

EDINBORO UNIVERSITY OF PENNSYLVANIA



1996-97 ANNUAL REPORT

A member of the State System of Higher Education

A Message From

Dr. Frank G. Pogue, President



*I*t has indeed been a pleasure to provide leadership to the Edinboro Family during this, my inaugural year as President of Edinboro University of Pennsylvania. When my wife, Dorothy, and I arrived on campus just over one year ago, we were greeted by a family of dedicated, experienced and prestigious faculty, staff, students and northwestern Pennsylvanians who were fully supportive of us and our aspirations for excellence in education, service to students and community outreach.

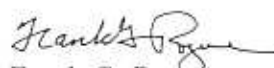
I spent much of my first few months in northwestern Pennsylvania getting to know the campus and the surrounding communities. I visited numerous business, education, and community leaders, as well as elected officials, in order to begin to establish what I know will be long, productive and enhanced cooperative relationships. I became familiar with my administrative team and support staff and began immediately the process of filling three vice presidential vacancies and two deanships. I spent a great deal of time with students and student leadership to become fully cognizant of their concerns, goals and aspirations. I initiated open and reciprocal relationships with the dedicated members of the Edinboro University Council of Trustees, Dr. James H. McCormick, Chancellor for the State

System of Higher Education, and the staff in the Office of the Chancellor. My work in this regard will continue.

What I found universally, without exception, was potential – potential for Edinboro University of Pennsylvania to emerge as a premier public institution of higher learning. To achieve this deserved status, we have implemented structures and initiatives that will position the University to prepare students for global leadership roles, and to become a major contributor to the economic stability of Pennsylvania and the world. What follows is our 1996-97 Annual Report which describes our priorities, goals and objectives and the efforts and initiatives underway in service to students and the citizens of the Commonwealth of Pennsylvania and in pursuit of our Mission.

Thank you for your interest and support.

Sincerely,


Frank G. Pogue
President

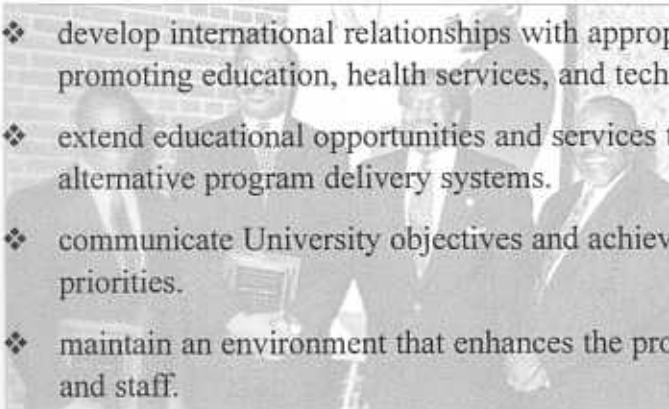
The Mission of the Family

Edinboro University of Pennsylvania

The primary mission of Edinboro University of Pennsylvania is to develop within its students knowledge, fluency, inquiry, an appreciation of ethical, aesthetic, and cultural values, an understanding of basic scientific principles, and an awareness of international perspectives leading to good and contributive citizenship. As a member institution of the State System of Higher Education, Edinboro University commits itself to the mission of the State System of Higher Education.

The University recognizes its role to provide quality educational, research, and service opportunities to its service region commensurate with its resources. In fulfilling its responsibilities, Edinboro University will:

- ❖ offer degree programs at both undergraduate and graduate levels in the disciplines of the liberal arts, teacher education, sciences, management, and technologies. The programs will have a strong component of general education necessary for students to develop an interest in values and to encourage intellectual pursuits, personal development, and a commitment to life-long learning and service.
- ❖ provide specialized associate degree and certificate programs to meet the educational, economic, and societal needs of the region in the absence of a community college in northwestern Pennsylvania.
- ❖ provide opportunities for personal growth through a wide variety of co-curricular and extra-curricular cultural, developmental and recreational programs, activities, and student organizations.
- ❖ encourage matriculation of non-traditional, minority, international, and physically disabled students through services and cross-cultural exchanges. The University will maintain programs and services which enhance student potential through meeting the specific needs of those faced with handicaps, social or economic deprivation, or inadequate educational preparation.
- ❖ provide research, community services, and continuing education programs in accordance with the needs and aspirations of the citizenry and the social, cultural, economic, and technical needs of the region and the Commonwealth.
- ❖ develop international relationships with appropriate institutions and agencies for mutual enrichment, promoting education, health services, and technology.
- ❖ extend educational opportunities and services to the region through the use of external learning sites and alternative program delivery systems.
- ❖ communicate University objectives and achievements to secure external support for institutional priorities.
- ❖ maintain an environment that enhances the professional and personal development of students, faculty, and staff.
- ❖ provide an environment that ensures fair, just, and equitable treatment, and nurtures civility, respect, and dignity for all members of the Edinboro University Community.



recipients of the Edinboro University Community Awards at Edinboro. Pictured on the right is R. Benjamin Wiley, chairperson of the Edinboro Council of Trustees.

primary purpose of providing excellent educational and related services to students and other citizens of the Commonwealth of Pennsylvania. A review of our initiatives and efforts as they relate to the specific priorities will effectively describe the University's progress during the 1996-97 academic year. As a result of our Strategic Plan and associated Continuous Improvement initiatives, we fully develop and implement our Strategic Plan and associated Continuous Improvement initiatives. The University's student enrollment in the Fall of 1996 reached a new peak of over 9,000 students. As a result of our institution in the State System of Higher Education. Our enrollments have shown a steady decline since 1992 and in the past Fall our headcount was 7,178. We are now the 7th largest institution in the System. Although there have been similar declines nationally and across the country, we guarantee educational access to Pennsylvanians; other U.S. citizens and international students. Therefore, I announced last Fall that one of our goals must be to stabilize applications and retaining larger numbers of our students through graduation. To achieve this goal, which is ongoing,

The Edinboro Family

An Annual Report

The 1996-97 Academic Year at Edinboro University of Pennsylvania can be characterized as the year of the family – the Edinboro Family. We have dedicated our time and energy to the development of a supportive, student- and learner-centered campus community which enhances both academic and personal learning opportunities for students and other citizens of the Commonwealth.

From this learner centered approach stemmed eight major priorities which have been at the center of our budgeting, planning and Continuous Improvement efforts:

- ❖ to develop mechanisms to enhance enrollment;
- ❖ to enhance technology campus wide;
- ❖ to establish a collaborative administrative team;

- ❖ to create a supportive and just community;
- ❖ to further develop the Advancement arm of the University;
- ❖ to implement a cohesive, cyclical and participatory planning cycle;
- ❖ to enhance diversity; and
- ❖ to further develop graduate studies.

In order to fully inform and involve the campus community in the pursuit of these priorities, several University-wide activities have been employed to set the stage for a five-year Strategic Planning process that is grounded in the principles of Continuous Improvement. Community members have participated in 1996-97 Opening of School activities, the 1996 Fall University-wide Convocation, Mission Day, the 1997 Celebration of Excellence, the 1997 Spring University-wide Convocation, the 1997 Edinboro Family Summer Retreat, and others. All of these events and activities have served to create an involved and informed

campus citizenry while creating a sense of ownership of our priorities, goals and objectives and a sincere and full understanding of and commitment to our primary purpose of providing excellent educational and related services to students and other citizens of the Commonwealth of Pennsylvania.

A review of our initiatives and efforts as they relate to the specific priorities will effectively describe the University's progress during the 1996-97 academic year. This Annual Report shall serve as a benchmark for years to come as we fully develop and implement our Strategic Plan and associated Continuous Improvement initiatives.

To Develop Mechanisms to Enhance Enrollment

The University's student enrollment in the Fall of 1992 reached a peak of just over 8,200, and we were the 3rd largest institution in the State System of Higher Education. Our enrollments have shown a steady decline since 1992, and this past Fall our headcount was 7,178. We are now the 7th largest institution in the System. Although there have been similar declines nationally and across the System, our goal must be to guarantee educational access to Pennsylvanians, other U.S. citizens and international students. Therefore, I announced last Fall that one of our goals must be to stabilize and increase enrollment by increasing applications and retaining larger numbers of our students through graduation. To achieve this goal, which is ongoing,



Fred L. Williams (left) and Larry D. Meredith were the recipients of the first-ever President's Martin Luther King, Jr. Awards at Edinboro. Pictured on the right is R. Benjamin Wiley, chairperson of the Edinboro Council of Trustees.

we have taken several steps. Among them, we have:

- ❖ heightened the planning activities around admissions and retention;
- ❖ created a comprehensive Enrollment Management and Retention Plan with the primary goal of raising enrollment to approximately 8,000 students in the next several years;
- ❖ changed the title and expectations of the Vice President for Student Affairs to Vice President for Student Affairs and Student Success;
- ❖ created an Associate Vice President for Enrollment Management and Retention;
- ❖ approved and implemented a comprehensive space plan that places in one location the services by which students access the University and places the Admissions Office in a more accessible and visible location;
- ❖ appointed an individual whose primary task is to establish transfer articulation agreements with community colleges in Pennsylvania, New York and Ohio;
- ❖ asked departments and divisions to establish five-year enrollment and retention goals;
- ❖ initiated a host of outreach initiatives such as an admissions/information counter in the Millcreek Mall (Eric), receptions and information sessions in various parts of the state, and interviews with students admitted but who did not enroll and those who previously attended and did not return;
- ❖ created a variety of initiatives to foster a student-centered learning community such as a "Living/Learning Community" in Lawrence Towers for elementary education majors;

- ❖ developed a more comprehensive, thematic and service-oriented Freshman Orientation program that includes new programs and features for parents, students with disabilities and students with an interest in international experiences;
- ❖ involved faculty and staff in a new freshman mentoring program; and
- ❖ set in motion an attitude regarding enrollment, admissions and retention which asserts these efforts are everybody's business.

These efforts and others have produced an expected 1997 Fall enrollment projection which indicates near stabilization compared to previous years. In addition, the entire campus community is energized and focused around the importance of enrollment and retention and is more actively involved in and committed to this important priority.

To Enhance Technology Campus-Wide

Access to technology to assist with academic and administrative goals must remain a top priority; not only because it

is a good thing, but because students must have access to those experiences that make for success and those that will transition them into the 21st Century. We have created a new function, Technology and Communications, which is organized to support academic and administrative needs through a service-oriented philosophy. We have involved the campus community in identifying goals and objectives for this unit which will make most efficient use of our fiscal and human resources. These efforts will serve to upgrade the campus technologically in order that we may continue to thrive as a premier higher learning institution while providing opportunities for our students in the next century.

The following is a summary of the initiatives underway under the auspices of this priority:

- ❖ Though not nearly enough, we have allocated \$525,000 for the purchase of new technology for teaching and learning. This initiative has greatly enhanced our technological status, as academic departments have personal



Beginning with the spring of 1997, all students were automatically provided University VAX accounts and new services such as voice mail and other calling options were available to residence hall students.



President Pogue presented an Edinboro Family pin to Assistant Superintendent John F. Linden of the School District of the City of Erie after they signed an agreement to mark the start of Project ECHO.

- computers for over 90% of the faculty, and more than 370 computers are installed in laboratories.
- ❖ As an outcome of an initiative begun last year to develop a plan for campus wiring, a programming document cost estimate has been developed. We are moving forward to engage an architect to design the campus network.
- ❖ Commencing with the spring of 1997, all students enrolled are automatically provided University VAX accounts without requiring any paperwork.
- ❖ A new initiative, Project ECHO (Edinboro University Connection for High School Opportunities), was developed to bridge the gap between school and college by bringing together Edinboro University and school districts in the region with technology.
- ❖ We initiated a student voice mail program for residence hall rooms which includes several calling options.
- ❖ Building wiring projects that were addressed by our own staff provided enhanced computer access to Butterfield Hall and Cooper Hall.
- ❖ We provided eight courses over the past two years via interactive video conferencing technologies and purchased new interactive video equipment, via a \$35,000 FIPSE grant, to assist with additional distance education initiatives.
- ❖ We are dedicating a significant amount of staff time to the "Year 2000" project in order to modify our current database to account for a four-digit year. The University remains close to its productivity target at this point.
- ❖ We involved the University community in the process of deciding upon the purchase of an integrated software package that will greatly enhance information access and dissemination for all constituencies.
- ❖ Technology and Communications has been an integral player in the campus moves that are designed to create a more student-friendly, learner-centered environment. Staff members have facilitated and attended to the computer and telephone wire changes associated with this ambitious space plan.

The results of the efforts of the campus in support of the technology priority are evident. More faculty have access to computers than ever before, more student laboratory stations are in place, and these enhanced facilities are supporting learning objectives in new and innovative ways. We are now positioned to reach out to new external constituencies with distance learning technology, and we continue to investigate opportunities in this regard. A carefully planned borrowing initiative will fund the further development of our technological foundation, and a 20-year spending plan is being reviewed which will ensure our ongoing development and attention to this priority.

To Establish a Collaborative Administrative Team

While there were numerous factors that I found attractive about the Presidency at Edinboro University, a most important one was the opportunity to establish a collaborative administrative team of Vice Presidents, Senior Administrators and Deans. The administrative structure has been extensively redesigned: 1) the Associate Vice President for Institutional Advancement has been elevated to Vice President; 2) new titles were introduced-- Associate Vice President for Enrollment Management and Retention, Associate Vice President for University Planning, Institutional Research and Continuous Improvement and Associate Vice President for Technology and Communications.

We have successfully completed national searches for the positions of Provost and Vice President for Academic Affairs, Vice President for Student Affairs and Student Success, Vice President for Institutional Advancement, Dean of

Science, Management and Technologies and Dean of Liberal Arts. Search committees consisting of campus-wide representation facilitated the successful completion of these searches in order that we may begin the 1997-98 Academic Year with a full complement of highly qualified and motivated administrators.

To enhance communication and to network more effectively, I have created new leadership structures:

- ❖ the President's Executive Council that consists of the vice presidents, deans, associate vice presidents, the executive assistant to the president and the assistant vice president for faculty relations which meets weekly, and otherwise as necessary, to discuss issues of global importance to the State System of Higher Education and Edinboro University;
- ❖ weekly one-hour personal meetings with vice presidents and periodic meetings with associate vice presidents to aid in the decision-making process and to discuss issues in detail;
- ❖ the President's Advisory Team which provides advice and recommendations on an array of topics related to personnel, space and policy, for example;
- ❖ a re-invented President's Cabinet composed of faculty, staff, and students to provide feedback and to receive and disseminate information;
- ❖ the 21st Century Planning Group which serves as a primary reviewing and recommending body in support of the budget/planning and Continuous Improvement process. This group has carefully considered input from the campus community



Leaders of local colleges and universities gathered at Edinboro to discuss solutions to the problem of alcohol abuse on and off college campuses.

- which was provided at various campus events (Mission Day and the Edinboro Family Summer Retreat) and has established recommendations for specific initiatives to support the established priorities which we will address in the coming year;
- ❖ the University-wide Marketing Task Force which is examining ways to enhance our Advancement and Public Relations strategies;
- ❖ three Strategic Study Groups (Curriculum Development, Technology Procurement, Faculty Hiring Process) which have made recommendations regarding our processes and procedures to better serve our constituencies. The Strategic Study Group process will continue to be utilized in order to improve upon initiatives already in place;
- ❖ the University as a Neighbor Advisory Group, composed of citizens from Edinboro, Erie, Meadville and other areas, which will develop recommendations regarding the services the University provides to the region in the interest of common educational, environmental and economic development goals; and

- ❖ meetings with academic departments, union leadership and associated groups and retired faculty to enhance communications and feedback.

It is also important to develop a collaborative administrative team of colleagues and constituencies beyond the boundaries of the Edinboro University campus. We have devoted a significant amount of time to creating lasting, productive and reciprocal relationships with members of the extended Edinboro Family. My outreach endeavors include:

- ❖ service on eight community boards and work groups;
- ❖ personal visits with numerous individuals, groups and organizations;
- ❖ attendance at numerous churches of varying denominations in surrounding communities;
- ❖ the development of a forum for dialogue between college and university presidents in the northwestern Pennsylvania region;
- ❖ service on various task forces and commissions including the Governor's Commission on Academic Standards and the Erie County Fiscal Management Task Force; and

- ❖ delivery of countless keynote speeches and special presentations in Pennsylvania and other states.

It is a pleasure to note here that we are enjoying significant improvement in our campus climate and a renewed presence in the northwestern Pennsylvania community and beyond. Rarely is a local newspaper distributed or a newscast aired that does not make some positive reference to Edinboro University related to our programs, students, faculty and initiatives. I continue to participate in regional and national leadership groups as a member of the Executive Committee of the Commission on Higher Education Middle States Association of Colleges and Schools and the American Association of State Colleges and Universities.

To Create a Supportive and Just Community

We asked the community to suspend disbelief, forget the past, and build upon the many strengths of the University. Many, in fact most, have accepted that invitation. The Edinboro Family has been fully involved in all discussions and deliberations regarding our priorities,

goals and objectives, and has developed the specific initiatives which will be pursued and funded in the coming years. These efforts to involve the entire community in decision-making are founded in the belief that progress may only be realized when community members have the opportunity to make a contribution to – a personal investment in – the decision-making process.

Our campus citizens, and those in our surrounding communities, have worn the Edinboro Family pins. They are everywhere. We pinned the Governor, legislators, mayors and other elected officials, superintendents, principals, teachers, retired faculty, senior citizens, and many others. The pin signifies a proud association with the University and the role that we play in the northwestern Pennsylvania community.

Other initiatives designed to create community include:

- ❖ the *In Touch* newsletter, a bi-weekly publication from the Office of the President, is distributed to faculty, staff, students, retired faculty, System officials and numerous external constituents and can also be accessed on the World Wide Web;



President Pogue shared the spirit of "community" with student John Garies at the first annual Candle Lighting Ceremony held in the fall of 1996.

- ❖ monthly articles from the President in the *Spectator*, Edinboro University's student newspaper;
- ❖ a series of special events and activities, including

- Moving In Day/Ice Cream Social
- Candle Lighting Ceremony
- Bruce Baumgartner and Lou Rosselli Reception
- Fall University-wide Convocation
- Teaching Day
- Homecoming (Parade, "Brunch on the Lawn," Tot Trot, Golf Outing)
- Normal Hall Clock Tower Dedication
- Governor's Commission on Academic Standards Hearing
- Family Weekend
- Holiday Gathering
- Winter Commencement (Commencement Brunch)
- Diversity Workshop
- Snowfest
- Martin Luther King, Jr. Birthday Observance
- Martin Luther King Awards Luncheon
- Panel Discussion on Rwanda and Zaire Crisis
- Black History Month
- International Academic Festival
- Women's History Month
- Leadership Erie President's Panel
- Mission Day
- Faculty Evaluation Workshop
- Writing and Thinking Workshop
- AIDS Awareness Week
- Celebration of Excellence
- Spring University-wide Convocation, (Retiree and Employee Anniversary Recognition Reception)

An Artistic Discovery 1997

Senior Celebration

Spring Highlands Festival

Spring Commencement
(Commencement Brunch)

Erie Summer Festival of the Arts

Edinboro Family Summer Retreat

Council of Trustees Retreat

Members of the faculty accepted an invitation to become Faculty Marshals. In addition to serving in an honored capacity at commencement and other academic ceremonies, the Marshals have been asked to assist students and the University in a variety of ways. We have also invited 27 very impressive University students to serve as Highland Ambassadors who will represent and assist the University on and off campus in a variety of service-oriented ways. The interest in these two initiatives, in particular, is testimony to the feeling of ownership, pride and enthusiasm that is emanating on the Edinboro University campus.

To Further Develop the Advancement Arm of the University

It was clear this past July, as it has been for several years, that State support for public higher education would continue to decline. It is also clear that Pennsylvania's public institution tuition is among the highest in the United States. There will continue to be an even greater need to attract alternative funding streams to support the work of faculty and students and to assist with the cost of technology, libraries, facilities and the like. This past September we announced the creation of a vice presidency for Institutional Advancement. We recently

completed a nation-wide search for our new Vice President who will now provide leadership to the Advancement division, building upon its strengths and the solid foundation already in place. During this interim year, we have focused on "friend raising" and preparing the University to receive gifts by focusing on the following:

- ❖ establishing a productive and mutually respectful relationship with Pennsylvania Governor Tom Ridge and the State Legislature;
- ❖ establishing relationships with our many constituents including area school districts, colleges and universities, businesses, community groups, healthcare agencies, religious leaders and private citizens;
- ❖ securing new endowed scholarships;
- ❖ attending to the maintenance of relationships with past donors;
- ❖ aligning the Grants Office with the Advancement Division in order to enhance our already successful efforts in this regard. During the 1996-97 Academic Year, 62 grant proposals were submitted to various funding agencies and 27 of those were awarded for a total of \$681,448

received. This year's grant revenues exceeded that of the previous year by nearly \$120,000;

- ❖ the further development of the University's Home Page on the World Wide Web to provide greater access to information and communication for our constituents; and
- ❖ increasing the contributions to our Annual Fund through ongoing attention and innovation with regard to the Alumni Phonathon.

The Advancement Division has made progress during this transitional year, and has worked diligently to prepare for the arrival of a new vice president. In the interim period, private fund-raising efforts have continued and have secured more than \$1,067,000 in cash gifts and pledges during the 1996-97 fiscal year, an increase of more than \$100,000 over the previous fiscal year. In the coming year, the division will be implementing plans for the celebration of the University's 140th Anniversary and associated fund-raising endeavors.



Robert Potalivo (left), president of Preferred Insurance Educational Services (PIES), presented a \$1,000 scholarship certificate to President Pogue and his wife, Dorothy.



State Senator Jane Earll (R-49th Dist.) (third from left) was the keynote speaker at the opening reception for Edinboro's celebration of Women's History Month.

To Implement a Cohesive, Cyclical and Participatory Planning Cycle

At the start of the 1996-97 Academic Year, the planning process at the University was, at best, loosely structured. In fact, very little comprehensive, integrated or inclusive program planning was occurring. Therefore, planning became a top priority. We reconfigured and established the Office of University Planning, Institutional Research and Continuous Improvement and created structures by which University-wide planning, Continuous Improvement and assessment could occur. A five-year Strategic Planning process is now underway. Among the Planning and Continuous Improvement achievements are:

- ❖ the creation and utilization of the 21st Century Planning Group;
- ❖ the implementation of University-wide planning activities including Mission Day which involved our community in establishing and identifying priorities. The excellent feedback provided at Mission Day was forwarded to the 21st Century

Planning Group for further consideration and served as the basis for discussion at the 1997 Edinboro Family Summer Retreat. The campus community now has specific initiatives to pursue in the coming years that are reflective of the community's perspectives, goals and aspirations.

These deliberations will assist us in the planning process by establishing the expectation that all administrative offices, departments and programs will develop mission statements and identify goals and objectives that flow from the University's mission. The five-year planning process will be assessed annually, and resources will be allocated to support missions and established University priorities:

- ❖ the completion of three Strategic Study Groups reports to the community which make recommendations for the improvement of processes related to technology procurement, faculty hiring and curriculum review. The reports of the Strategic Study Groups

were reviewed in detail by the community at the Edinboro Family Summer Retreat during which recommendations were revised and will now be forwarded to the responsible University constituents for implementation;

- ❖ the development of a Strategic Planning Model that unites the planning, budget and Continuous Improvement processes with regard to institutional goals and objectives. Departments are identifying mission statements, goals and associated initiatives that are in line with the institutional Mission and goals. Next year will begin the five-year budget and planning/Continuous Improvement process; and
- ❖ the presentation of 1997-98 budget requests in the context of the goals and objectives outlined at the Fall 1996 University-Wide Convocation. Budget hearings took place where all budgets were presented to the expanded Budget Committee and the 21st Century Planning Group. Cost Center Heads were kept informed of budget decisions during the deliberation process.

In the coming year, the planning process will be fully implemented as each department completes the process of developing mission statements and associated goals and objectives that are consistent with the University Mission. Departments will also complete environmental assessments and provide feedback to the community regarding specific initiatives to be pursued. A University-wide reporting document will be produced which will be updated on a quarterly and annual basis and will reflect progress made toward the stated goals, objectives and strategic initiatives.

All planning endeavors will parallel that of the State System of Higher Education.

To Enhance Diversity

Creating an environment that is conducive and supportive of diversity is just as important as the number or percent of African Americans, Latino Americans, Asians, Native Americans, disabled Americans, older students, and international students. In other words, while increasing the number of students and faculty is important, it is not enough; a welcoming environment is also important.

So, we have focused on both by:

- ❖ developing an overall, University-wide five-year enrollment and retention plan which includes projected enrollment goals for all students (non-traditional, international, disabled, minority, etc.);
- ❖ communicating frequently with departments and administrative offices about the importance of enhancing diversity among students, faculty and staff;
- ❖ inviting consultants, hosting workshops and benefiting from the recommendations of the Mission Day Focus Group on diversity; and
- ❖ hosting a variety of activities that are designed to enhance communication and improve contacts across gender, ethnic, disability, and international lines (i.e. Black History Month, Martin Luther King Day, Women's History Month, International Academic Festival); and hosting numerous off-campus activities to inform different population groups of opportunities at Edinboro University (i.e. receptions for Latino students and non-traditional students).



President Pogue hosted a meeting of the executive directors of area higher education councils to explore ways for the State System to deliver education programs outside the Edinboro area. Also pictured is Dr. Robert N. Aebersold who retired from the presidency of Slippery Rock University on June 30, 1997.

The community is showing signs of renewed interest in and understanding of this new approach to diversity, and individuals and departments alike are making very good and innovative suggestions as to how they can participate in the University-wide effort to enhance diversity. Human Resources training initiatives in the coming year shall focus on specific learning opportunities for faculty and staff with regard to diversity, and leadership groups such as the Highland Ambassadors and the Faculty Marshals will be encouraged to serve as role models by actively participating in diversity activities.

To Further Develop Graduate Studies

Although Edinboro University boasts a very successful and reputable Graduate Studies Program, there are many ways in which the program can be enhanced to better serve the citizens of the Commonwealth. We are identifying ways in which access to graduate programs can be enhanced and existing programs can be updated and more effectively

marketed in the region and, in fact, the world with respect to attracting additional international students interested in post-graduate studies.

We have made progress toward this priority by:

- ❖ investigating ways to expand professional development opportunities for graduate students through sponsored attendance at academic conferences;
- ❖ revising programs to provide stronger preparation and professional association compliance (Counseling and Human Development Department);
- ❖ adding a new Certificate of Advanced Study in Health Education in response to an expressed need by area health education professionals;
- ❖ offering a new M.Ed. program in Middle and Secondary Instruction;
- ❖ offering a toll-free number which will enhance accessibility to prospective graduate students;
- ❖ developing a Graduate Studies Web Site;



President Pogue presented the traditional officer's saber to Cadet Heath McCormick (third from left) in recognition of his being named Edinboro's Outstanding ROTC Cadet for the year.

- ❖ distributing a quarterly newsletter called "The Graduate" to enhance communications among students, faculty and staff; and
- ❖ reinstating the annual Graduate Student Recognition Ceremony.

The Office of Graduate Studies has been relocated to the seventh floor of Baron-Forness Library to provide a more central and visible location for the convenience of students. We are attempting to increase course offerings at the Porreco Center in order to increase access for students in the Erie area. We are attempting to identify ways in which programs with maximum enrollment may grow through resource allocation adjustments and enhancements.

Looking Ahead

The 1997-98 Academic Year will see continued pursuit of the stated University goals and objectives as the community planning discussions and deliberations are put into action through the development of our five-year strategic plan. We will remain committed to the development of a learner-centered environment and will implement all of

our plans in the spirit of Continuous Improvement and in the interest of our students, their success and further development. Academic and personal excellence shall remain the consistent tenet of our students, faculty, staff and administrators.

Of course, all of the aforementioned could not have been accomplished without the dedication of a full complement of student-centered and highly motivated faculty, staff, administrators and student leaders. The following represent leadership groups which contributed significantly to our efforts this year, along with every employee and student on the campus of Edinboro University of Pennsylvania. I offer sincere thanks for their contributions to the successes and accomplishments of the 1996-97 Academic Year. At the same time, I pose an ambitious charge to "keep up the good work" and to build upon our strengths, recognize our weaknesses, and strive for excellence in the interest of our students and the citizens of the Commonwealth of Pennsylvania.

President's Executive Council

- Ms. Janet E. Dean, *Assistant Vice President for Faculty Relations*
- Dr. Donald Dilmore, *Assistant Vice President for Libraries and Acting Dean of Liberal Arts*
- Ms. Emily Green, *Executive Assistant to the President*
- Mr. Gary Jamison, *Interim Vice President for Student Affairs*
- Dr. Philip Kerstetter, *Dean of Education and Graduate Studies*
- Dr. Gerald Kiel, *Associate Vice President for Enrollment Management and Retention*
- Dr. Andrew Lawlor, *Associate Vice President for Technology and Communications*
- Dr. Michael Mogavero, *Associate Vice President for University Planning, Institutional Research and Continuous Improvement, and Dean of Science, Management and Technologies*
- Mr. Richard E. Morley, *Vice President for Financial Operations and Administration*
- Mr. William Reed Jr., *Interim Vice President for Institutional Advancement and Public Relations*
- Dr. Robert C. Weber, *Interim Provost and Vice President for Academic Affairs*

President's Advisory Team

- Ms. Emily Green, *Executive Assistant to the President*
- Mr. Gary Jamison, *Interim Vice President for Student Affairs*
- Dr. Andrew Lawlor, *Associate Vice President for Technology and Communications*
- Dr. Michael Mogavero, *Associate Vice President for University Planning, Institutional Research and Continuous Improvement, and Dean of Science, Management and Technologies*
- Mr. Richard E. Morley, *Vice President for Financial Operations and Administration*

Mr. William Reed Jr., *Interim Vice President for Institutional Advancement and Public Relations*

Dr. Robert C. Weber, *Interim Provost and Vice President for Academic Affairs*

President's Cabinet

Mr. Donald Ames, *Director of Budget and Payroll*

Dr. Richard Arnold, *Acting Associate Dean of Science, Management and Technologies*

Mr. Paul Bennetti, *Deputy Chief*

Ms. Janet Bowker, *Alumni Affairs Director*

Mr. Ken Brandt, *Financial Aid Director*

Ms. Catherine Cavanaugh, *Assistant to the Dean of Science, Management and Technologies*

Ms. Cara Constantine, *Student*

Mr. Patrick Coleman, *Assistant Director of Human Resources*

Ms. Janet E. Dean, *Assistant Vice President for Faculty Relations*

Dr. Donald Dilmore, *Assistant Vice President for Libraries and Acting Dean of Liberal Arts*

Ms. Shirley Dinger, *Ghering Health Center*

Ms. Jody Gallagher, *Assistant to the Dean of Education*

Ms. Sherri Galvin, *Assistant to the President*

Ms. Linda Geissler, *Dining Services Director*

Ms. Emily F. Green, *Executive Assistant to the President*

Mr. David Harbula, *Enterprise Systems Director*

Dr. Edward Hoganson, *Chemistry*

Mr. Gary Jamison, *Interim Vice President for Student Affairs*

Ms. Janet Jenkins, *Learning Disabilities Coordinator*

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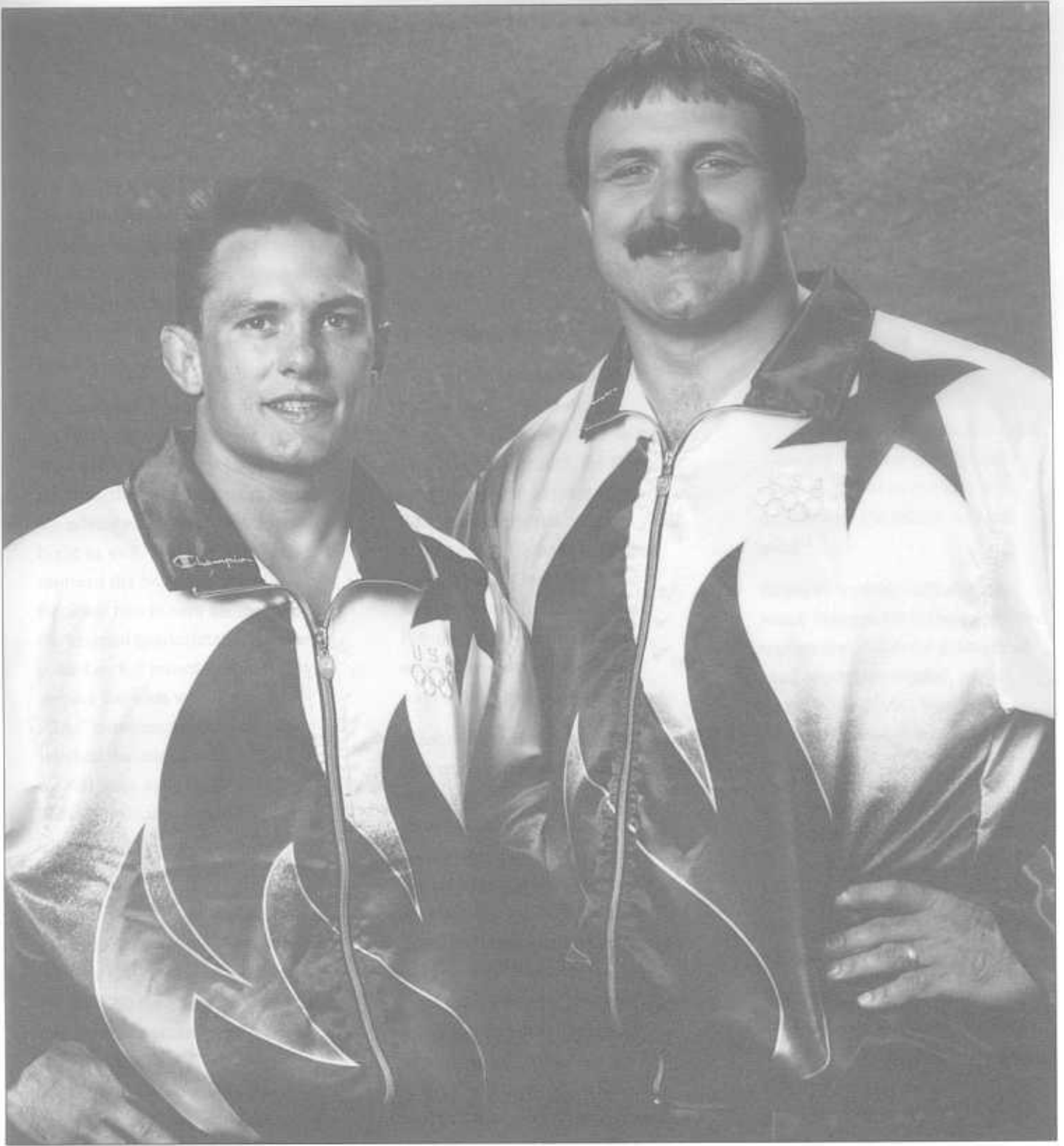
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OLYMPIC WRESTLERS

Lou Rosselli and Bruce Baumgartner

1996-97 Athletic Highlights

- ❖ For the second consecutive year, the Edinboro University of Pennsylvania Fighting Scot intercollegiate athletic program completed its sports seasons ranked in the top 25 of the Sears Directors' Cup final standings which measures the top athletic programs in the nation.
- ❖ For the second time in three years, the Edinboro volleyball team not only qualified for the NCAA Division II post-season tournament, but advanced to the NCAA Elite Eight as well. The Fighting Scots captured the NCAA Atlantic Regional title to earn another trip to the national quarterfinals. The squad posted an 8-2 record in PSAC play, earning the team's 11th straight PSAC post-season berth. Edinboro finished the season with a 28-13 overall mark and is now 26-4 in PSAC play under Coach Lynn Theehs, who was selected the Atlantic Regional Coach of the Year.
- ❖ Edinboro's men's cross country team captured the Pennsylvania State Athletic Conference championship for the 12th time in the last 13 years, and more importantly, the Scots won the East Regional title to earn another trip to nationals – the program's 18th straight! Edinboro's women qualified for the NCAA championships as well, competing in the national meet for the sixth time in eight years. The women placed 11th overall while the men placed 16th. Head Coach Doug Watts was honored as the league's Coach of the Year.
- ❖ Edinboro's newest sport, the women's soccer team, successfully started a new era of competition under head coach Gary Kagiavas. While Edinboro's first team won just two matches in the fall, they posted several impressive victories during the spring exhibition season.
- ❖ The wrestling program enjoyed perhaps its finest season ever as the team finished the year with a perfect 14-0 dual meet record, the first-ever unbeaten season in school history. Edinboro achieved a 6th place finish at the NCAA Division I national championships last March, the program's best finish ever. Six Fighting Scots qualified for the national tournament and three earned All-American status.
- ❖ Edinboro's women's basketball team also enjoyed one of its finest seasons ever as the Scots captured the PSAC-West regular season championship and NCAA Division II East Regional titles on their way to qualifying for the Elite Eight. The Scots fell in the quarterfinal round to the eventual national champions from the University of North Dakota to close their season with a 24-9 overall record. With no losses to graduation, the entire Boro squad will be back next season and most likely begin the season ranked among the nation's elite teams.
- ❖ The men's basketball team qualified for the PSAC post-season tournament for the fifth time under head coach Greg Walcavich, but the Scots' attempt for their third NCAA playoff bid in four seasons came up short. The team has received an invitation to play in the Disney Division II Tip-Off Classic in Orlando, Florida in November.
- ❖ The Edinboro track and field teams led another strong spring season of athletic competition, highlighted by the men's runner-up finish at the Pennsylvania State Athletic Conference outdoor championships. The women's track and field team also had several individuals who qualified for the NCAA national meet.
- ❖ Edinboro's young softball team, which featured 10 freshmen and six sophomores under the guidance of head coach Dan Gierlak, placed fourth in the PSAC-West and finished the season with a 20-22 overall mark.
- ❖ The Fighting Scot baseball team also enjoyed its share of success this season. Edinboro posted a 6-9 record during the team's annual spring trip to Florida and finished with a 17-33 overall mark.
- ❖ The men's tennis squad enjoyed another winning season, posting a 10-8 overall mark. The Scots placed fifth at the PSAC Championships, just two points away from a fourth-place showing.
- ❖ The Edinboro golf team placed sixth at the PSAC Championships this spring. Senior Matt Corey placed in the Top 10 at the championship to earn All-PSAC honors.

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