Introduction

It has been a professionally and personally gratifying experience to serve as the Dean of the Ohio University Chillicothe (OU-C) campus for the past 3 ½ years. During this time, I feel the campus has achieved success at fulfilling its mission and vision of providing educational and cultural needs of the Chillicothe area and the entire service region of the campus. I also feel through an extensive planning process recently completed on the campus, OU-C is poised to use its energy and resources to continue to fulfill this mission and vision well into the future.

While in this statement I will describe specific accomplishments which have occurred on the campus during my tenure, I want to be very clear that I am not taking sole credit for the completion of these goals. Specific accomplishments which have occurred during my time as dean to advance the OU-C campus mission is the result of the ingenuity, hard work and dedication of the 200+ staff and faculty who serve the institution. They deserve, and should be given, a great deal of the credit for the institutional accomplishments I will describe in this statement, however I feel my management, leadership and vision for the campus as its dean has also significantly contributed to the recent successes of the OU-C campus.

Campus Accomplishments:

Community Relations

Serving as the dean of a regional campus such as OU-C is very unique from serving as the dean of a college housed within a residential campus. In addition to the management and leadership responsibilities the dean must provide to the campus, there is also an important responsibility of representing the campus in the community the institution serves and also investing one’s time and energy in providing service and leadership through community organizations.

During the past three years, I have very much enjoyed becoming involved in the Chillicothe Community, meeting and working with the numerous individuals who have a passion to serve Chillicothe and the surrounding region. My service to the community and representation of the OU-C campus has included participation and membership in the Chillicothe Noon Rotary Club, the Chillicothe Community Improvement Corporation, the Chillicothe Downtown Development Commission, Major Employers Roundtable and the Executive Board of the Ross County United Way. For the past two years, I have also served as a co-chair of the Education Division for the Ross County United Way Annual Fundraising Campaign. In addition, I have also represented the campus in numerous interviews and opinion columns through the Chillicothe Gazette, iHeart Media’s “Sounding Board” show and the WYRO 98.7 FM Radio Station in Jackson OH.
Campus Planning

I feel one of the more significant accomplishments of the OU-C campus during my tenure as the dean has been providing leadership and guiding the campus through an extensive campus planning process. This three year process has resulted in the creation of three campus planning documents, the campus Strategic Plan, Personnel/Hiring Plan and the Enrollment Management Plan, which will be used to guide decision making for the campus into the future. These documents are a result of numerous campus planning sessions and were created through a shared governance process involving OU-C faculty, staff and student leadership. It is important to note the plans could not have been created without the hard work and leadership of the campus Associate Dean(s), Dr. James McKean and Dr. Brenda Phillips, and the Director of Student Services, Dr. John Fisher. These campus planning documents are specific in nature and designed to provide a “roadmap” to guide the future direction of the campus in order to fulfil its mission/vision.

The campus strategic plan outlines campus initiatives in the areas of Academic and Academic Support Programming as well as Facilities and Information Technology planning. The 3 year Personnel Plan prioritizes hiring requests in both the faculty and staff areas in order to support the initiatives outlined in the campus strategic plan. Finally, the Enrollment Management Plan provides an assessment of the recruitment and retention profile for the campus and outlines recruitment strategies to maximize enrollment in general for the campus and in support of academic programs that have the greatest potential for enrollment growth. These documents are displayed on the campus web site (http://www.chillicothe.ohiou.edu/pages/faculty-staff/campus/resources.htm)

Major Achievements:

- Creation of the OU-C campus Strategic Plan
- Creation of the 3 year Personnel/Hiring Plan
- Creation of the campus Enrollment Management Plan

Academic Programing

The growth and evolution of the academic programming of the institution is critical to fulfil the campus mission of providing the educational needs of students to complete degrees and prepare them to successfully pursue employment opportunities and productive professional careers in the region. In addition, these academic degree programs are the financial lifeblood of the institution.

While the majority of the students who attend OU-C have the goal of a completing a degree program on the campus, a significant number of students attend OU-C to build a solid educational foundation in preparation to successfully relocate to the main/Athens campus or transfer to another institution to complete their degree. Another component of the campus
mission is to provide a quality educational experience to allow these students to also achieve their goals.

During my tenure as the campus dean, four new academic programs have been launched on the campus in response to student interest and career opportunities which have emerged in the Central Ohio region. These academic programs can be completed entirely on the OU-C campus, however the addition of the traditional Bachelor of Science in Nursing (BSN) program has resulted in the instruction of a number of courses for the BSN degree being taught at the newly constructed PACCAR Medical Education Facility located on the Adena Medical Center campus.

A total of 22 new faculty members, many in disciplines to directly support the degree program offerings on the campus; examples being Nursing, Business Management, Social Work and Education, have been added during my 3 year tenure as the campus dean. Faculty members have also been added in disciplines to provide support courses to the various degree offerings and to the general education curriculum offered on the campus. These disciplines include, English (composition and literature), History, Chemistry, Psychology, Sociology and Biology/Microbiology.

**Major Achievements:**

- New academic programs launched on the OU-C campus
  - Bachelor of Science in Nursing (BSN)- Traditional & Accelerated Formats
  - Bachelor of Social Work
  - Bachelor of Science in Applied Management
  - Bachelor of Arts in Human Biology
- Twenty two (group I/II/IV) faculty have been hired in the last three years to support new and existing academic degree programs.

**Academic Support Programing**

During the past 3 ½ years, new academic support programs and the expansion of existing programs to support the academic mission of OU-C have occurred on the campus. Being an open enrollment campus and one which serves a large population of non-traditional students, programs to support the academic success of the students is critical for student enrollment/retention and for the campus to completely accomplish its mission.

Recent institutional accomplishments which support the academic mission of the campus include a physical expansion of tutoring space in the Student Success Center (creation of the “Math Cave”) and the launching of the Supplemental Instruction Program which provides group tutoring services to students enrolled in courses which traditionally have experienced high failure rates. Several new sections of University College courses have also been added to the campus curriculum in order to help students adjust to college/university life/expectations and
the development of study skills. Two additional professional advisors have also been added to the campus’ advising staff to advise undecided and pre-nursing/nursing students.

A new scholarship program has been implemented on the campus which added an additional $380,000 of campus resources to help high scholastic achieving students defray the cost of their college education. This new program greatly expands the eligibility for campus scholarships and will be used as an effective recruiting tool to attract high achieving students to enroll at the OU-C campus.

The “Promise Lives” Capital Campaign for the OU-C campus continues to progress. To date, the $500,000 goal to raise funds for existing and new endowed scholarships is near completion and the focus of the campaign is now shifting towards raising funds to support construction of the Academic Success Center. Completion of this project will provide additional academic support space for OU-C students in the form of group study rooms, student computer lab, lecture hall, multipurpose room and a reconfiguration/modernization of space in the Quinn Library.

With the aid of an Ohio Means Grant, a student internship program has recently been created on the campus to support the professional development of OU-C students and better prepare them for entrance into the workforce. The OU-C campus entered into a consortium with other educational institutions in the region, including Southern State Community College and the Pickaway-Ross Career and Technology Center, and businesses and organizations to provide professional internships for OU-C students. During the 2013-14 year over 60 OU-C students participated in the program.

**Major Achievements:**

- Expansion of the tutoring facilities of the Student Success Center, located adjacent to the Quinn Library
- Creation of a Supplemental Instruction Program
- Development of math/writing “refresher” programs
- Expansion of University College study skills courses
- Hiring of two additional professional advisors
- Progress with the “Promise Lives” Campaign
- Hiring of a permanent Associate Dean for the campus
- Hiring of a new Library Director, Information Technology Director and support staff for these units.
- Expansion of the campus Scholarship Program
- Creation of the campus Internship Program
Facilities and Information Technology

Recently the OU-C campus has invested in an expansion, modernization and updating of facilities and Information Technology resources to improve the campus workplace environment, increase efficiency and support of its mission.

The campus is currently investing in renovating and updating faculty and staff offices to improve the workplace environment and increase efficiencies. Several individual offices within the Student Services and Advising Office Suites and Faculty Offices have been updated and equipped with new furniture to make them more functional with regards to job responsibility and technology use. In addition, new offices have been constructed for the campus Information Technology Staff in the Quinn Library to consolidate the staff for efficiency and close to the Information Technology Help Desk.

The campus has also experienced a complete campus upgrade in Information Technology equipment located in classrooms, support laboratories and the Stevenson Center Learning Commons area. This upgrade has not been limited to computer equipment, but has also included projectors and the addition of “Smartboards” in certain classrooms. This project has also included the creation of a Faculty Resource Laboratory to support technology needs for distance education course offerings and the creation of additional computer laboratories for instruction.

During my tenure as the OU-C dean, the campus has also experienced additional facility upgrades such as the opening of the campus Technology and Business Development Center, revitalization/renovation of the Emergency Response Training Facility (to be used for future Continuing Education and Workforce Development activities) and, beginning this spring, the replacement of the pedestrian bridge which links the Shoemaker Center with the upper tier campus parking lots.

Major Achievements:

- Faculty/Staff office renovation project
- Information Technology upgrades in classrooms, laboratories & common areas
- Beginning the process of creating a new, more functional, OU-C web site
- Campus Recycling/Sustainability efforts continue to expand adding efficiencies in campus operations.
- Facility improvements to the Charles and Daisy Black farm in partnership with the Pioneer School
- Revitalization of the campus Emergency Response Training Facility
- Replacement of the Shoemaker Center Pedestrian Bridge
Future Goals:

As I continue as the Dean of OU-C, my immediate goals for the institution can be characterized as building on the past successes of the campus and using the campus Strategic Plan as a blueprint for campus change/growth. I feel as a result of the achievements outlined above, a great deal of momentum currently exists on the campus. It is my intention to use my management and leadership skills and working with the campus faculty and staff in a shared governance manner, to take advantage of opportunities as they present themselves to continue the growth and evolution of the OU-C campus with the overall goal to fulfil the mission and vision of Ohio University Chillicothe.

It is important to note that the campus will face significant challenges in the near future including adjusting to the new university Responsibility Centered Budgeting Model, the revised subsidy distribution model from the State of Ohio; as well as enrollment challenges resulting from a reduction in the number of college age students in the region. With the improving state and national economies, a reduction in the pool of non-traditional students interested in furthering their education will also challenge the campus to achieve its enrollment targets.

Even with these challenges however, I feel OU-C has strongly positioned itself for growth, innovation and to take advantage of opportunities as they present themselves. As part of positioning the campus for future success, I have outlined a number of initiatives below, which are featured in the campus Strategic Plan, where I plan to focus my attention for the coming year.

Academic Initiatives

- Address Issues in the School of Nursing
  - Hire a permanent Associate Director of Nursing
  - Continue to address issues related to the campus NCLEX pass rates
- Launch new academic programs on the campus in:
  - Psychology
  - BA in Art
  - History
  - Entrepreneurship Certificate
- Forge academic partnerships with Pickaway Ross Career and Technology Center for offering the newly approved Associate in Technical Studies (ATS) Degree
- Continue to work with and develop relationships with area school systems to implement College Credit Plus
- Develop a strategy for the programming and use of the Business Development Center
- Promote utilization of the Emergency Response Training Center for continuing education workforce development opportunities.
**Academic Support Initiatives**

- Continue to implement the campus Enrollment Management Plan
- Continue to grow/expand the Student Internship Program
- Expand the Supplemental Instruction Program into additional general education courses and degree specific courses (specifically nursing)
- “Promise Lives” Capital Campaign-Focus fundraising efforts for the Academic Success Center
- Explore the possibility of implementing student learning communities to enhance the campus educational experience and improve retention

**Facilities/Information Technology Initiatives**

- Launch redesigned campus web site
- Complete faculty/staff office renovation project
- Complete Shoemaker Center Pedestrian Bridge Project
- Begin Bennett Hall Electrical Upgrade Project

I greatly appreciate the opportunity to communicate the achievements of the campus during my 3 year tenure as the campus dean and goals for the future direction of the campus. I look forward to my service to the campus for the coming year, in particular my continued working relationship with the dedicated faculty and staff of Ohio University Chillicothe.