

Annual Dean's Evaluation
March 2009
Ohio University-Chillicothe
Dean Richard Bebee, Ph.D

OVERVIEW

Ohio University-Chillicothe is experiencing a banner year in a number of ways, including the launch or continuation of several projects that support Vision OHIO and University System of Ohio Strategic objectives and outstanding enrollment growth. The Chillicothe Campus' success can largely be attributed to campus-wide support of a strategic, focused approach, which has been central to the campus' workplace culture during my tenure. This type of approach draws together individuals of various skills and perspectives toward common goals and objectives.

I am confident that this strategic approach is, in large part, responsible for the campus' recent enrollment growth.

According to the latest preliminary figures for winter quarter, the Chillicothe Campus' headcount enrollment has increased 16 percent, with 1,886 enrolled students, compared to 1,629 students at the same time last year. The campus' Full Time Equivalent (FTE) enrollment has increased 18 percent with 1,545 FTE students this year, compared to 1,312 at the same time a year ago.

These numbers are the highest of any of Ohio University's 5 regional campuses and occur on the heels of an outstanding fall quarter that saw OU-C enroll the most students in 10 years, with 1,978 total students and 1,505 FTE.

The fact that we are enrolling so many students indicates that we have an increased opportunity to fulfill our mission of utilizing higher education to improve the quality of life for residents of Ross County and our region, which is our primary services area. We are grateful to be able to offer the Ohio University educational experience to area residents.

As you realize, as a regional campus, our reputation is extremely important. People in the community know us well. Many area residents are current or former OU-C students or know people who have taken courses on campus. Our current growth is a tribute to the quality of our faculty and staff members in providing a student-focused educational experience. By and large, our faculty members take the time to accommodate the busy schedules of our students while also offering them the educational experience that prepares students to become proficient in their professions and leaders in their communities. This is a message we regularly reinforce on campus.

This evaluation report will address:

- Actions that have been taken in response to the 2008 evaluation
- Accomplishments during the 2008-09 academic year
- Preliminary goals for 2009-10

As we move forward, it is important for us to remain focused on the campus' core values of serving our students and serving our students.

ACTIONS TAKEN IN RESPONSE TO 2008 EVALUATION

I have been mindful of making adjustments in response to my annual evaluation, including comments from you and campus faculty members. In fact, many of the steps I have taken in regards to management style are a result of input from the annual evaluation. Constructive criticism in these evaluations is very helpful to me as I strive to provide the most effective leadership to this campus community.

Based on figures in the 2008 evaluation, faculty members indicated areas of particular concern for improvement: Interpersonal relationships and communications, campus restructuring and academic programming.

INTERPERSONAL RELATIONSHIPS AND COMMUNICATION

Over the years, I have worked diligently to further build trust and cooperation on campus, with an emphasis on communication, and this past year has been no exception. I have stayed in regular contact with the faculty, listened to their needs and responded accordingly in terms of campus operations such as the filling of faculty and administrative positions. This collaborative approach emphasizes the spirit of shared governance. Recent steps include:

- Regular 'open' office hours are set aside each week for members of the campus community to stop in and share their thoughts and concerns
- Individual meetings were held with Group I and Group II faculty members
- Quarterly campus-wide meetings allow for the discussion of topics of particular relevance with colleagues across campus and provide a forum for interaction. For example, in the spring of 2008, the campus community discussed the formation of USO objectives and how they impact our campus operations and future. This winter, the topic was the importance of strategic planning to strengthen the campus' position during these difficult economic times.
- In the spirit of shared governance, division coordinators meet with me to set the agendas for Academic Council meetings. This is part of an ongoing effort to engage the division

coordinators in structuring the meetings so they are most effective from the perspective of our faculty leadership.

- I attend Academic Council meetings, which are held every two weeks during the academic year.
- To gain a fuller perspective, more campus community members were invited to participate in setting annual plans. Our annual planning session in August, during which we set priorities for the 2008-09 academic year, included all interested full-time faculty members and Regional Coordinating Council members in addition to division coordinators, Academic Council, Administrative Council and Senior Leadership Team members who have participated for several years.

CAMPUS RESTRUCTURING

- The recent conversion to a 4-division academic structure is a result of a vote by the faculty and aligns academic areas in a way to encourage increased collaboration between colleagues with similar scholarly and research interests.
- The associate dean position is now solely focused on the role as chief academic officer. Oversight of administrative functions such as student services is no longer with this individual. This has allowed for such advances as the development of a long-term academic schedule, which should benefit student retention.

ACADEMIC PROGRAMMING

- During my tenure at OU-C, I have pursued a leadership style that stresses organizational strategies that are most effective in an academic environment.
- For example, a framework is being developed in Academic Council to assist with the allocation of resources for existing academic programs.
- As we move forward, we are looking to develop a means to determine what academic programs and resources to add based on strategic criteria such as support of other programs, student interest and external market demand. A focus is to optimize programs in relation to other programs on campus and to grow in a smart and sustained manner.

TOP ACCOMPLISHMENTS OF 2008-09

This has been a progressive year for the Chillicothe Campus with many advances and accomplishments, such as:

- OU-C has secured four partnerships this academic year, with Berger Hospital System and Ohio Christian University, the local Veterans Administration Medical Center and Southern State Community College. These partnerships, which include regional medical

centers, a private university and a community college, help to open the doors of higher education to residents of our service area.

- A grant from the Appalachian Regional Commission, which was secured in the summer of 2008, is allowing the library to utilize technology so that students from the region are better prepared to compete in an increasingly global marketplace.
- The technology-rich initiative continues to gain momentum. Students entering OU-C's Law Enforcement Technology (LET) program now have the option to select most of the program's technical classes in an online delivery format. In all, 16 courses are being phased in incrementally in a sequence that stays in step with the program's requirements. OU-C is increasing its online options as part of its technology-rich initiative to increase student access and best meet the needs of its busy learners, many of whom are balancing the demands of college, job and family obligations. Further, a staff member was hired to work with faculty in implementing technology in their classes.
- As a result of a study of the student services area **and** through the campus planning session, an Advising Center was established to integrate our professional advising services, foster easier collaboration with faculty in this area and better meet the needs of students.
- The campus is involved in actively using higher education as an economic driver, particularly through its participation in the Ross County/OU-C Economic Development Team. The effort draws together campus, city/county government, civic, business and economic development leaders to help foster meaningful economic development efforts in Ross County. This type of effort was suggested by the Regional Coordinating Council and is an offshoot of the economic development study each campus undertook for the Provost Office.
- To help set the tone of campus expectations, especially in regards to professionalism and collegiality, I took an active role in mentoring new full-time faculty members.
- The campus is making a special effort to engage former students, and a first-ever Heritage Day event was held this fall to launch that effort. This supports the Vision OHIO strategic objective to increase annual philanthropic support and develop a major comprehensive campaign. We exceeded the campus' fund-raising goals by more than 100 percent.
- A search is being launched for a Director of Student Services. This individual will play a lead role as the campus continues to strive to meet the needs of all of our students, with an emphasis on non-traditional students or the New Traditionals as they are known. This individual's role will encompass all aspects of the students' college career, including recruiting, retention and career preparation. It builds upon the ongoing marketing plan that is designed to identify students who will most benefit from the OU-C educational experience. This initiative supports the Vision OHIO objective to create and implement a strategic enrollment management plan that promotes fiscal stability and improvements in quality, access and affordability/efficiency.

- As we strive for a campus appearance that reflects the quality of the OU-C experience to students and visitors alike and also increases safety, funding was secured for the ‘Parkway Project,’ which will provide a much-needed facelift to the front of campus and create more of a college campus feel to this growing learning community.
- The campus is taking a leadership role in the statewide effort involving stackable certificates to provide a pathway for individuals to build upon the skills they possess and earn college degrees. The Board of Regents designated OU-C as the oversight coordinator for the Ohio Skills Bank Region 7 stackable certificate effort. Other collaborating partners are Shawnee State University, Rio Grande Community College, University of Rio Grande, Ohio Valley Tech, Pike County CTC/ABLE, Jackson-Gallia-Vinton JVD, Scioto County CTC, Pickaway-Ross CTC, Pike County One-Stop, Ross County ABLE and Central Southeast ABLE Resource Center.
- The Chillicothe Campus has exceeded its \$50,000 endowment and gift goal as established by the Office of Advancement. To date, the campus has recorded \$119,000. Major gifts include a \$50,000 endowment to establish the Clayton L. Stein Scholarship fund and a \$50,000 scholarship gift in memory of Kathryn S. Fowler, whose husband, Dennis, is a long-time campus staff member. Further, a Women in Philanthropy program is being launched to involve local women in fund-raising efforts, many of which will benefit female students at OU-C. Plans are to build upon this program.
- In support of the Vision OHIO objective to improve health and safety and in continuation of a strategic objective from 2007-08, Emergency Procedures Manuals are now available in all classrooms.

PRELIMINARY GOALS FOR 2009-10

In moving forward, the campus will continue to adhere to its traditional strengths and mission of serving its students and serving its region while relying on a strategic approach that sets long-term goals to support these objectives and short-term goals to ensure success. Among upcoming projects and initiatives:

- As a campus community, we will look to set 5- and 10-year plans. Among topics these plans will include anticipated enrollment growth and capacity; physical facilities that may be needed; academic programs, from certificate programs through associate, bachelor’s and master’s degree programs; student support and extra-curricular programming; career preparation programming.
- Retention will be a focus. As we enroll more students, we need to ensure their success and further strengthen the campus’ graduation and degree-completion figures. We will examine what programs are needed to support students’ success, such as general academic advising; tutoring services; mentoring programs; and strengthened faculty advising. This supports the Vision OHIO objective to improve retention rate and engagement of first-year students to increase the graduation rate.

- Further advances in the technology-rich initiative are anticipated, including the full integration of the Law Enforcement Technology program to an online program. This is important in meeting the schedules of adult learners, many of whom are practitioners in their fields and already hold jobs.
- To ensure that our educational mission is focused and effective, academic programs will continue to be evaluated for effectiveness. More certificate and associate programs may be offered, allowing the campus to respond more quickly to the shifting job market. This supports the Vision OHIO objective to invest in target undergraduate programs.