Dean’s Annual Statement of Accomplishments and Goals
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Introduction

This report outlines noteworthy accomplishments since last year’s review within the major categories of Follow-up from Last Year, Campus Planning and Management, Academic and Enrollment Planning and Community Relations and Future Goals. I am grateful to all faculty, staff and community members who have contributed to progress made so far through special efforts and the work that happens every day at the campus. A wonderful aspect of being a campus dean is to see how individual or unit-level efforts across the campus and university coalesce into many positive outcomes our students.

Follow-up from Last Year

Goals from Last Year Thanks to the hard work of many faculty and staff, most of the goals listed in the dean’s statement from last year have been accomplished in part or whole; a few remain aspirational but not forgotten.

- The Enrollment and Retention Committee continues to work on a strategic plan. The committee is very active in brainstorming new strategies to recruit and retain students. A new subgroup of the committee has been formed to focus specifically on marketing as related to recruitment.
- Early college experience enrollments (College Credit Plus) have doubled in headcount from last academic year. The growth has mainly been with students coming to campus for classes.
- Degree program brochures have been completed and posted on the campus website. These had not been systematically updated since quarters-to-semesters. The campus recruiter will maintain an active role with future updates. Thanks to John Prather and Donna Capezzuto for getting the process started.
- A foundation advisory board has been formed and had its first two meetings in October and January to help the campus develop short- and long-term fundraising strategies. The committee consists primarily of community members from across our region and has already provided several insightful and actionable suggestions.
• Two major capital projects, new air handlers in Shannon Hall and a new flat roof for the HAPEC, have been completed. The last project in this biennium, updating the Shannon Hall fire alarm system, is still in progress with expected completion in April 2016.

• Corporate/High-Tech development of campus property has not been fruitful. However, the search for an appropriate developer continues. In the meantime there have been smaller revenue-generating activities including the sale of property for the ODOT road widening project and a pending easement of campus property for the ET Rover natural gas pipeline project. This will create a new pipeline in proximity to an existing natural gas pipeline on campus.

• Collaboration with Tech Growth Ohio and the Belmont County Community Improvement Corporation has been formalized through a partnership. The campus will be hosting a “shark tank”/pitch contest for area college students this spring semester as a result of this partnership.

• A campus safety manual has been created as the result of efforts from the campus safety committee last year and this year. The manual now undergoes regular review by the campus safety committee. The classroom/office safety posters have been updated following the transition to the VOIP phone system. In addition, the campus recently hosted an OUPD Active Shooter Training workshop with about 75 faculty, staff, students and safety reps from the community in attendance.

**Last Year’s Dean Review** As a campus dean it is also a pleasure to have a central role in guiding campus efforts through listening, observing, communicating, planning and leading. Based on the comments from the last review, I have paid particular attention to listening, observing and creating an environment with more communication. Some significant aspects are as follows:

• The Student Services Office has been restructured. The Student Services administrators, Diann Nickerson and Jennifer Kellner-Muscar took the lead role in redefining administrative positions that would best fit existing needs and strengths. The restructuring resulted in an enrollment manager and an advising and retention manager (with existing employees) who both now report to the dean, a full-time transfer and freshmen recruiting administrator, and as of this spring semester, a part-time CC+ advising position focused on CC+. Unfortunately the campus was not successful in gaining an internship/career services coordinator position (joint with OUZ) through the Strategic Investment Pool to maintain a similar part-time position funded through a grant that expired last summer.

• In all, this was a substantive restructuring for the Student Services Office. Thanks to the high level of experience, collaborative spirit and skill in the unit, the restructuring seems to be going well:
  - OUE headcount and FTE enrollments for fall and spring semesters are both up from the prior fall and spring semesters. RHE as a whole is down.
In the context of time, the fall 2015 FTE result of 605, as of week 2 reporting, represents the first year of increase in fall FTE since the most recent maximum of 685 in fall 2009. Spring FTE results have shown more fluctuation with, for example, a high value of 625 in 2010 (averaging spring and winter quarters); a low value of 534 in 2013; and 560 in 2016, as of week 2 reporting.

Freshmen applications for fall 2016 are also up compared to fall 2015 at this time. The shortfall of new freshmen (only 99) in fall 2014 was also reversed in fall 2015 with 127 new freshmen. The fall 2015 value is close to the fall 2008 and 2010-2013 results. Fall 2009 was the only most recent unusually high value with 167 new freshmen.

Besides Diann and Jennifer, our Records Management Associate Lori Poch, our recruiter Lisa Jeffries and the entire Enrollment and Retention Committee deserve a huge thanks for our recent successes.

- The campus held its first day-long retreat in several years. The event provided a forum for comprehensive and inclusive brainstorming which will be valuable in identifying short- and long-term goals and as the campus revisits its strategic plan next year. This is discussed further below. I wish to especially thank Sarah Mahan-Hays and Brad Cecil for all of their effort and attention in planning and conducting the retreat.
- Administrative Council meetings have been restructured to a “flipped classroom” approach in which reports are distributed in advance of the meeting so there’s more time in the meeting for discussion of old and new business and Q&A. This was the result of suggestions from the group. The Admin Council consists of faculty, classified staff and administrative leadership at the campus.
- I have completed most of the Senior Leadership Development Program, a year-long program coordinated by the University through a professional development firm, Development Dimensions International (DDI). The topics and interactions with a wide variety of administrators across the University who are also in the program have been helpful in understanding many common issues in management. In addition, my DDI coach has been helpful in understanding how the results of self-assessments and staff surveys reflect my personality and tendencies in management style.
- I have tried to address concerns related to low morale by expanding frequency and lines of communications, increasing opportunities for input and dialogue on difficult decisions or concerns and expressing appreciation more often. Some tangible examples from this year would be adding regular meetings with the classified staff, the campus-wide retreat and sending (versus notifying/posting on the network) minutes of the administrative council meetings to all faculty and staff and email updates on important matters.
- With the help of my DDI coach and others, I understand how my detail-oriented nature, wanting to understand campus operations well (especially as a new dean), having a highly constrained budget to work with and not having an associate dean to delegate...
some oversight of campus operations to may have raised issues of trust, and I am
working to address them.

- I have delegated most of the class scheduling responsibilities to the campus division
  coordinator, John Prather, and this model works pretty well with the division
  coordinator’s natural connection with the faculty. I thank him for all of his efforts with
  the schedule.

**Campus Planning and Management**

There are many topics that could be discussed in this area. Below I discuss some of the most
significant in terms of impact on the campus and attention that has been devoted in the last
year by faculty, staff and me.

**Strategic Planning** Elaborating from an earlier point, in November the campus Long/Short
Range Planning Committee organized a campus retreat which featured brainstorming on five
critical topics facing the campus: Belmont College Collaboration, Academic Planning, Property
and Facilities, HAPEC Utilization and Marketing and Recruiting/Retention. The next steps will be
to assign the results of the brainstorming to committees for further discussion and
prioritization, and for those committee results to be shared, discussed and debated at a follow-
up retreat this spring. Ultimately, the Long/Short Range Planning Committee, which consists of
all committee chairs across the campus, will begin to draft a new campus strategic plan next
year.

**Personnel Changes** There were several successful searches in the last year following
retirements (all positions replaced) or the restructuring of the Student Services Office:

- Full-time freshman/transfer recruiter-This search was the result of restructuring in
  Student Services, and in effect combined part-time transfer recruitment and new
  freshmen recruitment into one position. The past freshman recruiter position was part-
time; while the full-time transfer recruiter had other significant non-recruiting duties.
- Maintenance Worker and Groundskeeper-This maintenance worker search was the
  result of a retirement. Our groundskeeper was selected for this position. The
  groundskeeper position was subsequently filled through another search.
- HAPEC Custodial Worker-This was the result of a retirement. Because of budget
  constraints and declining memberships at the fitness center, this position was reduced
to half-time with student workers picking up more of the basic cleaning duties. In total,
  this has been a substantive transition within the physical plant unit. Discussions with the
director and the good visible results around campus suggest that the transition has gone
very well thanks to the talent and teamwork within the group.
- Records Management Associate-This search was the result of a retirement. This position
  plays an especially vital support role with admissions and enrollment.
• Administrative Associate—This search was the result of a retirement of our document specialist, and the position was formally redefined to reflect a broader focus. The position provides support with classroom assignments and event scheduling, publication of printed and electronic media for student services and theater, art and other events on campus and support services to the fitness center, marketing and foundation.
• Assistant to Executive—This search was the result of a retirement. This position, which supports my office and many aspects of the campus, remained essentially unchanged.
• Group 2 Exercise Physiology—This search was the result of a retirement with an increase in FTE to .80. While the primary focus of this position will be teaching in exercise physiology, it will also provide some instructional and/or leadership support to the Sports and Lifestyle Studies major at OUE.
• A few new adjuncts were hired through the new posting process in People Admin.

Thanks to the many faculty and staff who served on all of these search committees. The campus has worked together to make excellent choices. HR and RHE review all new position descriptions, restructuring, searches and appointments, and I appreciate all of their work this past year.

Facilities and Property As noted earlier, the past year has been a busy time with three large state-funded (capital) projects completed or in progress. A smaller project, to install an HVAC unit in the schoolhouse, was funded through majority contribution from the Belmont County Tourism Council in addition to campus one-time-only funds. All of these projects required careful planning and coordination of our Facilities Manager in Athens (Gary Alexander in most of this time period), campus Physical Plant Director (Steve McGuffin) and the Dean’s Office. There are many steps as these projects go from need, to concept, to funding, to University and state approvals, to contractor work and oversight and finally to completion. Gary, Steve and I spend a lot of time working through the ups and downs in bringing these projects to completion. I would like to thank Gary and Steve for all of their valuable advice, time and effort.

Looking forward, the capital projects in the next biennium will include HVAC improvements and replacements for Shannon floors 1 and 2; reconstruction of the HAPEC parking lot and a chiller replacement in the HAPEC. In addition the campus, through the Questers, has requested funding from the Belmont County Tourism Council to help support replacement of the slate roof on the schoolhouse.

Academic Planning and Enrollment Management

This is again a very active area for many of the faculty and staff at OUE. Below I discuss some of the most important on-going developments and future considerations.

Cambridge Center The Cambridge Center is a joint collaboration of OUE and OUZ. Despite offering the BSAM degree and a rotation of tier courses in support of the BSAM and general
education at the Cambridge Center, enrollments have not progressed as anticipated. At this point, and primarily through OUZ, efforts will be made to explore alternate marketing strategies, and to explore workforce development training and credit/non-credit workshop opportunities to bolster enrollments and utilization of the building. In the meantime, OUE will continue to provide most of the courses at the Cambridge Center through OULN. The next year will be pivotal in determining the future directions of the Cambridge Center.

**Enrollment and Retention Committee** This committee meets on a regular basis to brainstorm recruiting and retention strategies. A subgroup of the committee has been formed this year to look specifically at how campus marketing best applies to recruitment of new students. This year the campus has added advertising on Pandora to its marketing portfolio as a result of discussions in this committee and the campus Administrative Council.

I look forward to working with the Student Services Office, the Enrollment and Retention Committee, RHE and other campus deans in learning how the new Customer Relations Management system (Slate) can be used effectively in recruiting and retention. Similarly, I would like to assist our campus Student Services Office and the Enrollment and Retention Committee in obtaining data or reports that would be useful in their discussions. More and more information is available through IR, RHE and OBI; and special reports can be requested as needed to assist with the development of a campus recruitment and retention plan.

**OULN Usage** OUE continues to be a major broadcaster and receiver of courses by OULN. Sharing of sections of the same course at two or more sites is often the best solution in maintaining healthy course enrollments and ensuring that courses in several majors can be offered regularly. In addition, the OULN saves money through sharing of instructional expenses, and it allows students to experience professors and students from other campuses.

I am grateful to all the professors who have taught on the system for OUE and to Jay Morris and Trent Duffy for their technical and/or training support with OULN at the campus level. At this point it is not usual for enrollments in OULN sections at the campus to reach 300 or more students per semester. In spring 2015 the campus broadcasted a record number of sections, 25, by OULN. In fall 2015 the campus achieved a new record of OULN usage, 121 hours scheduled per week.

**Academic Programs** OUE currently offer 13 different majors with two recent additions, the BA in Human Biology and the BS in Sports and Lifestyle studies, offered through planned sharing of major courses across campuses by OULN or online instruction. Speaking in general terms, planning and sharing (where possible) courses are good strategies for strengthening existing majors and looking ahead to new majors. Other measures, such as advertising available academic minors, certificates and 1+3’s, 2+2’s and 3+1’s with academic programs in Athens, may also be worthwhile in attracting new students and increasing enrollments without adding costs.
Finally, following potential collaborations with Belmont College may also yield increased enrollments at both campuses. They are under consideration by Belmont College.

- Standard associate degree to bachelor degree articulation agreements for existing 2+2’s like the BTAS and BSAM degree, and new ones like the bachelor degree in integrated healthcare studies.
- Co-enrollment agreements for associate degree to bachelor degree programs when the standard 2+2 is not feasible. One such proposal, developed by Warren Galbreath, would involve cross-enrollment in the first three years for students who want to complete the associate in counseling at Belmont College and the bachelor of social work at OUE.
- A blended RN to BSN program for students completing the associate of nursing at Belmont College.

Community Relations

OUE has a strong connection with the community that has been developed across many years of interaction of members of the campus with community organizations and efforts. As a campus dean, developing relationships and visibility in the community has been an especially important goal. I have listed several ways that the campus or I have connected with the community this past year.

Fundraising/Gifts In the past year, the campus has been very fortunate to finalize a very generous scholarship planned several years ago. The principal amount, approximately $900,000, will be used to fund scholarships in perpetuity to OUE students. Some other highlights from the past year include:

- A $1,000 scholarship gift in memory of John Bisbocci, an emeritus professor and past Furbee Award recipient.
- A $1,000 scholarship gift from an alumnus of OUE and Ohio University from the 1960’s who recently reached out to OUE through Friends of OUE.
- Recognition of the Sara Burkey gift of approximately $50,000 from spring 2014 in an Ohio University Foundation Office publication.
- As noted earlier, development of a community-based foundation advising group. This is particularly important since the campus has very limited resources to apply to fundraising. I am especially grateful to EJ Schodzinski for his efforts in establishing and convening the foundation group. He has also been very active in seeking naming opportunities for the HAPEC.

RAPIDS Grant OUE will benefit from a grant program established by the state to support equipment purchases related to workforce training. OUE applied as a partner of Belmont College at their invitation. OUE has requested approximately $50,000 in equipment to support
student training and research in water analysis, GIS/GPS tracking and 3-D printing. Funding is expected in the first quarter of 2016. Participation in the Rapids Grant was determined by region. Other participants from our region include Washington State, Zane State and Eastern Gateway. The overall focus of our region is on oil and gas industry workforce development.

Schoolhouse and Belmont County Tourism Council Funding Elaborating from an earlier note, the campus benefited from a Quester grant proposal to the Belmont County Tourism Council which provided $5,000 to support installation of a HVAC unit at the schoolhouse. The campus also contributed $3,000 in one-time-only funds to cover architectural and inspection costs associated with the project.

Tech Growth Ohio/Belmont County Community Improvement Corporation Collaboration. Elaborating from an earlier note, in January 2015 the campus and the Belmont County CIC became partners with Tech Growth Ohio, a state funded organization which facilitates new technology start-ups. The major initiative for this year will be a shark tank/pitch contest for area college students in which the student teams will showcase innovative business plans. Mike Schor is coordinating this event. The campus will use foundation dollars from the Burkey gift and matching funds from the state to support this project.

Friends of OUE I have worked with a group of faculty and staff led by Sarah Mahan-Hays to provide two Friends of OUE events on campus in the last year. These include a holiday reception and concert in December have brought about 130 community members and alumni to campus, and a reception with about 40 attendees in April for our spring theater production and the opening night of the student art exhibit. These events have been funded through foundation support with the goals of establishing a stronger connection with the community and alumni, showcasing the performing arts and engendering future donations to the campus.

Fitness Center With several relatively new and inexpensive fitness membership centers in the St. Clairsville area, community memberships at the campus fitness center have been declining for the past few years. After looking at utilization of the fitness center and discussions with the fitness center director, early morning weekday hours and late afternoon weekend hours were eliminated this fall semester. The director was proactive in reaching out to members who would be affected thus reducing negative reactions and the number of memberships lost. In the meantime the director has been successful in securing some new events at the HAPEC, for example Belmont College graduation events, to generate alternate revenue.

Furbee Award This Alumni Association award, which recognizes community members for their outstanding service to the campus and community, continues to be a strong tradition at OUE. Rich Greenlee, emeritus dean and associate professor, was named the Furbee Award recipient in May 2015. Dr. John Mattox, curator of the Underground Railroad Museum in Flushing Ohio, has been named the 2016 recipient. He received an honorary doctorate from Ohio University in 2008 and has been a member of the campus Regional Coordinator Council for several years.
**December Recognition Event** As with Athens and the other regional campuses, OUE celebrated its first December recognition event for fall graduates in many years. The event featured Rich Greenlee as speaker, two Regional Coordinating Council members in attendance and certificates for the students. While only five out of the eight students eligible for graduation were in attendance, we had nearly 40 guests, and much appreciation was expressed for having a recognition event in December.

**Saint Clairsville Sunrise Rotary** I continue to be active with the Sunrise Rotary in the normal capacity of attending meetings, participating in fundraising events and assisting with community outreach like our annual walk/run race and bell-ringing with the Salvation Army. This year I am serving as president-elect for the Sunrise Rotary, and I a member of our club board. I will be attending special training sessions in March for president-elects. My term as president will be for one year starting on July 1.

**Additional Community Organizations** I am also pleased to represent the campus in several other community boards including the Belmont County Community Improvement Corporation, the Belmont-Harrison-Monroe Sexual Assault Response Team and the Reentry Coalition (associated with the Belmont Correctional Institute).

**Student Interactions** Students are of course critical to our success as a campus. Hence as a campus dean, it is essential that I maintain a good connection with our students. Some examples of recent interactions with students include:

- Providing welcomes and thank you gifts to prospective students at several recruiting and information events on campus.
- Assisting with the OUE/Belmont College Rotaract club and inviting members to Saint Clairsville Sunrise Rotary Club for special occasions like when the Rotaract club was recently recognized with an international service award by the district governor.
- Becoming familiar with student workers who I see on a regular basis especially in the student services office and at the campus fitness center where I am a member.
- Inviting students to visit with the Regional Campus Coordinating Council as ambassadors from different majors including education, social work and applied management.
- Teaching students last spring and this fall semester which has provided the opportunity for me to get to know nearly 55 students as actual students. Teaching has helped me to stay in touch with our student population and the educational technology tools our professors and students use on a regular basis. It’s been a pleasure to contribute to their education and to enrollments at OUE without cost to the campus.

**Future Goals**

While enrollments are up at OUE this year, they are down across RHE. Hence an overriding goal will be for OUE to continue to grow and succeed in its mission despite challenging system-wide
budget forecasting. Fortunately, the campus administrative and faculty leadership are well
versed in maintaining our most critical functions and advancing important goals despite lean
budgets. I have listed below some particular goals I believe are important to the campus and
are achievable in the next 1-2 years.

**Enrollment and Retention Strategic Plan** With the Student Services Office restructured and
most details of CC+ worked out, it is important for this committee to complete its strategic plan
as soon as possible and incorporate, if possible, an overarching marketing plan.

**Strategic Planning** As noted above, the Long/Short Range Planning Committee should be in a
position to begin rewriting the campus strategic plan next fall semester.

**Increase External Utilization of HAPEC** The campus has added some new lease agreements for
events at the HAPEC this year. Expanding external utilization of the HAPEC will continue to be a
top priority in addressing deficits for decreased memberships at the fitness center.

**Collaborations with Belmont College** Besides the intrinsic need and benefit for OUE and
Belmont College to collaborate to the benefit of area students, the state Affordability and
Taskforce provides additional impetus for cross-campus initiatives to be realized. Some
potential academic initiatives have been noted above.

**Business Continuity Plan** All units across the University are undergoing continuity planning in
case their operations are significantly challenged by inclement circumstances. Campus units will
submit business continuity plans by June. The campus units will convene in May for cross-unit
discussions. Thanks to Brenda Phillips, associate dean at OUC, for providing training and insight
on this process.

**Create a Shark Tank/Pitch Contest Competition to High Schools** With the first pitch contest for
college students slated for this April, the next goal will be to create a similar event for area high
schools. Preliminary discussion suggests this would be a collaboration of OUE with Belmont
College, the Belmont County Community Improvement Corporation and Tech Growth Ohio

**Diversity Events** With only a very limited amount of funding, the campus has been able to host
excellent international education and literacy education events in the last year. I will ask the
cultural events committee to develop a multi-year conceptual plan that encompasses other
major topics that are important to our students and community.

**Conclusion**

Despite many significant challenges, this has been a good overall year for the campus thanks to
the strong element of teamwork at the campus. I would like to take this opportunity to express
my appreciation to everyone for their contributions and their time and consideration in
reviewing this document and completing the dean evaluation process.