The State of the University

Philip K. Way
Interim President
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Agenda

• APSCUF Remarks: Ben Shaevitz
• Introduction of new employees
• Interim organizational arrangements
• Approach: Culture at work
• Search process update
• Priorities: continuity and change
  • Maintain the upward trajectory.
  • Pave the way for the new president.
Remarks

Dr. Ben Shaevitz
Professor of Physics
APSCUF President
Introduction of New Employees
Interim Organizational Arrangements

- Interim presidency expected to last until the end of 2017.
- BOG rules: Interims cannot run for president position at same university (January 2017).
- Interim is assuming all responsibilities of previous president, both internal and external.
- Interim has use of president’s house, but does not move in full-time.
Organizational Arrangements in Academic & Student Affairs

- Maintaining strategic control as Provost and VP for A&SA.
  - Delegating various managerial and operational matters
    - Meetings and retreat for A&SA to senior dean Keith Dils.
    - CAO meetings and calls to Carrie Birckbichler.
    - Provost Office liaison to SGA to Brad Wilson.
    - Faculty relations and development to Mary Hennessey.
- More may be announced.
A&SA Organizational Arrangements (Cont’d)

• **Rationales**
  
  • Tough for interim provost to learn the job quickly.
  
  • Anticipated duration only five months.
  
  • Need to maintain strategic direction, not have a deviation for a short time.
  
  • General satisfaction with shorter and less frequent meetings with Interim President, versus new supervisor.
  
  • Avoids knock-on interim positions.
  
  • Desire to provide developmental experiences for several people.
Approach: Culture at Work

- Constructive culture valuing
  - Goal planning and achievement
  - Creativity, personal growth, enjoyment
  - Trust, participation, support, the individual
  - Friendly relations, openness, cooperation, loyalty
Constructive Culture

• Keys: communication, transparency, collaboration
  • Help employees achieve high levels of needs.
  • Help organization achieve its desired outcomes.
Initial Steps

- Personal growth - new catalog of professional development opportunities
- Participation - Extended Cabinet/President’s Council
- Community - non-work events e.g., eclipse viewing, social events, birthday breakfasts, welcome back building breakfasts
Presidential Search Process

- Airport interviews in mid-September
- Campus interviews in late September
- Decision involves search committee, Council of Trustees, and Board of Governors
Priorities: Continuity and Change

• Continuity: Stay the Course – Maintain the Upward Trajectory
  • Move forward: Our guide is the Strategic Plan.
    • Ensure it cascades down the organization.
    • Tweak current strategies in response to assessment data etc.
  • Tightly link planning, budget and assessment.
    • Fund and execute the plan.
    • Measure outcomes against goals.
    • Communicate plan, strategies, and outcomes to all stakeholders.
Goal 1: Increase enrollment while enhancing student quality and diversity.
The Student Body Summer and Fall 17

- Summer 17: Up 1.4% in credit hours
- Fall 17:
  - Total number of students in Fall 17 on 4th day: 8940 – up from 8881.
  - Graduate proportion:
    - Stable at 14.1% of total students
  - Diversity
    - 13% URM - up from 12.6%
New Students Fall 17

- As of 4th day (8/31):
  - Freshmen:
    - Up in numbers (+47)
    - Quality higher (1007 vs. 1001 average SAT)
  - New transfers and graduates
    - Down slightly (50 and 38 respectively)
Goal 2: Offer a quality, flexible, agile and integrated curriculum and co-curriculum.
Looking Forward

- Revised university-wide student learning outcomes approved.
- Revise liberal studies program.
- Offer MS in AT and OT Doctorate starting in Summer 2018.
- Submit new programs to System, e.g., BFA in Theatre, MSW in Social Work.
- Expand online learning opportunities.
- Organize for the Middle States self-study.
Goal 3: Fuel learning with powerful pedagogies and transformational experiences.
Looking Forward

- Increase approved high-impact practices (HIPs) and develop four-year plans.
- Greater support through faculty learning communities and incentives to incorporate HIPs in courses.
- Professional development program for new and early-career faculty on powerful pedagogies.
Goal 4: Maintain an unwavering focus on success for all students.
Outcomes

- Persistence to second year: 82% in Fall 17 (est. 2\textsuperscript{nd} in System)
- Graduation in 4 years: 53% (?) (est. 1\textsuperscript{st} in System)
- Graduation in 6 years: 66.1% (est. 2\textsuperscript{nd} in System)
Looking Forward

- Continue to analyze data on non-persisting students and develop strategies.
- Office for Inclusive Excellence assistant director for transitions and three success coaches:
  - Train staff in coaching principles.
  - Develop action plans with students to overcome issues and teach resilience.
- Plan Convocation for 2018.
Goal 5: Provide a caring and inclusive campus, supported by quality housing, dining, recreation, health, safety and administrative services.
Outcome and Looking Forward

- **Housing**
  - Rhoads Hall 2nd floor renovated.

- **Service**
  - Campus Service Resource Directory on desktops (contacts, FAQs to reduce the SRU Shuffle).

- **Safety**
  - More safety drills being planned.
Looking Forward (Cont’d)

- Wellness
  - Just-In-Case app
    - Resources and information about sexual assault, mental health, alcohol and how to help a friend
    - 1422 unique users
  - Emotional Wellness Plan
    - Learn positive behaviors including resilience through workshops, events, and peer coaches.
Goal 6: Attract, retain and develop highly qualified faculty, staff and administrators who provide excellent teaching, scholarship and service.
Outcomes

- Recruitment
  - New tenure-track faculty hires Fall 2017: 19

- Retention
  - Best Colleges to Work For (Chronicle, July 2017) – SRU recognized for
    - Compensation and benefits
    - Job satisfaction
    - Professional development
Looking Forward: Faculty

- Recruitment
  - Quality: salary, start-up funds
  - Diversity: pipeline development, search committee training (esp. unconscious bias)

- Development
  - Teaching: CTL programs
  - Scholarship: grants for research, travel, writing grants

- Retention
  - Promotion Procedures Review Committee
Goal 7: Increase financial resources, enhance physical facilities, employ cost-effective technology, and adopt sustainable practices.
Financial Resources

• FY 16-17
  • Net surplus $681,590
  • PASSHE Financial Risk Analysis: SRU ranks 2nd most secure. Increased score 3 years in a row.

• FY 17-18
  • Appropriation increase 2%
  • Tuition increase 3.5%
  • Credit hour production up 0.5%
  • Significant cost increases – CBAs, healthcare, retirement rates, inflation
  • Balance budget with cutbacks in other areas.
  • Need to continue growing new programs.
Physical Resources

- Renovations over summer (~$6 million)
  - Swope loading dock
  - Classrooms, technology
  - Sustainability
  - 350 more wifi access points

- Demolition of Kraus

- 17-18:
  - Library – restrooms, computer lab, study spaces, redesigned entryway, expanded cafe
  - Strain Safety Building
  - East and West Gym
Goal 8: Engage alumni and friends in the life of the university.
Looking Forward

- Engagement Reporting form - so far, 45 shared ~200 alumni and community engagements on campus.
- Career Education and Development
  - Sophomore Institute – advanced senior-level alums and friends involved.
  - Senior Transitions Conference – high level career topics for seniors and young alums
- More programming in Pittsburgh for young alumni.
Goal 9: Support external communities through programming and expertise.
Looking Forward

- Support external communities through
  - Community service
  - Building a K-12 pipeline
  - Strengthening the social and cultural fabric of the region (incl. performing arts, athletics etc.)
  - Bolstering the regional economy
A Special Note

- Please consider donations to
  - Houston, TX (Student Non-Profit Alliance)
  - SECA: State Employee Combined Appeal (ESS)
  - SRU Campus Friends and Family Campaign (payroll, web site)
Continuity and Change (cont’d)

- Change: Pave the Way for the new president.
  - Experiment with new ideas, measure outcomes, and review with new president.
  - Tee up important decisions.
  - Establish a Transition Committee.
A Big Thank You

• To everyone who contributed to recent successes
• And to those who will step up to help us achieve our agenda for the year!