were provided:
  - (1) The "On-Track" Program provided a week-long experience for 35 rural secondary students on the Edinboro campus. Goals of the program include creation of a support system from a group of volunteer mentors, counselors, parents, faculty, college support personnel, school personnel and current post-secondary students. Current data indicates that 95% of these students pursue post-secondary education.
  - (2) The Metropolitan Erie Intervention Program - Project Camp provided an on-campus experience for students from the John F. Kennedy Community Center. Forty-two secondary minority students in grades 7-12 participated with 20 undergraduate students providing mentoring for these Erie students.
  - (3) The "George Washington Science and Mathematics Summer Program" provided a week-long summer experience for 15 minority secondary students from Westinghouse School of Science and Mathematics. The "Study of Physics" was the topic for the week-long experience.



### Analyze the effectiveness of the general education curriculum.

- ✓ The Curriculum Committee is conducting an assessment of general education. Dr. Suzanne Brown, former SSHE Associate Vice Chancellor for Academic Affairs, has been retained as consultant for Spring 1998.
- ✓ Opinions from the Student Government Association (SGA) leadership were solicited to attempt to identify student satisfaction levels with the general education curriculum.
- ✓ The General Education Assessment Committee has been meeting on a regular basis to develop protocol. Professor James Palmer, from the Department of Sociology/Anthropology/Social Work and Chair of the Curriculum Committee, has been assigned release time to coordinate this initiative.

### Dedicate financial resources for maintenance and enhancement of buildings and grounds.

- ✓ The 1997-98 operating budget portion of the long-range capital plan includes \$1,184,000 for building and grounds projects, including \$35,000 of new money for campus beautification.
- ✓ The development of the maintenance program is being monitored focusing on serving residence hall students with participatory planning for future renovations projects in the residence halls and in the completion of facility construction projects including the installation of an elevator in Centennial Hall and an air handler replacement in Lawrence Towers.
- ✓ The Office for Students with Disabilities (OSD) has provided special guidance on the accessibility of the physical plant for persons with disabilities.
- ✓ The Ghering Health Center outpatient area has been renovated with replacement of plant overgrowth while addressing aesthetics and safety.
- ✓ A flag complex on the front lawn of Reeder Hall was dedicated October 28, 1997. The American Flag, Commonwealth Flag, and Edinboro University flag are displayed together as signals of pride and commitment. The complex was constructed by Maintenance and Facilities staff. Members of the ROTC program assisted with the dedication ceremony.
- ✓ President Pogue continues to require members of the President's Executive Council to prepare monthly reports regarding the appearance of campus and maintenance issues requiring attention. The report contributes positively to a heightened sense of share responsibility for the appearance of the campus among senior management.

### Implement a plan for scheduling and utilization of facilities, including the Porreco Center, that reflects institutional priorities and planning.

- ✓ Long-range planning progressed during 1996-97 enabling the University, during 1997-98, to prioritize programs, academic and non-academic. The scheduling and utilization of facilities will be implemented based on the re-prioritization of programs.
- ✓ The University has opened a new Meadville location at Wesbury Center where courses will be offered.
- ✓ Plans for 1997-98 inter-session at Porreco, Meadville, and on-campus have progressed.
- ✓ The Associate in Business degree will be delivered at Porreco beginning with the Fall 1998 semester.

- ✓ Plans are being developed for open house events at the Edinboro University at Erie Porreco Campus for people interested in exploring new graduate offerings.
- ✓ A distance education course will be taught at the Edinboro University at Erie Porreco Campus this spring to help meet the needs of non-traditional students in the Erie and Warren areas.
- ✓ All new tenure-track faculty are hired with the new understanding that off-campus service is a condition of employment.
- ✓ Cooperative advisory programs have been established with industry-based organizations and individuals in the area of manufacturing and engineering technology.
- ✓ Athletics has developed a plan for McComb Fieldhouse usage and a fee schedule.

**Implement services and opportunities for adult learners to including housing, child care, etc., that promote fuller participation in campus activities.**

- ✓ External offerings to Meadville, Warren, Erie, etc. have been expanded which will attract the adult learner.
- ✓ Several adult information nights have been held in area communities.
- ✓ The Day Care program on campus is being used to its staffing limitations, and assistance is provided to persons who are seeking day care as to other resources in the immediate area.
- ✓ A Graduate Student Social Week was established which included a reception each night for graduate students at the University Center.
- ✓ The AA in Liberal Studies is being considered for presentation at the Edinboro University at Erie Porreco Campus. This will provide an opportunity for students to complete a degree entirely off-campus.
- ✓ A distance education course will be taught at the Edinboro University at Erie Porreco Campus and transmitted via distance learning technology to Warren this spring to meet the needs of non-traditional students in both the Erie and Warren areas.
- ✓ Courses are being offered in evenings and on Saturdays to meet the needs of working adults.
- ✓ A series of training sessions for PennDOT personnel on understanding and using NEXRAD (Next Generation Radar) information is being developed.
- ✓ Centennial Hall has been identified as a residence hall for graduate students, adult students, and international students.
- ✓ The Office for Students with Disabilities is offering special programs that promote adult and off-campus interactions, providing more off-campus transportation services for students with disabilities as they move into the community. Many are non-traditional students who return to school after acquiring a disability.
- ✓ The Counseling & Personal Development Office is offering early morning and late afternoon appointments.